

Caring for our Country

Monitoring, Evaluation, Reporting and Improvement (MERI) Plan

Core Operating and Community Engagement and participation

Base-level allocation (one of four)



(formerly Avon Catchment Council)

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V1.1	Peter Sullivan Michelle Kidman	15 September 2009	Incorporate changes advised by Ann Connelly, Australian Government. Add Document History section
V1.2	Natarsha Woods	16 September 2009	Review for consistency – minor changes
V1.3	Michelle Kidman	16 February 2010	Update data collection timeframes for Immediate Outcomes. Update Board annual review of strategic objectives (replaces key performance indicators). Remove most significant change as evaluation method. Update other questions (under key evaluation questions for Board) – Table 6 KEQ 1. Update Measure 9 to reflect data collection against unique visits to website (replaces ‘hits’).

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1: Introduction

1.1 Purpose of the Core Operating and Community Engagement and Participation Program MERI Plan

The continuous and integrated cycle of **monitoring, evaluation, reporting and improvement** is referred to as **MERI** in the Australian NRM context.

A project MERI plan articulates all the different aspects of MERI that will be needed and how they will be implemented over the life of the project.

This project MERI plan:

- Guides MERI for the *Core Operating and Community Engagement and Participation* Program of Caring for our Country in accord with the stated Caring for our Country outcomes and targets (<http://www.nrm.gov.au/me/index.html>) and consistent with the Caring for our Country MERI Strategy (<http://www.nrm.gov.au/me/index.html>)
- Provides a base from which to review the progress the project is making towards the agreed Caring for our Country targets and outcomes and from which to learn about successful implementation strategies and to adapt in response to lessons learnt.

1.2 Broader MERI Context

This plan is nested within:

- The NRM MERI framework (<http://www.nrm.gov.au/me/index.html>)
- The Caring for our Country Outcomes 2008-2013 (<http://www.nrm.gov.au/index.html>)
- The Caring for our Country Business Plan 2009-10 (<http://www.nrm.gov.au/index.html>)
- The MERI Strategy for Caring for our Country Strategy 2009-13 (<http://www.nrm.gov.au/me/index.html>)
- The Wheatbelt Natural Resource Management (WNRM) *Core Operating and Community Engagement and Participation* Program Management Plan.

2: Scope

2.1 Project description

Wheatbelt Natural Resource Management Inc. (WNRM) has four programs with total base-level funding of \$3,926,000 per year. The four separate component programs are:

- Program 1 of 4 - Core operating and community engagement and participation
- Program 2 of 4 - Farm practices to manage wind erosion
- Program 3 of 4 - NRS and biodiversity conservation
- Program 4 of 4 - Indigenous NRM in the Avon River Basin

This program is for core operating and community engagement and participation activities.

The program comprises two components.

1. An allocation of 10% of base-level funding to contribute to the core operating and management costs of WNRM including the operation of the Board, the Chief Executive Officer, executive and business support positions and business support costs.

2. A second component supporting the Caring for our Country program including community and stakeholder network development and support incorporating WNRM's formal advisory group structures, community wide communication and knowledge management, provision of monitoring and evaluation expertise to support community and organisational review and adaptive management, and a community group/network small scale (funding less than \$20,000 per annum) devolved grants program (up to \$100,000 per annum) targeting on ground works against Caring for our Country targets.

2.2 Project methodology

Core organisational funding for operating and management costs.

This component resources the Australian Government's commitment to WNRM as one of 56 regional natural resource management organisations for the remaining 4 years of Caring for our Country (2009-10 to 2012-13). The WNRM has taken up the opportunity to allocate 10% (\$392,600) of the annual base-level allocation of \$3,926,000 per annum to fund operating and management costs of the organisation. This is a contribution to the WNRM's budgeted "core" operating and management costs for 2009-10 of \$642,600 which assumes financial assistance from the State by way of a co-contribution of the historical average of \$250,000. Note that WNRM would like the opportunity to negotiate resource and service implications with the Australian Government subsequent to submission of this proposal should the state's contribution vary from the historical average.

The core operating and management activities of the organisation support the institutional capacity of the WNRM to operate as a regional NRM group to act in collaboration and partnership with regional NRM stakeholders to support and deliver against Caring for our Country targets and outcomes. This capacity covers the governance and operations of a community based Board of management (the Council), a Chief Executive Officer (CEO) position, an executive support position for the Board and the CEO, business support (financial and other business support services), a reception services position and essential business support costs (e.g. insurance, accommodation and office consumables).

The WNRM as a functioning community based regional NRM organisation with strong management capacity through the Board and CEO will enable strategic integration and coordination of local level and community projects in collaboration with a broad range of NRM stakeholders. The Board and CEO will provide an overall vision and strategy for community based NRM, leadership and management of organisational capacity, a comprehensive governance and performance measurement framework, risk management and financial sustainability for planning, coordination and delivery against of Caring for our Country targets.

The Board and CEO will impart values for the organisation that acknowledge and value working in partnership, co-production with community knowledge and experience, and will seek a level of excellence in all aspect of organisational performance.

Community engagement and participation project

The primary target for this project is "Regional bodies have best-practice governance in place" with the secondary target "Regional bodies support access to knowledge and skills".

The WNRM's approach to the efficient resourcing of activities and services across multiple Business Plan targets has been to plan for resources on an activity basis (using FTE chargeable hours) matching skills to particular project activities and outcomes. This will allow multiple programs to benefit from highly skilled individuals while sizing the organisations workforce establishment to project activity needs. An outcome will be an optimum contingent of skills to support Caring for our Country whilst allowing a dynamic and sustainable regional group to provide service delivery to the community into the future.

The WNRM is planning to adopt a partnership and strong network basis for service delivery under Caring for our Country. The organisation is planning a workforce establishment of 14 FTE with a strong multi-skilled approach across organisational management and business support, project and contract management, marketing, communications and knowledge brokering, monitoring and evaluation, and community networking and development. Under the above approach, the activity based allocation of workforce establishment has resulted in the sharing of individual FTE's to the community engagement and participation project as indicated in the table below.

Project	FTE
Organisational “Core operations and management”	4.5
Base-level program supervision (recovered in charge-rate on-cost)**	1.2
Base-level programs	
Wind/Soil Erosion	1.8
National Reserve	1.8
Indigenous Engagement	2.1
Community Engagement and Participation	2.6
Total	14.0
<p>** FTEs costed to project activities (at hourly charge rates) comprise two components:</p> <ul style="list-style-type: none"> • base salary cost; and • on-cost recovery multiplier of 1.57 of base salary cost. <p>On-cost recovers labour related on-cost and a pool of non-labour cost and generic staff supervision of 1.2 FTE.</p>	

The community engagement and participation project components will deliver against the targets in the following ways.

