



Sustainability Fund

Monitoring and Evaluation Framework

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Acknowledgements

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Acknowledgment

We acknowledge and respect Victorian Traditional Owners as the original custodians of Victoria's land and waters, their unique ability to care for Country and deep spiritual connection to it. We honour Elders past and present whose knowledge and wisdom has ensured the continuation of culture and traditional practices.

We are committed to genuinely partner, and meaningfully engage, with Victoria's Traditional Owners and Aboriginal communities to support the protection of Country, the maintenance of spiritual and cultural practices and their broader aspirations in the 21st century and beyond.



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Sustainability Fund

Monitoring and Evaluation Framework

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1. Introduction

1.1 Overview

Under the Environment Protection Act 1970, the Municipal and Industrial Landfill Levy is charged on waste disposed at landfill sites across Victoria. Part of the levy goes towards the Sustainability Fund (the Fund), which resources projects and programs across the state in line with its legislated objectives to foster:

- environmentally sustainable uses of resources and best practices in waste management to advance the social and economic development of Victoria
- community action or innovation in relation to the reduction of greenhouse gas substance emissions or adaptation or adjustment to climate change in Victoria.

The Sustainability Fund has been administered by the Department of Environment, Land, Water and Planning (DELWP) since July 2015.

To promote transparency, accountability and continuous improvement, DELWP developed a monitoring and evaluation framework for the Fund. This document outlines the framework and points to supporting materials and documents that will maintain this capacity.

1.2 Purpose and objectives of the monitoring and evaluation framework

The purpose of monitoring and evaluating the Sustainability Fund is to:

- provide transparency and accountability for Sustainability Fund monies
- show achievement against the Fund's legislated objectives
- support decision-making
- support learning from the delivery of funded projects and programs (i.e. lessons learned).

The objectives of the Sustainability Fund monitoring and evaluation framework (this document) are to:

- provide high-level guidance to projects about how the Sustainability Fund will be reporting against its legislative objectives, including key outcomes and indicators
- provide high-level guidance to Fund recipients about the focus, timing and responsibilities of monitoring and evaluation activities.

1.3 Approach to monitoring and evaluation of the Fund

This framework focuses on the Sustainability Fund itself (i.e. at an aggregate level). However, because of the need to draw data from funded projects¹, the framework (and associated guidance materials; **Error! Reference source not found.**) is an effort to promote consistency in project-level monitoring and reporting. It should be noted that other requirements (e.g. lapsing program requirements) would still apply as relevant and be incorporated into any project-level evaluation efforts.

Other features of the approach to monitoring and evaluation outlined in this framework include:

- A bottom-up approach to collating and reporting on outcomes and achievements. While significant investments are made with the Fund, most supported projects are only a contribution to state level outcomes. As such, state-level indicators or performance measures are not appropriate (i.e. because of issues of attribution). Instead, this framework focuses on aggregating project-level achievements.
- This document provides only the high-level guidance for monitoring and evaluation. More detailed guidance and support is provided to projects through separate guidance documents and templates.
- Projects are diverse, but they may also have several further layers of funding devolution to other projects and/or entities (e.g. community groups). This emphasises the need for indicators and data collection that is flexible and can accommodate different levels of capability (of stakeholders) and different levels of complexity (in project design).
- In line with the principles of continuous improvement, this framework is intended to be adapted and refined as it is implemented. The framework aims to lay a basic groundwork for monitoring and

¹ note that 'projects' has been used throughout to refer to Sustainability Fund funded initiatives, recognising that this includes 'projects' of varying size, scale and complexity, many of which constitute their own programs.

evaluation that can be built on through time. This includes an initial focus on gaining consistency in reporting on key indicators and, in time, development of more sophisticated evaluation methods for reporting on higher-order and longer-term outcomes.

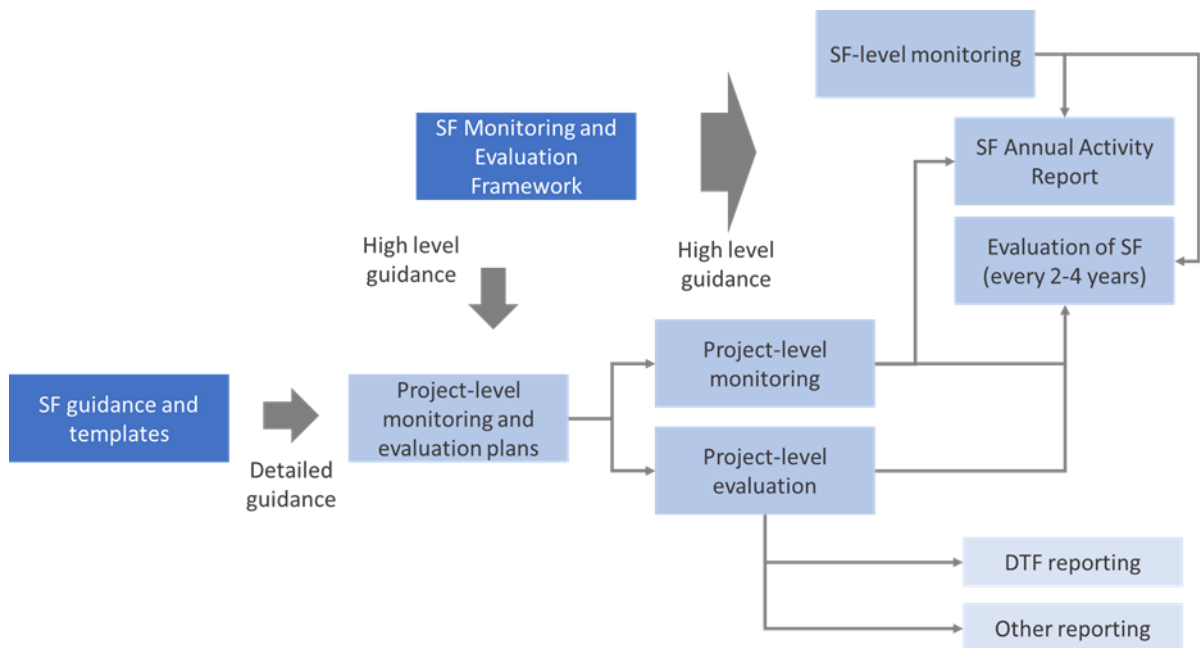


Figure 1: Relationship between framework components.

1.4 Development and structure of this document

This monitoring and evaluation framework builds on existing materials developed by DELWP for overseeing and guiding evaluation of the Fund. The framework draws on:

- two consultation workshops with project managers (i.e. recipients of the funding)
- collaboration with representatives from different departments and agencies supported by the Fund via a reference group
- a review of other relevant monitoring and evaluation plans and frameworks in Victoria, including DELWP 2020, Biodiversity 2037, Sustainability Victoria’s Benefits Realisation Framework, DELWP strategic plan, DPC Outcomes Reform, State of Adaption MERI, the Statewide Waste and Resource Recovery Infrastructure Plan.
- review of previous reporting to the Sustainability Fund.

This document:

- provides an overview of the strategic priorities and key outcomes expected to emerge from Sustainability Fund projects (Section 2).
- outlines the focus for monitoring and evaluation in a series of key questions (Section 0).
- identifies indicators and data sources that will help in addressing each of the key questions, together with the likely methods for collecting that data (Section 4, supplemented with the attached Outcomes and Indicators Spreadsheet).
- outlines high-level guidance on data collection and management processes (Section 5).
- discusses reporting mechanisms, roles and risk management arrangements relevant to the framework (Section **Error! Reference source not found.**).

2. The Sustainability Fund – objectives and outcomes

The Sustainability Fund supports a broad range of initiatives, including funding projects relating to waste, litter, contaminated land, illegal dumping, energy efficiency, renewable energy, resource efficiency, climate change adaptation and biodiversity.

