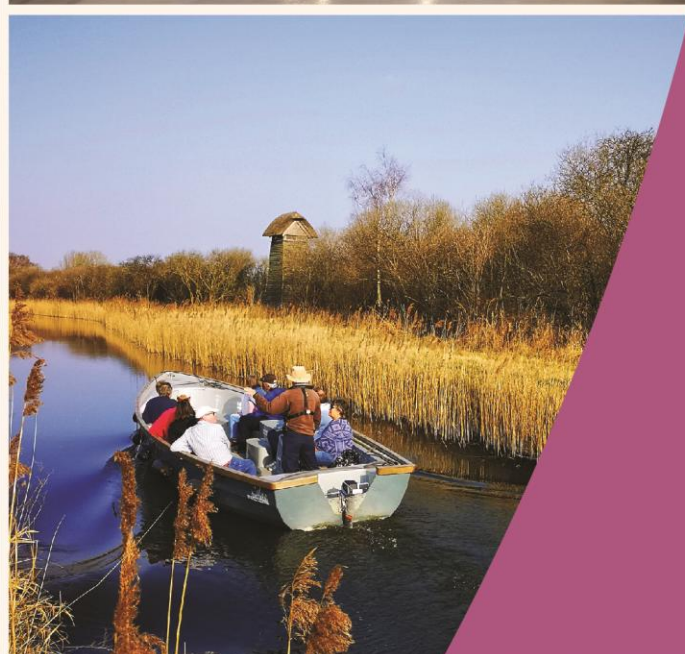


MONITORING AND EVALUATION FRAMEWORK



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	Next Review March 2026		

Introduction

This framework sets out how we will effectively and consistently monitor and evaluate project and programme performance across the Cambridgeshire and Peterborough Combined Authority (CPCA) and is a key tool to successfully embedding our [Performance Management Framework](#) (PMF), Risk Management Framework (RMF) and our [Single Assurance Framework](#) (SAF). This framework applies to SAF projects and does not apply to Corporate Projects created to address an internal business need, for example, a change to the operating systems of the organisation.

This framework is relevant for staff of the CPCA and partners delivering SAF projects.

The diagram below shows the relationship between key CPCA frameworks relating to projects.

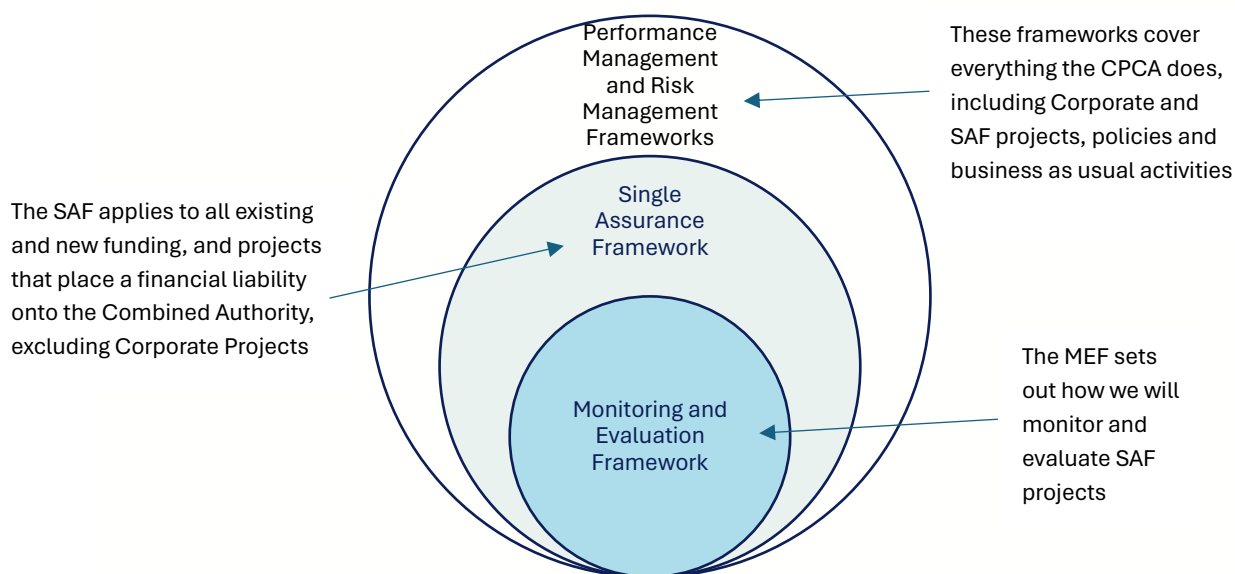


Figure 1: CPCA Frameworks

The Combined Authority is committed to effective monitoring and evaluation so that it can:

- Provide local accountability to the public by demonstrating the impact of locally devolved funding and the associated benefits being achieved.
- Provide accountability to Government and comply with external scrutiny requirements i.e. to satisfy conditions of the Devolution Deal. Specifically, the Monitoring and Evaluation Framework will be used to demonstrate local progress and delivery to senior government officials and Ministers who are ultimately accountable to parliament for devolved funds.
- Support the consistent tracking of progress of projects and programmes, ensuring that intended outputs are being achieved and that potential corrective action is assessed and taken where progress is off track.
- Understand the effectiveness of policies or investments and to justify reinvestment or modify or seek alternatives. The Monitoring and Evaluation Framework provides a feedback loop for the Authority and relevant stakeholders. This includes performance measurement on the impact of outcomes from specific funding programmes where the Combined Authority is the Accountable Body.

- Develop an evidence base for input into future business cases and for developing future funding submissions. The Monitoring and Evaluation Framework requires the collection, collation and analysis of data which can inform future work and can be used as benchmarks in relation to the economic impact of particular interventions.