NRM community and stakeholder network development and maintenance

The NRM Officer network in the WNRM region (currently numbering approximately 10 positions) has been supported and funded by Local Government since June 2004. The WNRM is planning to capitalise on this NRM Officer network and other stakeholder networks (for example, the Grower Group Alliance) by efficient and strategic network and relationship development. This activity is seen as core for all WNRM staff and has been allocated as a portion of each project manager’s available time. Linkage with project activities maintains a strong focus for network development to the Caring for our Country program and resources highly skilled staff to provide support and capacity to community – resourced at 1.0 FTE. This item also resources the WNRM’s four theme based advisory groups as a fundamental mechanism for community engagement and participation at a cost of \$40,000 per annum.

Knowledge management and communication

The WNRM has a crucial role to contribute to community and stakeholder capacity in the management and extension of NRM knowledge. Activities includes the development of a knowledge brokering strategy, traditional knowledge extension activities (newsletters, annual report, community forums), development of targeted information packages around emerging NRM issues, and development of web-based tools for information storage and retrieval.

Monitoring and evaluation

Activities include the availability of a high level Monitoring and Evaluation officer (0.1FTE) to build capacity and support community participation in Caring for our Country. The other major component is WNRM’s organisational evaluation and adaptive management processes supporting the Caring for our Country program with a focus on behavioral change and the implementation of practice change methodologies in the context of an engagement framework. A significant focus of the WNRM’s Caring for our Country program relies on practice and attitude change to achieve landscape scale outcomes. Efficient coordination at whole of program and organisational level benchmarking, social survey, point of investment monitoring, and evaluation and adaption processes is essential to deliver value for money program investment over the funding cycle.

Community devolved grants

The WNRM will undertake a structured approach to a modest (up to an aggregate \$100,000 per annum) devolved grant program targeted at small scale (less than \$20,000, average of \$5,000) local projects. Caring for our Country targets will be the driver for deliverables and WNRM will design appropriate priority and selection criteria to manage the program. This program will assist community in the transition to a consolidated Caring for our Country program.

The grant process will include:

- A publically advertised and targeted call for grants
- A structured evaluation using the general principles:
 - The activity contributes to Caring for our Country targets
 - The activity impacts within the Avon River Basin
 - The activity could not be funded by alternate Caring for our Country funding
 - The activity provides value for money
 - The activity does not present undue risk

2.3 Caring for our Country targets and outcomes

Table 1 illustrates the specific Caring for our Country outcomes and targets the *Core Operating and Community Engagement and Participation* program contributes to.

Table 1: Caring for our Country targets to which the *Core Operating and Community Engagement and Participation* program will contribute

Caring for our Country Target/s	Funded Activity to be undertaken	Expected contribution of program
<p>Improving delivery of best practice: To ensure all regional natural resource management organisations have best practice governance arrangements in place within the next two years.</p>	<ul style="list-style-type: none"> • Establish skills based Board of Management • Establish and undertake audit, finance and governance committee process • Undertake Board review process using Strategic Objectives. • Maintain executive and business support processes 	<p>WNRM demonstrates best-practice activities and behaviors</p>
<p>Increasing Community Knowledge and Skills: To ensure all regional NRM organisations assist local communities, including Indigenous, landcare and coastcare groups over the next two years to access knowledge and skills in managing natural resources, including:</p> <ul style="list-style-type: none"> • providing easily accessible, free information to groups and individuals • providing training opportunities to local groups. 	<ul style="list-style-type: none"> • Establish, implement and support partnership and community networks, resource plans and development strategies. • Develop, establish, implement and support 3 sub-catchment reference groups, memberships and associates, and associated review processes • Develop, implement, review and adapt knowledge management strategy • Develop, maintain and improve website functionality for knowledge management and communications • Develop and maintain two functional databases in operation to support knowledge management and business process • Provide MERI support to NRM stakeholders and community 	<ul style="list-style-type: none"> • WNRM has effective capacity in community and stakeholder network development and support • WNRM has effective capacity in knowledge management and communication • WNRM has effective capacity in monitoring, evaluation and adaptive management

Caring for our Country Target/s	Funded Activity to be undertaken	Expected contribution of program
	<ul style="list-style-type: none"> • Develop, implement, review and adapt WNRM MERI Policy • Design, conduct and analyse annual knowledge, skills and engagement evaluation survey of targeted NRM stakeholders • Develop, review and adapt community engagement and communications strategy • Maintain, review and improve communications services: <ul style="list-style-type: none"> ○ Produce and distribute 2 WNRM annual reports ○ Produce and deliver 12 WNRM newsletters ○ Coordinate and hold 6 sub-catchment forums ○ Produce and publish 18 editorials per annum ○ Produce and distribute 24 media releases per annum ○ Coordinate and hold WNRM Annual General Meeting per annum 	
<p>Increasing Participation in NRM: To ensure all regional NRM organisations provide support for community groups (e.g. through devolved grants) to undertake local projects over the next 2 years.</p>	<ul style="list-style-type: none"> • Develop, implement, review and adapt small community grants program 	<p>Up to 40 community groups / networks per annum receive small scale (<20K, average of 5K) devolved grants.</p>

2.4 Users of the Plan

Table 2 shows the primary users or the key people who will use this MERI plan to organise data collection, analysis and reporting. The Secondary users are people who may benefit from understanding and being aware of this MERI plan.

Table 2: Key users for this MERI plan

<p>Primary users: who will reflect and adapt</p>	<p>Wheatbelt Natural Resource Management Inc. including:</p> <ul style="list-style-type: none"> • The 8 to 10 Directors on the Board of Management • Key staff positions including: <ul style="list-style-type: none"> ○ Peter Sullivan, Chief Executive Officer ○ Natarsha Woods, WNRM Operations Manager and Program Manager, Core Operating and Community Engagement and Participation ○ Elizabeth Kington, Program Manager, Sustainable Communities ○ Michelle Kidman, Monitoring and Evaluation Coordinator ○ Cilla Wilson, Communications Officer ○ Chris David, Communications Facilitator ○ Dianne Lovell, Indigenous NRM Coordinator ○ Nathan Heal, Aboriginal NRM Officer
<p>Secondary users: who need to be aware of this plan</p>	<p>Australian Government:</p> <ul style="list-style-type: none"> • Ann Connelly, Assistant Director, WA Team, Australian Government Land and Coasts • Drue Edwards, Director, Program Performance, Australian Government Land and Coasts <p>Western Australian Government</p> <ul style="list-style-type: none"> • John Holley, Acting Director State NRM Office, Government of Western Australia <p>Community including:</p> <ul style="list-style-type: none"> • Caring for our Country program participants • 3 Sub-catchment community reference groups for Avon, Yilgarn and Lockhart • Aboriginal community network including Recording Traditional Knowledge advisory group • WNRM Membership and Associates • Wheatbelt Production Group network (Grower Group Alliance) • General land manager and town community in the Avon River Basin

2.5 Key evaluation questions

Key evaluation questions are explicit questions to be answered for the purposes of reporting or improvement as illustrated in Table 3.

After completing your program logic hierarchy in step 3 below, your assumptions and developing your key evaluation questions (KEQs) (For a stepwise guide on how to develop the hierarchy, assumptions and the KEQs go to the Developing and Using Program Logic In Natural Resource Management User Guide), enter the KEQs in the table below.