The legislated objectives of the Fund and a Priority Statement, which outlines nine priority areas, guides investment decision-making (**Error! Reference source not found.**). While the legislated objectives and strategic priorities each have their own focus, there is a substantial level of overlap and interconnection between the outputs and outcomes associated with each.

Legislated objective	Strategic priorities
Fostering environmentally sustainable uses of resources and best practices in waste management to advance the social and economic development of Victoria (waste)	<p>1.1 making alternatives to landfill more viable and cost competitive through the stimulation, creation and expansion of viable markets for recycled and recovered materials</p> <p>1.2 facilitating a network of best practice waste and resource recovery infrastructure which minimises public health and environmental impacts and maximises resource recovery opportunities</p> <p>1.3 providing equity in access to, and reducing impacts of, waste and resource recovery services on communities</p> <p>1.4 improving waste education and waste management capability to reduce waste generation, recover resources, and prevent littering and illegal dumping</p> <p>1.5 modernising the management of legacy contamination or pollution</p>
Fostering community action or innovation in relation to the reduction of greenhouse gas substance emissions [mitigation] or adaptation or adjustment to climate change in Victoria (climate change)	<p>2.1 supporting individuals, communities and industry to transition to a low carbon economy</p> <p>2.2 supporting Victorians to adapt to the impacts of climate change, particularly those most vulnerable and least able to do so</p> <p>2.3 building Victorian communities' capacity, capability and skills in responding to climate change</p> <p>2.4 assisting Victoria's ecosystems and native species to be more resilient to climate change and/or support mitigation outcomes</p>

Table 1. Objectives and priorities for the Sustainability Fund as outlined in the Priority Statement.

Error! Reference source not found. provides a simplified 'program logic' for the Sustainability Fund, outlining the key outcomes expected from funded projects and how they align with strategic priorities and the legislated objectives at the whole of Fund level. It is important to note that **Error! Reference source not found.** is not an exhaustive model of all of the outcomes from funded initiatives. Instead, it:

- provides a simplified view of the most common outcomes from funded projects, allowing for a 'line of sight' between funded initiatives and the legislated objectives
- highlights that some projects have outcomes that contribute indirectly to higher-level objectives and priorities (e.g. partnerships or new policies or standards).

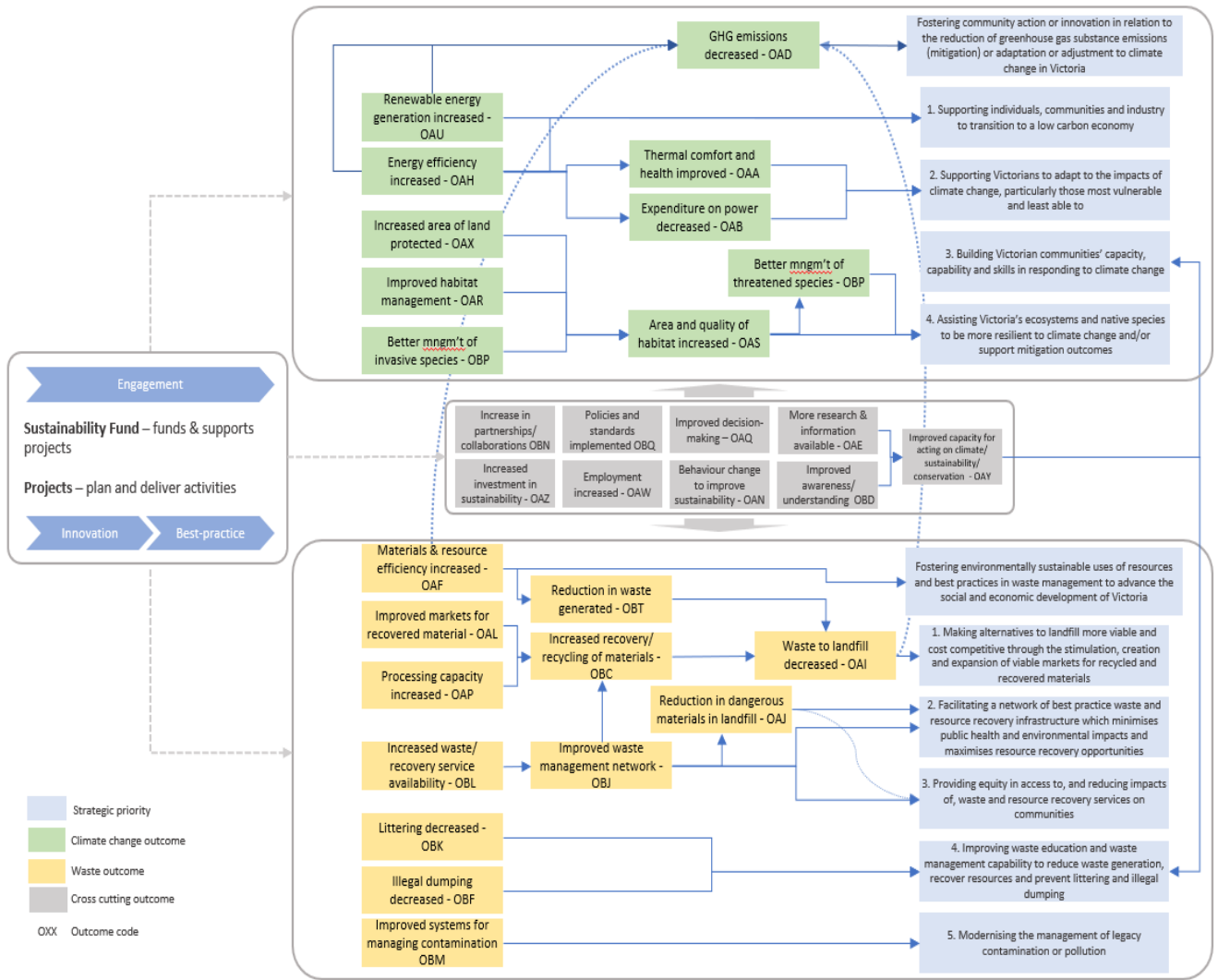


Figure 2: High-level logic model for the Sustainability Fund showing key outcomes and relationships to the Fund strategic priorities.

For clarity, Table 2 lists the outcomes in **Error! Reference source not found.** against the objectives they are most relevant to. More detail about these outcomes and indicators for monitoring and assessing them is provided in Section 4 and in Attachment A (SF_Outcomes_andIndicators.xlsx).
The relationship between the strategic priorities and outcomes is depicted in Appendix 1.

Code	Outcome	Relevant objective
OAI	Waste to landfill decreased	Waste
OAJ	Reduction of dangerous materials in landfill	Waste
OAL	Improved markets for recovered materials	Waste
OAP	Processing capacity increased	Waste
OBC	Increased recovery/ recycling of materials	Waste
OBF	Illegal dumping decreased	Waste
OBJ	Improved waste management network	Waste
OBK	Littering decreased	Waste
OBL	Increased waste/ resource recovery service availability	Waste
OBM	Improved systems for managing contamination	Waste
OBT	Reduction in waste generated	Waste
OAA	Thermal comfort & health improved	Climate change
OAB	Expenditure on power decreased	Climate change
OAD	GHG emissions decreased	Climate change
OAH	Energy efficiency increased	Climate change
OAR	Improved habitat management	Climate change
OAS	Area and quality of habitat increased	Climate change
OAU	Renewable energy generation increased	Climate change
OAX	Increased area of land protected	Climate change
OBP	Better management of invasive species	Climate change
OBR	Better management of threatened species	Climate change
OBS	More Victorians supported to adapt to climate change	Climate change
OAE	More research & info available	Both
OAF	Materials & resource efficiency increased	Both
OAN	Behaviour change to improve sustainability	Both
OAQ	Improved decision-making	Both
OAW	Employment increased	Both
OAY	Improved capacity for acting on climate change/ sustainability/ conservation	Both
OAZ	Increased investment in sustainability/conservation/climate change	Both
OBD	Improved awareness/ understanding	Both
OBN	Increased partnerships/ collaborations	Both
OBY	Policies and standards implemented	Both

Table 2. Key Sustainability Fund outcomes (also in Error! Reference source not found.).

