Monitoring and evaluation plan

There are two components to monitoring and evaluating your project:

Monitoring and Evaluation (M&E) Plan	Project Measures Table

The first instalment of the grant is linked to your submission of a satisfactory M&E plan and Project Measures Table.

How to use this form

Use the instructions at the back of this document when completing the form.

Each section of the form is hyperlinked to enable you to easily access instructions that are relevant to that question. Simply right click and select ‘open hyperlink’ on question headings to switch between questions and instructions.

Grant reference number:	2011/ED/0001
Project title:	The Kingfish Bay Multilingual Community Education Program
Name of organisation:	Kingfish Bay Council
Contact person:	John Brown
Contact number:	(02) 1234 5678

If you have questions or need help at any stage, please contact the Trust’s Monitoring, Evaluation and Reporting Officer on (02) 8837 6314 or at info@environmentaltrust.nsw.gov.au.

Monitoring and evaluation plan: form

1. Project objectives

1	Develop and pilot a range of education tools and strategies to effectively educate residents, including CALD residents, on recycling correctly and increase participation in recycling by at least 20% within the pilot group
2	Increase recycling rates by 25% and reduce recycling contamination rates to less than 10% in identified areas and maintain these levels over 12 months
3	
4	

2. Stakeholder relationships

Please list your project stakeholders. (Include project team, contractors, consultants, volunteers and any other individuals/organisations involved in the project).

Organisation or group	Interest or views (contribution to the project)
Kingfish Bay Councillors	Meeting the needs of the residents and reducing the cost to the Council.
Kingfish Bay Council (Waste Management Facility)	Reducing the cost of disposal to the council, longevity of the landfill, levy fees, contamination fees, increased resource recovery.
CALD Community participants	People within CALD Communities participating in the project.
Bilingual educators	Will be used to test and provide resource recovery education to CALD residents in Kingfish Bay.
Manager, Resource Recovery (Office of Environment and Heritage)	Managing resource recovery on behalf of Council.
Project Officer	Responsible for project management.
Recycling contractor	Maximise resource recovery and monitor bin collection and resource recovery rates.
Housing NSW	Maximise resource recovery with tenants, improve amenity.
Housing and/or community groups	Improve amenity, improve sense of community.
Kingfish Bay Resource Recovery & Environment Reference Group	Meeting the needs of residents, improved services, improved resource recovery and protection of natural environment.
Australian Italian Welfare Association, Indian Welfare Association and Chinese Welfare Association	Assist in promoting the project and accessing members to change behaviour.

3. Project plan

Please use one table for each of your objectives listed in Part 1.

OBJECTIVE 1:	Develop and pilot a range of education tools and strategies to effectively educate residents, including CALD residents, on recycling correctly and increase participation in recycling by at least 20% within the pilot group						
Activity *	**Project measures*** *(from the Project Measures Table and any other project measures that are relevant to your project but not listed in the Project Measures Table)*	**Total projected outputs***	**How will progress be measured***	**When will progress be measured***	**What tools/ resources are required to measure progress***	**Who is responsible for measuring progress***	**Activity completion date(s)***
Engage stakeholders directly through face-to-face meetings to research issues around recycling and contamination	Number of stakeholder groups engaged SC1 - individuals actively involved Number of meetings SC9 - Organisations engaged	8 40 8 6	Monitor the number of meetings with various groups	After each meeting	Log to record number of stakeholder groups and individuals engaged	Project Officer	31/03/2012
Research and develop draft educational tools and strategies to address issues identified by stakeholders including a stakeholder survey	Desktop research SC 15 - Education products developed SC3 –contractors engaged by Trust funds (CALD community liaison specialist) SC3 - hours	1 5 1 25	Successful designs available	At conclusion of research	Tools and strategies identified and developed for strategy	Project Officer	20/05/2012
Consult various stakeholders and seek, suggestions and endorsement of proposed educational tools and strategy	Number of stakeholder groups engaged Number of individuals engaged Number of meetings Feedback received from stakeholders	6 15 2 5	Feedback from stakeholders	Once feedback is received	Collation of feedback Review of draft education strategy and products	Project Officer	20/05/2012
Pilot education tools and strategies with select population within targeted area and amend educational resources as required	Number of tools piloted Number of responses (to participant survey) Number of participants engaged Bin audits	5 30 200 1	Monitor responses and general satisfaction levels Adjust education strategy based on feedback from pilot	Upon each survey return	Log to record number of surveys returned Analysis of survey results	Project Officer	31/09/2012
Develop and implement a communications strategy, gaining endorsement of council and stakeholders	Number of media releases SC16 – individuals potentially reached Communication Strategy developed SC4 - Non Trust funded staff involved SC4 - hours SC3 –contractors engaged by Trust funds (graphic designer, translators) SC3 - hours	10 25,000 1 3 120 2 75	Number of media releases published Monitor the response to media releases from the community Stakeholder and council collaboration and consultation	With each media release Following collaboration and consultation	Local media Files, meeting notes, correspondence	Project Officer, Public Relations /Communications Officer	Ongoing 30/10/2012

