

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

April 2023



This programme has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 869429

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HOW TO CITE THIS DOCUMENT

Taylor C.,(2023). Adapted Monitoring
Methodology to Each Pilot City
(Slovenska Bistrica), HUB-IN project -
Hubs of Innovation and
Entrepreneurship for the transformation
of Historic Urban Areas
H2020-SC5-2019, GA 869429.

PROJECT INFORMATION

Project name: HUB-IN
Grant agreement number: 869429
Project duration: 2019-2024

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STATEMENT OF ORIGINALITY

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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, Braşov, 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



Δήμος Λευκωσίας
Nicosia Municipality



Belfast
City Council



Cyprus
Energy
Agency



Agency of Braşov for the
Management of Energy and Environment



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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 Slovenska Bistrica'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:

<u>HUB-IN Framework</u>	the vision, values, concepts and synchronised actions cities take towards being 'HUB-IN Places'
<u>Current Landscape</u>	the common HUB-IN narrative for the point the cities are starting from
<u>Entrepreneurial Ecosystem</u>	the key elements and dynamics of heritage-based entrepreneurial ecosystems within Historic Urban Areas
<u>Roadmap</u>	the overarching vision, values and missions of each Hub, offering numerous project options to address those
<u>Action Plans</u>	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.

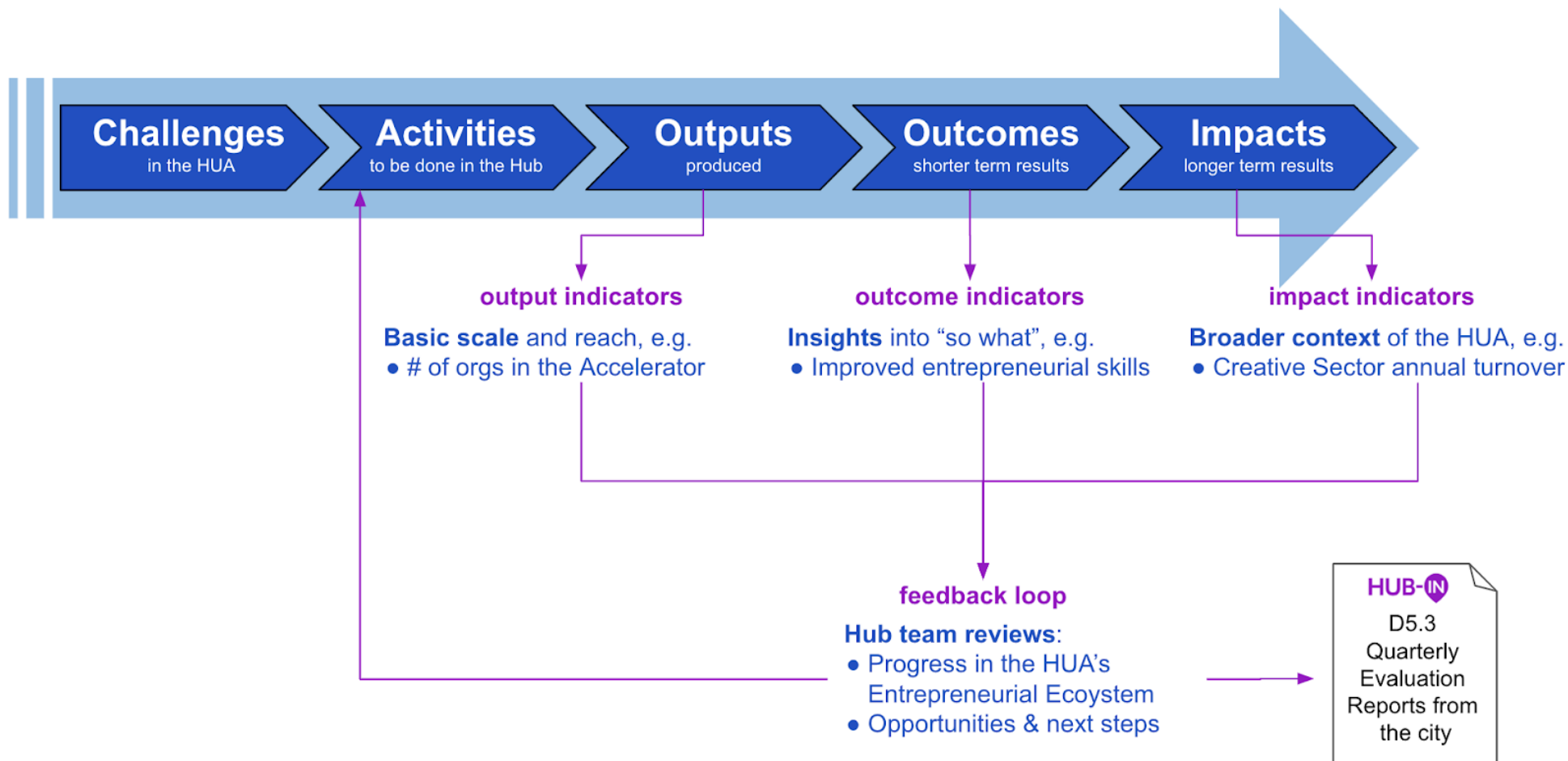


