Monitoring, evaluation and reporting framework

Victorian Coastal Strategy 2014

Final Framework prepared for The Victorian Coastal Council

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AITHER

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1. Introduction

The Victorian Coastal Council (VCC) and Department of Environment, Land, Water and Planning (DELWP) released the fourth iteration of the Victorian Coastal Strategy (VCS) in 2014 (DEPI, 2014). The VCS 2014 sets out a vision for Victoria's coast, along with a number of desired outcomes and actions for implementing the strategy. These are framed around high-level themes and issues. One of the actions in the VCS 2014 is to develop a monitoring, evaluation and reporting (MER) framework. The MER framework should assess the program rationale, relationship of inputs and outputs to outcomes, and overall efficiency and effectiveness of program delivery.

Aither was engaged to prepare the MER framework to assess implementation of the VCS 2014. A pragmatic MER framework should be based on a concise set of outcomes, captured in the program logic, that clearly articulate what success looks like for individuals, communities, the environment or other beneficiaries as a result of the given program. Ideally, these should be developed early in the process of preparing the strategy, as they also form the basis of a simple and effective strategy. Clearly defined outcomes help provide focus for directing effort and investment through a strategy or program. They also allow departments or teams to measure and demonstrate progress that results from the work they do, and to help identify if they need to make any adjustments to the program to ensure success.

This framework is based around a program logic, which has been developed retrospectively based on content of the VCS 2014. The framework contains key evaluation questions linked to the main components of the program logic, and specifies data requirements, data sources, and reporting requirements. The key evaluation questions are intended to provide insights into progress towards delivering actions and outcomes, as well as recommendations for continually improving planning and management of Victoria's coastal and marine environments. The framework focuses on assessing management outcomes, rather than the condition of the Victorian coast.

Adopting an outcomes approach to strategic planning is one of four areas of focus in the Victorian Government public sector reform. Developing a MER framework for the VCS 2014 is not only an opportunity to review outcomes from implementation of the strategy so far, but also to embed stronger MER practices under the new Marine and Coastal Act to support continuous improvement in management of Victoria's coasts.

2. Program logic

2.1. Why program logic

A program logic is a common approach to strategic planning. It expresses how change is expected to occur within a system. It captures the rationale behind a program, probing and outlining the anticipated cause-and-effect relationships between operating arrangements and activities, outputs, outcomes and longer-term vision. The program logic also provides a consistent basis upon which to monitor success and drive improvements in the way a program's activities are delivered and refined over time.

2.2. Structure, terms and definitions

A program logic must be grounded in a simple structure with clearly defined terms that are used consistently. The program logic structure and summary of terms used for this framework is provided below (Figure 1). The structure and terms align with the Outcomes Architecture recently released by the Victorian Department of Premier and Cabinet (Victorian Government, 2017) and can be mapped to the investment logic structure preferred by the Victorian Department of Treasury and Finance.

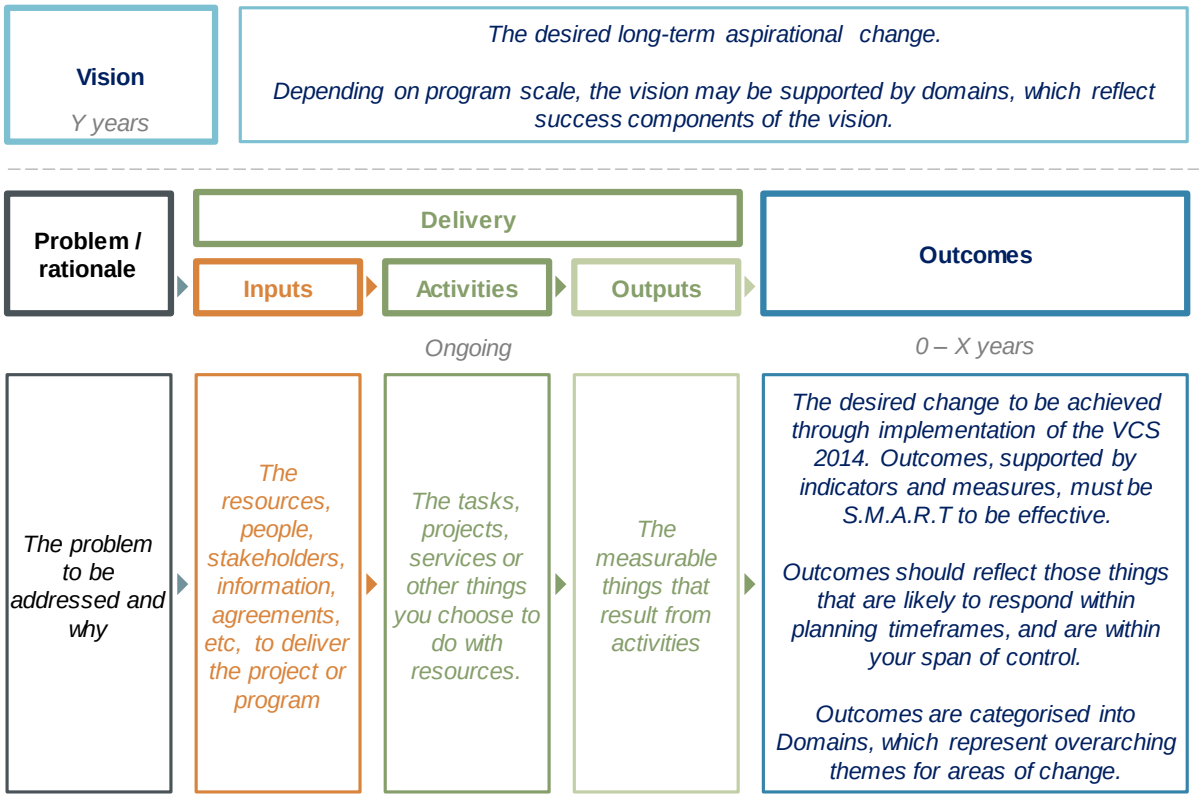

Figure 1 Program logic template, terms and definitions

2.3. The VCS 2014 program logic

The VCS 2014 contains 55 desired outcomes. A substantial amount of time and resources would be required to monitor, evaluate and report on progress against such a large number of outcomes. Furthermore, these statements reflect a mix of activities, outputs and outcomes. Instead, an effective and practical MER framework should be based on a program logic containing a concise set of clearly defined outcomes.