Lessons learned from the [Mid-Term Report](#) stage of our second Gateway Review published in October 2024, and the development of the Local Evaluation Framework, have also informed the approach to monitoring and evaluation featured in this framework.

Monitoring and evaluation are essential elements of a successful performance management regime, with government guidance on [Best Value](#) expecting well-functioning authorities to make arrangements to secure continuous improvement in performance and outcomes. The Monitoring and Evaluation Framework and our PMF work in close alignment to our SAF, which sets out the processes, approach and criteria for demonstrating robust assurance, appraisal and value for money considerations in place to develop and deliver projects/programmes to a high standard. This maximises the opportunity to realise benefits while ensuring stewardship of public funds.

Together, monitoring and evaluation form a significant part of the policy feedback loop to inform future policy development, priorities and budgets and support an evidence-based approach to decision making. Monitoring supports us to consistently track progress of projects and programmes, ensuring that intended outputs are being achieved and that potential corrective action is assessed and taken where progress is off track. Evaluation quantifies and assesses outcomes and impact, including how the work was delivered and whether the investment delivered value for money. Evaluation can improve future projects and programmes as well as those currently in delivery through lessons learned exercises and enables transparency and accountability. The glossary in Appendix 1 shows how we define projects, programmes, SAF Projects/Programmes and Corporate projects.

Why Monitoring and Evaluation is Important

Alignment to Government Guidance

The Monitoring and Evaluation Framework is underpinned by a key principle to align to best practice Government guidelines and therefore has been developed in accordance with the HM Treasury's [Magenta](#) (Guidance for Evaluation) and [Green](#) (Guidance on Appraisal and Evaluation) Books. Our approach aligns with the Green Book definition of monitoring and impact evaluation:

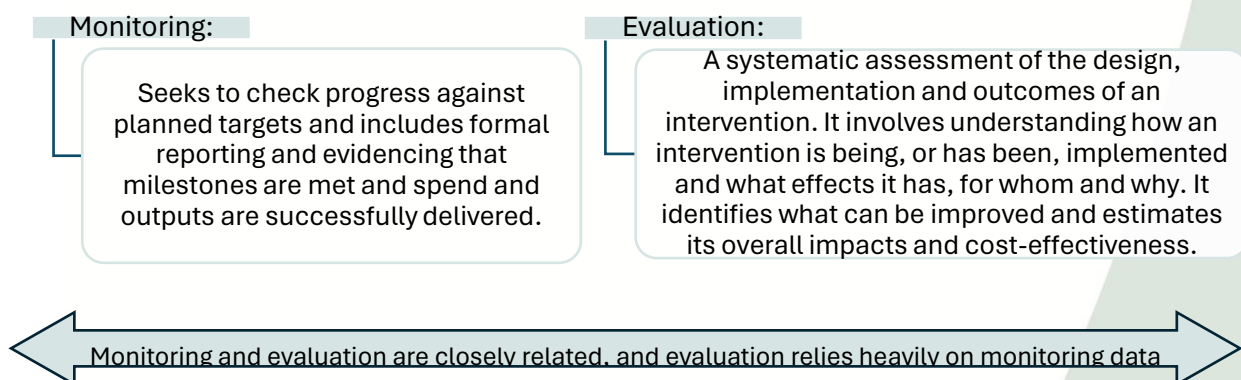
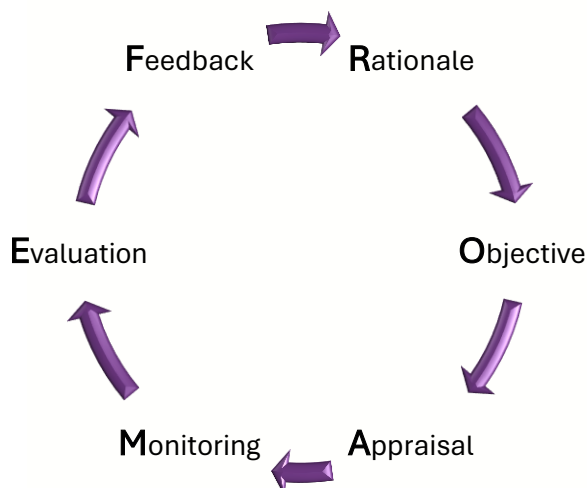


Figure 2: Monitoring and Impact Evaluation Definition

ROAMEF Cycle

The image below shows the ROAMEF Cycle. ROAMEF stands for Rationale, Objective, Appraisal, Monitoring, Evaluation and Feedback. The cycle provides a structure to ensure that monitoring and evaluation is considered at all stages of project or programme development and delivery, and is a core part of all activities, which is a guiding principle from the Magenta Book. ROAMEF is presented as a framework within the Green Book for the appraisal and evaluation of all policies, programmes and projects.



The cycle describes a continuous project and programme delivery model. The cycle iterates through six key stages: rationale for the intervention, setting of objectives, options appraisal, implementation and monitoring, followed by the final evaluation and feedback of evaluation evidence back into the policy, programme or project cycle.

