Experiences from supporting a self-evaluation of an innovation programme

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Energy Evaluation Europe – Innovation #1

Presentation outline

- Background on the programme

- Presentation of the self-evaluation methodology

- Results from the self-evaluation

- Lessons learnt

Background

- Within the framework of the *Investments for the Future* programme
  - €77bn since 2010
  - Compulsory ex-post evaluation

- Sub-programme 'City of Tomorrow'
  - Launched in 2010
  - €655m managed by Banque des Territoires (subsidiary of Caisse des Dépôts et Consignations)
  - Objective: to invent and develop the city territory by supporting investment in cities to implement innovative projects with strong environmental performances, in order to foster cities' ecological transition and attractiveness

The 'City of Tomorrow' subprogramme

- Scope: ~30 pilot territories involved in the 'EcoCité' network (launched in 2008)
- Topics:
  - Energy and networks
  - Buildings
  - Mobility
  - Urban conception / environment
  - Urban services
- Outputs: about 540 projects
  - ~220 engineering studies
  - ~215 investments
 - ~100 engineering + investment
  - ~5 equity participation
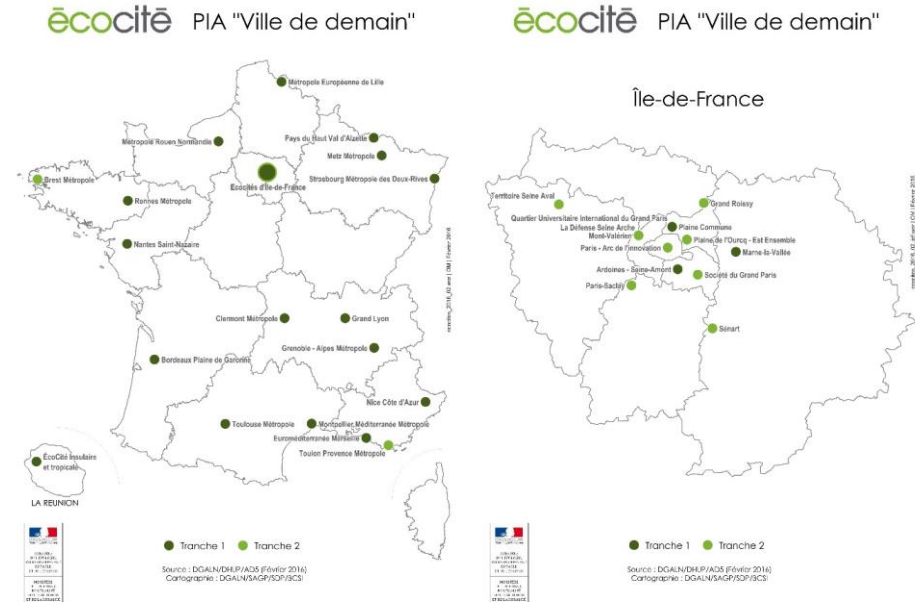
The evaluation methodology

- Developed in 2017 by Efficacity with territories, based on self-evaluation using know referential (e.g. ISO 37120, RFSC)

- Two different kinds of stakeholders:
  - Project beneficiaries
  - Focal point in territories

- Objective: assessing the impacts of the action on the beneficiaries and on its territory, as well as the efficiency of credit use

- Use of a digital tool commissioned in mid-2018: https://explorateur.ecocites.logement.gouv.fr/

