

Reef Trust Partnership



Monitoring and Evaluation Plan (Stage 2)



Australian Government

REEF TRUST



Great Barrier
Reef Foundation

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Acronyms

ANAO	Australian National Audit Office
COR	Collaborative Outcomes Reporting
COTS	Crown-of-thorns starfish
DPSIR	Driver Pressure State Impact Response
DoEE	Australian Government Department of the Environment and Energy
DSS	Decision-Support System
GBRF	Great Barrier Reef Foundation
GOOS	Global Ocean Observing System
GBRMPA	Great Barrier Reef Marine Park Authority
IFF	Innovative Finance and Funding
IMOS	Integrated Marine Observing System
IMR	Integrated Monitoring and Reporting
IPM	Integrated Pest Management
KEQ	Key evaluation question
M&E	Monitoring and Evaluation
MERI	Monitoring, evaluation, reporting and improvement
MERIT	Monitoring, evaluation, reporting and improvement tool
MIPs	Major integrated projects
MLLE	Multiple Lines and Levels of Evidence
NESP	National Environmental Science Program
NPV	Net Present Value
NRM	Natural Resource Management
OGBR	Office of the Great Barrier Reef
P2R	Paddock to Reef
PMC	Partnership Management Committee
R&D	Research and Development
RIMReP	Reef 2050 Integrated Monitoring and Reporting Program
RRA	Reef Restoration and Adaptation
RRAP	Reef Restoration and Adaptation Program
RRAS	Reef Restoration and Adaptation Science
TO	Traditional Owner
WQIP	Reef 2050 Water Quality Improvement Plan

Preface

The Great Barrier Reef (the Reef) is the largest living structure on the planet and is so large it can be seen from space. It's home to the most extraordinary array of animals and birds, and is often referred to as the rainforest of the sea. Sir David Attenborough describes it as:

“one of the greatest, and most splendid natural treasures that the world possesses.”

Today, however, the Reef is under threat from climate change and local stresses. We need the help of all Australians to protect and restore the Reef. Over the last two decades, the Great Barrier Reef Foundation (GBRF) has drawn together the many groups who are working to protect the Reef. There are hundreds of people and organisations working to achieve this including universities, research institutions, government agencies, scientists, traditional owners and community groups. The GBRF is the place where these myriad groups (large and small) come together to work on the highest priority projects which will have the greatest impact on protecting and restoring the Reef.

Our projects have had a measurable impact on the health of the Reef including monitoring reef health in near-real time (eReefs) to securing the future of green turtles on Raine Island (Raine Island Recovery Project), to developing the first portfolio of projects to address the resilience of reefs adapting to climate change. We also have a track record in innovation, developing solutions such as the RangerBot which detects and addresses threats to coral reefs.

Underpinning this partnership is a record government investment of \$443.3 million to tackle critical issues of water quality and crown-of-thorns starfish control, harness the best science to restore reefs and support reef resilience and adaptation, enhance Reef health monitoring and reporting, and increase community engagement on the Reef.

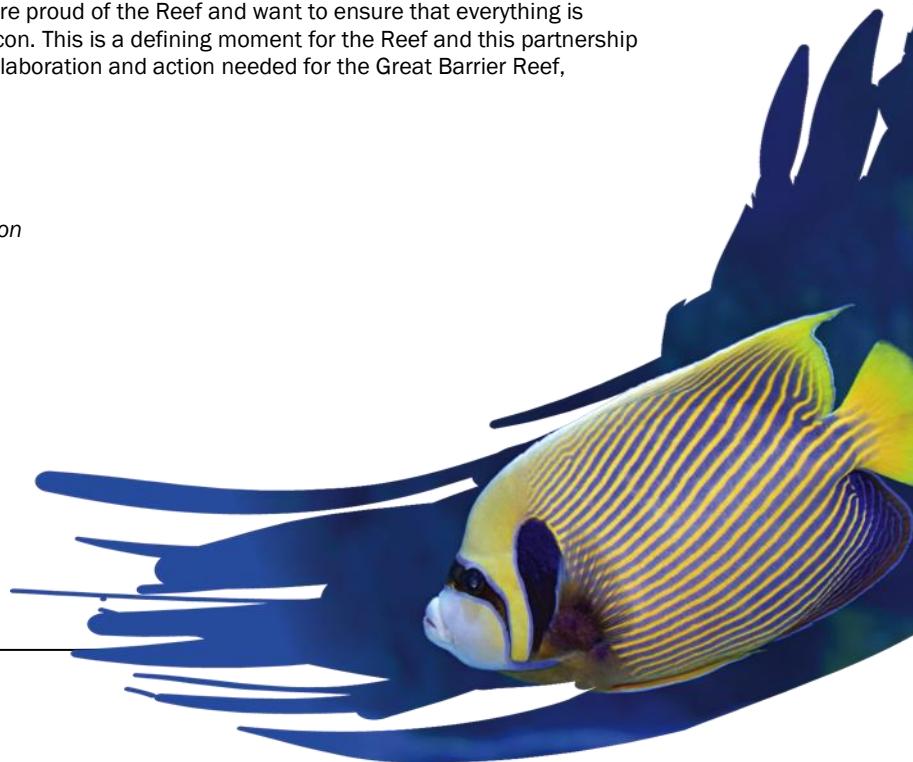
Through the Reef Trust Partnership, GBRF will lead the collaboration of science, business, government, industry, philanthropy and community to amplify the impact of this investment and the benefits it delivers for the Reef. Our guiding principles to deliver this partnership are transparency and accountability.

The GBRF recognises Aboriginal and Torres Strait Islander peoples are the Traditional Owners of the Great Barrier Reef. We are committed to meaningful collaboration and engagement with Reef Traditional Owners throughout the delivery of the Reef Trust Partnership, including the co-design of policies, programs and investments.

The Great Barrier Reef is globally recognised as one of the seven natural wonders of the world and attracts over two million visitors each year. Australians are proud of the Reef and want to ensure that everything is being done to protect and restore our national icon. This is a defining moment for the Reef and this partnership is an unprecedented opportunity to drive the collaboration and action needed for the Great Barrier Reef, now and for the future.

Anna Marsden

Managing Director, Great Barrier Reef Foundation



1 Introduction

1.1 About this document

This document presents the Monitoring and Evaluation (M&E) Plan (Stage 2) for the Reef Trust-Great Barrier Reef Foundation Partnership (the Partnership). It addresses M&E requirements in relation to the outcomes of the Partnership and its specific components (the ‘what’) as well as the principles and approaches to achieve these outcomes (the ‘how’). It is an essential instrument for the Partnership to demonstrate accountability and ensure key challenges are addressed and sustained benefits are delivered to the Reef, in accordance with the Reef 2050 Plan.

The Partnership is a \$443.3 million six-year **Grant Agreement** between the Australian Government and the Great Barrier Reef Foundation (GBRF) to build on and support delivery of the joint Australian and Queensland Government Reef 2050 Long-term Sustainability Plan (Reef 2050 Plan).

In line with Reef 2050 Plan outcomes, the Partnership is expected to achieve significant, measurable improvement in the health of the Great Barrier Reef World Heritage Area, through six separate components as outlined in the Grant Agreement:

- Component 1: Administrative activities
- Component 2: Water quality activities
- Component 3: Crown-of-thorns starfish control activities (COTS Control)
- Component 4: Reef restoration and adaptation science activities (RRAS)
- Component 5: Indigenous and community Reef protection activities
- Component 6: Integrated monitoring and reporting activities (IMR).

A draft M&E framework was provided in November 2018, based on the Grant Agreement, and referred to as Monitoring and Evaluation Plan (Stage 1). Since then, the **Reef Trust Partnership Investment Strategy**¹ has been produced, providing a high-level roadmap for how the Partnership will deliver on each of the priority components included in the Grant Agreement, and outlining component-level investment strategies. The Investment Strategy provides the detail required to further develop the M&E framework.

This M&E Plan (Stage 2) incorporates the further planning for the Partnership undertaken by the GBRF since November 2018, outlined in the Investment Strategy, as well as consultation with key component stakeholders on M&E requirements. Program logics were developed for Partnership components, clarifying the expected cause and effect relationships between component activities and their outcomes and identifying key evaluation questions.

The Final M&E Plan (Stage 3), due 30 June 2019, will be based on further consultation and informed by the first round of detailed annual workplans for each component, which are currently under development (to be finalised by 30 June 2019). Specifically, the Final M&E Plan will be further developed to include:

- Refinement to program logics to reflect further integration across components and in particular with Traditional Owner priorities and activities
- Performance expectations. Overall and detailed indicators and qualitative and quantitative targets will be developed in parallel with the finalisation of the Partnership program of activities in the Partnership Annual Work Plan (due 30 June 2019)
- Specific data collection requirement (sources, methods)
- Evaluation processes
- The process for synthesising component-level information for Partnership-level reporting.

As part of the process of finalising the M&E plan, the relevant monitoring, evaluation, reporting and improvement (MERI) information will be loaded into the Department of the Environment and Energy (DoEE)’s online MERI tool – MERIT.

¹ Reef Trust Partnership Investment Strategy (Great Barrier Reef Foundation):
https://www.barrierreef.org/uploads/PARTNERSHIP_InvestmentStrategy_FINAL%20for%20web.pdf

1.2 Structure

The M&E Plan is structured to first provide overarching Partnership-level M&E planning information, followed by component-specific M&E planning information. The sections of the document include:

1. Introduction to the document (this section)
 2. Overarching approach to M&E of the Partnership
 3. Framing the Reef Trust Partnership M&E
 - 4-10. Individual component M&E plans
- Appendices



2 Overarching approach to Partnership monitoring and evaluation

2.1 Introduction

This section outlines how the Reef Trust Partnership M&E Plan draws on good practice M&E to provide a robust methodology for credibly demonstrating the outcomes of the Partnership and its broader impact, including contribution to Reef 2050 Plan outcomes.

Defining 'monitoring' and 'evaluation' under the Grant Agreement

Monitoring and evaluation (M&E) is an intrinsic part of the cycle of any initiative (project, program or strategy). To manage the performance of the Partnership in implementing the Grant Agreement, we need to understand whether we are achieving intended results and, if not, modify the activities. M&E will help the Partnership Program team to determine whether we are on track to achieving intended outcomes and will provide information to help steer us in the desired direction.

Monitoring is an ongoing process of routine data collection relating to Partnership performance.

Evaluation is the systematic investigation of the merit or worth (of a program, project etc.) and involves making judgments about how 'good' a program has been in terms of specific criteria or values. While evaluation generally draws on program monitoring data, it can involve additional data collection.

In summary, M&E includes any monitoring that is done in an ongoing manner, as well as any evaluation studies that may be conducted or contracted out to supplement the monitoring system. Both monitoring and evaluation activities will support the improvement and adaptive management of the Partnership in implementing the Grant Agreement.

The M&E for the Partnership is based on non-experimental methods for evaluating outcomes and impact, using contribution analysis to establish the contribution of the Partnership while also considering the role played by other factors. In general, these methods develop a causal model for how the intervention is likely to produce intended changes, then examine whether the evidence is consistent with what would have been expected if the intervention was producing the changes, and whether other factors have also contributed to, or indeed provide an alternative explanation for, the identified changes².

2.2 M&E Planning

Key evaluation questions (KEQs) have been developed for the Partnership to address the areas of evaluation focus identified as important for the primary M&E audience. The KEQs guide all M&E data collection, analysis and reporting activity for the Partnership and ensure M&E efforts are targeted to answer a few important questions well rather than many questions poorly.

M&E plans have been developed for each component, organised around component-specific versions of the Partnership-level KEQs to ensure the information required to answer the Partnership KEQs is collected at the component-level.

² Rogers, P; Hawkins, A; McDonald, B; Macfarlan, A; and Milne, C (2015) Choosing appropriate designs and methods for impact evaluation.

Program logic has been utilised to clarify the expected cause and effect relationships between component activities and their intermediate and end-of-Partnership outcomes. This forms the basis for targeted data collection to support assessment of, and reporting on, component and Partnership effectiveness and impact. The use of program logic has also clarified the 'line of accountability', distinguishing what the Partnership can reasonably be held accountable for achieving by 2024 and the broader goals the Partnership is contributing towards.

The key causal **assumptions** underpinning the component logic models have also been made explicit and an assessment made of: the evidence for/against each assumption, the confidence in the assumption, and the risk each assumption poses to the achievement of outcomes. The component M&E plans include a focus on monitoring and/or evaluating weak causal assumptions³, as this is an essential part of the evidence of Partnership performance.

The program logic does not consider or represent the relative importance of activities and outcomes. As such it does not supersede the Partnership investment planning process and associated prioritisation of activities over the term of the Partnership. While there will be strong alignment between the program logic and the Partnership Annual Work Plan, the latter will deal with the sequencing and prioritisation of effort and investment.

Performance expectations will be developed to facilitate evaluative judgements of the Partnership components. These are likely to include a combination of rubrics⁴, relating to the achievement of outcomes and the implementation of Partnership principles, as well as other forms of describing performance, including SMART outcomes, key performance indicators and qualitative and quantitative targets. Irrespective of their form, performance expectations will be pitched largely at the intermediate outcomes level, providing 'lead' indicators of end-of-Partnership outcomes (and thus contribution to broader goals) that may occur sometime after the investment period.

Collectively, these good practice M&E planning approaches – the use of program logic to articulate how change is expected to occur, the explicit articulation of assumptions, a focus on monitoring and/or evaluating weaker causal assumptions, and the use of performance expectations pitched at the intermediate outcomes level – are the building blocks for understanding Partnership outcomes and impact via non-experimental methods.

2.2 M&E implementation

Monitoring data collection

Component-level M&E plans will outline, for the duration of the Partnership funding period, the monitoring questions and/or indicators that will generate the information required to answer the KEQs. Questions and/or indicators will be established at all levels of the component logic models (i.e. activity and prioritised outcomes), based on what is meaningful to measure given the primary audiences for M&E. By June 2019, the component-level M&E plans will also include the specific data collection methods, based on the following general principles:

- Methods will be fit for purpose, rather than methods-led, and based on the questions and/or indicators stakeholders want to understand
- Existing data sources will be utilised to the maximum extent possible, with new data collection tools introduced to address gaps.

Rolling annual M&E workplans will be developed and implemented each year alongside annual component workplans, outlining the specific M&E activities for each component for that year, and recorded in MERIT.

Component activity monitoring data (actual) will be captured in MERIT; while synthesised activity data and outcome monitoring data will be captured in a results chart for each component.

Use of monitoring data

Monitoring data will be used at the component and Partnership levels to track progress, and ensure the components and the Partnership are on track to achieving expected outcomes. Component-level results charts will be utilised in six-monthly whole of Partnership reflections meetings to support Partnership-level decision making and progress reporting.

³ Weak causal assumptions are those for which there is little confidence in the assumption, due to there being little existing evidence for the assumption, or evidence against the assumption.

⁴ A rubric is a tool for systematically and transparently setting out expectations for what constitutes poor, adequate, excellent, etc. performance in practice.

Evaluation

Evaluation will occur every two years for the duration of the Grant Agreement, including:

- June 2020
- June 2022
- June 2024.

The evaluations will take a participatory approach, based on a performance story that presents evidence of how the Partnership has contributed to outcomes and impacts⁵. This will combine contribution analysis and Multiple Lines and Levels of Evidence (MLLE), to map evidence against the component program logics and includes review of the evidence by technical experts and Partnership stakeholders.

External evaluators will lead the planning and implementation of the evaluations to provide independence. A full explanation of the approach will be detailed in the Final M&E Plan.

Table 1 outlines the various reporting requirements under the Grant Agreement. Information generated through M&E activities will inform all reports.

Table 1. Partnership reporting requirements

Report type	Content and format	To whom	Timing
Internal progress report	To be scoped with the Partnership Management Committee (PMC)	PMC	To be determined
Six-monthly progress report	A report on the work undertaken for the Partnership, including for each component, using the DoEE's MERIT system	Reef Trust	1st Feb (1 July- 31 Dec); 1st Aug (1 Jan – 30 Jun) – each year
Annual Report	Financial report, using the Department's MERIT system	Reef Trust	Within 90 days of the end of the financial year – each year
Annual Report to Ministerial Forum	Report on progress against: <ul style="list-style-type: none"> • The Reef 2050 Plan • Investment Strategy • Relevant Annual Work Plan 	Ministerial Forum	To be confirmed
Final Report	A detailed evaluation of the extent to which the objective and outcomes of the Partnership and each Component were met, using the DoEE's MERIT system	Reef Trust	Within 60 days of completion of agreement

The Final M&E Plan (Stage 3) will describe how component-level information will be synthesised for Partnership-level reporting.

⁵ Collaborative Outcomes Reporting (COR) is a participatory approach to outcomes and impact evaluation developed by Dr Jess Dart (<https://www.clearhorizon.com.au/f.ashx/COR.pdf>) that has been successfully used in a wide range of sectors, including the natural resource management sector in Australian. This is a cost-effective, non-experimental approach to outcomes and impact evaluation for the Partnership as the data collection requirements have been established and accommodated for at the beginning of the funding period. The additional benefit of this approach for Partnership evaluation is its capture of intended and unintended outcomes, which will complement other methods of capturing co-benefits, and story collection through the Most Significant Change technique, which will be particularly appropriate for the Traditional Owner Component.

Improvement

M&E information will be used to inform continual improvement of both the Partnership and the M&E Plan. In addition, there is a desire to capture how M&E information has been used to adapt both the Partnership itself and the M&E Plan, as evidence of the evolution of the Partnership and its M&E.

Improvement of the Partnership

The primary mechanism for the use of M&E information for the improvement of the Partnership will be the existing Partnership Management Committee (PMC). All key stakeholders are represented on the PMC, including the Australian and Queensland governments, Traditional Owners, the Great Barrier Reef Marine Park Authority (GBRMPA) and the tourism industry. Reflection on M&E results will be a standing agenda item for PMC meetings.

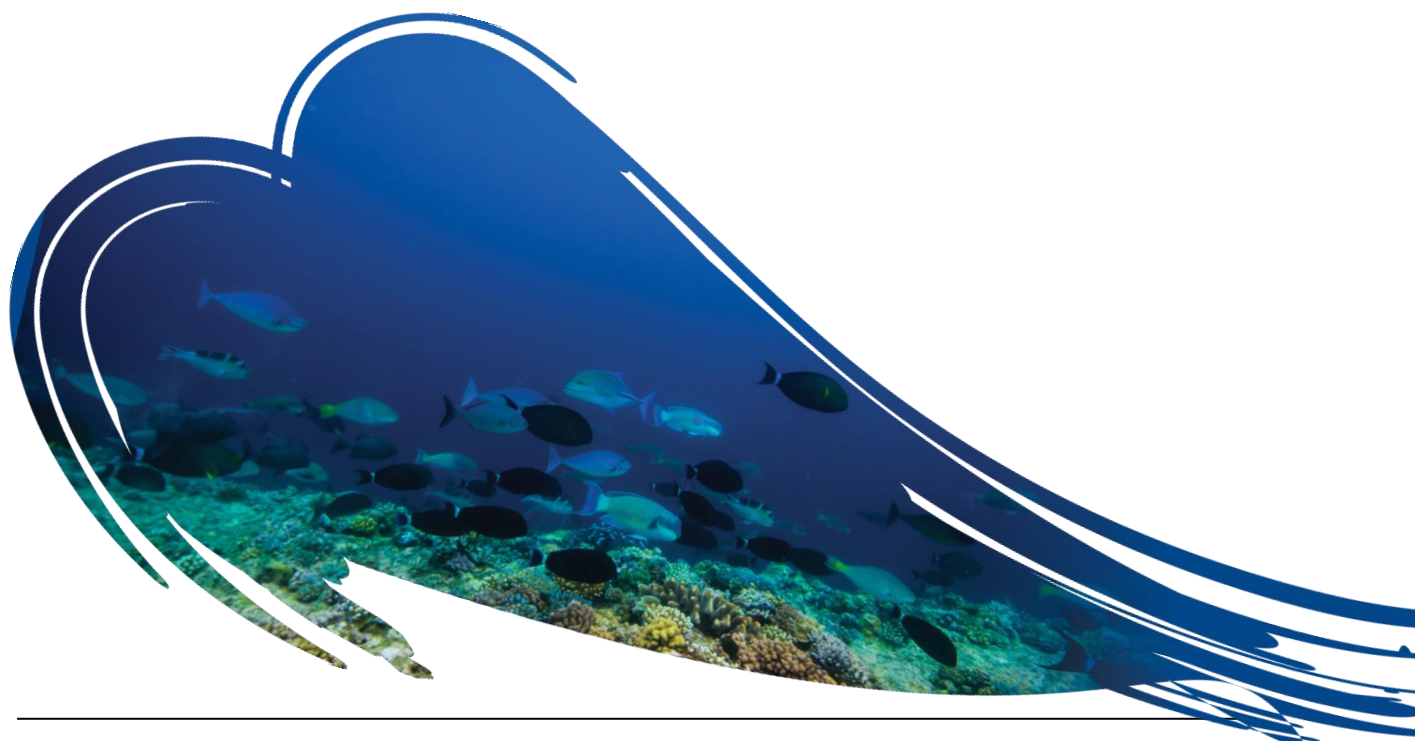
The results of PMC decisions on the Partnership will be reflected in regular updates to the Partnership Investment Strategy and will inform the Annual Work Plan. An ongoing log of the changes made to the Partnership will be maintained throughout its duration.

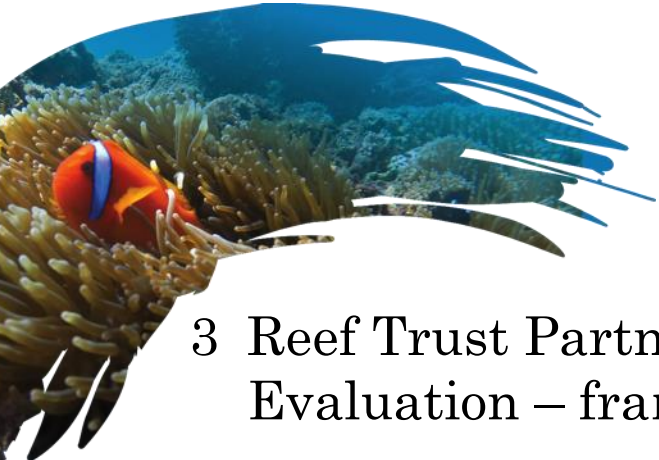
Improvement of the Partnership M&E Plan

It is an expectation of the Grant Agreement that the M&E Plan will be reviewed annually, and updated where necessary. Most improvements or changes to Partnership M&E will occur at the component-level and include:

- Refinements to the logics of the components, based on information on what is and isn't working in component implementation, including updates to assumptions
- Refinements to performance expectations, where required
- Changes to monitoring preferences (what is measured) and arrangements (how it is measured) to better reflect what is useful.