To develop the program logic, Aither reviewed the 55 desired outcomes contained in the VCS 2014 and identified the change or benefit each statement was likely seeking. These changes or benefits were further reviewed and consolidated into a set of 11 outcomes. They were also further refined through discussions with representatives from the VCC. These outcomes:

- seek to clearly articulate what success looks like
- are deliberately high-level, largely avoiding prescribing specific actions or processes
- are framed, with appropriate detail, for the intended audience (e.g. Minister, senior executive, general public)
- are often inherently interrelated.

The consolidated outcomes were tested to ensure they captured the intent of the strategy by mapping alignment each of the 55 desired outcomes and 67 actions contained in the VCS 2014 to the consolidated outcomes.

The 11 outcomes are grouped into the following three domains, which represent overarching themes of areas for change:

- People, communities and business
- Coastal environments, settlements and infrastructure
- Governance and knowledge

The domains are also inherently interrelated, with outcomes in one domain often supporting outcomes in others. In particular, achievement of outcomes in governance and knowledge will be important for success in the other two domains, while some areas of success within the people, communities and business domain will be supported by success in each of the other two domains.

The program logic for the VCS 2014 is shown below (Figure 2), followed by descriptions of each domain.

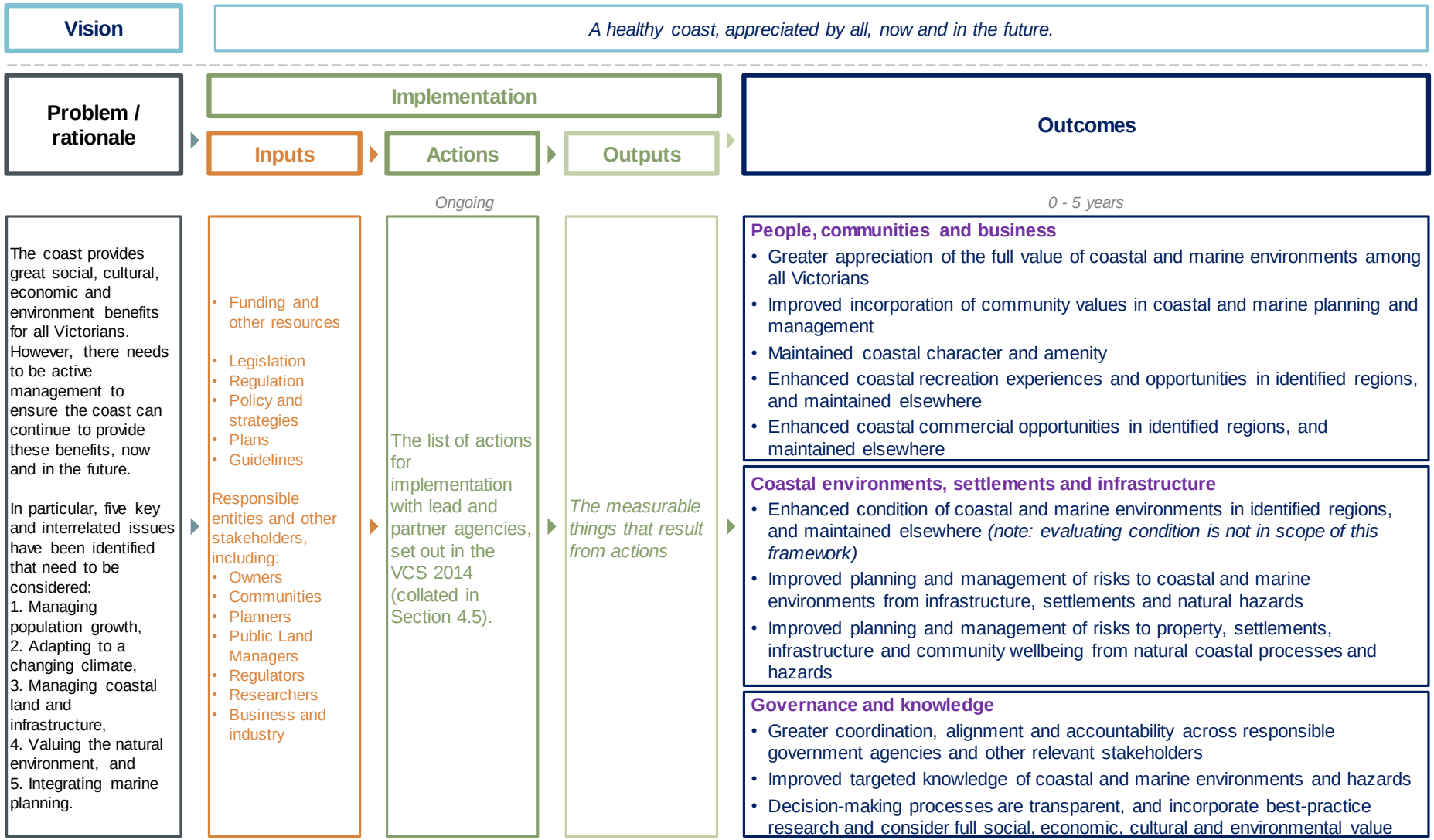

Figure 2 Program logic developed retrospectively for the VCS 2014

2.3.1. Domain One: People, communities and business

Coastal residents, community groups, Traditional Owners, visitors and businesses will all benefit from work in this domain. They are also ultimately the end beneficiaries of all coastal management.

This domain considers how these groups experience and value the coast, through recreation, residing nearby, commercial activity, and participation in coastal management.

It includes activities to provide safe and appropriate access to coastal environments, including allowing access to and enjoyment of the coast in ways that minimise environmental impact. It also recognises that the coast supports a diverse range of passive and active recreation activities, and that actions may be required to ensure these can be maintained, particularly in the context of climate change impacts and coastal development.

It is also important that Victorians understand the full value of coastal and marine environments, as this can support coastal managers to fulfil their role and encourage the community themselves to take an active role in coastal management. This captures the need for activities to increase community understanding of coastal and marine environments and their value, and for supporting and recognising community contributions to coastal management. Greater involvement of the community in coastal management is one way to ensure that community values are reflected in coastal management.

