D5.2 Adapted Monitoring Methodology for Each Pilot City (Genova)

April 2023

1. ABOUT HUB-IN

1.1. MISSION

Hubs of Innovation and Entrepreneurship for the Transformation of Historic Urban Areas (HUB-IN) aims to foster innovation and entrepreneurship in Historic Urban Areas (HUA), while preserving their unique social and cultural identity and the environment.

The project adopts innovation and entrepreneurship as the main drivers of urban regeneration in HUAs and is fully aligned with the international agendas for Cultural Sustainable Development (UNESCO) and Cultural Heritage Strategy (Council of Europe).

In the first stage of HUB-IN, a network of Hubs of innovation and entrepreneurship will be developed in the HUAs of eight city partners (Belfast, Brașov, Genova, Grand Angoulême, Lisbon, Nicosia, Slovenska Bistrica, Utrecht) and in the second stage, the resulting methods and tools will be scaled up to a global network of HUAs in follower cities. The Hubs of Innovation and Entrepreneurship will test, demonstrate and pilot activities of co-creation and co-design in three main areas that hold potential for the Hubs' sustainable transformations: 1) Cultural and creative industries, 2) New lifestyles and 3) Endogenous Natural & Social Resources.

1.2. VISION

HUB-IN expects to contribute to reverse trends of abandonment and neglect of historic heritage in a systemic way through the creation of networks of Hubs where innovation will be the main driver. The project will also have a direct impact on the creation of new sustainable opportunities for local traditional businesses and for the development of new creative skills and jobs.

1.3. CONSORTIUM

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2. CONTEXT AND INPUTS

2.1. ABOUT THIS DOCUMENT

This document proposes the methodology for understanding and improving the benefits of Genova's Hub over time. It sets out an overview of the theory underpinning the monitoring approach (including quantitative and qualitative techniques operating at different levels) and a detailing of specific indicators and their data collection processes.

Each city is responsible for its own data collection, analysis and reporting, with a nominated point of contact to carry this out. This guide is therefore intended to support the city's nominated person in this regard, as a granular handbook for monitoring their Hub and developed in parallel to their developing their action plans with key stakeholders.

The document draws on previous HUB-IN discussions, deliverables, stakeholder engagement, Work Package and city meetings and monitoring workshops to date, formed in conjunction with the city teams and stakeholders.

2.2. REFERENCES TO OTHER PROJECT DOCUMENTS

In order to put monitoring plans in context, it is beneficial to present the challenges to be addressed in the HUA, the proposed solutions for addressing them and the outcomes that are expected as a result. Each of these topics has been deeply explored in previous HUB-IN deliverables and by other Work Packages. To avoid duplication and keep master versions of the details in a single source, that content is not replicated here. Instead, readers seeking further information may wish to refer to www.hubin-project.eu/library, for example for:

HUB-IN Framework	the vision, values, concepts and synchronised actions cities take towards being 'HUB-IN Places'
Current Landscape	the common HUB-IN narrative for the point the cities are starting from
Entrepreneurial Ecosystem	the key elements and dynamics of heritage-based entrepreneurial ecosystems within Historic Urban Areas
Roadmap	the overarching vision, values and missions of each Hub, offering numerous project options to address those
Action Plans	the selected interventions being implemented, with specific goals, outcomes, steps and timelines
and more	on HUB-IN's empowering frameworks, theory, tools, networks, training and more...

3. OVERALL MONITORING APPROACH

3.1. KEY HUB-IN ELEMENTS

The HUB-IN project intends to address the long term decline and degeneration of Historic Urban Areas by using their cultural heritage as an engine of innovation and entrepreneurship, while still preserving their unique social and cultural identity and the environment.

For the purpose of focussing the monitoring and evaluation, this can be thought of as linking together several layers to be assessed:

- **the project's Expected Impacts**
  the Grant Agreement sets out "Expected Impacts" common to all its cities:

  - Expected Impact 1:
    Reversing trends of abandonment and neglect of historic heritage in urban areas and landscapes

  - Expected Impact 2:
    New and tested blueprints for the socially and economically viable regeneration of European HUAs and cultural landscapes, with enhanced well-being, quality of life, social cohesion and integration

  - Expected Impact 3:
    Boosting heritage and culture-relevant innovation, creativity, entrepreneurship and light 'reindustrialization' of HUAs and cultural landscapes

  - Expected Impact 4:
    Cross-sector collaboration, creation of job opportunities and skills in cultural and creative sectors and innovative manufacturing linked to historic heritage

- **Entrepreneurial Ecosystem**
  WP2's "D2.7 Entrepreneurial Ecosystems in Historic Urban Areas" (van Twuijver, M., Toxopeus, H., Bosma, N. and Munch, G., 2022) sets forth the key ingredients and elements of an Entrepreneurial Ecosystem for "what makes a HUB-IN place". HUB-IN Cities aim to develop these within their HIstoric Urban Area in order to foster heritage-driven innovation and entrepreneurship - for example Leadership, Knowledge, Finance, etc.

- **Action Plans**
  Based on their progress through the programme's phases and co-creation with their stakeholders, each HUB-IN city develops targeted interventions (Action Plans) that seek to drive change for key beneficiaries and stakeholders across dimensions such as placemaking, data collection, co-creation and community engagement, policy and regulation, art and creativity, sustainability.

3.2. Theory of Change

As can be noted from the Expected Impacts, part of the change HUB-IN intends to drive is long-term in nature (e.g. reversing trends of abandonment) and also indirect (in the sense that HUB-IN may influence and contribute towards these but can not be said to have direct control over them).

Projects that intend to drive such long-term and indirect impacts face common challenges in determining with accuracy and credibility what level of change occurred due to the project rather than, for example, due to the numerous other causes at play from existing policies, projects, investments, and technological progress to wider trends within the HUAs, cities and regions.

As set out in D5.1 "Common Impact Assessment Framework", such projects often use a Theory of Change approach. This approach maps and tests the intended change pathways for how longer term impacts will be contributed to. By collaboratively mapping the co-created vision in a logic model, this enables the identification of which change pathways are most suitable for monitoring in the short, medium and long-term, and a discussion on where to focus limited capacity. This provides identification of the most appropriate indicators to monitor, offering balanced insights in the following categories:

1. **output indicators**: data indicating the scale of the action plans. For example, the number of organisations participating in a network-building action, to understand if the action is generating traction and who with.

2. **outcome indicators**: deeper insight via quantitative or qualitative analysis, such as pre- and post- comparisons of business growth or community perceptions via interviews, questionnaires, focus groups, surveys etc. As a simple example, the level of change in business skills / conditions that organisations experienced as a result of the Accelerator.

3. **impact indicators**: longer term tracking of broader HUA indicators, for example comparing growth in industry turnover and jobs in the Creative and Cultural Sector against the trend expected from the previous 10 years. This data is often hardest to obtain as there is often no historic (e.g. 10 years of data) HUA baseline, and when data does exist the HUA boundaries do not match normal municipal datasets. Further, change in these indicators can not be said to be directly driven by HUB-IN due to numerous other initiatives, projects, policies, investments at play. Thus, the cities do not focus most of their monitoring effort here - however a few indicators can provide useful context for the wider environment.