Figure 3: ROAMEF Cycle, Green Book

The Green Book highlights that monitoring and evaluation can be used to answer the following questions, which should be considered when developing Monitoring and Evaluation Plans:

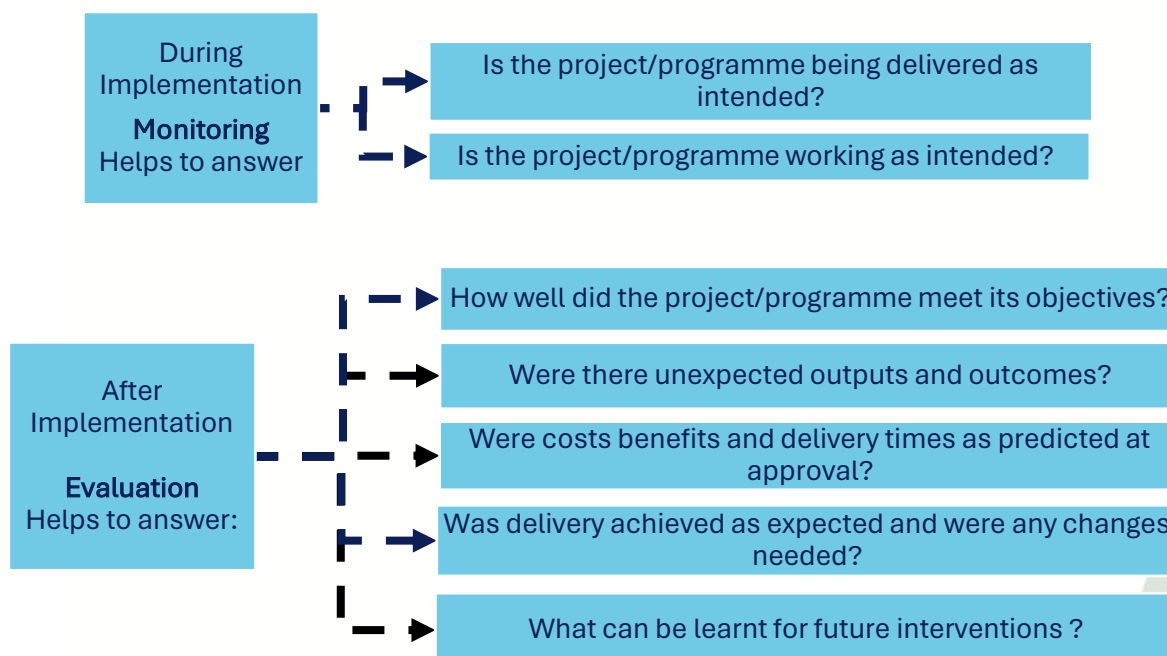


Figure 4: Uses of Monitoring and Evaluation, Green Book

The Purpose of Theory of Change and Logic Models

One of the guiding principles to monitoring and evaluation is agreeing evaluation requirements at the outset of forming a project or programme. Developing a Theory of Change to explain ‘why’ an intervention will deliver the desired benefits underpins this principle. At the point of concept, the theory of change will outline ‘why’ the project or programme will create change to enable decision makers to be fully informed about expected benefits and the assumptions that have been made. Plans for monitoring and evaluation will set out how we will assess the extent to which the expected benefits were realised.

A Logic Model is a tool to help explore the project or programme and theory of change. It highlights the inputs, outputs, outcomes and impacts expected through the delivery lifecycle.

How We Do Monitoring and Evaluation

Key Principles to Monitoring and Evaluation

Our approach to monitoring and evaluation is based on the key principles set out in the following diagram:



Figure 5: CPCA Monitoring and Evaluation Key Principles

Partnership Working

Core to our approach is our commitment to build and maintain strong partnerships with our stakeholders. We fund a significant amount of delivery by third parties from the public and private sectors. This means the detailed delivery approach, day to day management and delivery risk will often be outside the organisation. We may also delegate responsibility to conduct or commission appropriate monitoring and evaluation and to report findings back. The depth of responsibility for monitoring and evaluation can be flexible dependent upon how, and by whom, a project is being delivered. However, we remain accountable for the specified outputs and outcomes. Appendix 2 details roles and responsibilities including those related to delivery partners.

Overall Approach to Monitoring and Evaluation

We have adopted a pragmatic approach to monitoring and evaluation, supported by our key principles. Projects, strategies, and plans undergo meaningful and proportionate monitoring and evaluation. This framework sets out how we determine the evaluation methodology based on a range of factors. This includes strategic priorities, who is responsible for projects and programmes, funding, and scale and delivery method. This framework outlines the different types, levels and thresholds defined for evaluation.

The Magenta Book guidelines emphasise that evaluation should take place at the outset and continue throughout the project or programme lifecycle. The following table summarises how the CPCA will plan and implement monitoring and evaluation at each stage.

Table 1: Planning and Implementation Stages of Monitoring and Evaluation

Stage	Initial Concept Approval	Full Concept Approval	Business Case Approval	Delivery/ Deployment	Transition and Post Completion
Monitoring and evaluation task	Set out initial theory on benefits expected	Develop understanding of benefits	Set out expected inputs, outputs and outcomes	Monitoring delivery, including outputs and outcomes	Evaluation, assessing impacts against expectations
Documentation	Concept Paper	Concept Paper	Business Case, Logic Model, Monitoring & Evaluation Plan	Highlight Reports, Change Request Forms	Project Closedown and Evaluation Reports

All SAF projects/programmes covered by this framework will be required to have an effective Monitoring and Evaluation Plan in place as a key part of the business case and regular reporting to our Programme Management Office (PMO). This will help assess the effectiveness and impact of investing public funds, and the identification of best practice and lessons learnt that can inform decisions about future delivery.

Monitoring and evaluation must be embedded from the onset of project and programme planning and business case development at an early stage. Monitoring and Evaluation Plans should be proportionate, in line with the latest government department guidance and guide the collection

of data from individual projects. This is designed to ensure that it meets the requirements of both the Combined Authority and the Government.

Draft Monitoring and Evaluation Plans are created by the project manager with input from the Policy, Insight and Performance Team. Plans are then signed off as per the governing arrangements for that specific project.

