



Ministry of Housing,  
Communities &  
Local Government



**European Union**

European Regional  
Development Fund

# National Evaluation of English ERDF Programme 2014-20

## Phase 3 Evaluation Report Executive Summary

March 2023

Wavehill

Ministry of Housing, Communities and Local Government

# Introduction

The 2014-20 European Regional Development Fund (ERDF) programme for England has an allocation of £3.2bn of ERDF funding, matched with domestic funds, and to date has invested in over 1,000 projects supporting local growth interventions across the country.

The ERDF 2014-20 Operational Programme is focused on growth, building on England's competitive advantages and addressing key bottlenecks in specific sectors and geographies. It aligns EU funding with England's aspirations for locally driven growth, built around functional economic areas (in the form of Local Enterprise Partnerships) and reflects the main priorities for development across these areas.

Details of the programme are set out under ten priority axes (PAs), comprising:

- PA 1: Promoting Research & Innovation
- PA 2: Enhancing Access to, and Use and Quality of, ICT
- PA 3: Enhancing the Competitiveness of SMEs
- PA 4: Supporting the Shift Towards a Low Carbon Economy in All Sectors
- PA 5: Promoting Climate Change Adaptation, Risk Prevention and Management
- PA 6: Preserving and Protecting the Environment and Promoting Resource Efficiency
- PA 7: Sustainable Transport in Cornwall and the Isles of Scilly
- PA 8: Promoting Social Inclusion and Combatting Poverty and Any Discrimination
- PA 9: Technical Assistance
- PA 10: Supporting the Implementation of Local Economic CV-19 Recovery Action Plans

The purpose of the evaluation was to test and understand a) the process of implementation and delivery of the projects funded through the ERDF programme and b) if and how this has directly resulted in the intended outcomes and impact. The evaluation questions to be explored through the programme evaluation related to five main headings:

- Programme relevance, appropriateness and consistency
- Programme financial and output performance
- Programme delivery and processes
- Programme impacts
- Programme value for money

# Performance Summary

The £3.2bn of ERDF funding was split across three categories of region based on relative levels of prosperity: defined as more developed, transition, and less developed. By July 2022, across all three categories of region between 94%-99% of each area's ERDF allocations had been contracted, and over 60% had been claimed.

Funding allocations were also broken down across the ten priority axes. Over the course of the programme period, adjustments were made to these funding allocations, including increased funding for priority axes 1, 3 and 5, the addition of priority axis 10, and reduced funding for priority axes 2, 4, 6 and 8.

Progress against financial allocations (Table 1), shows strongest contracting and claim progress against allocation targets in priority axes 1, 3 and 4. Those showing less progress often comprised larger capital projects where spend was backloaded.

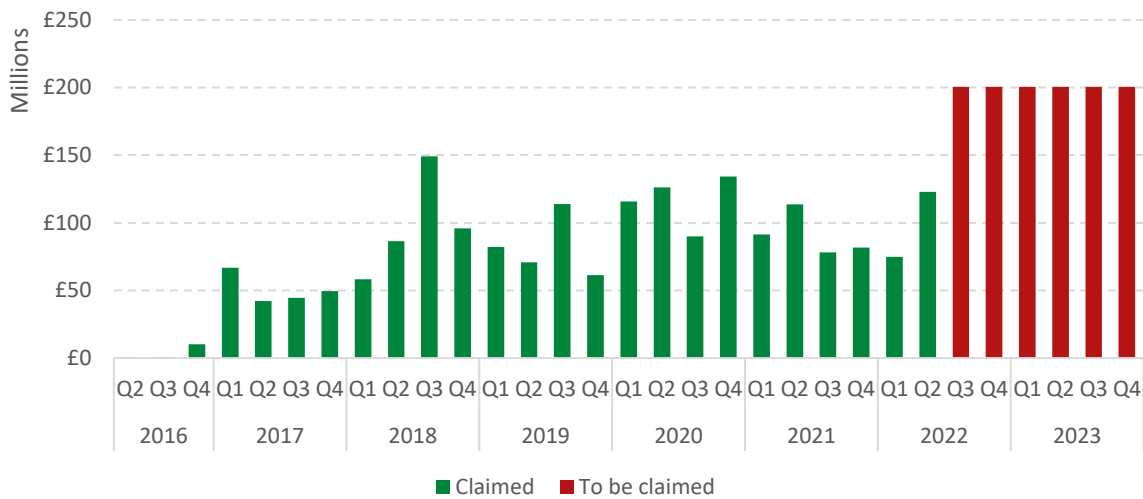
Table 1: ERDF Programme Financial Performance by Priority Axis to July 2022

