



# PERFORMANCE MEASUREMENT AND EVALUATION STRATEGY 2019 – 2024

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# OVERVIEW OF THE PERFORMANCE MEASUREMENT & EVALUATION STRATEGY (PM&E STRATEGY)

## Coventry is a young, diverse, modern city reimagining the role that culture can play in bringing people together to make positive change happen.

UK City of Culture 2021 (UK CoC 2021) will engage the youthfulness and diversity of the city both in its cultural offer and in shaping and leading the city. It provides the opportunity to strengthen and extend the cultural sector and to use culture-led investment to achieve a legacy of positive cultural, social, environmental and economic impacts and activism for the city, its region, citizens, communities and visitors. As a city with a proud tradition of innovation and creative design, UK CoC 2021 will help Coventry to reclaim its role as a pioneering and leading centre for new technologies and environmental sustainability.

To ensure the UK CoC 2021 programme meets local and regional needs and is evidence based, the Coventry City of Culture Trust (the Trust) has developed a proactive Performance Measurement and Evaluation Strategy (PM&E Strategy) based on a theory of change. This strategy guides the development, monitoring and evaluation of a programme based on planned outputs, outcomes and impacts.

To ensure a significant legacy of positive cultural, social, environmental and economic change for the city and its region the Trust has established four key impacts that will guide its development of UK CoC 2021:

1. Coventry citizens positively influence and shape the city they want to live in
2. Coventry's culture contributes to the social and economic prosperity of the city and region
3. Coventry is a global and connected city
4. Coventry is recognised as a future-facing pioneering city

## GUIDING PRINCIPLES

The PM&E Strategy emphasises these key principles:

- The importance of transparent, rounded and robust reporting and evaluation to: assess the delivery and impact of culture-led change; provide understanding of the cultural, social and economic value of culture-led investment and interventions; and identify the learning from Coventry's experience to inform others that follow;
- Recognition and alignment of the evaluation requirements of a number of key stakeholders;
- Compliance with the HM Treasury's Green and Magenta Books – Central Government Guidance on Appraisal and Evaluation;
- Informed by the seven Social Value UK<sup>1</sup> key principles for evaluating social value:
  - **Involve stakeholders** – Inform what gets measured and how this is measured and valued in an account of social value by involving stakeholders.
  - **Understand what changes** – Articulate how change is created and evaluate this through evidence gathered, recognising positive and negative changes as well as those that are intended and unintended.
- **Value the things that matter** – Making decisions about allocating resources between different options needs to recognise the values of stakeholders. Value refers to the relative importance of different outcomes. It is informed by stakeholders' preferences.
- **Only include what is material** – Determine what information and evidence must be included in the accounts to give a true and fair picture, such that stakeholders can draw reasonable conclusions about impact.
- **Do not over-claim** – Only claim the value that activities are responsible for creating.
- **Be transparent** – Demonstrate the basis on which the analysis may be considered accurate and honest and show that it will be reported to and discussed with stakeholders.
- **Verify the result** – Ensure appropriate independent assurance.
- Balancing qualitative and quantitative indicators across outputs and outcomes to provide breadth and depth to data collection and reporting;
- Realistic assessment of the resources and capacity required across the partnership to collect evidence and undertake evaluation;
- Substantial leveraging, where possible, of existing data sources and resources, to ensure that there is a good balance between the quality and depth of evaluation materials against the cost of collection and to demonstrate a cost-effective model;
- Giving value to the lived experience and voices of citizens, visitors and stakeholders.

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## ROLES AND RESPONSIBILITIES

The PM&E Strategy has been developed in partnership with the Trust, the University of Warwick, Coventry University and the Insight Team from Coventry City Council. The framing of outcomes and impacts is based on extensive consultation during the bid phase and subsequent development by the Trust of the key needs, challenges and aspirations for Coventry UK City of Culture 2021. Roles and responsibilities for the delivery of this strategy break down into the following areas:

### Core Data Capture and Performance Monitoring

The Trust is responsible for the capture, performance monitoring and measurement of necessary and sufficient time-sensitive data to satisfy funders and stakeholder requirements. It will be supported in this by the universities, the Insight Team (Coventry City Council) and external contractors (as appropriate). In addition, the Trust will support in applications for leveraging additional funds for research at the universities into related fields.

### Research and Evaluation Programme

The Universities are responsible for providing research and expertise to inform the design of the PM&E, track progress towards outcomes and impacts and for the preparation of the evaluation reports. This will include interpreting data provided by the Trust; deeper and wider process and impact evaluation of social, economic and cultural impacts over time. They will support the Trust in reporting and disseminating findings to a wide range of audiences and making evidence-led recommendations for embedding legacy and sustainable growth.

## External Validation

There will be an external Technical Reference Group, of experts in social, cultural and economic evaluation. This group will meet quarterly to receive reports and comment on the rigour and progress of the PM&E Strategy. This group will sign off on findings and other evidence of impact.

The terms of reference for the Technical Reference Group are below:

The Trust will commission an external economics consultancy to work with the Trust over a period of three years (2020 to 2022) to undertake a pro-active socio-economic impact assessment of Coventry during the UK CoC 2021 life span from 2018. This consultancy will comprise of two key elements, the social return on investment and the wider economic impact of UK CoC 2021 on Coventry and its region. This socio-economic impact assessment will follow the guidelines given in HM Treasury's Green Book.

The Technical Reference Group will act as an independent and impartial group advising the Core Monitoring and Evaluation Team around current evaluation practices, methodologies, ethics and data aggregation. The group will be key in aiding and assisting in the delivery and execution of monitoring and evaluation (M&E) activities for Coventry being UK City of Culture in 2021 and the delivery of key evaluation reports in early 2022. M&E activities are being delivered through a partnership between the Coventry City of Culture Trust, University of Warwick, Coventry University, Coventry City Council and other city partners as required.

The remit of the Technical Reference Group will be:

- Support the M&E activities through guidance on appropriate methodological approaches, validation of surveys and ethics around the collection of data;
- Assist in identifying gaps in the reporting data and how new data sources can be aggregated alongside current data sets;
- Provide input to ongoing M&E activities where appropriate, drawing on the expert knowledge and experience of the members of the group;
- Guidance on ensuring relevant evaluation is being undertaken to meet funding body requirements;
- Advise on the dissemination of data and key results from the M&E activities to key stakeholders, funders and other interested parties.

# PROFILE OF COVENTRY, UK CITY OF CULTURE 2021

## OVERVIEW OF COVENTRY, UK CITY OF CULTURE 2021

**The Trust was established in 2015 to lead Coventry's successful bid for the UK City of Culture title for 2021. UK City of Culture is a competition run by the Department of Digital, Culture, Media and Sport (DCMS) every four years. Previous winners are Derry/Londonderry in 2013 and Hull in 2017.**

Coventry intends to host a spectacular year of events as well as a build-up period and legacy programme that will put the spotlight onto the city and its communities and act as a major catalyst for change in the cultural landscape of the city and in other non-cultural sectors. A strong emphasis of the programme will be on co-creation and co-commissioning with local communities and for local people to be given informed responsibility for shaping the programme. Outputs from national and international artists will also be closely tied to the positive needs and identity of the city and its region.

