Appendix 2 of Goulburn Broken Monitoring, Evaluation and Reporting Strategy

Action Plan 2003 - 2008: Implementation Report Details 16 January 2007

Notes: Management actions are derived directly from body of MER Strategy. Timeframes, responsibilities and estimated costs added in Action Plan guide annual prioritisation of management actions in business planning process. Any of the details may change, according to prevailing management environment.

Legend

Progress	Urgency
Done	Done
	Low
Lots done, more to do	Medium
Some progress	High
No progress	Very High

Objective	Management Action	Timeframe	Respons-ibility	Estimated cost, $	Implementation Status (and action where needed)	Progress	Urgency
1: Participative decision-making							
☐ To support communities to develop MER processess that are responsive to their unique social structures. ☐ To provide a readily identified common Catchment context for all NRM MER activities within the Goulburn Broken. ☐ To provide direction on the chain	1. Continue support of the existing MER processes, such as Landcare groups and Implementation Committees, that promote participative decision-making.	ongoing	Board	cost met elsewhere	SIRCS programs 5-year review well underway. Community Salinity Grants reviewed. Local Area Plans (x8) being reviewed. Saltwatch program reviewed. KPIs for Sub-surface Drainage Program report produced. SIR IC Communication Strategy Performance Measures being developed. GB Landcare Annual performance Story prepared. First Annual Performance Story for Goulburn Broken Landcare prepared.	Lots done, more to do	High
	2. Map existing participative decision-making processes within the Catchment to help communicate to all stakeholders the rigour of existing MER processes. ("Rigour" includes regularity, transparency and opportunity for all stakeholders to be involved.)	2004	Board ICs	5,000	Picked up as an action in 2008 RCS Project Plan (Community Engagement Strategy). Project plan for Strategy is under development. Methodology for capturing information on consultation is being developed by RCS Steering Committee and being worked through partners. Communication Plans that describe expectations are being implemented for many projects, including Dryland Landscape Strategy and SIR Catchment Implementation Strategy. The links between the many and varied decision-making forums and the invesment decision pathway have been mapped in an attempt to show how and where people have a say.	Some progress	High
	3. Develop MER protocol that ensures all stakeholder needs of MER and possible contributions to MER are considered. This includes including social and economic evaluation in annual program and sub-program level reports.	2004	Board	500	Has been built into Project Management project planning framework. Sub-strategy and Program managers include stakeholder contributions in their annual reports.	Done	Done
	4. Conduct gap-analysis to identify stakeholders who might be alienated from current MER processes.	2004	KPL	1,000	2005-06 Annual Report involved all relevant stakeholders and feedback on process and content is being formally sought - it is expected that this Report provides the platform to build improvements: it captures aggregated information from local (eg Landcare) MER processes.	Done	Done
2: Community and industry MER activities							
☐ To nurture the abundant good-will from volunteers in NRM MER activities. ☐ To promote the environmental ethic of	5. Build two-way loop into MER protocols, ensuring that contributors must receive information back in a form that is relevant to them.	2004	Board ICs Investors	1,000	Significant progress made with linking MER through all levels, including through to Landcare groups (first performance story prepared 2005-06).	Lots done, more to do	High

