Thanks for the draft. From my limited understanding of benefits realisation plans, I think you need to expand your draft. I believe such a plan should clearly set out what the benefits are, give a person who will be responsible for ensuring each one happens and then setting out what success would look like and how you plan to show that this has or has not happened. The attached document looks more like part of a Monitoring and Evaluation Plan.

My colleague who deals with evaluation has provided some suggestions on how to develop an M&E plan. He would of course be very happy to comment on future drafts of the M&E plan when available.

This scheme requires full evaluation. I appreciate M&E plans are touched on only in outline however the BRP seems to describe more of a monitoring approach to track progress against the stated benefits rather than how the scheme will be evaluated i.e. how will the effectiveness during and after implementation of the scheme actually be assessed? Going forward the M&E plan should therefore set out the scope of the evaluation and propose the questions which the evaluation will answer (of key interest here is that this is a dependent development scheme).

General points

For a full evaluation the M&E plan would need to clearly state what evaluation activity and methods will be undertaken to examine:

- **Impact:** To what extent has the scheme caused the observed changes in outcomes and impacts? Attributing the changes observed to the scheme should be a central consideration for the evaluation design. The plan should demonstrate how the most appropriate evaluation approach has been selected for delivering this.
- **Process:** What lessons have been learnt from the experience of implementing the scheme? The plan should set out the methodological approach for achieving this.
- **Economic:** ex-post cost-benefit assessment, to monetise the impacts.

The plan should propose research questions or evaluation hypotheses in relation to process, impact and economic evaluation which are relevant and proportionate to the scheme objectives. For the M&E plan we would strongly recommend the use of logic mapping to help describe the various scheme inputs, outputs and the assumed causal links that will result in the anticipated changes in outcomes and impacts. Logic mapping also helps to understand how the chosen monitoring metrics relate the scheme objectives. The LMS monitoring and evaluation framework provides full details on the various elements of the M&E plan that we would anticipate for a scheme of this nature. See [https://www.gov.uk/government/publications/monitoring-and-evaluation-framework-for-local-authority-major-schemes](https://www.gov.uk/government/publications/monitoring-and-evaluation-framework-for-local-authority-major-schemes)

Specific points

Data collection approaches should make clear what assumptions being made about mode and frequency of data collection. It is always very helpful to provide maps showing spatial coverage of data collection.
Further clarity would be helpful on how economic impacts and growth are planned to be monitored and evaluated.

Table 7.1. would benefit from clearly separating what is actually being monitored and measured in terms of travel behaviour. It would also be helpful to specify clear monitoring metrics for each of the indicators in the table (these can then be clearly linked back to the suggested logic map for the scheme).

I hope this is of help.

[DfT]

From: [NCC]
Sent: 06 March 2015 09:32
To: [DfT]
Subject: RE: Norwich Northern Distributor Road - Draft Full Funding Approval

Dear xxxx

We are now starting to develop the Monitoring and Evaluation Plan and we were wondering if the DfT were in a position to feed back any comments with respect to the draft Benefits Realisation Plan (Annex 9) that I sent through in mid-January?

Kind regards

[NCC]

From: [NCC]
Sent: 16 January 2015 14:06
To: [DfT]
Subject: Norwich Northern Distributor Road - Draft Full Funding Approval

Dear xxxx

I am following up on your discussion with xxxx this afternoon regarding the NDR final funding bid. I have started to develop the bid submission and attach a draft for your initial comment. As you will see we are still developing some of the sections in particular the economics, the outstanding sections and indicative dates when we hope to get a draft to you are set out table below.

Section 2.1
AMCB, TEE and Public Accounts Tables
June 2015

Section 2.2
Assessment of Social and Distributional Impacts (SDIs)
February 2015

Section 3.1
Detailed cost estimates, QRA
May 2015

Section 3.2
Inflation assumptions
May 2015
In addition to draft Full Approval for I have also included the following supporting documentation at this stage:

Annex 6
Project Plan (Programme)
Annex 7
Project Risk Register
Annex 9
Benefits Realisation Plan
Annex 11
Communications Plan
Annex A
Kind regards.

[NCC]