4. **feedback loops**: reflexive assessments on lessons and adaptations. As a simple example, a quarterly assessment by the Hub team on how well a network-building action is progressing the HUA's broader entrepreneurial ecosystem, and what adaptations can be taken to further improve.

The role that these play within a Theory of Change are illustrated in Figure 1 below.
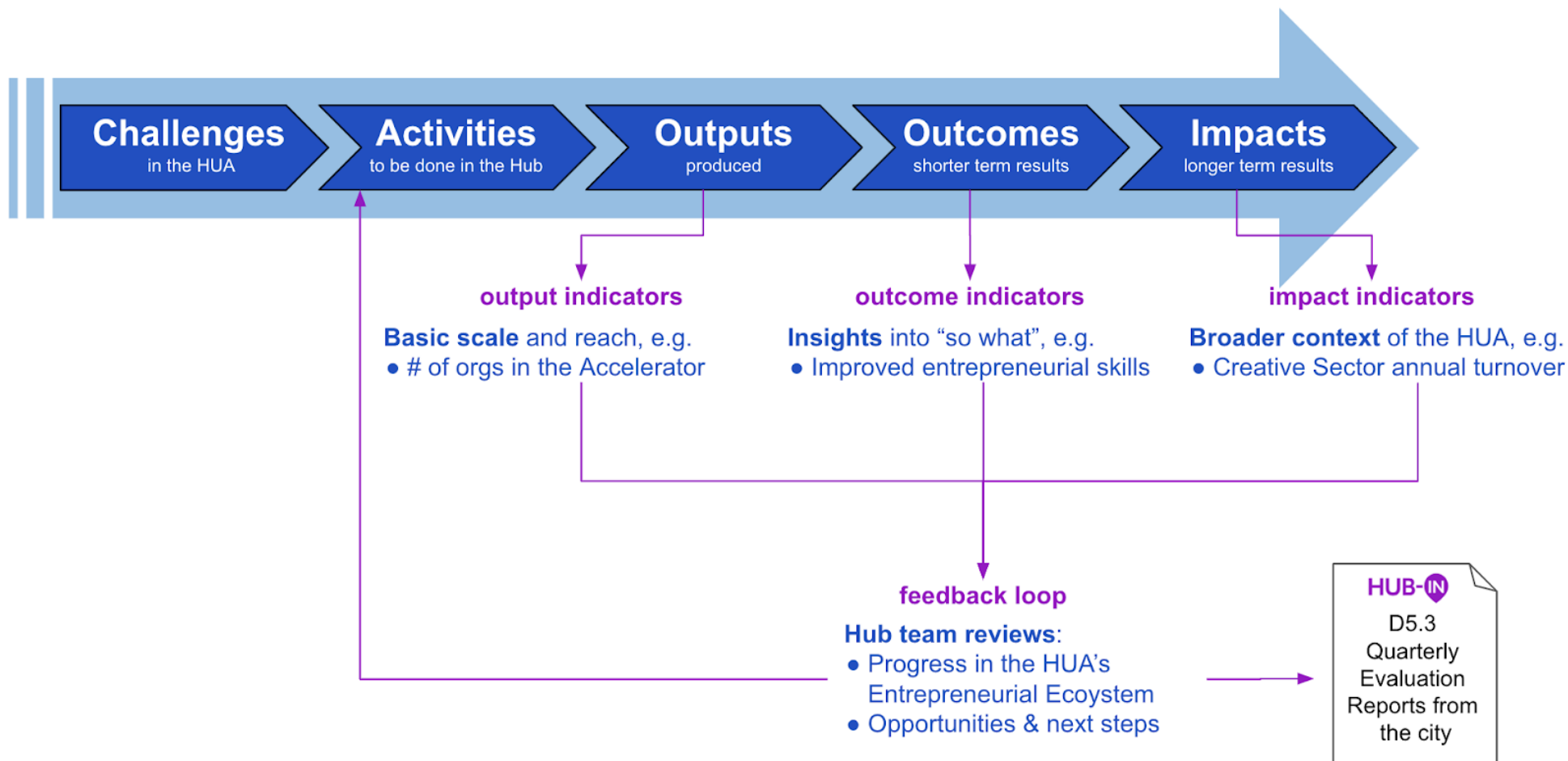
Figure 1: high level depiction of using a Theory Of Change logic model to identify where cities may most effectively blend their monitoring and evaluation effort for relevant and insightful monitoring. Details on Theory of Change and logic models are not duplicated here - for further reading see "D5.1 "Common Impact Assessment Framework".

3.3. MONITORING MATERIALS

The practical application of the above is a set of monitoring materials in each city:

1. A tailored logic model for their Action Plans
2. A data collection plan for prioritised indicators
3. Supporting materials such as draft questionnaires, surveys etc
4. A focus group guide for assessments of overall progress (feedback loops)
5. A quarterly report template

The report template will be provided to cities to support them in their monitoring.   Each quarter, the core Hub teams will capture the current data for their indicators in the report, as an input to their "feedback loop" focus group on overall progress, opportunities, next steps and other insights. Wider stakeholders can be invited as needed and depending on the topics and possible stakeholder fatigue. Those focus group findings can also be logged in the report template - thus the materials work in sequence to assist cities with a low effort way of producing the D5.3 Quarterly Evaluation Reports.

4. TAILORED MONITORING PLAN

4.1. THE EXPECTED OUTCOMES AND LOGIC MODEL

As the city has progressed from its Roadmap to its intervention details, Genova has confirmed its expectations on a number of targeted outcomes for its Action Plans. These are mapped to Entrepreneurial Ecosystem elements in Table 1 below.

N.B. in practice, outcomes can relate to more than one ecosystem element, and only for simplicity are shown here mapped on a one-to-one basis. In addition, HUB-IN does not expect cities' current Action Plans to target all Entrepreneurial Ecosystem elements at once.

Ecosystem Element	Expected Outcomes
Heritage	- Improved cultural awareness and accessibility for local communities - Preserved authentic identity of the HUA as a welcoming melting-pot
Physical & digital infrastructures	[none yet / covered by other outcomes]
Marketplace / demand	- Increased footfall in the HUA - Improved access to commercial opportunities for entrepreneurs - Increased exposure for local artists of their work
Support organisations	[none yet / covered by other outcomes]
Human resources	Improved skills & business growth for the supported entrepreneurs
Knowledge	Bring in new innovative projects and knowledge transfer to the HUA
Finance	[none yet / covered by other outcomes]
Leadership	[none yet / covered by other outcomes]

Urban culture	• Improved attractiveness and sense of place for local communities • Social inclusion of students and residents (including in the co-design) • Improved interactions of locals within the public streets and squares • Improved sense of ownership of the HUA amongst residents • Preserved authentic identity of the HUA as a welcoming melting-pot
Entrepreneurial culture	• [none yet / covered by other outcomes]
Networks	• [none yet / covered by other outcomes]
Formal institutions	• [none yet / covered by other outcomes]

Table 1: the expected outcomes mapped against HUB-IN's Entrepreneurial Ecosystem elements (N.B. in practice, outcomes can map to more than one element).