OBJECTIVE 1:	Develop and pilot a range of education tools and strategies to effectively educate residents, including CALD residents, on recycling correctly and increase participation by at least 20% within the pilot group
How are you going to collect baseline data? Baseline data refers to the information collected before the project commences. Baseline data provides information on the current condition, it is used to provide a comparison between the condition before the project commences and the condition as a result of the work undertaken by your project.	
Bin audits; In a recent bin audit conducted by the Kingfish Bay Council it has been revealed that there is a high level of contamination in the recycling bin in certain areas in the LGA and a low participation rate within the CALD community. The project will undertake an initial survey to determine the recycling knowledge gaps and attitudes across CALDs and residents in the high contamination areas. Results from the survey will be used to inform and develop the education strategy.	
What would success look like if you achieve this objective? It is important to consider what the overall success (expected outcomes) of this objective would look like and how you know that you have reached it.	
Residents in the pilot, including those from CALD communities will be engaged through the education strategy. There will be a change in the knowledge, skills, attitudes and behaviours from these participants. Informal feedback received is positive. There will be a reduction in contamination in the recycling bin and an increase in recyclables collected with a corresponding decrease of dry recyclables in the red bin.	

* For a description of what this means please refer to the glossary.

OBJECTIVE 2:	Increase recycling rates by 25% and reduce recycling contamination rates to less than 10% in identified areas and maintain these levels over 12 months						
Activity	**Project measures** *(from the Project Measures Table and any other project measures that are relevant to your project but not listed in the Project Measures Table)*	**Total projected outputs**	**How will progress be measured**	**When will progress be measured**	**What tools/ resources are required to measure progress**	**Who is responsible for measuring progress**	**Activity completion date(s)**
Roll out education strategy across targeted areas in the local government area and hold workshops	Number of responses (to participant survey)	150	Monitor the number of responses Monitor satisfaction levels Monitor and adjust education strategy based on ongoing feedback from residents	Upon each survey return and at completion of each training session	Data analysis, log to record workshop attendees	Project Officer	30/10/2012
	Number of participants engaged	1000					
	SC16 - Number of individuals potentially reached	25,000					
	Contamination rates reduced	Below 10%					
	SC11 - Training sessions conducted SC12 – number of people trained	7 140					
Provide infrastructure as per the education strategy i.e. locked bin lids, larger recycling facilities for multi-unit dwellings	Number of bins	200	Infrastructure in place Relationships maintained with Strata Management for multi-unit dwellings. Observation and feedback from general community	Ongoing	Collection Contractors	Project Officer Collection Contractors	Ongoing
	Infrastructure maintained quarterly and used appropriately	4					
	SC4 - Non Trust funded staff involved SC4 - hours	2 80					
Provide regular feedback (as per the communications strategy) to the targeted population and wider community in the LGA	Number of individuals potentially reached	25,000	Record number of opportunities provided to residents to receive feedback Response from community to feedback	Quarterly	Log, bin audits, communication strategy	Project Officer	Quarterly 30/01/2013 30/04/2013 30/07/2013 30/10/2013
	Number of participants engaged	1,000					
	Bin audits	20					
	Contamination rate	Below 10%					
Provide infrastructure as per the education strategy i.e. additional service: larger recycling bin, additional recycling bin; improve access to recycling bins etc	Number of additional bins	50	Infrastructure in place Relationships maintained with Strata Management on infrastructure and success Observation and feedback from Strata, tenants and residents	Ongoing	Bins, asset management	Project Officer, Council Asset Management, Recycling Contractors	Ongoing
	SC4 - Non Trust funded staff involved SC4 - hours	2 80					

OBJECTIVE 2:	Increase recycling rates by 25% and reduce recycling contamination rates to less than 10% in identified areas and maintain these levels over 12 months

How are you going to collect baseline data?

Baseline data refers to the information collected before the project commences. Baseline data provides information on the current condition, it is used to provide a comparison between the condition before the project commences and the condition as a result of the work undertaken by your project.