Table 3: Key Evaluation Questions

Evaluation purpose	KEQ	The question relates to Caring for our Country target
<u>Impact</u>	In what ways and to what extent has the <i>Core Operating and Community Engagement and Participation</i> program enhanced Wheatbelt Natural Resource Management Inc. have best practice governance arrangements in place?	<p><i>Improving delivery of best practice:</i> To ensure all regional natural resource management organisations have best practice governance arrangements in place within the next two years.</p>
<u>Impact</u>	In what ways and to what extent has the <i>Wheatbelt Natural Resource Management, through its Core Operating and Community Engagement and Participation</i> program assisted local communities to access knowledge and skills in managing natural resources in the Avon River Basin?	<p><i>Increasing Community Knowledge and Skills:</i> To ensure all regional NRM organisations assist local communities, including Indigenous, landcare and coastcare groups over the next two years to access knowledge and skills in managing natural resources, including:</p> <ul style="list-style-type: none"> • providing easily accessible, free information to groups and individuals • providing training opportunities to local groups.

Evaluation purpose	KEQ	The question relates to Caring for our Country target
<u>Impact</u>	In what ways and to what extent has Wheatbelt NRM, through its <i>Core Operating and Community Engagement and Participation</i> program, provided support for community groups to undertake local projects in the Avon River Basin?	<i>Increasing Participation in NRM:</i> To ensure all regional NRM organisations provide support for community groups (e.g. through devolved grants) to undertake local projects over the next 2 years.
<u>Impact</u>	What, if any, unanticipated positive or negative changes or other outcomes have resulted?	All targets
<u>Appropriateness</u>	To what extent are the investment strategies proving useful in engaging and influencing the targeted stakeholders?	All targets
<u>Effectiveness</u>	To what extent have the planned activities and milestones been achieved? Why or why not? Are there other activities/strategies that might be more effective?	All targets
<u>Efficiency</u>	To what extent has the program has the program attained the highest value out of available resources? Why or why not?	All targets

2.6 Workplan and budget

MERI workplan and budget for the *Core Operating and Community Engagement and Participation* program.

Project timeline for activities			
Immediate project outcomes			
Activity	Achievement towards Caring for our Country Target	By when	Quantity of Target to be achieved
Establish skills based board of management.	WNRM with skills based board of management with demonstrated best practice governance and operational business support.	Dec 09	1 natural resource management organisation with skills based board of management with demonstrated best practice governance and operational business support.
Establish governance committee/ group processes		Mar 10	
Maintain operational and business support to board, organisation, committees and groups.		Immediate and ongoing to Jun 13	
Adapt and operate skills based board, committees and groups		Mar 10 to Jun 13	
Establish partnership and community network approaches and resource plans	WNRM with effective capacity in community and stakeholder network development and support	Nov 09	1 natural resource management organisation with effective capacity in community and stakeholder network development and support
Establish 3 sub-catchment reference groups, membership and associates		Nov 09	
Implement partnership and community network development		Jun 10	
Develop and support 3 sub-catchment reference groups, membership and associates		Jun10	
Review and develop partnerships and community		Nov 10	

Project timeline for activities					
Immediate project outcomes					
networks					
Review and support 3 sub-catchment reference groups, membership and associates		Nov 10			
Develop and maintain partnerships and community networks		Jun 11			
Support 3 sub-catchment reference groups, membership and associates		Jun11			
Develop knowledge management strategy - investigate website and data base functionality	WNRM with effective capacity in knowledge management and communication <ul style="list-style-type: none"> • Knowledge and communication strategy developed, implemented, reviewed and adapted • Develop, maintain and improve web functionality for knowledge management and communications • Develop and maintain 2 information databases 	Nov9	1 natural resource management organisation with effective capacity in knowledge management and communication		
Develop communication strategy - maintain interim communications		Nov 09			
Implement knowledge management services - commission website and data base functionality		Jun 10			
Implement communication strategy		Jun 10			
Review and adapt knowledge management services		Nov 10			
Review and adapt communication services		Nov 10			
Maintain knowledge management services		Jun 11			
Maintain communication services		Jun 11			
Provide MERI support to NRM stakeholders and community		WNRM with effective capacity in monitoring, evaluation and adaptive management		Nov 09	1 natural resource management

Project timeline for activities					
Immediate project outcomes					
Develop WNRM organisational MERI policy	<ul style="list-style-type: none"> • Providing MERI support to community and stakeholders • Develop WNRM MERI policy • Conduct and analyse intermediate and annual surveys of NRM stakeholders 	Nov 09	organisation with effective capacity in monitoring, evaluation and adaptive management		
Design annual surveys		Nov 09			
Provide MERI support to NRM stakeholders and community		Jun 10			
Implement WNRM MERI policy		Jun 10			
Conduct annual surveys		Jun 10			
Provide MERI support to NRM stakeholders and community		Nov 10			
Review and adapt WNRM MERI policy		Nov 10			
Review and adapt annual surveys		Nov 10			
Provide MERI support to NRM stakeholders and community		Jun 11			
Implement WNRM MERI policy		Jun 11			
Conduct annual surveys		Jun 11			
Develop small community grants process		Up to 40 community groups engage in a small devolved grant program		Nov 09	Up to 40 community groups engage in a small devolved grant program
10 community groups participate in small grants program				Jun 10	
Review and adapt small community grants process	Nov 10				
15 community groups participate in small grants program	Nov 10				
15 community groups participate in small grants program	Jun 11				

Program MERI activities and budget				
Monitoring				
Measure	Method of collection	Frequency of collection	Responsibility	Cost \$
<i>Measure 1</i> Best practice codes or guidelines <ul style="list-style-type: none"> Number of best management practice codes or guidelines established or completed Number of regional NRM organizations associated with delivery of best practice governance arrangements 	Quantification of baseline and change in number of best management practice codes or guidelines completed or established. Data will be collected via interim progress (immediate outcomes) reporting.	31 July, 31 December 2009-2011	Operations Manager, WNRM Monitoring and Evaluation Coordinator, WNRM	\$,3,920
		31 July, 31 December 2012-2013	Chief Executive Officer WNRM	\$3,920
<i>Measure 2</i> Monitoring Program: <ul style="list-style-type: none"> Number of monitoring programs established 	Quantification of baseline and change in the number of monitoring programs that have been established. Data will be collected via interim progress (immediate outcomes) reporting.	31 July, 31 December 2009-2011	Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM	\$,4,704
<i>Measure 3</i> Events/Displays <ul style="list-style-type: none"> Number of awareness-raising events or displays such as demonstrations, field days or study tours conducted, community volunteer days. Number of participants/groups involved or supported 	Quantification of baseline and change in the number of awareness-raising events and/or displays, and the number of participants involved or supported. Data will be collected via interim progress (immediate outcomes) reporting.	31 July, 31 December 2009-2011	Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM Communications Officer, WNRM	\$3,136
<i>Measure 4</i>	Quantification of baseline and change in the number of partnerships that have been established, supported or	31 July, 31	Operations Manager, WNRM	\$,2,744