These expected outcomes are mapped in a logic model, testing the link between Genova's Action Plans, the outputs they produce, the outcomes they intend to drive for different stakeholders, and how these link to broader and longer-term economic, environmental, social and cultural visions and Expected Impacts of the project. See Figure 2 below.

To avoid duplication, details of the Action Plans are not replicated here - for further reading, please refer to the specific Action Plan documentation.

Genova Hub's logic model

Colour of arrows is just to make the links visible - no other meaning

Challenges
in the HUA

Activities
By doing these things...

Outputs
...we aim to deliver these products and services...

Outcomes
...to contribute to these results (within project timeframes)...

Impacts
...to contribute to these results (beyond project timeframes).

Challenges

- **New businesses are discouraged from establishing in the area** and existing ones struggle to survive
- **Existing programmes** for entrepreneurs are unsustainable - orgs leave once the subsidies disappear
- **Limited access and awareness** of the HUA's exceptional cultural and artistic value (UNESCO site)
- **Identity at risk of loss** due to the above limited access and awareness
- **Degradation of the HUA** and its previous strong cultural, ethnic and social mix
- **Poorly attended public streets and squares**, once very dynamic and the centre of social life
- **Real and perceived safety** issues due to the above degradation
- **Spatial inequalities and exclusion** - increasingly secluded life of inhabitants, especially for minorities

Activities

Action 4: Experimental Call
- Conduct needs analysis
- Organise capacity building and training activities for entrepreneurs
- Launch acceleration programme (Job Centre)

Action 2: Public Art Initiative
- Develop ideas/concepts in a co-creation activity (Academy)
- Produce the artworks (local artists, engaged by the Academy)
- Launch Public Art initiative

Action 1: Urban Outfitting
- Develop a tender for the project
- Initiate stakeholder co-design
- Develop the solutions, including circular and climate aspects
- Install the solutions in the HUA

Action 3: Creative Storytelling
- Develop a tender for the project
- Initiate stakeholder co-design
- Install and launch the physical and digital initiatives

Outputs

- **Individual business support** for entrepreneurs
- **Collective clusters of businesses** for common actions & opportunities
- **Live events & cultural animation activities** to engage cultural players
- **Public art installed** through streets & squares with a common narrative
- **Experiments launched** for art that interacts with its urban context
- **Movement of the installations** to other parts of the historic centre
- **Urban outfitting installed**, creating inspiring multi-functional places
- **Physical storytelling initiatives** around the HUA if needed
- **Ad-hoc local events** targeting the widest possible audience
- **Digital storytelling initiatives** hosted by the Municipality's channels
- **Digital media marketing campaign**, to reach the youngest generations

Outcomes

- **Knowledge transfer** and innovation brought into the HUA
- **Improved access to commercial opportunities** for the entrepreneurs
- **Strengthened networks** and joint ventures for the entrepreneurs
- **Increased footfall** in the HUA
- **Increased exposure** for local artists of their work
- **Improved attractiveness** and sense of place for local communities
- **Social inclusion** of students and residents (including in the co-design)
- **Improved interactions** of locals within the public streets and squares
- **Improved sense of ownership** of the HUA amongst residents
- **Preserved authentic identity** of the HUA as a welcoming melting-pot
- **Improved cultural awareness and accessibility** for local communities

Impacts

Economic impacts (stimulated Cultural and Creative Industry)
- "Expected Impact 3"
- "Expected Impact 4"

(SDG 8 DECENT WORK AND ECONOMIC GROWTH, SDG 9 INDUSTRY INNOVATION AND INFRASTRUCTURE)

Social impacts (higher quality of life for HUA communities)
- "Expected Impact 2"

(SDG 10 REDUCED INEQUALITIES, SDG 11 SUSTAINABLE CITIES AND COMMUNITIES, SDG 16 PEACE, JUSTICE AND STRONG INSTITUTIONS)

Cultural Impacts (preserved cultural heritage of the HUA)
- "Expected Impact 1"

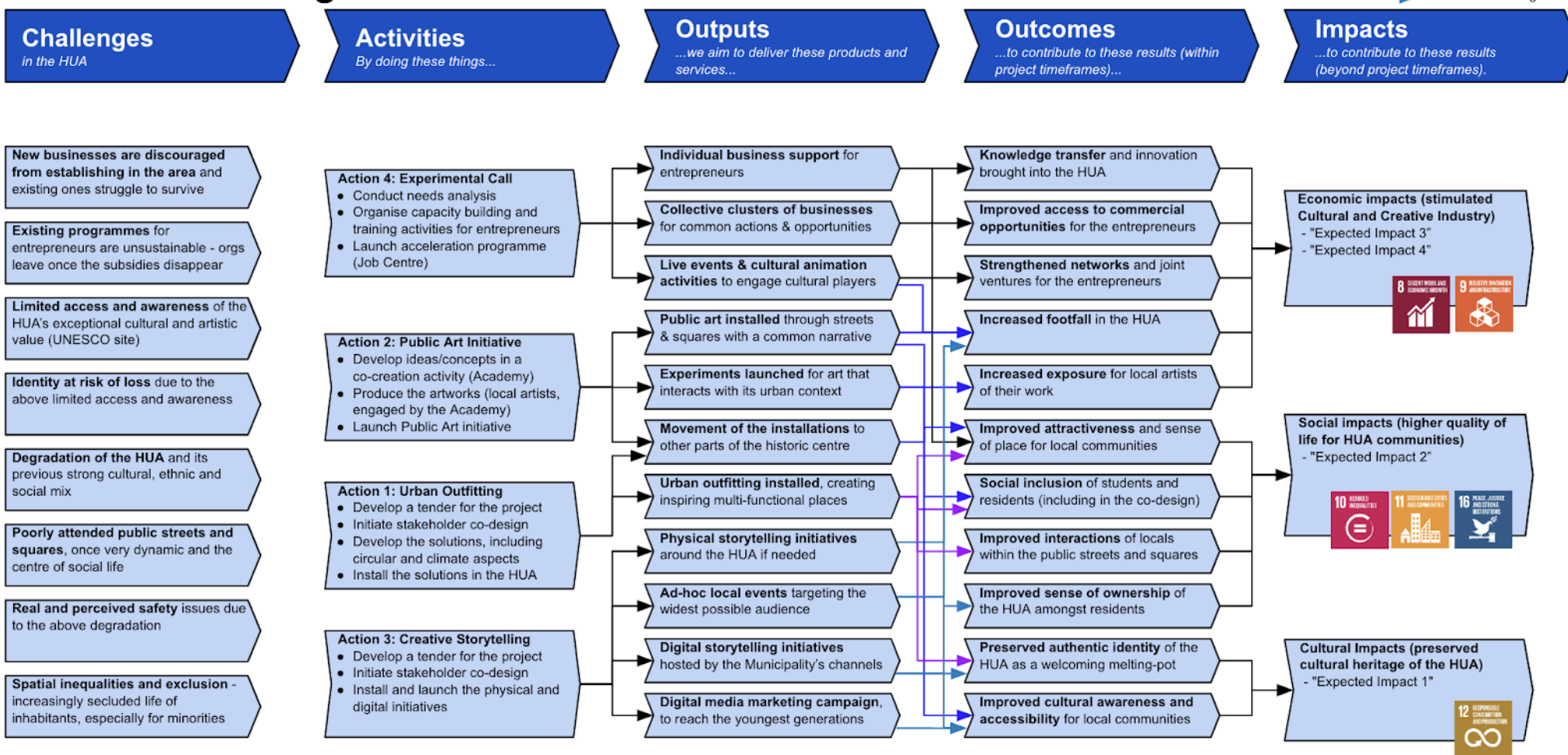(SDG 12 RESPONSIBLE CONSUMPTION AND PRODUCTION)