Approach to Monitoring

Monitoring supports us to effectively track the progress of projects and programmes and ensure they are delivering intended outputs and, if not, that corrective action is considered and taken. Effective monitoring is achieved through a combination of approaches and sets the foundation for effective evaluation to take place.

The CPCA Single Project Register captures every project being delivered across the organisation, and the baselines in which projects will be reported against. This includes the agreed completion date for each project and agreed budget. This allows us to monitor which projects are on track, and which may need corrective action or a change request. As and when new projects or change requests come through the SAF, the PMO update the register, adding in the baseline data from the agreed business cases.

There is also regular reporting of completed and planned activities, milestone progress of key dates and tasks, budget position and key risks to highlight future challenges and reflect on successes as well as tracking and evidencing impacts during the project lifecycle. Defining metrics at project or programme levels and the collection and monitoring of data during delivery helps to understand how they are working as well as providing an evidence base for decision making.

A Change Delivery Handbook is available from the PMO for use across the organisation. This important document provides clarity on expectations through the project lifecycle, including clear and consistent standards on elements such as planning and dependency management. It also establishes a shared language for project management across the organisation.

The roles and responsibilities tables in Appendix 2 include details of monitoring activities at each main stage of the project lifecycle. The following diagram shows a high-level representation of key monitoring elements as part of the project lifecycle, by teams responsible. While there are no new steps added through this framework, additional support for project managers is now in place.

Key:

- Policy, Insight and Performance Team
- Programme Management Office
- Project Managers / Delivery Partners
- Legal / Procurement Team
- Finance Team

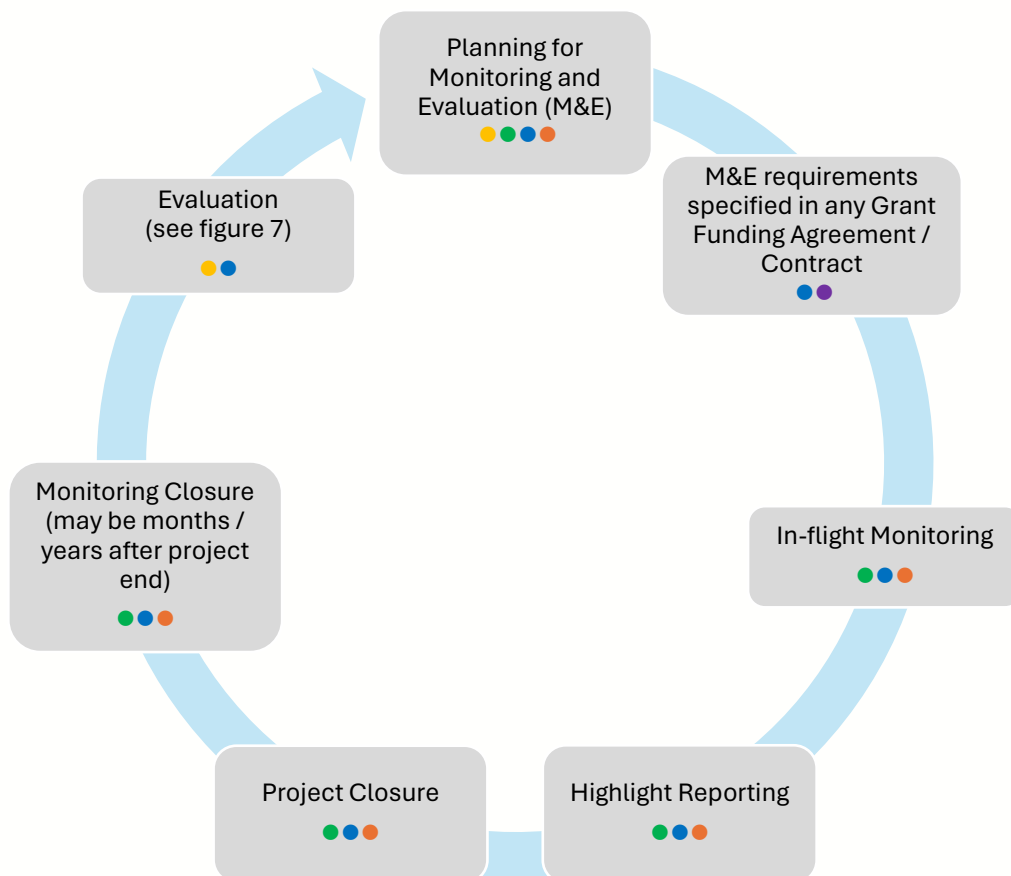


Figure 6: Monitoring Cycle

Highlight Reports

Once in delivery stage, all projects must complete regular highlight reports, with details of frequency and where these reports are shared set out in the Performance Management Framework. The highlight report template includes details of delivered outputs and outcomes.

The template encourages regular review and reporting of progress. Issues or risks affecting data collection or analysis should be reviewed regularly and escalated for action as appropriate. The frequency and complexity of reporting is proportionate and based on the stage of project and risk.

Approach to Evaluation

Evaluation supports us to effectively review how well the project or programme met its objectives, whether cost benefits were delivered as expected and the outcomes and impacts achieved. The Evaluation Cycle below offers an overarching framework to understand evaluation as an iterative process, with the learning from evaluation helping to deliver impactful and worthwhile projects.