In a recent bin audit conducted by the Kingfish Bay Council it has been revealed that there is a high level of contamination in the recycling bin in certain areas in the LGA and a low participation rate within the CALD community in recycling.

What would success look like if you achieve this objective?

It is important to consider what the overall success (expected outcomes) of this objective would look like and how you know that you have reached it.

Contamination rates are reduced to less than 10% and maintained over a 12 month period at this level. Regular feedback is provided to the community on their success. Infrastructure is maintained and used appropriately by all users. Costs to council are reduced in the recycling contract with contamination levels meeting or below targets of the contract. Recycling is maximised and not sent to landfill as a result of high contamination levels. This will contribute to council working towards meeting the NSW state waste targets.

4. Risk management

Considering your project's objectives and the activities you are planning, what are the potential risks that may impact on your success?

Please follow the steps below in completing this section. This is to help you identify potential risks associated with your project, rate those risks according to their 'likelihood' of occurring and their 'impact' if they occurred along with 'treatment/action' you will implement to reduce the risk.

Step 1 Identify potential risks to your project and complete Step 1 in the table below. Depending on the grant program risks may include environmental, economic and/or social factors. You may want to include and/or expand on risks provided in your Grant Application.

Step 2 Identify the likelihood of each potential risk occurring using the likelihood scale provided above and select the appropriate rating in Step 2 in the table below.

Step 3 Identify the impact of each potential risk using the impact scale provided above and select the appropriate rating in Step 3 in the table below.

Step 4 Identify the level of risk using the risk evaluation scale provided above and select the appropriate rating in Step 4 in the table below.

Step 5 Identify the treatment/action or mitigation option you will implement to reduce and/or manage the risk and complete Step 5 in the table below.

Potential risk	Likelihood	Impact	Score	Treatment/action/mitigation options
Step 1	**Step 2**	**Step 3**	**Step 4**	**Step 5**
Lack of participation in initial survey	Unlikely	Major	Medium	Use incentives to encourage participation. Use local networks, ensure survey is simple and straight forward and easy to complete.
Activities not being completed on time	Unlikely	Major	Medium	Regularly monitor progress and revisit monitoring and evaluation plan.
Project going over-budget	Unlikely	Major	Medium	Regularly monitor expenditure against budgeted funds.
Participation in kerbside recycling does not increase	Unlikely	Major	Medium	Regularly monitor and evaluate the education and communications strategy, seek feedback from the community, maintain communication with stakeholders, provide incentives and feedback to the community, adjust infrastructure provision as required.
Contamination rates in recycling do not significantly decrease	Unlikely	Major	Medium	Regularly monitor and evaluate the education and communication strategy. Be flexible with these and modify if required. Use feedback from the community and recycling contractors to monitor the project and adapt as needed.
Unable to contract community educators with required skills	Likely	Major	High	Identify a number of potential sources for community educators with required skills.

Make sure you revisit identified risks and actions as regularly.

5. Communication strategy

Please use the table below to outline your communication strategy.

Target audience	Target message	Communication method	Evaluation method to determine effectiveness	Proposed date of release
Kingfish Bay Council & Kingfish Bay Council (Waste Management Facility)	Promote the project and encourage participation – highlighting the benefits of improving CALD participation in recycling	Meetings, email Phone calls Follow-up to maintain communication	Number and nature of responses Number of phone calls Support received for project and bin audits	02/05/2012 18/05/2012
Kingfish Bay Resource Recovery & Environment Reference Group; Housing and/or community groups	Promotion, planning and to encourage project partnerships	Face-to-face	Number of meetings, Partnerships established. Feedback and actions from meetings.	27/05/2012
CALD Community participants	Promoting the project, the benefit of recycling and how to do it correctly	Face-to-face Local ethnic newspapers ,	Number of participants Informal feedback	01/05/2012; 01/09/2012; 14/01/2013; 01/05/2013; 01/09/2013; 01/12/2013
All Kingfish Bay residents	Promoting the project, the benefit of recycling and how to do it correctly	Local Newspaper/ Newsletter Council website and Facebook page	Newspaper/ Newsletter readership Hit data, other metrics (e.g. Likes) and responses	01/05/2012; 01/09/2012; 14/01/2013; 01/05/2013; 01/09/2013; 01/12/2013
Environmental Trust	Progress and final reports	Written report	Whether the progress and final reports are deemed satisfactory by the Trust	31/11/2012; 30/06/2013; 31/12/2013

6. Evaluation

How do you intend to periodically evaluate your project?
Please use the key evaluation questions below and develop your own that relate to your specific project.