Figure 2: Genova's logic model, illustrating the change pathways for the specific Action Plans' intended outcomes. This guides subsequent identification of monitoring indicators for priority outcomes.

4.2. Prioritised Outcomes

The Hub logic models contain a large suite of possible indicator options. Measuring every indicator for every outcome and impact in the logic model is not realistic or effort-effective. For this reason, Cities go through a process of shortlisting their priority indicators, with the criteria for that selection being:

1. **the outcome being monitored has a strong strategic fit with objectives**
   i.e. monitoring the outcome will provide insights on the intervention's progress towards its objectives

2. **the Action Plans directly contribute to the outcome**
   i.e. the outputs can be shown to directly drive or contribute to the outcome

3. **the outcome is expected to show a change during the project**
   i.e. there is expected to be enough "signal" to detect a change with project timescales, and thus to justify measuring it.

4. **the outcome has a high expected ease of measurement**
   i.e. the data is available and accessible in appropriate formats, timescales, accuracy and trustworthiness etc, and the city team has the required experience and resourcing to analyse it.

For Genova, the prioritised outcomes selected were:

- Improved attractiveness and sense of place for local communities

- Social inclusion of students and residents (including in the co-design)

- Improved cultural awareness and accessibility for local communities

- Knowledge transfer and innovation brought into the HUA

The data collection plans are summarised below, and full details can be found in the Appendix.

4.3. METHODOLOGY

For those outcomes, the monitoring methodologies and data collection plans agreed are summarised below (full details can be found in the Appendix). They are grouped by Action Plan as that aligns with the delivery owners in each city.

At time of writing, city Action Plans are undergoing some refinement (e.g. still defining the challenge areas of Open Calls or Accelerators etc), as a result the programme has acknowledged that precise monitoring indicators may adapt and remain open for now. The current view is presented here.

(Cross-action)

Outcome indicator: Improved attractiveness and sense of place for local communities	
Municipal Statistics *(ongoing)*	
Purpose	To obtain insights into wider and longer-term changes in the HUA over time, with a focus on the attractiveness / quality of local commerce and the draw this has on visitors.
Indicators	From Tourism Liguria: ● Tourism data: ○ annual visitor numbers, split by domestic and international ○ average expenditure ○ average stay nights per visit From the annual Statistical Yearbook of the Municipality of Genova: ● annual net number of registered enterprises, split by ○ craft enterprises ○ construction sector ○ manufacturing ○ wholesale and retail trade From the GeoTool: ● net and proportion change in ground floor uses within the HUA. ○ by HUB-IN Cluster 1,2 or 3, education or base ○ by use type (food, non-food, services, mix) ○ by food use type (deli, fruits and vegetables, butchers, sales counters, dairy, chicken and eggs, pastry, other) ○ by non-food use type (footwear and leather goods, jewellery, flea market, antique dealer etc) ○ by services type (self-service laundry, tertiary, carpenters, tyre dealer) ○ by mix type (herbalist, supermarket, craft, artisan)
Tools	The City monitoring folder contains a dashboard for calculating the expected trendline of historic data and comparing it against actuals in the coming years - depending on the existence of other confounding variables, this can give an indication of change since the HUB-IN intervention.
Analysis	The Hub team can review the comparison of Expected Value (forecasted using historic

	data) against Actual in the coming years, to determine the net difference. Conversations with key stakeholders may reveal the extent to which any change is due to HUB-IN rather than other factors.
Limitations	The geographical boundaries of the municipal statistics datasets are not aligned with the HUA (as is to be expected). They are broader in scope, and thus for example the tourism data will include areas outside of the HUA. This presents a challenge drawing any conclusions from this data alone. Supporting evidence could be gained from interviews with key experts or stakeholders on the extent to which the HUA is driving tourism in the region or via other assessments of an increased attractiveness in the HUA.

Roadmap Stakeholder Focus Groups *(December 2023)*	
Purpose	To obtain insights into wider and longer-term changes in the HUA over time, with a focus on the attractiveness / quality of local commerce and the draw this has on visitors.
Indicators	Key stakeholders that were present and consulted in the Roadmap phase will be engaged again to capture the post- Action Plan changes that they have experienced. The indicators discussed may (TBC) include: ● improvements in new businesses establishing in the area ● improvements in existing businesses able to survive once subsidies end ● improved access and awareness of the HUA's exceptional cultural and artistic value (UNESCO site) ● improved attendance at public streets and squares
Analysis	Focus group analysis of insights and diverging viewpoints.

Partner Programme Interviews *(December 2023)*	
Purpose	To obtain insights into the synergies between HUB-IN and other redevelopment programmes happening in the HUA, including Caruggi, Cooperation Pacts, UNESCO Management Committee and any other relevant programmes.
Indicators	● Perceived direction and extent of HUB-IN's impact on their project (e.g. strong positive, weak positive, neutral etc) ● Qualitative insights on any synergies and collaborative actions generated ● Suggestions for continually improving and evolving HUB-IN
Analysis	Analysis of interview content for key themes.

The Outcome indicators above are supported by the Output indicators below:

Output indicators *(from April 2023)*	
Purpose	To support the outcome above with evidence of the scale and nature of the HUB-IN Actions in general
Indicators	From the Hub team: ● Number of local newspapers articles ● Social media coverage ● Number of events organised (for communicating the actions)

Analysis	Simple tracking of the figures each quarter.