Figure 1: high level depiction of using a Theory Of Change logic model to identify where cities may most effectively blend their monitoring and evaluation effort for relevant and insightful monitoring. Details on Theory of Change and logic models are not duplicated here - for further reading see “D5.1 “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, Slovenska Bistrica 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	<ul style="list-style-type: none">● Improved attractiveness of Crouzet, its services and exhibitions● Retention of the Crouzet building's heritage, with greenified courtyards● Increased reuse of underutilised spaces
Physical & digital infrastructures	<ul style="list-style-type: none">● [none yet / covered by other outcomes]
Marketplace / demand	<ul style="list-style-type: none">● Increased exposure for local creative & cultural orgs of their work● Increased footfall in the HUA
Support organisations	<ul style="list-style-type: none">● [none yet / covered by other outcomes]
Human resources	<ul style="list-style-type: none">● Improved skills development of students in Creative & Cultural topics
Knowledge	<ul style="list-style-type: none">● [none yet / covered by other outcomes]
Finance	<ul style="list-style-type: none">● [none yet / covered by other outcomes]
Leadership	<ul style="list-style-type: none">● [none yet / covered by other outcomes]

Urban culture	<ul style="list-style-type: none"> ● Increased social inclusion and civic participation in HUA development ● Strengthened relationships & trust between communities & municipality
Entrepreneurial culture	<ul style="list-style-type: none"> ● Strengthened networks and co-ordination of current Crouzet orgs ● Improved business growth for the supported entrepreneurs (jobs etc) ● Development of start-up culture and entrepreneurial mindset
Networks	<ul style="list-style-type: none"> ● [none yet / covered by other outcomes]
Formal institutions	<ul style="list-style-type: none"> ● [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 Slovenska Bistrica'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.