Objective	Management Action	Timeframe	Respons-ibility	Estimated cost, $	Implementation Status (and action where needed)	Progress	Urgency
industry via NRM MER.	6. Document existing information that is provided to land managers at local area scale and identify possibilities for enhancing it.	2004	ICs	5,000	Whole farm planning process in SIR has been doing this for years and the MyFOL program delivered 81 farm plans in the dryland in 2005-06.	Lots done, more to do	High
	7. Develop and implement MER training program for agency staff and the community.	2005	ICs	10,000	Largely under control opportunistically. Develop 'brief' MER training program, highlighting staff and community members with expertise, responsibility and/or interest MER. Landcare Facilitator provides feedback into MER scoreboard and prepared first Landcare performance story 2005-06.	Some progress	Medium
	8. Continue developing MER system that links the Goulburn Broken Regional Catchment Strategy with community group MER activities, including via local area plans.	2005	ICs	10,000	See 1, 5 and 6.	see elsewhere	see elsewhere
	9. Continue developing MER system that links Goulburn Broken Regional Catchment Strategy with private industry MER activities, including via Environmental Management System approaches.	2006	ICs	20,000	Some progress - Dairy Industry leading the way with involvement of SIR agency staff (and possibly IC). Whole Farm Plan training happening in Dryland.	Some progress	Low
	10. Develop links between university MER activities and the Goulburn Broken Regional Catchment Strategy.	2006	Board ICs	5,000	Signicant progress in 2006 through alliance with Universityof Tasmania, ANU and 5 other NRM regions: "Landscape Logic project". University of Melbourne monitor on-ground oucomes of GB CMA's Bush Returns project. About 20 river health projects involve universities *eg* ecological response to flow manipulation.	Lots done, more to do	Very High
3: Data knowledge and quality – environment, economic, social and institutional							
☐ To improve understanding and demonstration of the link between cause and effect in a complex integrated system. ☐ To consolidate baseline monitoring efforts. ☐ To improve the link between technical experts, community decision-makers and investors. ☐ To provide direction on how to show assumptions that underpin decisions including the link between outputs and intended (and unintended) outcomes and how to show progress via monitoring, evaluating and reporting against identified otucomes and milestones.	11. Refine core logic (process of documenting assumptions that link outputs to outcomes).	ongoing	Board ICs	5,000	Biophysical MER Framework developed to populate 2005-06 Annual Report. An "Information Gaps Summary " developed late 2006 to highlight information gaps (using McLennan O'Kane equation: Outcomes = Outputs x Assumptions) and Matters for Targets as key planks in logic. Opportunity to work with Les Rowell (DSE) to prepare better data management system now that logic is in place and is being adopted across the State. Landscape Logic project will play a key role in getting the logic right across disciplines (this involves Bayesian Decision Networks). Ecological risk assessment process via Bayesian methodology completed for Lower Goulburn River fish populations (via CRC, funded by Land and Water Irrigation Program. Good practical example to follow.	Lots done, more to do	Very High
	12. 'Map' core logic for all programs, expanding on the example in this Strategy's Background Paper on SIR salinity.	2006	Board ICs	20,000	Significant progress during 2006 with development of trajectory graphs for native vegetation and dryland salinity. This nees to be expanded to other areas - especially irrigation salinity and river health management.	Lots done, more to do	Very High
	13. Prepare standardised project evaluation and reporting processes with investors, including access to reports.	ongoing	Board Key Project Leaders Program Leaders	cost met elsewhere	First ever in Australia aggregated outputs (across all projects) done at end of 2003/04 (included in Annual Report) showing progress against targets. Outputs now being including in "Axapta". First ever trajectory graphs using McLennan O'Kane equation (including in 2005-06 Annual Report). This is likely to be included in WCMA and NCCMA reports in 2006-07. GB had major input into major statewide review of outputs July - Nov 2005.	Lots done, more to do	Very High

Objective	Management Action	Timeframe	Respons-ibility	Estimated cost, $	Implementation Status (and action where needed)	Progress	Urgency
	14. Prepare gap and data needs analysis from 'assumption maps' (see previous) so that understanding can be improved.	2004 then ongoing	Board ICs	5,000	See 10 and 11.	Done	Done
	15. Prepare detailed 'MER Action Plan for Improving Investment' which highlights sequential approach to improving MER processes.	2003	Board ICs	cost met elsewhere	The Action Plan is it - it's done!	Done	Done
	16. Continue baseline monitoring of the triple bottom line, especially resource condition trends, where possible using agreed standards.	ongoing	Board ICs	cost met elsewhere	See 10, 11 and 12.	Lots done, more to do	Very High
4: Project and issue management							
☐ To improve issue and project management by improving MER. ☐ To ensure the Regional Catchment Strategy is current.	17. Continue baseline-monitoring projects such as water tables, stream salinity, native vegetation, and water quality using where possible agreed statewide data protocols.	ongoing	Board ICs	cost met elsewhere	Being addressed by relevant projects and sub-strategy managers.	Lots done, more to do	ongoing
	18. Work with investors to align project proposals and project reporting.	ongoing	Board ICs	cost met elsewhere	Expressions of interest align with GB CMA reports and plans (see 13) ie Expressions of interest (which are guided by Priorities Documents which are guided by RCS and sub-strategies) feed into Regional Catchment Investment Plan (proposal) which feeds into the Regional Management Plan (agreement) which feeds into quarterly, annual and Catchment Condition reports.	see 13	see 13
	19. Develop checklist of MER needs to be included in reviews of each RCS sub-strategy or Action Plan, including a schedule of evaluations as they are undertaken, the purpose of the evaluation, and whether it is appropriate to have the evaluation conducted.	2004	Board ICs	5,000	Project plans for all CMA managed projects include MER needs (part of GB Project Management Framework). Draft schedule of sub-strategy/action plan reviews completed as part of 2008 RCS Project Plan (August 2004) and is being updated and communicated more broadly. Schedule for Dryland Landscape Strategy sub-projects developed during 2006 and is being implemented. Guidelines for SIR being worked through with DSE.	Done	Done
	20. Include MER needs in each project proposal.	ongoing	Board ICs Key Project Leaders	cost met elsewhere	MER Standard Practice that is included in GB Project Management Framework. (Making sure it is included at each step.)	Done	Done
	21. Continue standardising outputs and outcomes for each stakeholder and build into databases.	ongoing	Board ICs Key Project	cost met elsewhere	GB heavily involved in statewide review of standard outputs July - Nov 2005. Also have been working on developing consistency with Parks Victoria.	Lots done, more to do	Medium
	22. Evaluate and update the Regional Catchment Strategy every 5 years, in accordance with the Catchment and Land Protection Act (1994).	2007	Board	cost met elsewhere	Process has begun - update of RCS will be sent to Minister in 2008.	Some progress	High
	23. Evaluate and update programs and sub-strategies of the Regional Catchment Strategy as required (generally every 5 years).	as appropriate	Board ICs	1,000,000	Costings are being included in schedule (see 19).	Lots done, more to do	Medium
	24. Include support processes in evaluations at the strategy level: generally at the 5 year interval.	q	Board ICs	cost met elsewhere	Biodiversity, river heatlh strategies were supported and review of dryland salinity targets had MER support. Support is being provided for sub-surface drainage and surface drainage program reviews in SIR. Several long-term projects, programs and processes have undergone review in last few years eg Community Salinity Grants, Environmental Management Grants, Second Generation Landcare, Expressions of Interest.	Lots done, more to do	Very High

