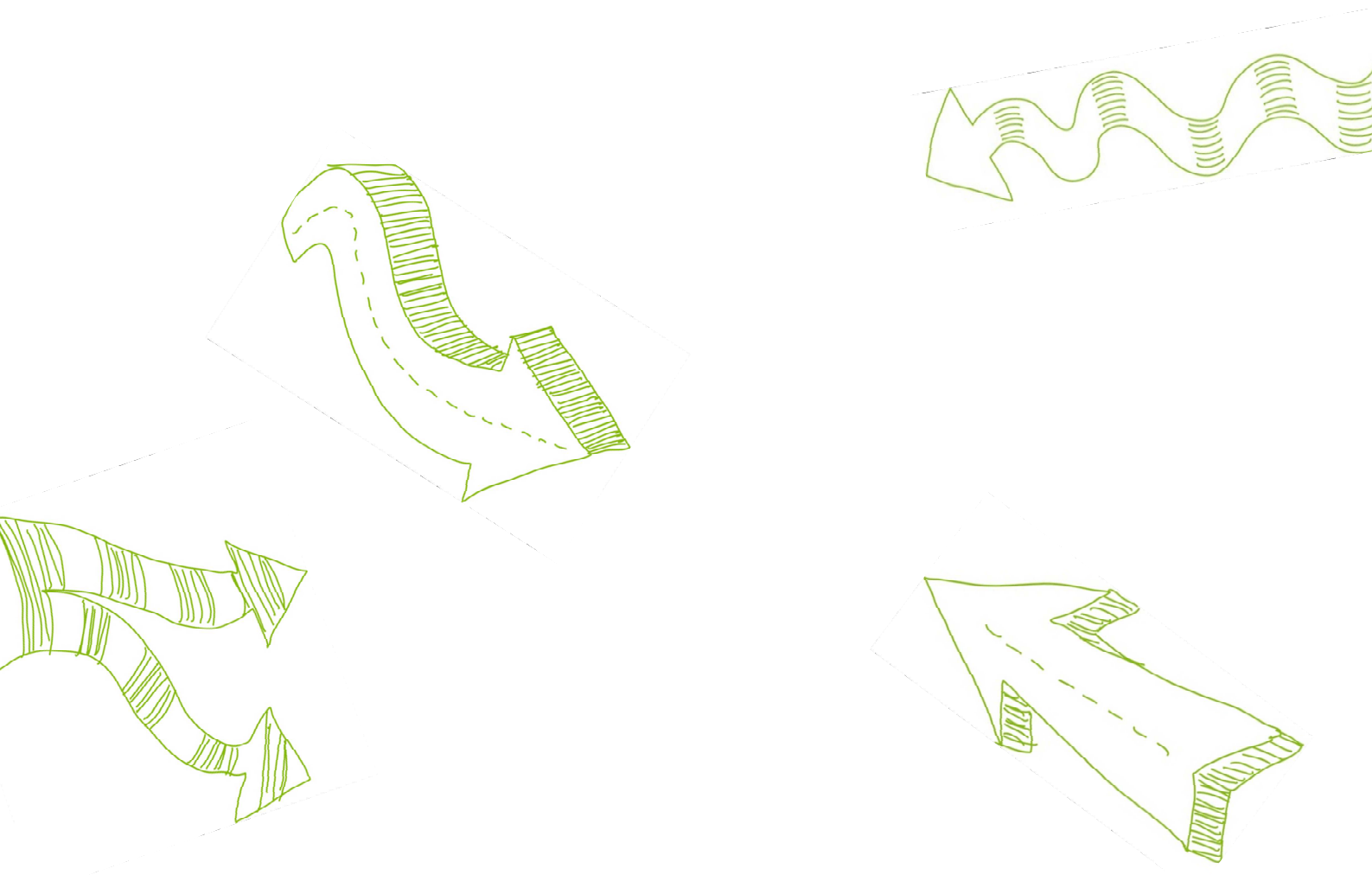


COMMON EVALUATION METHOD

VERSION 2.0

APRIL 2014



INTRODUCTION

The ABC-project aims to investigate, develop and implement campaigns that motivate to cycle. Campaigns can have a high influence on choice of transport mode and change of behavior. Usually campaigns are less expensive than infrastructure measures but it is often more difficult to convince politicians to spend money for such soft measures than to spend it for hard measures. Therefore it is very important to use an evaluation method to measure the success of campaigns.