The Trust is committed to the following:

- Reimagining the role of culture, in a diverse, modern Britain; connecting people to make positive change happen.
- The principles and practices of cultural democracy which give every citizen a voice in deciding what counts as culture, where it happens, who makes it and who experiences it.

- Involving citizens in planning, shaping and delivering a cultural programme that gives every citizen the opportunity to develop and express creativity throughout their lives.
- Building on Coventry's identity as a city of welcome, a city of activists and pioneers, a city of peace and reconciliation, and a city of innovation and invention.

## GOVERNANCE AND STRATEGIC DIRECTION

The Trust is led by a Chief Executive, who reports to a Board of Trustees, which is made up of key stakeholders from across the city and wider region. Supporting the Chief Executive is a Creative Director, Director of Operations and Legacy and a Production Director who oversee the programme, operations and production. This Senior Management Team were involved in the devising of the impacts and outcomes which form the basis of the PM&E Strategy.

The Trust is currently working on a five-year business plan which is due to conclude in 2024, this business plan has informed the timeline of deliverables for the evaluation of UK CoC 2021.

## FUNDING AGREEMENT REQUIREMENTS

Funding for Coventry UK City of Culture comes from a wide range of sources. The five key funding streams which require reporting against are:

- Central Government, funding from the Department of Digital, Culture, Media and Sport;
- Local Government, funding from Coventry City Council, with additional funding from the West Midlands Combined Authority and Warwickshire County Council;

- National Lottery Funders, this includes Arts Council England, Spirit of 2012, National Lottery Heritage Fund and National Lottery Community Fund;
- Various Trusts and Foundations;
- Local Business and Individuals (no formal reporting requirement).

Where possible, the Trust is working with funding bodies to try and align funding requirements and dates. These reports will be provided by the Trust with input from the universities.

## STAKEHOLDERS

There is a diverse range of stakeholders invested in UK CoC 2021. Stakeholder categories include:

- Key Funding Partners
- Delivery Partners
- Strategic Partners
- Commissioning Partners
- Local Business and Workers
- Citizens
- Visitors
- Cultural Organisations / Venues
- Local Authority
- Artists / Performers
- Faith Organisations
- Educational Institutions
- Media / Press Outlets
- Health Organisations
- Charities / Support Organisations
- Voluntary / Community Organisations

The above list is not exhaustive but provides an indication of the range of individuals and organisations that the Trust works with.

## DELIVERABLES AND TIMELINES

The PM&E Strategy will itself produce a number of core deliverables pre, during and post UK CoC 2021. Details are provided below, and the current timelines are set out in Table 1:

1. This performance measurement and evaluation framework document sets out the road map for reviewing UK CoC 2021 pre, during and post the year of events.
2. A methodology report that sets out the evaluation questions and provides in-depth detail on the different lines of evidence that will be collected. It will be a working manual to assist the PM&E team in project managing the evaluation and communicating with key stakeholders. This report will be concluded in early 2020 (within Quarter 1).<sup>2</sup>
3. Nine progress reports will be provided through the lead-up and course of the 2021 events. They will provide details on key performance monitoring data and KPIs to inform the Trust Board, Funders and key stakeholder on the operational progress of the events.
4. A formative report (delivered in early 2020) that examines the programme’s implementation and design. It will detail baseline data, and an operational review of the evolving process of conceptualising, engaging, and executing the programme in the lead up to the year of events. Several of the different lines of evidence including the collection of data for performance indicators, a number of case studies and the ongoing monitoring of the community evaluators will occur prior to and during the program of events in 2021. In particular, the formative review will focus on how UK CoC 2021’s outcomes – led approach is supporting and informing planning and decision-making. This report covers the two-year period from winning the title in December 2017 to December 2019. This report also forms the first of the nine progress reports.
5. An interim evaluation in 2022 will primarily focus on the in-year effects of the outcomes and impacts.
6. The final evaluation report will be delivered in November 2024 to capture a further two years of outcome and impact data (examples include the 2022 Household Survey and the results of the 2021 Census).

Within the evaluation reports, contributions from partners, local communities and individuals will be collected so that the reports feature first-hand accounts of how the City of Culture project has impacted on their lives and work. These accounts will provide local voices to the evaluation.

**Table 1: Core Timelines for Deliverables**

Deliverable	Q4 19	Q1 20	Q2 20	Q3 20	Q4 20	Q1 21	Q2 21	Q3 21	Q4 21	Q1 22	Q2 22	Q3 22	Q4 22	Q1 23	Q2 23	Q3 23	Q4 23	Q1 24	Q2 24	Q3 24	Q4 24		
Performance Measurement and Evaluation Framework	Oct 19																						
Evaluation Methodology		Jan 20																					
Formative / Interim Evaluation		Feb 20																					
Progress Reporting		X	X	X	X	X	X	X	X														
Presentation of Preliminary Findings										X	Jun 22												
Interim Evaluation Report													Dec 22										
Final Evaluation Report																						Nov 24	

<sup>2</sup> For the purpose of this strategy, Quarter 1 refers to January to March, Quarter 2 - April to June, Quarter 3 – July to September and Quarter 4 – October to December.

# THEORY OF CHANGE

## CONTEXT

**In recent years, Coventry has been rediscovering and reinventing its place in the world and its sense of identity. It is a city of welcome, diversity and youthfulness which is yet to realise its full potential and confidence and reclaim its pioneering spirit**

Baseline data from 2016-2017 reveals that its visitor and tourism offer remain underdeveloped and its cultural infrastructure under financial pressure. There is a rich but under-valued stock of heritage assets and green spaces. The city can lay claim to a diverse, but fragile, community-based independent cultural sector of great potential.

Deep inequalities remain across the city in terms of life prospects, participation in publicly invested arts and culture, health and educational opportunity. A significant number of citizens are not satisfied with their neighbourhood as a place to live and are unwilling to take an active role in improving them. The city has above average levels of depression and childhood obesity.

Significant challenges exist for Coventry, UK CoC 2021 and its ambition to create the foundations and legacy for cultural, social and economic prosperity for the city and all its citizens.

Through UK CoC 2021 and in line with Marmot City principles<sup>3</sup>, Coventry seeks to address the levels of inequalities and other challenges that exist across the city and increase sustainable and inclusive growth. UK CoC 2021 offers the opportunity to:

- engage the youthfulness and diversity of the city both in its cultural offer and in shaping and leading the city;
- strengthen and extend the cultural sector and its sphere of influence;
- use culture-led investment to achieve a legacy of positive cultural, social, environmental and economic impacts and activism for the city, its region, citizens, communities and visitors.

As a city with a proud tradition of innovation and creative design, UK CoC 2021 will help Coventry to reimagine its role as a pioneering and leading centre for new technologies and environmental sustainability.

The Trust is delivering a devolved model of programming and leadership that establishes every citizen's right to be creative and to influence and shape the city they want to

live in. This means devolving funding and decision making to communities, neighbourhoods and key organisations working with vulnerable, under-represented and marginalized populations. There is a team of expert cultural producers working within key areas and groups in the city. The work of these producers is guided by the three programming principles that capture the qualities and needs of the city – **collaborative, dynamic and caring**.