At the Partnership-level, changes to the M&E Plan would usually be triggered by changes in the primary audience's information and reporting needs, requiring a review of the KEQs and the nature of reporting. The Partnership must remain cognisant of any changes to the outcomes and targets of the Reef 2050 Plan a result of the 2020 review. Again, an ongoing log of the changes made to the Partnership M&E Plan will be maintained throughout its duration.





3 Reef Trust Partnership Monitoring and Evaluation – framing and scope

This section outlines how the Partnership has been ‘framed’ as an evaluand for the purposes of M&E, as well as the scope of the Partnership M&E Plan. This includes:

- Partnership outcomes and interactions between components, including:
 - Principles and assumptions underpinning the Partnership
- Scope of the Partnership M&E Plan, including:
 - Purpose, boundaries, M&E audiences and their information needs
 - Partnership key evaluation questions
 - M&E principles underpinning the Plan
 - Overall summary of how the KEQs will be answered.

This is followed by specific M&E plans for the six outcomes-focused components (sections 4-9) and the Administrative Activities component (Section 10).

3.1 Partnership outcomes

The Partnership is framed in two distinct but complementary ways to provide a basis for M&E planning:

1. An overarching outcomes framework that shows the high-level line of sight between: the Partnership component outcomes, the expected Grant Agreement outcomes, the Reef 2050 Plan outcomes and the broader goals for the Great Barrier Reef World Heritage Area (Figure 1).
2. A diagram showing how the components and their outcomes relate to each other (Figure 2).

A description of each is provided below.

Partnership Outcomes Framework

Figure 1 outlines an outcomes framework for the Partnership. It shows that the broader (shared) goal for the Partnership is **to ensure the Great Barrier Reef continues to improve on its Outstanding Universal Value every decade between now and 2050 to be a natural wonder for each successive generation to come**⁶. The Partnership is expected to achieve **a significant, measurable improvement in the health of the Great Barrier Reef World Heritage Area** via three specific outcome areas, which collectively frame the ways in which the Partnership will build on and support delivery of the Reef 2050 Plan. These include:

- **Improved management** of the Great Barrier Reef and relevant activities in the adjacent catchments;
- **Protection of attributes** that contribute to the outstanding universal value of the Great Barrier Reef, including species, habitats and indigenous values; and
- **Management of key threats** to the Great Barrier Reef, including poor water quality and crown-of-thorns starfish outbreaks.

The outcomes-focused components of the Grant Agreement will contribute, individually and collectively, to these three outcomes areas.

Figure 1 shows only a high-level summary of the component-specific outcomes. Note:

⁶ The goal statement of ‘To ensure the Great Barrier Reef continues to improve on its Outstanding Universal Value every decade between now and 2050 to be a natural wonder for each successive generation to come’ is the vision statement for the Reef 2050 Plan (2018). This vision statement is currently under review as part of the Reef 2050 Plan review and the broader goal for the Partnership will be updated as necessary.

- While monitoring and evaluation effort will be applied to Component 1 (Administrative Activities), it is not included in the Partnership Outcomes Framework
 - Component 1 doesn't have its own unique investment 'outcomes'; rather it supports Components 2-6 to achieve their outcomes through ensuring effective and appropriate governance and project management systems and processes are in place and being utilised
- The Reef Trust Partnership Investment Strategy provides for two separate investment strategies for Component 5 (Indigenous and Community Reef Protection) - the Traditional Owner Reef Protection investment strategy and the Community Reef Protection investment strategy. Thus, the Partnership Outcomes Framework includes six outcomes areas
- The outcomes outlined in the Partnership Outcomes Framework for the Traditional Owner Reef Protection component are those for **Reef 2050 Traditional Owner Aspirations Project**, not the Partnership per se
 - The Partnership provides an opportunity to deliver on the broader Traditional Owner aspirations for the Reef, through both the Traditional Owner Reef Protection Component and the other components. The initial understanding of how the broader Traditional Owner aspirations will be delivered through other components is provided in the component-level M&E plans.

Component integration

The Partnership brings the six outcomes-focussed components together into one Portfolio, providing the opportunity to design and deliver on these outcomes in an integrated way, to:

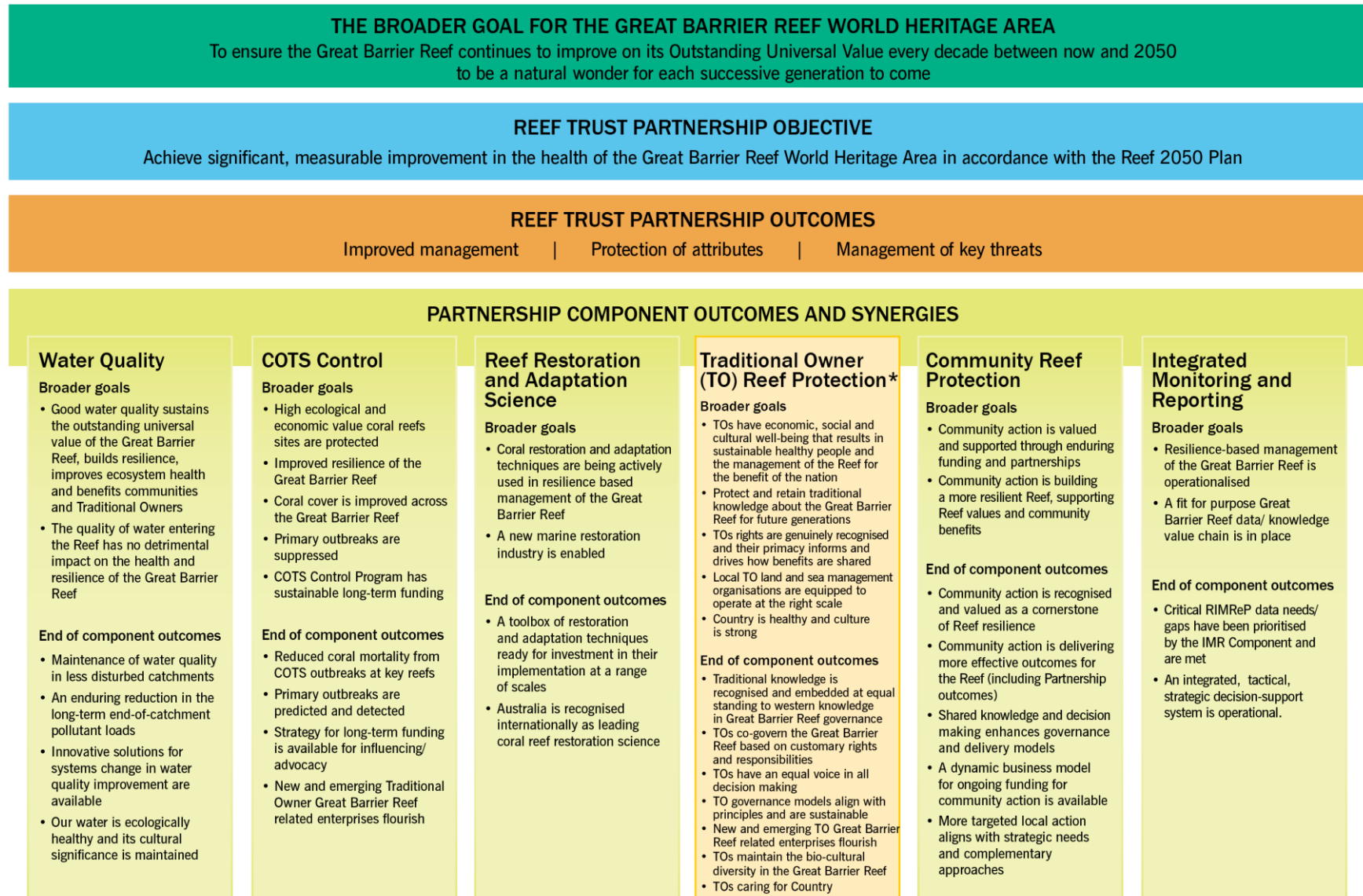
- maximise the co-benefits that can be achieved; and
- provide considerable efficiency dividends as outcomes from one component can inform and strengthen the outcomes of others.

This concept – that the value of the Portfolio is greater than the sum of the Grant Agreement component parts – is an important part of the framing of the Partnership for M&E purposes, as the M&E needs to capture not only progress towards component outcomes as articulated in the Grant Agreement but the synergies between the components.

Figure 2 shows how the portfolio of components and their outcomes relate to each other. Essentially, the Traditional Owner Reef Protection, Community Reef Protection and IMR components are cross-cutting components, while the Water Quality, COTS Control and RRAS components are 'stand-alone', even though they interact with each other, and with the cross-cutting components. Collectively, the integrated components contribute to the three specific Reef Trust Partnership outcome areas of improved management of the Great Barrier Reef and relevant activities in adjacent catchments; protection of attributes that contribute to the outstanding universal value of the Great Barrier Reef; and management of key threats to the Great Barrier Reef.

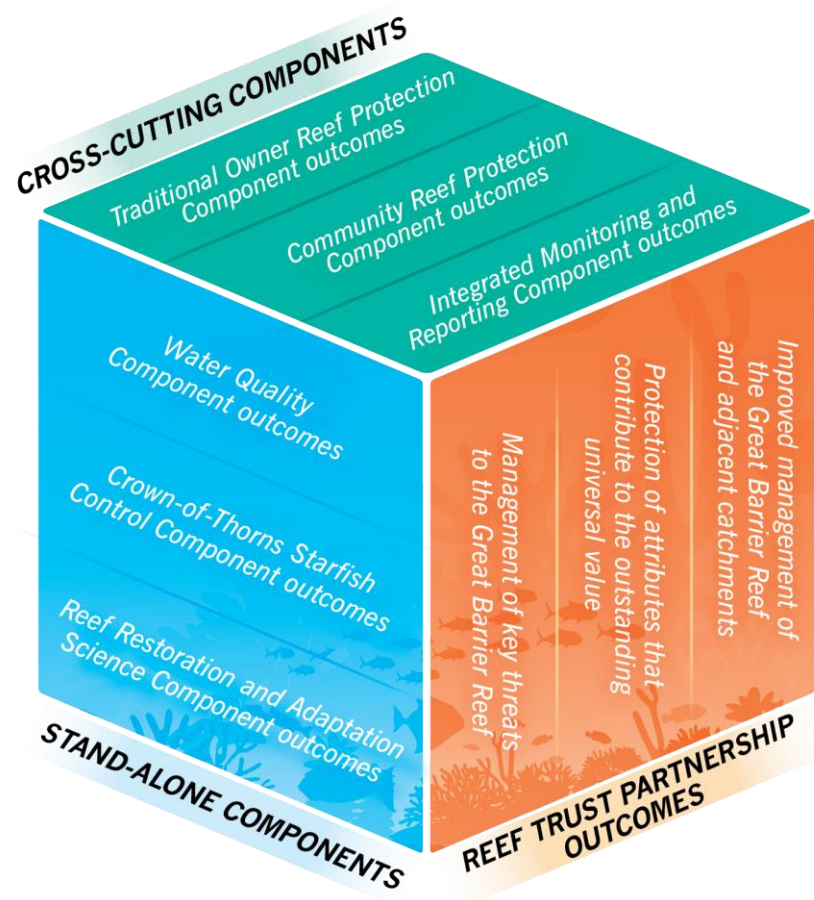


Figure 1. Partnership Outcomes Framework



* The outcomes outlined here are those for the Reef 2050 Traditional Owner Aspirations Project, not for the Partnership per se. Through both the Traditional Owner Reef Protection Component and the other components, the Partnership is expected to deliver on this broader Traditional Owner aspirations for the Reef.

Figure 2. Portfolio components and key interactions



Principles

The Investment Strategy incorporates and is guided by a suite of Partnership principles, comprising the guiding principles set out in the Grant Agreement, Reef Trust investment principles, and Reef 2050 Plan principles and priorities⁷. The following represents the grouping of the different sources of principles relevant to the Partnership into a consolidated set of principles for the Partnership:

- Strategic and targeted
- Measurable outcomes
- Integration delivering multiple benefits
- Additionality and complementarity
- Cost effectiveness
- Collaboration, partnerships and co-investment
- Evidence-based and scientifically robust
- Transparency and accountability
- Solution-driven innovation
- Future-focus, dynamic and adaptive.

The purpose of clarifying the principles underpinning the Partnership⁸ is to help focus M&E effort, where adherence to principles has been identified as an area of evaluation focus (as is the case for the Partnership - see Section 3.2).

⁷ In addition to these, the Reef 2050 Plan Independent Expert Panel recommended a set of principles, all of them consistent with and/or complementary to those specified in the Grant Agreement, that should underpin the Partnership.

⁸ The principles underpinning the Partnership relate to the way in which the Partnership is delivered; these are different to the M&E principles, which relate to the way M&E for the Partnership is conducted. The M&E principles are provided in Section 3.2.

Assumptions underpinning the Partnership

There are three key assumptions underpinning the Partnership. The first two relate to the model of delivery, i.e. that bringing investment into a range of Reef 2050 Plan outcomes together under an umbrella Portfolio is expected to maximise effectiveness and efficiency, while the third assumption relates to the science underpinning current targets and actions.

- **Partners have the capacity and willingness to innovate and collaborate and scale up.** We are proposing an accelerated, integrated program and will be relying on delivery partners to join in this effort with an innovative and collaborative spirit, and the capacity and commitment to deliver
- **The philanthropic approach enables greater leverage and co-investment than typical government funding approach.** GBRF was selected to lead this effort, in part because of its ability to use this investment to leverage even greater investments from global philanthropic and corporate actors. Realising this promise will be key to increasing impacts and benefits
- **Reef 2050 projections and targets are consistent with best available science.** The Grant Agreement obliges the Partnership to deliver in accordance with the Reef 2050 Plan; we assume Reef 2050 Plan targets and actions are based on best available science and will be updated in response to new information, emerging issues and changing circumstances.

3.2 Scope of Partnership M&E Plan

This sub-section includes the elements that comprise the scope of the M&E Plan.

Purpose

The purpose of the Partnership M&E Plan is to:

- Satisfy the accountability and performance requirements of the Partnership Grant Agreement
- Inform learning and improvement across the Partnership, including the prioritisation of investment
- Test Partnership assumptions and process steps which underpin the delivery of change.

Boundaries

The M&E Plan covers all activity invested in under the Partnership to deliver on Reef 2050 Plan outcomes during the period of the Grant Agreement (2018-2024), i.e. is limited to the Grant Agreement's contribution to the relevant Reef 2050 Plan outcomes. It excludes monitoring and reporting on the condition of the Great Barrier Reef⁹ in general.

Audience

The primary audiences for Partnership M&E, i.e. those that will reflect on and use Partnership M&E information to make decisions about the Partnership and its components, include:

- The Great Barrier Reef Foundation Board
- The Partnership Program team
- The Partnership Management Committee (PMC)
- Federal Department of the Environment and Energy (DoEE)
- Component-specific working groups
- Delivery partners - involved in implementation and operationalisation.

The areas of evaluation focus¹⁰ that meet the primary audience's needs include:

- The outcomes of the Partnership
- The broader impact of the Partnership
- Process implementation
- Implementation of Partnership principles.

⁹ See Appendix 1 for an explanation of how Partnership M&E fits with the DPSIR framework.

¹⁰ For the purposes of M&E, the Partnership makes a specific distinction between 'outcomes' and 'impact':

- Outcomes include:
 - The core intended outcomes expected of each Component
 - The intended synergies between Components
- Impact includes:
 - Non-core outcomes: broader anticipated positive impacts of the Partnership, including the 'multiple benefits' leveraged across Components.
 - Conditions the Partnership is providing for enduring progress towards Reef 2050 Plan outcomes into the future (beyond the Partnership timeframe)

Key evaluation questions

The Partnership M&E key evaluation questions (KEQs) crystallise the purpose of the M&E Plan and the primary audience’s information needs for understanding Partnership outcomes, impact, process implementation and adherence to principles. The distinction the Partnership makes between outcomes and impact is reflected in the KEQs. The KEQs (Table 2) provide the organising construct of the M&E Plan and will guide all M&E activity at both the Partnership and component levels.

Table 2. Partnership key evaluation questions

Key evaluation questions	Sub-questions
The outcomes of the Partnership	
1. How effective has the Partnership been in achieving its intended outcomes?	a) How effective have the components been in achieving their intended outcomes? b) In what ways have synergies between components been created? c) To what extent has the Partnership contributed to the expected outcomes of the Grant Agreement, including: <ul style="list-style-type: none"> i. improved management of the Great Barrier Reef and relevant activities in the adjacent catchments; ii. protection of attributes that contribute to the outstanding universal value of the Great Barrier Reef, including species, habitats and indigenous values; and iii. management of key threats to the Great Barrier Reef, including poor water quality and crown-of-thorns starfish outbreaks? d) To what extent did the Partnership contribute to delivering on Traditional Owner Aspirations for the Reef? e) To what extent did the Partnership empower Reef 2050 Plan partners (community/Traditional Owners) to contribute to protecting the Reef?
The broader impact of the Partnership	
2. In what ways has the Partnership created the momentum, solutions, awareness and resources necessary to meet Reef 2050 Plan goals?	a) How has the Partnership advanced partnerships and approaches to build and accelerate the delivery of enduring outcomes for the Reef? b) To what extent did partners bring the required capacity and willingness to innovate, collaborate and scale up? c) To what extent has the Partnership leveraged investment ¹¹ and co-investment from local and global actors? d) To what extent has the Partnership maximised the achievement of multiple benefits?
3. What unintended outcomes (positive and negative) have occurred?	
Process Implementation	
4. To what extent is the Partnership being implemented in accordance with the Grant Agreement?	a) Have funded activities been delivered as planned, on time and to budget? b) How has the Partnership ensured it has carried out its activities diligently, efficiently and ethically?
5. How well have administrative activities (Component 1) supported the effective and efficient administration of the Partnership?	a) Are the governance systems and processes appropriate and effective for the scale and complexity of the Partnership? b) Are project management processes appropriate and effective for the scale and complexity of the Partnership?
6. How well has the Partnership implemented adaptive management processes to improve the effectiveness of the Partnership?	

¹¹ Investment is defined here as ‘macro-investment’, i.e. investment that is catalysed as a result of the Innovative Finance and Funding (IFF) Strategy offering, and not the IFF offering itself.

Key evaluation questions	Sub-questions
7. To what extent were Traditional Owners' ways of knowing and doing adopted in Partnership processes?	
Implementation of Partnership principles	
8. To what extent have the principles of the Partnership been adhered to?	a) To what extent has the Partnership adhered to the principles underpinning the Reef Trust Partnership Investment Strategy? b) To what extent have the components adhered to: <ol style="list-style-type: none"> i. the six guiding principles of the Grant Agreement¹² ii. any important component-specific principles? c) To what extent has the Partnership contributed to building cultural awareness and understanding of the principles underpinning Traditional Owner aspirations for the Reef? d) To what extent has innovation: <ol style="list-style-type: none"> i. driven or accelerated the achievement of outcomes? ii. supported the achievement of outcomes that will endure?

Resources

The Grant Agreement makes available resources for the planning and implementation of Partnership M&E.

The component-level rolling annual M&E workplans, which will outline the specific M&E activities for each component for that year, will outline the resources for M&E activities. Most component-level M&E will be resourced as part of business as usual project management. Grant recipients – for those components with grant activity – will be responsible for activity M&E aligned to component M&E requirements.

The use of external evaluators to provide independence to the two-yearly evaluations (in 2020, 2022 and 2024) will be resourced at the Partnership-level.

Performance expectations

The objective of the Partnership as outlined in the Grant Agreement is to achieve 'significant, measurable improvement in the health of the Great Barrier Reef World Heritage Area'. There is no definition of 'significant' in the Grant Agreement; rather, the Grant Agreement refers to the actions, targets, objectives and outcomes of the Reef 2050 Plan as the 'target, objective and proposed outcome' for each component.¹³

The Final M&E Plan (Stage 3) will define performance expectations for the Partnership as a whole (with component-level performance expectations to be provided in component-level M&E plans). Rubrics will also be developed to support judgements of Partnership effectiveness/outcomes (KEQ1), broader impact (KEQ2), and process implementation (KEQ7).

Principles for Partnership M&E

The following principles underpin the approach to Partnership M&E:

- **Aspirational.** An aspirational vision for the M&E of the Partnership will be considered and incorporated where possible, including that the M&E Plan:
 - provides a foundation that allows a new benchmark for monitoring, evaluation and learning in the Reef/marine ecosystem – an opportunity to be progressive rather than meet minimum requirements
 - provides a scalable model for interdisciplinary monitoring in the Reef space
 - considers potential for post-funding M&E and embedding what has worked in Partnership M&E into other existing systems, e.g. the Paddock to Reef Integrated Monitoring Modelling and Reporting program (P2R), and the Reef 2050 Integrated Monitoring and Reporting Program (RIMReP).
- **Culturally appropriate.** Traditional Owners are embedded in M&E, ensuring the planning, collection, analysis and use of M&E information is culturally appropriate. More specifically, the principles underpinning broader Traditional Owners aspirations for the Reef apply:

¹² These principles are designed to ensure the Partnership: addresses the highest priority threats in the highest priority locations; delivers improvements to the condition of the Reef through on-ground change; complements existing investments and maximises environmental benefit for each dollar spent; uses co-investment, collaborations and partnerships; and is guided by the best available science and expert knowledge.

¹³ While the July 2018 review of the Reef 2050 Plan did not alter the vision, outcomes, objectives or targets of the Plan (except for the water quality theme), the groundwork currently being undertaken for the 2020 review of the Plan is seeing some significant revisions to the logic of the Reef 2050 Plan. The Partnership must remain cognisant of any changes to the outcomes and targets of the Reef 2050 Plan as a result of the review.

- Empowerment – enhance, not replace, fit-for-purpose Traditional Owner structures (rights-based)
 - The Traditional Owner way
 - Sharing communication and celebration between and amongst Traditional Owners
 - Mandate and effective Indigenous advocacy
 - Inscription not prescription – genuine co-governance at all scales
 - Overarching and legitimised – learn and leverage from existing structures
 - All Traditional Owners have equal voice at the scales that are important to them
 - Traditional Owner rights are inherent, not permitted
 - We are and always will be Traditional Owners.
- **Incorporates lessons from Natural Resource Management (NRM) investment evaluation.** Lessons from evaluating NRM investments in general and Reef investments in particular, including Australian National Audit Office (ANAO) audits of Reef Trust design and implementation, will be incorporated.
 - This includes providing information on the extent to which objectives and outcomes are on track to being achieved, rather than predominantly activity information.
 - **Does not duplicate/is consistent with existing M&E systems.** The M&E will complement existing monitoring systems for Reef health or Reef management effectiveness and feed into them where appropriate.
 - **Is robust and reliable.** Uses robust, fit-for-purpose methods, provides a clear rationale for the choice of data (qualitative and quantitative) used, and produces quality evidence.
 - **A culture of M&E.** Supports a culture of monitoring and evaluation being ‘part of what we do’ within the Partnership.