3. The focus of monitoring and evaluation

As noted in Section 1.2, the purpose of monitoring and evaluating the Sustainability Fund is to:

- provide transparency and accountability for Sustainability Fund monies
- show achievement against the Fund's legislated objectives
- support decision-making
- support learning from the delivery of funded projects and programs (i.e. lessons learned).

In line with these needs, Table 3 outlines a series of questions to be addressed by the overlapping processes of:

- Monitoring – the ongoing process of collecting and reporting data on key inputs, activities, outputs and, where possible, outcomes. Monitoring is a routine activity, typically built into program delivery and used to inform managers about implementation progress.
- Evaluation – the periodic and systematic process of collecting and assessing data (including monitoring data) to make judgements about the overall effectiveness, appropriateness and efficiency of an initiative.

These questions will be addressed by a range of indicators and monitoring and evaluation processes (Figure 3), outlined in greater detail in Section 4. The focus of this framework is on how monitoring at the project level will feed into regular reporting and evaluation at the Fund-level (see also **Error! Reference source not found.**, p. **Error! Bookmark not defined.**).

Key question	Sub-question	Frequency of reporting
Monitoring		
1. What progress is being made against priority areas and legislated objectives?	a) What has been achieved in relation to key indicators?	Annual
	b) What examples are there of outcomes and impacts?	
	c) To what extent are projects on track?	
2. How much has been invested and on what?	a) In which areas/against which priorities has investment been directed?	Annual
	b) What types of projects have been funded?	
	c) What resources have been leveraged?	
Evaluation		
3. What difference is the fund making to Victoria?	a) What outcomes have been achieved?	2 – 4 yearly
	b) How long-lasting are the impacts from different projects likely to be?	
	c) How well have individual projects delivered on/achieved their objectives and those of the Fund?	
	d) What feedback are stakeholders providing about projects?	
4. How well governed has the Sustainability Fund been?	a) How well have funded projects described their alignment with legislated objectives and strategic priorities?	2 – 4 yearly
	b) To what extent are funding decisions transparent?	
	c) To what extent are there appropriate and effective systems for overseeing adherence to agreements?	
5. What opportunities are there to improve investment decisions and the value achieved through the fund?	a) How cost-effective have different investments been?	2 – 4 yearly
	b) What lessons have been learned from different investments?	
	c) To what extent are projects innovative, using best-practice and considering issues of equity?	
	d) What lessons can be learned across projects to improve the effectiveness of interventions?	
	e) What other opportunities are there for improving the implementation of the Fund?	

Table 3. Key questions for guiding monitoring and evaluation of the Sustainability Fund.

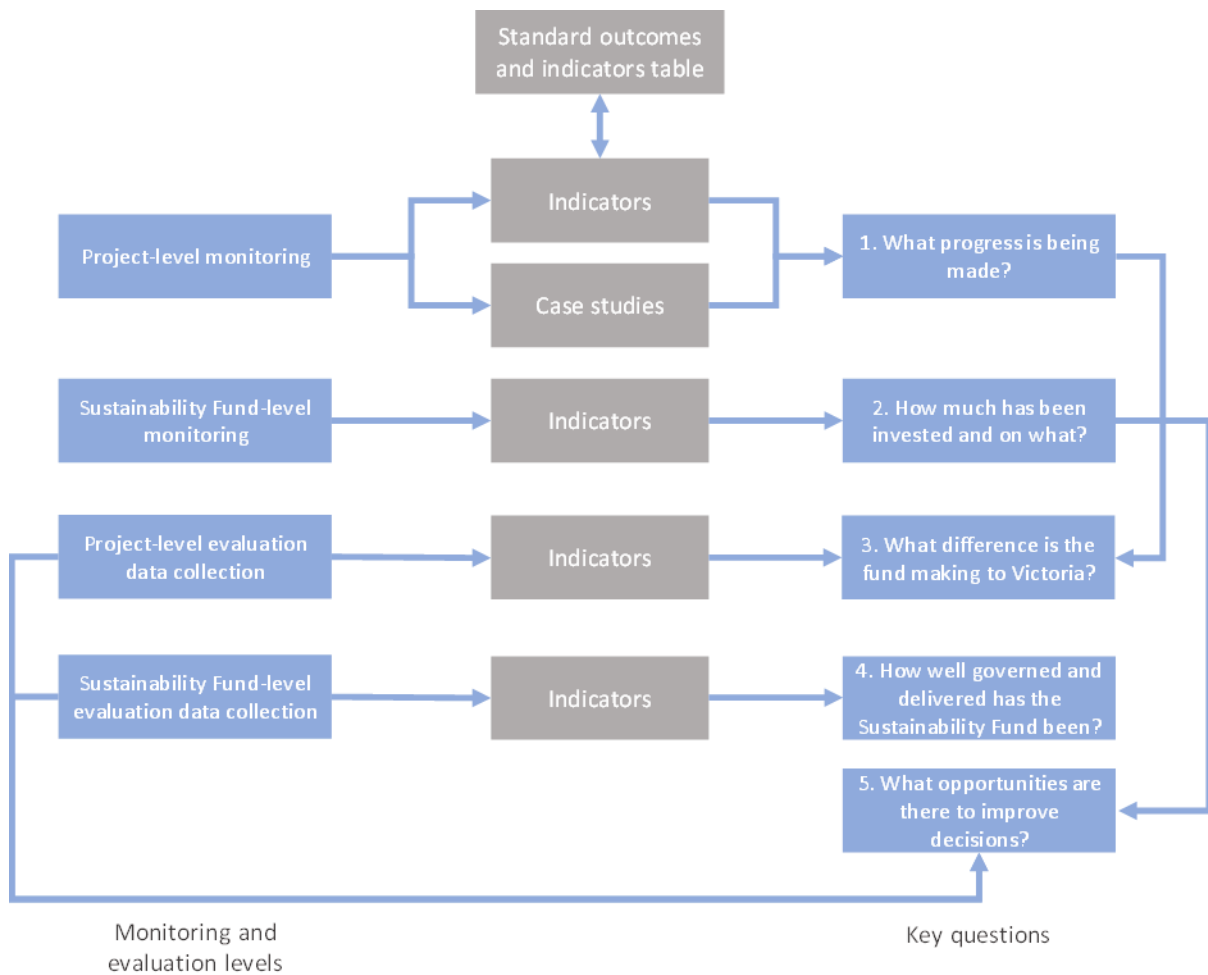


Figure 3. Key monitoring and evaluation questions and link to monitoring and evaluation activities at different levels.

4. Indicators and data sources

Table 4 shows a selection of indicators and other issues that would be considered in addressing each of the key monitoring and evaluation questions. Flowing from these indicators and issues, it also outlines potential data sources and methods and responsibility for different elements.

Importantly, much of the detail regarding the outcomes from the Sustainability Fund (i.e. questions 1 and 3) rely on standard monitoring data collected at the project-level. **Error! Reference source not found.** in Appendix 2 outlines standard indicators matched to key outcomes.

Projects would be expected to report against a subset of indicators as is relevant to their intervention. Among the standard indicators (Appendix 2), there are a range of priority indicators that the Sustainability Fund team would encourage funded projects to capture. This would allow for Fund-level aggregation of key metrics.

Projects could also report against any other additional indicators as appropriate, including non-standard indicators. These non-standard indicators could relate to co-benefits that might fall outside the scope of the Sustainability Fund objectives or to project-specific outcomes that provide additional detail or insight. Over time, and if relevant, these non-standard indicators could be integrated into the standard reporting framework so that other projects can apply them in the future.