There is a carefully co-designed build-up to 2021 to ensure that all citizens benefit, are represented and participate in the year. Rather than over-investing in the time-limited benefits of an expensive 2021 programme, the Trust will balance the economic benefits of increases in visitors and tourism in 2021 with the longer-term investment needed to ensure a sustainable cultural, economic and social legacy.

The programme seeks to activate citizens to engage with their city and its region. Events and processes will celebrate the ethos of youthfulness, be national and international so that Coventry is celebrated on a global stage. The programme for CoC 2021 is intended to be diverse and truly representative of the city and to focus on encouraging social and cultural action to address the city's needs and build its future identity and place.



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## ASSUMPTIONS

In delivering a devolved model of programming and leadership that focuses on the use of culture-led investment to achieve a legacy of positive cultural, social, environmental and economic impacts for the city region, its citizens, communities and visitors, the Trust's work is predicated on a number of core assumptions:

- **Partnership working and collaboration are integral to the success of a city wide change agenda:** Coventry, City of Culture 2021 and the Coventry Cultural Strategy 2017-2027 have an ambitious mix of social, cultural, environmental and economic objectives. They will be achieved by close partnership and coordination with other initiatives, programmes, investors and agencies already working towards the 2027 Cultural Strategy Goals and other key civic programmes led by the City Council under its One Coventry strategy.
- **The Trust under the leadership of the Chief Executive and Creative Director will be primarily responsible for delivering a high-quality artistic programme and sector development up to 2021 that is designed to build on, develop and create a sustainable legacy for the city's cultural infrastructure, assets and activism:** This ambition will create new international links and recognition to ensure Coventry's place as a global and connected

city. The Trust is also supporting a devolved model of delivery which will encourage the transfer of power to local communities in order for local people to be part of ideas development, co-creation and decision making. This devolved model will also focus on sector development so that existing cultural organisations become more resilient and sustainable.

- **Arts and cultural activity should be driven by locally agreed outcomes that add social as well as cultural value:** UK CoC 2021 will demonstrate how devolved and co-created cultural planning and delivery can actively engage all citizens including 'hard to reach' and underrepresented individuals and groups. Social value from the cultural programme will range from tackling social isolation, encouraging social cohesion, interaction and activism, improving levels of Health& Wellbeing and inclusive growth. There will be innovative cultural partnerships with a wide range of key local organisations including the Police and a focus on leading and promoting culture-led environmental activism. The planning and delivery of CoC 2021 are led by an ex-ante logic model of agreed outcomes and indicators, that determine the activities and outputs for the programme. These outcomes will contribute to a wider range of place impacts agreed by partners. A major part of the programme will raise environmental awareness and production activities will be environmentally responsible.
- **Effective evidence-based decision-making needs to be based on a blend of both local knowledge and big data:** Local knowledge will be supported by a careful analysis of relevant data and other local sources of cultural and non-cultural evidence. There is a real opportunity to model how place data methods can be applied to both inform and evaluate cultural events. Machine learning and 5G are providing new ways of understanding audiences and their behaviours and to correlate data from many different sources with event data. There are commercial opportunities to develop new digital products to support planning, ticketing, nudging audiences and aggregating, correlating and visualizing data for the purposes of evaluation and monitoring.
- **Increased involvement of digital creative industries introduces new innovative and entrepreneurial approaches to place partnerships and civic decision making:** As a post-industrial city with a proud tradition of innovation and creative design, CoC 2021 will help Coventry to reimagine its role as a pioneering and leading centre for new technologies and environmental sustainability.



## INVESTMENTS

**Public and Private Investments**  
**Infrastructure**  
**Technology**  
**Key Partners**  
**Community and Public Stakeholders**  
**Staff**  
**Volunteers**

## ACTIVITIES

Developing arts and cultural initiatives that further key social and economic issues

Supporting young people and others to play an active role in governance and decision making

Developing strong working relationships with key partners and stakeholders

Developing initiatives targeted at specific protected groups

Working with communities and stakeholders to develop arts and culture events for UK CoC 2021

Employing professional artists to work with communities to co-create core elements of the programme

Developing initiatives that have influence beyond Coventry and UK CoC 2021

## OUTPUTS

Programmes, planning and production of events involving Coventry communities

Outreach activities in the community

Model of co-creation established

Participation by under-represented groups

Targeted representation of citizens of the city in cultural leadership and programming

Human resource capacity development in the cultural sector in Coventry

Distribution of 2021 events across Coventry

Increased investment in city projects as a result of UK CoC 2021 profile

Environmentally responsible programming

Combined arts and health initiatives developed in the city and region

Arts and cultural events involving physical activity and other health and wellbeing activities

International cultural exchanges and partnerships

Increased attraction as a destination choice

Coventry's CoC devolved and outcome led model shapes local, regional and national cultural policy making and funding

Needs based model for cultural delivery and planning

Evidence based decision making

Use of 5G & immersive technology in cultural initiatives

## OUTCOMES

**Increase in civic pride**

**Community led production and programming increases cultural participation and activism**

**Cultural leadership and programming reflects and represents the citizens of the city**

**There is increased understanding, accessibility and provision of career routes into the cultural and creative sector**

**Cultural engagement is geographically dispersed across the city**

**Cultural sector activity makes a significant contribution to the economic, environmental, social, health and wellbeing targets for the city and the region**

**Coordinated cultural sector capacity and infrastructure is building a sustainable and resilient sector**

**Investment in culture accelerates inward investment and economic growth in the region**

**Collaborative national and international cultural programming increases Coventry and the region's global presence**

**Coventry's innovative & diverse cultural life, increases local, national and international tourism to the region**

**Coventry's model of culture led placemaking influences regional and national policy making**

**Coventry is recognised as a pioneering model of culture-led inclusive growth**

**Increased data generation and capture leads to well-informed civic and cultural planning and decision making**

**Cultural programming is environmentally responsible and promotes environmental awareness**

**The city makes and develops creative cultural and civic uses of 5G and immersive technology**

## IMPACTS

**COVENTRY CITIZENS POSITIVELY INFLUENCE AND SHAPE THE CITY THEY WANT TO LIVE IN**

**COVENTRY'S CULTURE CONTRIBUTES TO THE SOCIAL AND ECONOMIC PROSPERITY OF THE CITY AND REGION**

**COVENTRY IS A GLOBAL AND CONNECTED CITY**

**COVENTRY IS RECOGNISED AS A FUTURE FACING PIONEERING CITY**

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## DESCRIPTION OF LOGIC MODEL COMPONENTS

The PM&E Strategy's logic model provides an illustrative roadmap of how the Trust is planning to ensure that its investments and activities lead to the intended results (i.e. outcomes) of the programme. It ensures that any performance measurement and subsequent evaluation of the programme is tightly linked to the logic that has been established. It enables stakeholders to consult, shape and challenge the logic to ensure that it is meaningful and is informing decision-making.

The logic model is a reference point for the Trust as they collect and interpret the performance monitoring data and provides the basis for evaluators to develop a methodology.

The challenge with logic models, due to issues of simplification, are that they are often drawn as a linear process and do not demonstrate the complexity of the relationships between stakeholders; the degree of attribution or contribution between the activities, outputs and outcomes; the fluidity of timescales and where an outcome may be immediate, intermediate or long-term or all three. The evaluation of UK CoC 2021 will aim to capture this complexity in order to tease out the lessons and findings for Coventry and for future cultural mega-events in the UK.