For further details on how the Partnership M&E Plan has incorporated lessons from NRM investment evaluation (ANAO expectations specifically) and is designed to be consistent with existing M&E systems as well as other relevant programs and frameworks, see Appendix 3.

3.3 Summary of approach to answering questions

Table 3 outlines the high-level approach to answering the Partnership KEQs.



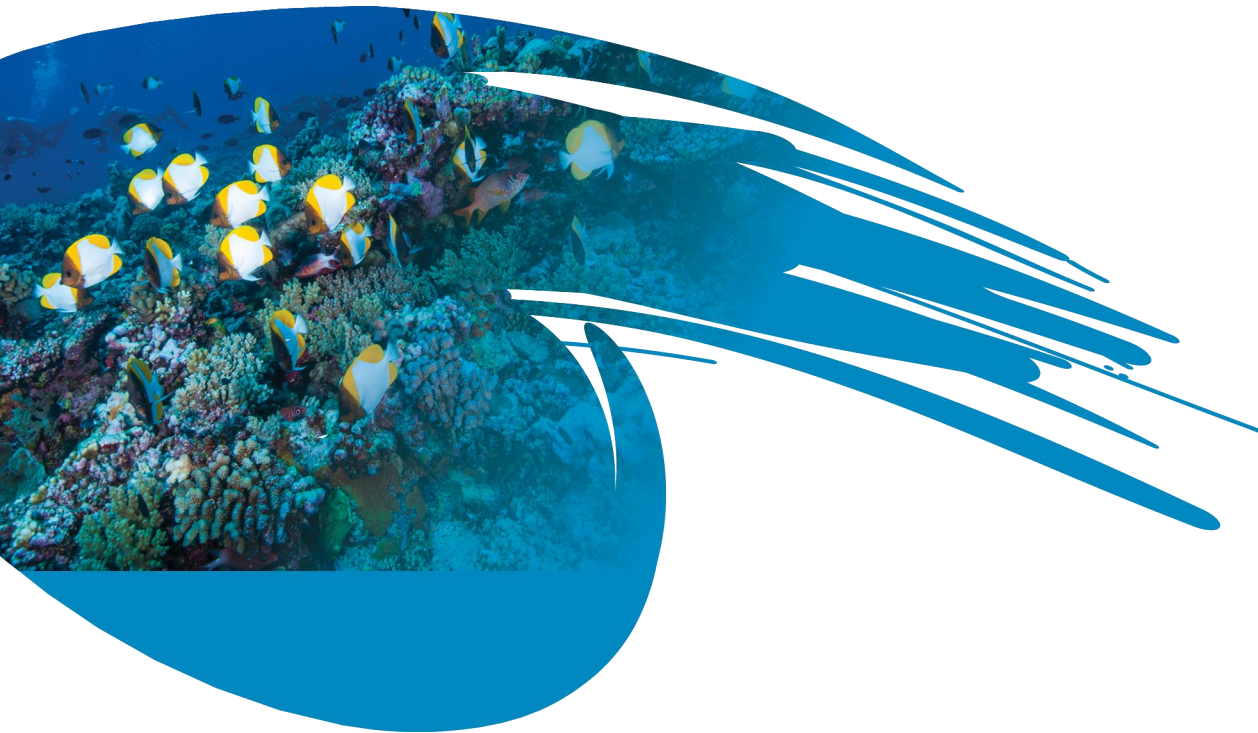
Table 3. High-level approach to addressing the key evaluation questions

Key evaluation questions	Sub-questions	Overarching approach
The outcomes of the Partnership		
1. How effective has the Partnership been in achieving its intended outcomes?	a) How effective have the components been in achieving their intended outcomes?	<ul style="list-style-type: none"> Contribution analysis, including synthesis of component-level outcomes evaluation as per component M&E plans (for outcomes-focused components, i.e. Components 2-6) Approach will be detailed in Final M&E Plan
	b) In what ways have synergies between components been created?	<ul style="list-style-type: none"> Synthesis of achievements in relation to synergies at both Partnership and component levels (some synergies will occur at the Partnership-level, i.e. beyond those simply between components; component-level M&E plans articulate expected synergies)
	c) To what extent has the Partnership contributed to the expected outcomes of the Grant Agreement, including: <ul style="list-style-type: none"> i. improved management of the Great Barrier Reef and relevant activities in the adjacent catchments; ii. protection of attributes that contribute to the outstanding universal value of the Great Barrier Reef, including species, habitats and indigenous values; and iii. management of key threats to the Great Barrier Reef, including poor water quality and crown-of-thorns starfish outbreaks? 	<ul style="list-style-type: none"> Contribution analysis, including synthesis of component-level contributions (component M&E plans incorporate component-specific intended contributions to these three outcomes) Approach will be detailed in Final M&E Plan
	d) To what extent did the Partnership contribute to delivering on Traditional Owner Aspirations for the Reef?	<ul style="list-style-type: none"> Synthesis of component-level achievements from component-level evaluations, along with Partnership-level contributions
	e) To what extent did the Partnership empower Reef 2050 Plan partners (community/Traditional Owners) to contribute to protecting the Reef?	<ul style="list-style-type: none"> Synthesis of component-level achievements from component-level evaluations, along with Partnership-level contributions
The broader impact of the Partnership		
2. In what ways has the Partnership created the momentum, solutions, awareness and resources necessary to meet Reef 2050 Plan goals?	<ul style="list-style-type: none"> a) How has the Partnership advanced partnerships and approaches to build and accelerate the delivery of enduring outcomes for the Reef? b) To what extent did partners bring the required capacity and willingness to innovate, collaborate and scale up? c) To what extent has the Partnership leveraged investment and co-investment from local and global actors? d) To what extent has the Partnership maximised the achievement of multiple benefits? 	<ul style="list-style-type: none"> Synthesis of component-level achievements from component-level evaluations, along with Partnership-level contributions – including from the IFF strategy

Key evaluation questions	Sub-questions	Overarching approach
3. What unintended outcomes (positive and negative) have occurred?		<ul style="list-style-type: none"> Ongoing collection (monitoring) of Partnership-level unintended outcomes (log) Synthesis from component-level outcomes evaluation, including use of Most Significant Change technique
Process implementation		
4. To what extent is the Partnership being implemented in accordance with the Grant Agreement?	a) Have funded activities been delivered as planned, on time and to budget?	<ul style="list-style-type: none"> Ongoing monitoring at Partnership and component-level (for all components, i.e. including implementation of Component 1: Administrative Activities)
	b) How has the Partnership ensured it has carried out its activities diligently, efficiently and ethically?	<ul style="list-style-type: none"> Description of how Partnership plans¹⁴ (and associated structures, systems and processes) have ensured each component was carried out diligently, efficiently and effectively
5. How well have administrative activities (Component 1) supported the effective and efficient administration of the Partnership?	a) Are the governance systems and processes appropriate and effective for the scale and complexity of the Partnership?	<ul style="list-style-type: none"> Evaluate appropriateness and effectiveness at mid-term review
	b) Are project management processes appropriate and effective for the scale and complexity of the Partnership?	<ul style="list-style-type: none"> Evaluate appropriateness and effectiveness at mid-term review
6. How well has the Partnership implemented adaptive management processes to improve the effectiveness of the Partnership?		<ul style="list-style-type: none"> Synthesis of Partnership and component-level adaptive management implementation and outcomes information
7. To what extent were Traditional Owners' ways of knowing and doing adopted in Partnership processes?		<ul style="list-style-type: none"> Synthesis of Partnership and component-level process monitoring, including use of Most Significant Change technique
Implementation of Partnership principles		
8. To what extent have the principles of the Partnership been adhered to?	a) To what extent has the Partnership adhered to the principles underpinning the Reef Trust Partnership Investment Strategy?	<ul style="list-style-type: none"> Synthesis of Partnership and component-level information
	b) To what extent have the components adhered to: <ul style="list-style-type: none"> i. the six guiding principles of the Grant Agreement ii. any important component-specific principles? 	<ul style="list-style-type: none"> Partnership-level: see above

¹⁴ Activity Gantt Chart and Governance Arrangements Document, Investment Strategy and Annual Work Consultation Plan, Resourcing Plan, Co-Financing Plan, Risk Management Plan, Communication and Engagement Plan, Fraud Prevention Plan

Key evaluation questions	Sub-questions	Overarching approach
	c) To what extent has the Partnership contributed to building cultural awareness and understanding of the principles underpinning Traditional Owner aspirations for the Reef?	<ul style="list-style-type: none"> Component-specific principles: see component M&E plans
	d) To what extent has innovation: <ol style="list-style-type: none"> i. driven or accelerated the achievement of outcomes? ii. supported the achievement of outcomes that will endure? 	<ul style="list-style-type: none"> Synthesis of component-level achievements from component-level evaluations, along with Partnership-level contributions



4 Water Quality Component M&E Plan

4.1 Introduction

The Water Quality Component M&E Plan was developed via an M&E planning workshop including representatives from DoEE, the Office of the Great Barrier Reef (OGBR), James Cook University, Queensland Farmers' Federation, CSIRO, Terrain NRM and GBRF. It is worth noting that:

- An investment modelling tool is currently under development by Alluvium consulting. The outcomes of this model will support decisions on pollutant reduction investment scenarios. The final investment scenario, once settled, is expected to identify targets for reducing pollutant loads (and other related targets) for different basins, based on the level of investment in each basin. These targets will be incorporated into future iterations of the Water Quality Component M&E Plan.
- The activities under the Partnership exist within a broader context of investment in water quality improvements across the Reef, including the Paddock to Reef Integrated Monitoring Modelling and Reporting program (P2R).

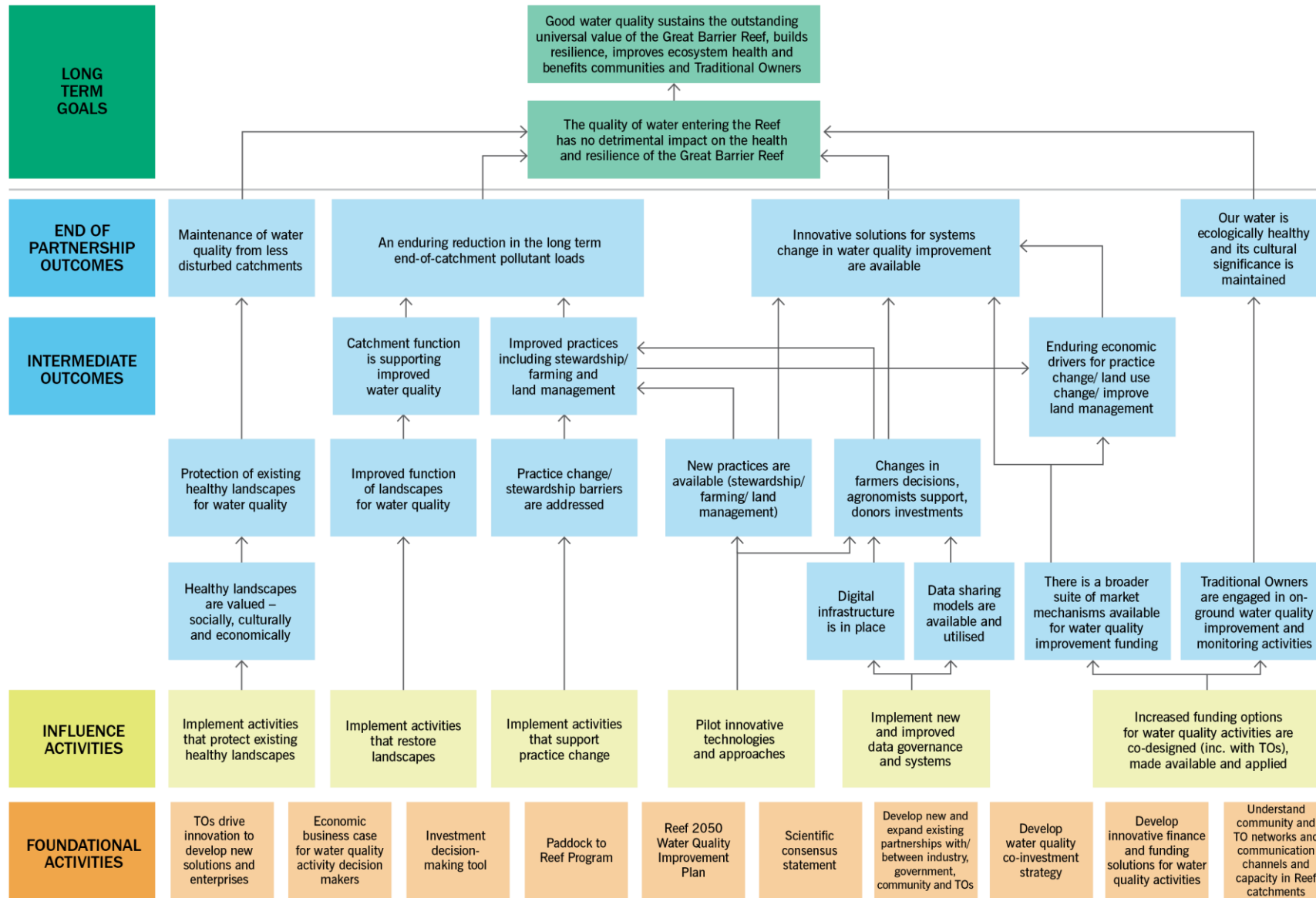
4.2 Logic of the Water Quality Component

The Water Quality Component-level logic (Figure 3) outlines how the work undertaken in the Water Quality Component is expected to bring about desired change. The logic outlines the anticipated cause-and-effect relationships between Water Quality activities, and the expected intermediate and end-of-Partnership outcomes.

The logic is presented as a model with a supporting narrative, the principles that guide the delivery of the component and the key causal assumptions underpinning the logic.



Figure 3. Water Quality Component program logic



Narrative

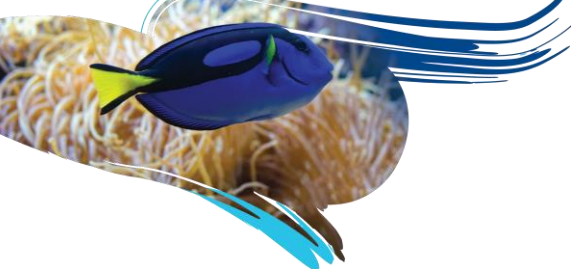
The broader long-term goals of the Water Quality Component (based on the Reef 2050 Plan) are that good water quality sustains the outstanding universal value of the Great Barrier Reef, builds resilience, improves ecosystem health and benefits communities and Traditional Owners. This will be achieved in part through the quality of water entering the Reef having no detrimental impact on the health and resilience of the Great Barrier Reef.

The Water Quality Component will contribute to these long-term goals by the end of the Partnership through:

- achieving **an enduring reduction in the long-term end-of-catchment pollutant loads** ('long-term' here is defined specifically as 'modelled average');
- **transformational system change** – ensuring the availability of innovative solutions for system change in water quality improvement, including with respect to the planning, management, and funding of water quality improvement activities;
- the maintenance of water quality in less disturbed catchments; and
- ensuring our water is ecologically healthy and its cultural significance is maintained.

These end-of-Partnership outcomes will be achieved through the following pathways:

- **Improved catchment function:** The implementation of activities that restore landscapes (i.e. revegetation, rehabilitation of erosion hotspots, improved riparian buffer and wetland function) will improve landscape function for water quality. This will support catchment function to improve water quality, contributing to an enduring reduction in the long-term end-of-catchment pollutant loads.
- **Improved land management practices and stewardship:** Implementing activities that support practice change (i.e. extension, agronomic support, education, incentives, and behaviour change) will address practice change/stewardship barriers (e.g. knowledge, motivation, confidence and awareness). This will lead to improved farming/land management practices. This will contribute to an enduring reduction in the long-term end-of-catchment pollutant loads. (Policy and institutional barriers will not be addressed through this program).
- **Innovation:** Piloting innovative technologies and approaches is expected to lead to new practices being available for farming, land management and stewardship. It will also lead to changes in how farmers make decisions, how agronomists provide support services, and how donors choose to invest. This will lead to improved practices (improved land management pathway) and contribute to innovative solutions for systems change in water quality improvement. Examples of innovation include:
 - Implementing new and improved data, governance and systems, which will lead to digital infrastructure being in place, and data sharing arrangements being available and utilised. The arrangements will include both traditional and local forms of knowledge, supporting them to be understood and embraced in catchment management.
 - Co-design and/ or co-implementation for place-based approaches for water quality improvement (especially with Traditional Owners and Community more broadly).
- **Maintaining less-disturbed catchments:** Activities that protect existing healthy landscapes will see healthy landscapes valued (socially, culturally, and economically), leading to these landscapes being safeguarded for water quality (included in the Reef 2050 Water Quality Improvement Plan – WQIP – low priority landscapes). This will lead to the maintenance of water quality from less disturbed catchments.
- **Funding:** Through increased funding options for water quality, and their application, there will be a broader suite of market mechanisms available for water quality improvement funding. This will support enduring economic drivers for practice change and where suitable land use change, which will lead to improved practice change (improved land management pathway), as well as support systems change.
- **Traditional Owners:** Through co-designing water quality activities with Traditional Owners, and making opportunities for engagement available, Traditional Owners will be engaged in on-ground water quality improvement and monitoring activities. Increased funding options for water quality activities will also lead to opportunities for Traditional Owner engagement. Together, these will support Traditional Owners to participate and take the lead in water quality improvement and protection activities that align with Traditional Owners' aspirations. This will contribute to the end-of-Partnership outcome of Our water being ecologically healthy and its cultural significance maintained, including an opportunity for cultural values to be considered alongside conventional scientific parameters. This will also apply to a significant extent to the broader community with an emphasis on fostering stewardship in water quality improvement and monitoring.



Component interactions

Table 4 outlines how the activities of the Water Quality Component will interact with the activities of other Partnership components.

Table 4. Water Quality Component interaction with other Partnership components

Component	Description of interaction with Water Quality Component
Reef Restoration and Adaptation Science (Component 4)	Monitoring and modelling frameworks are aligned to connect land-based activities and reef habitats, including coral which is the subject of RRAS
Traditional Owner Reef Protection (Component 5)	Engagement of Traditional Owners in water quality activities will support the delivery of Traditional Owners Reef Protection outcomes and Water Quality outcomes
Community Reef Protection (Component 5)	Engagement and stewardship activities, and in particular landholders, will support the delivery of Community Reef Protection outcomes
Integrated Monitoring and Reporting (Component 6)	Water quality monitoring will inform the knowledge value chain described in Integrated Monitoring and Reporting Component, and the alignment of monitoring and modelling decision frameworks is essential

Principles

The delivery of the Water Quality Component is guided by the following suite of component-specific principles:

- Use best available science (including community and Traditional Knowledge)
- Balanced portfolio of interventions while maintaining a focus on priority pollutants and priority locations
- Build on proven initiatives while driving innovation
- Support local community design
- Innovative sustainable financing models
- Foundations for long term commitments/enduring improvements
- Consideration of multiple-benefits.

Assumptions

Table 5 presents the causal assumptions that underpin the Water Quality Component program logic, along with an assessment of the assumptions for M&E planning purposes.

Table 5. Assumptions from Water Quality Component program logic

Key assumptions underpinning the logic <i>We assume that...</i>	Evidence for/against assumption	Confidence in assumptions (L, M, H)	Riskiness to achievement of end-of-Partnership outcomes (L, M, H)	Investigate further/include in M&E? (Y/N)
Farmers will change practices if we provide the right conditions	Experience from previous Reef protection initiatives	L-M	H	Y
A suite of mechanisms is required to accommodate the diversity of landholder practice change drivers	Historical experience, literature	H	L	N
A focus on existing proven techniques will provide significant water quality improvements	P2R modelling and science	M	H	N

Key assumptions underpinning the logic <i>We assume that...</i>	Evidence for/against assumption	Confidence in assumptions (L, M, H)	Riskiness to achievement of end-of-Partnership outcomes (L, M, H)	Investigate further/include in M&E? (Y/N)
Landholders will be prepared to share their data through a non-government data cooperative	Speaking to farmers. Evidence of why they have not shared data in the past, integrated into design of model	M	L	N
Innovation will lead to a step change in water quality improvement effectiveness without sacrificing farm profitability	Examples of specific innovations having led to economic and water quality improvements	M	M	Y
Delivery partners have the capacity and capability to implement projects at the required scale	Experience with previous and ongoing Reef projects	M	H	Y
Healthy landscapes maintain catchment function and improve water quality at end-of-catchment	Best available science, local monitoring data and modelling	H	H	N
Co-design can lead to improved buy-in and stewardship, and ultimately better outcomes	Major integrated projects (MIPs) are an experiment in this	L-M	M	Y – monitor outcome from MIPs
Lack of funding/finance can be a barrier to practice change	Experience with previous Reef projects	H	L	N

4.3 Scope of the Water Quality M&E Plan

No component-specific additions are required for the scope of the Water Quality Component M&E Plan.

4.4 M&E Plan summary

The M&E Plan summary for the Water Quality Component (Table 6) outlines the overall KEQs and sub-questions for the Water Quality Component, and a summary of how the questions will be answered. Data collection specifics will be finalised by June 2019.