ACTION 1: Urban Outfitting for an Inclusive and Lively HUA

Outcome indicator: Improved attractiveness and sense of place for local communities	
Community Questionnaire *(pre- from 2022, post- from January 2024)*	
Purpose	To obtain insights into perceptions on the sense of place within the HUA and some of the challenges.
Indicators	The pre- and post- questionnaire asks local community respondents a series of questions including to score perceptions of: ● "sense of place" and feeling of belonging ● "HUA as nice place to live" ● "HUA has a strong cultural identity" ● problems with empty buildings, illegal activities, lack of quality companies, poor ability to attract cultural organisations Additional questions can be added to the post- questionnaire on the role that the urban furniture played in driving changes to sense of place, recognition of the HUA as a good place to live, as having strong cultural identity etc. It also collects demographics (age, gender, education level, if the respondent lives in the HUA).
Analysis	The Hub team can review the questionnaire results to understand community perceptions and views regarding the qualities of the HUA.
Limitations	The Genova Hub team has flagged that stakeholders and inhabitants in the HUA are suffering high stakeholder fatigue from constant engagement in development programmes and studies. This greatly reduces the ability to conduct fresh surveys and discovery pieces, as it is deemed simply unfeasible to approach for new pre- studies. To that extent, the Genova team will use the Roadmap discovery questionnaire that was issued in 2022 - this is before the Action Plans were designed and agreed, so the post- questionnaire will need to mirror those questions (and can add additional ones as is appropriate). There are some challenges in terms of how representative the questionnaire is, with a sample size of 170 (perhaps reflecting the stakeholder fatigue) and respondents being selected by their opting in to the study and being unable to give an email address, limiting the ability to draw insights between matched pre- and the post- responses. Focus Groups are arranged with key stakeholders (see below) to gain additional insights.

The Outcome indicators above are supported by the Output indicators below:

Output indicators *(from April 2023)*	

Purpose	To support the outcome above with evidence of the scale and nature of the Urban Outfitting.
Indicators	From the Hub team: ● Case studies of the Urban Outfitting initiatives ● Number of innovative solutions implemented ● Number of participants in the co-design, split by age group, gender, education, community, ethnicity, income, disability ● Number of stakeholders & citizens taking part in the activities, split by age group and gender (e.g. attendance at ticketed events - depends on the selected project whether possible - TBC) ● Before and after photos of the urban outfitting
Analysis	Simple tracking of the figures each quarter.

ACTION 2: Public Art Initiative

Outcome indicator: social inclusion of students and residents (including in the co-design)	
Community Questionnaire *(pre- from 2022, post- from January 2024)*	
Purpose	To obtain insights into perceptions on the sense of place within the HUA and some of the challenges.
Indicators	(as above - this is the same community questionnaire as in Action Plan 1) Additional questions can be added to the post- questionnaire on the role that the public art initiatives played in driving changes to sense of place, recognition of the HUA as a good place to live, as having strong cultural identity etc.
Analysis	(as above - this is the same community questionnaire as in Action Plan 1)
Limitations	(as above - this is the same community questionnaire as in Action Plan 1)

The Outcome indicators above are supported by the Output indicators below:

Output indicators *(from March 2023)*	
Purpose	To support the outcome above with evidence of the scale and co-design of the Public Art initiatives
Indicators	From Hub team: ● Number of students involved in co-design, split by age group, gender, education, community, ethnicity, income, disability ● Number of artworks created/installed by the students ● Visual comparison of the installation locations (before and after photos) ● Number of stakeholders cooperating with the project

Analysis	Simple tracking of the figures each quarter.
Limitations	The HUA does not have footfall sensors or other data tracking that would allow realistic estimates of how many visitors will pass by the art works.

ACTION 3: Creative Storytelling of the HUA

Outcome indicator: Improved cultural awareness and accessibility for local communities	
Community Questionnaire *(pre- from 2022, post- from January 2024)*	
Purpose	To obtain insights into perceptions on the sense of place within the HUA and some of the challenges.
Indicators	(as above - this is the same community questionnaire as in Action Plan 1) Additional questions can be added to the post- questionnaire on the role that the Creative Storytelling initiatives played in driving changes to sense of place, recognition of the HUA as a good place to live, as having strong cultural identity etc.
Analysis	(as above - this is the same community questionnaire as in Action Plan 1)
Limitations	(as above - this is the same community questionnaire as in Action Plan 1)

The Outcome indicators above are supported by the Output indicators below:

Output indicators *(from April 2023)*	
Purpose	To support the outcome above with evidence of the scale and nature of the Creative Storytelling initiatives
Indicators	From Hub team: ● Case studies of the stories (types of culture leveraged, people involved etc) ● Number of participants in the co-design, split by age group, gender, education, community, ethnicity, income, disability ● Number of videos produced ● Number of online visualisations ● Number of dissemination activities (split by type)
Analysis	Simple tracking of the figures each quarter.

ACTION 4: Developing and Running an Experimental Call for Innovators

Outcome indicator: Knowledge transfer and innovation brought into the HUA	
Knowledge Exchange Focus Groups *(from January 2024)*	
Purpose	To obtain insights into the effects of the knowledge transfer and innovation on the local businesses who engaged with the Experimental Call.
Indicators	The focus group explores what changes the participating organisations experienced in the Experimental Call and its associated training: ● growth in entrepreneur skills ● participation in HUA networks ● learning new approaches to businesses ● knowledge transfer ● increased co-operation etc for the supported entrepreneurs ● additionality (to what extent the changes are due to the Experimental Call) ● other indicators as appropriate
Analysis	Focus Group analysis of the insights.

The Outcome indicators above are supported by the Output indicators below:

Output indicators *(from April 2023)*	
Purpose	To support the outcome above with evidence of the scale and nature of the Experimental Call
Indicators	From Hub team: ● Number of tender applicants ● Number of projects financed ● Number of knowledge transfer activities ● Number of solutions implemented ● Number of collaborations implemented ● Number of stakeholders engaged (in co-design), split by age group and gender
Analysis	Simple tracking of the figures each quarter.

See the Appendix for:

● the indicators' specific data collection units, sources and frequencies of measurement
● the indicators mapped to economic, environmental, social and cultural dimensions

4.4. "COMMON" INDICATORS

HUB-IN's Grant Agreement contained a number of indicators for the project, including some that cities are to measure as part of their monitoring and evaluation. Where possible and relevant, cities have agreed these indicators and identified data sources. The project has also recognised that HUB-IN has evolved since the Grant Agreement (for example there is no longer an "Invention module"), and that the precise indicators and expected data sources are therefore sometimes no longer appropriate. Thus the project has agreed that cities do not need to spend effort collecting data that is no longer relevant, but will only collect data for the indicators that are still suitable and appropriate for their Hubs and interventions. Where relevant, these are set out below.

