

Toronto Poverty Reduction Strategy Monitoring and Evaluation Framework

Purpose

The Poverty Reduction Strategy (PRS) Monitoring and Evaluation Framework is a structured and data driven model that will demonstrate impact-level outcomes of PRS initiatives as well as capture the overall impact of the PRS Strategy on City of Toronto residents. The framework will:

- Monitor the City's progress in achieving the outcomes identified in the strategy's four-year action plan
- Identify and evaluate the effectiveness and impact of key initiatives (identified by the Monitoring and Evaluation Table or by Council direction) in reducing poverty in Toronto to support strategic policy development, budget planning, and program implementation
- Work with internal, external and academic partners to establish a culture and practice of results-based accountability

Methodology

The PRS Monitoring and Evaluation Framework operationalizes the Community and Social Services (CSS) Shared Outcomes Pilot, which was developed based on Toronto Public Health's Performance Management Framework. The PRS Monitoring and Evaluation Framework builds on this process by applying a Results Based Accountability (RBA) lens, establishing shared outcomes, common language and differentiating between population level outcomes and client level outcomes.

The framework includes four sequential components which provide a systematic process for examining standards, tracking progress and measuring the effectiveness of PRS actions.

Scope and Deliverables

Planning and Reviewing

1. Theory of Change (research, evidence and systems map)
2. Logic Models for each PRS recommendation

Developing Indicators and Performance Measures

1. Action Level Outcomes
2. Activity Level Indicators

Collecting and Reporting Data

1. Performance Measurement Framework
2. Baselines and Targets

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Continuous Improvement

1. Collaboratively identifying ways to improve performance or impact through systems/process design or budget process

Who is Involved

1. PRS Office
2. PRS Working Groups (one for each key theme) - Divisional Representatives to work with PRS Office
3. PRS Data Analytics Group
4. PRS Director's Table
5. Community Participation

PRS M&E Framework Process

Phase 1: Planning and Reviewing

I. Theory of Change

A Theory of Change provides the overall explanation of the relationship between the planned work and the desired results. The Toronto Poverty Reduction Strategy and the Term Action Plan were developed through extensive research, consultation with residents with lived experience, community partners, City staff, and other stakeholders. The Strategy and the Action Plan will serve as the M&E Framework's Theory of Change because together they:

- Explain why the recommendations will lead to the desired outcomes
- Outline the building blocks of the change process in the expected change
- Map out the conditions that are necessary to achieve the ultimate outcome of reducing poverty (Immediate Needs, Pathways to Prosperity and Driving Systemic Change)

II. Logic Models

A Logic Model (LM) is a visual tool based on the Theory of Change that systematically presents alignment between the Strategy's actions and outcomes. The PRS M&E Framework will include the development of 17 LMs (one for each PRS recommendation) linking actions directly to outcomes and providing the basis for developing indicators.

The LMs will be developed in consultation with City of Toronto Staff, City of Toronto communities and the LEAG. This process will:

- Get stakeholder buy in and build consensus
- Manage expectations
- Increase accountability
- Build a culture of continuous improvement

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Phase 2: Developing Activity Level Indicators

I. Performance Measure / Indicator Selection

Performance measurement (PM) refers to the development and use of indicators to assess the achievement of the strategy and its actions. The PRS M&E Framework will include indicators from activity/program level performance measurement as well as additional surveys targeting programs/ activities lacking outcomes measurement.

The PRS Office will establish PRS Working Groups based on each PRS thematic area. Where working groups already exist (i.e. Housing Stability), the PRS Office will participate through those existing tables. PRS Office and the Working Groups will utilize the applicable LMs to come to consensus regarding shared PRS shared outcomes. Activities/programs will provide measurement for outcomes through prioritized indicator(s) of success.

II. Developing the PRS Performance Measurement Framework (PMF)

A Performance Measurement Framework organizes the detailed information for each measure attained from PRS activities. A PMF ensures that each indicator is measured in a consistent and standardised way.

- A PMF will be developed by the PRS Office and shared for validation with each PRS Working Group
 - Components will include: shared outcome, associated indicators, associated program, baseline/target, data source, frequency of data collection etc.
 - Divisional representatives from the PRS Working Group are responsible for filling in the PMF tool that applies to their respective activity/program
 - PMFs will be shared with the relevant Divisional staff who oversee analytics and business intelligence for the purposes of feeding and sharing data with the PRS Office. These staff will be convened through a Data Analytics Group (DAG).

III. Baselines and Targets

Year 1- All indicators measured in Year 1 will be used to set baselines. Targets will be set dependent on baselines.

Specific Targets can and will be set when:

- There is a need to improve the performance measure
- There is a readiness and willingness to improve a performance measure

Year 2 to 4 - Continuous measurement and monitoring

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Phase 3: Collecting and Reporting Data

Once the PRS Working Groups have selected indicators and performance measures, the next step requires articulating the process of collecting, storing, analyzing and reporting on the data. The data collection and reporting process entails:

- The PRS Office establishing a Data Analytics Group which will bring together business intelligence and analytics staff, open data and others with a mandate to collect and feed data into the PRS dashboard as it relates to the Term Action Plan
- The Data Analytics Group will use the PMFs developed by the Working Groups and validate for feasibility, validity and availability of data
- The Data Analytics Group will then populate a corresponding Data Collection Plan to each PMF which will outline:
 - frequency of data collection, data storage, data accuracy and data delivery
- Relying on divisional data submissions, the PRS Office will ensure routine data reporting through the PRS

Phase 4: Continuous Improvement

Building upon the RBA approach, the PRS Office will consider population level indicators, specific performance measures derived from PRS activities and together with participating divisions, make recommendations of turning the curve of the baselines. The PRS Office will apply the learnings from the data to inform the planning and delivery of PRS activities and support inter divisional collaboration by working towards the same outcomes of mitigating and reducing the effects of poverty in the City of Toronto.

PRS Office and Divisional Responsibilities

The PRS Office will:

- Establish and facilitate 3-5 PRS key theme area M&E working groups and one Data Analytics working Group
- Develop and distribute divisional data sharing agreements
- Will coordinate the data submission process between divisions and SDFA's Social Research Unit
- Design the wireframe of the PRS reporting dashboard

Divisional Ask/Responsibilities

The PRS Office requests that Divisions and Agencies:

- Be able to commit to staffing and resource requirements (minimum one divisional rep per working group)
 - Staff attend weekly/monthly Working Group meetings
- Validate applicable PRS LMs and PRS outcomes

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- Be collecting data or plan to collect impact level data
- Determine and share the 1-3 most important PRS related metrics currently being tracked (current state)
- Implement PRS key theme area client outcomes survey (future state)
- Have commitment from Senior Management to share data quarterly or annually for the PRS dashboard