Program MERI activities and budget				
<p>Partnerships:</p> <ul style="list-style-type: none"> Number of partnerships established, supported, contributed to Organisation type 	<p>contributed to, and the type of organisation.</p> <p>Data will be collected via interim progress (immediate outcomes) reporting.</p>	<p>December 2009-2011</p>	<p>All WNRM Program Managers Indigenous NRM Coordinator, WNRM Monitoring and Evaluation Coordinator, WNRM Communications Officer, WNRM</p>	
<p><i>Measure 5</i></p> <p>Publications/Websites:</p> <ul style="list-style-type: none"> Number of written products such as brochures, newsletters, posters or fact sheets developed and websites developed or significantly enhanced. Number of people/groups targeted. 	<p>Quantification of baseline and change in the number of written products such as brochures, newsletters, posters, fact sheets and/or websites developed or significantly enhanced, together with the number of people and/or groups that have been targeted.</p> <p>Data will be collected via interim progress (immediate outcomes) reporting.</p>	<p>31 July, 31 December 2009-2011</p>	<p>Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM Communications Officer, WNRM Communications Facilitator, WNRM</p>	\$1,960
<p><i>Measure 6</i></p> <p>Training Sessions</p> <ul style="list-style-type: none"> Number of training sessions, workshops, seminars or other skills and training events conducted. Number of participants/ groups involved or supported. 	<p>Quantification of baseline and change in the number of training sessions, workshops, seminars and other skills and training events conducted, together with the number of participants and/or groups involved or supported.</p> <p>Data will be collected via interim progress (immediate outcomes) reporting.</p>	<p>31 July, 31 December 2009-2011</p>	<p>Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM Communications Officer, WNRM</p>	\$1,568
<p><i>Measure 7</i></p> <p>Active Community Support Positions:</p> <ul style="list-style-type: none"> Number of active community support positions (facilitators or coordinators). 	<p>Quantification of baseline and change in the number of active community support positions that have been created or contributed to.</p> <p>Data will be collected via interim progress (immediate outcomes) reporting.</p>	<p>31 July, 31 December 2009-2011</p>	<p>Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM</p>	\$2,352

Program MERI activities and budget				
<p><i>Measure 8*</i></p> <p>Compliance and Service Delivery</p> <ul style="list-style-type: none"> • Level of compliance with Council obligations to: <ul style="list-style-type: none"> ○ set strategic direction ○ provide governance frameworks ○ evaluate Strategic Objectives ○ ensure financial sustainability <p><i>*WNRM Specific Measure</i></p>	<p>Baseline and change in delivery of Council compliance and service delivery.</p> <p>Data will be collected via interim progress (immediate outcomes) reporting and Council records.</p>	<p>31 July, 31 December</p> <p>2009-2011</p>	<p>Chief Executive Officer, WNRM</p> <p>Operations Manager, WNRM</p> <p>Program Manager, Sustainable Communities, WNRM</p> <p>Monitoring and Evaluation Coordinator, WNRM</p>	\$3,528
		<p>31 July, 31 December</p> <p>2012-2013</p>	<p>Chief Executive Officer WNRM</p>	\$3,528
<p><i>Measure 9*</i></p> <p>Knowledge, Skills and Engagement</p> <ul style="list-style-type: none"> • Awareness levels of WNRM* • Number of WNRM members and associates** • Attendance levels of WNRM partnership meetings (including WNRM staff and Sub-catchment reference groups)** • Number of small grant applicants and successful applicants** • Number of unique website visits, and downloads** • Number of individuals/groups provided with MERI assistance** • Levels of satisfaction with service delivery, including events, training, workshops, information extension and small grants programs.** <p><i>*WNRM Specific Measure</i></p>	<p>Change in knowledge, skills and engagement.</p> <p>Data will be collected via annual survey of targeted NRM stakeholders, project status reports and immediate outcomes reporting.</p>	<p><i>*Annual Survey:</i></p> <p>May</p> <p>2010-2011</p> <p><i>**31 July, 31 December</i></p> <p>2009-2011</p>	<p>Operations Manager, WNRM</p> <p>Program Manager, Sustainable Communities, WNRM</p> <p>Indigenous NRM Coordinator, WNRM</p> <p>Monitoring and Evaluation Coordinator, WNRM</p> <p>Communications Officer, WNRM</p>	<p>\$32,544 comprising:</p> <p>2 annual surveys \$20,000</p> <p>FTE costs of \$12,544</p>

Program MERI activities and budget				
Evaluation				
Key evaluation question	Methodology for addressing this question	Timeframe	Responsibility	Cost \$
<p>KEQ 1</p> <p>In what ways and to what extent has the <i>Core Operating and Community Engagement and Participation</i> program enhanced Wheatbelt Natural Resource Management Inc. have best practice governance arrangements in place?</p>	<p>Analysis and review of baseline and change in Immediate Measures:</p> <ul style="list-style-type: none"> • Best Practice Codes or Guidelines (Measure 1) • Compliance and Service Delivery (Measure 8) <p>Additional information also sourced through the annual external audit of financial and compliance obligations and Board review of Strategic Objectives.</p> <p>All Key Evaluation Questions addressed in Final AG Program Report and Wheatbelt Natural Resource Management Evaluation Report (with Results Chart).</p>	<p>October 2010-2011 (commencing July/August)</p>	<p>Board of Directors, WNRM Chief Executive Officer, WNRM Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM</p>	\$10,976
		<p>October 2012-2013 (commencing July /August)</p>	<p>Chief Executive Officer WNRM</p>	\$6,272
<p>KEQ 2</p> <p>In what ways and to what extent has the Wheatbelt Natural Resource Management Inc. through its <i>Core Operating and Community Engagement and Participation</i> program assisted local communities to access knowledge and skills in managing natural resources in the Avon River Basin?</p>	<p>Analysis and review of baseline and change in Immediate Measures:</p> <ul style="list-style-type: none"> • Monitoring Programs (Measure 2) • Events/Displays (Measure 3) • Partnerships (Measure 4) • Publications and Websites (Measure 5) • Training Sessions (Measure 6) • Active Community Support Positions (Measure 7) • Knowledge, skills and engagement (Measure 9) <p>Analysis of KEQ 3 will also be used to address this question.</p> <p>All Key Evaluation Questions addressed in Final AG Program Report and Wheatbelt Natural Resource Management Evaluation Report (with Results Chart).</p>	<p>October 2010-2011</p>	<p>Board of Directors, WNRM Chief Executive Officer, WNRM Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM Communications Officer, WNRM Communications Facilitator, WNRM</p>	\$10,976