Slovenska Bistrica Hub's logic model

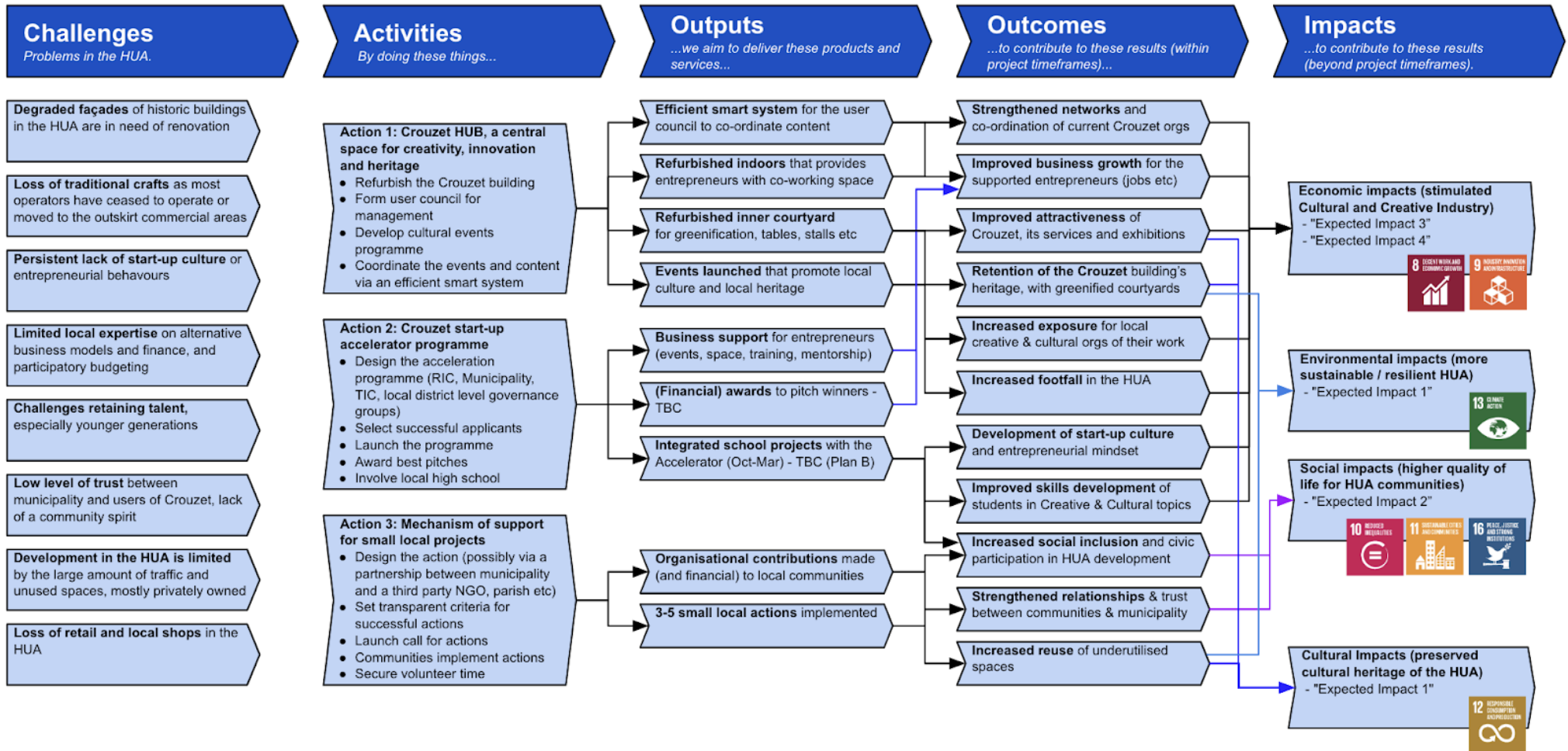


Figure 2: Slovenska Bistrica's logic model, illustrating the change pathways for the specific Action Plans' intended outcomes. This guides subsequent identification of monitoring indicators for priority outcomes.

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 strong a 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 Slovenska Bistrica, the prioritised outcomes selected were:

- Strengthened networks and co-ordination of current Crouzet orgs
- Improved business growth for the supported entrepreneurs (jobs etc)
- Increased social inclusion and civic participation in HUA development
- Improved attractiveness of Crouzet, its services and exhibitions

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 with the Hub team 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.

ACTION 1: Crouzet Hub

Outcome indicator: Strengthened networks and co-ordination of current Crouzet orgs	
HUA Space Study <i>(from September 2023)</i>	
Purpose	To obtain insights into the general redevelopment of the HUA over time due to the Crouzet
Indicators	Form the Crouzet co-ordinator: : <ul style="list-style-type: none"> • number of spaces revitalised in the HUA • number of pop-ups launched in the HUA as a result of Crouzet (kitchens, shops, creatives etc) • number of abandoned places reused in the HUA • number of collaborative initiatives between local organisations resulting from the Crouzet network
Focus group of Crouzet internal users <i>(from September 2023)</i>	
Purpose	To obtain insights into the quality of networks and governance within the Crouzet, growth in business maturity, innovation or revenues that can be attributed to the support of the Crouzet
Study design	All members of the Crouzet participate in small focus groups
Indicators	The focus group intends to explore: <ul style="list-style-type: none"> • perceptions on network strength: diversity, value • perceptions on quality of governance: inclusivity, effectiveness • lessons learned: what worked, what didn't work so well (suggestions for next year) • examples of the network sharing ideas that led to results (operations or new products or services) • perceptions on levels of co-operation • perceptions on strength of "entrepreneurial spirit"
Analysis	Focus group analysis of key insights and diverging viewpoints, areas to explore further.