Coastal and marine environments can be a source of income, directly or indirectly, for many businesses and communities located along the coast. It is important that the coast continues to support commercial opportunities that are environmentally and commercially sustainable.

All coastal management activities should be undertaken in ways that are sensitive to coastal and marine environments, amenity, and people's experience of the coast.

2.3.2. Domain Two: Coastal environments, settlements and infrastructure

This domain focuses on the natural and built environments, including how they interact and associated risks and hazards.

Coastal and marine environments include the features, systems, biodiversity and processes within coastal waters, estuaries, wetlands, onshore environments and marine waters within Victoria's jurisdiction. The domain recognises connectivity between these, and also includes coastal resources and culturally significant places.

Settlements include townships and cities located along the coast. Infrastructure includes private, community and public built assets. These may include coastal protection assets, maritime assets and access assets.

Managing risk includes consideration of both the likelihood and consequence components of risk. It captures both:

- Risks to coastal and marine environments associated with settlements, infrastructure and natural hazards
- Risks to property, settlements and infrastructure associated with coastal processes and natural hazards

Natural hazards include impacts from climate change as well as those associated with natural coastal processes, both of which may be exacerbated by inappropriate management or development. This domain inherently includes activities relating to planning for adaptation and resilience to climate change impacts.

Although not within the scope of this MER framework, this domain also captures condition of coastal and marine environments.

2.3.3. Domain Three: Governance and knowledge

This domain focuses on government agencies at all levels with responsibilities for managing coastal and marine assets, environments and regions, including planners, public land managers and regulators. It also includes other partners in coastal and marine management, such as Traditional Owners, researchers and community groups. It considers the processes that allow these responsible entities to better manage coastal and marine environments. The outcomes and supporting actions in this domain are foundational for achieving outcomes in the other two domains.

This domain recognises that there is wide range of entities involved in caring for and managing the coast, and that coastal planning and management will be done most efficiently and effectively through coordination and alignment among these entities, their strategies and their activities. It also captures the need for clear roles, responsibilities and accountabilities among responsible entities. This may be supported by simplified planning and management arrangements, guided by a clear, state-wide direction.

This domain also captures the need for robust, transparent, and consistent evidence-based decision-making. This may be enabled through clear frameworks and processes to facilitate better decision-making, planning and management. It also recognises the need to continue to build knowledge relating to coastal and marine environments, through targeted research, monitoring and evaluation. This may include scientific understanding of natural processes and hazards, as well as understanding of the full value of coastal and marine environments, and community priorities and expectations.

3. Evaluation approach

3.1. Evaluation conceptual model

The evaluation approach reflects the conceptual model shown below (Figure 3). The evaluation will be guided by key evaluation questions (KEQs) that align with the main elements of the program logic. The KEQs are important for developing an accurate picture and evidence base to understand successes and learning opportunities from implementation of the VCS 2014. The KEQs have been developed to provide insights into the appropriateness, efficiency, effectiveness, impact and sustainability of the Strategy outcomes and delivery.

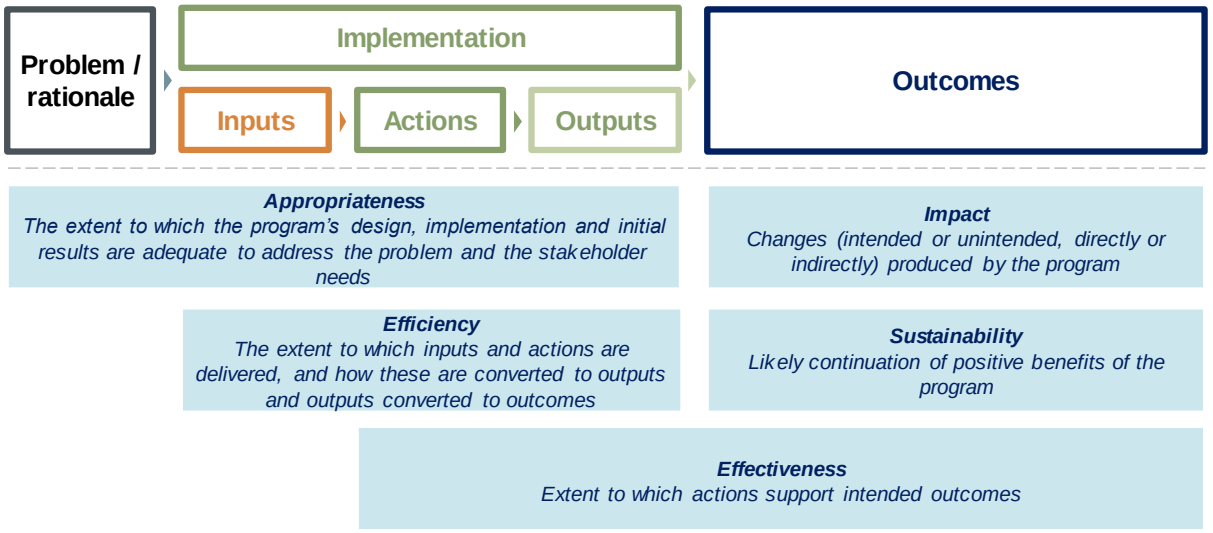

Figure 3 Evaluation conceptual framework

3.2. Key evaluation questions (KEQs)

The evaluator will use the KEQs to guide data gathering and analysis, and to identify insights into achievements to date and areas for future improvement. The KEQs align with the main components of the program logic and capture multiple lines of evidence to help reach conclusions about causal relationships. Using multiple lines of evidence can help overcome variabilities in datasets or data limitations, such as the limited availability of baseline data.

The KEQs and rationale are provided in below (Table 1).