Indicator	Data collection plan		
Indicator	**Unit**	**Source**	**Target**
EXPECTED IMPACT 1: Reversing trends of abandonment and neglect of historic heritage in urban areas and landscapes			
Number of Local Associations and Local Community Groups committed with HUB-IN at the local level from each HUB-IN pilot	#	WP4 Action Plans	10-15
Number of initiatives designed and developed in each HUB-IN pilot for the regeneration of places & people	#	WP4 Action Plans	3-6
Number of local stakeholders participating in each co-creation workshop to co-design the tailored roadmaps	# per workshop	WP3 ENC	25-35
Number of ideation sessions or prototyping designed and developed in each HUB-In pilot to boost creativity and cultural heritage led regeneration in three clusters	#	NA to Action Plans	24-42
EXPECTED IMPACT 2: New and tested blueprints for the socially and economically viable regeneration of European HUAs and cultural landscapes, with enhanced well-being and quality of life, social cohesion and integration			
Number of local stakeholders participating in the development of HUB-IN pilot Action Plans	# per workshop	WP4 Action Plans	25 - 35
% of women and elderly residents engaged in the initiatives for the regeneration of places & people	% per initiative	WP4 Action Plans	30 - 40
Number of external local projects or programmes linked to the eight HUB-IN pilots for possible cross fertilization	#	WP4 Action Plans	15
EXPECTED IMPACT 3: Boosting heritage and culture-relevant innovation, creativity, entrepreneurship and light 'reindustrialization' of HUAs and cultural landscapes			
Number of ideas or solutions explored or prototyped during the invention process in the eight HUB-In pilot	#	NA to Action Plans	5 - 7
Number of ideas or solutions explored during the Accelerator programs in the eight HUB-IN pilots	#	Accelerator Lead	9 - 10
# of start-ups offering solutions or services related with the three strategic clusters of activities	#	Accelerator Lead	7
EXPECTED IMPACT 4: Cross-sector collaboration, creation of job opportunities and skills in cultural and creative sectors and innovative manufacturing linked to historic heritage			
Number of products or services developed during the Accelerator programs for the eight HUB-IN pilot	#	WP 4 Action Plans	1 - 2
Transversal KPI 's for HUB-IN Impacts			
Expected financial leverage to ensure the HUB-IN pilots' activities beyond the project lifespan (euros)	€	City Team	€ 1,000,000

Table 3: the indicators and data collection plan for HUB-IN's Common Indicators for cities to collect

4.5. Feedback Loops (Quarterly Hub Review and Report)

HUB-IN's deliverables include Quarterly Evaluation Reports from each city on progress and learnings. At quarterly intervals, the Hub team can capture the most recent data for their indicators and review them in order to draw out key insights, turning points, developments and next steps.

The reports aim to cover topics including:

- **Activities and Outputs**
  Progress to date on key tasks and identification of turning points (important moments where something changes that helps or hinders the realisation of goals).

- **Outcome and Impacts**
  Key insights gained from the monitoring of impacts and outcomes. Tactical adaptations and priorities for the short- and medium-term to reach the Hub's long-term goals.

- **Deepening the Ecosystem**
  A view of new situations in the HUA (e.g. new initiatives, projects, policies, financing options, stakeholders), and likely influence on the Hub's actions and goals.

- **Learning and Next Steps**
  Reflecting on all of the above, what are the key learnings, how will the Hub incorporate this into future project activities - specific actions and next steps to take.

These reviews can be facilitated with a member(s) of the core Hub team preparing the latest view of monitoring data, and then holding a focus group session to gather inputs on the above topics from the core Hub team. The outputs then form the content of the D5.3 Quarterly Evaluation Report, submitted to WP5 by the end of each quarter. WP5 will also hold quarterly check-in calls with the Hub team to see how the monitoring is progressing and discuss any challenges or opportunities.

The findings from these quarterly reports input to the programme's D5.4 "Final Economic, Social and Environmental Appraisal Lessons Learned" and D5.5 "HUB-IN Guidebook" for future HUB-IN cities.

4.6. RISK AND LIMITATIONS

As is to be expected with any project, there are some limitations to monitoring inherent in the reality of what data is available, accessible and relevant to the specifics of the interventions (Action Plans). Relevant risks and limitations are presented below, in addition to general ones in D5.1 "Common Impact Assessment Framework".

Risk / limitation	Mitigation
The municipal datasets used to track outcomes over the longer term (tourism, net business openings and closures) do not match the geographical boundaries of the HUA	This is to be expected given the unique nature of the HUA - the trends in the municipal data will have to be taken as supporting and situational context rather than outcomes that are attributable to the HUA or to HUB-IN. HUA-specific data has been collected in the GeoTool on ground level land use in 2022 - a repeat of this data collection will provide additional HUA-level insights.
Stakeholders and inhabitants in the HUA are suffering high stakeholder fatigue from constant engagement in development programmes and studies. This greatly reduces the ability to conduct fresh surveys and discovery pieces, as it is deemed simply unfeasible to approach for new pre- studies.	The Genova team will use data already existing, such as the Roadmap discovery phase community questionnaire that was issued in 2022 - a post- version of this questionnaire will be issued in early 2024, and additional questions can be added.
There are challenges in terms of community questionnaire sample size (170, perhaps reflecting the stakeholder fatigue) and respondents being selected by their opting in to the study and being unable to give an email address / identifier, thus limiting the ability to draw matched insights between the pre- and the post- responses.	The questionnaire can provide snapshots at points in time, and the post- questionnaire can add additional questions (for example, for respondents to score changes in sense of place due to the Art Installations etc). Additional insights are being explored, such as Focus Groups with key stakeholders who can provide rich insights into the changes arising from the Action Plans.
Effort burden on cities for collecting monitoring data across up to four Action Plans, the HUA and the Grant Agreement indicators - constraints around available capacity and experience	Intention to make effort most effective for city teams by providing support on their monitoring plans: materials, suggested indicators and data sources, workshops on where to focus effort, templates and quarterly check-in calls. As Action Plans evolve cities may prioritise which indicators to monitor, and length of questionnaires / interviews etc. Although monitoring requires effort, the benefits should not be overlooked.
Challenges in quantifying the contribution or attribution of HUB-IN's action plans, due to challenges such as lack of appropriate data options or	Appropriate options for analysis discussed with cities as their Action Plans evolve. If there are existing historic datasets for the HUA (e.g. 10 years of past data in order to assess changes in trends), then these are collected - however there is often a lack of datasets at the right

small groups etc (e.g. <10 supported SMEs in an Open Call)	geographical boundaries or granularity. In cases where quantitative findings are not possible or realistic (e.g. due to small sample size or a lack of credible data), qualitative alternatives are considered (e.g. focus groups, interviews and qualitative case studies etc). A balance is intended between quantitative and qualitative findings.
Willingness of Hub stakeholders to participate in recurring iterative monitoring sessions and assessments (stakeholder fatigue).	Stakeholder fatigue is recognised as a risk. Rather than require all stakeholders to attend quarterly report focus groups, the sessions are designed primarily for the Hub team - they can review stakeholder data already provided and bring in stakeholders ad hoc as is appropriate to the topics discussed. Where appropriate, indicators in the Action Plans may involve interviews with these stakeholders, thus capturing insights at an appropriate time for the appropriate topic and minimising "standing requirements" for their repeated participation in reviews.

Table 4: risks and potential limitations of the monitoring

5. RESPONSIBILITIES & NEXT STEPS

Implementing the above occurs in line with the fuller details of the interventions contained with the Action Plans. Regarding monitoring, the key roles and timings are set out here.