Interviews with Crouzet pop-up artisans (from September 2023)	
Purpose	To obtain insights into the business support experienced by artisans participating in the Crouzet pop-up events.
Study design	Short interview conducted with all artisans participating in the pop-up.
Indicators	The interviews ask artisans on their perceptions on the benefits of participating in the pop-up: <ul style="list-style-type: none"> • increase in revenues • increase in customers • visibility of artistic products

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 nature of the Crouzet
Indicators	From Hub team: <ul style="list-style-type: none"> • Number of participants in designing the refurbishment plan, split by age group, gender, whether local to the HUA (post code), education, and whether a vulnerable group. • Number of co-working spaces made available • Number of desks made newly available from the refurbished space (office, co-working) • Number of events held in the Crouzet • Number of attendees at the events, split by age group, gender, if from HUA community and whether a vulnerable group • Photos "before", "during" and "after" • Social engagement via social media • Number of Crouzet office spaces being used over 6 month periods • Utilisation / occupation rates of Crouzet office space
Analysis	Simple tracking of the figures each quarter.

ACTION 2: Crouzet start-up accelerator programme

Outcome indicator: Improved business growth for the supported entrepreneurs	
HUA Statistics (from 2013)	
Purpose	To obtain insights into the wider CCI sector in the HUA and the broader city.
Indicators	The municipal statistics provide: <ul style="list-style-type: none"> • annual turnover and jobs of CCI organisations in the city

	<ul style="list-style-type: none"> number of CCI organisations in the HUA
Accelerator Questionnaire Pre- and Post- <i>(from June 2023)</i>	
Purpose	To obtain insights into the business maturity and growth of the supported SMEs.
Study Design	Questionnaires are issued to every successful applicant to the Accelerator, as a condition of receiving support.
Indicators	<p>The questionnaire asks on:</p> <ul style="list-style-type: none"> growth in jobs - total changes in proportion of funding from public / private sector growth in revenues plan to still operate in the HUA next year number of products / services produced case study on products / services produced lessons learned - what went well, not so well, suggestions perceptions on attribution (i.e. what proportion of change is due to the Actions <p>The questionnaire may be repeated after HUB_IN to determine the number of start-ups still in operation after 2 years.</p>
Analysis	The Hub team can compare differences in the pre- and post- responses.

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

Output indicators <i>(from June 2023)</i>	
Purpose	To support the outcome above with evidence of the scale, nature of the Accelerator
Indicators	<p>From Hub team:</p> <ul style="list-style-type: none"> Number of applying companies, split by sector and size Number of selected companies, split by sector and size Number of training sessions Number of training attendees
Analysis	Simple tracking of the figures each quarter.

ACTION 3: mechanism of support for small local projects

Outcome indicator: Increased social inclusion and civic participation in HUA development	
Local Project Participant Interviews <i>(from November 2023)</i>	
Purpose	To obtain insights into changes in perception of the participating inhabitants.

Study design	The 3rd party coordinating the actions will interview the local inhabitants participating in the small projects.
Indicators	Interviews with the participating local inhabitants to cover: <ul style="list-style-type: none"> • changes in sense of place, feelings of belonging, civic participation • demographics (age, gender, etc)
Privacy	Respondents opt-in to answering, are provided a privacy statement on how their data is used (e.g. all reporting is anonymised and aggregated), and are not required to give name or identification details.
Analysis	The Hub team (or colleagues proficient in data analysis) can compare pre- and post responses for differences.
Limitations	The interviews are not deemed possible with the municipality itself, due to local concerns over trust.
Case studies of the interventions (from November 2023)	
Purpose	To obtain insights into the results of the interventions
Indicators	The municipality will collect data on: <ul style="list-style-type: none"> • Number of underused spaces reused (and m2 coverage) • Case studies on the selected action: description of the project, number of users, results, whether it will continue, lessons learned etc. • Results of greenification actions, e.g. m2 of green space, number of trees planted etc
Limitations	The exact focus areas of the small local projects is unknown until applications are made and awarded, presenting a challenge to collecting baseline or specifying other data in advance.

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 nature of the actions
Indicators	From Hub team: <ul style="list-style-type: none"> • Amount of media coverage: no. of articles / social media posts / quotes from public etc • Number of implemented actions • Number of voluntary labour hours donated by the communities, split by age group, gender, whether local to the HUA (post code), education • Number of local inhabitants that actively participated (in the local projects) split by age group, gender, whether local to the HUA (post code), education • Photos "before", "during" and "after" of the community projects
Analysis	Simple tracking of the figures each quarter.