Table 1 Key evaluation questions and rationale

Program logic component	Key evaluation questions	Rationale	Evaluation aspect
Problem / rationale	What was the rationale and intent of the VCS 2014?	• Captures the basis and broad rationale for investment	Appropriateness
	How has the policy context changed since the strategy was developed? *Consider:* • *Policy and management context* • *Community expectations*	• Captures any changes in the broader context, which may affect current or future areas of focus and implementation. • Allows consideration of whether the original basis for the strategy is still applicable, and whether any revision or amendments may be required to ensure ongoing relevance of the strategy.	Appropriateness
	How has understanding of coastal and marine environments and issues evolved since the strategy was developed?		Appropriateness
Inputs	Was implementation constrained in any way by inputs? Why or why not? *Consider:* • *Funding* • *Resources* • *Involvement of stakeholders* • *Partnerships or agreements*	• Provides insights into why elements of the strategy may or may not have been successfully implemented. • Contributes to understanding any barriers to successful implementation and identifies areas that may need attention to ensure success in the future.	Appropriateness, efficiency

Program logic component	Key evaluation questions	Rationale	Evaluation aspect
Actions and outputs	Were actions completed and outputs achieved, within budget, scope and timeframes? Why or why not? *Consider:* • *Were budget, scope and timeframes appropriate for the intended actions and outputs?* • *Are actions and outputs still considered the right areas for investment?* • *What could be done differently?* • *Has implementation been influenced by external factors?* • *To what extent have completed actions and outputs contributed towards outcomes?*	• Captures progress towards implementation of actions and delivery of outputs. • Captures unforeseen risks to delivery, which may inform improved future planning. • Considers whether the existing actions and outputs remain the most appropriate, efficient and effective way to achieve outcomes. • Helps to understand what is working, what's not working, and what may need attention to ensure ongoing and future success.	Appropriateness, efficiency, effectiveness
Outcomes	To what extent have outcomes been achieved? Why / why not? *Consider:* • *Were actions/outputs targeted effectively towards achieving outcomes?* • *Were there any unintended outcomes of the Strategy?* • *Was achievement of outcomes influenced by external factors?*	• Assesses success of strategy implementation for delivering benefit to Victoria. • Helps to understand what is working, what's not working, and what may need attention to ensure ongoing and future success. • Identifies unexpected risks that impacted success, some of which may be better managed in the future.	Effectiveness, impact
	Are outcomes appropriate to the identified need? Why/why not? *Consider:*	• Identifies whether outcomes represented the right areas of focus initially, whether these remain the right areas of focus, and what (if any) changes should be made.	Appropriateness

Program logic component	Key evaluation questions	Rationale	Evaluation aspect
	• *Were outcomes effectively aligned with the original identified need?* • *Are outcomes still relevant given any changes in the broader context?*		
	What insights are there for ensuring achieved outcomes are maintained in future? *Consider:* *Are impacts likely to endure through subsequent planning timeframes?* *How should management responsibilities be assigned?*	Identifies actions required (if any) to ensure strategy leaves a positive and enduring impact.	Sustainability

3.3. Evaluation stages and method

A longitudinal approach to evaluation builds the performance story over time. Ideally, this would include the following stages:

- **Baseline / formative evaluation** should review the basis and processes for the VCS 2014, enable the VCC to gather important baseline data (where not yet available) and establish targets. It is also an opportunity to review the current suite of indicators and measures and update if required. The formative evaluation should be undertaken during the early stage of implementation.
- **Mid-term evaluation** enables the VCC to gather data against indicators and measures to track, review and communicate progress of the implementation of the VCS 2014. The mid-term evaluation focuses on implementation of activities and progress towards outcomes. A significant benefit of mid-term evaluation is to "take stock" of performance and make changes during delivery to maximise impact.
- **Lapsing program evaluation** will allow the VCC to make a final assessment of implementation and understand the implications for future strategies. This evaluation is outcome-focused and provides insights into unintended outcomes and lessons for improvement.

As the VCS 2014 is nearing the end of its timeframe, this framework provides an evaluation approach that reflects a lapsing program evaluation. The evaluation method is outlined below (Table 2).

Table 2 Evaluation method

Stage	Lapsing program evaluation
Timeframe	2018
Purpose	Evaluate achievement of outcomes, review delivery of actions and outputs, reflect on overall implementation of the VCS 2014, document lessons learnt, communicate performance
Evaluation activities	• Develop detailed process for data collection, collation and analysis, including qualitative and quantitative data • Collect, collate and analyse data • Where possible, establish baseline for indicators and measures • Review progress against indicators and measures, based on quantitative and qualitative data • Address all key evaluation questions • Capture and document any insights to inform future planning • Produce evaluation report

3.4. Data and data collection

Data for the evaluation will be gathered through the following methods:

- Literature review
- Targeted interviews with stakeholders
- Interviews with relevant experts

- Collating and reviewing administrative data
- Social research

Data requirements, collection and sources for each KEQ are provided in the following pages (Table 3 to Table 6). In addition, indicators and measures have been identified for each outcome. These are documented in the MER proformas in Appendix 1. These may be used to provide further rigour to the evaluation of progress towards outcomes, however the use of these proformas may be limited to some extent as baselines have not been established for a number of the indicators and measures. In future iterations of the strategy, baselines and targets should be established during drafting of the strategy or early during implementation.

Aither and the VCC have identified a range of specific data sources to draw on during the evaluation (Table 7). The evaluator should also consider whether any new sources have become available since this framework was developed. The evaluator will also need to consider the following additional data sources:

- Relevant scientific literature
- Findings from other research initiatives, such as the *Financing the Coast* project
- Relevant administrative data from responsible entities
- Documentation from targeted stakeholder interviews
- Findings from additional social research

Table 3 Data requirements, collection and sources for KEQs relating to the Strategy's problem / rationale

Problem / rationale		
Key evaluation questions	**Data requirements**	**Data collection and source(s)**
What was the rationale and intent of the VCS 2014?	Documented evidence of rationale and intent of the strategy	Literature review: • Victorian Coastal Strategy 2014 (DEPI 2014)
How has the policy context changed since the strategy was developed? *Consider:* • *Policy and management context* • *Community expectations*	Documentation of relevant changes to policy context	Literature review: • Marine and Coastal Bill 2017 • Victorian Coastal Strategy: Implementation Plan • Annual reports from VCC and responsible agencies • Strengthening Victoria's Marine and Coastal Management: A proposed Transition Plan • Scientific literature, such as Victoria's coastal and marine environments under projected climate change: impacts, research gaps and priorities DRAFT; State of the Bays; etc • VEAC Assessment of the values of Victoria's marine estate • Coastal and Marine Environment Community Attitudes & Behaviour • Protecting Victoria's Coastal Assets Interviews with coastal policy and science experts
How has understanding of coastal and marine environments and issues evolved since the strategy was developed?	Documentation of relevant changes to body of knowledge	