Standard indicators (**Error! Reference source not found.**, Appendix 2) were selected based on consideration of:

- how readily they are able to be aggregated (and disaggregated) to provide Fund-wide measures
- how feasible they are to collect across a diverse range of projects
- how well they align with the outcome (and underlying objective) of interest
- how well they align with indicators used in other Victorian frameworks and plans
- how attributable they are to project activities, with preference given to indicators that are directly attributable and aggregable
- the potential for projects to use a complementary set of indicators that more comprehensively describe their own outcomes (depending on the scale and scope of funding provided) that may complement these standard indicators
- the potential for the set of indicators to ‘tell the story’ of each outcome – i.e. both the overall achievement, but also supporting detail, such as the types of materials recycled or the number of groups and households reached.

Some indicators are based on qualitative descriptions where there is no ‘easy’ quantitative indicator. In these instances, a supplementary (and potentially lower level) quantitative indicator should also be selected.

Appendix 2 also outlines how indicators are to be selected based on alignment to the strategic priorities and how they will contribute to annual reporting for the Fund.

Key question/ sub-question	Indicators/issues to consider	Data source and method	Responsibility	Timing
1. What progress is being made against priority areas and legislated objectives?				
a. What has been achieved in relation to key indicators?	<ul style="list-style-type: none"> standardised indicators as outlined in Appendix 2 	Project-level monitoring data	Indicators to be reported on at the project level Sustainability Fund Team (SFT) to aggregate and report on key indicators at the Sustainability Fund level	Annual reporting
b. What examples are there of outcomes and impacts?	<ul style="list-style-type: none"> case studies on individual projects 	Case studies to be drawn from project-level plans, milestone reports and/or evaluation reports	Projects to fulfil reporting requirements as necessary SFT to identify and develop case studies in collaboration with recipients	Annual reporting
c. To what extent are projects on track?	<ul style="list-style-type: none"> % delivering as per milestone agreements 	Milestone reports/ Sustainability Fund records	Projects to fulfil reporting requirements as necessary SFT to track and report	Annual reporting
2. How much has been invested and on what?				
a. In which areas/against which priorities has investment been directed?	<ul style="list-style-type: none"> \$ provided to projects classification of projects against objectives, strategic priorities 	Sustainability Fund records	SFT to track and report	Annual reporting
b. What types of projects have been funded?	<ul style="list-style-type: none"> classification of projects by intervention, outcome type, delivery agent, etc. 	Sustainability Fund records	SFT to track and report	Annual reporting
c. What resources have been leveraged?	<ul style="list-style-type: none"> \$ leveraged by project area in-kind contributions by project area 	Project-level monitoring data	Projects to track resourcing (if relevant) Sustainability Fund Team (SFT) to aggregate and report	Annual reporting
3. What difference is the fund making to Victoria?				
a. What outcomes have been achieved?	<ul style="list-style-type: none"> standardised indicators as outlined in Appendix 2 case studies on individual projects 	Project-level monitoring data Project-level evaluation reports	Indicators to be reported on at the project level SFT to aggregate and report on key indicators at the Sustainability Fund level SFT to identify and develop case studies in collaboration with recipients	2-4 yearly

Key question/ sub-question	Indicators/issues to consider	Data source and method	Responsibility	Timing
	<ul style="list-style-type: none"> aggregation of non-standard outcomes/indicators where possible 			
b. How long-lasting are the impacts from different projects likely to be?	<ul style="list-style-type: none"> classification of project outcomes by nature of impact (e.g. infrastructure = long-term impact with benefits accruing immediately, policy = medium-term impact with longer lead time) 	Project-level evaluation reports	SFT to classify and assess different impact types	2-4 yearly
c. How well have individual projects delivered on/ achieved their objectives?	<ul style="list-style-type: none"> % of projects delivering against their stated objectives nature of issues/short-comings 	Project-level evaluation reports	Projects to fulfil reporting requirements as necessary SFT to summarise levels of achievement across funded projects	2-4 yearly
d. What feedback are stakeholders providing about projects?	<ul style="list-style-type: none"> stakeholders' perceptions (project-level) of the project value and their satisfaction with its delivery stakeholder feedback about future needs (relative to the project's objectives) 	Project-level evaluation reports (likely via standardised survey questions)	Projects to fulfil reporting requirements as necessary SFT to summarise findings across funded projects	
4. How well governed and delivered has the Sustainability Fund been?				
a. How well do funded projects align with legislated objectives and strategic priorities? ²	<ul style="list-style-type: none"> alignment of projects to Fund objectives (%/nature of any misalignment) 	Project-level documentation	SFT	2-4 yearly
b. To what extent are funding decisions transparent?	<ul style="list-style-type: none"> documentation of assessment process and application of criteria appropriateness of criteria in relation to fund objectives perspectives of applicants (successful and unsuccessful) 	Sustainability Fund records (e.g. funding guidelines, assessment matrixes, meeting minutes) Interviews/survey of applicants	SFT to maintain records SFT to coordinate interview or survey	2-4 yearly

² While this is expected to be 100%, it will be important for this to be independently reviewed

Key question/ sub-question	Indicators/issues to consider	Data source and method	Responsibility	Timing
c. To what extent are there appropriate and effective systems for overseeing adherence to agreements?	<ul style="list-style-type: none"> • systems for monitoring and adapting project delivery • systems for assessing and addressing project risks • perspectives of funded project managers 	<p>Sustainability Fund records, policies and other documents</p> <p>Interviews/survey of project managers</p>	<p>SFT to maintain records</p> <p>SFT to coordinate interview or survey</p>	2-4 yearly
5. What opportunities are there to improve investment decisions and the value achieved through the fund?				
a. How cost-effective have different investments been?	<ul style="list-style-type: none"> • cost/unit outcome (e.g. \$/t diverted) for projects where possible³ 	Project-level documentation	<p>Projects to fulfil reporting requirements as necessary</p> <p>SFT to develop analysis where appropriate</p>	2-4 yearly
b. To what extent are projects innovative, using best-practice and considering issues of equity?	<ul style="list-style-type: none"> • assessment of level/type of innovation being displayed by projects • case studies of innovation • proportion of projects identified as not using good or best-practice techniques (where applicable) • case studies of projects demonstrating equity considerations 	Project-level evaluation reports	<p>Projects to fulfil reporting requirements as necessary</p> <p>SFT to aggregate and theme where appropriate</p>	2-4 yearly
c. What lessons can be learned across projects to improve the effectiveness of interventions?	<ul style="list-style-type: none"> • lessons identified in project reports 	Project-level evaluation reports	<p>Projects to fulfil reporting requirements as necessary</p> <p>SFT to aggregate and theme where appropriate</p>	2-4 yearly
d. What other opportunities are there for improving the implementation of the Fund?	<ul style="list-style-type: none"> • assessment of findings above • perspectives of funded project managers • perspectives of SFT 	<p>Interviews/survey of project managers</p> <p>Interviews with SFT</p>	SFT to coordinate interview or survey	2-4 yearly

Table 4. Key questions, indicators and potential data sources and methods.

³ In the early iterations of this framework, we expect that this cost-effectiveness assessment would only be applied where appropriate and feasible. It would not compare across different outcomes and it would need to clearly note where co-benefits have not been captured/accounted for. It should, nevertheless, provide a means of coarsely comparing and learning about the investment required per-unit-outcome (e.g. dollars per tonnes of waste diverted).

5. Data collection and management

Effective management of data will be an important process in monitoring and evaluating the Sustainability Fund. Streamlined systems will be important for regular (i.e. annual) reporting of key metrics, but also for efficient longer-term evaluation of the Fund's achievements. Data would be collected and managed at two levels (Figure 4):

- **Project-level collection and collation of monitoring and evaluation data.** This would include:
 - standardised indicator data entered into a pro-forma spreadsheet / online form template annually (allowing for aggregation at the Fund level)
 - evaluation reporting, guided by a set of standard questions
 - evaluation reporting based on the individual, non-Sustainability Fund needs of the project.
- **Sustainability Fund-level in terms of collating project-level data, maintaining Sustainability Fund records and collecting additional evaluation data.**

More detail will be provided here on development of project-level processes and guidance.