Figure 7: Evaluation Cycle (Source: Daykin, N., Attwood, M. & Willis, J. 2013)

Types of Evaluation

Process, Impact, Value-for-money, Progress and Progress Plus			
Process Evaluation Assesses project or programme delivery	Impact Evaluation Assesses the difference an intervention makes	Value-for-money Evaluation Assesses the value for money of an intervention	Progress and Progress Plus Evaluation Assesses progress that interventions have made in their delivery

Figure 8: Evaluation Types

Having a clear idea about the questions that need to be addressed and the required type(s) of evaluation at an early stage will help inform the design of the evaluation and the expertise required. Further explanations of the different types of evaluation follow below.

Process Evaluations

Assess whether a project or programme is being implemented as intended and / or what, in practice, is felt to be working more or less well, and why. The Magenta Book provides the following guidance. Process evaluations should answer the question:

“What can be learned from how the intervention was delivered?”

Process evaluations tend to examine activities involved in an intervention’s implementation and how the project or programme was delivered. These might vary quite considerably according to the nature of the intervention and will be project-specific, covering questions such as:

- What worked well and less well, and why?
- What could be improved?
- How has the context influenced delivery?

Process evaluations typically use a wide range of methods, both quantitative and qualitative. They will often cover subjective issues (such as perceptions of how well a project was delivered) and objective issues (the factual details of how an intervention has operated, typically using administrative data, where available).

Impact Evaluations

Attempt to provide an objective test of what changes have occurred, and the extent to which these can be attributed to the project or programme. It supports understanding of the intended and unintended effects of outputs, as well as how well SMART (Specific, Measurable, Achievable, Realistic, Time bound) objectives were achieved and the outcomes delivered. The Magenta Book provides the following guidance. Impact evaluation should answer the question:

“What difference has an intervention made?”

Impact evaluations focus on the changes caused by an intervention; measurable achievements which either are themselves, or contribute to, the objectives of the intervention. Typical questions include:

- Did the intervention achieve the expected outcomes?
- Did the intervention cause the difference?
- How has the context influenced outcomes?
- Have different groups been impacted in different ways, how and why?
- What generalisable lessons have we learned about impact?

Value-for-money Evaluations

In simple terms, this evaluation type compares the benefits of the intervention with its costs. The Magenta Book provides the following guidance. Value for money evaluation should answer the question:

“Is this intervention a good use of resources?”

While impact demonstrates and quantifies outcomes, it cannot on its own assess whether those outcomes are justified. Value-for-money evaluation considers such issues, including whether the benefits of the policy are outweighed by the costs, and whether the intervention remains the most effective use of resources.

A basic value-for-money evaluation will compare the costs and benefits achieved through the programme against the original expectations outlined in the appraisal, normally a business case or impact assessment. A more developed economic evaluation would also compare the benefits and costs of other ways of achieving the same strategic objective.

Progress Evaluations and Progress Plus Evaluations

Interventions funded by the Investment Fund are in scope for impact evaluation as part of five-yearly Gateway Reviews. Where impact evaluation is not appropriate as outcomes are not reasonably expected to be evident by the Gateway Review, the National Evaluation Framework states that focus will be on ‘progress evaluation’ complemented by ‘progress plus’ research, where relevant. These evaluation types may also be appropriate for other projects/programmes at some point in their project lifecycles.

Progress evaluations are used to report on progress that interventions have made in their delivery, for example, progress against project milestones and spend profile, and outputs and intermediate outcomes.

In some cases, it may be too early for some interventions to evidence impacts by the Gateway Review. Where such an intervention is particularly significant, **progress plus evaluation** is used to identify emerging outcomes and consider anticipated future beneficial impacts.

Evaluation Levels

To enable the organisation to fully embed proportional levels of evaluation, in line with the approach set out in section 6.5.4 of the SAF and our key principles, we will identify the projects that are subject to more detailed evaluation. The level of evaluation will depend on the following questions:

A1. Is the project funded through devolved Investment Fund funding (our core Gainshare agreement with central government to devolve £20m per year over 30 years)? If so, it is subject to the agreed ‘Gateway Review’ independent National Evaluation Framework and Local Evaluation Framework processes.

A2. Is the project funded through other streams and identified as being ‘key*’ in terms of the expected benefits to be achieved? If so, it is subject to a full independent evaluation commissioned by the CPCA.

A3. Is the project funded through an external Grant Funding Agreement which includes specific evaluation requirements? If so, the evaluation undertaken must comply with these requirements as a minimum standard.

B. Is the project identified as one where significant learning is available that would help to inform future policy making either locally or nationally? This will include projects that are innovative or considered ‘pilots’. If so, evaluation work in this case would either be commissioned independently or carried out locally within the public sector.

C. Other projects not included above would be subject to minimal ‘self-evaluation**’ based on submitted business cases. The funding partner may be responsible for this.

**Key projects will either have high cost (Revenue over £1m, Capital over £5m), have a high profile or be of strategic importance, or have a high level of uncertainty or risk.*

***Self-evaluation is where the service or delivery partner that is responsible for delivering a project or programme undertakes the evaluation themselves.*

Evaluation Level Selection

The Magenta Book highlights that a comprehensive evaluation of government policy will typically consist of a process evaluation, an impact evaluation and a value-for-money evaluation and recommends exploring all elements to fully understand an intervention’s design, impact and results. However, evaluation activity undertaken should also be proportionate and cost-effective.

The key principles behind this framework require that all SAF projects and programmes are subject to meaningful and proportionate monitoring and evaluation.

Independence

Evaluations will be conducted either through self-evaluation or evaluated externally to the commissioning service or organisation. Evaluation will either be undertaken:

- By the project/programme team (self-evaluation)
- Internally by the Policy, Insight and Performance Team (independent evaluation or undertaking a quality assurance role), or
- Externally by commissioning work from external providers who are independent from the business case and delivery of the project/programme being evaluated.