Table 4 Data requirements, collection and sources for KEQs relating to the Strategy's inputs

Inputs		
Key evaluation question	**Data requirements**	**Data collection and source(s)**
Was implementation constrained in any way by inputs? Why or why not? *Consider:* • *Funding* • *Resources* • *Involvement of stakeholders* • *Partnerships or agreements*	• Departmental staff and other responsible agency staff reflections on whether inputs were a constraint in achieving outcomes • Qualitative insights from responses to sub-questions	Targeted stakeholder interviews Administrative data from responsible entities Literature review: • Victorian Coastal Strategy: Implementation Plan • Annual Reports from VCC, Coastal Boards and responsible agencies • VAGO Protecting Victoria's Coastal Assets

Table 5 Data requirements, collection and sources for KEQs relating to the Strategy's actions and outputs

Actions and outputs		
Key evaluation question	**Data requirements**	**Data collection and source(s)**
Were actions completed and outputs achieved, within budget, scope and timeframes? Why or why not? *Consider:* • *Were budget, scope and timeframes appropriate for the intended actions and outputs?* • *Are actions and outputs still considered the right areas for investment?* • *What could be done differently?* • *Has implementation been influenced by external factors?* • *To what extent have completed actions and outputs contributed towards outcomes?*	• Documentation of outputs achieved or progressed • Budget and delivery timeframe reporting for actions and outputs • Documentation of scope changes for actions and outputs • Qualitative insights from responses to sub-questions	Targeted stakeholder interviews Administrative data from responsible entities Literature review: • Victorian Coastal Strategy: Implementation Plan • Annual Reports from VCC and responsible agencies • Strengthening Victoria's Marine and Coastal Management: A proposed Transition Plan

Table 6 Data requirements, collection and sources for KEQs relating to the Strategy's outcomes

Outcomes		
Key evaluation question	**Data requirements**	**Data collection and source(s)**
To what extent have outcomes been achieved? Why / why not? *Consider:* • *Were actions/outputs targeted effectively towards achieving outcomes?* • *Were there any unintended outcomes of the Strategy?* • *Was achievement of outcomes influenced by external factors?*	• *Indicators and measures defined through outcomes MER proformas* • Qualitative insights from stakeholder responses to sub-questions	• Targeted stakeholder interviews • *Data collection and sources identified through outcomes MER proformas*
Are outcomes appropriate to the identified need? Why/why not? *Consider:* • *Were outcomes effectively aligned with the original identified need?* • *Are outcomes still relevant given any changes in the broader context?*	• Departmental staff and other responsible agency staff reflections on appropriateness of outcomes • Qualitative insights from stakeholder responses to sub-questions	Targeted stakeholder interviews Literature review: • Victorian Coastal Strategy 2014 • Strengthening Victoria's Marine and Coastal Management: A proposed Transition Plan • Victorian Coastal Strategy: Implementation Plan • Annual Reports from VCC and responsible agencies • Marine and Coastal Act Consultation Paper and Summary
What insights are there for ensuring achieved outcomes are maintained in future? *Consider:* • *Are impacts likely to endure through subsequent planning timeframes?* • *How should management responsibilities be assigned?*	• Departmental staff and other responsible agency staff reflections on maintaining outcomes • Qualitative insights from stakeholder responses to sub-questions	• Targeted stakeholder interviews

Table 7 Summary of data sources to inform the evaluation

Source	Author(s)	Description	Frequency	Period
Victorian Coastal Strategy 2014 (DEPI, 2014)	Department of Environment and Primary Industries (DEPI)	The Victorian Coastal Strategy 2014 (VCS 2014) sets a long-term vision and framework for how we plan and manage the coast, guided by the *Hierarchy of Principles*, policies and actions. The VCS 2014 also identifies five key interrelated issues that need to be addressed if the coast is to continue to provide benefits to all Victorians. It also outlines the strategic context, management framework, and understanding of coastal values at the time of the strategy development.	Five-yearly	2014
Victorian Coastal Strategy: Implementation Plan (DELWP, 2017)	Victorian Coastal Council (VCC), Department of Environment, Land, Water and Planning (DELWP)	The Implementation Plan highlights the priority projects for the next two years, and outlines progress to date in delivering actions the Victorian Coastal Strategy 2014, therefore also partially serving as a mid-term review. It also outlines the main plans, reports and legislative arrangements that have been developed or evolved since the VCS 2014 was released.		2017
Annual Reports	VCC, DELWP, Parks Victoria, Coastal Boards, other responsible agencies	Annual reports typically document main developments in policy context that have occurred during the reporting year and progress on activities relating to actions. VCC annual reports specifically report on implementation of the Victorian Coastal Strategy 2014. The Coastal Boards publish annual reports as required under the *Coastal Management Act 1995*.	Annual	varies
Strengthening Victoria's Marine and Coastal Management: A Proposed Transition Plan (DELWP, 2017)	DELWP	The Proposed Transition Plan outlines the policy and actions that are being delivered to support reforms to marine and coastal management in Victoria, as well as other measures to help transition to and implement the new approach. It sets out the collaborative governance arrangements that will be required and alignment with other policy areas, including the reforms proposed by the Victorian Environmental Assessment Council (VEAC) in the Statewide Assessment of Public Land review. It reviews the rationale for coastal and marine management and sets out a refreshed strategic direction through a vision, aims and objectives. These are supported by "functions" of an improved marine and coastal management system, which also include descriptions of what success looks like for each and actions to get there.	Draft released in 2017, final to be prepared in 2018 in conjunction with passing of	2017