	ERDF Allocation (£m)	% Contracted	% Claimed
PA 1: Research & Innovation	£698	94%	62%
PA 2: ICT	£96	89%	58%
PA 3: SME Competitiveness	£1,313	101%	74%
PA 4: Low Carbon Economy	£652	91%	54%
PA 5: Climate Change Adaptation	£71	77%	46%
PA 6: Protecting the Environment	£75	79%	47%
PA 7: Sustainable Transport	£50	101%	61%
PA 8: Social Inclusion	£31	85%	33%
PA 9: Technical Assistance	£126	79%	39%
PA 10: COVID-19 Plans	£50	216%	34%
Total	£3,163	97%	63%

*Source: MHCLG ERDF Programme Monitoring Data, July 2022. Note: where contracted figure is above 100%, this represents that the value contracted with projects was above the original allocation to that priority axis. A level of over-contracting was used in some cases, in recognition that projects commonly underspend against their contracted spend targets.*

Projects overall will need to make £200m of claims each quarter for the remaining 18 month delivery period to ensure full deployment of funds (Figure 1). The highest quarterly claim of the delivery period to date was £149m, reflecting the challenge this represents.

**Figure 1: Summary of Value Claimed by Quarter and Remaining Claim Rate Required to end of Programme**



Source: MHCLG ERDF Programme Monitoring Data, July 2022

The most important output and outcome indicators from each priority axis were agreed with the European Commission as part of a performance framework. Against these performance framework indicators<sup>1</sup>, in each category of region, the programme has successfully contracted over 100% of the targets in almost all cases (20 out of 23 indicators). Progress in achieving targets is more variable, with many less than 50% achieved to date, although this partly reflects priority axes involving larger capital projects where spend and output achievement was backloaded.

Performance in contracting and achieving outputs by LEP level is varied<sup>2</sup>, with analysis of the C1 enterprises supported indicator showing some areas substantially over-contracting against targets, and a small number under-contracting. Many of the stronger performing areas are ones which have received significant ERDF funding in the past.

Progress against important output and outcome indicators relating to each priority axis are set out in subsequent sections. This analysis is based on achievements up to the end of December 2021.

## Delivery Context

The changing socio-economic and policy context over the course of the programme period have affected delivery and achievements. Key factors include the following.

<sup>1</sup> Table 2 4: ERDF Programme Performance Framework Output Performance by Priority Axis and Category of Region to December 2021 - National Evaluation of English ERDF Programme 2014–20 Phase 3 Evaluation Report

<sup>2</sup> Figure 2 2: Enterprises Supported (C1) Output Target and Value Contracted and Claimed, by LEP Area, to December 2021 - National Evaluation of English ERDF Programme 2014–20 Phase 3 Evaluation Report