Cross-Action

Outcome indicator: Improved attractiveness of Crouzet, its services and exhibitions	
Community Questionnaire <i>(from May 2023, repeat in January 2024)</i>	
Purpose	To obtain insights into community perceptions and behaviours, including knowledge of Crouzet.
Indicators	<p>The survey asks for responses on:</p> <ul style="list-style-type: none"> • "before" and "after" surveys of the HUA community • frequency of visiting HUA, sense of belonging, cultural and historical identity • perceptions on strength of HUA's entrepreneurial spirit • familiarity with events/enterprises/associations based in Crouzet (Partizanska 24) • familiar/do you know the building Crouzet (Partizanska 24) • demographics: age, gender, post-code, disability • perceptions on attribution (i.e. what proportion of change is due to the Actions) • demographics (age, gender, etc)
Privacy	Respondents opt-in to answering, are provided a privacy statement on how their data is used (e.g. all reporting is anonymised and aggregated), and are not required to give name or identification details.
Analysis	The Hub team can view responses in the questionnaire results pre- and post-.
Limitations	No formal survey company was available or willing to perform the survey, and therefore the municipality has had to rely on using local distribution channels. Requiring an email address is seen locally to greatly reduce the number of respondents, so entry of email address is kept optional - this is likely to affect the ability to compare the pre- and post results. The entry of email addresses are encouraged with the opportunity to be entered in a prize draw.

Table 2: data collection methods and indicators

See the Appendix for:

- the indicators' specific data collection units, sources, frequencies of measurement, and collection start dates
- 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		
	Unit	Source	Target
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	#	Accelerator coordinator	24-42
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	Inner courtyard event organisers, Ceramic Association event operators	30 - 40
Number of external local projects or programmes linked to the eight HUB-IN pilots for possible cross fertilization	#	WP4 Action Plans	15
Number of ideas or solutions explored or prototyped during the invention process in the eight HUB-In pilot	#	from Action 3 (# of implemented projects)	5 - 7
Number of ideas or solutions explored during the Accelerator programs in the eight HUB-IN pilots	#	Accelerator lead/mentors	9 - 10
# of start-ups offering solutions or services related with the three strategic clusters of activities	#	Accelerator coordinator	7
Number of products or services developed during the Accelerator programs for the eight HUB-IN pilot	#	Accelerator	1 - 2
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
Possible risk to number of total and matched responses to the community pre- and post-questionnaires. If there are insufficient responses, it may affect the ability to draw conclusions.	External survey firms had not been found able to participate in the locality, so the questionnaire will be issued via social media and partner channels. In order to enable matched comparisons between pre- and post-, an incentive was offered to respondents to enter their email address in order to enter a prize draw for a free local experience (escape room).
The exact focus areas of the small local projects (Action Plan 4) is unknown until applications are made and awarded, presenting a challenge to collecting baseline or specifying other data in advance.	The municipality will collect common data on the number of underused spaces reused (and m2 coverage), case studies on the selected action (description of the project, number of users, results, whether it will continue, lessons learned etc) and results of any greenification actions, e.g. m2 of green space, number of trees planted etc.
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 small groups etc (e.g. <10 supported SMEs in an Open Call)	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 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

	<p>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.</p>
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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:

