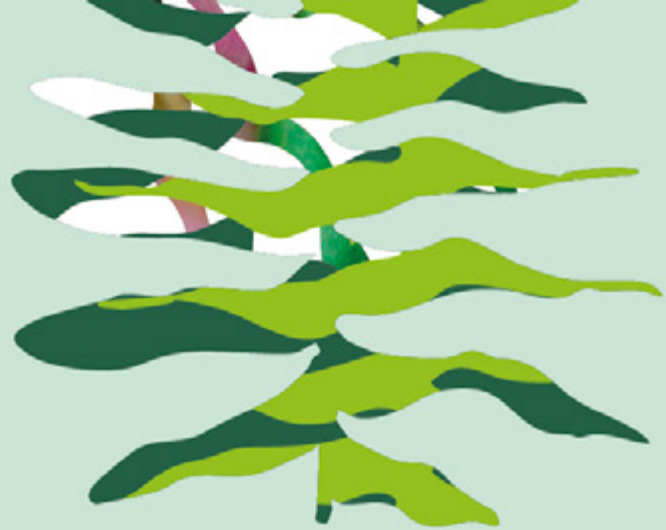# Monitoring and Assessment Plan

Action Plan monitoring yields information on which to base results-driven project management that is capable of interpreting change and open to innovation

The goal of the Monitoring Plan is to keep constant track of the physical and financial progress of the Action Plan and, more generally speaking, the overall progress of project activities that are already off the ground, in order to identify any deviations from the planned course as soon as possible and take appropriate corrective and remedial action as required.

Monitoring, therefore, is a non-negotiable action to identify any deviations or even mistakes that might have been made during the planning stage.

Furthermore, the information gathered during the monitoring stage can also represent an invaluable source of information for both internal and external stakeholders.

To facilitate data collection, where projects call for the involvement of additional partners, all parties are required to sign bilateral or multilateral operational agreements to share commitment and engagement in the implementation of the individual projects and the allocation of roles and responsibilities.

The Monitoring Plan's timeline features two-yearly project information updates, to be carried out internally, in addition to an intermediate assessment in 2028 to be handled by a party outside the University of Padua. That year's assessment will check that short- and medium-term projects have been completed, hence yielding a sufficient amount of data to be able to formulate the initial key assessment factors. The procedure will consist in checking that the diagnosis is up to date, defining the form the assessment will take, identifying the assessment questions that need to be answered and proposing an Action Plan update. The assessment activity will also include participatory sessions for discussion among the parties involved in the working groups that have worked on preparing the Management Plan.

5.1 Defining indicators

The minimum set of indicators to be used to monitor the Management Plan is identified based on methodological considerations. While operations are in the operational planning phase, the indicators in question will be checked to ensure they are current, identifying additional indicators or breaking them down further where it is felt there is a need to do so.

The set of monitoring indicators addresses the need to check the progress of projects and relevant outcomes, with a full, in-depth analysis of how successful they have been in meeting the programme's various goals. This is why great care goes into setting the

monitoring timeframe and why monitoring continues even after the physical completion of the work.

During the Management Plan's planning stage and early implementation, it is essential to define the target values for each project in both qualitative and quantitative terms.

5.2 Method of compiling the set of indicators

Monitoring indicators are identified based on the following criteria:

• level of alignment: the indicators must be in line with the Plan's general and specific goals;

• reliability: the information required to calculate the indicators must be taken from an identifiable source and allow for correct and unambiguous reference to a type of action that is homogenous in terms of its content and the specific goals it refers to;

• relevance: ability of the indicator to interpret the project's goals;

• exhaustiveness: the indicators' various analytical dimensions must be suitably covered with regard to the content of the projects and functionality of the monitoring of initiatives;

• availability of information that can be used to update indicators, to ensure the system is efficient.

The set of monitoring indicators for projects included in the Action Plan is given in the table below, which also includes information of various kinds:

• project in question;

• indicator chosen for monitoring.