- The 2016 referendum vote in favour of UK Exit from the EU led to a period of uncertainty while the agreement and terms for departure were negotiated, as well as reduced in-migration from the EU and new processes and cost implications for some businesses trading within the EU.
- The outbreak of COVID-19 in 2020 and subsequent restrictions affected economic activity, with disruptions to supply chains. This meant most businesses and workplaces had to reconfigure operations, and some businesses were required to close during certain periods. The UK Government's response to COVID-19 included a large scale job retention scheme, business rates relief for certain businesses and a number of grant and loan schemes for businesses.
- Macroeconomic indicators including GDP and unemployment levels show improving trends over the programme period, with both affected by the impact of COVID-19 over 2020 and 2021 but returning to pre-COVID levels by 2022.
- Business confidence has fluctuated over the course of the programme period, with few periods of stability, reflecting political changes, uncertainty around EU trading relationships, and the impacts of COVID-19.
- The longer term effects of COVID-19 on the economy, alongside the Russian invasion of Ukraine in 2022 contributed to a large rise in UK inflation.
- UK local growth policy has evolved over the programme period, although has continued to support key investment areas under the ERDF programme.
- Variance in unemployment and productivity data across the 38 LEP areas<sup>3</sup>  
<sup>4</sup>demonstrated the continued economic disparities that remain.

# Delivery and Impacts by Priority Axis

## PA1: Research and Innovation (R&I)

Activities funded under Priority Axis 1 included:

- **Investment in R&I infrastructure** – such as specialist infrastructure, innovation space, incubation space for R&I, research laboratories, and enterprise, innovation & technology hubs.
- **Promoting business investment in R&I** – such as collaborative research and development (R&D), commercialisation of new products & processes, applied research, innovation vouchers, innovation support programmes, support for graduate start-up & spin outs, demonstrator projects, knowledge transfer programmes, and grants, loans & equity stakes to support tech start ups.

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<sup>3</sup> Figures 3 6: Unemployment by LEP (2020) and Figure 3 7: GVA Per Hour Worked by LEP (2020) and Change in GVA Per Hour Worked (2016–2020) - National Evaluation of English ERDF Programme 2014–20 Phase 3 Evaluation Report

## Investment in R&I infrastructure



Capital build output target: **fully achieved.**



No. of researchers working in improved research facilities **unlikely to be met.** May have been an over-ambitious target.



Interventions have enabled increased research activity and collaboration between SMEs and the research community.



## Promoting Business Investment in R&I



Number of enterprises supported almost fully achieved target by December 2021 and most indicators are on track to hit targets.

Fewer enterprises received grant or non-grant finance support than originally anticipated.



Supported enterprises are **unlikely to hit employment increase targets.** This reflects reduced business confidence to create jobs, due to economic conditions.

Most enterprises supported were looking for support to **introduce new goods or services.** Their main barriers were:



availability of finance



gaps in knowledge or expertise

The ERDF support helped some businesses overcome both barriers, but was more effective for the latter.

### Of surveyed enterprises

**75%** indicated they were satisfied with the support received.

**66%** felt their organisation was more innovative following support.

**51%** had introduced new or improved products, services or processes as a result of the support.

## PA2: ICT

Activities funded under Priority Axis 2 included:

- **Extending broadband deployment** - providing financial support for projects to extend availability of superfast broadband networks.
- **Developing ICT products and services** – such as support to introduce new ICT business models, access new markets through ICT connections, develop ICT skills strategies, access broadband through voucher schemes, and demonstrate & pilot innovation through smart use of ICT.

### Extending Broadband Deployment



More than **50%** of the target number of businesses had secured access to superfast broadband by December 2021. This might fall short of full delivery target by end of programme.



Technological advances and rapid take-up of the market roll-out of superfast broadband **reduced the need for investment in capital infrastructure** from PA2.

### Developing ICT Products and Services



Number of enterprises supported output is under-contracted, although this corresponds to the proportion of PA2 funding contracted.

## PA3: SME Competitiveness

Activities funded under Priority Axis 3 included:

- **Promoting Entrepreneurship** – such as advice and support for entrepreneurship and self-employment in particular amongst under-represented groups, advice and support for new business start-ups to survive and grow and provision of grants and non-grant finance.
- **Supporting SME Capacity for Growth and for Product and Service Development** – such as advice and support for: new business models, enhanced leadership, improved products, processes or services, exporting, productivity improvements and supply chain development. It also included attracting foreign direct investment, enhancing SME access to finance, and provision of land and premises for employment sites and workspaces.

### Promoting Entrepreneurship



Number of potential entrepreneurs assisted is fully contracted and expected to achieve target.