Program MERI activities and budget				
<p>KEQ 3</p> <p>In what ways and to what extent has Wheatbelt NRM, through its <i>Core Operating and Community Engagement and Participation</i> program, provided support for community groups to undertake local projects in the Avon River Basin?</p>	<p>Analysis and review of change in:</p> <ul style="list-style-type: none"> • Immediate Measures used in KEQs 2 • Qualitative data collected from small grant participants <p>All Key Evaluation Questions addressed in Final AG Program Report and Wheatbelt Natural Resource Management Evaluation Report (with Results Chart).</p>	<p>October 2010-2011 (end of local project)</p>	<p>Chief Executive Officer, WNRM Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM Communications Officer, WNRM Communications Facilitator, WNRM</p>	<p>\$10,976</p>
<p>KEQ 4</p> <p>What, if any, unanticipated positive or negative changes or other outcomes have resulted?</p>	<p>Analysis and review of all data, including anecdotal evidence collected throughout program.</p> <p>All Key Evaluation Questions addressed in Final AG Program Report and Wheatbelt Natural Resource Management Evaluation Report (with Results Chart).</p>	<p>October 2010-2011</p>	<p>Chief Executive Officer, WNRM Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM</p>	<p>\$10,976</p>
<p>KEQ 5</p> <p>To what extent have the planned activities been achieved? Why or why not?</p> <p>What other activities/strategies that might be more effective?</p>	<p>Analysis and review of all data, including achievement against activity and milestones.</p> <p>All Key Evaluation Questions addressed in Final AG Program Report and Wheatbelt Natural Resource Management Evaluation Report (with Results Chart).</p>	<p>October 2010-2011</p>	<p>Chief Executive Officer, WNRM Operations Manager, WNRM Monitoring and Evaluation Coordinator, WNRM</p>	<p>\$10,976</p>
<p>KEQ 6</p> <p>To what extent are the investment strategies proving useful in engaging and influencing the targeted stakeholders?</p>	<p>Analysis and review of all data addressing KEQs 1 – 4.</p> <p>All Key Evaluation Questions addressed in Final AG Program Report and Wheatbelt Natural Resource Management Evaluation Report (with Results Chart).</p>	<p>October 2010-2011</p>	<p>Chief Executive Officer, WNRM Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation</p>	<p>\$10,976</p>

Program MERI activities and budget				
			Coordinator, WNRM	
<p><i>KEQ 7</i></p> <p>To what extent has the program has the program attained the highest value out of available resources? Why or why not?</p>	<p>Analysis of data sourced through all Key Evaluation Questions and associated measures and methodologies, program staff, program management records, Immediate Outcome Reporting and Project Status Reporting.</p> <p>Data will be reviewed annually by program staff to determine the efficiency of program activities against outcomes achieved. Strategies for increased efficiencies will be identified and implemented in the next phase of program delivery.</p> <p>All Key Evaluation Questions addressed in Final AG Program Report and Wheatbelt Natural Resource Management Evaluation Report (with Results Chart).</p>	October 2010-2011	<p>Chief Executive Officer, WNRM</p> <p>Operations Manager, WNRM</p> <p>Program Manager, Sustainable Communities, WNRM</p> <p>Monitoring and Evaluation Coordinator, WNRM</p>	\$10,976
Reporting				
Report	Information sources	Timeframe	Responsibility	Cost \$
Immediate Outcomes Report	<p>Board of Directors, WNRM</p> <p>Sub-catchment Boards, WNRM</p> <p>Chief Executive Officer, WNRM</p> <p>Operations Manager, WNRM</p> <p>Communications Officer, WNRM</p> <p>Communications Facilitator, WNRM</p>	<p>31 July, 31 December</p> <p>2009-2013</p>	<p>Operations Manager, WNRM</p> <p>Program Manager, Sustainable Communities, WNRM</p> <p>Monitoring and Evaluation Coordinator, WNRM</p>	\$,12,544
Project Status Report	WNRM Project Delivery Teams	<p>31 July, 31 December</p> <p>2009-2013</p>	<p>Operations Manager, WNRM</p> <p>Program Manager, Sustainable Communities, WNRM</p>	\$9,408

Program MERI activities and budget				
Annual Results Chart	Immediate Outcome Reports Project Status Reports Program Management Records Program participants	October 2010-2011	Chief Executive Officer, WNRM Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM	\$3,136
		October 2012-2013	Chief Executive Officer WNRM	\$2,352
Management Response Report	Results Chart	November 2010-2011	Chief Executive Officer, WNRM Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM	\$3,136
		November 2012-2013	Chief Executive Officer Operations Manager	\$3,136
Annual Survey Evaluation Report	Annual Knowledge, Skills and Engagement Survey Results	October 2010-2011	Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM	\$3,136
WNRM Annual Report	Results Charts Progress Reports	September/October 2010-2013	Chief Executive Officer, WNRM Executive Officer, WNRM	\$6,272

Program MERI activities and budget				
			Finance Officers, WNRM Communications Facilitator, WNRM	
Audit Committee Financial and Compliance Report	Organisation records – finance and compliance WNRM Executive Staff and Council	July/August 2009-2013	Chief Executive Officer, WNRM Executive Officer, WNRM Finance Officers, WNRM External Auditors	\$6,272
WNRM Annual General Meeting	Organisation records and reports WNRM Staff	October 2009-2013	Chief Executive Officer, WNRM Operations Manager, WNRM Executive Officer, WNRM Finance Officers, WNRM Communications Officer, WNRM Communications Facilitator, WNRM	\$37,637
WNRM Program Evaluation Report (with Results Chart) Written and audio-visual	Results Charts 2010-2011 Immediate Outcome Reports Management Response Reports 2010-2012 Program Management Records Program participants	July, 2011	Chief Executive Officer, WNRM Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM	\$7,840

Program MERI activities and budget				
Improvement				
Activity	Methodology	Timeframe	Responsibility	Cost \$
<i>Activity 1</i> Annual Review	Annual review incorporates: <ul style="list-style-type: none"> Board evaluation process against Strategic Objectives. Annual Knowledge, skills and engagement evaluation survey process. Audit Committee evaluation of annual financials and compliance, undertaken by external auditors. Review of all monitoring data, key evaluation questions, program management records and reports by program management staff. Outcomes and lessons learnt captured in Results Chart, with recommendations for improvement and associated actions for adaptive management documented in Management Response Report. Results of the annual review reported to Council, to community through the Annual General Meeting (and other means), and provides information and content for WNRM Annual Report.	October 2010-2011	Board of Directors, WNRM Chief Executive Officer, WNRM Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM	\$7,040
		October 2012-2013	Board of Directors, WNRM Chief Executive Officer, WNRM Operations Manager, WNRM	\$3,250
<i>Activity 2</i> Management Response	Recommendations for improvement documented in Management Response Report which is reviewed and shared with Wheatbelt Natural Resource Management Board to determine how recommendations will be implemented and findings used, for adaptive management and communication of findings.	October 2010-2011	Board of Directors, WNRM Chief Executive Officer, WNRM Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM Monitoring and Evaluation Coordinator, WNRM	\$16,660

Program MERI activities and budget				
		October 2012-2013	Board of Directors Chief Executive Officer Operations Manager	\$8,330
<i>Activity 3</i> Final Program Evaluation	Final analysis and review of overall program outcomes documented in WNRM Program Evaluation Report, which includes final results chart showing actual result versus expected result.	July, 2013	Board of Directors, WNRM Chief Executive Officer, WNRM Operations Manager, WNRM	\$10,976
Total MERI cost				\$,249,422

2.7 Reports

The Australian Government (AG) reporting requirements and timeframes as specified in the funding agreement for this program.