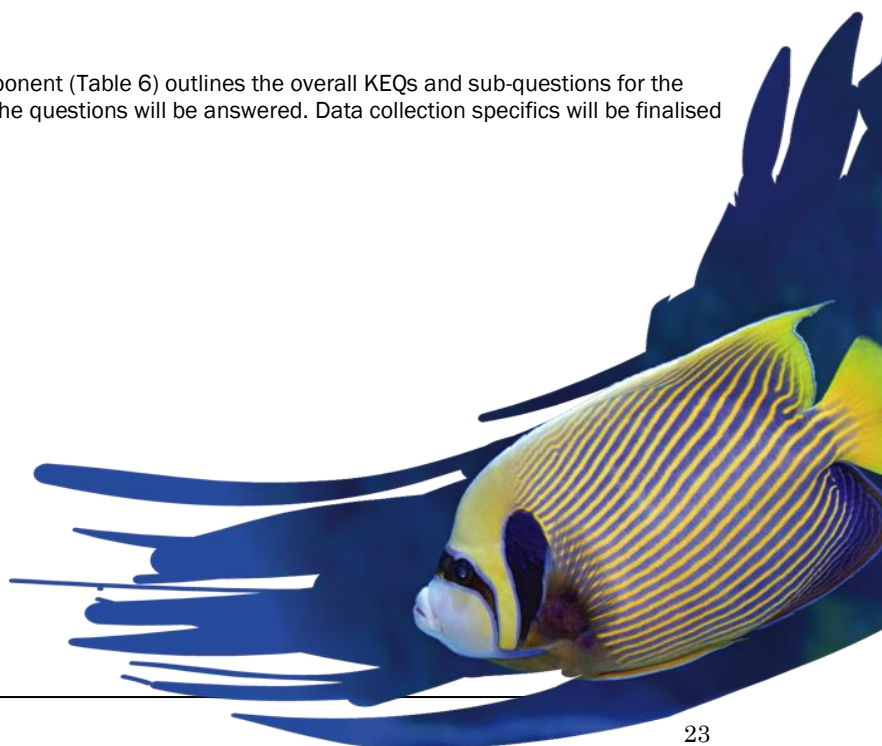


Table 6. Water Quality Component M&E Plan summary

Key evaluation questions	Sub-questions	Summary approach
The outcomes of the Component		
1. How effective has the Water Quality Component been in achieving its intended outcomes?	a) To what extent has the Water Quality Component: <ul style="list-style-type: none"> i. achieved an enduring reduction in the long-term end-of-catchment pollutant loads? ii. maintained water quality in less disturbed catchments? iii. produced innovative solutions for systems change in water quality improvement? iv. ensured the water is ecologically healthy and its cultural significance is maintained? 	<ul style="list-style-type: none"> • Data collection requirements to be finalised in June 2019
	b) In what ways have synergies (with other Components) been created through the Water Quality Component?	<ul style="list-style-type: none"> • Description of the ways in which the Water Quality Component has created synergies with other components
	c) What expected outcome(s) of the Grant Agreement has the Water Quality Component contributed towards, and how?	<ul style="list-style-type: none"> • Description of how the achievements of the Water Quality Component are contributing to the expected outcomes of the Grant Agreement, specifically: <ul style="list-style-type: none"> ○ Improved management of relevant activities in the adjacent catchments to the Great Barrier Reef ○ Management of key threats to the Great Barrier Reef
	d) To what extent did the Water Quality Component contribute to delivering on Traditional Owner aspirations for the Reef?	<ul style="list-style-type: none"> • Description of how the Water Quality Component has supported Traditional Owner aspirations (to be finalised by June 2019)

Key evaluation questions	Sub-questions	Summary approach
	e) To what extent did the Water Quality Component empower Reef 2050 Plan partners (community/ Traditional Owners) to contribute to protecting the Reef?	<ul style="list-style-type: none"> • Description of Water Quality Component achievements in relation to Traditional Owner empowerment • Description of Water Quality Component achievements in relation to community empowerment
The broader impact of the Component		
2. In what ways has the Partnership created the momentum, solutions, awareness and resources necessary to meet Reef 2050 Plan goals?	a) How has the Partnership advanced partnerships and approaches to build and accelerate the delivery of enduring outcomes for the Reef? b) To what extent has the Partnership leveraged investment and co-investment from local and global actors? c) To what extent has the Partnership maximised the achievement of multiple benefits?	<ul style="list-style-type: none"> • This question is largely answered at the Partnership-level, but components will need to provide information about this as it relates to their components • Multiple benefits may be preidentified and tracked or captured opportunistically
What unintended outcomes (positive and negative) have occurred?		<ul style="list-style-type: none"> • Log of positive and negative unintended outcomes resulting from Water Quality Component activities
Process implementation		
3. To what extent is the Water Quality Component being implemented in accordance with the Grant Agreement?	a) Have funded activities been delivered as planned, on time and to budget?	<ul style="list-style-type: none"> • Reporting against Annual Work Plan and individual activity workplans
4. How well has the Water Quality Component implemented adaptive management processes to improve the effectiveness of the Partnership?		<ul style="list-style-type: none"> • Description of how the Water Quality Component has done this
5. To what extent were Traditional Owners' ways of knowing and doing adopted in Water Quality Component processes?		<ul style="list-style-type: none"> • Description of how the Water Quality Component has done this
Implementation of principles		
6. To what extent have the principles of the Partnership been adhered to?	a) To what extent have the Water Quality Component adhered to: <ol style="list-style-type: none"> i. the six guiding principles of the Grant Agreement? ii. the Water Quality Component-specific principles (described above)? 	<ul style="list-style-type: none"> • Description of how the Component adhered to the six Guiding Principles of the Grant Agreement (Section 5.3 of Grant Agreement), considering their application at both strategic (planning) and operational (project implementation) principles • Description of how the Component adhered to the Component-specific principles

Key evaluation questions	Sub-questions	Summary approach
	b) To what extent has the Partnership contributed to building cultural awareness and understanding of the principles underpinning Traditional Owner aspirations for the Reef?	<ul style="list-style-type: none"> • Description of how the Water Quality Component has done this
	c) To what extent has innovation: <ol style="list-style-type: none"> i. driven or accelerated the achievement of outcomes? ii. supported the achievement of outcomes that will endure? 	<ul style="list-style-type: none"> • Description of how the Water Quality Component has done this



5 Crown-of-thorns Starfish Control Component M&E Plan

5.1 Introduction

The COTS Control Component M&E Plan was developed via an M&E planning workshop including representatives from CSIRO, DoEE, GBRMPA and GBRF. It is worth noting the following when reading the COTS Control Component M&E plan:

- For the purposes of this document, 'COTS Control' includes both the manual culling and surveillance of COTS as part of the management framework outlined in GBRMPA's COTS Management Strategy
- The results of the independent review of the COTS Control Program, as well as a cross-sectoral COTS Forum in 2019, will further inform the design of the COTS Control Component and will be incorporated in future iterations of the COTS Control M&E Plan.

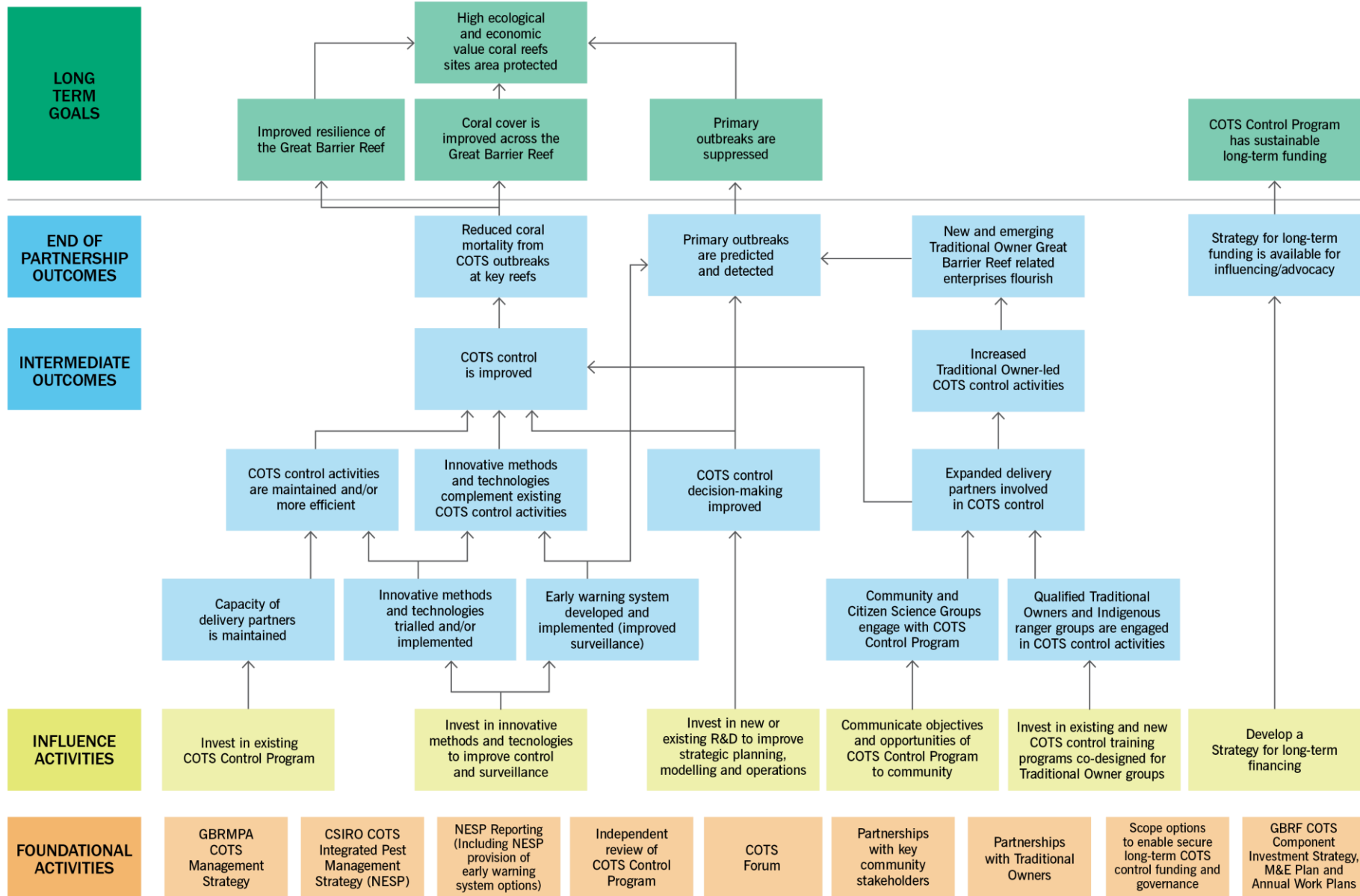
5.2 Logic of the COTS Control Component

The COTS Control Component-level logic (Figure 4) outlines how the work undertaken in the COTS Control Component is expected to bring about desired change. The logic outlines the anticipated cause-and-effect relationships between COTS Control activities, and the expected intermediate and end-of-Partnership outcomes.

The logic is presented as a model with a supporting narrative, the principles that guide the delivery of the Component and the key causal assumptions underpinning the logic.



Figure 4. COTS Control Component program logic





Narrative

The broader long-term goals of the COTS Control Component are:

- The protection of coral reef sites of high economic and ecological value on the Great Barrier Reef; and
- Improved resilience of the Reef.

Improved coral cover across the Reef and the suppression of future primary outbreaks coupled with the control of secondary outbreaks are the key precursors to these long-term goals and which the COTS Control Component expects to directly contribute towards. The unique contributions of the COTS Control Component to improved coral cover across the Reef, and the suppression of future primary outbreaks, during the Partnership funding period (to 2024) are:

- Reduced coral mortality from COTS outbreaks through targeted control at high ecological and/or economic value priority reefs;
- An enhanced ability to predict and detect primary outbreaks early, allowing for early intervention and hence suppression of larval export to support subsequent secondary outbreaks;
- A strategy for funding options to influence and advocate for enduring funding for COTS Control as a priority Reef management focus.

These contributions represent the end-of-Partnership outcomes for the COTS Control Component. The Component includes a suite of activity pathways to achieve these end of Partnership outcomes:

- **Manual COTS control:** Through investing in existing manual COTS control activities, the Component expects the capacity of the delivery partners to be maintained. Maintaining the capacity of delivery partners ensures the infrastructure required to manage COTS events is available when required. Through both maintaining manual COTS control activities, as well as ongoing innovation, it is expected that manual management will at least be maintained and be made more efficient.
- **Complementary innovative methods:** Innovative methods and technologies to improve COTS control will be trialled and, where feasible, implemented. Innovation will also focus on developing and implementing an early warning system to improve capacity to detect primary outbreaks. In addition to improving the efficiency of manual COTS control activities, it is expected that innovative methods and technologies will complement manual COTS control to improve COTS management overall.
- **Improving decision making:** Through investing in new or existing research and development (R&D) to improve strategic planning, modelling and operations, consistent with the COTS Investment Strategy, it is expected that COTS control operational and strategic management decisions will be improved. As a result of the investment, it is also expected that primary outbreaks will be more accurately predicted and detected, contributing to the suppression of primary outbreaks.
- **Expanding delivery partner involvement:** Through activities that target community and Traditional Owners, delivery partners involved in COTS control will be expanded. Community and citizen science groups will be targeted through communicating objectives and opportunities, which will expand community engagement. Traditional Owner groups will be engaged to co-design a COTS control training program for Traditional Owner Groups. This will lead to expanded delivery partner involvement in COTS control, as well as an increase in Traditional Owner-led COTS control programs and support new and emerging Traditional Owner enterprises to flourish. Expanded delivery partner involvement is expected to ultimately improve COTS control overall. Examples of potential community involvement include encouraging communities to harvest COTS through 'recreational COTS control permits', and citizen science for surveillance.

An additional goal for the COTS Control Component is to secure sustainable and long-term funding support for COTS control. This goal has its own activity pathway, where options will be scoped to secure long-term funding, resulting in the development of a long-term funding strategy that can be used to advocate for sustainable funding for COTS Control.

Component interactions

Table 7 outlines how the activities of the COTS Control Component will interact with the activities of other Partnership components.

Table 7. COTS Control Component interaction with other Partnership components

Component	Description of interaction with COTS Control Component
Reef Restoration and Adaptation Science (Component 4)	COTS Control planning and surveillance will provide insights into where and when to target RRAS activities
Traditional Owner Reef Protection (Component 5)	Co-designing and delivering COTS Control programs with Traditional Owners groups will support Traditional Owner aspirations for the Reef
Community Reef Protection (Component 5)	Engaging community and citizen science groups in COTS Control will support delivery of Community Reef Protection outcomes
Integrated Monitoring and Reporting (Component 6)	All COTS Control surveillance will feed into RIMReP and the knowledge value chain described in Integrated Monitoring and Reporting Component

Principles

The delivery of the COTS Control Component is guided by the following suite of Component-specific principles:

- The COTS Control Component is consistent with the Reef 2050 Plan, the GBRMPA COTS Management Strategy, the 2017 Scientific Consensus Statement, and the COTS Integrated Pest Management Strategy
- Build the capacity and expertise of partners to contribute and add value to improved COTS control
- Selection of activities based on an open and transparent procurement process, including value for money
- Partner to design and implement control and surveillance based on sound science
- Component implementation is consistent with Traditional Owner and community engagement principles
- Consistent with the National Environmental Science Program (NESP) Integrated Pest Management (IPM) Strategy principles, decisions are made in a timely manner based on best available (rather than future ‘perfect’) knowledge, complemented by adaptive management and continuous learning.

Assumptions

Table 8 presents the causal assumptions that underpin the COTS Control Component program logic, along with an assessment of the assumptions for M&E planning purposes.

Table 8. Assumptions from COTS Control Component program logic

Key assumptions underpinning the logic <i>We assume that...</i>	Evidence for/against assumption	Confidence in assumptions (L, M, H)	Riskiness to achievement of end-of-Partnership outcomes (L, M, H)	Investigate further/include in M&E? (Y/N)
Partners have the capacity (time/resources) and willingness to innovate and collaborate	A broad range of stakeholders (researchers, operators, government) have contributed to the NESP COTS Working Group	M	M	Y
Traditional Owners are interested in participating in COTS control and surveillance	CSIRO and GBRMPA have received direct approaches from community and Traditional Owner groups	M	M	Y
Community are interested in participating in COTS control and surveillance	CSIRO and GBRMPA have received direct approaches from community	M	L	Y
COTS Integrated Pest Management is a sound approach, consistent with peer reviewed science	NESP IPM Strategy; NESP research; independent peer-review; peer-reviewed literature	H	H	N

Key assumptions underpinning the logic <i>We assume that...</i>	Evidence for/against assumption	Confidence in assumptions (L, M, H)	Riskiness to achievement of end-of-Partnership outcomes (L, M, H)	Investigate further/include in M&E? (Y/N)
Early detection and response is the most effective approach to COTS management	NESP research; peer-reviewed literature; invasive species management literature; expert opinion; ongoing monitoring results	H	H	N

5.3 Scope of the COTS Control M&E Plan

This section includes the elements of the M&E Scope relevant to the COTS Control Component. This includes some additions to M&E audience for the COTS Control Component and their information needs.

Audience

In addition to the primary M&E audiences for the Partnership in general (see Section 3.2 of this document), the following audiences (Table 9) are important for the COTS Control Component.

Table 9. COTS Control Component M&E audience and information needs

Primary audience	Information requirements
GBRMPA	<ul style="list-style-type: none"> Co-investment/future investment potential associated with long-term sustainable financing and informing the World Heritage Committee Opportunities and improvement (science and other)
NESP IPM Working Group	<ul style="list-style-type: none"> How well the Component is operating and where the research needs are Opportunities and improvement (science and other)
QLD Office of the Great Barrier Reef	<ul style="list-style-type: none"> As for Partnership as a whole

Secondary audiences that may be interested in the results of the COTS Control Component M&E include:

- Service providers (e.g. vessel operators)
- Traditional Owners
- Tourism operators
- Community groups
- NGOs.

The secondary audiences will also be considered when deciding what information to provide to whom, and in what format.

5.4 M&E plan summary

The M&E Plan summary for the COTS Control Component (Table 10) outlines the overall KEQs and sub-questions for the COTS Control Component, and a summary of how the questions will be answered. Data collection specifics will be finalised by June 2019.

Table 10. COTS Control Component M&E Plan summary

Key evaluation questions	Sub-questions	Summary approach
The outcomes of the Component		
1. How effective has the COTS Control Component been in achieving its intended outcomes?	a) To what extent has the COTS Control Component: <ol style="list-style-type: none"> i. reduced coral mortality from COTS outbreaks at key reefs? ii. predicted and detected primary outbreaks earlier and more accurately? iii. developed a long-term funding Strategy for influencing/advocacy iv. supported new and emerging Traditional Owner's Great Barrier Reef related enterprises to flourish? 	<ul style="list-style-type: none"> • Data collection requirements to be finalised in June 2019
	b) In what ways have synergies (with other Components) been created through the COTS Control Component?	<ul style="list-style-type: none"> • Description of the ways in which the COTS Control Component has created synergies with other components
	c) What expected outcome(s) of the Grant Agreement has the COTS Control Component contributed towards, and how?	<ul style="list-style-type: none"> • Description of how the achievements of the COTS Control Component (as understood through KEQ1a) are contributing to: <ul style="list-style-type: none"> ○ Management of key threats to the Great Barrier Reef
	d) To what extent did the COTS Control Component deliver on Traditional Owner aspirations for the Reef?	<ul style="list-style-type: none"> • Description of how the COTS Control Component has supported Traditional Owner aspirations (to be finalised in June 2019)
	e) To what extent did the Component empower Reef 2050 Plan partners (community/Traditional Owners) to contribute to protecting the Reef?	<ul style="list-style-type: none"> • Description of COTS Control Component achievements in relation to Traditional Owner empowerment <ul style="list-style-type: none"> ○ Description of COTS Control Component achievements in relation to community empowerment

Key evaluation questions	Sub-questions	Summary approach
The broader impact of the Component		
2. In what ways has the Partnership created the momentum, solutions, awareness and resources necessary to meet Reef 2050 Plan goals?	a) How has the Partnership advanced partnerships and approaches to build and accelerate the delivery of enduring outcomes for the Reef? b) To what extent has the Partnership leveraged investment and co-investment from local and global actors? c) To what extent has the Partnership maximised the achievement of multiple benefits?	<ul style="list-style-type: none"> This question is largely answered at the Partnership-level, but components will need to track component-specific information about these three areas, where relevant, to support evaluation of impact at the Partnership-level Multiple benefits may be pre-identified and tracked or captured opportunistically. Multiple-benefits identified for the COTS Component include: <ul style="list-style-type: none"> Increased employment through control (vessels) Capacity building for tourism operators and vessel operators: via training, professional development, upskilling
3. What unintended outcomes (positive and negative) have occurred?		<ul style="list-style-type: none"> Log of positive and negative unintended outcomes resulting from COTS Control Component activities
Process implementation		
4. To what extent is the COTS Control Component being implemented in accordance with the Grant Agreement?	a) Have funded activities been delivered as planned, on time and to budget?	<ul style="list-style-type: none"> Activity reporting against budget from GBRF internal system established for Grant Agreement
5. How well has the COTS Control Component implemented adaptive management processes to improve the effectiveness of the component?		<ul style="list-style-type: none"> Description of how the COTS Control Component has done this
6. To what extent were Traditional Owners' ways of knowing and doing adopted in COTS Control Component processes?		<ul style="list-style-type: none"> Description of how the COTS Control Component has done this
Implementation of principles		
7. To what extent have the principles of the Partnership been adhered to?	a) To what extent has the COTS Control Component adhered to: <ul style="list-style-type: none"> i. the six guiding principles of the Grant Agreement? ii. the COTS Component-specific principles? 	<ul style="list-style-type: none"> Description of how the Component adhered to the six Guiding Principles of the Grant Agreement (Section 5.3 of Grant Agreement), considering their application at both strategic (planning) and operational (project implementation) principles. Descriptions of how the COTS Control Component adhered to the following Component-specific principles
	b) To what extent has the Partnership contributed to building cultural awareness and understanding of the principles underpinning Traditional Owner aspirations for the Reef?	<ul style="list-style-type: none"> Description of how the COTS Control Component has done this

Key evaluation questions	Sub-questions	Summary approach
	c) To what extent has innovation: i. driven or accelerated the achievement of outcomes? ii. supported the achievement of outcomes that will endure?	<ul style="list-style-type: none">• Description of how the COTS Control Component has done this



6 Reef Restoration and Adaptation Science Component M&E Plan

6.1 Introduction

The Reef Restoration and Adaptation Science (RRAS) Component M&E Plan was developed via an M&E planning workshop including representatives from the Reef Restoration and Adaptation Program (RRAP), CSIRO, GBRMPA, GBRF, James Cook University, Queensland University of Technology and The University of Sydney. It is worth noting that:

- The RRAS Component builds on the outcomes of the RRAP
- The RRAS activities focus on coral restoration efforts. Other ecological reef systems (such as wetlands or seagrass) are only considered as part of the broader picture with flow on benefits.

6.2 Logic of the RRAS Component

The RRAS Component-level logic (Figure 5) outlines how the work undertaken in the RRAS Component is expected to bring about desired change. The logic outlines the anticipated cause-and-effect relationships between RRAS activities, and their expected intermediate and end-of-Partnership outcomes.

The logic is presented as a model with a supporting narrative, the principles that guide the delivery of the Component and the key causal assumptions underpinning the logic.