Number of enterprises supported and increased employment targets have been fully achieved.



Fewer enterprises received grant or non-grant finance support than originally anticipated.



For **start-up businesses**, the most common goal was to **grow their business**.



For **entrepreneurs**, the most common goal was to develop a **profitable business model**.

In both case of start-up businesses and entrepreneurs the main barriers were:



lack of experience or expertise in running a business



lack of finance

**ERDF support helped some businesses and entrepreneurs overcome both, but was more effective for the former.**

#### Of surveyed entrepreneurs

**79%** were satisfied with the support received.

**55%** went on to start a business and a further **35%** said they still intended to do so.

**88%** reported that they were still trading at the point of completing the survey.

#### Of surveyed start-up businesses

**78%** were satisfied with the support received.



## Supporting SME Capacity for Growth and for Product and Service Development



Number of enterprises supported is over-contracted and on course to be fully delivered.



Increased employment target almost fully achieved target by December 2021.



Capital build output target has been fully achieved.



Fewer enterprises received grant or non-grant finance support than originally anticipated.

Most enterprises were looking to **grow their business**. Their main barriers were:



lack of internal business expertise



lack of finance

ERDF support helped some businesses overcome both, but was more effective for the latter.

### Of surveyed enterprises

**81%** were satisfied with the support received.

**57%** had introduced new or improved products, services or processes as a result of the programme support.



Capital workspace investments have supported **growth in businesses and employment** in targeted areas.

## PA4: Low Carbon Transition

Activities funded under Priority Axis 4 included:

- **Renewable Energy Production and Distribution** – such as investment in increased production of renewable fuels and energy, demonstration and deployment of renewable energy technologies, and measures to support the wider deployment of renewable heat.
- **Energy Efficiency and Renewable Energy Use in Enterprises** – such as advice and support to SMEs for innovation in energy efficiency and energy cost reduction, audits of energy efficiency and potential for renewable generation, support to improve resource efficiency, investing in energy efficiency measures, processes and renewable generation capacity.
- **Energy Efficiency and Smart Energy Management in Public Infrastructure** – such as provision of advice, support and investment to increase the use of low carbon technologies, energy efficiency, renewable energy and smart energy systems in housing stock and public buildings.
- **Low Carbon Strategies** – such as investments in smart grid demonstration, sustainable energy action plans for urban areas, combined heat and power, implementing sustainable transport strategies and encouraging the adoption of renewable technologies.
- **Research and Innovation in Low Carbon Technologies** – such as R&D, innovation and supply chain work for low carbon technologies and materials, research underpinning carbon capture and storage, knowledge transfer and demonstration activities.

### Research and Innovation in Low Carbon Technologies



Number of enterprises supported output is under-contracted, although this corresponds to the proportion of PA4 funding contracted.



Targets for number of enterprises co-operating with research entities and those supported to introduce new to the firm products have been fully achieved.

The core outcome was projected greenhouse gas emission savings. However



- indicators only captured a single year of savings.
- the projected savings were not verified as part of the indicators.
- this constrained more detailed analysis of outcomes.

## Renewable Energy Production and Distribution



Additional capacity of renewable energy production indicator is fully contracted



It is expected that this target will be achieved.



Completion of schemes are backloaded towards end of the programme so achievement to December 2021 was low.

## Energy Efficiency & Renewable Energy Use in Enterprises



Number of enterprises supported output is under-contracted, although this corresponds to the proportion of PA4 funding contracted.

**81%**

of surveyed enterprises supported said they were satisfied with the support received.

### Most enterprises were looking to



improve energy or resource efficiency.



reduce business costs.



reduce greenhouse gas emissions.

**> 90%**

identified some progress had been made against all three goals following support.

**< 20%**

felt that any of these goals had been met in full.

**Building in greater follow-up to project support** would be useful in future design of projects, as **low carbon transition is often an ongoing process** for businesses.