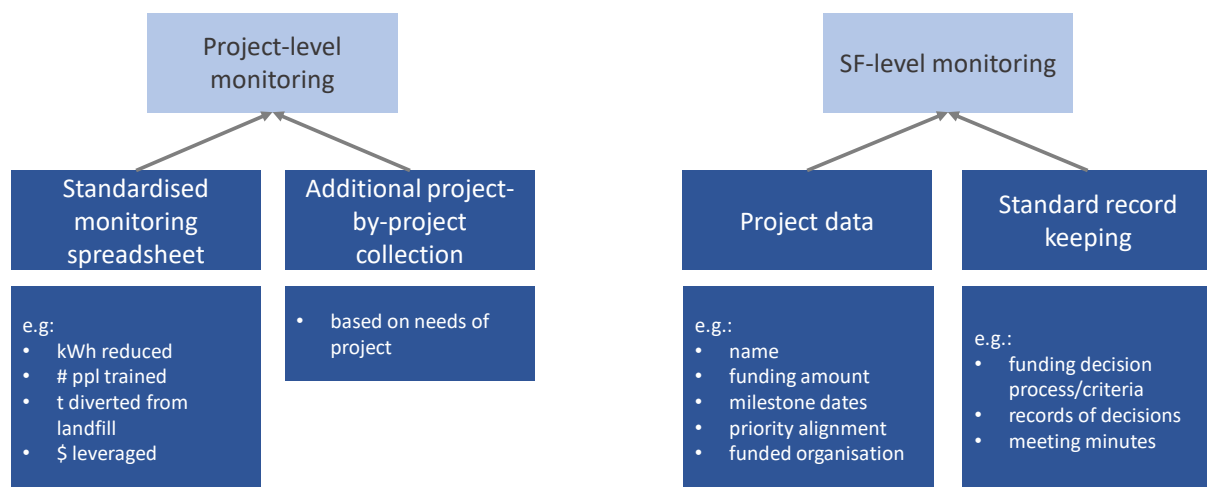


Figure 4. Indicative levels of data collection and management.

6. Reporting, responsibilities and governance

6.1 Reporting

Stakeholders who are likely to be interested in monitoring and evaluation of the Sustainability Fund are outlined in Table 5 below. In turn, we expect that the primary reporting mechanisms for monitoring and evaluation of the Fund will include:

- **An annual Activities Report.** The report details the purpose of the fund, funding priorities and governance arrangements. In terms of monitoring and evaluation, the report can provide an annual update of monitoring data (i.e. projects funded, project progress and indicators against key outcomes). Potential key indicators for reporting are highlighted in Appendix 2. There is also the opportunity to provide more detailed case studies of the outcomes and impacts of individual projects.
- **Fund-level evaluation reports (2-4 yearly).** These evaluation reports would be more comprehensive and critical assessments of the Sustainability Fund's effectiveness and delivery (in line with the key questions in Section 0). It would draw on both the monitoring data (i.e. standard outputs/outcomes), but also collate and synthesise information from project-level evaluations and Sustainability Fund documentation.

This fund-level reporting will be informed by individual project evaluations.

Stakeholder group	Interest in evaluation	Relevance
Minister(s)	Achievement and impacts of Sustainability Fund	High
DELWP executive	Achievement and impacts of Sustainability Fund, opportunities for improving governance	High
DELWP Sustainability Fund staff	Achievement and impacts of Sustainability Fund, opportunities for improving governance, opportunities for improving initiatives	High
Local councils	Achievement and impacts of Sustainability Fund, opportunities for improving initiatives	High
Project managers	Achievement and impacts of Sustainability Fund, opportunities for improving initiatives	Medium
Industry peak bodies (i.e. in climate change, waste, energy)	Achievement and impacts of Sustainability Fund, opportunities for improving initiatives	Medium
Waste and Resource Recovery Groups	Achievement and impacts of Sustainability Fund, opportunities for improving initiatives	Medium
State-level agencies (SV, EPA)	Achievement and impacts of Sustainability Fund, opportunities for improving initiatives	Medium
General public	Achievement and impacts of Sustainability Fund	Medium

Table 5. Potential audience for Sustainability Fund monitoring and evaluation.

6.2 Roles and responsibilities

Table 6 below outlines the evaluation activities for different stages of program delivery. Further detail about processes will be provided in project-level guidance and templates.

Project stage	Evaluation activity	Responsibility
Investment planning	<ul style="list-style-type: none"> Identify links to Fund Objectives and at least one strategic priority Include linkage between at least one priority, outcome and indicator 	Funding applicant
Delivery design	<ul style="list-style-type: none"> Develop project plan, including project Monitoring and Evaluation Plan using Sustainability Fund outcomes and indicators 	Funding Recipient Project Manager
Funding agreement	<ul style="list-style-type: none"> Develop funding agreement, including project Monitoring and Evaluation Plan as an early milestone 	Sustainability Fund Team with recipient
	<ul style="list-style-type: none"> Adequately resource and plan for monitoring and evaluation activities as part of project delivery 	Funding recipient project manager
Progress reporting and monitoring	<ul style="list-style-type: none"> Manage evaluation monitoring and reporting activities throughout life of project Report annually against evaluation plan 	Funding recipient project manager
	<ul style="list-style-type: none"> Share insights with key stakeholders and recommend refinements of project / program as required. 	Sustainability Fund Team
Project evaluation	<ul style="list-style-type: none"> Conduct end of project evaluations 	Funding recipient project manager or External (for larger, high profile projects)
	<ul style="list-style-type: none"> Ensure consistency of evaluation/reporting against common outcomes measures Maintain a database of lessons learned Share achievements and lessons 	Sustainability Fund Team
SF program monitoring	<ul style="list-style-type: none"> Compile data on activities/expenditure and project-based output/outcome monitoring data Produce annual Activity Report include progress being made against priority areas 	Sustainability Fund Team
SF program evaluation	<ul style="list-style-type: none"> Conduct evaluation (as outlined in this document) every 2 to 4 years. 	Sustainability Fund Team/ External
Evaluation Framework review	<ul style="list-style-type: none"> Review and refine Framework in light of new projects/activities/common outcome measures with feedback from funding recipients 	Sustainability Fund Team

Table 6. Approximate timing and responsibility of different evaluation activities.

6.3 Risk management

Risks for evaluation are outlined in Table 7 below. Separate to project risks, these risks relate to the potential issues in successfully delivering a useful Fund-level evaluation. This risk table should be reviewed and updated as the framework is implemented.

Risk	Level ⁴	Mitigation
Existing projects do not have mechanisms in place to measure indicators in line with the new Framework	Low	Existing measures have been used where possible to reduce burden on projects. The breadth and generic nature of indicators will mean that most projects will be able to align with/contribute to some degree of Fund-level reporting.
Delays in project planning and delivery	Low	There is a commitment to create timely project plans. Monitoring and evaluation planning is an early milestone in funding agreements.
Lack of evaluation capacity	Medium	Evaluation is a requirement of funding. Guidance is needed on the adequacy of Monitoring and Evaluation Plans and resources committed to evaluation (including project or organisational evaluation capacity). Projects can also be supported with training and sharing of knowledge (e.g. Community of practice, conferences)
Projects do not provide consistent measures of outcomes	Medium	Projects need to align to the outcomes and measures provided. Guidance will be needed to direct projects to the appropriate level of outcomes and measurement, based on the scale and timeframe of the project and the timeframe for outcomes.
Fund level outcomes occur after project timelines and are not captured	Medium	Larger projects (by funding) can have longer term monitoring built in at the organisational level. This will be assisted by using existing indicators and monitoring regimes.
Lack of capacity within Fund to aggregate data and report on achievements	Medium	Ensure that evaluation is fully costed and resourced

Table 7. Risks to the evaluation and mitigation strategies.

⁴ Low=likely to have limited consequences for achieving the objectives of fund-level monitoring and evaluation; Medium=may have some impact that will need to be managed/considered; High=likely to have notable impact on achievement of fund-level monitoring and evaluation objectives.

