

# **SMART-IST Institutional capacity for territorial development**

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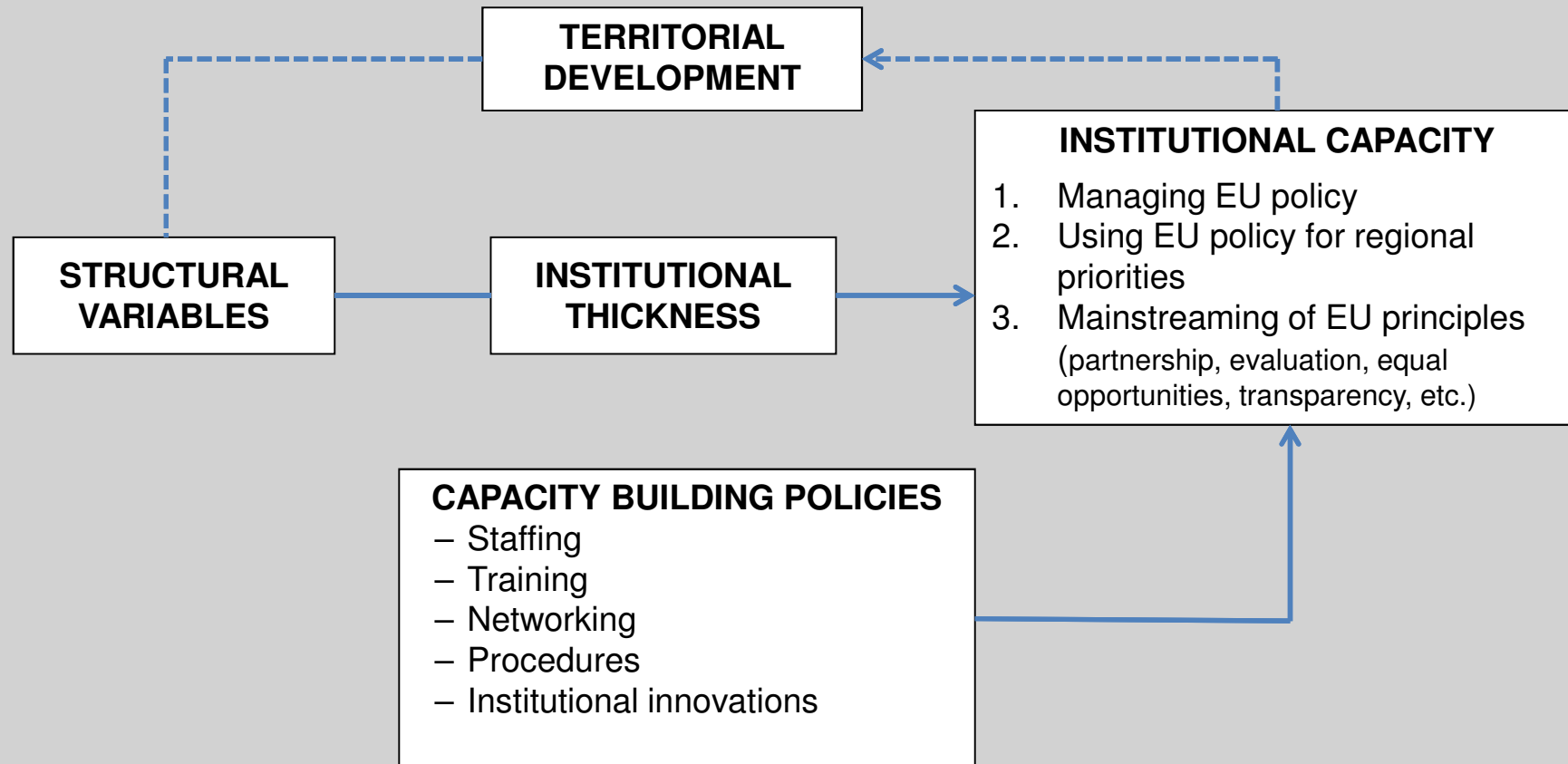
# Project Goals

1. Identifying institutional preconditions for effective territorial strategies
2. Developing a methodology for measuring Institutional Capacity
3. Building performance indicators to measure Institutional Capacity
4. Producing policy recommendations for building Institutional Capacity through appropriate Capacity Building strategies

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# Conceptual Framework



# Institutional Capacity: Key Lessons

## Type One IC:

- *Experience* explains procedural success (e.g. Italian regions), but it is the *starting level of IC* that explains results (e.g. the French regions)

## Type Two IC:

- *Experience with designing and implementing development projects* is key

## Type Three IC:

- Partnership is widespread (need or commitment?)
- Evaluation, transparency, etc. are more easily mainstreamed, but watch for effectiveness

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# Institutional Capacity: six basic Indicators

## Type one IC

1. *Amount of decommitment*
2. *Procedural delays*

## Type two IC

3. *Level of co-financing*
4. *High level of multilevel governance*

## Type three IC

5. *Mainstreaming of the different institutional features of EU programmes*
6. *Success in getting competitive development funding*



# CBP: Key Lessons

## Staffing:

- Typical when the task is new, but levels of stability vary

## Training:

- Widespread, but great diversity (issues, actors, timing)

## Networking:

- Networking is widespread, but network complexity is limited

## Procedures:

- Good for governing at arm's length

## Institutional Innovations:

- Institutionalization and legitimacy are sensitive issues

## Main problems:

- *Limited long-term effects; conflicts and lack of integration; inappropriate tailoring and design*



# Next steps: Cohesion Policy 2014-20 and IC

- Look at the different types of IC (*financial management is important, but TYPE TWO and TYPE THREE IC are needed for more effective cohesion policy*)
- Select the right CBP (*more specific strategies by looking at CBP effectiveness*)
- Development of the basic Indicators (*Develop consistency, replicability and comparability*)

**1. Operational Database of Smart Practices** (*Success stories of increased IC; Identifiable causal chains*)

**2. Common Assessment Framework Model for Cohesion Policy** (*self-assessment tool for Managing Authorities*)