- **Nataša Pernat (Slovenska Bistrica)** - 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 <i>(dependent on implementation)</i>	Item
May-23	Community survey - pre
Jun-23	Accelerator - pre
Sep-23	Focus group of Crouzet users
Sep-23	Interviews with Crouzet pop-up artisans
Nov-23	Local Project Participant Interview
Jan-24	Accelerator - post
Jan-24	Community survey - 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
ACTION 1: Crouzet Hub							
OUTCOME: Strengthened networks and co-ordination of current Crouzet orgs							
Outcome indicators	number of spaces revitalised in the HUA	Local community	#	Crouzet coordinator/municipality	quarterly	NA	Sept 2023 TBC
	number of pop-ups launched in the HUA as a result of Crouzet (kitchens, shops, creatives etc)	"	#	"	"	NA	"
	number of abandoned places reused in the HUA	"	#	"	"	NA	"
	Number of collaborative initiatives between local organisations resulting from the Crouzet network	Crouzet organisations + additional stakeholders (businesses, associations)	#	Crouzet coordinator/municipality	quarterly	3	Sept 2023 TBC
	Focus group of Crouzet internal users	Crouzet internal users + companies potentially interested in the HUB	(see below)	Crouzet coordinator (TBC)/municipality (Nataša)	pre and post Network being formed	20 participants	pre: Sept 2023 TBC post: Jan 2024 TBC
	– perceptions on network strength: diversity, value	"	qualitative	"	"	"	"
	– perceptions on quality of governance: inclusivity, effectiveness	"	qualitative	"	"	"	"
	– lessons learned: what worked, what didn't work so well (suggestions for next year)	"	qualitative	"	"	"	"
	– examples of the network sharing ideas that led to results (operations or new products or services)	"	qualitative	"	"	"	"
	– perceptions on levels of co-operation	"	qualitative	"	"	"	"
	– perceptions on strength of "entrepreneurial spirit" (willingness to take risk for profit / willingness to innovate and try new products and services etc)	"	qualitative	"	"	"	"
	– perceptions on effects from HUB-IN: agglomeration, spill-over, displacement, leakage	"	qualitative	"	"	"	"
	– perceptions on attribution (i.e. what proportion of change is due to the Actions)	"	qualitative	"	"	"	"
	interviews with artisans in the Crouzet's pop-ups:	"	qualitative	"	"	"	"
	– increase in revenues	"	qualitative	"	"	"	"
	– increase in customers	"	qualitative	"	"	"	"
	– visibility of artistic products	"	qualitative	"	"	"	"
Output indicators	Number of participants in designing the refurbishment plan, split by age group, gender, whether local to the HUA (post code), education, and whether a vulnerable group.	local community	#	Municipality can include short poll in Option vote	one-off	open	March / early April 2023
	Number of co-working spaces made available	"	#	Crouzet coordinator/municipality	quarterly	1	June-August 2023 TBC
	Number of desks made newly available from the refurbished space (office, co-working)	"	#	Crouzet coordinator/municipality	pre and post refurb	5	June-August 2023 TBC
	Number of events held in the Crouzet	local community	#	Crouzet coordinator	quarterly	3-5 new events by end of 2023, 8-10 by end of project	Sept 2023
	Number of attendees at the events, split by age group, gender, if from HUA community and whether a vulnerable group	"	#	Event organizers	quarterly	500 by end of project	Sept 2023
	Photos "before", "during" and "after"	"	[photos]	Crouzet coordinator/municipality	bi-annual	NA	before: March 2023 during: April/May 2023 after: Jan 2024
	Social engagement via social media	"	[photos]	social media (Instagram, Facebook, Twitter etc)	bi-annual	NA	ongoing
	Number of Crouzet office spaces being used over 6 month periods (maybe yearly)	businesses, associations	#	Crouzet coordinator/municipality	bi-annual (or annual TBC)	2-5	March 2024 (after Accelerator)
	Utilisation / occupation rates of Crouzet office spaces	"	%	"	"	NA - aim is to understand and improve	"

Indicator			Data collection plan				
Indicator type	Indicator	Stakeholder groups benefitting	Unit	Data source	Frequency of measurement	Target	Data collection start date
Action 2: Crouzet start-up accelerator programme							
OUTCOME: Improved business growth for the supported entrepreneurs							
Impact indicators	Annual turnover and jobs of CCI organisations in the city	local CCI	#	municipal statistics	annual	NA	2013
	number of CCI organisations in the HUA	"	#	manual street check	annual	NA	2022
Outcome indicators	"before" and "after" surveys of the supported entrepreneurs:	supported organisations	-	survey of Accelerator's entrepreneurs	pre and post Accelerator - then annually	NA - survey is for understanding, not for setting specific targets	pre: May 2023 TBC post: May 2024 TBC (OR at end of Accelerator, either 6 months or 9 months - TBC)
	– growth in jobs - total	"	#	"	"	"	"
	– proportion of funding from public sector	"	%	"	"	"	"
	– proportion of funding from private sector	"	%	"	"	"	"
	– growth in revenues	"	€	"	"	"	"
	– change in "Technology Readiness Level"	"	TRL level	"	"	"	"
	– plan to still operate in the HUA next year	"	yes / no	"	"	yes	"
	– number of products / services produced	"	#	"	"	1-3	"
	– case study on products / services produced	"	qualitative	"	"	NA - survey is for understanding, not for setting specific targets	"
	– lessons learned - what went well, not so well, suggestions	"	qualitative	"	"		"
	– perceptions on attribution (i.e. what proportion of change is due to the Actions	"	1-5 scores	"	"		"
	Number of start-ups still in operation after 2 years	"	#	Accelerator coordinator/municipality	annually	NA	Summer 2025
Output indicators	Number of applying companies, split by sector and size	local businesses	#	Accelerator coordinator/municipality	quarterly	3-5	Jun 23
	Number of selected companies, split by sector and size	"	#	Accelerator coordinator/municipality		3-5	Jun 23
	Number of training sessions	"	#			5-10	Jun 23
	Number of training attendees	"	#			10	Jun 23