Table 4 below sets out the Australian Government mandatory reporting requirements for the program together with program management reports required by the Wheatbelt Natural Resource Management.

Table 4: reporting requirements

Type of report	Requirements	Recipient	Timeframe
MANDATORY CARING FOR OUR COUNTRY REPORTS			
Interim progress report	<ul style="list-style-type: none"> ▪ Results to date against targets using Caring for our Country reporting template ▪ Summary of expenses ▪ For the period July to 30 November of each year that the program is funded 	AG	<ul style="list-style-type: none"> ▪ 1 July – 30 November ▪ With in 60 days of the 30 November for each year of the program
Annual progress report	<ul style="list-style-type: none"> ▪ Results to date against targets using Caring for our Country reporting template ▪ For the period December to 30 June of each year that the program is funded ▪ Financial year funding acquittal for period July to June for each year that the program is funded 	AG	<ul style="list-style-type: none"> ▪ 1 December – 30 June ▪ With in 60 days of the 30 June each year of the program
Final program performance report	<ul style="list-style-type: none"> ▪ Final compilation and assessment of all the Program data/results (May include information from mid-year reports, annual reports, and other research reports) ▪ Summative conclusion on achievements biophysical and /or social, cultural economic or environmental change that has occurred. ▪ Final program financial acquittal for the whole of the programs life 	AG	<ul style="list-style-type: none"> ▪ 30 June ▪ With in 60 days of the specified completion date for the program
Milestone report	<ul style="list-style-type: none"> ▪ Mandatory report specified against a milestone 	AG	<ul style="list-style-type: none"> ▪ As specified in Deed of Agreement
OTHER REPORTS			

Type of report	Requirements	Recipient	Timeframe
Immediate Outcomes Report	<ul style="list-style-type: none"> Results to date of measures collected and reported by project delivery organisations and Wheatbelt Natural Resource Management program staff 	WNRM	Biannually: June and November, 2009-2013
Project Status Report	<ul style="list-style-type: none"> Progress towards achievement of deliverables and activities for each 6 month period from project delivery organisations and Wheatbelt Natural Resource Management program staff, including budget status, and tracking and management of project issues and risks 	WNRM	Biannually: June and November 2009-2013
Annual KSE Evaluation Report	<ul style="list-style-type: none"> Report on change in levels of knowledge, skills and engagement in the community at an organisational level. 	WNRM	Annually: August/September 2010-2013
WNRM Annual Report	<ul style="list-style-type: none"> Report communicating progress of programs, including financials and outcomes across the organisation. 	Community and NRM Stakeholders	Annually: October 2010-2013
Audit Report	<ul style="list-style-type: none"> Report produced by WNRM Audit Committee on financials and compliance of best practice governance Independent Committee Chair, as per constitution 	WNRM Board of Directors	August /September 2009-2013
WNRM Annual General Meeting	<ul style="list-style-type: none"> Report to community on organisational progress, including financial and compliance 	Community and NRM Stakeholders	Annually: October 2009-2013
Annual Results Chart	<ul style="list-style-type: none"> Report on outcomes to date of program and its contribution towards Caring for Our Country targets and Key Evaluation Questions. Includes recommendations for improvement and lessons learnt to date. 	WNRM	Annually: October 2010-2013
Management Response Report	<ul style="list-style-type: none"> Report on recommendations for improvement identified through annual review process, and having been documented in Annual Results Chart. Determines roles, responsibilities and processes for implementing findings or communicating results. 	WNRM	Annually: October 2010-2013
WNRM Program Evaluation Report	<ul style="list-style-type: none"> Report on overall outcome of program and contribution towards Caring for Our Country targets, and addresses key evaluation questions. 	WNRM AG	End of Program: July 2013

Type of report	Requirements	Recipient	Timeframe
(with Results Chart) Audio-visual and written	<ul style="list-style-type: none"> Includes assessment of program management performance. Includes recommendations for improvement and lessons learnt. 		

3. Program Logic

Program Logic is a key element of an evaluation process as it shows a series of expected consequences, not just a series of events, at different outcomes levels within the logic. The program logic describes the relationships between activities and desired outcomes.

The overarching *Caring for our Country MERI Strategy* is underpinned by program logic, against which the key evaluation questions about the initiative can be clearly articulated. The outcomes range in type and timing from immediate through to longer-term outcomes, and build on foundations such as plans, frameworks, systems, and agreements for knowledge, communication and partnerships.

The Program logic for this MERI plan is included at Attachment 1.

3.1 Assumptions within the logic and managing risk

The hierarchy of the program logic (Attachment 1) and the rationale rest on some particular assumptions about how change will occur throughout the levels of outcomes over time.

Table 5 shows the assumptions made in developing the program logic. These assumptions will be tracked and tested throughout the life of the program, through the annual review process in the final Program Evaluation to ensure that the logic model is rigorous.

Table 5: Managing risk

Assumptions	Likelihood of assumption being wrong 1–5 (1 = rare, 5 = almost certain)	Consequences for longer-term outcomes if assumption is wrong 1–5 (1 = extreme, 5 = insignificant)	Key evidence to support this	Assumption will be tested
We assume that WNRM can attract skill and retain suitable candidates to the Board of Management.	3	3	WNRM historic performance and capacity has maintained adequate community interest in Board positions. Governance reform has strengthened the opportunities offered by Board membership.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
We assume that WNRM community leadership in NRM will be accepted and lead to improved NRM outcomes.	3	2	Historically, community NRM networks have maintained positive and effective relationships with WNRM. WNRM business model continues to target and support community networks.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
We assume that increased and targeted access to NRM information will improve community capacity to participate in NRM.	3	3	Access to and exchange of information is fundamental activities driving broad scale practice change. Knowledge management and communication strategies will target key stakeholders engaged in achieving outcomes.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
We assume that increasing the number and strength of community networks in NRM will enable WNRM to deliver greater effectiveness in NRM services and achievement of	2	4	WNRM experience supports strong community networks as fundamental to building community capacity to participate in	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

Assumptions	Likelihood of assumption being wrong 1–5 (1 = rare, 5 = almost certain)	Consequences for longer-term outcomes if assumption is wrong 1–5 (1 = extreme, 5 = insignificant)	Key evidence to support this	Assumption will be tested
targets and outcomes.			NRM.	
We assume that we can capture and interpret information to effectively evaluate this program and evidence outcomes to funders and community.	3	3	Commitment and thorough approach to program MERI combined with WNRM adaptive management process supports this assumption.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
We assume that a structured approach to partnerships and collaborations will effectively engage community.	3	3	Consistent approach to partnerships and business collaborations with clear expectations and guidelines provides an efficient process for community engagement and participation.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
We assume that externalities to WNRM affecting NRM don't undermine the programs outcomes.	3	4	Strong WNRM MERI and adaptive management culture and process to identify and adapt to external impacts to manage program risks.	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

4. Evaluation questions

Table 6 below illustrates the key evaluation questions and the other evaluation questions that relate to them.