Key roles:

- **Michela Fossa, Palmieri Roberta, Sonia Startari, Fabio Tenore, Cristina Giusso (Genova)** - owning the monitoring for the Hub in terms of data collection, analysis, interpretation and reporting

- **local stakeholders as needed** - for insights, participatory learnings and adaptations, to be brought in as and when is suitable by the Hub team

- **Chris Taylor (WP5)** - quarterly check-ins with the Hub team on monitoring progress and their D5.3 Quarterly Evaluation Reports

Key dates for Hub teams:

Planned launch date *(Dependent on implementation dates)*	Item
2022	Community questionnaire - pre
Jun-23	Case studies of the stories
Dec-23	Roadmap Stakeholder Focus Groups
Dec-23	Partner Programme interviews (Caruggi etc) - post
Dec-23	Case studies for Urban outfitting
Jan-24	Knowledge Exchange Focus Groups
Feb-24	Community questionnaire - post

- **by end June 2023** - Quarterly Evaluation Report completed & sent to WP5
- **by end Sep 2023** - Quarterly Evaluation Report completed & sent to WP5
- **by end Dec 2023** - Quarterly Evaluation Report completed & sent to WP5
- **by end Mar 2024** - Final Evaluation Report completed & sent to WP5. Final date for Hub teams to send data and insights for inclusion in the project's final monitoring report D5.4 "Final Economic, Social and Environmental Appraisal and Lessons Learned" and D5.5 "HUB-IN Guidebook".

6. APPENDIX

6.1. INDICATORS AND DATA COLLECTION DETAILS

The chosen indicators are grouped by Action Plan because this best aligns with the data collection owner:

Indicator				Data collection plan				
Indicator type	Indicator		Stakeholder groups benefitting	Unit	Data source	Frequency of measurement	Target	Data collection start date
[all Actions]								
OUTCOME: Improved attractiveness and sense of place for local communities								
Outcome indicators	Tourism data: visitor numbers, split by domestic and international, average expenditure, average stay nights per visit		Local commerce	#, €, qualitative	Municipal statistics	annual	NA	ongoing
	Annual net number of registered enterprises, compared to 2004, 2011, split by: - craft enterprises - construction sector - manufacturing - wholesale and retail trade		Local commerce	#	GeoTool, Caruggi	annual	NA	ongoing
	Net and proportion change in ground floor uses within the HUA: - by HUB-IN Cluster 1,2 or 3, education or base - by use type (food, non-food, services, mix) - by food use type (deli, fruits and vegetables, butchers, sales counters, dairy, chicken and eggs, pastry, other) - by non-food use type (footwear and leather goods, jewellery, flea market, antique dealer etc) - by services type (self-service laundry, tertiary, carpenters, tyre dealer) - by mix type (herbalist, supermarket, craft, artisan)		Local commerce	#	GeoTool	annual	NA	ongoing
	Change in perceptions and behaviours in the HUA via post- interviews with participants from the previous Roadmap stage focus groups		Local community	qualitative	interviews	Post actions	NA	December 2023
	Extent of alignment / synergy between HUB-IN and other redevelopment partners (Caruggi, Cooperation Pacts, UNESCO Management Committee etc)		Local commerce,community	qualitative	interviews	Post actions	NA	December 2023
Output indicators	Number of local newspapers articles		Hub In pilot area	# of articles published	Hub In Team	Post actions	1-3	June 2023
	Social media coverage		Hub In pilot area	#of posts	Hub In Team	Post actions	5 - 20	March 2023
	Number of events organized (for communicating the actions)		citizens,local community, local businesses, local museums, local cultural associations	# of events	Hub In Team	Post actions	4 - 8	September 2023

Indicator			Data collection plan				
Indicator type	**Indicator**	**Stakeholder groups benefitting**	**Unit**	**Data source**	**Frequency of measurement**	**Target**	**Data collection start date**
Action 1: Urban Outfitting for an Inclusive and Lively HUA							
OUTCOME: Improved attractiveness and sense of place for local communities							
Outcome indicators	Change in community's perceptions of: - "sense of place" and feeling of belonging - HUA as nice place to live - HUA has a strong cultural identity - problems with empty buildings, illegal activities, lack of quality companies, poor ability to attract cultural organisations	local community	[mixed, depends on questions]	Community survey	pre (2022) and post (2024) survey	NA	Jan 2024
Output indicators	Case studies of the Urban Outfitting initiatives	local community	qualitative	Hub in Team	after the implementation	2-8	From December 2023 to march 2024
	Number of innovative solutions implemented	target applicants	# of innovative solutions implemented	Hub in Team	Post tender evaluation/ Post action	2-8	September 2023
	Number of participants in the co-design, split by age group, gender, education, community, ethnicity, income, disability	target applicants	#	Hub in Team	Quarterly trend	20-80	April 2023
	Number of stakeholders & citizens taking part in the activities, split by age group and gender (e.g. attendance at ticketed events - depends on the selected project whether possible - TBC)	local associations, local businesses, local community,	# of stakeholders/citizens	Hub in Team	Quarterly trend	20-80	April 2023
	Before and after photos of the urban outfitting	local community	photos	Hub in Team	before and after the implementation	2-8	From April 2023 to December 2023

Indicator			Data collection plan				
Indicator type	**Indicator**	**Stakeholder groups benefitting**	**Unit**	**Data source**	**Frequency of measurement**	**Target**	**Data collection start date**
Action 2: Public Art Initiative							
OUTCOME: Social inclusion of students and residents (including in the co-design)							
Outcome indicators	Change in community's views on "sense of place" and belonging (as above)	local community	[mixed, depends on questions]	Community survey	2024 post-survey	NA	Jan 2024
Output indicators	Number of students involved in co-design, split by age group, gender, education, community, ethnicity, income, disability	students (all levels of education)	# of students	Hub In Team (may get data from Acadamy of Fine Arts etc)	Quarterly trend	30-60	From March 2023 to December 2023
	Number of artworks created/installed by the students	local community, local businesses, local museums, local cultural associations	# of artworks	Hub In Team (may get data from Acadamy of Fine Arts etc)	Post Action	3-6	From September 2023 -January 2023
	Visual comparison of the installation locations (before and after photos)	local community	photos	Hub in Team	before and after the implementation	3-6	From March 2023 to Juanuary 2024
	Number of stakeholders cooperating with the project	local associations (cultural and social), local museums, local businesses, local community	# of stakeholders	Hub In Team (may get data from Acadamy of Fine Arts etc)	Post Action	5-15	From March 2023 to December 2023