1	To what extent are the objectives being achieved?
2	Is the project being delivered within budget?
3	Are the methods chosen appropriate?
4	What can we do differently?
5	How well did we foster strong and effective partnerships established between CALD Communities and local government?
6	To what extent has the knowledge and behaviour of CALD communities changed as a result of this project?
7	
8	

Instructions: Monitoring and evaluation plan

The form is designed to help you develop an M&E Plan for your project. It is a more detailed version of the project planning you did as part of your Grant Application – so you've already done the hard part! Information provided should be consistent with the project plan in your application. Please discuss variations with your Grants Administrator.

Your M&E Plan is a tool to help keep your project on track, to adapt if necessary and ultimately to support you in achieving the outcomes of your project. Monitoring your program means checking that it is reaching its expected level of performance (as defined by your objectives and expected outputs) at regular intervals.

This plan includes a section to help you assess any risks that may have an impact on you meeting your objectives and think about how you could mitigate the risks. The template also asks you to consider how you are going to communicate with your stakeholders and the wider public. The communication strategies you use can make an enormous difference to your project's success, so planning for this ensures you are less likely to miss the opportunity to get others constructively involved with your project.

When you monitor and evaluate your project, you can learn from your experiences and adjust your project if you need to. Evaluation provides a feedback mechanism for continuous improvement of your effort. It should inform decision-making at every stage of the project and encourage you to reflect on your outcomes so that you can consider future actions. Ideally, evaluation starts from the moment you design your project and runs through to the completion of the project.

Apart from guiding you in planning your project, the M&E Plan will help you to demonstrate how successful your project is as you come to report against it. You will put a large amount of effort and time into planning and delivering your project so it is important for you to know what worked (and why), and what did not work so well and how to adapt your strategies to ensure you have a positive result. Knowing that your program is making a difference is crucial for everyone who is conducting the project with you and it encourages continual improvement.

At the same time as completing this M&E Plan, you will need to complete the Project Measures Table. The Project Measures Table provides a range of baseline data and target criterion that are meant to help you to record, monitor and guide the outcomes of your project. These measures, developed by the Environmental Trust, also enable data to be collated and reported at a project, program and state-wide level. You will need to refer to the Project Measures Table when completing your Project plan (Part 3 of this document) and ensure that your figures are consistent with those in your plan.

Examples of completed M&E Plans can be found on the Trust's website.