## Energy Efficiency and Smart Energy Management in Public Infrastructure

Outputs that are fully contracted and expected to be fully achieved include:



- improved household energy consumption classification.
- decreased public building energy consumption.



Completion of schemes are backloaded towards end of the programme so achievement to December 2021 against some indicators was low.

## Low Carbon Strategies



Up to December 2021, very little progress had been made against the targets of enterprises supported and reduced greenhouse gas emissions.



This investment priority is one of the higher risk areas of the programme.

## PA5: Climate Change Adaptation

Activities funded under Priority Axis 5 included investment in

- **Coastal Resilience** – such as managed realignment and mitigation of coastal squeeze, shoreline re-nourishment, cliff and dune system stabilisation, harbour, port and waterfront enhanced protection and adaptations, improvements to coastal frontages and seawalls and strengthening and extensions to estuary embankments-
- **Fluvial Risk Management** – such as onsite or upstream attenuation and slowing the flow measures, diversion channels, raising strengthening and/or extending river walls and frontages, fixed and temporary barriers and gates, stepped back embankments and resilience measures for business infrastructure,
- **Surface Water Run-Off & Drainage Systems** – such as integration, including retrofitting, of surface water and run off management, measures into urban and commercial redevelopments and innovative measures in contexts where flood risk and land management relies on pumping and inter-relates with drainage.

### Climate Change Adaptation



Targets for businesses and properties with reduced flood risk and surface area of habitats supported are both fully contracted and expected to be achieved.



Completion of schemes are backloaded towards end of the programme so achievement to December 2021 was low.



Projects under PA5 were typically large and complex in nature meaning that appointment of experienced contractors and close working with the Environment Agency were critical to successful delivery.

## PA6: Protecting the Environment

Activities funded under Priority Axis 6 included:

- **Protecting and Restoring Biodiversity** – such as investment in green corridors in urban areas and waterways, and sustainable drainage to improve water quality and local air quality.
- **Innovative Technologies to Improve Environmental Protection and Resource Efficiency** – such as business support and advice around innovative technologies and processes for the management and reuse of energy, materials, water and waste, as well as piloting and demonstration of innovative technologies to promote resource efficiency.

### Protecting and Restoring Biodiversity



Surface area of rehabilitated land target has been achieved.



Surface area of habitats supported target is fully contracted and expected to be achieved.

Investments are expected to lead to impacts relating to



improved biodiversity.



increased site users securing health and wellbeing benefits.



attracting new development or business activity linked to area enhancement.

### Innovative Technologies to Improve Environmental Protection and Resource Efficiency



Number of enterprises supported and those supported to introduce new-to-firm products are under-contracted and unlikely to hit targets.

This reflects low numbers of projects contracted under this investment priority.

# PA7: Sustainable Transport

Activities funded under Priority Axis 7 included:

- **Investing in the Trans European Transport Networks** – comprising a single project - the Cornwall Rail Mainline Signal Enhancement project which aims to provide enhanced signalling capacity on the rail mainline in Cornwall, improving the frequency and connectivity of the train service in the area.
- **Enhancing Regional Mobility** – comprising a single project – investment in the A30, which aims to develop an 8.7 mile stretch of 70mph dual carriageway, connecting to the existing dual carriageway at Chiverton and Carland Cross.
- **Environmentally Friendly and Low-Carbon Transport Systems** – such as investment in multi-modal hubs and integrated mobility services, and alternative fuels infrastructure

## Sustainable Transport



Length of railway with new or enhanced signalling installation target has been fully achieved.



Length of reconstructed or upgraded roads target is fully contracted and expected to be fully achieved.



Targets for fuel charging points is fully contracted and expected to be fully achieved.



Number of multi-modal transport hubs target may be under-achieved, but improved multi-modal connection points expected to over-achieve.

### The investments are expected to



reduce congestion and improve travel times.



improve access to employment and services.



reduce carbon emissions associated with modal shift.



grow tourism through enhanced accessibility.

The locally led strategic approach to investments in Cornwall and the Isles of Scilly have



considered linkages and sequencing between projects.



helped to maximise the synergy and increase overall benefits of each individual project.