Source	Author(s)	Description	Frequency	Period
		These help to provide an understanding of the changing strategic context and priorities for coastal and marine management.	the new Bill.	
Coastal and Marine Environment Community Attitudes & Behaviour (Ipsos-Eureka, 2012)	Ipsos-Eureka	The VCC periodically commissions social research on community attitudes and behaviours on the Victorian coastal and marine environment. The most recent wave of research in 2012 was designed to provide insight into public attitudes towards the coast and the value it provides. The research also sought to better understand how people use coastal areas, as well as track how attitudes and behaviours have developed over time.	irregular	2012, 2007, 2000, 1995
State of the Bays 2016 (CES, 2016)	Commissioner for Environmental Sustainability Victoria (CES)	The first State of the Bays report provides a baseline study of the health of Port Phillip Bay and Western Port. It draws on existing data to assess 36 indicators of ecosystem health. It also provides baseline understanding of processes in the bays and threats to bay health.	Five-yearly	2016
Protecting Victoria's Coastal Assets (VAGO, 2018)	Victorian Auditor-General's Office (VAGO)	VAGO undertook an audit of seven agencies representative of coastal managers of different types, sizes and responsibilities in relation to managing significant coastal assets and coastlines at risk from inundation and erosion. The audit focused on how the agencies are managing and protecting coastal assets, including coastal protection structures, maritime assets, access assets and natural assets.	NA	2018
Marine and Coastal Bill 2017 (Marine and Coastal Bill 2017 (Victoria))	DELWP	The proposed Bill would repeal and partially re-enact the *Coastal Management Act 1995*. Its main purposes are to establish an integrated whole-of-government approach to protect and manage Victoria's marine and coastal environment, and to provide for integrated and co-ordinated policy, planning, management, decision-making and reporting across catchment, coastal and marine areas. The Bill is currently being considered by the Victorian Parliament.	NA	2017
Assessment of the values of Victoria's marine estate (VEAC, 2018)	Victorian Environmental Assessment Council (VEAC)	The Victorian Environmental Assessment Council (VEAC) has been requested to complete an assessment of Victoria's marine environment values. Findings from the assessment to date have been reflected in the Proposed Transition Plan for Strengthening Victoria's Marine and Coastal Management. The report of the completed assessment is due by 29 March 2019.	NA	2019

Source	Author(s)	Description	Frequency	Period
Marine and Coastal Act Consultation Paper (DELWP, 2016)	DELWP	The Consultation Paper sought feedback on the proposed vision, objectives and improvements to Victoria's coastal and marine management system to inform development of the new Act. It also includes a summary of current environmental, economic, Traditional Owner and social values of the coastal and marine environment; and the current policy and management context.	NA	2016
Marine and Coastal Act Consultation Summary (DELWP, 2016)	DELWP	The Consultation Summary provides an overview of the feedback received during the 2016 consultation period for the new Act. A total of 115 submissions were received, from a range of stakeholders including State Government and agencies, peak bodies, NGOs, local government, Committees of Management, and individuals.	NA	2017
RDV Information Portal (RDV, 2016)	Regional Development Victoria (RDV)	Source of a range of data by geographic region, including economic data.	Annually	
Victorian Budget 17/18 Service Delivery Budget Paper 3 (DTF, 2017)	Victorian Department of Treasury and Finance (DTF)	The 2017/18 Victorian Budget Paper 3 (BP3) outlines the Government's priorities for the goods and services it provides to Victorians and details the budget decisions the Government has made to implement its agenda. This includes initiatives relating to managing marine and coastal environments, reporting on performance measures and outputs relating to marine and coastal management, such as those through the initiatives *Towards a healthy and resilient marine and coastal future*, *Taking decisive action on climate change* and *Productive and effective land management.*	Annually	

3.5. Reporting requirements

There is a range of audiences with an interest in the findings of the evaluation (Table 8).

Table 8 Summary of audiences and their particular interest for the evaluation

Audience	Summary of outcomes achieved and challenges	Performance against outcomes, accountability and transparency	Insights for improving future policy and strategy directions	Insights for improving future implementation
VCC		✓	✓	
Marine and Coastal Council (MACC)			✓	
DELWP			✓	✓
Minister of Energy, Environment and Climate Change	✓	✓	✓	
Lead / Partner agents, coastal managers and stakeholders		✓	✓	✓
Coastal communities and general public	✓			

The evaluator should document findings in an evaluation report. The report should contain an executive summary that can be used as a standalone document and is appropriate for the Minister and the general public. The main body of the report should contain detail for the VCC, MACC, DELWP and other coastal managers to help understand success and areas for improvement to inform future strategies, planning and implementation. Both components should be publicly available via the VCC website. A summary of reporting requirements is provided below (Table 9).

Table 9 Summary of evaluation reporting requirements

Report section	Content
Executive summary	Summary of policy context, evaluation context, approach, findings and recommendations, framed for the Minister or public audience
Introduction and context	Summary of policy context Summary of the context for the evaluation Document the evaluator and their relationship with the VCC and VCS
Evaluation method, design and data	Outline the final evaluation method, KEQs and data
Key findings	Synthesis of findings for each KEQs Evaluation of success against outcomes Identify areas for improvement to inform future planning

Report section	Content
Recommendations	Conclusions and recommendations for future system monitoring and planning
Appendices	All collated and reviewed findings against each KEQ and outcome indicator

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5. Appendix 1: Outcome MER proformas

Template

Domain:

Broad areas for action aligned with the vision that are within organisation's responsibility

Outcome statement:	**Outcome indicator:**
The desired change to be achieved through the program	*Indicators represent the direction and type of change required to achieve outcomes.* *An outcome may have multiple indicators associated with it, representing multiple lines of evidence. Indicators may be "proxies" for assessing performance.*

Measures:	**Baseline**	**Target:**
Measures provide objective and standardised metrics for assessing indicators. Measures are clear, comparable and robust.	*Baseline is the current state or result for each measure.*	*Targets are the specific desired result for each indicator, including number, timing, location.*

Strength of measures and baseline:

Comment on whether available measures sufficiently support the indicator (fully, partially, not at all) and need for establishing baseline.