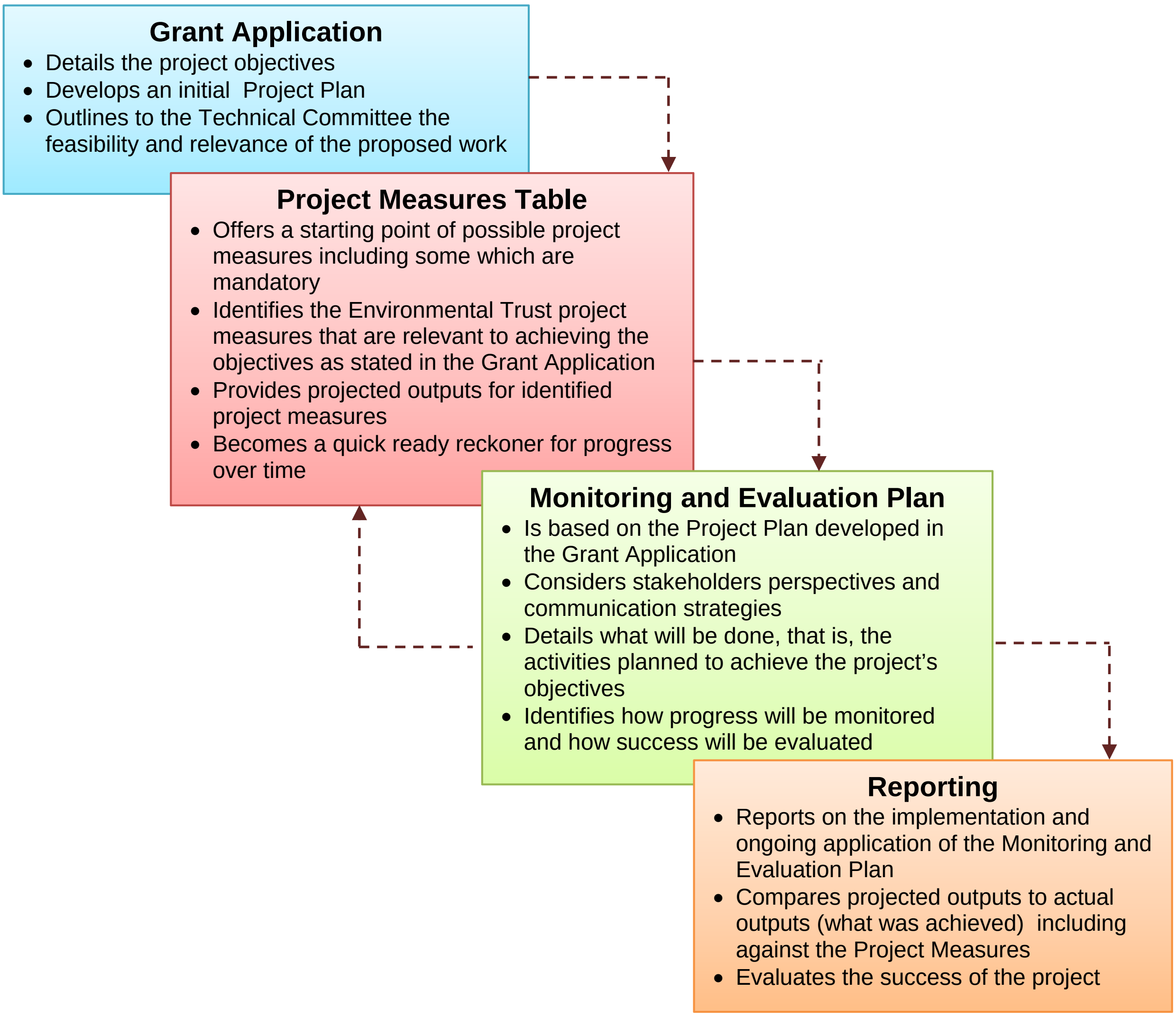

Figure 1: Linking the Grant Application, Project Measures Table, M&E Plan and Reporting.

The M&E Plan and Project Measures Table will form the basis of your progress and final project reports

M&E question explanations and details

1. Project objectives

Please list your project objectives as provided in your grant application. However, you may wish to revise and refine these objectives to make them clearer and to remove ambiguity and/or overlap. Generally your project should have a maximum of three to four objectives. The objectives should clearly identify what the program is intending to achieve in a specific and measurable form.

You might find it useful to look at a resource we have online called What makes a good objective. Example of completed M&E Plans are also available on the Trust's website.

2. Stakeholder relationships

Stakeholders can be defined as those who are interested in, concerned about, affected by, have a vested interest in, or are involved in some way with the issue. Because of their involvement and ownership of the issue many stakeholders will have knowledge, networks and resources which can add significant value to the project. This section asks you to identify your project stakeholders and their interests, as well as consider how they might contribute to the project. After completing this section, you should think about, and where appropriate, include activities that factor stakeholder relationships as you develop your Project Plan (Part 3).

3. Project plan

Please use one table for each of your objectives listed in Part 1.

Information from these tables will be used when you are reporting on your project. The M&E Plan will be a major component of progress and final reports. The reporting template can be downloaded from the Trust's website.

If you require additional rows for activities and/or project measures in the tables below, please use the 'Table' tab from the Microsoft Word menu to insert additional rows. If you need help please contact Trust administration.

Please see the glossary at the end of the document for explanations for each of the headings in the following tables.

4. Risk management

Risk management involves identifying, assessing and prioritising risks that may impact on the successful delivery of your project. Although some risks have the potential to have a positive influence, most risks create a degree of uncertainty and can affect your ability to meet the project's objectives. You would have already identified a number of risks in your grant application. Here we go a step further and assess the degree of risk posed on your objectives. This process asks you to identify risks, determine the 'likelihood' of those risks occurring, assess the 'impact' if those risks occurred and identify actions/treatments to mitigate the risk.

When completing this section it is important to consider each of your objectives along with the activities that you have identified in the Project Plan (Part 3).

The likelihood scale uses 'very likely', 'likely' or 'unlikely' to determine the probability of a risk occurring. A description of the likelihood scale is provided in the following table:

Likelihood scale	
Very likely	Almost certain, it will probably occur several times a year
Likely	High probability, it will happen once a year
Unlikely	Unlikely, but not impossible

The impact scale uses ‘major’, ‘moderate’ or ‘minor’ to determine the consequences if a risk occurred. A description of the impact scale is provided in the following table:

Impact scale	
Major	Huge consequences
Moderate	Moderate level consequences
Minor	Minor or negligible consequences of effects

Risk evaluation combines the likelihood together with the level of impact to evaluate the potential severity of risk. Risk evaluation is categorised by extreme, high, medium and low. For example if a risk was determined as ‘likely’ under the likelihood scale and ‘moderate’ on the impact scale then the risk would be evaluated as medium.