A self-evaluation methodology in 3 steps

- Tagging:
  - Characterisation from a set of labels the fields and the objectives
- Quantitative evaluation:
  - Choice or creation of specific or territorial indicators (output, result, impact), target setting, measuring
- Qualitative evaluation:
 - Level of innovation, developments, key success factors, replicability
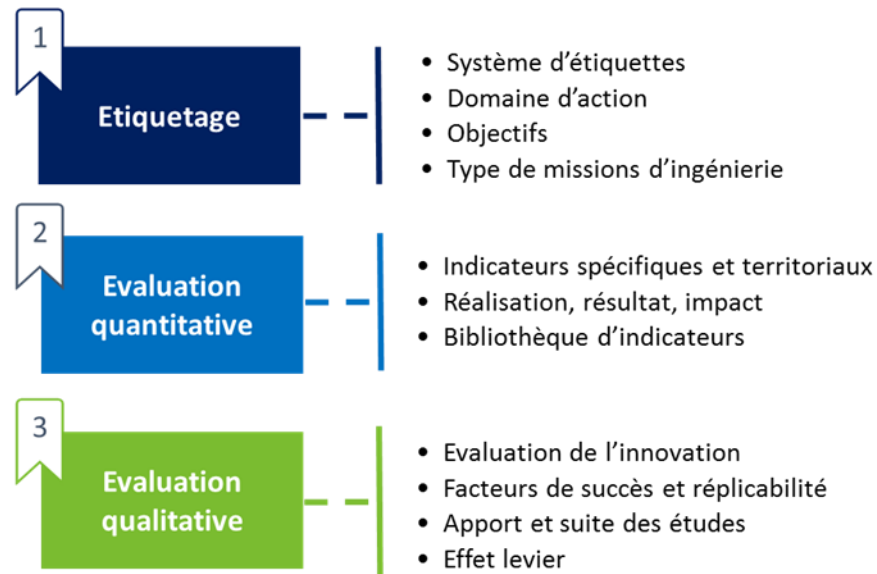
Our role to support the self-assessment methodology

- Implementation support provided by a consortium composed of Technopolis and I Care & Consult:
  - Development of training material and delivery of trainings
  - Ad-hoc support for stakeholders
  - Challenge of innovation level(s)
 - Periodic monitoring and reporting

Examples of tagging
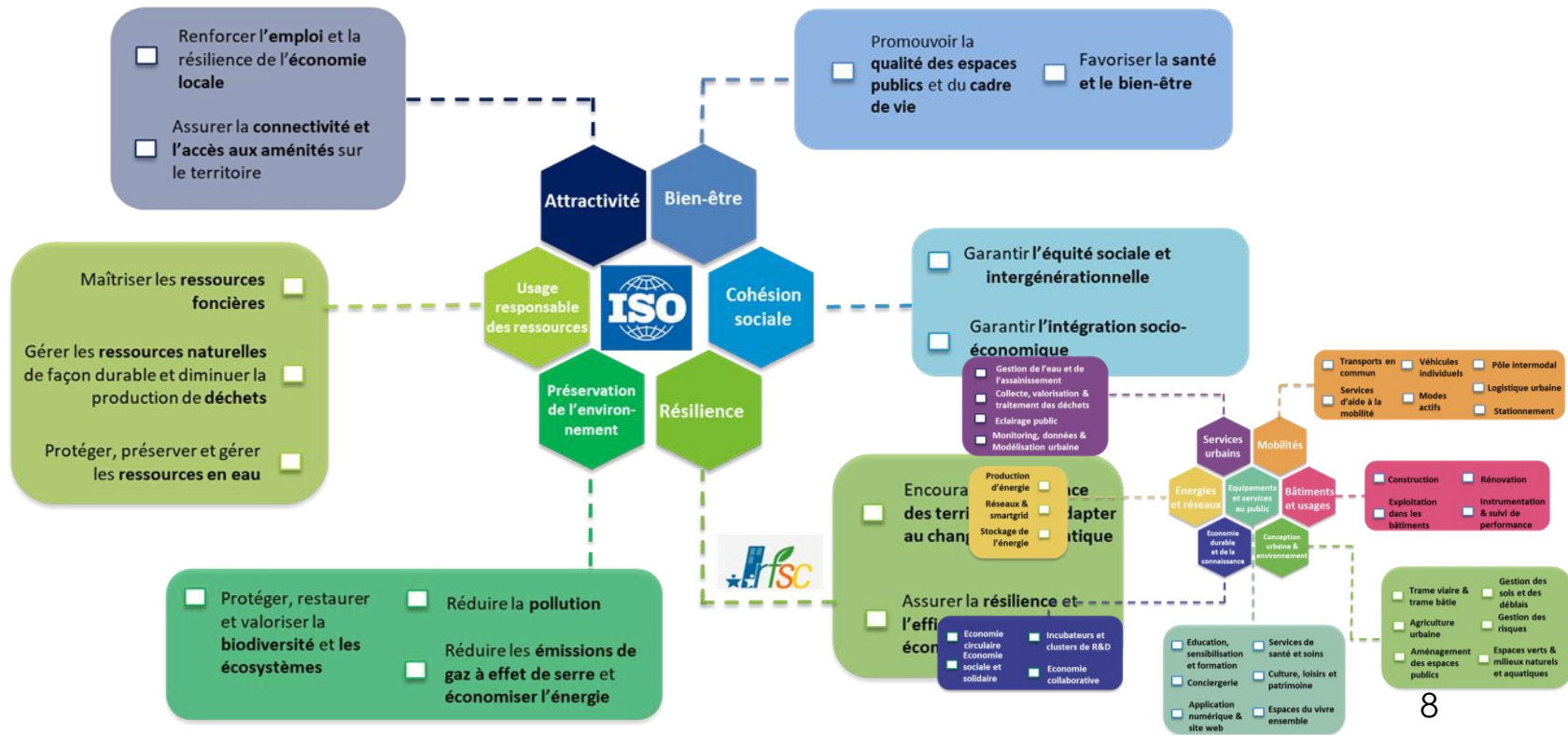
Results at the territorial level