Cycling campaigns are generally implemented to raise awareness among inhabitants and politicians and to contribute to the change of behavior of e.g. inhabitants to cycle more frequently. An evaluation has to measure if and how these objectives have been achieved. The ABC-project has discussed the following tools to measure the success of a campaign:

- panel survey
- media clipping
- expert interviews
- group discussion
- counting cyclists
- survey of modal split
- questionnaires
- lessons learned document

These tools are shortly described in the appendix 1 (report from team red: “Campaigns and evaluation”).

The ABC-partners support the expert’s general recommendation to make use of the standardized evaluation method “MaxSumo”. However this method which is based on panel surveys before and after the intervention was not applicable for the project due to insufficient budget.

The ABC-partners agreed during the project-workshop in Gdansk in September 2013 that the evaluation of campaigns should contain at least the following tools:

- lessons learned document
- media analysis
- data from cycling monitor

These tools are tested in the project and described more detailed in this document which serves as “common evaluation method”.

LESSONS LEARNED DOCUMENT

Those who prepare, organize and implement a campaign or other measures generally find a lot of things that could have worked better in retrospect. It's important to collect this (internal) feedback to improve a campaign or measure to not repeat mistakes. This kind of process evaluation can be used for any kind of measure as it doesn't measure the impact but analyses the process.

HOW TO CONDUCT A LESSONS LEARNED DOCUMENT

A "lessons learned document" should summarize the feedback of the involved persons in a structured way. We propose to use a questionnaire with leading questions. The answers should be grouped under thematic headlines. Feedback can be given in different ways:

1. Questionnaire

The questionnaire can be completed as a form by each involved person himself. The participating person can choose the time and effort individually which makes it easy to participate. On the other hand the quality of results depends on time and willingness of the involved person. There is no opportunity to put further questions on individual aspects.

2. Interviews

The questionnaire can also be a guideline for interviews. Interviews are more flexible with adjusted and additional questions and therefore can collect more information. Interviews might also save time for the interviewed person. On the other hand this method requires an interviewer (preferable an external person) and additional work to agree on dates, prepare the interview individually and write down and summarize the answers.

3. Workshop

Lessons learned can also be discussed in a workshop. The questionnaire can serve as a guideline for the moderator. During discussions in a workshop the participating persons can influence each other and new findings might come up. The moderator or another person has to summarize the results in a report.

HEADLINES AND QUESTIONS

Proposal for questions that should be discussed and answered in the lessons learned document:

A. Administrative information

- A1. Name and function of the responding person
- A2. Function and tasks within the evaluated project/measure

B. Planning information

B1. What are the objectives of the measure? (in your own words)

- Have you quantified the target? e.g.:
 - o number of people noticing the campaign
 - o number of people taking part in an event
 - o number of people trying/practicing sustainable forms of transport
 - o number of people changing their mobility habits

B2. Which groups have been targeted with the measure?

- Have you defined a target group? e.g.
 - o inhabitants of a certain area
 - o target specific age and gender demographics
 - o stakeholder, employers, employees, teachers, pupils, students,

B3. What was the planned strategy?

B4. Which other objectives have been important? e.g.:

- o number of people preparing and organizing an event
- o motivating stakeholder to deal with sustainable mobility

C. Implementation information

C1. What parts/elements of the campaign have been most successful / would you repeat or recommend for transfer?

C2. What parts/elements of the campaign should be improved? How? Why?

C3. What parts/elements of the campaign have been less successful / wouldn't you repeat or recommend for transfer?

C4. Which persons/institutions/factors have been main "driver" of the activity? (see appendix 1)

C5. Which persons/institutions/factors have been main "barriers" in the activity? (see appendix 1)



D. Process information

D1. Which organizations and stakeholders have been involved?

D2. How did you organize the preparation and implementation of the campaign?

- selection and commissioning of external experts
- meetings with involved people
- drafting of project plan
- selection of instruments/ tools
- time schedule

D3. How many resources have been used? Has this been sufficient?

- financial budget
- external services
- working hours of staff members
- voluntary working hours, number of volunteers

E. Impact information and evaluation

E1. Which evaluation instruments did you use?

E2. Have you reached the targets?