### Investments

Investments are the human, financial, infrastructure and practical resources that are input into the programme to help realise the intended social and or economic changes.

For UK CoC 2021 this includes building considerable funding investment which the Trust, as an independent charity, leads on. The Trust's own organisational and creative resources are augmented by additional human and financial resources invested by other local anchor institutions: Coventry City Council, West Midlands Combined Authority, Coventry University, and University of Warwick amongst others. They also include volunteers and the active support of other agencies including schools, the wider creative industries sector, businesses and others.

### Activities

Activities are the actions that the Trust undertakes using the investments available to them to produce the outputs and interventions that direct the course of change. The UK CoC 2021 programme is currently being developed and the activities are not finalised, they do however fall into the following key types.

#### 1. Developing arts and cultural initiatives that further key social and economic issues

For example:

- Events and processes that explore themes such as activism, empowerment, internationalism, social change, youthfulness, entrepreneurship, environmentalism and how digital technology can make cities more democratic, playable and sustainable;
- Arts and economic growth. i.e. work experience opportunities within the arts and culture sector from stewarding to placements, a cultural leadership program, increasing social mobility; expanding the cultural labour market;

- Arts and the environment. i.e. sustainable practices and production; programming in green spaces; modelling environmental responsibility and activism;
- Arts and health. i.e. "tech for good" applications for health, wellbeing and the environment; targeting suicide prevention for men, isolation in young and old, civic wellbeing and mental health.

#### 2. Supporting young people and others to play an active role in governance and decision making

For example:

- Actively working with young people to allow them to develop and flourish through arts and culture;
- Supporting a new cohort of diverse artists and cultural leaders;
- Negotiating and co-creating outputs and outcomes.

#### 3. Developing strong working relationships with key partners and stakeholders

For example:

- Forming new partnerships and sustainable collaborations;
- Creative and innovative ways of convening and engaging communities;
- Working with key partners locally, regionally, nationally and internationally (i.e. Coventry City Council, planners, developers, architects, designers, construction teams, universities, local culture sector and communities);
- Underpinning partnerships with co-designed collaborated and co-commissioned approaches.

#### 4. Developing initiatives targeted at specific protected groups

For example:

- Working and engaging with young people, BAME or people with disabilities;
- Working with key non-cultural organizations and services in the city, who are well placed to access and engage protected groups and other vulnerable communities.

#### 5. Working with communities and stakeholders to develop arts and culture events for UK CoC 2021

For example:

- Deep consultation with communities of interest to co-create the cultural programme;
- Co-Commissioning artists from different art forms and cultural traditions;
- Showcasing art forms that reflect a diverse range of cultural tastes and preferences;
- Co-creating major events;
- Establishing a 'Home and Away' programme to showcase and establish a global footprint for Coventry and bring international artists to Coventry;
- Establishing a legacy of increased programming of arts in the future post-2021.

#### 6. Employing professional artists to work with communities and stakeholders to develop arts and culture events for UK CoC 2021

For example:

- Employing professional artists to work with communities to develop ideas and build activism;
- Negotiating with national and international artists and partners to ensure their work is relevant and vitalizing for the city.

#### 7. Designing initiatives that have influence beyond Coventry and UK CoC 2021

For example:

- Influencing regional and national policy-making;
- Cultural activity in places outside the city centre, within the communities where people live including temporary accommodation;
- Creating opportunities to perform/exhibit/engage on a national and international scale;
- Ensuring a legacy is left and felt in Coventry;
- Producing materials based on learning from Coventry.

### Outputs

Outputs are the direct products and tangible results that arise from the Trust's activities. These are within the Trust's control and are intended to be illustrative of the work being completed rather than a comprehensive list. As noted with the activities the full programme of work is yet to be finalised but some of the potential outputs are noted here.

**Table 2: CoC 2021 Outputs**

Outputs
• Programmes, planning and production of events involving Coventry communities
• Outreach activities in the community
• Model of co-creation established
• Participation by under-represented groups
• Targeted representation of citizens of the city in cultural leadership and programming
• Human resource capacity development in the cultural sector in Coventry
• Distribution of 2021 events across Coventry
• Increased investment in city projects as a result of UK CoC 2021 profile
• Environmentally responsible programming
• Combined arts and health initiatives developed in the city and region
• Arts and cultural events involving physical activity and other health and wellbeing activities
• International cultural exchanges and partnerships
• Increased attraction as a destination choice
• Coventry's City of Culture devolved and outcome led model shapes local, regional and national cultural policy-making and funding
• Needs-based model for cultural planning and delivery
• Evidence-based decision making
• Use of 5G and immersive technology in cultural initiatives

## Outcomes

Outcomes are the changes or the differences that result from CoC 2021 programme activities and outputs. Outcomes will be sustainable positive changes for an individual or community. The activities and outputs of CoC 2021 are planned to contribute to these positive outcomes.

**Table 3: CoC 2021 Outcomes and Intentions**

Outcomes	Intentions
<b>Increase in civic pride</b>	CoC 2021 will actively seek to give all citizens the opportunity to engage with arts and cultural activity and through this process have a renewed sense of belonging and pride in Coventry and its neighbourhoods and its peoples as well as having the confidence to share civic pride out loud.
<b>Community-led production and programming increases cultural participation and activism</b>	The Trust will deliver a devolved model of programming and leadership which increases citizen's cultural participation and their belief that they can influence and shape the city they want to live in.
<b>Cultural leadership and programming reflects and represents the citizens of the city</b>	CoC 2021 will engage the full range and diversity of the city's population in its cultural offer and progress full representation in cultural leadership of the city.
<b>There is increased understanding, accessibility and provision of career routes into the cultural and creative sector</b>	CoC 2021 investment in cultural leadership training, apprenticeships, digital creativity and the social uses of arts and culture will increase understanding of, and opportunities in, the cultural and creative sectors.
<b>Cultural engagement is geographically dispersed across the city</b>	The CoC 2021's devolved programme will impact across the city and involve every community, developing a culture of producing localised cultural events and projects.
<b>Cultural sector activity makes a significant contribution to the economic, environmental, social, health and wellbeing targets for the city and the region</b>	CoC 2021 investment and activity will enhance the capability and momentum to achieve cultural, social and economic prosperity of the city, region and all its citizens.
<b>Coordinated cultural sector capacity and infrastructure is building a sustainable and resilient sector</b>	CoC 2021 will provide the opportunity to invest in, strengthen and extend the local cultural sector and expand the sector's future role and recognition in the city and region.