7. End of project processes

In addition to the usual close-out processes, the framework also allows for a consistent approach to reviewing end-of-project evaluation reports. Table 8 describes a rubric-style assessment that, as a starting point, could be used by the Sustainability Fund Team (SFT) in their assessment. The benefits of this approach include:

- It allows for a consistent approach by the SFT in reviewing reports
- The 'scoring' can be aggregated and allow for a summary that can be included in the Activity Report each year
- It can be provided to funded projects to provide an indication (i.e. is transparent) of how their end-of-project evaluations will be reviewed.

This basic steps for use are:

- Review the end-of-project evaluation
- Identify where the project delivery sits against the horizontal axis
- Identify where the quality of evidence that supports the claims made sits against the vertical axis
- Trace these to where they meet – providing a 'rating' of either '1', '2' or '3'

The descriptors of these achievement ratings are:

1. under-achievement or a lack of clear evidence
2. good level of achievement with a reasonable evidence base
3. very good achievement with reasonable to good evidence

Please note, that the importance of evidence quality increases with:

- larger investments
- more complex projects
- projects where there is a risk of negative or detrimental impacts
- projects where the key intervention has a less well-established evidence base – particularly as the evaluation should be seeking to help establish the evidence for such an approach.


This will mean that overarching statements of how well Sustainability Fund funded projects have achieved their objectives can be made. For example, "90% of projects demonstrated very good achievement with reasonable to good supporting evidence".

Quality of evidence	Delivery against objectives		
	Poor	Good	Very good
	Project objectives have substantively not been met – the project has either not delivered key outputs/outcomes or has notably underdelivered against targets.	Project objectives have been substantively met – the project has delivered against key outputs/outcomes. Any underachievement is minor or in areas not central to the intent of the project	Project objectives have been exceeded – the project has fully delivered against its planned outputs/outcomes and has clearly demonstrated benefits in line with SF objectives/priorities
Low – Largely unsystematic or anecdotal evidence. E.g. staff observations only, absence of end-user feedback, outcomes based on models or estimates with no project-specific evidence. Single line of evidence.	1	1	2
Medium – Some level of systematic data collection that considers the variation in potential impacts may include participant self-reporting, comparative case study analysis, single point-in-time data collection. Draws on multiple lines of evidence.	1	2	3
High – Rigorous, systematically collected evidence that considers and accounts for differences in impact and confounding variables. E.g. may include controlled before-after comparisons, time-series/cohort monitoring. Draws on multiple lines of evidence.	1	2	3

Table 8: Matrix for categorising project achievement against their objectives

Appendix 1. Relationship between strategic priorities, outcomes and headline indicators

The below infographics depict the legislated objectives and relevant strategic priorities and how the associated outcome areas will be demonstrated via 'headline' indicators. These are discussed further in Appendix 2 and Appendix 3.



1. WASTE MANAGEMENT
Better practice and use of resources

Fostering environmentally sustainable uses of resources and best practices in waste management to advance the social and economic development of Victoria

Outcome areas				
Environmentally sustainable use of resources	Encouraging economic development	Facilitating social development	Best practice waste management	
Headline Indicators				
Reduction or avoidance of waste going to landfill	Increase in employment (waste)	Number of households / organisations assisted	Number of research outputs	
Reduction in material/ water use	Total investment leveraged	Collaborations and partnerships encouraged	Number of organisations implementing improved policies / standards / practices	
Increase in materials recovered/ recycled				
Strategic Priorities				
1.1	✓	✓		✓
1.2	✓	✓	✓	✓
1.3	✓		✓	✓
1.4	✓		✓	✓
1.5				✓

- 1.1** Viable markets for recycling and recovery
- 1.2** Network of best practice waste and recovery infrastructure
- 1.3** Equitable access and reduce the impacts of waste and resource recovery services on communities
- 1.4** Education to reduce waste and prevent littering and illegal dumping
- 1.5** Modernise how we manage contamination and pollution from the past



2. CLIMATE CHANGE

Taking action and adaptation

Fostering community action or innovation in relation to the reduction of greenhouse gas substance emissions (mitigation) or adaptation or adjustment to climate change in Victoria

Outcome areas					
Reduced greenhouse gas emissions	Community improve capacity to take action on climate change	Facilitating social development	Encouraging economic development	Environmentally sustainable use of resources	Adapting through improved biodiversity
Headline Indicators					
CO2-e emissions reduced or avoided	Number of people adopting positive environmental actions	Collaborations and partnerships encouraged	Increase in employment (cc)	Reduction in electricity use	Area of protection or rehabilitation
	Number of people attending training or receiving support	Number of households / organisations assisted	Total investment leveraged	Reduction in gas use	
			Total household/ organizational savings		
Strategic Priorities					
2.1	✓	✓	✓	✓	
2.2		✓	✓	✓	
2.3		✓	✓	✓	
2.4		✓			✓

2.1 Supporting individuals, communities and industry to transition to a low carbon economy

2.2 Supporting Victorians to adapt to the impacts of climate change, particularly those most vulnerable and least able to do so

2.3 Building Victorian communities' capacity, capability and skills in responding to climate change

2.4 Assisting Victoria's ecosystems and native species to be more resilient to climate change and/or support mitigation outcomes

Appendix 2. Process for aligning outcomes and indicators to the strategic priorities

Table 9 and **Error! Reference source not found.** have been extracted from the SF_Outcomes_andIndicators.xlsx spreadsheet (database), which contains more detailed information on each indicator and collection/reporting considerations. The process for determining which indicators will be collected by funding recipients is to:

- Use Table 9 to identify the outcomes relevant to the project (by finding the relevant strategic priorities and tracking back to relevant outcomes)
- Noting the outcome code, use **Error! Reference source not found.** to identify the most relevant and feasible indicators for the project.

Priority indicators are bolded in **Error! Reference source not found.** (i.e. those that would preferentially be collected by projects, or that other indicators aggregate into). Priority indicators have been selected on the basis of their ability to be aggregated, their alignment to Fund objectives and the likelihood of projects being able to collect data (i.e. should be relatively easy to collect as a minimum expectation).

Headline indicators are also identified in **Error! Reference source not found.** – these are indicators which will represent progress in the Annual Activity Report and are used to determine if the outcomes required to address each strategic priority are being achieved.

Outcome Code	Outcome	Alignment to SF objectives		Alignment to Strategic Priorities								
		Objective 1 (waste)	Objective 2 (cc)	Waste1	Waste2	Waste3	Waste4	Waste5	CC1	CC2	CC3	CC4
OAE	More research & info available	1	1	1	1	1	1	1	1	1	1	1
OAF	Materials & resource efficiency increased	1	1						1			
OAN	Behaviour change to improve sustainability	1	1	1	1	1	1	1	1	1	1	1
OAQ	Improved decision-making	1	1	1	1	1	1	1	1	1	1	1
OAW	Employment increased	1	1	1	1	1	1	1	1	1	1	1
OAY	Improved capacity for acting on climate change/ sustainability / conservation	1	1	1	1	1	1	1	1	1	1	1

Outcome Code	Outcome	Alignment to SF objectives		Alignment to Strategic Priorities								
		Objective 1 (waste)	Objective 2 (cc)	Waste1	Waste2	Waste3	Waste4	Waste5	CC1	CC2	CC3	CC4
OAZ	Increased investment in sustainability/ conservation / climate change	1	1	1	1	1	1	1	1	1	1	1
OBD	Improved awareness/ understanding	1	1	1	1	1	1	1	1	1	1	1
OBN	Increased partnerships/ collaborations	1	1	1	1	1	1	1	1	1	1	1
OBQ	Policies and standards implemented	1	1	1	1	1	1	1	1	1	1	1
OAI	Waste to landfill decreased	1		1	1	1	1	1				
OAJ	Reduction of dangerous materials in landfill	1			1	1						
OAL	Improved markets for recovered materials	1		1								
OAP	Processing capacity increased	1			1							
OBC	Increased recovery / recycling of materials	1		1	1	1	1					
OBF	Illegal dumping decreased	1					1					
OBJ	Improved waste management network	1			1							
OBK	Littering decreased	1					1					
OBL	Increased waste / resource recovery service availability	1				1						