- Have you evaluated the impact? e.g.:
 - number of people noticing the campaign
 - number of people taking part in an event
 - number of people trying/practicing sustainable forms of transport
 - number of people changing their mobility habits

E3. How did the media report about the campaign?

E4. Can you provide any numbers (cycling monitor) proving the success of the campaign?

E5. Would you like to know more about the impact of your measure and possible improvements of the process? Which impacts/indicators should be examined?

E6. Which experts should be interviewed/involved additionally for evaluating the campaign?

EXAMPLES FOR BARRIERS AND DRIVERS IDENTIFIED THROUGH PROCESS EVALUATION

No.	Field	Examples of barriers	Examples of drivers
1	Political/strategic	Opposition of key actors based on political and/or strategic motives, lack of sustainable development agenda or vision, impacts of a local election, conflict between key (policy) stakeholders due to diverging believes in directions of solution	Commitment of key actors based on political and/or strategic motives, presence of sustainable development agenda or vision, positive impacts of a local election, coalition between key (policy) stakeholders due to converging (shared) believes in directions of solution
2	Institutional	Impeding administrative structures, procedures and routines, impeding laws, rules, regulations and their application, hierarchical structure of organisations and programs	Facilitating administrative structures, procedures and routines, facilitating laws, rules, regulations and their application, facilitating structure of organisations and programs
3	Cultural	Impeding cultural circumstances and life style patterns	Facilitating cultural circumstances and life style patterns
4	Problem related	Complexity of the problem(s) to be solved, lack of shared sense of urgency among key stakeholders to sustainable mobility	Pressure of the problem(s) causes great priority, shared sense of urgency among key stakeholders to sustainable mobility
5	Involvement, communication	Insufficient involvement of awareness of (policy) key stakeholders, insufficient consultation, involvement or awareness of citizens or users	Constructive and open involvement of key (policy) stakeholders, constructive and open consultation and involvement of citizens or users
6	Positional	Relative isolation of the measure, lack of exchange with other measures or cities	The measure concerned is part of (city) program and/or a consequence of the

			implementation of a sustainable vision, exchange of experiences and lessons learned with other measures or cities
7	Planning	Insufficient technical planning and analysis to determine requirements of measure implementation, insufficient economic planning and market analysis to determine requirements for measure implementation, lack of user needs analysis: limited understanding of user requirements	Accurate technical planning and analysis to determine requirements of measure implementation, accurate economic planning and market analysis to determine requirements for measure implementation, thorough user needs analysis and good understanding of user requirements
8	Organisational	Failed or insufficient partnership arrangements, lack of leadership, lack of individual motivation or know-how of key measure persons	Constructive partnership arrangements, strong and clear leadership, highly motivated key measure persons, key measure persons as “local champions”
9	Financial	Too much dependency on public funds and subsidies, unwillingness of the business community to contribute financially	Availability of public funds and subsidies, willingness of the business community to contribute financially
10	Technological	Additional technological requirements, technology not available yet, technological problems	New potentials offered by technology, new technology available
11	Spatial	No permission of construction, insufficient space	Space for physical projects, experimentation zones
12	Other	???	???

Source: “Evaluation matters – A practitioners’ guide to sound evaluation for mobility measures”