Action monitoring indicators

No.	ACTION TITLE	INDICATORS
1	EXTENSION OF THE BUFFER ZONE	• Minor Boundary Modification document drawn up (yes/no) • New boundaries incorporated into Padua City Council urban planning (yes/no)
2	REVISION OF PROTECTION AND MANAGEMENT SECTION OF SOUV	• Text of section drawn up (yes/no) • Text approved by World Heritage Centre (yes/no)
3	RESTORATION AND EXTENSION OF PROPAGATION, CONSERVATION AND QUARANTINE GREENHOUSES	• No. of greenhouses produced • Timeline met
4	REPAIR, RESTORATION AND REDESIGN OF THE BIODIVERSITY GARDENS VISITOR ROUTES	• Restoration completed (yes/no) • Timeline met
5	RESTORATION AND MAINTENANCE OF MANMADE STONE STRUCTURES AND METALWORK	• Sq m restored • Timeline met
6	REPAIR OF THE ROOF ON THE PREFECT'S RESIDENCE	• Roof restored (yes/no) • Timeline met
7	INSTALLATION OF THE NEW LIGHTING SYSTEM	• Environmentally friendly lighting system installed (yes/no) • Timeline met
8	DISASTER RISK MANAGEMENT PLAN	• DRMP compiled (yes/no)
9	COLLECTION CATALOGUING, DIGITIZATION AND METADATA MANAGEMENT	• Historic Herbarium digitization completed (yes/no) • Forti algae collection digitization completed (yes/no) • Book digitization projects initiated (yes/no)
10	UNIVERSITY COMMUNITY THIRD MISSION PROJECTS	• Local resident event delivered (yes/no) • Schools programme delivered (yes/no) • No. of entries to *S4A cittadinanza* • No. of teachers and pupils involved in schools programme
11	ANNUAL CALL FOR COLLABORATIONS AND CULTURAL ACTIVITIES TO BE INITIATED WITH LOCAL ENTITIES	• No. of proposals submitted • No. of proposals approved • No. of projects successfully completed
12	THE BOTANICAL GARDEN OF THE UNIVERSITY OF PADUA, LIVING HERITAGE (VENETO REGION'S CALL FOR FUNDING UNDER THE ERDF REGIONAL PROGRAMME - ACTION 4.6.1)	• Amount of new content produced • No. of individuals involved in the participatory process • No. of events and activities organized • Interactive material produced (yes/no) • Statement approved by the Regional Council and funds issued (yes/no)
13	PROJECTS WITH UNESCO-LISTED GARDENS	• No. of projects launched • No. of researchers, staff, gardeners involved
14	EDUCATION PROGRAMME	• Annual programme defined (yes/no) • No. of school sign-ups • No. of education initiative attendees
15	TRAINING AND ONGOING REFRESHER COURSES	• Annual training programme defined (yes/no) • No. of courses set up • No. of individuals trained • No. of kits handed out
16	IMPLEMENTATION OF THE RESEARCH PLAN	• No. of projects delivered • No. of partners involved
17	IMPLEMENTATION OF THE ARCHITECTURAL BARRIER ELIMINATION PLAN	• Website implemented with new content (yes/no) • No. of works delivered • Architectural Barrier Elimination Plan contact person identified (yes/no)
18	*ACCESSIBILITY OF COLLECTIONS HELD BY THE BOTANICAL GARDEN OF PADUA: THE ROAD TO A GARDEN "FOR ALL" (ITALIAN LAW LEGGE 77/2006 EF 2024)*	• Self-guided tour delivered to accommodate special mobility requirements (yes/no) • No. of smart signs produced • Website implemented with new content (yes/no) • Statement approved by the Ministry of Culture and funds issued (yes/no)
19	THE FLOWER FESTIVAL (*FESTA DEI FIORI*)	• Festival delivered (yes/no) • No. of people taking part • Monitoring indicators identified during final planning stage
20	CULTURE AND NATURE, ART AND SCIENCE CROSS-POLLINATION PROJECTS	• No. of initiatives delivered • No. of people taking part
21	DEVELOPMENT OF LOCAL TOURISM PROMOTION TOOLS	• No. of initiatives delivered • Performance indicators for the campaigns delivered
22	LOCAL ADVISORY ROUNDTABLES	• Roundtables established (yes/no) • No. of meetings held within the timeline • Collaborations established (yes/no)
23	VISITOR MANAGEMENT PLAN	• VMP compiled (yes/no) • No. of monitoring indicators identified
24	CERTIFICATION OF EVENT SUSTAINABILITY	• Certification issued