Outcomes	Intentions
<b>Investment in culture accelerates inward investment and economic growth in the region</b>	CoC 2021 will accelerate and enhance the city's potential to create new jobs and businesses and attract investment into a recognised, successful and confident city and region.
<b>Collaborative national and international cultural programming increases Coventry and the region's global presence</b>	CoC 2021 investment in international programming will expand the cultural vibrancy of the city region and enhance Coventry's identity as a global and connected city.
<b>Coventry's innovative &amp; diverse cultural life increases local, national and international tourism to the region</b>	CoC 2021 will reimagine the role of culture in a modern and diverse Britain, showcase the city's peoples, talents and heritages, and develop further distinctive cultural city and region of global attraction to visitors and tourists.
<b>Coventry's model of culture-led placemaking influences regional and national policy-making</b>	Devolved, co-created cultural planning and delivery demonstrates the ability of cultural participation for all to deliver placemaking agendas and benefits. Devolved, co-created cultural planning and delivery will be key to the successful development of placemaking agendas and benefits.
<b>Coventry is recognised as a pioneering model of culture-led inclusive growth</b>	The CoC 2021 approach will provide a working model for culturally inclusive and citizen-led programming and impact that seeks to target the needs, identity and aspirations of a city and / or region.
<b>Increased data generation and capture leads to well-informed civic and cultural planning and decision making</b>	The CoC 2021 approach demonstrates the potential of new generations of cultural and other data to jointly support pioneering civic and cultural planning and decision making.
<b>Cultural programming is environmentally responsible and promotes environmental awareness</b>	CoC 2021 will be environmentally aware in the approach to production and where possible promote environmental awareness through the programme's content or through environmental initiatives at events.
<b>The city makes and develops creative cultural and civic uses of 5G and immersive technology</b>	CoC 2021's development and use of digital 5G creative content, tools and technologies drive innovative and entrepreneurial approaches to civic and cultural engagement and placemaking.

## Impacts

Since the achievement of broad, long-term changes depends on many factors, it is usually not possible to attribute impact to one project or one stakeholder especially in an initiative that is based on strong collaborative partnerships. All outcomes of a project should contribute to the intended impacts. From the Trust's perspective the desired longer-term changes that will occur in Coventry as a result of UK CoC 2021 will provide the following legacy impacts:

1. Coventry citizens positively influence and shape the city they want to live;
2. Coventry's culture contributes to the social and economic prosperity of the city and region;
3. Coventry is a global and connected city;
4. Coventry is recognised as a future-facing pioneering city.

# PERFORMANCE MONITORING AND MEASUREMENT

**Performance monitoring and management (PMM) is a results-based management tool that enables the Trust to set out how they intend to measure the performance of initiatives as they are being developed and planned rather than relying solely on evaluation tools post-event.**

This will assist Producers, Programme Managers, Senior Management and Trustees to set clear performance measures that can be tracked and reported on to key stakeholders prior to, during and post the City of Culture year.

Results-based management allows for a continuous process of monitoring and assessing programmatic outcomes as well as providing an opportunity to track the economy and efficiency of programme delivery. This allows the opportunity to make informed decisions on progress and implement changes based on evidence. Effective and well-planned performance measurement also provides credible and reliable performance data to support robust evaluation whether conducted at the formative or summative stage

Performance monitoring and measurement of UK CoC 2021 falls under the remit of the Trust in collaboration with key stakeholders such as the Coventry City Council, University of Warwick and Coventry University. It occurs pre, during and post the programme of events in 2021 and provides key lines of evidence for the ex-post evaluation.

The development and the selection of the PMM indicators for CoC 2021 was established through an iterative consultation process with key stakeholders. A number of different criteria were used to ensure that the indicators selected would effectively support an evaluation of the programme and support good data management. Namely:

- **Relevant:** The indicator clearly links back to the programme outcomes;
- **Available and Feasible:** Data for the indicators are readily and consistently available to track changes in the indicator, including maximizing the use of existing data and ensuring that data collection and analysis was feasible;
- **Breadth and Depth:** Using a range of data collection and analysis methods both qualitative and quantitative to achieve both breadth and depth and data collection;

- **Reliability:** The data collected should be the same if collected repeatedly under the same conditions at the same point in time;
- **Completeness:** All data elements are included, and important data gaps are identified and mitigated against or explained;
- **Integrity:** Data is protected from deliberate bias or manipulation;
- **Precision:** Data has sufficient detail;
- **Affordable:** Cost-effective data collection (and analysis) methods can be developed;
- **Timeliness:** Data is up to date.

Table 4 overleaf provides the agreed-upon outputs and outcomes for each of the four key impacts and the corresponding indicators. A full performance monitoring and measurement framework are being developed detailing each performance indicator and its baseline, any targets, the frequency of collection of data, the source of data, who is responsible for collecting the data, and what data management system the data is stored within.



## KEY PERFORMANCE INDICATORS

**Table 4:** CoC 2021 Output and Outcomes Indicators

<b>Key Impact: Coventry citizens positively influence and shape the city they want to live in</b>				
<b>Output</b>	<b>Output Indicators</b>	<b>Outcome</b>	<b>Outcome Indicators</b>	
<b>Programmes, planning and production of events involving Coventry community</b>	No. of community participants/volunteers involved in planning and execution of the programme/events in the run-up to and including events in 2021	<b>Increase in civic pride</b>	Increase in levels of neighbourhood and city centre satisfaction	
	No. of events actively involving the Coventry community in planning and execution		Programme is representative of the city's population and under-represented groups	
<b>Outreach activities in the community</b>	% of events per MSOA (Middle Layer Super Output Area)		Events delivered based on geographical considerations	
	% of resident participation in events by MSOA		% of residents engaged in local community arts and cultural activities	
<b>Model of co-creation established</b>	A recognised model of co-creation developed		Increase in cultural participation in all neighbourhoods / represented groups	
<b>Participation by the BAME community</b>	% increase in audience attendance from BAME communities		Increase in cultural participation from neighbourhoods with low participation	
<b>Targeted representation of citizens of the city in cultural leadership and programming</b>	Diverse representation in Cultural Leadership Programmes		<b>Community-led production and programming increases cultural participation and activism</b>	Citizens of Coventry experience at least three events
				Case studies of innovative co-creation shaping the city
% increase in citizens' belief that they can influence decisions in their neighbourhood				
<b>Human resource capacity development in the cultural sector in Coventry</b>	No. of young people in cultural planning bodies and cultural organisation boards		<b>Cultural leadership and programming reflects and represents the citizens of the city</b>	% increase in citizens' belief that there are opportunities for involvement in their community
	No. of other citizens with protected characteristics engaged in cultural planning bodies and cultural organisation boards	Management and Board positions in cultural organisations in Coventry reflect the diversity of the city		
		Programme is representative of the city's population and under-represented groups		
		Increase in the overall number and proportion of underrepresented communities engaged in co-creation events		
		<b>There is increased understanding, accessibility and provision of career routes into the cultural and creative sector</b>	Increased training and employment opportunities in the tourism and creative industries in Coventry	



