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**EASIER SAID THAN DONE:  
AN EX POST EVALUATION OF THE  
INTEGRATED PROJECT  
“CITY OF NAPLES” 2000-2006**

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The Public Investment Evaluation Unit (UVAL – *Unità di valutazione degli investimenti pubblici*) provides technical support to government bodies by preparing and disseminating methods for evaluating public investment programs and projects before, during and after the projects themselves, in part to optimize the use of EU Structural Funds. The unit is a part of the network of central and regional evaluation teams.

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The unit determines whether investment programs and projects comply with economic policy guidelines, assesses the financial and economic feasibility of the initiatives, and determines whether they are compatible and appropriate as compared with other solutions, while also evaluating their social and economic impact in the areas concerned.

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**Easier said than done:  
an ex post evaluation of the Integrated Project “City of Naples” 2000-2006**

*Abstract*

The Integrated Project “City of Naples”, funded with relevant EU resources from the Campania Regional Operational Program 2000-2006, aimed at regenerating a broad urban area behind the port zone. Approved in 2002, the planned Project included few significant infrastructures (mostly, in transportation and brownfield development), support to small enterprises, training and social services, with an investment package particularly valuable for its financial and territorial concentration, and for the expected private sector co-funding. In 2009, the evidence at Project conclusion reveals a quite different story. Relative to the initial plan, most infrastructure investments have changed, the project-area has widened, and the number of interventions and the total financial resources have both increased. Only 28 per cent of almost 100 million-euro actually financed the initial plan, while remaining funds went to investments identified during implementation. Given these major changes, does it still makes sense to assess the Project’s planned strategy and objectives? Is it still possible to carry out an evaluation that lost its initial benchmarks? Our answer, positive to both questions, is based on a quali-quantitative research that measures the resiliency of the *ex ante* strategy and the development value of implementation through an in-depth analysis of all investments. Significant deviations from the investment plan are only partially due to poor design or to administrative inertia, but rather to a complex set of endogenous and exogenous factors related to the Project itself, to institutional dynamics, and to the socioeconomic context. Multi-criteria analysis reveals that only few operations can be considered full successes, but that they are in larger number than wholly irrelevant ones. Also, significant resources supported small-scale investments in traditional urban refurbishing, which produced pragmatic (but certainly non breakthrough-inducing) results. However, the bulk of funding (more than 50 per cent) financed very relevant infrastructures that, however, were only partially executed and are to be completed in the future. The analysis ends highlighting some implications and recommendations for the so-called “territorial dimension” in current EU-funded regional programs for 2007-2013 as well as for the on-going debate on the role of Structural Funds in the post-2013 programming period.

**Tra il dire e il mare:  
una valutazione ex post del Progetto Integrato “Città di Napoli” 2000-2006**

*Sommario*

Il Progetto Integrato (PI) “Città di Napoli”, sostenuto con ampia dotazione finanziaria dal POR Campania 2000-2006, perseguiva l’ambiziosa trasformazione e rilancio dell’area retroportuale della città. Approvato nel 2002, il Progetto previsto contemplava poche e importanti infrastrutture (in particolare, per trasporti e riqualificazione di *brownfield*), aiuti alle piccole imprese, formazione e servizi sociali, ed era apprezzabile per concentrazione finanziaria e territoriale, e per la partecipazione di capitale privato. Nel 2009, la conclusione del PI Napoli obbliga a confrontarsi con il Progetto realizzato, che racconta una storia assai diversa. Del piano iniziale sono cambiate le infrastrutture finanziate, si è ampliata la parte di città interessata, e si è accresciuto il numero di interventi e l’ammontare di risorse investite. Solo il 28 per cento dei quasi 100 Milioni di euro stanziati *ex ante* hanno finanziato quanto previsto dal piano finanziario iniziale, e la restante quota ha sostenuto interventi subentrati successivamente. Con questi cambiamenti ha ancora senso parlare di strategia e obiettivi del PI Napoli? È ancora possibile valutare *ex post* i risultati di un piano di investimenti che ha perso il suo *benchmark* iniziale? La risposta, affermativa a entrambe le domande, si basa su un’analisi che combina tecniche quali-quantitative per misurare la tenuta della strategia iniziale e il valore delle realizzazioni, documentando in profondità la storia di tutti gli investimenti, mancati e realizzati. Le significative modifiche al piano di investimenti sono solo in parte riconducibili a carenze del *project design* o a inerzia della Pubblica Amministrazione, ma a un insieme più ampio di condizioni endogene ed esogene al progetto, alle istituzioni coinvolte, e al contesto socioeconomico locale. Un’analisi multicriteri sui singoli investimenti rivela che quelli di chiaro successo sono pochi, ma superano quelli del tutto irrilevanti. A questi si aggiungono numerosi interventi di micro-riqualificazione urbana (le cosiddette “piazzette e marciapiedi”) che presentano risultati pragmatici, ma non decisivi. Il grosso delle risorse (più del 50 per cento) ha finanziato infrastrutture di un certo rilievo ma realizzate solo parzialmente e da completare in futuro: sono promesse...ancora da mantenere. Quanto osservato ha certamente implicazioni per la cosiddetta “dimensione territoriale” sia nell’attuale programmazione 2007-2013 che nel dibattito sul ruolo dei Fondi Strutturali nel *post-2013*.

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