

# Monitoring and Evaluation

# 22



## RELATED GOALS

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

## OVERVIEW

The **monitoring** and **evaluation** program plays a key role within an adaptive management framework by measuring and assessing progress towards achieving plan goals, broad objectives and implementation actions. 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. Monitoring and evaluation are essential tools 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 to drive action across all policy areas. The monitoring and evaluation program will be developed in collaboration with other City monitoring initiatives, such as for the Victoria Sustainability Framework and corporate performance management, to create a common approach to data collection, data interpretation, and reporting. Outcomes, targets and indicators will be carefully selected to consider progress towards plan goals and broad objectives. The results of monitoring and evaluation will play a key role in learning, and the entire program will be reviewed as part of the adaptive management cycle.

## BROAD OBJECTIVES

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

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

## COORDINATED MONITORING AND EVALUATION PROGRAM

- 22.1 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.
- 22.2 Develop a monitoring and evaluation program that seeks to assess:
  - 22.2.1 Progress towards plan implementation, goals and broad objectives;
  - 22.2.2 Effectiveness of initiatives in achieving goals and broad objectives;
  - 22.2.3 Issues, risks and challenges associated with the achievement of intended results;
  - 22.2.4 Adjustments to policy or practice to enhance achievement of results; and,
  - 22.2.5 Lessons learned and opportunities to incorporate new knowledge into policy and practice.

- 22.3 Develop a monitoring and evaluation program that considers the following:

- 22.3.1 Scope of initiatives to be monitored;
- 22.3.2 Required monitoring and evaluation activities;
- 22.3.3 Methods for monitoring and evaluation;
- 22.3.4 Roles and responsibilities for monitoring and evaluation;
- 22.3.5 Frequency and schedule for monitoring and evaluation activities; and,
- 22.3.6 Resources required for monitoring and evaluation

## TARGETS AND INDICATORS

- 22.4 Develop a series of 5, 10, and 30 year outcomes, targets and indicators through a monitoring and evaluation program that consider plan goals, broad objectives, legal jurisdiction, feasibility, the availability of City resources and other matters.

## DATA COLLECTION, ANALYSIS AND INTERPRETATION

- 22.5 Develop an approach to data collection and analysis through the development of the monitoring and evaluation program that considers the methods, frequency, responsibilities, resources and limits related to data collection and analysis.
- 22.6 Seek opportunities through the development of the monitoring and evaluation program to provide public access to monitoring data and associated analysis.

## REPORTING AND DISSEMINATION

- 22.7 Develop an approach to the reporting and dissemination of monitoring and evaluation results through the development of the monitoring and evaluation program that considers legal requirements, other obligations, frequency, audiences, formats and other matters.
- 22.8 Prepare and publicly present monitoring reports through an annual status report on the implementation of this plan and through any Official Community Plan review.

## ADAPTIVE MANAGEMENT

- 22.9 Review and update monitoring and evaluation program and recommend adjustments through Official Community Plan reviews.