## Key Impact: Coventry's culture contributes to the social and economic prosperity of the city and region

Output	Output Indicator	Outcome	Outcome Indicators
Distribution of 2021 events across Coventry	% of events by MSOA	Cultural engagement is geographically dispersed across the city	% increase of resident participation in events by residential postal code
Increased investment in city projects as a result of CoC 2021 profile	£millions of investments in projects citing CoC 2021 as a catalyst for investment strategy	Cultural sector activity makes a significant contribution to the economic, environmental, social, health and wellbeing targets for the city and the region:	
	Number employed in the creative occupations in Coventry		
	No. of apprenticeship in the cultural sector		
	% graduate retention in the city		
Environmentally responsible programming	Implementation of an environmental action plan - plastic free year in 2021	<ul style="list-style-type: none"> <li>The programme delivered a notable economic uplift to the creative industries in the city</li> </ul>	Increase in the number employed in the creative/associated sectors in Coventry and is reflective of the diversity of the city's population and neighbourhoods  Increased training opportunities in the tourism and creative industries (as defined by the DCMS) in Coventry  Increase in growth in creative industries relating to DCMS industry sector (Standard Industrial Classification – SIC) and occupation (Standard Occupational Classification – SOC) codes  Increase in tourism and visitor spend 2019-2022
	No. of Carbon offsetting initiatives by the Trust		
	Trust operational policies aligned to city's environmental priorities		
	No. of events in green and blue spaces		
	No. of participants at events in green and blue spaces		
Combined Arts and Health initiatives developed in the city and region	Examples of arts, health and wellbeing activities	<ul style="list-style-type: none"> <li>Cultural programming was environmentally responsible and promoted environmental awareness</li> </ul>	Increased use of / levels of participation in green and blue spaces.  Evidence of environmental initiatives that contribute to the City's environmental priorities
Arts and cultural events involving physical activity and other health and wellbeing activities	Examples of participatory dance, and movement events	<ul style="list-style-type: none"> <li>The programme delivered improved social, health and wellbeing scores for the city</li> </ul>	Increase in WEMWBS scores across the city and key MSOA and populations  Office of National Statistics Subjective Wellbeing measure. Life Satisfaction. Life Worthwhile. Positivity levels. Low anxiety levels
Increased investment in city projects as a result of CoC 2021 profile	£millions of investments in projects citing CoC as a catalyst for investment strategy	Coordinated cultural sector capacity and infrastructure is building a sustainable and resilient sector	Increased number of artists / cultural organisations in Coventry achieving funding from external funding bodies by 2024  Increased level of private and public investment in cultural organisations and activities in Coventry  Ongoing and sustainable links of professional to community/ amateur arts and cultural organizations
		Investment in culture accelerates inward investment and economic growth in the region	£ increase in leveraged funds from the collaboration between local universities and creative businesses  The increased total amount and/or proportion of Arts Council and other national funding going to Coventry and sub-region

## Key Impact: Coventry is a global and connected city

Output	Output Indicator	Outcome	Outcome Indicators
<b>International cultural exchanges and partnerships</b>	No. of new international cultural exchanges and partnerships	<b>Collaborative national and international cultural programming increases Coventry and the region's global presence</b>	Perceptions of Coventry as a culturally vibrant destination
	Increased no. of international co-investment and collaborative opportunities		
	No. and value of Coventry based cultural exports (artists/ productions) to outside of the region as a result of the Trust's programme		
	Amount of Trust investment in international projects/ organisations	<b>Coventry's innovative &amp; diverse cultural life increases local, national and international tourism to the region</b>	The annual economic impact of tourism <ul style="list-style-type: none"> <li>• The total value of Tourism to Coventry (£m) (Visitor spend +indirect / induced spend)</li> <li>• Tourism-related employment</li> </ul>
<b>Attraction as a destination choice</b>	No. and extent to which Coventry appears in different media forms as a promoted destination for national and international travellers	<b>Coventry's model of culture-led placemaking influences regional and national policy making</b>	% increase in the number of annual tourism trips to Coventry <ul style="list-style-type: none"> <li>• Number of day trips</li> <li>• Number of staying trips (accommodation survey)</li> <li>• Number of staying nights</li> </ul>
	Examples of organisations relocating to Coventry based on the draw of CoC 2021		
<b>Coventry's City of Culture devolved, and outcome led model shapes local, regional and national cultural policy-making and funding</b>	Examples of commissions from DCMS, ACE etc. to develop/shape policy guidelines and strategies		Coventry devolved and inclusive model of cultural planning and programming is detailed / referenced in grey literature/policy/ strategy  SROI evidence informs future business cases and decision making for investment in culture/place
	No. of new city and regional collaborative projects and partnerships		
	Stakeholder perceptions on the effectiveness of the devolved outcome led model		
	Stakeholder perceptions on the value of the devolved outcome led model		

**Key Impact:** Coventry is recognised as a future-facing pioneering city

Output	Output Indicator	Outcome	Outcome Indicators
<b>Needs-based model to cultural planning and delivery</b>	Demonstrable strategic alignment between identified needs and programme	<b>Coventry is recognised as a pioneering model of culture-led inclusive growth</b>	Recognition that the Coventry model for culture-led growth is pioneering
<b>Evidence-based decision making</b>	No. of data-sharing partnerships and initiatives amongst key City Institutions and organisations		<b>Increased data generation and capture leads to well-informed civic and cultural planning and decision making</b>
	Examples of building measurability into project selection/ project initiation documents.	Examples of evidence-based decision making in the city's socio-cultural infrastructure	
	Examples of improved data collaboration	Cultural thinking influences the management of the physical environment	
	No. of MOUs for data sharing	No of proof of concept projects	
<b>Use of 5G and immersive technology in cultural initiatives</b>	No. 5G enabled digital and immersive projects	<b>Cultural programming is environmentally responsible and promotes environmental awareness</b>	No of What Works Centres are using the data from Coventry in research/decision making
	No. of Tech/Culture startups		Examples of environmentally aware initiatives and policies from CoC 2021
	No of live events delivered by cultural groups that are live-streamed	<b>The city makes and develops creative cultural and civic uses of 5G and immersive technology</b>	Examples of cultural use for 5G in the city
	Examples of civic use for 5G in the city		
	Immersive and digital technologies deliver an increase in representative participation		
	Participatory rates of regional use and engagement with immersive technologies developed by Coventry		

An extended version of this table will form an essential part of the methodology paper and will detail baseline data and targets / key performance indicators.

# EVALUATION

## The evaluation of UK CoC 2021 falls under the remit of the University of Warwick and Coventry University.

The evaluation approach has been designed to assist the universities and the Trust in assessing the performance of CoC 2021 initiatives, from the preparations through to the year of events in 2021 and beyond to a legacy evaluation in 2024. The evaluation also seeks to adopt a forward-looking perspective to help inform the Trust's management and other stakeholders on how to best maximize the legacy implications and outcomes that arise post-2021.

The evaluation will seek to answer questions in three main areas:

1. The degree to which the objectives of the programme were accomplished and its continued legacy;
2. The performance of the programme and whether it achieved its expected outcomes;
3. The degree to which the programme was delivered with efficiency and economy.

A detailed evaluation methodology including the approach, methodologies and timelines is currently being developed in a separate methodology document in

consultation with the external Technical Reference Group. This section briefly outlines the core deliverables, evaluation questions and the lines of evidence that will be collected to be able to answer the evaluation questions.

The evaluation methodology was developed concurrently with the performance monitoring and measurement framework to ensure that both aligned and that data required for the evaluation were identified early in the process and where appropriate were addressed through performance indicators. The need for additional lines of evidence was identified where gaps existed in the performance measurement data (and some of which will be collected by evaluators as part of the evaluation process). In addition, research activities in the universities will be leveraged to complement the evaluation and deepen learning.