- An innovation programme to support different ambitions and objectives
- A choice from territories to focus on various topics related to the sustainable city
- A confirmation that supported projects were in line with the territorial strategy
- At this stage, not possible to provide aggregated results beyond the 7 compulsory indicators
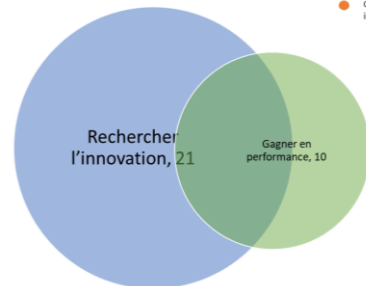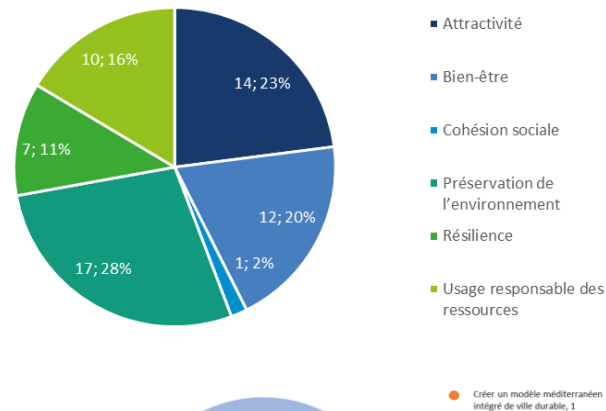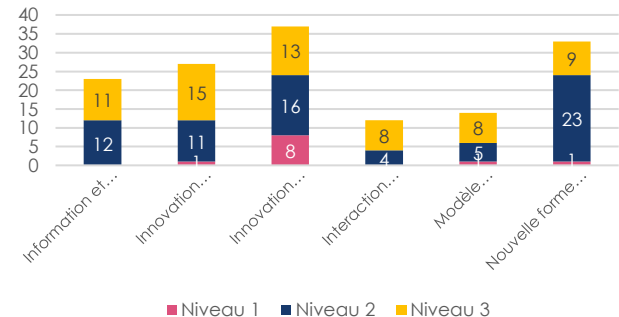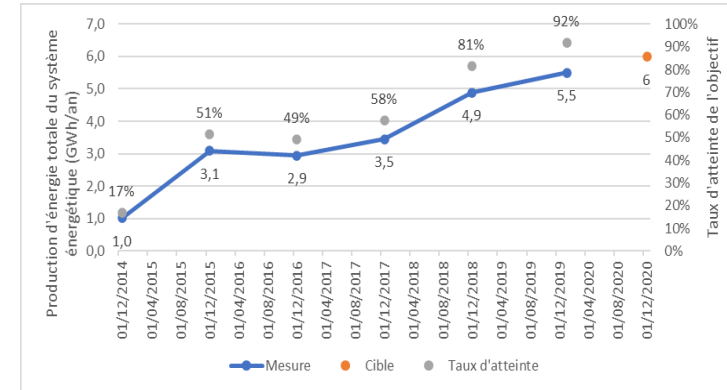
Results a the project level (1/2)