Costs

The costs for conducting monitoring and evaluation should be included in a project or programme budget. Although the Magenta Book highlights there is not a typical proportion of a project or programme budget that should be reserved for evaluation, we will use guidelines to ensure that the scale of evaluation is proportionate to the project or programme scale and ambition.

Data and Insight

Methodologies

Our approach to data and insight aligns with the Green Book, which highlights the benefits of using a mixture of qualitative and quantitative methodologies as evidence in monitoring and evaluation. It is important to draw as far as practical on external evidence that can be appropriately utilised for monitoring and evaluation purposes. This includes data available from

national sources, for example labour market, business statistics and other publications/data from the Office for National Statistics (ONS), as well as data collected through monitoring or administrative records.

Metrics

Key Performance Indicators (KPIs) are used to measure change and to help assess the performance of the projects and programmes, both individually and collectively. In addition to the overall KPIs, each project or programme is required to define and monitor metrics that are specific to their intended project or programme. These additional metrics are identified through the logic model process and form part of the Monitoring and Evaluation Plan. This can include external data sources that are robust and in line with our principles set out in the PMF. Proposed metrics are reviewed once the Business Case has been developed by the project manager and approved by the Policy, Insight and Performance Team prior to submission to Investment Panel. Where approval is not successful, feedback on quoted metrics or suitable alternatives will be provided and support offered.

Having agreed the title and definition of the metrics, appropriate targets can be set. It is important that targets are achievable with an appropriate level of additional effort i.e. stretch targets. Targets need to be SMART: Specific, Measurable, Achievable, Realistic, Time bound.

The Monitoring and Evaluation Plan should set out when data will be collected for each metric, and who is responsible for data collection, where it will be stored and the frequency of collection. Once project delivery is underway, results and issues with data collection should be reported in the next highlight report.

Digital Systems

Our approach to storing data is set out below to help ensure that it is stored securely, is accessible to those who should be able to access it and, where permitted and appropriate, helps to build an evidence base for future use.

Best practice for storing monitoring data includes using a shared file management system to ensure access is available to staff with approval and to support organisational memory. The collection and storage of Personal Information data must adhere to the [CPCA Data Protection Policy](#) and align with requirements set out in any Data Protection Impact Assessment specific to the project or programme.

Outcome evidence data will be collated and stored within a CPCA central file management system (an area of development once this framework has been adopted) to enable project leads and evaluators to access data that may be relevant to other projects and programmes as and when needed. This approach aligns with one of our guiding principles that data is to be collected once and used many times and this will also enable use of outcome data for other purposes such as monitoring the delivery of our Shared Ambition and Corporate Strategy.

Monitoring and Evaluation Documentation

The following documentation is required for all SAF projects and programmes to enable effective evaluation:

Table 2: Documentation and Guidance

Documentation	Guidance
Logic Model	A Logic Model template, will be used for all SAF projects and programmes covered by this framework.
Business Case	The PMO Hub contains our business case template, which includes space to record the financial and non-financial benefits expected.
Monitoring and Evaluation Plan	A Monitoring and Evaluation Plan template will be used for all SAF projects and programmes covered by this framework. Support is available from the Policy, Insight and Performance Team.

These documents are the primary sources for capturing key information about monitoring and evaluation activity to be logged in our Single Project Register (SPR) to aid review and oversight.

Changes That Impact Logic Models and Monitoring and Evaluation Plans

Any change to a project or programme baseline scope, resourcing, timescales, costs or benefits, post Business Case approval, must follow the four principal stages of our internal Change Control Process.

Project leads should inform the PMO Team of any changes as soon as possible. This will avoid delays to Change Requests affecting project delivery or funding drawdown. Once a change has been identified and raised using the Change Request Form and submitted to the PMO, relevant stakeholders will identify and assess impacts due to the requested change. The request will be approved, rejected or deferred in line with PMO approval procedures. If a change request relates to amending scope or benefits, the original logic model should be updated with a new model, which has been approved by the Policy, Insight and Performance Team. Changes to Logic Models, resources or timeframes will normally also require Monitoring and Evaluation Plans to be reviewed and amended.

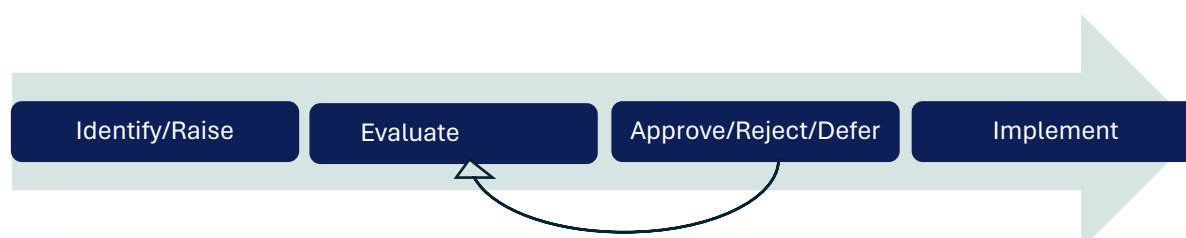


Figure 9: Internal Change Control Process

Quality Assurance

Quality assurance processes help to ensure the quality of all evaluation plans and activities. A checklist will be used to review documentation for all SAF projects or programmes to assess whether the evaluation methodology proposed is suitable.

Ethics

Evaluation often raises questions of ethics that might influence evaluation methods used and reporting. Decisions often involve weighing up competing obligations and therefore ethical consideration should be an active process throughout evaluation design, delivery and reporting. This includes influencing decisions on who should undertake evaluation activities.