Outcome Code	Outcome	Alignment to SF objectives		Alignment to Strategic Priorities								
		Objective 1 (waste)	Objective 2 (cc)	Waste1	Waste2	Waste3	Waste4	Waste5	CC1	CC2	CC3	CC4
OBM	Improved systems for managing contamination	1						1				
OBT	Reduction in waste generated	1		1	1	1	1	1				
OAA	Thermal comfort & health improved		1							1		
OAB	Expenditure on power decreased		1							1		
OAD	GHG emissions decreased		1	1	1				1		1	
OAH	Energy efficiency increased		1						1	1		
OAR	Improved habitat management		1									1
OAS	Area and quality of habitat increased		1									1
OAU	Renewable energy generation increased		1						1	1		
OAX	Increased area of land protected		1									1
OBP	Better management of invasive species		1									1
OBR	Better management of threatened species		1									1
OBS	More Victorians supported to adapt to climate change		1						1	1	1	

Table 9: Alignment of outcomes to the legislated objectives and the strategic priorities

Leg. obj.	Outcome code	Outcome	Indicator code	Indicator	Headline indicator
Waste	OAI	Waste to landfill decreased	I017	Reduction or avoidance of waste going to landfill	Yes
			I018	Diversion of waste from landfill	
			I019	Avoidance of waste being produced	
			I021	Diversion of organic materials	
	OAJ	Reduction of dangerous materials in landfill	I022	Reduction in dangerous materials in landfill	
	OAL	Improved markets for recovered materials	I023	Number of markets for recovered materials that have been created or enhanced	
			I024	Estimated increase in value of recovered materials market	
	OAP	Processing capacity increased	I027	Increase in capacity to divert waste from landfill	
			I030	Increase in processing capacity for organic material	
			I031	Increase in processing capacity for e-waste	
			I032	Increase in processing capacity for recyclable materials	
	OBC	Increased recovery/ recycling of materials	I061	Increase in recyclable materials recovered/recycled	Yes
	OBT	Reduction in waste generated	I019	Avoidance of waste being produced	
	OBF	Illegal dumping decreased	I063	Number of illegal dumping initiatives	
			I064	Amount of illegally dumped material removed	
	OBJ	Improved waste management network	I065	Description of impact on landfill network (closure, relocation, improvement, etc.)	
	OBK	Littering decreased	I066	Amount of litter removed	
			I067	Number of litter initiatives	
	OBL	Increased waste/ resource recovery service availability	I068	Number of households with improved collection services	
			I069	Number of households with new organics collection services	

Leg. obj.	Outcome code	Outcome	Indicator code	Indicator	Headline indicator
			I070	Number of households with new recycling services	
			I071	Number of households with access to toxic material disposal	
			I072	Number of new collection schemes or services	
	OBM	Improved systems for managing contamination	I005	Number of new portals/mechanisms for accessing information	
			I007	Number of research outputs	
			I010	Number of people attending training or receiving support	
			I078	Policies or standards implemented	
			I079	Description of impact of policies/standards	
			I085	Number of organisations implementing improved policies / standards / practices	
Climate change	OAA	Thermal comfort & health improved	I001	Number of households/organisations assisted	Yes
			I002	% participants reporting improvements in thermal comfort	
	OAB	Expenditure on power decreased	I003	Average household bill savings	
			I001	Number of households/organisations assisted	Yes
			I087	Total financial savings across households/organisations	
	OAD	GHG emissions decreased	I004	CO2-e emissions reduced or avoided	Yes
	OAH	Energy efficiency increased	I015	Reduction in electricity use	Yes
			I016	Reduction in gas use	
			I001	Number of households/organisations assisted	Yes
			I026	Number of energy efficiency audits/assessments	
	OAR	Improved habitat management	I033	Area of revegetation work	
			I034	Number of plantings	
			I035	Number of land management plans developed	
			I036	Area protected by fencing	
	OAS	Area and quality of habitat increased	I042	Increase in condition as measured by Habitat Hectares methodology	
			I041	Area of protection or rehabilitation	Yes
OAU		I043	Increase in generation of renewable electricity		

Leg. obj.	Outcome code	Outcome	Indicator code	Indicator	Headline indicator
		Renewable energy generation increased	I044	Increase in photovoltaic solar generation	
			I045	Increase in households with photovoltaic solar	
			I088	Renewable energy generation capacity	
	OAX	Increased area of land protected	I049	Area of land protected under reserve system	
			I050	Area of threatened habitat under protection	
			I037	Number of voluntary conservation agreements	
			I038	Number of permanent conservation agreements	
			I039	Area protected under voluntary agreements	
			I040	Area protected under permanent agreements	
	OBP	Better management of invasive species	I074	Area of primary weed control	
			I075	Area of follow up weed control	
			I076	Area of pest control	
			I077	Number of invasive species projects supported	
	OBR		I082	Number of new populations of threatened species under management	
		Better management of threatened species	I083	Number of new sites being managed specifically for threatened species conservation	
	OBS	More Victorians supported to adapt to climate change	I001	Number of households/organisations assisted	Yes
			I084	Number of vulnerable households receiving support	
Both	OAE	More research & info available	I005	Number of new portals/mechanisms for accessing information	
			I006	Number of research projects	
			I007	Number of research outputs	
			I008	Number of educational/information products developed	
			I009	Number of education/information sessions	
			I010	Number of people attending training or receiving support	Yes
			I086	Description of key research/information produced and how it is of value	

Leg. obj.	Outcome code	Outcome	Indicator code	Indicator	Headline indicator
	OAF	Materials & resource efficiency increased	I011	Reduction in material use	
			I012	Average % reduction in materials usage	
			I014	Reduction in water use	
			I001	Number of households/organisations assisted	Yes
			I087	Total financial savings across households/organisations	
	OAN	Behaviour change to improve sustainability	I025	Number of individuals adopting positive environmental action	Yes
			I028	Number of organisations adopting positive environmental action	Yes
			I029	Number of schools adopting positive environmental action	
	OAQ	Improved decision-making	I090	Description of how decisions have been improved and likely benefits of those decisions	
	OAW	Employment increased	I046	Increase in employment (permanent)	Yes
I047			Increase in employment (temporary)		
OAY	Improved capacity for acting on climate change/ sustainability/ conservation	I010	Number of people attending training or receiving support	Yes	
		I051	Number of community members participating in conservation action/improved land management		
		I052	Number of community members participating in climate-related initiatives		
		I053	Number of community members participating in sustainability related initiatives		
		I009	Number of education/information sessions		
		I054	% participants in training/events reporting improved capacity		
OAZ	Increased investment in sustainability/conservation/climate change	I055	Total investment leveraged	Yes	
		I056	Number of volunteer hours		
		I057	In-kind support leveraged		
		I058	Philanthropic funds leveraged		
		I059	Private investment leveraged		
		I060	Other government investment leveraged		

Leg. obj.	Outcome code	Outcome	Indicator code	Indicator	Headline indicator
	OBD	Improved awareness/ understanding	I009	Number of education/information sessions	
			I008	Number of educational/information products developed	
			I010	Number of people attending training or receiving support	Yes
			I062	Number of people exposed to messaging/information (reach)	
	OBN	Increased partnerships/ collaborations	I073	Number of new partnerships formed to deliver projects	
	OBQ	Policies and standards implemented	I078	Policies or standards implemented	
			I079	Description of impact of policies/standards	
			I080	Estimated potential impact of new policy/standard on CO2e emissions	
			I081	Estimated potential impact of new policy/standard on waste to landfill	
			I089	Estimated potential impact of new policy/standard on other resource use	