## CORE THEMES AND EVALUATION QUESTIONS

The evaluation questions are divided into three core themes, firstly an overarching review of the degree to which the Trust will have delivered on its remit for UK CoC 2021 and its continued legacy: secondly the degree to which the outcomes set are achieved and thirdly the extent to which the programme is delivered effectively and efficiently.

## Mission Accomplished and Continued Legacy

### Evaluation Questions

- To what extent has the Coventry City of Culture Trust developed and demonstrated co-creation and evidence-based art and cultural programming that creates social and economic value?
- In what ways did the Coventry City of Culture Trust's devolved model establish Coventry as a recognised pioneering city of culture?
- As a result of CoC 2021 do Coventry citizens believe they can more positively influence and shape the city they want to live in?
- In what ways has the partnerships established through CoC 2021 contributed to the inclusive social and economic prosperity of the city and region?
- Has CoC 2021 enhanced Coventry's reputation as a global and connected city?
- What would have happened if Coventry had been unsuccessful in its UK City of Culture 2021 bid?

## Performance: Achievement of Expected Outcomes

Evaluation Questions
• Did CoC 2021 deliver a noticeable economic uplift to the city?
• Has the city and region experienced an acceleration in investment since winning the title of CoC 2021 in December 2017?
• In what ways was the Coventry City of Culture Trust’s programme a pioneering model of culture-led inclusive growth?
• Has Coventry and the region experienced an increase in its global presence?
• Did local, national, and international tourism to the region increase in the year and was this sustained in 2022?
• How did the Coventry City of Culture Trust support the adoption of 5G and immersive technology for civic and cultural use?
• Is a more sustainable and resilient cultural sector evident post-CoC 2021?
• Was there an increase in civic pride in Coventry as a result of CoC 2021?
• How did the Coventry City of Culture Trust’s model of community-led co-creation, production and programming increase cultural participation and activism?
• How did cultural leadership and programming develop to reflect and represent the citizens of Coventry and the region?
• As a result of Coventry City of Culture Trust undertaking sector development, training and other initiatives have career routes into the cultural and creative sector in Coventry been enhanced?
• In what ways did people, from areas of the city with the least cultural participation and engagement, experience, be inspired by, and become engaged with culture and the CoC 2021 programme?
• Did the social, health and wellbeing scores for the city improve during and post CoC 2021 and to what degree can that be attributed to Coventry City of Culture Trust’s programme?
• To what extent has Coventry’s model of cultural delivery influenced local, regional and national policy making?
• How did the innovative data-driven approach from Coventry City of Culture Trust inform planning and decision-making?
• Was the programme for CoC 2021 delivered in a way which limited and reduced the environmental impact for the delivery of a cultural festival?
• How was cultural programming used to promote environmental responsibility and awareness?
• As a consequence of CoC 2021, how have citizens re-engaged with nature and green spaces within the city?

## Performance: Demonstration of Efficiency, and Economy

Theme	Evaluation Question
<b>Efficiency</b>	Did Coventry City of Culture Trust deliver the programme on time and on budget?
	To what extent has Coventry City of Culture Trust implemented processes to maximise efficiency within the management of projects and operational needs?
<b>Economy</b>	To what extent has the partnership approach delivered added value and avoided duplication?

The separate Methodology Document will detail the lines of evidence that will be used to address each of the evaluation questions. A mixed-methods approach of both qualitative and quantitative methodologies will be used to ensure both breadth and depth of insight. The methods were designed with consideration of:

- the theory of change concept;
- the quality / availability of documents/data;
- balance across methods to optimise the ability for triangulation (e.g., two / three sources per question) so that data collection is both effective and is calibrated to avoid over-measurement;
- the possibility of respondent fatigue (e.g., avoiding solicitation of the same individuals through multiple data collection methods, reliance when possible on existing data, etc.).

# DEFINITIONS

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**Activities:** Activities are the actions that an organization undertakes using inputs such as funds, technological assistance and other types of resources to produce one or more outputs and demonstrate the “how” of the programs.

**Assumptions:** Hypotheses about factors or risks which could affect the progress or success of a project activity or intervention.

**Attribution:** The ascription of a causal link between observed (or expected to be observed) changes and a specific intervention.

**Base-line study:** An analysis describing the situation prior to a development intervention, against which progress can be assessed or comparisons made.

**Benchmark:** Reference point or standard against which performance or achievements can be assessed. A benchmark refers to the performance that has been achieved in the recent past by other comparable organizations, or what can be reasonably inferred to have been achieved in the circumstances.

**Benefits:** Something that will provide an advantage for others either economic (i.e. cost minimization - least-cost alternative; cost-effectiveness- cost per unit of consequence; cost-benefit- net £ cost: benefit ratio.) or social (i.e. inclusion, integration, safe living, equality). Benefits can be either direct (i.e. reduced health care costs or improved patient health) or indirect benefits (i.e. Savings in productivity or improved quality of life of family and friends of the patient).

**Beneficiaries:** The individuals, groups, or organizations, whether targeted or not, that benefit, directly or indirectly, from the development intervention.

**Counterfactual:** The situation or condition which hypothetically may prevail for individuals, organizations, or groups were there no development intervention.

**Effect:** Intended or unintended change due directly or indirectly to an intervention. Related terms: results, outcome.

**Evaluation Plan:** Is a clear and concise framework that establishes the evaluations to be undertaken over a five-year period, in accordance with the Policy on Evaluation and supporting directive and standard.

**Economy:** Minimizing the use of resources. Economy is achieved when the cost of resources used approximates the minimum amount of resources needed to achieve expected outcomes.

**Effectiveness:** The extent to which a programme is achieving expected outcomes. The term “programme effectiveness” refers here to the degree to which a program:

- i. makes sense in terms of the relationships between its activities and its expected results;
- ii. achieves its objectives;
- iii. produces intended and unintended results;
- iv. is cost-effective.

**Efficiency:** The extent to which resources are used such that a greater level of output is produced with the same level of input or, a lower level of input is used to produce the same level of output. The level of input and output could increase or decrease in quantity, quality, or both.

**Evaluability:** Extent to which an activity or a programme can be evaluated in a reliable and credible fashion. Evaluability assessment calls for the early review of a proposed activity in order to ascertain whether its objectives are adequately defined and its results verifiable.

**Evaluation:** The systematic and objective collection and analysis of the evidence on the outcomes of programs or policies to make judgments about their relevance, performance and alternative ways to deliver them or to achieve the same results. The aim is to determine the relevance and fulfilment of objectives, development efficiency, impact and sustainability. An evaluation should provide information that is credible and useful, enabling the incorporation of lessons learned into the decision-making process of both recipients and donors. The evaluation also refers to the process of determining the worth or significance of an activity, policy or program. An assessment, as systematic and objective as possible, of a planned, on-going, or completed development intervention.

**Formative Evaluation:** Including pre-testing, is designed to assess the strengths and weaknesses of programs before implementation. Formative evaluation permits necessary revisions before the full effort goes forward. Its basic purpose is to maximize the change for programme success before the activity starts.

**Interim and Final Evaluations:** Focus on the outcomes of the project and the likelihood that they will achieve impact. Evaluations provide an opportunity for in-depth reflection on the strategy and assumptions guiding the project. They assess progress made towards the achievement of a project’s objectives and may recommend adjustments to its strategy. They are also a means by which to assess how well project-level actions link to and support higher-level strategies and objectives.