Indicator			Data collection plan				
Indicator type	Indicator	Stakeholder groups benefiting	Unit	Data source	Frequency of measurement	Target	Data collection start date
Action 3: mechanism of support for small local projects							
OUTCOME: Increased social inclusion and civic participation in HUA development							
Outcome indicators	Interviews with the participating local inhabitants on sense of place, belonging, participation (3rd party interview or MentiMeter in meetings)	local community	Likert (1-5 scores)	3rd party interview or MentiMeter in meetings	pre and post implementation	NA	"
	Number of underused spaces reused (and m2 coverage)	"	#, m2	Municipality	quarterly	3-5	"
	Case studies on the selected action: description of the project, number of users, results, whether will continue, lessons learned etc.	"	qualitative	Municipality	pre and post implementation	NA	"
	Results of greenification actions, e.g. m2 of green space, number of trees planted etc	"	#	Local groups/municipality	pre and post refurb	NA - depends on the projects selected	"
Output indicators	Amount of media coverage: no. of articles / social media posts / quotes from public etc	"	#, qualitative	Municipality & RIC	quarterly	3-5	ongoing from March 2023 (TBC - once tender advertised)
	Number of implemented actions	"	#	Municipality	quarterly	3-5	mid-Nov 2023 (actions end in Oct 2023)
	Number of voluntary labour hours donated by the communities, split by age group, gender, whether local to the HUA (post code), education	"	#	local group co-ordinator (e.g. parish)	quarterly	50-100	"
	Number of local inhabitants that actively participated (in the local projects) split by age group, gender, whether local to the HUA (post code), education	"	#	local group co-ordinator (e.g. parish)	quarterly	20-50	"
	Photos "before", "during" and "after" of the community projects	"	photos	Local groups/municipality	before, during and after	NA	before: April / May 2023 (depends on projects being selected) after: Nov 2023

Indicator			Data collection plan				
Indicator type	Indicator	Stakeholder groups benefiting	Unit	Data source	Frequency of measurement	Target	Data collection start date
Cross-Action							
OUTCOME: Improved attractiveness of Crouzet, its services and exhibitions							
Outcome indicators	"before" and "after" surveys of the HUA community	local community	as needed per question	community questionnaire	pre and post implementation - then quarterly	NA - questionnaire is for understanding, not for setting specific targets	pre: May 2023 post: Jan 2024
	– frequency of visiting HUA, sense of belonging, cultural and historical identity		-				
	– perceptions on strength of HUA's entrepreneurial spirit		1-5 scores				
	– familiarity with events/enterprises/associations based in Crouzet (Partizanska 24)		yes / no				
	– familiar/do you know the building Crouzet (Partizanska 24)		yes / no				
	– demographics: age, gender, post-code, disability						
	– perceptions on attribution (i.e. what proportion of change is due to the Actions)		1-5 scores				