## PA8: Social Inclusion

Activities funded under Priority Axis 8 included investments in support for entrepreneurship, start-ups, business support and small grants, and enhancing local facilities.

### Social Inclusion



The capital build indicator is fully contracted and is expected to be achieved.



Number of enterprises and entrepreneurs receiving support was low up to December 2021, reflecting low levels of spend in supported projects at this stage.

#### The community led local development approach required



time and commitment from a range of organisations.



support to develop partnerships and joint plans to initiate bespoke projects.



The time taken to achieve this and then the delays following the outbreak of COVID-19 has limited what has been delivered under PA8 by the time of the evaluation.

## PA10: COVID-19 Plans

Activities funded under Priority Axis 10 included developing action plans for safely reopening local economies, communications and public information campaigns, business facing awareness raising about reopening, and temporary public realm changes to enable safe reopening.

### COVID-19 Plans



PA10 was established part way through the programme delivery period, in response to the outbreak of COVID-19 and its effect on local economies.



The number of entities supported in combating or counteracting the effects of the COVID-19 pandemic target has been fully achieved.



The interventions increased confidence in returning to high streets and town centres.

**80%**

of local authorities felt this would not have been achieved without the scheme.

# Horizontal Principles

The Operational Programme sets out that principles relating to sustainable development and to equal opportunities & non-discrimination are embedded across the programme.

- For sustainable development this can relate to environmental protection, resource efficiency, climate change mitigation and adaptation, biodiversity, disaster resilience, risk prevention and management.
- For equal opportunities and non-discrimination, the framework for this, provided by the 2010 Equality Act, protects nine characteristics: age, disability, gender reassignment, marital or civil partnership status, pregnancy & maternity, race, religion & belief, sex, and sexual orientation.

## Horizontal Principles



**Sustainable development** was embedded in overall programme design, being core to priority axes 4-7.



**Good practice approaches** were built into the design of projects, eg adherence to:

- Building Research Establishment Environmental Assessment Method (BREEAM)
- Civil Engineering Environmental Quality Assessment & Award Scheme (CEEQUAL)



Approaches to **equal opportunities and non-discrimination** commonly leant on the equal opportunities policy of the lead organisation.



Many capital schemes highlighted a focus on **accessibility requirements**



Many business support projects highlighted inclusive marketing approaches to reach **diverse audiences**.



Under each priority axes are projects that take an innovative approach to addressing both horizontal principles. This represent **good practice** that can **inform and inspire future project design**.

**38%** of project **summative assessments** reviewed did not contain reference to approaches to the horizontal principles, however, leaving a **gap in evidence** in the case of these projects.



# Lessons for Future Programmes

## Lesson 1: Data Collection and Monitoring

A strong approach to defining, collecting and monitoring performance and beneficiary data is a critical foundation for effective management and evaluation of the programme. This should include clear indicator definitions and evidence requirements, regular reporting of progress and quality assurance of output data, and capturing all required data (including data needed for evaluation) through a single process that is mandatory for all projects. The evidence requirements for claimed outputs could be particularly burdensome; thus, the simplification of these in future programmes to limit that additional burden on grant recipients and beneficiaries would be more efficient.

## Lesson 2: Selecting Performance Indicators

Performance indicators for a programme need to be selected to reflect the outputs and outcomes that are most important to monitor with respect to delivering against the programme objectives and intended delivery activities. These indicators all need to be monitored and responded to for effective programme management.

The number of indicators should reflect the range of objectives and activities, but they need to avoid becoming so numerous that they become unmanageable at the project and programme level. Many of the indicators used in the ERDF programme were well defined and appropriate; therefore, they would provide a useful starting point for indicator definitions in future national programmes supporting local growth. A slightly more streamlined set of indicators, however, might have better allowed more proactive management of the full set of indicators.