Table 10: Outcomes and indicators for the Fund

Appendix 3. Indicators and units by outcome group

Code	Indicator	Unit	Indicative outcome group
I017	Reduction or avoidance of waste going to landfill	tonnes/year	Waste reduction
I018	Diversion of waste from landfill	tonnes/year	Waste reduction
I019	Avoidance of waste being produced	tonnes/year	Waste reduction
I021	Diversion of organic materials	tonnes/year	Waste reduction
I022	Reduction in dangerous materials in landfill	tonnes/year	Waste reduction
I025	Number of individuals adopting positive environmental action	#	Waste reduction
I026	Number of energy efficiency audits/assessments	#	Waste reduction
I027	Increase in capacity to divert waste from landfill	tonnes/year	Waste reduction
I030	Increase in processing capacity for organic material	tonnes/year	Waste reduction
I031	Increase in processing capacity for e-waste	tonnes/year	Waste reduction
I032	Increase in processing capacity for recyclable materials	tonnes/year	Waste reduction
I061	Increase in recyclable materials recovered/recycled	tonnes/year	Waste reduction
I063	Number of illegal dumping initiatives	#	Waste reduction
I064	Amount of illegally dumped material removed	tonnes	Waste reduction
I066	Amount of litter removed	tonnes	Waste reduction
I067	Number of litter initiatives	#	Waste reduction
I068	Number of households with improved collection services	#	Waste reduction
I069	Number of households with new organics collection services	#	Waste reduction
I070	Number of households improved recycling services	#	Waste reduction
I071	Number of households with access to toxic material disposal	#	Waste reduction
I072	Number of new collection schemes or services	#	Waste reduction
I081	Estimated potential impact of new policy/standard on waste to landfill	tonnes/year	Waste reduction
I033	Area of revegetation work	hectares	Biodiversity resilience

Code	Indicator	Unit	Indicative outcome group
I034	Number of plantings	#	Biodiversity resilience
I035	Number of land management plans developed	#	Biodiversity resilience
I036	Area protected by fencing	hectares	Biodiversity resilience
I037	Number of voluntary conservation agreements	#	Biodiversity resilience
I038	Number of permanent conservation agreements	#	Biodiversity resilience
I039	Area protected under voluntary agreements	hectares	Biodiversity resilience
I040	Area protected under permanent agreements	hectares	Biodiversity resilience
I041	Area of protection or rehabilitation	hectares	Biodiversity resilience
I042	Increase in condition as measured by Habitat Hectares methodology	habitat hectares	Biodiversity resilience
I049	Area of land protected under reserve system	hectares	Biodiversity resilience
I050	Area of threatened habitat under protection	hectares	Biodiversity resilience
I074	Area of primary weed control	hectares	Biodiversity resilience
I075	Area of follow up weed control	hectares	Biodiversity resilience
I076	Area of pest control	hectares	Biodiversity resilience
I077	Number of invasive species projects supported	#	Biodiversity resilience
I082	Number of new populations of threatened species under management	#	Biodiversity resilience
I083	Number of new sites being managed specifically for threatened species conservation	#	Biodiversity resilience
I004	CO2-e emissions reduced or avoided	tonnes CO2e/year	Climate change mitigation
I043	Increase in generation of renewable electricity	kWh/year	Climate change mitigation
I044	Increase in photovoltaic solar generation	kWh/year	Climate change mitigation
I045	Increase in households with photovoltaic solar	#	Climate change mitigation
I080	Estimated potential impact of new policy/standard on CO2e emissions	tonnes/year	Climate change mitigation
I088	Renewable energy generation capacity	kW	Climate change mitigation
I001	Number of households/organisations assisted	#	Community capacity
I005	Number of new portals/mechanisms for accessing information	#	Community capacity
I006	Number of research projects	#	Community capacity
I007	Number of research outputs	#	Community capacity

Code	Indicator	Unit	Indicative outcome group
I008	Number of educational/information products developed	#	Community capacity
I009	Number of education/information sessions	#	Community capacity
I010	Number of people attending training or receiving support	#	Community capacity
I028	Number of organisations adopting positive environmental action	#	Community capacity
I029	Number of schools adopting positive environmental action	#	Community capacity
I051	Number of community members participating in conservation action/improved land management	#	Community capacity
I052	Number of community members participating in climate-related initiatives	#	Community capacity
I053	Number of community members participating in sustainability related initiatives	#	Community capacity
I054	% participants in training/events reporting improved capacity	%	Community capacity
I062	Number of people exposed to messaging/information (reach)	#	Community capacity
I073	Number of new partnerships formed to deliver projects	#	Community capacity
I002	% participants reporting improvements in thermal comfort	%	Community resilience
I003	Average household bill savings	\$/year	Community resilience
I084	Number of vulnerable households receiving support	#	Community resilience
I023	Number of markets for recovered materials that have been created or enhanced	#	Economic development
I024	Estimated increase in value of recovered materials market	\$/year	Economic development
I046	Increase in employment (permanent)	Full time equivalent positions	Economic development
I047	Increase in employment (temporary)	Full time equivalent positions	Economic development
I055	Total investment leveraged	\$	Economic development
I056	Number of volunteer hours	Hours	Economic development
I057	In-kind support leveraged	\$	Economic development
I058	Philanthropic funds leveraged	\$	Economic development
I059	Private investment leveraged	\$	Economic development
I060	Other government investment leveraged	\$	Economic development
I015	Reduction in electricity use	kWh/year	Energy efficiency
I016	Reduction in gas use	GJ/year	Energy efficiency
I011	Reduction in material use	tonnes/year	Material efficiency

Code	Indicator	Unit	Indicative outcome group
I012	Average % reduction in materials usage	%	Material efficiency
I014	Reduction in water use	megalitres/year	Material efficiency
I089	Estimated potential impact of new policy/standard on other resource use	n/a	Material efficiency
I065	Description of impact on landfill network (closure, relocation, improvement, etc.)	n/a	Multiple
I078	Policies or standards implemented	#	Multiple
I079	Description of impact of policies/standards	n/a	Multiple
I085	Number of organisations implementing improved policies / standards / practices	#	Multiple
I086	Description of key research/information produced and how it is of value	n/a	Multiple
I087	Total financial savings across households/organisations	\$	Multiple
I000	To be determined	n/a	Multiple

Table 11. All indicators and units grouped by outcome type.

Appendix 4. Glossary

Term	Definition
Activity	Tasks undertaken to deliver an output, which contributes to a project or program
Cost effectiveness	Cost Effectiveness Analysis compares the quantifiable relative costs (in dollars) and outcomes (effects) of two or more courses of action. Used when the benefits of a program are similar for each option. The costs are compared with outcomes measured in natural units – e.g. cost per hectare. This process is used to identify the lowest cost means of achieving that outcome. Consideration needs to be given to any co-benefits of a particular initiative that may not be captured by the analysis.
Effectiveness	The extent to which a program achieves its objectives
Efficiency	The extent to which a program is delivered with the lowest possible use of resources, to the areas of greatest need, and continues to improve over time by finding better or lower cost ways to deliver outcomes.
Evaluation	A rigorous, systematic and objective process to assess the effectiveness, efficiency, appropriateness and sustainability of programs
Indicator	A measure used to assess or check a program or project's effectiveness. It can also be thought of as an (often incomplete) 'window of insight' on a particular outcome or concept.
Monitoring	A process to periodically report against planned targets. Monitoring is typically focused on outputs rather than outcomes and is used to inform managers about the progress of a program and to detect problems that may be able to be addressed through corrective actions
Objectives	Concise statement about what a program or project is aiming to achieve
Outcome	Changes in physical, social or organisational attributes (e.g. changes in behaviour, resource use, energy production, attitudes, awareness, policies).
Output	The products, goods, and services which are produced by the program
Program logic	A tool that presents the logic of a program in a diagram or chart (with related descriptions). The program logic illustrates the logical linkage between the identified need or issue that a program is seeking to address; its intended activities and processes; their outputs; and the intended program outcomes.
Stakeholders	Individuals and organisations who are involved in or may be affected by project activities

Table 12. Glossary of key terms.