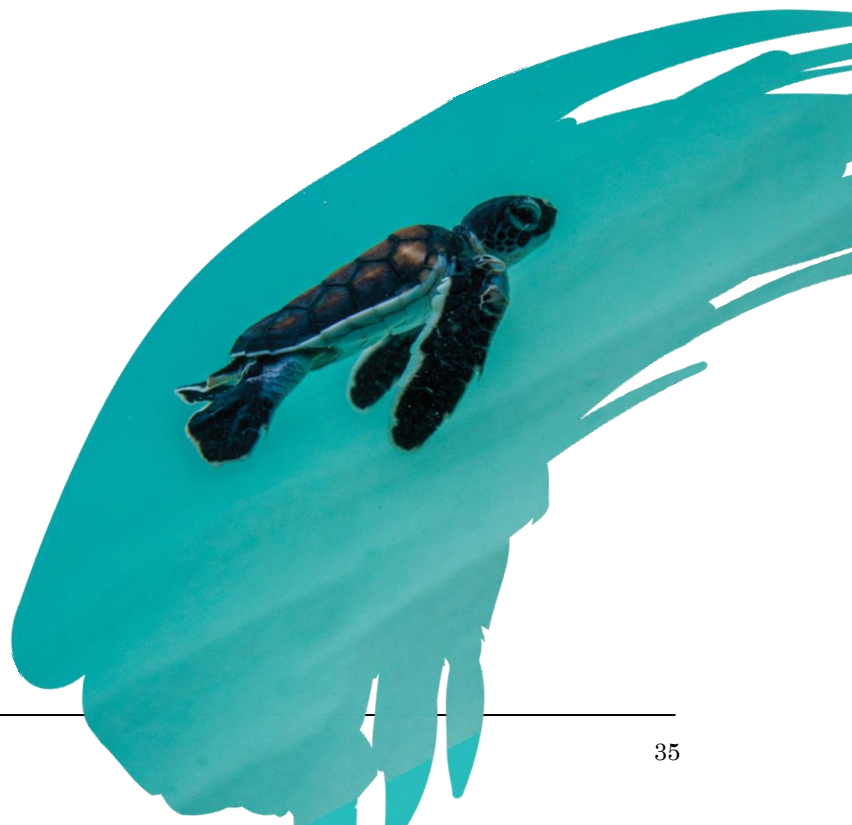
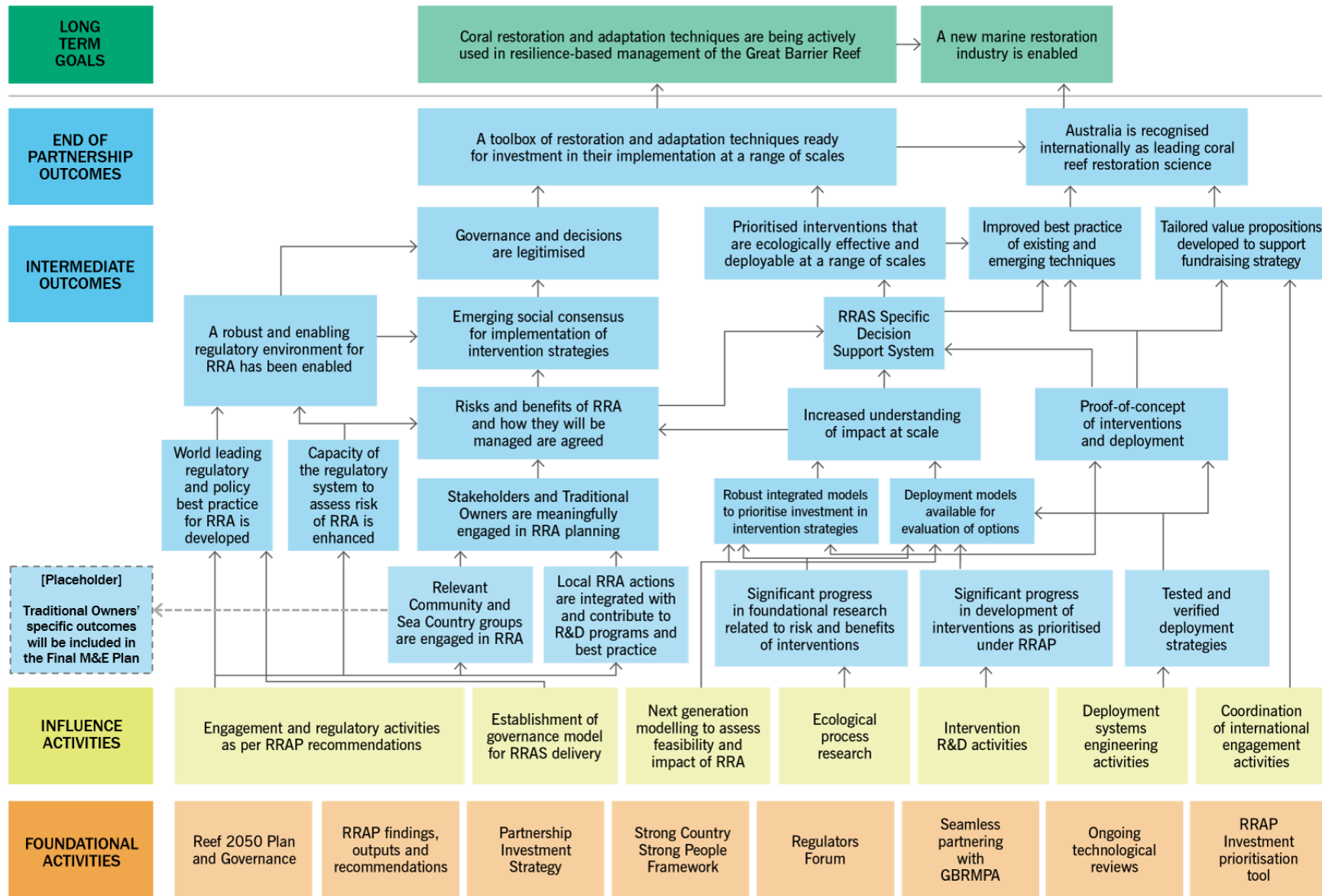


Figure 5. RRAS Component program logic



Narrative

The broader goals of the RRAS Component are that:

- Coral restoration and adaptation techniques are being actively used in resilience-based management of the Great Barrier Reef, and
- A new marine restoration industry is enabled.

The unique contribution of the RRAS Component to these broader goals during the Partnership funding period (to 2024) are:

- A toolbox of restoration and adaptation techniques are ready for investment in implementation, at a range of scales. These techniques will be in alignment with the objectives for the Reef
- Australia is recognised internationally as leading coral reef restoration science.

The development of a toolbox of restoration and adaptation techniques – ready for investment in implementation at a range of scales – requires three distinct preconditions, each with their own pathways of change. These are:

- **Regulatory permission:** This will be achieved through a robust and enabling regulatory environment for reef restoration and adaptation. In partnership with GBRMPA and other entities, RRAS will enhance the capacity of the regulatory system to assess risk and will develop world leading regulatory and policy best practice for reef restoration.
- **Social consensus:** RRAS will achieve an emerging social consensus for implementation of intervention strategies and ensure that governance and decisions are legitimised, via the following activities:
 - Relevant Community and Traditional Owners are engaged and involved in reef restoration and adaptation activities, both in terms of planning, designing and implementing such activities; and
 - Local reef restoration and adaptation activities are integrated with and contribute to R&D programs and best practice.

Through these activities, the RRAS Component will be materially engaging stakeholders and Traditional Owners in decisions on where and how to intervene in reef restoration and adaptation. This is expected to result in agreement on the risks and benefits of restoration activities and how they will be managed. This will lead to an emerging social consensus for implementation of intervention strategies which, along with a robust regulatory framework, is a precursor to ensuring that governance and decisions are legitimised.

- **Intervention feasibility, prioritisation and deployment:** The Component will develop and prioritise interventions that are ecologically effective and deployable at a range of scales. This will be achieved through the following pathways:
 - RRAS will achieve significant progress in research and development of interventions and ecological processes underpinning these interventions to improve understanding of risk and benefits. There is expected to be significant progress in research areas related to: shading and cooling; assisting reproduction, settlement and survival; and strategies to make corals more resilient to the impacts of climate change. This will lead to an increased understanding of impact at scale, proof-of-concepts of interventions and improved best-practice of existing and emerging techniques.
 - Through engineering in deployment systems, it is expected that deployment strategies will be tested and verified and provide inputs into robust deployment models facilitating the development and assessment of deployment scenarios. This will also enable proof-of-concept of deployment of interventions.
 - Next generation reef models will be developed to underpin feasibility testing and investment decisions, both in terms of interventions and deployment strategies. Robust, integrated and enabling, these models will underpin a RRAS-specific decision support system, informed by agreed risk and benefits, that will allow the prioritisation of interventions that are ecologically effective and deployable at a range of scales. This will support the legitimisation of governance and decisions and development of improved best practice of reef restoration and adaptation. It is expected that the RRAS-specific decision support system will feed into the IMR decision support system.

Another end-of-Partnership outcome is that Australia is recognised internationally as leading coral reef restoration science. This will be achieved through the toolbox of reef restoration and adaptation techniques, improved best practice of existing and emerging techniques and the coordination of international engagement activities leading to the development of tailored value propositions to support the Partnership fundraising strategy.

The RRAS activities and outcomes will be supported by the following foundational activities:

- Reef 2050 Plan and Governance
- RRAP findings, outputs and recommendations
- Partnership Investment Strategy
- Strong Country Strong People Framework
- Regulators forum
- Seamless partnering with GBRMPA
- Ongoing technological reviews (environmental scans)
- Investment prioritisation tool (existing).

Component interactions

Table 11 outlines how the activities of the RRAS Component will interact with the activities of other Partnership components.

Table 11. RRAS Component interaction with other Partnership components

Component	Description of interaction with RRAS Component
Water Quality (Component 2)	Investment in water quality improvement directly affects the modelling of impact and benefits of interventions under RRAS
COTS Control (Component 3)	COTS control is an essential lever in protecting coral populations and is an essential parameter of RRAS modelling and decision support
Traditional Owner Reef Protection (Component 5)	The RRAS social licence activities include engaging and involving Sea Country Groups in restoration activities. This supports aspirations related to traditional knowledge being recognised, and Traditional Owners caring for Country
Community Reef Protection (Component 5)	Community and citizen science groups are engaged and involved in restoration activities
Integrated Monitoring and Reporting (Component 6)	The robust integrated models underpinning the prioritisation of investments in intervention strategies will interact with the IMR Decision-Support System (DSS)

Principles

The delivery of the RRAS Component is guided by the following suite of component-specific principles. These are in addition to the overarching Partnership principles that apply to all components:

- Design based on three-yearly cycles of do/stop/review to reflect the investigative nature of the component
- A seamless interface with reef management frameworks (especially policy and management, GBRMPA and OGBR)
- Increasingly move towards an action + research paradigm and away from a conventional research then action paradigm
- Mission oriented science – Scientists working on outcomes for the betterment of the Reef, not science for science sake.

Assumptions

Table 12 presents the causal assumptions that underlie the RRAS Component program logic, along with an assessment of the assumptions for M&E planning purposes.

Table 12. Assumptions from RRAS Component program logic

Key assumptions underpinning the logic <i>We assume that...</i>	Evidence for/against assumption	Confidence in assumpt (L, M, H)	Riskiness to achievement of end-of-Partnership outcomes (L, M, H)	Investigate further/include in M&E? (Y/N)
Partners and stakeholders are willing to engage positively in RRAS, including embracing the mission of Reef outcome-oriented research	Design stage responsiveness is high	Mixed	H	Y
Engaging partners and stakeholders will lead to acceptance and support for RRAS	Plenty of academic evidence, if done well, but not guaranteed	M	H	Y
The RRAS R&D strategy is realistic (sufficient quality data, timeliness, etc.)	Expert review	M	H	Y
Governance and management can handle the complexity of the program	RRAP progress over the past 18 months; other programs have succeeded; success factors are understood	H	H	Y
That RRAS can achieve scale with some interventions	RRAP Business case	H (at some scale)	H	Y
A collaborative relationship and approach/trust is maintained between RRAP and the regulators and governments	The design phase has fostered relationships	H	H	N

6.3 Scope of the RRAS M&E Plan

This section includes the elements of the M&E Scope relevant to the RRAS Component. This includes some clarifications of the purpose of the M&E, the M&E principles and the audience for the M&E and their information needs.

Purpose of M&E

While the purpose of the RRAS Component is to generate knowledge, the purpose of Component M&E is to assess the value of the knowledge outcomes of RRAS, and to be accountable to the principles of the Partnership, especially principles around ethical research.

M&E Principles

The RRAS Component identified two unique principles that would guide component M&E, in addition to the overall Partnership principles:

- Beyond 'Business as Usual' R&D. Using 'best-of-breed' approaches to inform the M&E approach¹⁵
- Being open about the 'failures' and lessons learnt (not promoting the notion that we 'always know' what the outcomes will be).

Audiences

In addition to the primary M&E audiences for the Partnership in general (see Section 3.2 of this document), the RRAS-specific governance structure is also important for the RRAS Component. Their information needs will be the same as the Partnership Management Committee, namely the effectiveness of the Partnership; the co-benefits generated through Partnership implementation and delivery of the Partnership against its principles.

6.4 M&E Plan summary

The M&E Plan summary for the RRAS Component (Table 13) outlines the overall KEQs and sub-questions for the RRAS Component, and a summary of how the questions will be answered. Data collection specifics will be finalised by June 2019.



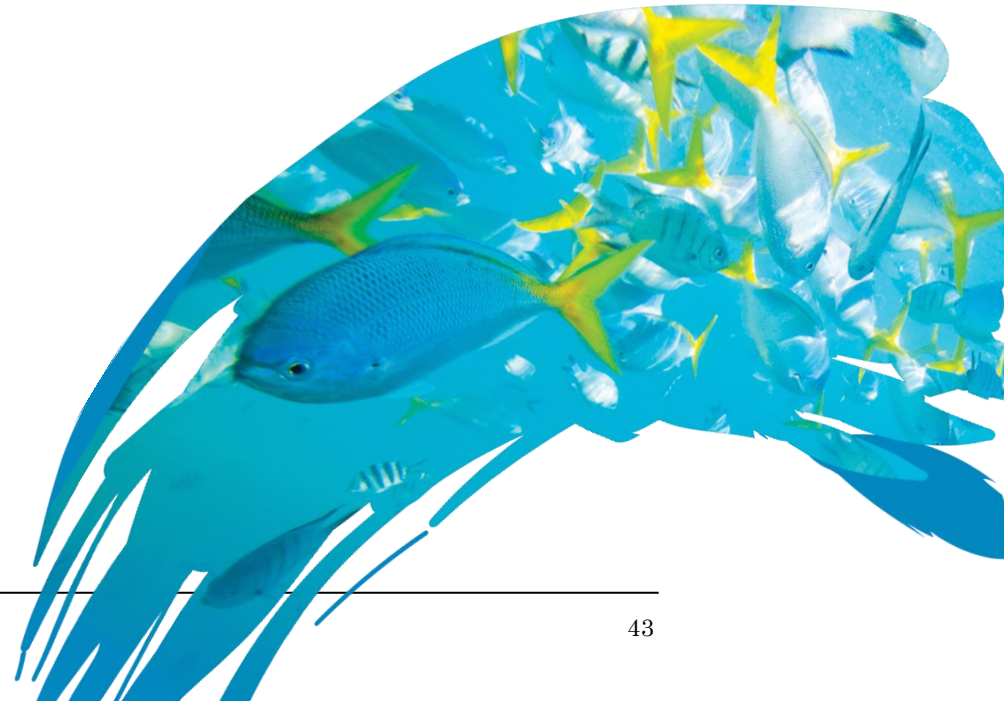
¹⁵ Drawing on CSIRO's Socially Responsible Research Innovation initiative.

Table 13. RRAS Component M&E Plan summary

Key evaluation questions	Sub-questions	Summary approach
The outcomes of the Component		
<p>1. How effective has the RRAS Component been in achieving its intended outcomes?</p>	<p>a) In what ways has the RRAS Component:</p> <ul style="list-style-type: none"> i. Been effective in developing a toolbox of restoration and adaptation techniques ready for investment in implementation at a range of scales? ii. Influenced both the streamlining of existing regulatory processes, and evolution of regulatory systems and/or policy, to enable the implementation of Reef restoration and adaptation interventions? iii. Contributed towards an emerging social consensus for implementation of intervention strategies? iv. Prioritised interventions that meet RRAS requirements? v. Progressed the field of reef restoration internationally? vi. Provided opportunities for the marine restoration industry? 	<ul style="list-style-type: none"> • Data collection requirements to be finalised in June 2019
	<p>b) In what ways have synergies (with other Components) been created through the RRAS Component?</p>	<ul style="list-style-type: none"> • Description of the ways in which the RRAS Component has created synergies with other components
	<p>c) What expected outcome(s) of the Grant Agreement has the RRAS Component contributed towards, and how?</p>	<ul style="list-style-type: none"> • Description of how the achievements of the RRAS Component are contributing to the expected outcomes of the Grant Agreement, specifically: <ul style="list-style-type: none"> ○ Improved management of the Great Barrier Reef and relevant activities in the adjacent catchments; ○ Protection of attributes that contribute to the outstanding universal value of the Great Barrier Reef, including species, habitats and indigenous values; and ○ Management of key threats to the Great Barrier Reef, including poor

Key evaluation questions	Sub-questions	Summary approach
	<p>d) To what extent did the RRAS Component contribute to delivering on Traditional Owner aspirations for the Reef?</p> <p>e) To what extent did the RRAS Component empower Reef 2050 Plan partners (community/ Traditional Owners) to contribute to protecting the Reef?</p>	<p>water quality and crown-of-thorns starfish outbreaks</p> <ul style="list-style-type: none"> • Description of how the RRAS Component has supported Traditional Owner aspirations (to be finalised in June 2019) • Description of RRAS Component achievements in relation to Traditional Owner empowerment <ul style="list-style-type: none"> ○ Description of RRAS Component achievements in relation to community empowerment
The broader impact of the Component		
<p>2. In what ways has the Partnership created the momentum, solutions, awareness and resources necessary to meet Reef 2050 Plan goals?</p>	<p>a) How has the Partnership advanced partnerships and approaches to build and accelerate the delivery of enduring outcomes for the Reef?</p> <p>b) To what extent has the Partnership leveraged investment and co-investment from local and global actors?</p> <p>c) To what extent has the Partnership maximised the achievement of multiple benefits?</p>	<ul style="list-style-type: none"> • This question is largely answered at the Partnership-level, but components will need to provide information about this as it relates to their components • Potential multiple-benefits initially identified for the RRAS Component include: <ul style="list-style-type: none"> ○ Creation of local opportunities for employment in marine restoration industries ○ Support to international development initiatives in relation to climate adaptation • Increased awareness of the fragility of the reef and a renewed sense of hope and purpose
<p>3. What unintended outcomes (positive and negative) have occurred?</p>		<ul style="list-style-type: none"> • Log of positive and negative unintended outcomes resulting from RRAS Component activities
Process implementation		
<p>4. To what extent is the RRAS Component being implemented in accordance with the Grant Agreement?</p>	<p>a) Have funded activities been delivered as planned, on time and to budget?</p>	<ul style="list-style-type: none"> • Activity reporting against budget from GBRF internal system established for Grant Agreement
<p>5. How well has the RRAS Component implemented adaptive management processes to improve the effectiveness of the component?</p>		<ul style="list-style-type: none"> • Description of how the RRAS Component has done this
<p>6. To what extent were Traditional Owners' ways of knowing and doing adopted in RRAS Component processes?</p>		<ul style="list-style-type: none"> • Description of how the RRAS Component has done this

Key evaluation questions	Sub-questions	Summary approach
Implementation of principles		
7. To what extent have the principles of the Partnership been adhered to?	<p>a) To what extent have the RRAS Component adhered to:</p> <ul style="list-style-type: none"> i. the six guiding principles of the Grant Agreement? ii. the RRAS Component-specific principles (described above)? <p>b) To what extent has the Partnership contributed to building cultural awareness and understanding of the principles underpinning Traditional Owner aspirations for the Reef?</p> <p>c) To what extent has innovation:</p> <ul style="list-style-type: none"> i. driven or accelerated the achievement of outcomes? ii. supported the achievement of outcomes that will endure? 	<ul style="list-style-type: none"> • Description of how the Component adhered to the six Guiding Principles of the Grant Agreement (Section 5.3 of Grant Agreement), considering their application at both strategic (planning) and operational (project implementation) principles • Description of how the RRAS Component adhered to the following Component-specific principles • Description of how the RRAS Component has done this • Description of how the RRAS Component has done this





7 Traditional Owner Reef Protection Component M&E Plan

7.1 Introduction

The Traditional Owner Reef Protection Component M&E Plan was developed via an M&E planning workshop including Traditional Owners from¹⁶ the Lama Lama, Eastern Kuku Yalanji, Mualgal, Nywaigi, Yirrganydji, Wulgurukaba and Koinmerburra groups. Organisations represented include the Dawul Wuru Aboriginal Corporation, Koinmerburra Aboriginal Corporation, the Australian Institute of Marine Science (AIMS) and GBRF.

It is worth noting the following when reading the Traditional Owner Component M&E Plan:

- The tight timeframes to develop a component-level Traditional Owner Reef Protection M&E Plan presented significant challenges. In developing the final version of the M&E Plan (due 30 June) time must be taken for broader engagement with Traditional Owners and better alignment with Traditional Owners' ways of knowing and doing.
- The workshop was able to build on and progress work already approved by Traditional Owners, i.e. the Reef 2050 Traditional Owner Aspirations Project¹⁷, coordinated via the Reef and Rainforest Research Centre. The Partnership Traditional Owner Reef Protection Component utilises the theory of change developed for the Reef 2050 Traditional Owners Aspirations Project in late 2018 (Figure 6), and the recommendations and priorities presented in the report for that Project.
- As there was limited representation at the M&E Planning workshop from other Partnership components, further work is required to ensure there is a shared understanding across the Partnership about how the components can specifically support the delivery of Traditional Owner aspirations for the Reef.

7.2 Logic of the Traditional Owner Reef Protection Component

Introduction

Rather than develop a logic model for the Traditional Owner Reef Protection Component per se, the M&E Planning workshop identified:

- The priorities within the Traditional Owners Aspirations Project that could be progressed via the Partnership
- How each component could support the delivery of those priorities
- The alignment between the Traditional Owner investment themes described in the Partnership Investment Strategy and the Traditional Owner Aspirations project theory of change
- The alignment between the 'end of program' outcomes outlined in the Traditional Owners Aspirations Project and the current Reef 2050 Plan objectives related to Traditional Owners.