Key evaluation questions are the high-level questions that the evaluation wants to answer in relation to the Caring for our Country targets.

Other questions are questions that are asked and for which data will be monitored to test the accuracy of program logic assumptions and measure the success of implementation strategies for the funded program activities.

The key evaluation questions will be addressed through evidence from various sources, such as:

- Reviews of existing data and program management strategies and processes.
- Council structures and review processes
- Mandatory program progress reports
- Internal Wheatbelt Natural Resource Management program management reports including Immediate Outcome Reports and Project Status Reports
- Monitoring of social outcomes against levels of knowledge, skills and engagement, using quantitative and qualitative methods such as interviews, extension activity satisfaction surveys, case studies, and telephone and/or postal surveys.

Table 6 presents the data sources/evidence that will be gathered to address questions and the monitoring methods and frequencies.

Table 6: Data sources and methods to address evaluation questions

KEQs	Other-evaluation questions	Method	Frequency
IMPACT			
1. In what ways and to what extent has the Core Operating and Community Engagement and Participation program enhanced Wheatbelt Natural Resource Management Inc. have best practice governance arrangements in place?	Has Board been proactive in setting and implementing strategic direction for WNRM?	The following measures will be collected twice yearly by WNRM project staff and will be reported via the Immediate Outcomes Reporting process: <ul style="list-style-type: none"> • Best Practice Codes or Guidelines (Measure 1) • Compliance and Service Delivery (Measure 8) Data will also be collected as part of Council structures which review financial and compliance obligations through external audits, and Board evaluation against Strategic Objectives. This information will contribute to the overall annual review. Data will be analysed by WNRM staff and summarised in the Results Chart, which provides the framework for the annual review of outcomes against Caring for Our Country targets, Key Evaluation Questions, and includes recommendations for improvement and lessons learnt to date.	31 July, 31 November 2009-2013 July/August 2009-2013 October 2010 – 2013
	Has the Board managed the organisation for financial sustainability?		
	How many and what type of best practice codes or guidelines have been developed for WNRM?		
	What kinds of governance arrangements has the WNRM Board implemented?		
	To what extent has WNRM made progress towards achieving the deliverables for each strategic objective, as set out in the Strategic Plan 2010-2012?		
2. In what ways and to what extent has the Wheatbelt Natural Resource Management Inc. through its Core Operating and Community Engagement and Participation program assisted local communities to access knowledge and skills in managing natural resources in the Avon River Basin?	What increase has there been in community participation in NRM?	The following measures will be collected twice yearly by WNRM project staff and will be reported via the Immediate Outcomes Reporting process: <ul style="list-style-type: none"> • Monitoring Programs (Measure 2) • Events/Displays (Measure 3) • Partnerships (Measure 4) • Publications and Websites (Measure 5) • Training Sessions (Measure 6) • Active Community Support Positions (Measure 7) • Knowledge, skills and engagement (Measure 9) Information collected through KEQ 3 will also be used to address this	31 July, 31 November 2009 -2011
	How many and what kinds of awareness raising events and displays were conducted?		
	How many training sessions and workshops were conducted? How many people participated in these events?		
	How many and what kind of partnerships have been established, supported or contributed to?		
	How many brochures, newsletters, posters, fact sheets or websites have been developed? How many people were these targeted at?		
	In what ways has the Monitoring and Evaluation		

KEQs	Other-evaluation questions	Method	Frequency
	<p>process? Is there a way to improve this process in the future?</p> <p>Did successful applicants identify any unanticipated outcomes, either positive or negative, as a result of undertaking the local project?</p>	<p>In addition, successful applicants will be contracted to provide a case study of the project. Some participants will also be invited to participate in an audio-visual interview on completion of the local project, which will contribute towards the final program evaluation report.</p> <p>Data will be analysed by WNRM staff and summarised in the Results Chart, which provides the framework for the annual review of outcomes against Caring for Our Country targets, Key Evaluation Questions, and includes recommendations for improvement and lessons learnt to date.</p>	<p>Project</p> <p>October 2010 – 2011</p>
<p>4. What, if any, unanticipated positive or negative changes or other outcomes have resulted?</p>		<p>Data will be sourced via WNRM program staff and will be reported to through the Immediate Outcome Reporting process.</p> <p>This information will also be sought when surveying and interviewing successful small grant applicants, as outlined in KEQ 3.</p> <p>Data will be analysed by WNRM staff and summarised in the Results Chart, which provides the framework for the annual review of outcomes against Caring for Our Country targets, Key Evaluation Questions, and includes recommendations for improvement and lessons learnt to date.</p>	<p>31 July, 31 November 2009 -2011</p> <p>October 2010 – 2011</p>
EFFECTIVENESS			
<p>5. To what extent have the planned activities and milestones been achieved? Why or why not?</p>	<p>Were there any issues that arose for the program delivery due to any lack of appropriately skilled staff?</p> <p>How well did the planned activities achieve their objectives?</p> <p>What other activities/strategies that might be more effective?</p>	<p>Data will be sourced via program management records and project status reports and through the collection of Immediate Outcome Reporting. Project Status Reports track progress towards deliverables throughout the year, and identify any risks or issues associated with expected delivery. This facilitates early intervention and adaptive management requirements.</p> <p>Comparison of expected versus actual activity and milestone delivery will also be reviewed as part of the annual review process, with results recorded in the Results Chart. This provides the framework for the annual review of outcomes against Caring for Our Country targets, Key Evaluation Questions, and includes recommendations for improvement and lessons learnt to date.</p>	<p>31 July, 31 November 2009 -2011</p> <p>October 2010 – 2011</p>

KEQs	Other-evaluation questions	Method	Frequency
APPROPRIATENESS			
6. To what extent are the investment strategies proving useful in engaging and influencing the targeted stakeholders?	<p>Have the engagement strategies been an appropriate way of influencing and encouraging the community participate in NRM activities? Why or why not?</p> <p>Are there any other strategies that could be used?</p> <p>How have the sub-catchment reference groups facilitated the engagement process, and how successful have these groups been?</p> <p>Has the establishment of sub-catchment reference groups contributed to an increase in community participation in NRM?</p> <p>Have the views of the sub-catchment reference groups been adequately communicated to the Council, and how has Council represented the views of the community through strategic planning?</p> <p>How successful were the improved governance strategies in improving the communication of NRM knowledge to the community?</p>	<p>Data will be sourced through Key Evaluation Questions 1, 2, 3 and 4, and associated measures and methods.</p> <p>The annual review process will determine the effectiveness and appropriateness of engagement strategies and identify any improvements.</p> <p>Data will be analysed by WNRM and summarised in the Results Chart, which provides the framework for the annual review of outcomes against Caring for Our Country targets, Key Evaluation Questions, and includes recommendations for improvement and lessons learnt to date.</p> <p>Case Studies will also be used to communicate program outcomes to new sectors of the community for ongoing impact and legacy, as well as to program participants as part of the community engagement strategy.</p>	<p>31 July, 31 November 2009 -2011</p> <p>October 2010 – 2011</p>
EFFICIENCY			
7. To what extent has the program attained the highest value out of available resources? Why or why not?	<p>Could resources be used in a more productive way to increase efficiency?</p>	<p>Analysis of data sourced through all Key Evaluation Questions and associated measures and methodologies, program staff, program management records, Immediate Outcome Reporting and Project Status Reporting.</p> <p>External auditors will also undertake a financial audit process to maintain transparency of funds administration. The financial audit report will also be used to address this question.</p> <p>Data will be reviewed annually by program staff to determine the efficiency of program activities against outcomes achieved. Strategies for increased efficiencies will be identified and implemented in the</p>	<p>31 July, 31 November 2009 -2011</p> <p>October 2010 –</p>

