

# Monitoring and Evaluation

# 23



## GOALS

- 23 (A) The City monitors and reports progress to learn and adapt as needed.
- 23 (B) Corporate and community decision-making processes are defensible, clear and open to the public.

## OVERVIEW

To effectively respond to emerging issues, opportunities and risks, the City must not only plan and implement actions, but also monitor and evaluate the plan progress and outcomes. A monitoring and evaluation program therefore has an essential role in adaptive management to measure and assess the outcomes achievable within a set timeframe in relation to goals, objectives and targets. Monitoring and evaluation is a tool to manage for results, foster organizational learning, generate knowledge, build strategic partnerships, advocate effectively and demonstrate accountability.

Following the adoption of the Official Community Plan, a monitoring and evaluation program will be developed in conjunction with other City monitoring initiatives, such as the Victoria Sustainability Framework and corporate performance management, to establish a coordinated approach to data collection and interpretation and status reporting. Indicators and targets will be designed to inform and guide ongoing adaptation and renewal of this plan.

## BROAD OBJECTIVES

The monitoring and evaluation policies of this plan collectively address five broad objectives:

- 23 (a) That plan monitoring and evaluation are developed and implemented in coordination with other City initiatives.
- 23 (b) That the program of monitoring and evaluation is used for measuring and assessing progress towards plan goals and objectives.
- 23 (c) That results of monitoring and evaluation are shared.
- 23 (d) That results of monitoring and evaluation are used as a tool for learning.
- 23 (e) That the monitoring program is regularly reviewed as part of the adaptive management cycle.

## COORDINATED MONITORING AND EVALUATION PROGRAM

- 23.1 Strategically develop and implement an Official Community Plan monitoring and evaluation program in a coordinated and timely manner following the adoption of this plan that is integrated with the City's corporate performance management and other monitoring initiatives and that assesses:
  - 23.1.1 Progress towards plan goals and objectives;
  - 23.1.2 Effectiveness of initiatives in achieving goals and objectives;
  - 23.1.3 Issues, risks and challenges associated with plan outcomes;
  - 23.1.4 Adjustment to policies or practices to enhance achievement of results; and,
  - 23.1.5 Lessons learned and opportunities to incorporate new knowledge into policy and practice.
- 23.2 Develop a monitoring and evaluation program that considers the following:
  - 23.2.1 Scope of outcomes for monitoring and evaluation;
  - 23.2.2 Methods for monitoring and evaluation and the associated indicators and targets;
  - 23.2.3 Roles and responsibilities for monitoring and evaluation;
  - 23.2.4 Frequency and schedule to report on results; and,
  - 23.2.5 Resources required for monitoring and evaluation.

## TARGETS AND INDICATORS

- 23.3 Develop and regularly update a series of indicators and short, medium and long-term targets through a monitoring and evaluation program that consider plan goals, objectives, legal jurisdictions, feasibility, availability of City resources, and other matters.

## DATA COLLECTION, ANALYSIS AND INTERPRETATION

- 23.4 Develop methods of data collection and analysis that consider responsibilities, sources and resource limitations.
- 23.5 Seek opportunities to provide public access to data sources as part of the development and implementation of a monitoring and evaluation program.

## REPORTING AND DISSEMINATION

- 23.6 Develop an approach to reporting and releasing monitoring and evaluation results that considers legal requirements, other obligations, frequency, audiences, formats, and other matters.
- 23.7 Prepare and publicly present monitoring and evaluation results through a regular status report on the implementation of this plan.

## ADAPTIVE MANAGEMENT

- 23.8 Monitor and evaluate progress toward the broad objectives and policies in this plan using a framework of indicators to inform adaptive management.
- 23.9 Review and update the monitoring and evaluation program and recommend adjustments through Official Community Plan reviews.