The M&E Plan in its current form thus provides a line-of-sight between the Partnership and the Traditional Owner Aspirations Project. The Traditional Owner Reef Protection Component of the Partnership being currently at a planning stage, detailed activities and end of Partnership outcomes were not available to be mapped against the Traditional Owner Aspirations Project theory of change. Nevertheless, pathways were identified during the workshop that outline how the Partnership components would be expected to support the delivery of Traditional Owner aspirations for the Reef:

¹⁶ There are 70 Traditional Owner groups across the GRBWHA. While the Traditional Owners present at the M&E Planning workshop cannot speak for other people's Sea or Country, they are able to provide insight into the interests and issues that are continually discussed by Traditional Owners along the Great Barrier Reef coastline.

¹⁷ Reef 2050 Traditional Owner Aspirations Project (Reef and Rainforest Research Centre): <https://www.rrrc.org.au/reef-2050/>

- **Water Quality Component:** Traditional Owners are engaged in on-ground water quality improvement and monitoring activities, which leads to water being ecologically healthy and its cultural significance maintained. This aligns with the aspiration of Traditional Owners caring for Country and maintaining bio-cultural diversity across the Great Barrier Reef
- **COTS Control Component:** Through co-designing and implementing COTS control training programs with Traditional Owners, there will be an increase in Traditional Owner-led COTS control activities. This aligns with the aspiration of new and emerging Traditional Owner Great Barrier Reef related enterprises flourishing
- **Community Reef Protection Component:** All outcomes associated with the community also consider Traditional Owners specifically. This includes communication and education campaigns such as a national day of action for the Reef that also recognises Traditional Owners. It also includes shared knowledge and decision making, and community action. This Community Reef Protection Component also supports the aspirations of implementing Country-based planning and establishing Sea County Alliances
- **Integrated Monitoring and Reporting Component:** The knowledge value chain and decision support system will integrate and include provisions for traditional knowledge. This aligns with the aspirations of Traditional Owners setting their own research agendas and traditional knowledge being recognised and embedded at equal standing to western knowledge in Reef governance
- **Reef Restoration and Adaptation Science Component:** The Component will engage and involve relevant Sea Country Groups in restoration activities and will support aspirations related to traditional knowledge being recognised, and Traditional Owners caring for Country.

Principles

The principles for the Traditional Owner aspirations for Reef, as outlined in the theory of change model, are the principles for the Traditional Owner Reef Protection Component, and include:

- Empowerment – enhance not replace fit-for-purpose Traditional Owner structures (rights based)
- The Traditional Owner way
- Sharing communication and celebration between and amongst Traditional Owners
- Mandate and effective Indigenous advocacy
- Inscription not prescription – Genuine co-governance at all scales
- Overarching and legitimised – Learn and leverage from existing structures
- All Traditional Owners have equal voice at the scales that are important to them
- Traditional Owner rights are inherent, not permitted
- We are and always will be Traditional Owners.

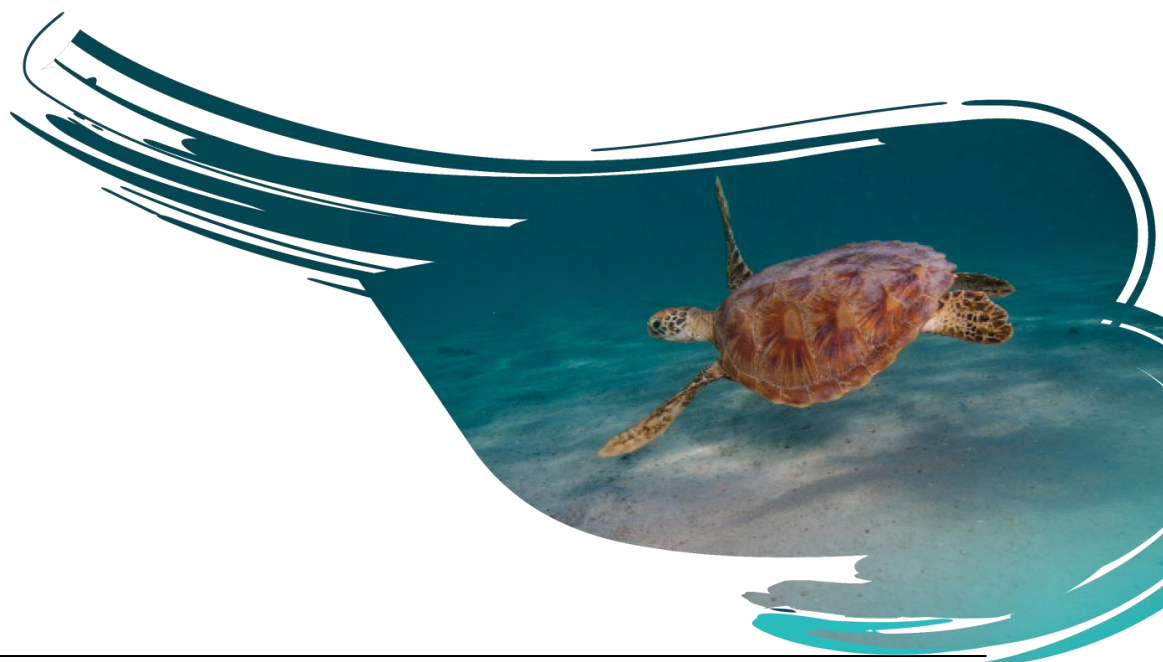
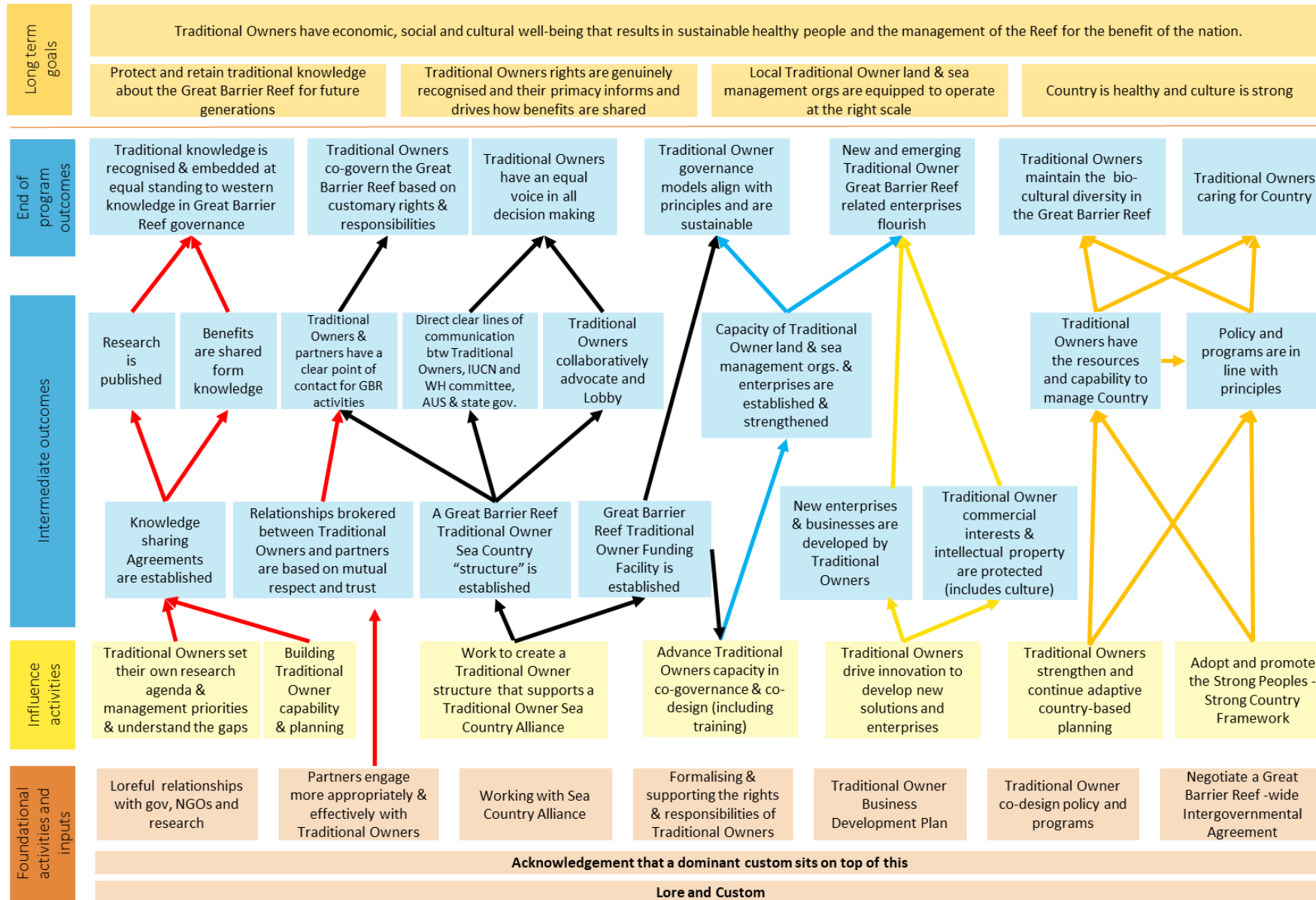


Figure 6. Traditional Owner Aspirations for the Reef theory of change



7.3 Scope of the Traditional Owner Reef Protection M&E Plan

This section includes the elements of the M&E scope relevant to the Traditional Owner Reef Protection Component. This includes some additions to M&E audience for the Component and their information needs.

Purpose of M&E

In addition to the general purposes of Partnership M&E, the following are the specific purposes of M&E for the Traditional Owner Reef Protection Component:

- To know about the health of country and people
- To identify the gaps and needs
- To have a seat at the table
- To understand what is important to Traditional Owners (as opposed to what other researchers/government want to know)
- To support Traditional Owners to set the Traditional Owner research and management agenda
- To capitalise on Indigenous strengths – the strengths and expertise of Traditional Owner communities are identified and drawn upon
- To share their knowledge.

Audience

In addition to the primary M&E audiences for the Partnership in general (see Section 3.2 of this document), the following audiences (Table 14) were identified as important for the Traditional Owner Reef Protection Component.

Table 14. Traditional Owner Reef Protection Component M&E audience and information needs

Primary audience	Information requirements
Traditional Owners (including Indigenous organisations, i.e. ranger programs)	<ul style="list-style-type: none"> • The extent to which the Partnership investment reflects priorities identified by Traditional Owners • The extent to which the money allocated for Traditional Owners was spent on Traditional Owners
Senior officials from relevant government agencies (GBRMPA, OGBR, DoEE, etc.)	<ul style="list-style-type: none"> • The extent to which the Component and Partnership are achieving their intended outcomes • The challenges experienced • The extent to which flexibility was built in to accommodate Traditional Owners' ways of knowing and doing
GBRF component directors	<ul style="list-style-type: none"> • How innovation was used to achieve Traditional Owner outcomes • The unintended outcomes (positive and negative)

Secondary audiences that may be interested in the results of the Traditional Owner Reef Protection Component M&E include Torres Strait Islander Traditional Owners.

7.4 M&E Plan summary

The M&E planning workshop identified some key questions important to Traditional Owners for the Partnership as a whole, which have been incorporated at the Partnership-level (

Table 2). In addition, a range of questions that would assist in assessing the effectiveness of achieving Traditional Owner aspirations for the Reef more broadly were developed. The M&E plans for the other components include questions related to how the components are expected to support the delivery of Traditional Owner aspirations for the Reef, based on the pathways identified at the Traditional Owner M&E planning workshop. These questions are likely to be refined further as planning progresses for the Traditional Owner Reef Protection Component.

The table below provides a draft consolidated set of KEQs drawing on both the general Partnership KEQs and those identified at the Traditional Owner Reef Protection M&E Planning workshop (Table 15).

Table 15. Traditional Owner Reef Protection Component M&E Plan summary

Key evaluation questions	Sub-questions	Summary approach
The outcomes of the Component		
1. How effective has the Traditional Owner Reef Protection Component been in achieving its intended outcomes?	a) Under development	<ul style="list-style-type: none"> Data collection requirements to be finalised in June 2019
	b) In what ways have synergies (with other Components) been created through the Traditional Owner Reef Protection Component?	<ul style="list-style-type: none"> Description of the ways in which the Traditional Owner Reef Protection Component has created synergies with other components
	c) What expected outcome(s) of the Grant Agreement has the Traditional Owner Reef Protection Component contributed towards, and how?	<ul style="list-style-type: none"> Description of how the achievements of the Traditional Owner Reef Protection Component (as understood through KEQ1a) are contributing to: <ul style="list-style-type: none"> Improved management of the Great Barrier Reef and relevant activities in the adjacent catchments Protection of attributes that contribute to the outstanding universal value of the Great Barrier Reef, including species, habitats and indigenous values; and Management of key threats to the Great Barrier Reef, including poor water quality and crown-of-thorns starfish outbreaks
The broader impact of the Component		
2. In what ways has the Partnership created the momentum, solutions, awareness and resources necessary to meet Reef 2050 Plan goals?	a) How has the Partnership advanced partnerships and approaches to build and accelerate the delivery of enduring outcomes for the Reef?	<ul style="list-style-type: none"> This question is largely answered at the Partnership-level, but components will need to provide information about this as it relates to their components Multiple benefits may be pre-identified and tracked or captured opportunistically
	b) To what extent has the Partnership leveraged investment and co-investment from local and global actors?	
c) To what extent has the Partnership maximised the achievement of multiple benefits?		
3. What unintended outcomes (positive and negative) have occurred?		<ul style="list-style-type: none"> Log of positive and negative unintended outcomes resulting from Traditional Owner Reef Protection Component activities
Process implementation		
4. To what extent is the Traditional Owner Reef Protection Component being implemented in accordance with the Grant Agreement?	a) Have funded activities been delivered as planned, on time and to budget?	<ul style="list-style-type: none"> Activity reporting against budget from GBRF internal system established for Grant Agreement
5. How well has the Traditional Owner Reef Protection Component implemented adaptive management processes to improve the effectiveness of the component?		<ul style="list-style-type: none"> Description of how the Traditional Owner Reef Protection Component has done this

Key evaluation questions	Sub-questions	Summary approach
6. To what extent were Traditional Owners' ways of knowing and doing adopted in Traditional Owner Reef Protection Component processes?		<ul style="list-style-type: none"> Description of how the Traditional Owner Reef Protection Component has done this
Implementation of principles		
7. To what extent have the principles of the Partnership been adhered to?	a) To what extent have the Traditional Owner Reef Protection Component adhered to: <ol style="list-style-type: none"> the six guiding principles of the Grant Agreement? the Traditional Owner Reef Protection Component-specific principles (described above)? 	<ul style="list-style-type: none"> Description of how the Component adhered to the six Guiding Principles of the Grant Agreement (Section 5.3 of Grant Agreement), considering their application at both strategic (planning) and operational (project implementation) principles Description of how the Component adhered to the following Component-specific principles
	b) To what extent has innovation: <ol style="list-style-type: none"> driven or accelerated the achievement of outcomes? supported the achievement of outcomes that will endure? 	<ul style="list-style-type: none"> Description of how the Traditional Owner Reef Protection Component has done this



8 Community Reef Protection Component M&E Plan

8.1 Introduction

The Community Reef Protection Component M&E Plan was developed via an M&E planning workshop that included representatives involved in a range of organisations and networks including the Australian World Heritage Advisory Committee, Great Barrier Reef Marine Park Authority and Local Marine Advisory Committees, the Reef Advisory Committee, researchers from Queensland University of Technology and The University of Queensland, and GBRF. Participants had a wide background in grassroots conservation, policy, natural resource management, citizen science, education, governance and social science.

8.2 Logic of the Community Reef Protection Component

The Community Reef Protection Component-level logic (Figure 7) outlines how the work undertaken in the Community Reef Protection Component is expected to bring about desired change. The logic outlines the anticipated cause-and-effect relationships between Community Reef Protection activities, and the expected intermediate and end-of-Partnership outcomes.

The logic is presented as a model with a supporting narrative, the principles that guide the delivery of the Component and the key causal assumptions underpinning the logic.

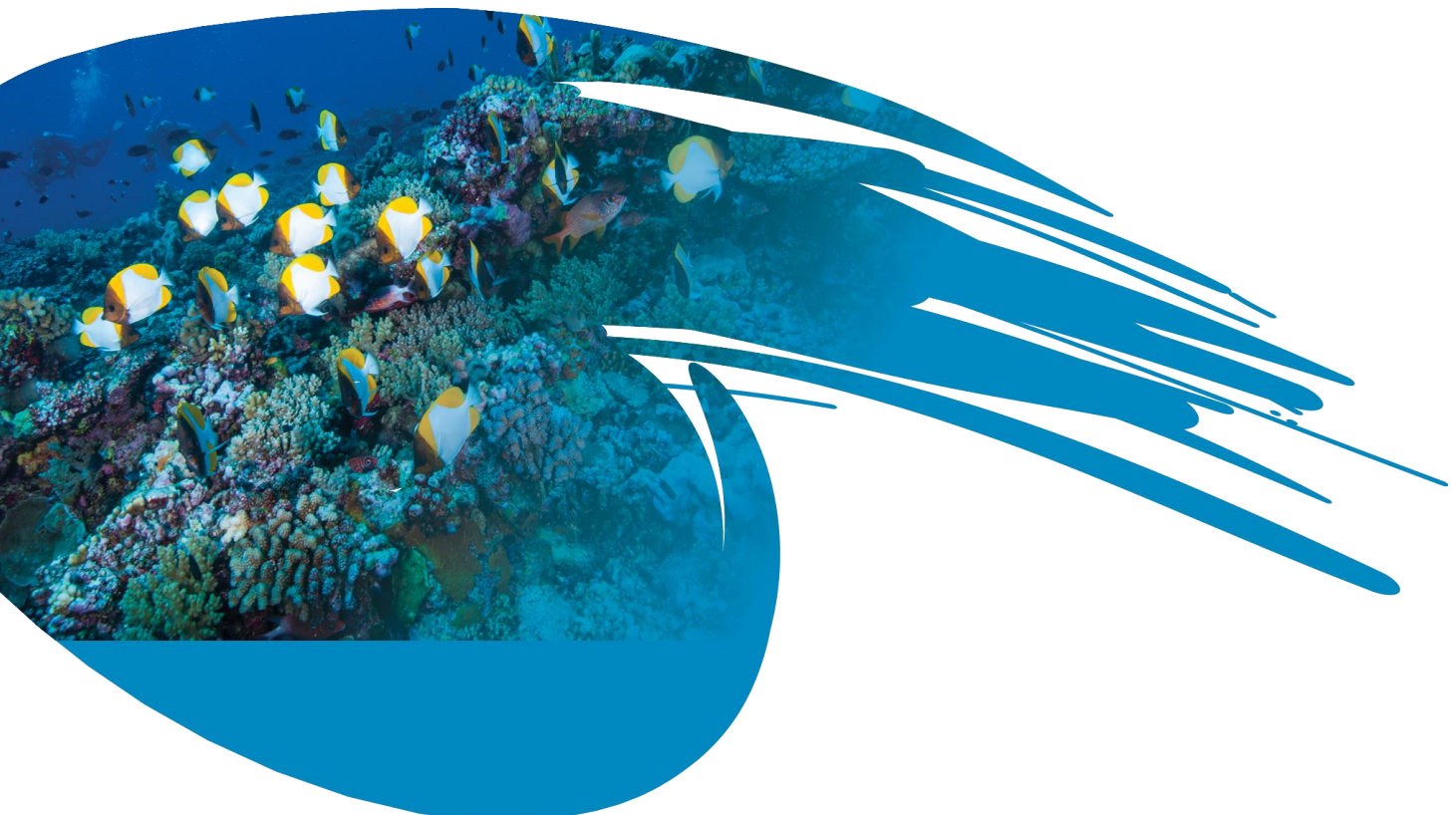
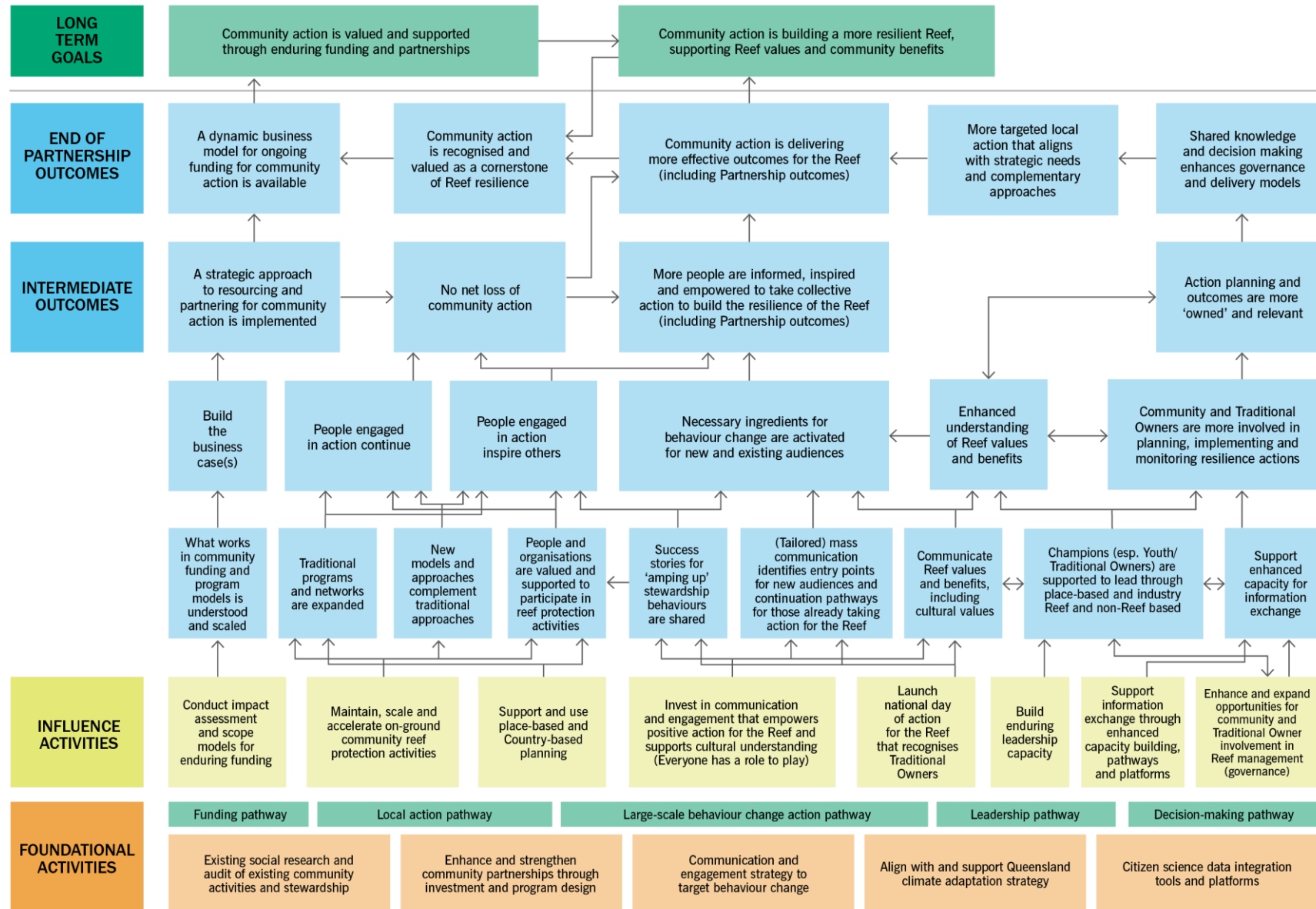


Figure 7. Community Reef Protection Component program logic



Narrative

The broader goals of the Community Reef Protection Component are that:

- Community action is building a more resilient Reef, supporting Reef values and community benefits, and
- Community action is valued and supported through enduring funding and partnerships.

