

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.