Roles and Responsibilities

To ensure that monitoring and evaluation is implemented and embedded across the organisation, it is important to outline clear expectations of roles and responsibilities. Appendix 2 defines who is accountable for what in relation to monitoring and evaluation activities for projects and programmes either funded or being delivered by the CPCA.

Reporting Monitoring and Evaluation

During the implementation of projects and programmes, highlight reports are used to report on progress and to share interim and final findings to inform decision-making. Interim monitoring and evaluation findings can be used to influence decision-making during project implementation, and to inform lessons learned for future projects and programmes.

The highlight reports feed into a Performance Dashboard, which is reviewed by the Corporate Management Team (CMT) on a regular basis for detailed discussions and scrutiny. Once a quarter, the Combined Authority Board receives an update on performance reporting, including details on key metrics and project ratings, for our Most Complex projects.

CPCA Website

In line with Green Book guidance, evaluation reports will be published on the CPCA website, subject to appropriate exemptions.

Specific Monitoring and Evaluation Requirements for External Funding Streams

Some Government departments or other external funding streams set prescribed processes or requirements for monitoring and evaluation which we are committed to following. Examples of funding streams and initiatives with prescribed monitoring and evaluation requirements include the Gateway Review, Transforming Cities Fund, Adult Education Budget and [Local Transport and Connectivity Plan](#).

How CPCA Culture Supports Monitoring and Evaluation

CIVIL Values

Monitoring and evaluation will be embedded into our culture by integrating with our CIVIL values. Our values have informed our engagement process and will continue to inform how the framework is implemented and rolled out to the organisation. The five CIVIL values (Collaboration, Integrity, Vision, Innovative and Leadership) are central to our culture, driving everything we do. Our employees embody these values to help us all work toward a common purpose. Demonstration of our values are core to the Monitoring and Evaluation Framework by:



Collaborative: Encouraging open, honest and inclusive debate and working with partners to ensure they receive the necessary information to support them in achieving good long-term results, through making monitoring and evaluation an integral part of all processes.



Integrity: Being open and transparent about our project and programme outcomes by measuring impact and communicating results through our governance process and the public.



Vision: Ensuring at the heart of monitoring and evaluation is our aim to seek inclusive good growth for an equitable, resilient, healthier, and connected region.



Innovation: Positively challenging why we do things the way we do, and evaluating the success of new approaches, based on data and evidence.



Leadership: Using our resources wisely to deliver on our priorities to the community.

Knowledge, Skills and Behaviours

We will ensure that our people have the right skills, capabilities and behaviours that enable them to deliver in their role. Staff with monitoring and evaluation responsibilities will be provided with training appropriate to their role to understand the importance of following the framework and government guidelines such as the ROAMEF cycle. We will also work with partners to develop training to support members and staff to engage with the framework and embed it into our culture.

Governance Of This Framework

A test and learn approach has been taken during the development of the framework, by implementing practical improvements as opportunities have been identified. A procedure document is being developed to accompany this framework, including templates and guidance. These will be reviewed and updated based on learning and feedback. It will take time to embed the framework and build on our processes while we continue working with colleagues and delivery partners to ensure our approach works in real life scenarios and remains proportionate.

The Corporate Management Team will regularly review the overall Monitoring and Evaluation Framework to ensure that it continues to meet the needs of the Combined Authority and is further refined and continually improved over time. Through external and internal working groups, we will consider training needs and consider how this could be best delivered.

This Monitoring and Evaluation Framework will be subject to review by Internal Audit on an annual basis. The outcome from this will inform the Annual Head of Internal Audit Opinion.

The Audit & Governance Committee will review the Monitoring and Evaluation Framework on an annual basis to ensure that it is fit for purpose and working effectively.

The Combined Authority Board will be asked to approve any significant amendments to the Monitoring and Evaluation Framework.

Appendix 1 - Glossary

Project

A **project** is categorised by an activity or set of activities that has a distinct start and end date. It will be focused on achieving positive outcomes for the organisation, its partners, members and local communities.

Programme

A **programme** is set up when it is not possible to achieve the goals with a single project and therefore the activity is broken down into a set of projects under a programme structure – all seeking to contribute to the overall goal. There will be a budget and business case for a programme in addition to project level budgets and business cases.

SAF Project/ Programme

SAF projects and programmes are focused on achieving positive outcomes for the local community. They are typically funded by external sources such as devolution deals and bid applications/grant awards from Central Government, for example the Investment Programme, where the CPCA is the accountable body. The SAF is applied flexibly and proportionately, dependent upon the level of risk associated with a Project or Programme. The SAF enables an independent assessment and appraisal of an investment opportunity. Programmes and Projects following the SAF route should aim to ensure a strong strategic fit to the CPCA Corporate Plan has been made. SAF does not apply to Corporate Projects.

Corporate Project

A **corporate project** (not covered by this framework) is created to address an internal business need, benefitting the organisation, for example, a change to the operating systems of the organisation. Risk Management should be considered with risks reviewed as part of activity. Once a corporate project is completed, it may become 'Business as Usual' (BAU). A Corporate project can go through the Project Management Office (if required) where support can also be sourced from specialists in Finance, Projects, Digital & Data and Human Resources where applicable who will review and support the strengthening of the business case and the identified benefits including whether the resources, both financial and people, are in place to deliver.