Reef resilience is defined holistically as the capacity of reef ecosystems and the individuals, businesses and communities that depend upon them to survive, adapt and recover from the stresses and shocks that they experience (Resilient Reefs project¹⁸).

The Community Reef Protection Component will contribute to these broader goals by the end of the Partnership through:

- Community action delivering more effective outcomes for the Reef (including Partnership outcomes through the other Components – COTS Control, Water Quality, RRAS, Traditional Owner Reef Protection and Integrated Monitoring and Reporting)
- A dynamic business model for ongoing funding for community action being available (i.e. the cycle of short-term funding for community action is broken)
- Community action is recognised and valued as a cornerstone of Reef resilience
- Shared knowledge and decision making enhances governance and delivery models.

These end-of-Partnership outcomes will be achieved through the following suite of pathways:

- **Local action:** Through maintaining and scaling (through strengthening, accelerating and connecting) on-ground community Reef protection (management and monitoring) activities, and supporting and utilising place-based and country-based planning, it is expected that:
 - Those who are engaged are feeling valued and being supported to continue Reef protection activities
 - Traditional networks (organisational and partnerships) are being supported and expanded
 - New models and approaches being developed are complementing traditional approaches.

It is expected that these outcomes will support people who are already engaged to continue to be engaged (no net loss of participation), and inspire others to participate (net gain), which in turn is expected to lead to enhanced collective action for Reef resilience.

- **Large-scale behaviour change action:** This pathway involves investing in:
 - Communication and engagement that empower positive action for the Reef, including ongoing conservation messages to support behaviour change and social norms (e.g. 'everyone has a role to play' messaging and stories from impactful community programs), as well as strengthening cultural understanding
 - High-profile public campaigns (e.g. a national day of action for the Reef that also recognises Traditional Owners).

These activities are expected to empower positive action for the Reef, eliciting the desired changes to perceptions of efficacy and establishment of social norms for Reef action. From this it is expected that 'less engaged' people will have a greater understanding of entry points and pathways for taking action for the Reef', creating a sense of responsibility and identity. It is also expected that the 'already/more engaged' people will feel supported to further 'improve' their actions for the Reef, with their success stories being reinforcing mechanisms for 'ramping' people further up the participation spectrum. Through these approaches more people will be informed and empowered to take more action to build the resilience of the Reef (e.g. through 'decarbonising' their lifestyle).

- **Leadership:** Through building leadership capacity, with a focus on youth and Traditional Owners, it is expected that champions within communities (geographic, place-based and within industry – Reef and non-Reef) will be supported to lead (grow and strengthen capacity). By empowering people to take leadership roles, champions will emerge within both community and industry, facilitating structural leadership opportunities that support transformation of whole supply chains (e.g. tourism and businesses) and supporting enhanced networks for action. Building the capacity of youth and the organisations that can support them will result in stronger pathways for future leaders.

Working with the Traditional Owner Reef Protection Component to support Traditional Owner partnerships and build the capacity of the community to work with Traditional Owners will lead to increased support for the establishment of Sea Country Alliances, and greater opportunities for Aboriginal Peoples and Torres Strait Islanders to contribute to projects under the Component.

Enhanced capacity for local leadership will in turn support more community members to feel confident and prepared to participate in place-based decision-making processes.

¹⁸ <https://www.barrierreef.org/science-with-impact/resilient-reefs>

- **Connecting community in decision-making:** Through enhancing and expanding community and Traditional Owner involvement in Reef management and governance, and supporting information exchange pathways and platforms, it is expected that the community and Traditional Owners can become more involved in decision-making, planning, implementing and monitoring resilience actions.

This is expected to result in action planning being more ‘owned’ and more relevant at local and broader scales. A key element of this pathway is improving the quantity and quality of information sharing – through capacity building (both bottom up – strengthening participatory process and co-design; and top down – building capacity of decision-making to better integrate and consider community and Traditional Owners) and supporting information exchange pathways and platforms (such as initiatives to integrate citizen science data into existing decision-making platforms and supporting broader sharing of information in accessible formats). These are expected to lead to more trust and ownership, which will enhance governance and delivery models to support enduring outcomes. This knowledge sharing and integrated decision-making can in turn support more targeted local action that aligns with strategic needs and complementary approaches across many partners delivering outcomes for a more resilient Reef.

- **Funding:** Through assessing and scoping models for enduring funding, and the positive impact of community activities, it is expected that ‘what works’ to grow and maintain investment and co-investment will be understood, applied and scaled. This will lead to business cases being built, and a strategic approach to community action being delivered, valued and resourced. This will support a dynamic business model for sustainable funding to become available to community networks, increasing their capacity for raising funds and accessing ongoing funding sources. This business model will also be informed by the effectiveness of the community action in delivering outcomes for the Reef.

Underlying the behaviour change pathway is a behaviour change theory informed by behavioural science and psychological research. The theory indicates that behaviours are influenced by a range of factors, including:

- Attitudes about the behaviour
- Perspectives about whether others perform or support the behaviours
- Personal capacity to take action
- Perceived effectiveness of certain actions
- Opportunity and contextual factors
- Habits
- Identity – how an individual views themselves
- Sense of responsibility.

The Community Reef Protection Component initiatives may target any of these factors to promote change. Research indicates that successful behaviour change programs typically target multiple drivers of behaviour. For example, promoting stewardship programs can create new opportunities for individual action, while concurrent communication initiatives may highlight effectiveness of certain actions and foster a sense of collective responsibility.

Component interactions

Table 16 outlines how the activities of the Community Reef Protection Component will interact with the activities of other Partnership components.

Table 16. Community Component interaction with other Partnership components

Component	Description of interaction with Community Component
Water Quality (Component 2)	Community and citizen science activities will support water quality improvement and monitoring activities. Stewardship is a key factor in implementation of changes in land management practices
Crown-of-thorns starfish Control (Component 3)	Community and citizen science activities will support delivery of COTS control activities
Reef Restoration and Adaptation Science (Component 4)	Community component activities will support engagement, social licence and capacity for trialling small scale place-based restoration approaches.
Traditional Owner Reef Protection (Component 5)	Many of the Community Component activities especially around engagement, co-design and communications, directly support the delivery of Traditional Owner Aspiration outcomes, including supporting Sea Country Alliances
Integrated Monitoring and Reporting (Component 6)	Citizen science and stewardship monitoring activities will feed into RIMReP and the knowledge value chain described in Integrated Monitoring and Reporting Component

Principles

The delivery of the Community Reef Protection Component is guided by the following suite of Component-specific principles:

- Be inclusive in developing and delivering programs, including participatory and co-design where appropriate
- Build on what works
- Support partnerships for enduring outcomes, including a focus on youth and Aboriginal and Torres Strait Islander people (including Traditional Owners)
- Introduce a “fresh” approach
- Bring traditional and new together
- Collaborate for planning and action (to scale)
- Change the planning and implementation dynamic to more strategic and targeted
- Approaches will integrate support for community resilience in the face of climate change, including supporting community response to large disturbance events with the intent to foster wellbeing, help to maintain momentum for positive project outcomes, and support new innovative approaches to adaptation.

Assumptions

Table 17 presents the key causal assumptions that underpin the Community Reef Protection Component program logic, along with an assessment of the assumptions for M&E planning purposes.

Table 17. Assumptions from Community Reef Protection Component program logic

Key assumptions underpinning the logic <i>We assume that...</i>	Evidence for/against assumption	Confidence in assumptions (L, M, H)	Riskiness to achievement of end-of-Partnership outcomes (L, M, H)	Investigate further/include in M&E? (Y/N)
Aboriginal Peoples and Torres Strait Islanders, including Traditional Owners want to be engaged in Reef action	Desire is documented in the Reef 2050 Traditional Owners aspirations project, Caring for our Country, etc. The cultural obligations Traditional Owners have as custodians	H	H	N
Youth want to be engaged in Reef action	Reef Guardians program identifies, through their schools program, youth desire to be involved. Social media engagement. Feedback from schools	H	H	N
Community want to be engaged in Reef action	Participation and interest in projects, results from Social and Economic Long Term Monitoring Program	H	H	N
There is a spectrum of engagement levels in Reef protection across the community	Interest in the multiple pathways for engagement that exist, such as Cane Changer program, many levels of citizen science programs	H	M	N
We can influence ‘intention’ and social norms through tailored mass communication	Behaviour change research and campaigns across a range of disciplines	L-M	H	Y
There is a willingness for co-investment	The research that underlies the collaborative co-investment strategy. NGOs’ ability to engage co-investors	M	H	Y

Key assumptions underpinning the logic <i>We assume that...</i>	Evidence for/against assumption	Confidence in assumptions (L, M, H)	Riskiness to achievement of end-of-Partnership outcomes (L, M, H)	Investigate further/include in M&E? (Y/N)
There is a desire by funders to move away from short term funding models and support long term sustainable community-based funding models	The principle is well recognised, but the practice of it is not for the Reef per-se. NRM generally continues to struggle with short term funding	L	H	Y
The biophysical sciences community (scientist/managers) will accept/embrace the value of community-based contributions / actions (the traditional power structures can be structured)	Evidence is emerging, e.g. Reef 2050 RIMReP human dimensions. Yet, greater exchange and support pathways needed between biophysical and social sciences	L-M	M-H (loss if integration)	Y
Strategic Community Action will accelerate and scale achievement of outcomes	Lots of evidence of the outcomes of Community action approaches, but limited evidence of scaling and accelerating	H	H	N
People / decision makers accept/understand/apply/are aware of/ the linkages between resilient communities and a resilient Great Barrier Reef	Limited evidence of multi-disciplinary processes, but growing recognition of importance and frameworks (Queensland Climate Adaptation strategy, Reef Guardian Councils, 100 Resilient Cities)	L	H	Y

8.3 Scope of the Community Reef Protection M&E Plan

This section includes the elements of the M&E Scope relevant to the Community Reef Protection Component. This includes the following clarifications of the boundaries specific to this Community Reef Protection Component M&E Plan:

- As the component has both specific outcomes, and also acts as a cross-cutting theme, the Community Reef Protection Component M&E focuses on Component specific outcomes. Outcomes associated with the interaction of the Community Reef Protection Component with the other Partnership Components are (or will be) captured in the respective Component M&E Plans.
- Co-investment, communication and engagement activities driven by Component 1 – Administrative Activities, are out of scope of the Community Reef Protection M&E Plan.

8.4 M&E Plan summary

The M&E Plan summary for the Community Reef Protection Component (Table 18). Data collection specifics will be finalised by June 2019.

Table 18. Community Reef Protection Component M&E Plan summary

Key evaluation questions	Sub-questions	Summary approach
The outcomes of the Component		
1. How effective has the Community Reef Protection Component been in achieving its intended outcomes?	a) To what extent has the Community Reef Protection Component: <ul style="list-style-type: none"> i. facilitated collective action to deliver more effective outcomes for the Reef? ii. ensured a strategic approach to community action is in place, including strengthening shared knowledge and decision-making opportunities to enhance governance and delivery models? 	<ul style="list-style-type: none"> • Data collection requirements to be finalised in June 2019
	b) In what ways have synergies (with other Components) been created through the Community Reef Protection Component?	<ul style="list-style-type: none"> • Description of the ways in which the Community Reef Protection Component has created synergies with other components
	c) What expected outcome(s) of the Grant Agreement has the Community Reef Protection Component contributed towards, and how?	<ul style="list-style-type: none"> • Description of how the achievements of the Community Reef Protection Component (as understood through KEQ1a) are contributing to: <ul style="list-style-type: none"> ○ Improved management of the Great Barrier Reef and relevant activities in the adjacent catchments ○ Protection of attributes that contribute to the outstanding universal value of the GBR, including species, habitats, and Indigenous values; ○ Management of key threats to the GBR, including poor water quality and crown-of-thorns starfish outbreaks
	d) To what extent did the Community Reef Protection Component contribute to delivering on Traditional Owner aspirations for the Reef?	<ul style="list-style-type: none"> • Description of how the Community Reef Protection Component has supported Traditional Owner aspirations (to be finalised in June 2019)
	e) To what extent did the Community Reef Protection Component empower Reef 2050 Plan partners (community/Traditional Owners) to contribute to protecting the Reef?	<ul style="list-style-type: none"> • Description of Community Reef Protection Component achievements in relation to Traditional Owner empowerment <ul style="list-style-type: none"> ○ Description of Community Reef Protection Component achievements in relation to community empowerment

Key evaluation questions	Sub-questions	Summary approach
The broader impact of the Component		
2. In what ways has the Partnership created the momentum, solutions, awareness and resources necessary to meet Reef 2050 Plan goals?	a) How has the Partnership advanced partnerships and approaches to build and accelerate the delivery of enduring outcomes for the Reef? b) To what extent has the Partnership leveraged investment and co-investment from local and global actors? c) To what extent has the Partnership maximised the achievement of multiple benefits?	<ul style="list-style-type: none"> This question is largely answered at the Partnership-level, but components will need to provide information about this as it relates to their components Multiple benefits may be preidentified and tracked or captured opportunistically.
3. What unintended outcomes (positive and negative) have occurred?		<ul style="list-style-type: none"> Log of positive and negative unintended outcomes resulting from Community Reef Protection Component activities
Process implementation		
4. To what extent is the Community Reef Protection Component being implemented in accordance with the Grant Agreement?	a) Have funded activities been delivered as planned, on time and to budget?	<ul style="list-style-type: none"> Activity reporting against budget from GBRF internal system established for Grant Agreement
5. How well has the Community Reef Protection Component implemented adaptive management processes to improve the effectiveness of the Partnership?		<ul style="list-style-type: none"> Description of how the Community Reef Protection Component has done this
6. To what extent were Traditional Owners' ways of knowing and doing adopted in Community Reef Protection Component processes?		<ul style="list-style-type: none"> Description of how the Community Reef Protection Component has done this
Implementation of principles		
7. To what extent have the principles of the Partnership been adhered to?	a) To what extent have the Community Reef Protection Component adhered to: <ol style="list-style-type: none"> the six guiding principles of the Grant Agreement? the Community Reef Protection Component-specific principles (described above)? 	<ul style="list-style-type: none"> Description of how the Component adhered to the six Guiding Principles of the Grant Agreement (Section 5.3 of Grant Agreement), considering their application at both strategic (planning) and operational (project implementation) principles Description of how the Component adhered to the following Component-specific principles
	b) To what extent has the Partnership contributed to building cultural awareness and understanding of the principles underpinning Traditional Owner aspirations for the Reef?	<ul style="list-style-type: none"> Description of how the Community Reef Protection Component has done this
	c) To what extent has innovation: <ol style="list-style-type: none"> driven or accelerated the achievement of outcomes? supported the achievement of outcomes that will endure? 	<ul style="list-style-type: none"> Description of how the Community Reef Protection Component has done this

9 Integrated Monitoring and Reporting Component M&E Plan

9.1 Introduction

The Integrated Monitoring and Reporting (IMR) Component M&E Plan was developed via an M&E planning workshop including representatives from AIMS, CSIRO, DoEE, GBRMPA, GBRF and The University of Queensland. It is worth noting the following when reading the IMR Component M&E Plan:

- The purpose of the IMR is to support the implementation of the Reef 2050 Integrated Monitoring and Reporting Program (RIMReP), which is led by the Great Barrier Reef Marine Park Authority (GBRMPA)
- GBRMPA are currently leading the design and prototyping of RIMReP, with Version 1 expected in June 2019. They are also developing an implementation roadmap, which will also detail how the Partnership IMR Component outcomes (the decision-support system) will be integrated into RIMReP Version 2
- The IMR Component will both support, and be informed by, the implementation of RIMReP
- When the term 'monitoring' is used in reference to RIMReP and the IMR component, it is inclusive of 'monitoring, modelling and reporting'.

9.2 Logic of the IMR Component

The IMR Component-level logic (Figure 8) outlines how the work undertaken in the IMR Component is expected to bring about desired change. The logic outlines the anticipated cause-and-effect relationships between IMR activities, and the expected intermediate and end-of-Partnership outcomes.

The logic is presented as a model with a supporting narrative, the principles that guide the delivery of the Component and the key causal assumptions underpinning the logic.

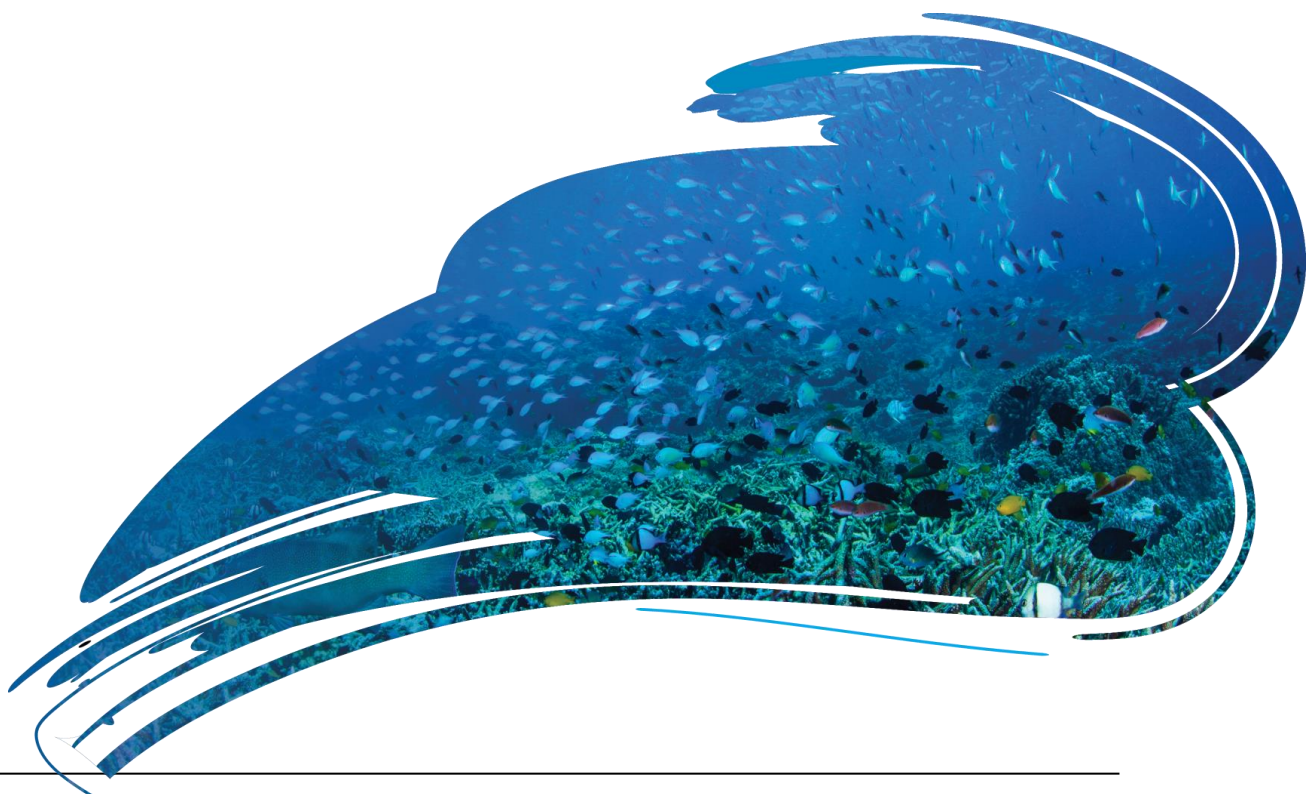
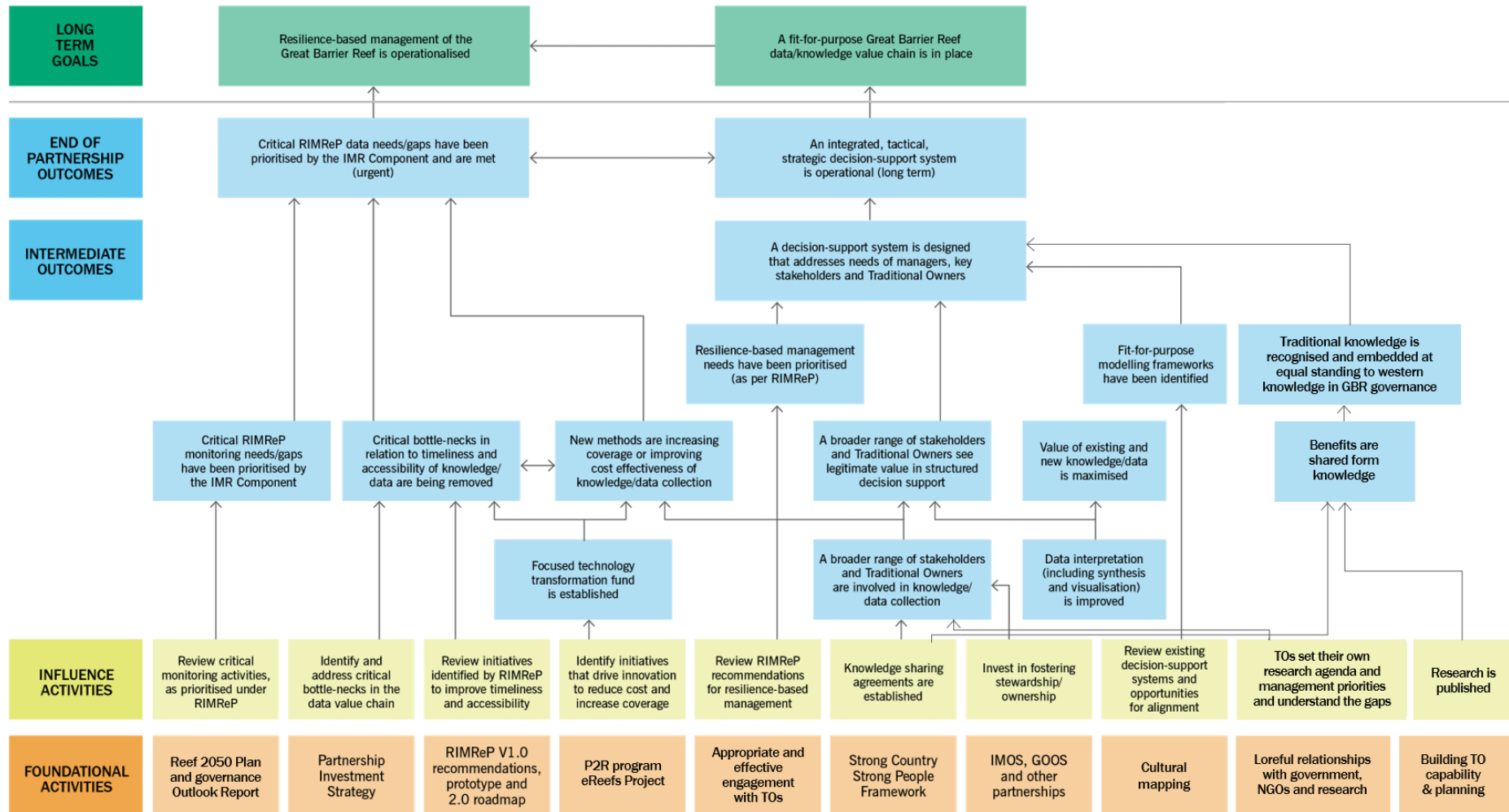


Figure 8. IMR Component program logic



Narrative

The broader goals for the IMR Component are that resilience-based management of the Great Barrier Reef is operationalised and that a fit for purpose data/knowledge value chain is in place, which includes the following elements:

- Knowledge/data acquisition (including data processing)
- Knowledge/data management and sharing
- Interpretation (including synthesis and visualisation)
- Translation into decision response options/adoption.