Indicator			Data collection plan				
Indicator type	**Indicator**	**Stakeholder groups benefitting**	**Unit**	**Data source**	**Frequency of measurement**	**Target**	**Data collection start date**
Action 3: Creative Storytelling of the HUA							
OUTCOME: Improved cultural awareness and accessibility for local communities							
Outcome indicators	Change in community's views on "sense of place" and belonging (as above)	local community	[mixed, depends on questions]	Community survey	2024 post-survey	NA	Jan 2024
Output indicators	Case studies of the stories (types of culture, people involved etc)	"	qualitative	Hub In Team (winning subject can provide)	Post action	as awarded	June 2023
	Number of participants in the co-design, split by age group, gender, education, community, ethnicity, income, disability	"	#	Hub in Team	Quarterly trend	20-80	April 2023
	Number of videos produced	"	# of videos	Hub In Team	Post action	1-5	From September 2023 to February 2024
	Number of online visualisations	"	# of visualisations	Hub In Team	Post action	100-500	December 2023
	Number of dissemination activities (split by type)	"	# of diss. activities	Hub In Team	Post action	10-15	September 2023

Indicator			Data collection plan				
Indicator type	**Indicator**	**Stakeholder groups benefitting**	**Unit**	**Data source**	**Frequency of measurement**	**Target**	**Data collection start date**
Action 4: Developing and Running an Experimental Call for Innovators							
OUTCOME: Knowledge transfer and innovation brought into the HUA							
Outcome indicators	Growth in entrepreneur skills, participation in HUA networks, learning new approaches to businesses, knowledge transfer, increased co-operation etc		qualitative	focus group with the selected stakeholders	once, post action	NA	February 2024
	"in the webinar" questionnaire to the Knowledge Transfer event attendees, on improvement in knowledge and intended application		Likert	Hub In Team	Quarterly trend	5 - 30	May - December 2023
Output indicators	Number of tender applicants	local associations, local businesses, local community,	#	Hub In Team	Post tender	2 - 10	April 2023
	Number of projects financed		#	Hub In Team	Post tender	3-4	April 2023
	Number of knowledge transfer activities		#	Hub in Team	Post action	0-5	May - December 2023
	Number of solutions implemented		#	Hub In Team	Post action	2 - 10	December 2023
	Number of collaborations implemented		#	Hub In Team	Post action	3 - 6	February 2024
	Number of stakeholders engaged (in co-design), split by age group and gender		#	Hub In Team	Quarterly trend	5 - 30	March 2023

6.2. Indicators by Economic, Environmental, Social, Cultural Dimension

In this view, the chosen indicators are categorised according to economic, environmental, social or cultural dimensions:

Indicator			Dimension			
Indicator type	Indicator	Stakeholder groups benefitting	Economic	Environ-mental	Social	Cultural
[all Actions]						
OUTCOME: Improved attractiveness and sense of place for local communities						
Outcome indicators	Tourism data: visitor numbers, split by domestic and international, average expenditure, average stay nights per visit	Local commerce	Y			
	Annual net number of registered enterprises, compared to 2004, 2011, split by: - craft enterprises - construction sector - manufacturing - wholesale and retail trade	Local commerce	Y			
	Net and proportion change in ground floor uses within the HUA: - by HUB-IN Cluster 1,2 or 3, education or base - by use type (food, non-food, services, mix) - by food use type (deli, fruits and vegetables, butchers, sales counters, dairy, chicken and eggs, pastry, other) - by non-food use type (footwear and leather goods, jewellery, flea market, antique dealer etc) - by services type (self-service laundry, tertiary, carpenters, tyre dealer) - by mix type (herbalist, supermarket, craft, artisan)	Local commerce				
	Change in perceptions and behaviours in the HUA via post- interviews with participants from the previous Roadmap stage focus groups	Local community			Y	Y
	Extent of alignment / synergy between HUB-IN and other redevelopment partners (Caruggi, Cooperation Pacts, UNESCO Management Committee etc)	Local commerce,community	Y	Y	Y	Y
Output indicators	Number of local newspapers articles	Hub In pilot area				
	Social media coverage	Hub In pilot area				
	Number of events organized (for communicating the actions)	citizens,local community, local businesses, local museums, local cultural associations				

Indicator			Dimension			
Indicator type	Indicator	Stakeholder groups benefitting	Economic	Environ-mental	Social	Cultural
Action 1: Urban Outfitting for an Inclusive and Lively HUA						
OUTCOME: Improved attractiveness and sense of place for local communities						
Outcome indicators	Change in community's perceptions of: - "sense of place" and feeling of belonging - HUA as nice place to live - HUA has a strong cultural identity - problems with empty buildings, illegal activities, lack of quality companies, poor ability to attract cultural organisations	local community			Y	Y
Output indicators	Case studies of the Urban Outfitting initiatives	local community				
	Number of innovative solutions implemented	target applicants				
	Number of participants in the co-design, split by age group, gender, education, community, ethnicity, income, disability	target applicants				
	Number of stakeholders & citizens taking part in the activities, split by age group and gender (e.g. attendance at ticketed events - depends on the selected project whether possible - TBC)	local associations, local businesses, local community,				
	Before and after photos of the urban outfitting	local community				

Indicator			Dimension			
Indicator type	**Indicator**	**Stakeholder groups benefitting**	**Economic**	**Environ-mental**	**Social**	**Cultural**
Action 2: Public Art Initiative						
OUTCOME: Social inclusion of students and residents (including in the co-design)						
Outcome indicators	Change in community's views on "sense of place" and belonging (as above)	local community			Y	Y
Output indicators	Number of students involved in co-design, split by age group, gender, education, community, ethnicity, income, disability	students (all levels of education)				
	Number of artworks created/installed by the students	local community, local businesses, local museums, local cultural associations				
	Visual comparison of the installation locations (before and after photos)	local community				
	Number of stakeholders cooperating with the project	local associations (cultural and social), local museums, local businesses, local community				

Indicator			Dimension			
Indicator type	**Indicator**	**Stakeholder groups benefitting**	**Economic**	**Environ-mental**	**Social**	**Cultural**
Action 3: Creative Storytelling of the HUA						
OUTCOME: Improved cultural awareness and accessibility for local communities						
Outcome indicators	Change in community's views on "sense of place" and belonging (as above)	local community			Y	Y
Output indicators	Case studies of the stories (types of culture, people involved etc)	"				
	Number of participants in the co-design, split by age group, gender, education, community, ethnicity, income, disability	"				
	Number of videos produced	"				
	Number of online visualisations	"				
	Number of dissemination activities (split by type)	"				

Indicator			Dimension			
Indicator type	**Indicator**	**Stakeholder groups benefitting**	**Economic**	**Environ-mental**	**Social**	**Cultural**
**Action 4: Developing and Running an Experimental Call for Innovators**
**OUTCOME: Knowledge transfer and innovation brought into the HUA**
Outcome indicators	Growth in entrepreneur skills, participation in HUA networks, learning new approaches to businesses, knowledge transfer, increased co-operation etc		Y			
	"in the webinar" questionnaire to the Knowledge Transfer event attendees, on improvement in knowledge and intended application		Y			
Output indicators	Number of tender applicants	local associations, local businesses, local community,				
	Number of projects financed					
	Number of knowledge transfer activities					
	Number of solutions implemented					
	Number of collaborations implemented					
	Number of stakeholders engaged (in co-design), split by age group and gender					