Objective	Management Action	Timeframe	Respons-ibility	Estimated cost, $	Implementation Status (and action where needed)	Progress	Urgency
	25. Review appropriateness of long-term outcomes sought in Regional Catchment Strategy and sub-strategies, perhaps at 20 year intervals.	as appropriate	Board ICs	cost met elsewhere	Addressed by separate projects by sub-strategy managers.	Lots done, more to do	High
	26. Build variation evaluation into reporting by including upper and lower limits on proposed outputs that would initiate an evaluation of a project or sub-strategy.	2004	Board ICs	cost met elsewhere	(see 13) - opportunity exists to trigger evaluations with output threshold breaching being readily highlighted. Exception reporting has been included via Axapta. Information provided in 2005-06 Annual Report is critical to shared decision making.	Lots done, more to do	Medium
	27. Review programs at the intermediate outcome level (where projects become integrated) annually (includes evaluation information to feed into longer term Strategy review).	2004	Board ICs	cost met elsewhere	From 13, built on first ever reporting of aggregated outputs in 2003/04 with follow up in 2004/05 Annual Report. Analysis of what results mean included for first time in 2005/06 Annual Report - improvements in data management and analysis still needed.	Lots done, more to do	Very High
	28. Review projects half-yearly (includes monitoring and evaluation information to feed into annual program review) and on completion.	2004	Board ICs	cost met elsewhere	From 13, this is expected to happen quarterly for most projects.	Lots done, more to do	ongoing
	29. Review this MER Strategy annually and conduct major review every 5 years, using the Outcomes, Objectives, Management Actions, Timeframes and Responsibilities as the basis for the review.	annually and 2007	Board ICs	15,000	2004-5 was the first annual review. Separate highlights page ("MER Scoreboard") also prepared, circulated widely within GB and included in RCIP.	Lots done, more to do	ongoing
5: Database management and information exchange							
▢ To develop a database management system that is enables information to be accessed, easily, efficiently, and effectively.	30. Compile and maintain a single catchment inventory of all NRM MER activities. This means identifying for quick reference the MER project (or groups of like projects such as 'Landcare projects'), where the details can be found, and who is responsible for the database. It does not mean including all of the details of all databases.	2004 then ongoing	Board ICs	15,000	This table partly does this. Still remains a daunting prospect, although is being mooted around other Catchments (with less issues and people to deal with). A softly softly aproach preferred still - probably best done by State agency program leaders with single issues eg river health. Might be able to glean information from reviews as they evolve. A compilation of the MER sections in various reports might also be an efficient way of compiling information. (Information not likely to be useful to people within Catchment.) The questions are: how would this information help and who needs to know and how much would it cost (cost benefit analyses should be encouraged before such exercises are undertaken).	Some progress	Low
	31. Develop a simple access system to databases relating to the Catchment's NRM MER activities. This includes constructing a database management protocol that ensures databases developed in the Catchment are included in appropriate database warehouses.	2004	Board ICs	10,000	Preferred approach is to develop systems as needed eg via individual disciplines. For example, information on assumptions used in native vegetation trajectory graphs in 2005-06 Annual Report were placed on website. This approach of providing information on web needs to be strengthened via program leaders.	Some progress	Very High
	32. Develop data access protocols that allow decision-makers and the community to access publicly funded data and other natural resource data if possible. This includes consideration of the Freedom of Information Act 1982 and the Privacy Act 2000.	2004	Board ICs	10,000	Following 31, links to database warehouses could be encouraged - but this needs further consideration. Freedom of Information Act is considered as part of normal database operations.	Some progress	Medium
			Total	**1,142,500**			