Risk evaluation scale				
LIKELIHOOD ↑	**Very likely**	Medium	High	Extreme
	Likely	Low	Medium	High
	Unlikely	Low	Low	Medium
		Minor	**Moderate**	**Major**
		IMPACT →		

The last step in the risk assessment process is to identify treatments/actions based on the risk evaluation. The treatment/action should reflect the level of risk. Obviously the higher the risk evaluation the more priority should be given to ensuring the risk is mitigated.

5. Communication strategy

A communication strategy aims to help you get your message out to the appropriate audience and to ensure your stakeholders and the community know about the project. Here we provide a basic template to develop a simple communication strategy, which encompasses:

- Who is your target audience? For example, community, stakeholders etc.
- What is the message you want to convey? For example, to promote the work of your organisation, to increase awareness of an issue, to motivate people to become involved as volunteers etc.
- How you are going to communicate that message to the stakeholders? For example local newspaper, newsletter, flyer etc.
- When do you propose to release the communication?
- How are you going to know that your communication has been effective?

When completing this section it is important that you reflect on both the Stakeholder Relationships that were identified and the objectives and associated activities provided in the Project Plan and consider how you are going to measure whether you effectively communicated your message to the intended audience.

6. Evaluation

The final step in developing your M&E Plan is to consider how you will periodically evaluate your project. Project evaluation requires you to critically analyse your activities and outputs and determine the extent to which your objectives are being met or have been met during the project and at project completion. The Trust has developed a number of key evaluation questions that relate to all projects and should be used to evaluate your project (please see below). Also, the Trust encourages you to develop additional key evaluation questions which specifically relate to your project.

You will be required to reflect on your key evaluation questions in your progress and final reports to the Trust. Here are some other examples you may use:

- To what extent did you achieve your objectives?
- How effectively and efficiently did you achieve your objectives?
- Will the project's outcomes continue once the project has been completed?
- If your outcomes are different to those planned, what impacted on the results? What of those were within your control? What of those were outside your influence?
- What would you do differently?
- Was the project cost effective?
- Did you make the best use of available resources?
- Did the methods chosen to implement the project ensure success?
- Did the right people attend training or know about the project?
- Who did not get involved in the project and why?
- Did you identify all of the risks and were they appropriately managed?

Glossary

Objectives	Objectives define what is going to be done to achieve the overall aim of the project. These are more specific than aims. They are clear, realistic and measurable intended results of a project. For more information, refer to What makes a good objective on the Trust's website.
Activities	Are significant steps or actions that are needed to produce the identified projected outputs. They relate to dates by which specific actions will be achieved. They map out the key steps for the project and set dates for ensuring the programs objectives are met.
Project Measures	Project measures include, but are not limited to, a standardised list of indicators (outputs) with units of measure that the Trust uses to report on projects across its programs. Project measures identify criterion that you will use to show the efficiency and effectiveness with which your outcomes are being achieved against the objectives of the project. They are used to judge the impact of a project. **Project measures may be quantitative** (numerical – how much did we do?) **or qualitative** (descriptive – How well did we do it?). Refer to the Project Measures Table for more information.
Total projected outputs	The specific amount you project to achieve. These amounts would be the same as provided in the 'Total Projected' column in Project Measures Table (Excel document).
Outcomes	The outcome is the actual change in the environment or behaviour as a result of the project activities. What you expect to achieve.
How will progress be measured	The methods used to monitor progress of an activity. For example; quadrats to measure success of regeneration or a survey to measure increase in awareness and understanding. Monitoring techniques should adhere to best practices and/or proven methods, where possible.
When will progress be measured	Identifies when monitoring will be conducted. Monitoring may occur more than once for a particular activity e.g. monthly, quarterly etc.
What tools/resources are required	Tools/resources that are required to monitor progress of an activity. They must be sufficient and relevant to the monitoring techniques. For example; stakes and tape may be tools required to establish quadrats or a developed questionnaire may be required to conduct a survey.
Who is responsible for measuring	The person responsible for undertaking monitoring. Identify the person with the skill and experience to be responsible for monitoring the activity.
Activity completion date	The realistic and achievable date by which an activity is expected to be completed.

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