Appendix 2 – Roles and Responsibilities

Assurance and Governance Responsibilities Table

Role	Responsibilities
Combined Authority Board	A reserved function for the adoption of, and any amendment to or withdrawal of the Monitoring and Evaluation Framework.
Audit and Governance Committee	Ensures we are spending public money properly and have the right systems in place to manage our finances correctly and meet our legal and regulatory responsibilities. It provides oversight and assurance of governance and supporting frameworks.
Investment Committee	Where the committee is responsible for making investment decisions, they will review the Monitoring and Evaluation Plans that are presented as part of the business case. An officer-led Investment Panel reviews Monitoring and Evaluation Plans prior to Investment Committee.
Thematic Committees	Ensures all programmes and projects comply with the Assurance Framework and are monitored and evaluated in line with the Monitoring and Evaluation Framework.
Director of Policy and Engagement	Oversight of and responsible for allocating resources to support the development and embedding of the Monitoring and Evaluation Framework.
Director of Resources	Oversight of and responsible for allocating resources to support the development and embedding of the Single Assurance Framework.
Executive Directors, Assistant Directors and Heads of Service	Oversight and approval of Monitoring and Evaluation Plans, Business Cases and Evaluations.
Finance Team	Responsible for reviewing resources and that funding is available. The team work with services and produce financial monitoring of all the schemes that goes regularly to Board.
Legal and Procurement Teams	Responsible for ensuring project/programme monitoring and evaluation requirements are incorporated in any Grant Funding Agreement or contract with delivery partner(s).
Programme Management Office (PMO)	Responsible for completing quality assurance checks on Business Cases and concept papers. Facilitates and administers the end-to-end processes for Single Assurance Framework projects and programmes.
Policy, Insight and Performance Team	The team will complete additional quality assurance checks on the budget, resources and plans for monitoring and evaluation activities in Business Cases, to ensure that costs are factored into projects and that Monitoring and Evaluation Plans are meaningful, proportionate and cost-effective.
Project Sponsor/ Project Board	Accountable for the project achieving its outcomes and benefits during its lifecycle and ensures post project delivery benefits are realised. Responsible for reviewing regular highlight reports from Project Managers. Also responsible for ensuring monitoring and evaluation activities/plans are being delivered by Project Managers and Delivery Partners (below).
Project Managers / Delivery Partners	This role is responsible for completion of regular progress reporting and accountable for ensuring completion of evaluation at stages outlined in Monitoring and Evaluation Plans.

Monitoring and Evaluation Responsibilities Table

Role	Monitoring Inputs / Outputs	Evaluation / Outcomes	Systems	Learning / Communication
Finance Team	Provides support, advice and guidance on the budget implications and cost benefit analysis at the outset of forming a project or programme.	Supports the assessment of financial implications and value-for-money assessment of completed projects or programmes.	Publishes quarterly budget monitoring reports (Agresso)	
	Supports Project Managers to report on project or programme finances throughout the project lifecycle.			
Programme Management Office (PMO)	Provides support, advice and guidance on the development of Concept Papers and Business Cases.		Maintains a Single Project Register that includes information about monitoring and evaluation.	Works with Policy, Insight and Performance Team / Project Managers to develop Lessons Learned. Shares Lessons Learned with partners to enable a community of learning and collaboration.
	Supports Project Managers to carry out monitoring activities throughout the project lifecycle.		Publishes Performance Dashboard on project performance.	
	Oversees reporting on projects/ programmes in delivery, and produces reports to Investment Panel, Investment Committee and the CA Board.		Captures Lessons Learned through Microsoft PowerApps software.	

Role	Monitoring Inputs / Outputs	Evaluation / Outcomes	Systems	Learning / Communication
Policy, Insight and Performance Team	Provides support, advice and guidance on Theory of Change, Logic Models and Monitoring and Evaluation Plans at the outset of forming a project or programme.	Provides support, advice and guidance on potential commissioning costs for monitoring and evaluation.	Maintains an internal hub/ repository of outcome data for evaluations to support collect once and use many times principle and enable project leads to access data when needed.	Ensures final evaluation reports are published on website.
		Helps develop procurement specifications for external evaluation and support contract.		Works with PMO/Project Managers to develop Lessons Learned.
	Review of Theory of Change Logic Models and Monitoring and Evaluation Plans accompanying Business Case prior to submission for approval.	Manages the completion of activities required for the Gateway Review.		
		Provides support, advice and guidance where delivery teams are undertaking Self Evaluation.		
		Undertakes Internal Evaluations to provide greater independence and quality assurance.		

Role	Monitoring Inputs / Outputs	Evaluation / Outcomes	Systems	Learning / Communication
Project Managers / Delivery Partners	Develops, completes and submits Theory of Change, Logic Models and Monitoring and Evaluation Plans as part of Business Case production, with advice and support available where required from the PMO and Policy, Insight and Performance Teams.	Provides information and evidence of inputs, outputs and outcomes to inform evaluation as part of project closedown process.	Maintains and stores monitoring data collected throughout the project lifecycle.	Works with PMO / Policy, Insight and Performance Team to develop Lessons Learned.
	Plans, organises, directs tasks, evaluates, controls and leads a delivery team, manages the project on a day-to-day basis on behalf of the Sponsor, to deliver the project outputs and deliverables.	Further tracking of outputs and outcomes may be handed over to delivery teams or external consultants where these need to continue to be monitored after project closure.		Shares updates on projects or programmes during delivery and post completion via appropriate communication channels.
	Carries out/manages monitoring activities and data collection throughout the project lifecycle.	Carries out and/or manages evaluation as set out in Monitoring and Evaluation Plans.		
	Manages budgets and reports on project or programme delivery, risks and finances throughout project lifecycle through Highlight Reporting.	Responsibility for overseeing evaluations may be handed over to delivery teams where evaluations are scheduled to take place months or years after project closure.		
	Informs the PMO Team of any changes to timescale, cost, benefits, scope or resources and completes Change Request Form.			