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		Stakeholder groups benefitting	Dimension				
Indicator type	Indicator		Economic	Environ- mental	Social	Cultural	
ACTION 1: Crouzet Hub							
OUTCOME: Strengthened networks and co-ordination of current Crouzet orgs							
Outcome indicators	number of spaces revitalised in the HUA	Local community		Y			
	number of pop-ups launched in the HUA as a result of Crouzet (kitchens, shops, creatives etc)	"	Y				
	number of abandoned places reused in the HUA	"		Y			
	Number of collaborative initiatives between local organisations resulting from the Crouzet network	Crouzet organisations + additional stakeholders (businesses, associations)	Y				
	Focus group of Crouzet internal users	Crouzet internal users + companies potentially interested in the HUB	Y				
	– perceptions on network strength: diversity, value	"	Y				
	– perceptions on quality of governance: inclusivity, effectiveness	"	Y				
	– lessons learned: what worked, what didn't work so well (suggestions for next year)	"	Y				
	– examples of the network sharing ideas that led to results (operations or new products or services)	"	Y				
	– perceptions on levels of co-operation	"	Y				
	– perceptions on strength of "entrepreneurial spirit" (willingness to take risk for profit / willingness to innovate and try new products and services etc)	"	Y				
	– perceptions on effects from HUB-IN: agglomeration, spill-over, displacement, leakage	"	Y				
	interviews with artisans in the Crouzet's pop-ups:	"	Y				
	– increase in revenues	"	Y				
	– increase in customers	"	Y				
	– visibility of artistic products	"	Y			Y	
	Output indicators	Number of participants in designing the refurbishment plan, split by age group, gender, whether local to the HUA (post code), education, and whether a vulnerable group.	local community			Y	
		Number of co-working spaces made available	"				
		Number of desks made newly available from the refurbished space (office, co-working)	"				
Number of events held in the Crouzet		local community					
Number of attendees at the events, split by age group, gender, if from HUA community and whether a vulnerable group		"					
Photos "before", "during" and "after"		"					
Social engagement via social media		"					
Number of Crouzet office spaces being used over 6 month periods (maybe yearly)	businesses, associations						
Utilisation / occupation rates of Crouzet office spaces	"						

Indicator			Dimension			
Indicator type	Indicator	Stakeholder groups benefitting	Economic	Environ-mental	Social	Cultural
Action 2: Crouzet start-up accelerator programme						
OUTCOME: Improved business growth for the supported entrepreneurs						
Impact indicators	Annual turnover and jobs of CCI organisations in the city	local CCI	Y			
	number of CCI organisations in the HUA	"	Y			
Outcome indicators	"before" and "after" surveys of the supported entrepreneurs:	supported organisations	Y			
	– growth in jobs - total	"	Y			
	– proportion of funding from public sector	"	Y			
	– proportion of funding from private sector	"	Y			
	– growth in revenues	"	Y			
	– plan to still operate in the HUA next year	"	Y			
	– number of products / services produced	"	Y			
	– case study on products / services produced	"	Y			Y
	– lessons learned - what went well, not so well, suggestions	"	Y			
	– perceptions on attribution (i.e. what proportion of change is due to the Actions	"	Y			
	Number of start-ups still in operation after 2 years	"	Y			
Output indicators	Number of applying companies, split by sector and size	local businesses				
	Number of selected companies, split by sector and size	"				
	Number of training sessions	"				
	Number of training attendees	"				

Indicator		Dimension			
Indicator type	Indicator	Stakeholder groups benefiting	Economic	Environ-mental	Social Cultural
Action 3: mechanism of support for small local projects					
OUTCOME: Increased social inclusion and civic participation in HUA development					
Outcome indicators	Interviews with the participating local inhabitants on sense of place, belonging, participation (3rd party interview or MentiMeter in meetings)	local community			Y
	Number of underused spaces reused (and m2 coverage)	"		Y	
	Case studies on the selected action: description of the project, number of users, results, whether will continue, lessons learned etc.	"		Y	Y
	Results of greenification actions, e.g. m2 of green space, number of trees planted etc	"		Y	
Output indicators	Amount of media coverage: no. of articles / social media posts / quotes from public etc	"			
	Number of implemented actions	"			
	Number of voluntary labour hours donated by the communities, split by age group, gender, whether local to the HUA (post code), education	"			
	Number of local inhabitants that actively participated (in the local projects) split by age group, gender, whether local to the HUA (post code), education	"			
	Photos "before", "during" and "after" of the community projects	"			
Cross-Action					
OUTCOME: Improved attractiveness of Crouzet, its services and exhibitions					
Outcome indicators	"before" and "after" surveys of the HUA community	local community			
	– frequency of visiting HUA, sense of belonging, cultural and historical identity				Y
	– perceptions on strength of HUA's entrepreneurial spirit				Y
	– familiarity with events/enterprises/associations based in Crouzet (Partizanska 24)				Y
	– familiar/do you know the building Crouzet (Partizanska 24)				Y
	– demographics: age, gender, post-code, disability				Y
	– perceptions on attribution (i.e. what proportion of change is due to the Actions)				Y



This programme has received funding from the European Union's Horizon 2020 research and innovation programme under grant agreement No 869429