KEQs	Other-evaluation questions	Method	Frequency
		<p>next round of program delivery.</p> <p>Data will be analysed by WNRM and summarised in the Results Chart, which provides the framework for the annual review of outcomes against Caring for Our Country targets, Key Evaluation Questions, and includes recommendations for improvement and lessons learnt to date.</p>	2011

5. Improvement

5.1 Reviewing the MERI plan

Regular reflection on data, strategies, management processes and progress informs an adaptive management approach for continuous quality improvement of the program.

Table 7 provides a model for the review of the MERI plan, associated program logic(s) and for recording changes to achieve improvements in program implementation.

Table 7 MERI Plan Review Schedule

Date	Participants	Type of review	Resources/materials required	Agreed adaptive management strategy	Communicate results
*October 2010 – 2013 <i>*process commences in July and Ends in October</i>	Board of Directors, WNRM Chief Executive Officer, WNRM Executive Officer, WNRM Operations Manager, WNRM Finance Officers, WNRM Program Manager, Sustainable Communities, WNRM* Monitoring and Evaluation Coordinator,	Annual Review, incorporating: <ul style="list-style-type: none"> Audit (Financials and Compliance) (July/August) Knowledge, Skills and Engagement Evaluation Survey (May) Board Strategic Objective review (September/October)) Program 	Interim Progress Reports Annual Review Report Program MERI Plan Program Management Plan Finance and Compliance Audit Report Strategic Objectives Annual Survey Report Community Engagement and Communications Plan Results Chart	Program performance will be monitored through the WNRM program management process, project status reports and via quarterly reporting to WNRM Board and appropriate Standing Committees. Data collected will be analysed by relevant Board Standing Committees (Audit and Financial), WNRM Program Staff (Annual Knowledge, Skills and Engagement Survey) and the WNRM Board of Directors (Strategic Objectives). These results will be reported to Board as per Board reporting procedures, and will be summarised in the Results Chart. The Results Chart will be used to provide a framework for the annual review process, showing results to date against the Caring for Our Country targets and the programs key evaluation questions. This process is followed by the Management	Lessons learned and recommendations for improvement (and associated implementation decisions) are communicated as appropriate to WNRM staff, the wider community and natural resource management stakeholders.

Date	Participants	Type of review	Resources/materials required	Agreed adaptive management strategy	Communicate results
	WNRM* Communications Officer, WNRM*	Contribution to Caring for Our Country targets and Key Evaluation Questions (October)	Small Grants Case Studies	Response process outlined below. Board related reviews are coordinated by the Chief Executive Officer and Executive Support team. Annual Survey process is coordinated and analysed by the Monitoring and Evaluation Coordinator and Program Manager, Sustainable Communities.	
November 2010 – 2013	Chief Executive Officer, WNRM Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM* Monitoring and Evaluation Coordinator, WNRM* Communications Officer, WNRM*	Management Response	Results Chart (updated with recommendations for improvement and lessons learnt, following outcomes of annual review process)	Recommendations for improvement and lessons learned that were identified as part of the annual review process are documented in the <i>Management Response Report</i> . Participants review the recommendations and use the report to record the feasibility, roles, responsibilities, timeframes and resources required to implement the recommendations. Actions arising from this session are then tracked in fortnightly staff meetings or Board meetings (as appropriate) to ensure that results of are used in the adaptive management cycle. This process is coordinated by the Monitoring and Evaluation Coordinator, WNRM or Chief Executive Officer, WNRM (as appropriate)	Lessons learned and recommendations for improvement (and associated implementation decisions) are communicated as appropriate to WNRM staff, the wider community and natural resource management stakeholders. This process is coordinated by the Operations Manager and the Communications Officer.
July 2013	Board of Directors, WNRM Chief Executive Officer, WNRM Operations Manager, WNRM Program Manager, Sustainable Communities, WNRM* Monitoring and	End of Program Review	Interim Progress Reports Annual Review Report Program MERI Plan Program Management Plan Finance and Compliance Audit Report Strategic Objectives Community Engagement	Management Response process (as above) used to feedback into the next program planning phase.	Key outcomes will be communicated via the Program Communications team to appropriate stakeholders as outlined in the Community Engagement and Communications Strategy. The WNRM Final Program Evaluation Report will be available in both audio-visual and written format, and will be re-packaged and communicated as appropriate to add value to the evaluation products delivered as part of the MERI

Date	Participants	Type of review	Resources/materials required	Agreed adaptive management strategy	Communicate results
	Evaluation Coordinator, WNRM* Communications Officer, WNRM*		and Communications Plan Results Chart Small Grants Case Studies		process.

*These staff members will not participate beyond 2011 as they are resourced through funding from 2 year targets, unless otherwise revised by Australian Government.

5.2 The feedback cycle

The feedback cycle is facilitated through the annual review and management response process, as outlined in Table 7 (MERI Plan Review Schedule). Any improvements identified will be reflected through revisions to the Program Management Plan and associated work breakdown structures, the MERI Plan and the Community Engagement and Communications Plan. The WNRM program management methodology underpins the MERI process to ensure the timely and effective communication of adaptations to project staff to ensure delivery of project adaptations and inform staff of program delivery status.

5.3 Communicating results

Key messages and outcomes resulting from the evaluation process will be communicated to the following key stakeholders, as appropriate:

- Australian Government:
 - Ann Connelly, Assistant Director, WA Team, Australian Government Land and Coasts
 - Drue Edwards, Director, Program Performance, Australian Government Land and Coasts
- Western Australian Government
 - John Holley, Acting Director State NRM Office, Government of Western Australia
- Community including:
 - Caring for our Country program participants
 - 3 Sub-catchment community reference groups for Avon, Yilgarn and Lockhart
 - Aboriginal community network including Recording Traditional Knowledge advisory group
 - WNRM Membership and Associates
 - Wheatbelt Production Group network (Grower Group Alliance)
 - General land manager and town community in the Avon River Basin

Using the Programs *Community Engagement and Communications Plan*, the WNRM Communications Team will repackage and communicate evaluation outcomes in appropriate formats to these key stakeholders. A variety of mediums will be used including written and/or audio-visual (DVDs), websites, newsletters and through verbal delivery of key messages at targeted events such as partner and community meetings, and field days.

Attachment 1