- A diversity of actions, both in terms of topics and objectives
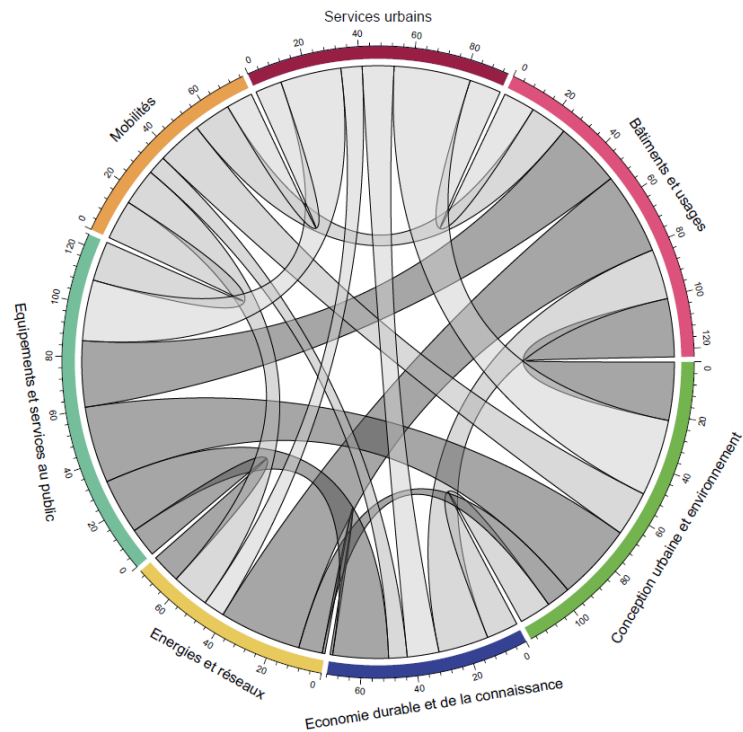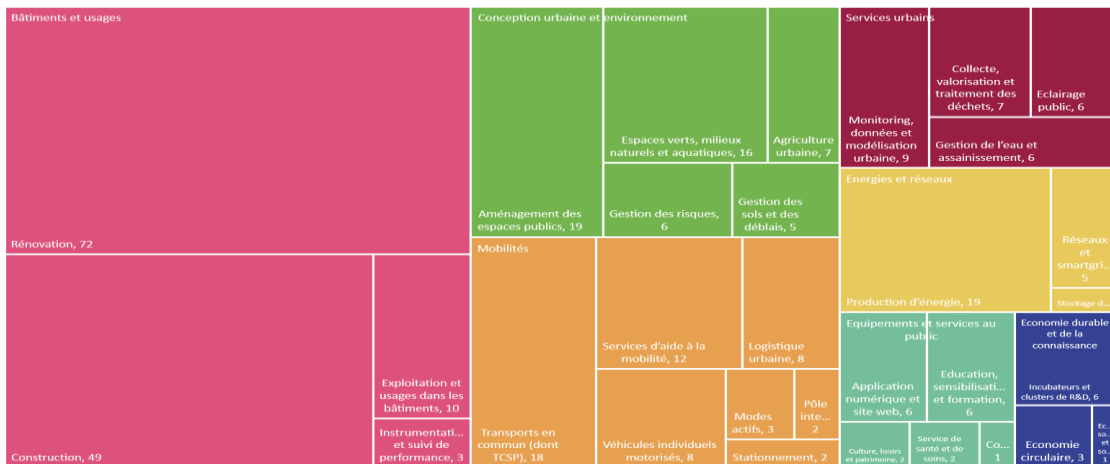
Results a the project level (1/2)

- High level of achievement compared to targets
  - Ongoing, but 45% already indicated measures overpassing targets (result and impact)
  - At this stage, possibility to aggregate incompletely some indicators: 1,300 housing refurbished to high environmental standards, 12,700 parking space for bikes, etc.
  - On-going work on 7 macro-indicators
- A high level of innovation
  - 6 different types of innovation (e.g. technical, business model, organisational),
  - At least one level for each project, a ratio of 2,9 per project, 16% of national first

Conclusions

Pros	Cons
• Adaptability to various situations, reflecting programme scope • Flexibility at project level (specificities) • User accessibility • A qualitative analysis based on open and closed questions • Repository of actions	• Implementation over a large period of time to collect quantitative results (periodic update) • Staff turnover • Control level (choice of easy indicators rather than most useful ones) • Aggregated results at programme level

- Recommendations:
  - Methodology development in parallel to programme, not after
  - Use of proxies / macro-indicators to ease the aggregation
  - Commitment at project and territory levels to implement over several year

Thank you!

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