5.3 Monitoring and assessment of management and governance system

Over the last 15 years, the Botanical Garden has undergone a profound structural, management and operational evolution. At the same time, the University has amended its own organizational structure, setting up new units specifically for the Site, which have seen their headcount increase over time to meet growing demands.

An array of departments and bodies of various kinds operate and implement actions within the Botanical Garden (University Centres, Departments, divisions under Central Administration) with regard to all three missions pursued by the University (Teaching, Research, Third Mission).

The Management Plan formalizes the management and governance system adopted for the Site in recent years, adding to it and fine-tuning it in response to established and emerging needs and opportunities (see sect. 4.1).

The management structures described in sect. 4.1.3 (Managing Board, Coordination Table) require constant monitoring in order to check that they are fit for purpose and meet the implementation requirements of the Action Plan.

The indicators used to assess the management system are:

• N° of meetings held / N° of meetings planned;

• N° of people attending / N° of people invited to attend;

• % of Action Plan implementation;

• Timeline met for implementation of the Action Plan as a whole.

A similar assessment measure will be put in place to check whether the governance system (Institutional Roundtable for the city's UNESCO Sites and Stakeholder Advisory Roundtables) is fit for purpose, looking into their composition, their effectiveness and any corrective actions to be set out to improve their effectiveness.

5.4 Timeline

No.	ACTION TITLE	2025 I	2025 II	2026 I	2026 II	2027 I	2027 II	2028 I	2028 II	2029 I	2029 II	2030 I	2030 II	2031 I	2031 II
1	Extension of the Buffer Zone			█	█										
2	Revision of protection and management section of SOUV									█	█				
3	Restoration and extension of propagation, conservation and quarantine greenhouses	█	█												
4	Repair, restoration and redesign of the Biodiversity Gardens visitor routes				█	█	█	█							
5	Restoration and maintenance of manmade stone structures and metalwork											█	█		
6	Repair of the roof on the Prefect's Residence							█	█						
7	Installation of the new lighting system							█	█						
8	Disaster Risk Management Plan							█	█						
9	Collection cataloguing, digitization and metadata management	█	█	█	█					█	█	█	█	█	█
10	University community Third Mission projects	█	█	█	█	█	█	█	█	█	█	█	█		
11	Annual call for collaborations and cultural activities to be initiated with local entities			█	█	█	█	█	█	█	█	█	█		
12	*The Botanical Garden of the University of Padua, living heritage* (call for funding under ERDF Regional Programme, action 4.6.1)					█	█	█	█	█	█	█	█		
13	Project with UNESCO-listed Gardens	█	█	█	█	█	█	█	█	█	█	█	█		
14	Education programme	█	█	█	█	█	█	█	█	█	█	█	█		
15	Training and ongoing refresher courses	█	█	█	█	█	█	█	█	█	█	█	█		
16	Implementation of the Research Plan	█	█	█	█	█	█	█	█			█	█	█	█
17	Implementation of the Architectural Barrier Elimination Plan			█	█			█	█	█	█	█	█	█	█
18	*Accessibility of collections held by the Botanical Garden of Padua: the road to a Garden "for all" (Italian law Legge 77/2006 EF 2024)*			█	█			█	█						
19	The Flower Festival (Festa dei fiori)	█	█	█	█	█	█	█	█	█	█	█	█		
20	Culture, art and science cross-pollination projects	█	█	█	█	█	█	█	█	█	█	█	█		
21	Development of local tourism promotion tools	█	█	█	█	█	█	█	█	█	█	█	█		
22	Local advisory roundtables			█	█	█	█	█	█	█	█	█	█		
23	Visitor Management Plan			█	█										
24	Certification of event sustainability	█	█	█											