Data source(s):	**Collection frequency and commencement:**
Data provider	*How often data is reported and when data collection began (or will begin)*

Assumptions and strategic risks:

Assumptions relating to the links between the elements above and the outcome and domain

People, communities and business

Domain:
People, communities and business

Outcome statement:	**Outcome indicator(s):**
Greater appreciation of the full value of coastal and marine environments among all Victorians	Victorians report greater appreciation of social, economic, environmental and cultural value of coastal and marine environments

Measures:	**Baseline**	**Target:**
Surveyed Victorians report understanding of social and cultural value of coastal and marine environments		
Surveyed Victorians report understanding of economic value of coastal and marine environments		
Surveyed Victorians report understanding of environmental value of coastal and marine environments		
Surveyed Victorians agree that coastal and marine environments have social, economic, environmental and cultural importance for Victoria		
Example existing survey questions that may be used to explore measures:		
Surveyed Victorians agree that *the flora and fauna that live in marine environments are important to all Victorians (QA, statement B)*	8.4 (mean rating on a 0-10 scale)	
Surveyed Victorians agree that *I would be willing to offer financial support to ensure a much higher level of preservation of the Victorian coastal and marine environments (QA, statement G)*	4.2 (mean rating on a 0-10 scale)	
Surveyed Victorians disagree that *the coastal and marine environments are unimportant to my lifestyle (QA, statement I)*	2.8 (mean rating on a 0-10 scale)	
Surveyed Victorians agree that *our coastal and marine environments are the most important natural feature of Victoria (QA, statement M)*	7.0 (mean rating on a 0-10 scale)	

Strength of measures and baseline:
Measures sufficiently support indicator. Additional survey questions to be developed to assess measures. Targets and baselines to be established.

Data source(s):	Collection frequency and commencement:
Coastal and Marine Environment Community Attitudes & Behaviour	Some baseline data can be drawn from “Wave Four” (2012) of the social research project. Data collected periodically since 1995. Align future survey with evaluation timeframes.
Supplementary social research to complement existing research	Align with evaluation timeframes

Assumptions and strategic risks:

Assumptions relating to the links between the elements above and the outcome and domain

Domain:

People, communities and business

Outcome statement:	**Outcome indicators:**
Improved incorporation of community values in coastal and marine planning and management	Victorians report coastal and marine planning and management reflect community values

Measures:	**Baseline**	**Target:**
Surveyed Victorians and peak advocacy groups, including community and Friends of groups, report improved satisfaction with opportunities to contribute to coastal and marine planning and management		
Surveyed Victorians and peak advocacy groups, including community and Friends of groups, report improved satisfaction with opportunities to participate in coastal and marine management activities		
Marine and coastal planners and managers report proactively seeking input from community is embedded in business as usual organisational processes		
Example existing survey question that may be used to explore measures:		
Surveyed Victorians agree that *I feel local communities generally have enough say in Government planning decisions affecting their own area (QA, statement P)*	35% net agree	

Strength of measures and baseline:

Measures sufficiently support indicator. Additional survey questions to be developed to assess measures. Targets and baselines to be established.

Data source(s):	**Collection frequency and commencement:**
Coastal and Marine Environment Community Attitudes & Behaviour	Some baseline data can be drawn from "Wave Four" (2012) of the social research project. Data collected periodically since 1995. Align future survey with evaluation timeframes.
Supplementary social research to complement existing research	Align with evaluation timeframes

Assumptions and strategic risks:

Assumptions relating to the links between the elements above and the outcome and domain

Domain:

People, communities and business

Outcome statement:	**Outcome indicators:**
Maintained coastal character and amenity	Victorians report that coastal character has been maintained or improved

Measures:	**Baseline**	**Target:**
Surveyed Victorians agree that coastal towns are retaining their character and amenity in the context of pressures on coastlines and settlements, including population growth, development, infrastructure.		
This outcome may also be assessed through analysis of coastal land value, considering temporal and spatial variations		
Example existing survey questions that may be used to explore measures:		
Surveyed Victorians agree that *Coastal developments do not seem to be having a significant impact on Victoria's native flora and fauna (Q31, statement 08)*	*Not provided in 2012 report*	
Surveyed Victorians agree that *I am concerned that our Victorian coastal towns are increasingly looking more like ordinary Australian suburbs or parts of the city (Q31, statement 09)*	63%	

Strength of measures and baseline:

Measures sufficiently support indicator. Additional survey questions to be developed to assess measures. Targets and baselines to be established.

Data source(s):	**Collection frequency and commencement:**
Coastal and Marine Environment Community Attitudes & Behaviour	Some baseline data can be drawn from "Wave Four" (2012) of the social research project. Data collected periodically since 1995. Align future survey with evaluation timeframes.
Supplementary social research to complement existing research	Align with evaluation timeframes

Assumptions and strategic risks:

Assumptions relating to the links between the elements above and the outcome and domain

Domain:

People, communities and business

Outcome statement:	**Outcome indicators:**
Enhanced coastal recreation experiences and opportunities in identified regions, and maintained elsewhere	Victorians report maintained or increased satisfaction with recreation experiences and opportunities. *Indicator to be captured and reported on by identified geographic regions.*

Measures:	**Baseline**	**Target:**
Measures to be captured and reported on by identified geographic regions Surveyed Victorians report maintained or improved satisfaction with range of available coastal recreation activities. Surveyed Victorians report maintained or increased participation in coastal recreation activities. **Example existing survey questions that may be used to explore measures:** Surveyed Victorians rate the overall quality of experience of most recent visit to the Victorian Coast as *excellent* or *very good* (Q23).		

Strength of measures and baseline:

Measures sufficiently support indicator. Additional survey questions to be developed to assess measures. Targets and baselines to be established.

Data source(s):	**Collection frequency and commencement:**
Coastal and Marine Environment Community Attitudes & Behaviour	Some baseline data can be drawn from "Wave Four" (2012) of the social research project. Data collected periodically since 1995. Align future survey with evaluation timeframes.
Supplementary social research to complement existing research	Align with evaluation timeframes

Assumptions and strategic risks:

Assumptions relating to the links between the elements above and the outcome and domain

Domain:

People, communities and business

Outcome statement:	**Outcome indicators:**
Enhanced coastal commercial opportunities in identified regions, and maintained elsewhere	Coastal residents and business owners report maintained or increased satisfaction with coastal commercial opportunities. *Indicator to be captured and reported on by identified geographic regions.*

Measures:	**Baseline**	**Target:**
Measures to be captured and reported on by identified geographic regions		
Surveyed coastal residents and business owners report maintained or improved satisfaction with range of available coastal commercial activities.		
Surveyed coastal residents report satisfaction that coastal commercial activities are not detrimental to condition of coastal and marine environments, coastal character and recreation opportunities.		
Maintained or increased gross regional product in coastal local government areas		

Strength of measures and baseline:

Measures sufficiently support indicator. Survey questions to be developed to assess measures some. Targets and baselines to be established.