MEDIA CLIPPINGS

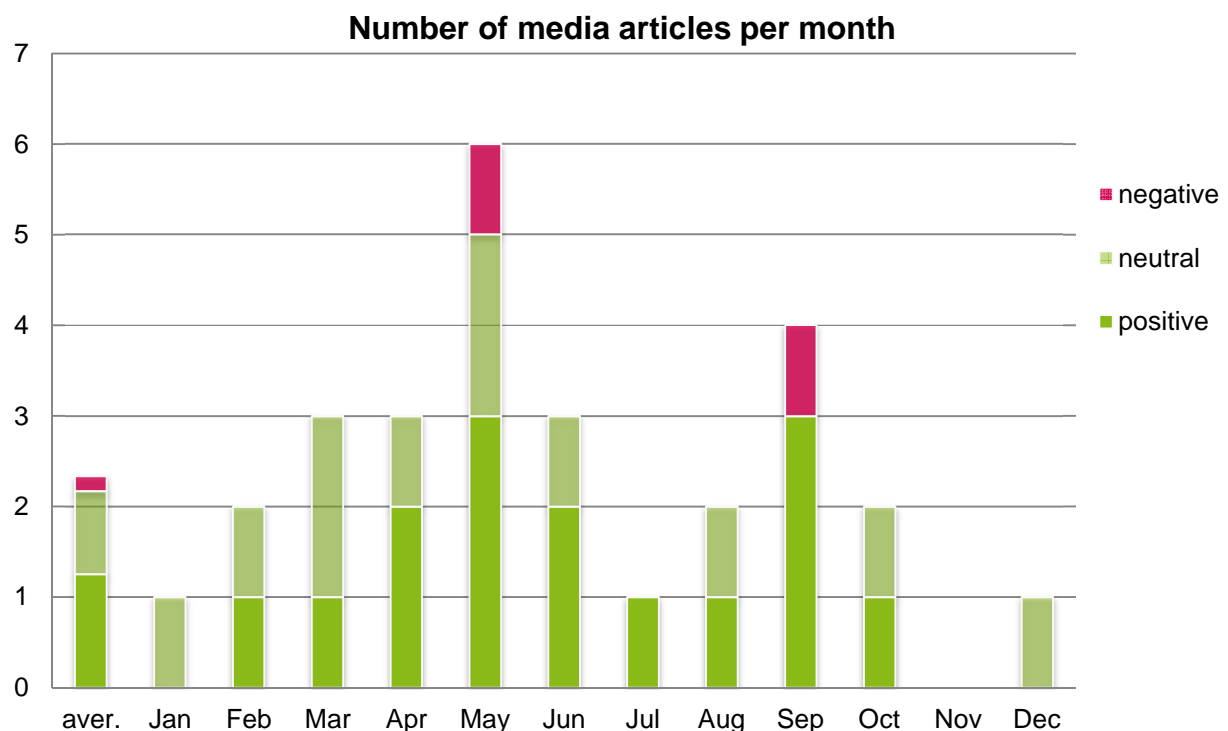
Local and regional media publications show the public interest in a campaign and can also have an effect on a campaign. They provide background information and notes on events and other forms or elements of campaigns. By this they can have a positive influence on the awareness of the campaign as many people notice a campaign via media. For evaluation purpose it is important to collect articles and reports about the campaign from local and regional media.

Media clipping should comprise all kinds of media:

- print media
- online media
- television
- radio

The media coverage of the campaign should be described in terms of quantity (number, frequency, topic etc.) as well as quality (positive/neutral/negative reporting). Information about the way of publishing (length of articles, pictures/quotes, position in the program/newspaper, etc.) helps to estimate how many people may have noticed it.

The period under review depends on the duration of the campaign including preparation and accompanying public relation work. If the city where the campaign takes place has a media clipping service on a regular basis this might collect the press cuttings. The following diagram can be used to give an overview about quantity and quality of media coverage.

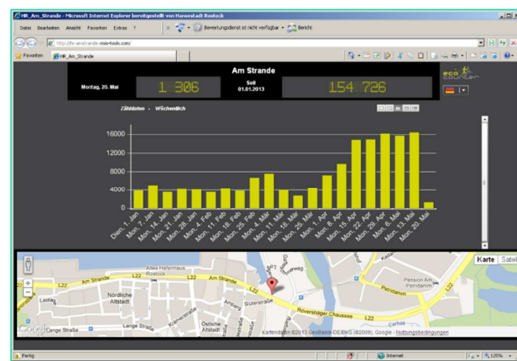


TRAFFIC COUNTS

The Cycling Monitors which are installed within the abc-project offer the opportunity to use cycling counts as evaluation tool. To measure the impact of a campaign the counting of cyclists has to be done before, during and after a campaign at the same places with comparable conditions (daytime, weekday, temperature, weather, no vacations etc.). The counting of cyclists can be done for a whole day or for certain periods (peak hours, afternoon etc.). As external conditions have a lot of influence on quantity of cycling the counting should not be overestimated as a tool for evaluating campaigns. However traffic counts over a longer period can be used to prove the effect of overall cycling promotion policy. If there are several counters the different development of numbers can be an indicator for the success of measures related to a certain cycling route. The following diagram can be used to give an overview about the development of cycling at a certain spot (Cycling Monitor).



Cycling monitor in Rostock



Online tool with numbers of cyclists in Rostock

Cycling Monitor Lange Straße Rostock: Average number of cyclist per day