## Lesson 3: Programme Management Capacity and Expertise

Programme management expertise is a critical component in ensuring high-quality project delivery that strategically delivers positive impacts. Putting in place a programme management approach with the equivalent capacity and expertise will be highly important for ensuring the effectiveness and impacts of future programmes.

The application, appraisal, contracting, monitoring and auditing processes used were very effective in ensuring the delivery of high-quality local growth interventions, strategic management of the programme was effective in enabling clear and timely responses to changing contextual factors. The processes and templates used in the ERDF programme would provide a useful foundation for the design of future programme management approaches, although some simplification of these could help to reduce the burden on project applicants and grant recipients.

## Lesson 4: Engaging Specialist Expertise

Where specialist activities are eligible in future national programmes supporting local growth (particularly for investment types in which there is limited local expertise), consideration should be given to how local partners can engage the expertise required for the design, development and delivery of high-quality local schemes. This may require considering a) the feasibility of local stakeholders building that expertise internally, b) whether activity should be coordinated pan-regionally with expert resources built up at that level, or c) how relevant national organisations can be engaged and make themselves available to support and advise local partners throughout project design and delivery.

## Lesson 5: Setting Local Objectives and Result Indicators

For local areas to be able to steer investment in a way that responds to local needs and opportunities, it would be beneficial for future national programmes to enable local areas to specify objectives and result indicators (i.e. the socioeconomic indicators on which the local investments intend to have an effect) for their local area, under a national framework, and have the authority to develop strategies and make investment decisions that will help to deliver those objectives.

## Lesson 6: Alignment of National and Local Projects

The investment types of most local growth programmes will include activities led and delivered locally but that contribute to the same aims as those of national programmes. For future national programmes supporting local growth, it will be important to set up structures that ensure that national governmental departments and agencies leading on policy relating to local growth activities are closely engaged with the programme and what is being delivered. There should be strong communication and knowledge sharing regarding what is being delivered (in both directions) on an ongoing basis throughout programme delivery, with mechanisms in place to address any issues of duplication/conflict in activities being supported, as well as to maximise opportunities for national- and local-level interventions to complement one another.

## Lesson 7: Support to Embed Horizontal Principles

If the inclusion of horizontal principles is a high priority for future national programmes supporting local growth, then efforts to better embed these could be considered in the programme design. In particular, this could include setting specific objectives and performance indicators for the principles; further guidance, training, and sharing of good practice regarding opportunities for different types of investment to contribute to the principles; stronger challenging of proposed approaches as part of the project appraisal process; and a requirement for projects to report on actions and effects as part of the project monitoring process.

## **Lesson 8: Designing Evaluation Strategy to Support Robust Insights into What Works**

To build a stronger bank of robust evaluation evidence regarding what works for different types of local growth investment in different contexts, further consideration is needed in future national programmes supporting local growth as to how this work should be scoped, commissioned, delivered and shared in order to enhance the benefit for policymaking in relation to local growth. It is important that this approach be balanced with the continued need for evaluation to provide a means of ensuring the accountability of all projects receiving public spending, testing that projects have been delivered in line with proposals and have delivered the types and scale of outputs and outcomes expected.

## **Lesson 9: Improving Dissemination of Evaluation Evidence**

To support policymakers involved in the delivery of future national programmes supporting local growth, it would be valuable to set up a mechanism that enables the marshalling and easy accessibility of current robust evaluation evidence regarding what works for different interventions in different contexts.

Making this available to makers of local growth policy who are involved in designing, appraising and approving projects in relation to investment areas supported by the programme could help to enhance the quality of interventions going forward, as well as continuing to grow a more robust evidence base.

## **Lesson 10: Defining Appropriate Result Indicators**

The establishment of result indicators for different intervention types under the ERDF programme was useful in helping to focus the delivery of activities on ensuring their contribution to the specific objective.

For future national programmes supporting local growth, it is useful to establish result indicators; however, these need to be carefully defined to reflect the outcomes that the programme is seeking to achieve, and supported activity related to them needs to be of a sufficient scale to be able to have a notable impact on those indicators. These could be established at the local level as well as the national level.