Data source(s):	**Collection frequency and commencement:**
Supplementary social research to complement existing research	Align with evaluation timeframes
Regional Development Victoria	Currently collected and reported annually. Align collection with evaluation timeframes
Financing the Coast research	In alignment with evaluation

Assumptions and strategic risks:

Assumptions relating to the links between the elements above and the outcome and domain

Domain two: Coastal environments, settlements and infrastructure

Note: reporting on environmental condition is not within the scope of this framework. As such, there are no indicators, measures, etc identified for the following outcome:

Maintain and enhance condition of coastal and marine environments

Domain:

Coastal environments, settlements and infrastructure

Outcome statement:	**Outcome indicators:**
Improved management of risks to coastal and marine environments from infrastructure, settlements and natural hazards	Responsible agencies report improved capability and processes to manage risks to coastal and marine environments

Measures:	**Baseline**	**Target:**
Responsible agencies report improved understanding of likelihood and consequence of risks to coastal and marine environments Responsible agencies report improved ability to identify and implement management activities to reduce either the likelihood or consequence of risks to coastal and marine environments		

Strength of measures and baseline:

Measures sufficiently support indicator. Survey questions to be developed to assess measures. Targets and baselines to be established.

Data source(s):	**Collection frequency and commencement:**
Targeted stakeholder interviews	Align with evaluation timeframes

Assumptions and strategic risks:

Assumptions relating to the links between the elements above and the outcome and domain

Domain:

Coastal environments, settlements and infrastructure

Outcome statement:	Outcome indicators:
Improved management of risks to property, settlements, infrastructure and community wellbeing from natural coastal processes and hazards	Responsible agencies report improved capability and processes to manage risks caused by coastal and marine processes and hazards

Measures:	Baseline	Target:
Responsible agencies report improved understanding of likelihood and consequence of risks caused by coastal and marine environments		
Responsible agencies report improved ability to identify and implement management activities to reduce either the likelihood or consequence of risks caused by coastal and marine environments		
Coastal communities report feeling safe from risks associated with natural coastal processes and hazards		

Strength of measures and baseline:

Measures sufficiently support indicator. Survey questions to be developed to assess measures. Targets and baselines to be established.

Data source(s):	Collection frequency and commencement:
Targeted stakeholder interviews	Align with evaluation timeframes

Assumptions and strategic risks:

Assumptions relating to the links between the elements above and the outcome and domain

Domain three: Governance and knowledge

In this domain, "responsible agencies" refers to relevant representatives from government agencies at all levels with responsibilities for managing coastal and marine assets, environments and regions in Victoria, including planners, public land managers and regulators. It also includes other partners in coastal and marine management, such as Traditional Owners, researchers and community groups.

Domain:
Governance and knowledge

Outcome statement:	**Outcome indicator:**
Greater coordination, alignment and accountability across responsible government agencies and other relevant stakeholders	Responsible agencies and other relevant stakeholders report improved coordination, alignment and accountabilities in coastal management

Measures:	**Baseline**	**Target:**
Responsible agencies report having clarity of their roles and responsibilities and those of other parties		
Responsible agencies report satisfaction with level of coordination with other parties		
Responsible agencies report fewer gaps and overlaps in activities with other parties		
Responsible agencies are satisfied that there is a clear, shared direction for coastal management		
Responsible agencies are satisfied that the shared direction is reflected in strategic planning and implementation		
Responsible agencies report improved cost efficiency in coastal management activities		

Strength of measures and baseline:
Measures sufficiently support indicator. Survey questions to be developed to assess measures. Targets and baselines to be established.

Data source(s):	**Collection frequency and commencement:**
Targeted stakeholder interviews	Align with evaluation timeframes
Responsible agency administrative data	Align with evaluation timeframes

Assumptions and strategic risks:
Assumptions relating to the links between the elements above and the outcome and domain

Domain:

Governance and knowledge

Outcome statement:	Outcome indicator:
Improved targeted knowledge of coastal and marine environments and hazards	Responsible agencies and other relevant stakeholders report improved understanding of coastal and marine environments and hazards

Measures:	Baseline	Target:
Responsible agencies report satisfaction with the focus of research undertaken into coastal and marine environments and hazards		
Responsible agencies report satisfaction with the quality of research undertaken into coastal and marine environments and hazards		
Responsible agencies agree that recent research into coastal and marine environments and hazards has helped them to better fulfil their roles and responsibilities in relation to coastal and marine management		

Strength of measures and baseline:

Measures sufficiently support indicator. Survey questions to be developed to assess measures. Targets and baselines to be established.

Data source(s):	Collection frequency and commencement:
Targeted stakeholder interviews	Align with evaluation timeframes

Assumptions and strategic risks:

Assumptions relating to the links between the elements above and the outcome and domain

Domain:

Governance and knowledge

Outcome statement:	**Outcome indicators:**
Decision-making processes are transparent, and incorporate best-practice research and consider full social, economic, cultural and environmental value	Responsible agencies and other relevant stakeholders report satisfaction with transparency of decision-making processes Responsible agencies and other relevant stakeholders report that decisions are based on best-practice research and consideration for full social, economic, cultural and environmental value

Measures:	**Baseline**	**Target:**
Responsible agencies and communities report satisfaction with transparency of decision-making processes		
Responsible agencies and communities report satisfaction with documented justification and evidence underpinning decisions		
Responsible agencies and communities report satisfaction that decisions are informed by best-practice research, where relevant		
Responsible agencies and communities report satisfaction that decision-making processes include appropriate methods for evaluating the full social, economic, cultural and environmental value (benefits and costs) of outcomes		
Example existing survey questions that may be used to explore measures:		
Surveyed Victorians agree that *I feel well informed when it comes to planning and management of Victoria's coastal and marine environments (QA, statement Q)*	*Not provided in 2012 report*	

Strength of measures and baseline:

Measures sufficiently support indicator. Additional survey questions to be developed to assess measures. Targets and baselines to be established.

Data source(s):	**Collection frequency and commencement:**
Targeted stakeholder interviews	Align with evaluation timeframes
Coastal and Marine Environment Community Attitudes & Behaviour	Some baseline data can be drawn from "Wave Four" (2012) of the social research project. Data collected periodically since 1995. Align future survey with evaluation timeframes.

Assumptions and strategic risks:

Assumptions relating to the links between the elements above and the outcome and domain

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