**Impact:** Is defined as the positive and negative, primary and secondary long-term effects produced by an intervention, directly or indirectly, intended or unintended. The impact is often only detectable after several years and usually not attained during the

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life cycle of one project. A project is accountable for achieving outcomes and contributing to impact. Since the achievement of broad, long-term changes depends on many factors, it is usually not possible to attribute impact to one project. All outcomes of a project should contribute to the intended impact.

**Impact Evaluations and Assessments:** Determine whether project interventions have contributed to the longer-term impact. They can be ex-post evaluations of projects or they can be part of thematic or programme evaluations that also consider linkages between different projects and interventions.

**Indicators:** Quantitative or qualitative factor or variable that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development. Indicators enable decision-makers to assess progress towards the achievement of intended outputs, outcomes, goals, and objectives. Indicators can measure inputs, process, outputs, and outcomes.

- Input indicators measure resources, both human and financial, devoted to a particular programme or intervention;
- Process indicators measure ways in which project/programme is undertaken (i.e., no-cost extensions, milestones met);
- Output indicators measure the quantity and quality of anything produced by the programme or intervention and the efficiency of production;
- Outcome indicators measure the broader changes that have resulted from the programme or interventions. These indicators can exist at various levels: societal, economic, institution, programme or project. Societal indicators measure changes in the condition or well-

being of the population. Changes in societal level indicators are often long-term results of the efforts of a number of different programs, institutions, and initiatives;

- Institution level indicators measure results for which an institution is responsible;
- Program-level indicators measure the results for which a programme or sub-programme is responsible;
- Project Level indicators measure results for which a project is responsible.

**Inputs:** Inputs are the human, financial and other resources used to deliver activities, produce outputs and accomplish outcomes.

**Logical Framework (Logframe):** Management tool used to improve the design of interventions, most often at the project level. It involves identifying strategic elements (inputs, outputs, outcomes, impact) and their causal relationships, indicators, and the assumptions or risks that may influence success and failure. It thus facilitates planning, execution and evaluation of an intervention.

**Monitoring:** A continuing function that uses a systematic collection of data on specified indicators to provide management and the main stakeholders of an ongoing development intervention with indications of the extent of progress and achievement of objectives and progress in the use of allocated funds. Related term: performance monitoring, indicator

**Outcomes:** Outcomes are the changes or the differences that result from programme activities and outputs. They demonstrate the “why” of the program. Outcomes are sometimes referred to as results. They are defined as short, medium or long-term effects of project outputs. Outcomes are observable changes that can be linked to project interventions. They are logically linked to the

intended impact. Outcomes are not within the control of a single element of an organisational activity but can be influenced by a whole range of contextual issues. There are three typical outcomes detailed in logic models:

- **Immediate Outcomes:** are directly attributable to the outputs delivered and occur within a short-term timeframe generally considered to be one to three years
- **Intermediate Outcomes:** are those which are logically expected to occur once one or more immediate outcomes have been achieved. Often, intermediate outcomes describe behavioural changes that result from increases in a target population’s skills, knowledge, awareness and/or access. The change may occur at the individual, group, organizational or community level
- **Ultimate or Final Outcome:** is the highest-level outcomes that can be reasonably and causally attributed to a policy, programme or initiative. They are a consequence of one or more intermediate outcomes having been achieved

**Outcome Evaluation:** Is used to obtain descriptive data on a project and to document short, medium and long-term results. Task-focused results are those that describe the output of the activity (e.g., the number of public inquiries received as a result of a public service announcement). Short-term results describe the immediate effects of the project on the target audience (e.g., % of the target audience showing increased awareness of the subject).

**Outputs:** Outputs are the direct products that result from the activities undertaken by the organization. These are usually within the control of the organization and are intended to be illustrative of the work being completed rather than a comprehensive list.



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**Performance:** The extent to which an intervention/project/programme operates according to specific criteria/standards/guidelines or achieves results in accordance with stated goals or plans. Issues also considered include effectiveness, efficiency and economy.

**Performance Indicators:** A performance indicator or key performance indicator (KPI) is a variable that allows the verification of changes in an intervention/project or shows results relative to what was planned. Includes quantitative or qualitative indicators that provides a simple and reliable means to measure achievement, to reflect the changes connected to an intervention, or to help assess the performance of a development. Indicators enable decision-makers to assess progress towards the achievement of intended outputs, outcomes, goals, and objectives. When developing indicators, they should be assessed in terms of the cost of collection (time, resources) versus the benefit derived from the data. Types of indicators include:

- Quantitative indicators;
- Qualitative indicators;
- Leading indicators that can predict the outcome of a process;
- Lagging indicators that present the success or failure post hoc;
- Input indicators that measure the amount of resources consumed during the generation of the outcome;
- Process indicators that represent the efficiency or the productivity of the process;
- Output indicators that reflect the direct products of activities;
- Outcome indicators that reflect the outcome or results of the process activities;

- Directional indicators specifying whether an organization is getting better;
- Actionable indicators are sufficiently in an organization's control to effect change;
- Financial indicators.

**Performance Measurement Framework:** Is often developed as part of an evaluation strategy to guide the evaluation process. It sets out the performance indicators and the methods for collecting the required data for the outcomes that have been described in the logic model. Information captured in the framework includes the outputs/outcomes anticipated; performance indicators; a baseline data point; targets; whether it's a qualitative or quantitative measure; frequency of collection; data source (i.e. a particular database or file) and the function responsible for data collection.

**Performance Measurement Strategy:** The selection, development and ongoing use of performance measures for programme management or decision-making.

**Performance Monitoring:** A continuous process of collecting and analysing data to compare how well a project, program, or policy is being implemented against expected results.

**Process Evaluation:** Examines the procedures and tasks involved in implementing a program. This type of evaluation also can look at the administrative and organizational aspects of the program. Process evaluation monitors the programme to ensure feedback during the course of the program.

**Relevance:** The extent to which a programme addresses a demonstrable need, is appropriate to and responsive to that needs.

**Reliability:** Consistency or dependability of data and evaluation judgments, with reference to the quality of the instruments, procedures and analyses used to collect and interpret evaluation data.

**Results:** The output, outcome or impact (intended or unintended, positive and/or negative) of an intervention/initiative/project. Related terms: outcome, effect, impacts.

**Results Chain:** The causal sequence for an intervention / initiative/project that stipulates the necessary sequence to achieve desired objectives beginning with inputs, moving through activities and outputs, and culminating in outcomes, impacts, and feedback. Related terms: assumptions, results framework.

**Results Framework:** The programme logic that explains how the development objective is to be achieved, including causal relationships and underlying assumptions.

**Summative Evaluation:** Any combination of measurements and judgments that permit conclusions to be drawn about impact, outcome, or benefits of a programme or method after it has been completed.

**Triangulation:** The use of three or more theories, sources or types of information, or types of analysis to verify and substantiate an assessment. Note: by combining multiple data sources, methods, analyses or theories, evaluators seek to overcome the bias that comes from single informants, single methods, single observer or single theory studies.