By the end of the Partnership (2024), the IMR Component will contribute to these goals through two key outcomes:

- An integrated, tactical, strategic decision-support system (DSS) being operational, and
- Critical RIMReP needs/gaps, prioritised by the Partnership, are being met.

The first outcome addresses longer term needs, while the second outcome addresses urgent needs. The two outcomes inform each other, i.e. the DSS, once established, will continue to inform critical monitoring and reporting needs, and identified critical needs will continue to feed the DSS.

The DSS includes catchment (Paddock to Reef Integrated Monitoring, Modelling and Reporting Program) and marine components (multiple programs). The initial focus of integration between the catchment and marine components is the Marine Monitoring Program component of the broader Paddock to Reef program.

The influence activities and pathways of change for the IMR Component are dependent on RIMReP, and will be informed by RIMReP's ultimate design. It will also be influenced by the key principles articulated in the Partnership Investment Strategy. In the meantime, generic activities and pathways are expected to be at the core of the IMR component.

To realise its value, the DSS needs to be operational by the end of the Partnership and, to ensure its legitimacy and usefulness, be based on a design that addresses needs of managers (especially GBRMPA), Traditional Owners and key stakeholders. The latter will be achieved by reviewing and prioritising recommendations from RIMReP in terms of resilience-based management, and by fostering stewardship/ownership to ensure a broader range of stakeholders and Traditional Owners are involved in both knowledge/data collection and DSS design.

Technically the DSS will be underpinned by fit-for-purpose modelling frameworks to be systematically identified by the Partnership.

Critical data needs as defined by RIMReP will be prioritised by the IMR Component in the context of the entire Partnership objectives and principles. Addressing these needs will be achieved by identifying and removing critical bottlenecks in timeliness and accessibility of data, where relevant via investment in technology transformation and identification of new methods to increase coverage or improve cost-effectiveness of knowledge/data collection. These outcomes are linked to fostering stewardship and to the involvement of a broader range of stakeholders and Traditional Owners in knowledge/data collection.

The foundational activities that underpin the IMR logic more broadly are:

- Reef 2050 Plan and governance
- Reef Trust Partnership Investment strategy
- RIMReP Version 1 recommendations, prototype and RIMReP Version 2 roadmap
- Paddock to Reef Integrated Monitoring, Modelling and Reporting Program
- Outlook Report
- Strong Country Strong People Framework
- Integrated Marine Observing System (IMOS), Global Ocean Observing System (GOOS) and other partnerships
- eReefs Project.

Component interactions

Table 19 outlines how the activities of the IMR Component will interact with the activities of other Partnership Components.

Table 19. IMR Component interaction with other Partnership components

Component	Description of interaction with IMR Component
Water Quality (Component 2)	Interactions with the Marine Monitoring Program elements of the Water Quality Component across the knowledge value chain, in terms of monitoring and modelling needs to measure the impact in the marine environment of changes in land management practices or land restoration activities and with the decision support system(s)
COTS Control (Component 3)	Multiple interactions across the knowledge value chain, in terms of monitoring of COTS and coral cover, and with the decision support system(s) around the continuous improvement of existing regional and site prioritisation models enabling targeted COTS control
Reef Restoration and Adaptation Science (Component 4)	Multiple interactions across the knowledge value chain, in terms of monitoring of ecological processes and with the decision support system(s) to support recovery efforts, in particular around the development of next generation models and RRAS-specific decision support systems to enable reef restoration and adaptation
Traditional Owner Reef Protection (Component 5)	Interactions across the whole knowledge value chain, around critical monitoring and capacity building priorities as defined under RIMReP and with the decision support system(s)
Community Reef Protection (Component 5)	Interactions across the whole knowledge value chain, around strategies to invest in fostering stewardship/ownership and with the decision support system(s)

Principles

The delivery of the IMR Component is guided by the following suite of Component-specific principles:

- Alignment to RIMReP goals of developing an ‘effective’, ‘efficient’ and ‘evolving’ knowledge system
- The role of the IMR is to support RIMReP, not to provide component performance monitoring for the Partnership
- Demonstrate mutual benefits for those inputting data and contributing to components of the knowledge value chain
- Opportunities for Traditional Owners and community groups to be involved in monitoring - creating space for Traditional Owners and community to lead on what is important to them
- Make decisions based on best available evidence, not waiting for ‘perfect’ information/knowledge
- Consider all parts of the knowledge value chain in the prioritisation process and recognise the dependencies within the value chain elements
- Be strategic about tactical responses.

Assumptions

Table 20 presents the causal assumptions that underpin the IMR Component program logic, along with an assessment of the assumptions for M&E planning purposes.

Table 20. Assumptions from IMR Component program logic

Key assumptions underpinning the logic <i>We assume that...</i>	Evidence for/against assumption	Confidence in assumptions (L, M, H)	Riskiness to achievement of end-of-Partnership outcomes (L, M, H)	Investigate further/include in M&E? (Y/N)
There is institutional willingness to embrace a fully integrated and open approach to IMR	Key institutions (universities, CSIRO, etc) are part of this. There is a global movement in science towards this	H	H	Y – whether institutions are actually enabling the sharing of data
There is the technical expertise to embrace a fully integrated and open approach to IMR	e-Reefs and RRAP projects have demonstrated feasibility and suitable skills in the GBR and Australia	H	H	N

Key assumptions underpinning the logic <i>We assume that...</i>	Evidence for/against assumption	Confidence in assumptions (L, M, H)	Riskiness to achievement of end-of-Partnership outcomes (L, M, H)	Investigate further/include in M&E? (Y/N)
The technical experts have the capacity to contribute to a fully integrated and open approach to IMR	Evidence that capacity of experts may be restricted	L	H	N – critical risk. Mitigation strategies to be considered
Governance arrangements can support the implementation of an operational decision support system	RIMReP process has provided evidence of challenges but made significant progress	M	H	Y – to what extent current governance arrangements enable or impede implementation of DSS
The integration of human and Traditional Owner dimensions will be successful, and we will know what to monitor	Evidence of successful integration of social dimension within RRAP project. RIMReP and Reef Water Quality Improvement Plan identified path to integration and initial attempts at monitoring program design	L to M	H	N – sits within critical bottle necks to be addressed

9.3 Scope of the IMR M&E Plan

This section includes the elements of the M&E Scope relevant to the IMR Component. This includes some clarifications of the purpose of the M&E, the M&E principles and the audience for the M&E and their information needs.

Purpose of M&E

The purpose of the IMR Component M&E is to inform adaptive management and be at the forefront leading best practice. The M&E does not consider RIMReP per se; it covers only the activities funded under the IMR Component.

Audiences

In addition to the primary M&E audiences for the Partnership in general (see Section 3.2 of this document), specific sections within GBRMPA relevant to the IMR Component were explicitly identified as an IMR M&E audience, as information going into Partnership Management Committee (PMC) may not flow to them. Their information needs will be the same as the PMC, namely the effectiveness of the component; the co-benefits generated through component implementation and delivery of the component against its principles.

9.4 M&E Plan summary

The M&E Plan summary for the IMR Component (Table 21) outlines the overall KEQs and sub-questions for the IMR Component, and a summary of how the questions will be answered. Data collection specifics will be finalised by June 2019.

Table 21. IMR Component M&E Plan summary

Key evaluation questions	Sub-questions	Summary approach
The outcomes of the Component		
1. How effective has the IMR Component been in achieving its intended outcomes?	a) To what extent has the IMR Component: <ul style="list-style-type: none"> i. delivered an integrated decision support system? ii. met critical RIMReP needs identified by the Partnership? iii. accommodated other Partnership Components within the decision support system? iv. contributed to resilience-based management of the Great Barrier Reef? v. coordinated with RIMReP? 	<ul style="list-style-type: none"> • Data collection requirements to be finalised in June 2019
	b) In what ways have synergies (with other components) been created through the IMR Component?	<ul style="list-style-type: none"> • Description of the ways in which the IMR Component has created synergies with other components • Examples include: <ul style="list-style-type: none"> ○ Alignment of models across COTS control, RRAS and Water Quality components ○ Prioritisation of critical monitoring activities to deliver added value to other components ○ Implementation of citizen science initiatives
	c) What expected outcome(s) of the Grant Agreement has the IMR Component contributed towards, and how?	<ul style="list-style-type: none"> • Description of how the achievements of the IMR Component are contributing to the expected outcomes of the Grant Agreement, specifically: <ul style="list-style-type: none"> ○ Improved management of the Great Barrier Reef and relevant activities in the adjacent catchments; ○ Protection of attributes that contribute to the outstanding universal value of the Great Barrier Reef, including species, habitats and indigenous values; and ○ Management of key threats to the Great Barrier Reef, including poor water quality and crown-of-thorns starfish outbreaks
	d) To what extent did the IMR Component contribute to delivering on Traditional Owner aspirations for the Reef?	<ul style="list-style-type: none"> • To be finalised in June 2019
	e) To what extent did the Community Reef Protection Component empower Reef 2050 Plan partners	<ul style="list-style-type: none"> • Description of IMR Component achievements in relation to Traditional Owner empowerment

Key evaluation questions	Sub-questions	Summary approach
	(community/Traditional Owners) to contribute to protecting the Reef?	<ul style="list-style-type: none"> Description of IMR Component achievements in relation to community empowerment
The broader impact of the Component		
2. In what ways has the Partnership created the momentum, solutions, awareness and resources necessary to meet Reef 2050 Plan goals?	a) How has the Partnership advanced partnerships and approaches to build and accelerate the delivery of enduring outcomes for the Reef? b) To what extent has the Partnership leveraged investment and co-investment from local and global actors? c) To what extent has the Partnership maximised the achievement of multiple benefits?	<ul style="list-style-type: none"> This question is largely answered at the Partnership-level, but components will need to provide information about this as it relates to their components
3. What unintended outcomes (positive and negative) have occurred?		<ul style="list-style-type: none"> Log of positive and negative unintended outcomes resulting from IMR Component activities
Process implementation		
4. To what extent is the IMR Component being implemented in accordance with the Grant Agreement?	a) Have funded activities been delivered as planned, on time and to budget?	<ul style="list-style-type: none"> Activity reporting against budget from GBRF internal system established for Grant Agreement
5. How well has the IMR Component implemented adaptive management processes to improve the effectiveness of the component?		<ul style="list-style-type: none"> Description of how the IMR Component has done this
6. To what extent were Traditional Owners' ways of knowing and doing adopted in IMR Component processes?		<ul style="list-style-type: none"> Description of how the IMR Component has done this
Implementation of principles		
7. To what extent have the principles of the Partnership been adhered to?	a) To what extent have the IMR Component adhered to: <ul style="list-style-type: none"> i. the six guiding principles of the Grant Agreement? ii. the IMR Component-specific principles (described above)? 	<ul style="list-style-type: none"> Description of how the Component adhered to the six Guiding Principles of the Grant Agreement (Section 5.3 of Grant Agreement), considering their application at both strategic (planning) and operational (project implementation) principles Description of how the IMR Component adhered to Component-specific principles
	b) To what extent has the Partnership contributed to building cultural awareness and understanding of the principles underpinning Traditional Owner aspirations for the Reef?	<ul style="list-style-type: none"> Description of how the IMR Component has done this
	c) To what extent has innovation: <ul style="list-style-type: none"> i. driven or accelerated the achievement of outcomes? ii. supported the achievement of outcomes that will endure? 	<ul style="list-style-type: none"> Description of how the IMR Component has done this

10 Administrative Activities Component M&E Plan

10.1 Introduction

The Administrative Activities Component M&E Plan was developed through consultation with GBRF staff with responsibility for the administration of the Partnership and DoEE.

The purpose of the Administrative Activities Component (Component 1) is to ensure:

- good governance is in place, including systems and processes
- there is effective project management
- scaling-up activities are being undertaken.

The M&E plan for this component focuses on the effectiveness and efficiency of administrative processes in supporting the implementation of the outcomes-focused components (Components 2-6).

10.2 M&E Plan summary

The M&E of the Administrative Activities component is outlined in Table 22. It focuses on the extent to which administrative activities have been delivered on time and budget, as well as how well the Administrative Activities component has supported Partnership implementation through governance and project management systems and processes.

Table 22. Administration Component M&E Plan summary

Key evaluation questions	Sub-questions	Summary approach
Process implementation		
1. To what extent is the Administrative Activities Component being implemented in accordance with the Grant Agreement?	a) Have funded activities been delivered as planned, on time and to budget?	<ul style="list-style-type: none"> • Activity reporting against budget from GBRF internal systems established for Grant Agreement
2. How well have administrative activities (Component 1) supported the effective and efficient administration of the Partnership?	a) Are the governance systems and processes appropriate and effective for the scale and complexity of the Partnership? b) Are project management processes appropriate and effective for the scale and complexity of the Partnership?	<ul style="list-style-type: none"> • Monitoring of establishment and use of governance and project management systems and processes • Evaluation of appropriateness and effectiveness at mid-term review

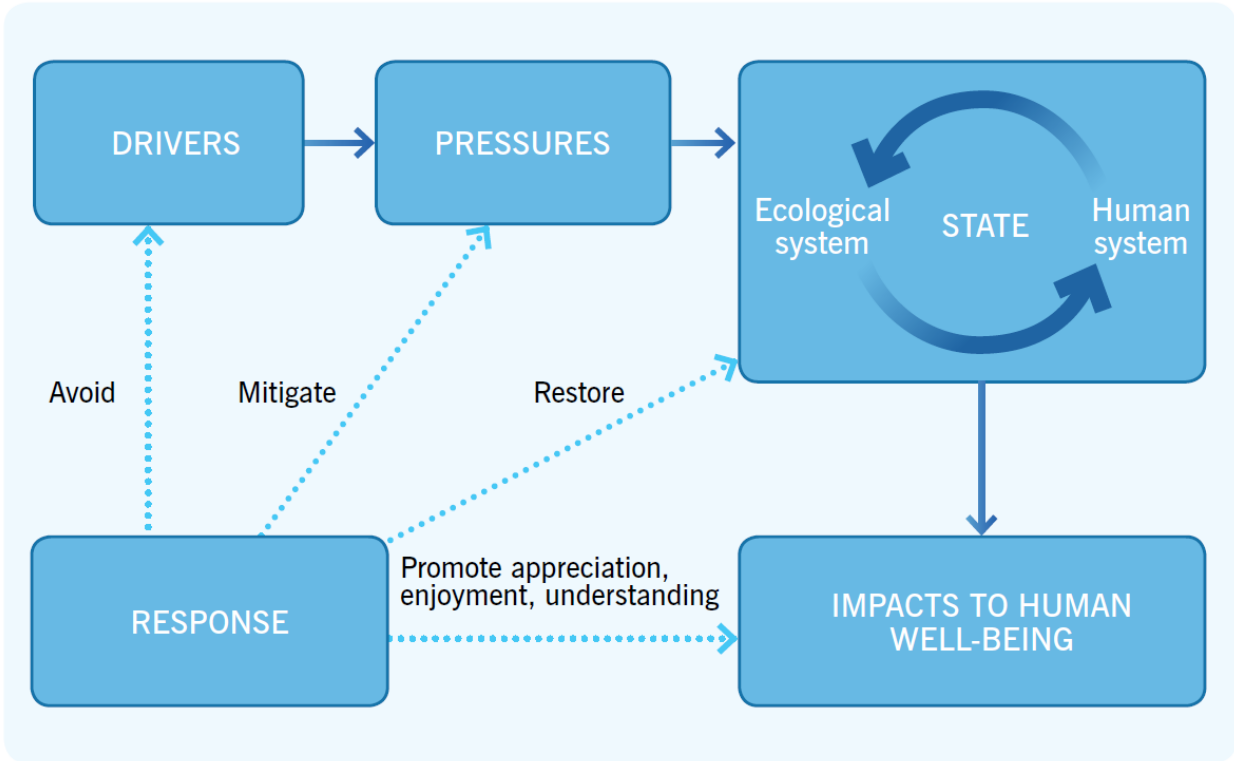
Appendix 1. How does Partnership M&E align with the DPSIR framework?

The driver-pressure-state-impact-response (DPSIR) framework (Figure 9) is a conceptual framework widely used as a tool to structure conversations of how human-environmental systems can be understood or represented. It has been adopted by the Reef 2050 Integrated Monitoring and Reporting Program (RIMReP) as a unifying framework to characterise the Great Barrier Reef system. The Partnership can be thought of as a collection of investments aligned to the 'R' (Response) part of the DPSIR model.

The Partnership M&E Plan will, when implemented, provide information on the performance of Partnership activities across the typical responses of: avoiding (drivers), mitigating (pressures), restoring (the state of the Great Barrier Reef ecological-human system), as well as its efforts in enhancing community support for a mandate to implement response actions.

The Partnership is investing, through Component 6, in supporting the implementation of RIMReP, which invests in improved monitoring and reporting against the DPSIR model. The Partnership M&E for Component 6 will focus on how well the Partnership supports RIMReP to achieve its goals rather than collect additional monitoring data against DPSIR itself.

Figure 9. Driver-Pressure-State-Impact-Response framework



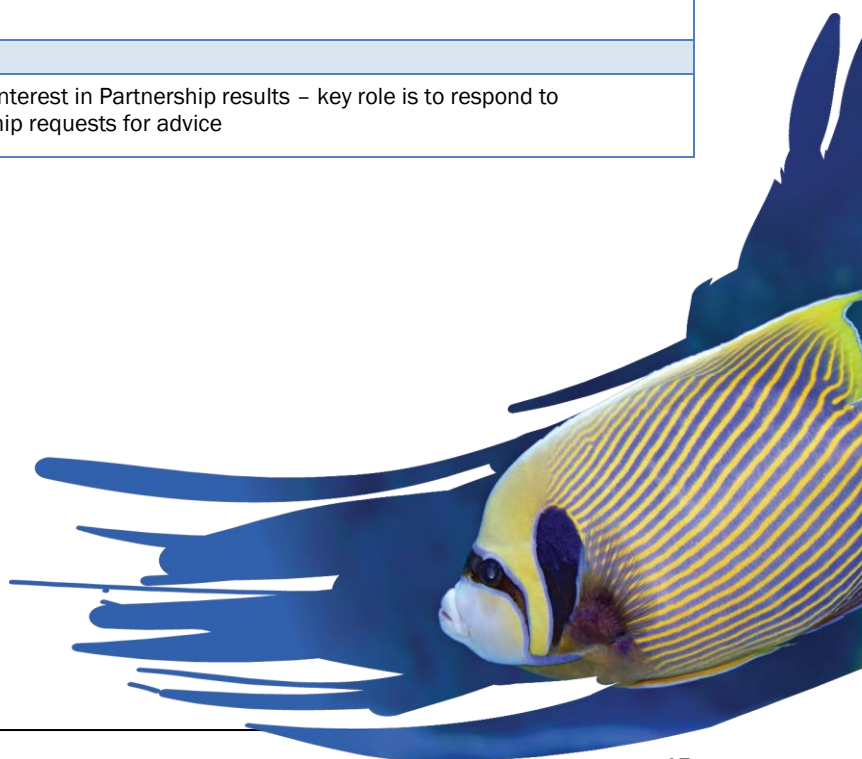
Source: Reef 2050 Integrated Monitoring and Reporting Program Strategy Updated 2018, Commonwealth of Australia, Great Barrier Reef Marine Park Authority

Appendix 2. Audience for Partnership M&E

Table 23 outlines the information requirements for the primary audience for M&E, and the interests of secondary audiences, i.e. those who will be interested in the results of the Partnership but are not required to use the information in the same way as the primary audiences.

Table 23. Partnership M&E audience and information needs

Audience	Information requirements
Primary	
GBRF Board	<ul style="list-style-type: none"> Effectiveness of the Partnership The co-benefits generated through Partnership implementation Delivery of the Partnership against its principles
Partnership Program team	<ul style="list-style-type: none"> As above
Partnership Management Committee (PMC) - including representatives of: Traditional Owners, Queensland Government and the Great Barrier Reef Marine Park Authority (GBRMPA)	<ul style="list-style-type: none"> As above
Federal Department of the Environment and Energy (DoEE)	<ul style="list-style-type: none"> Partnership outcomes (the core requirement defined in the Grant Agreement) Extent to which Grant Agreement expectations in relation to process, spending, etc. are being met (accountability)
Component-specific working groups	<ul style="list-style-type: none"> Effectiveness of Components The co-benefits generated through Component implementation Delivery of the Component against its principles
Delivery partners (those involved in implementation and operationalisation)	<ul style="list-style-type: none"> Effectiveness of relevant Components
Secondary	
Relevant advisory bodies (i.e. the Reef Advisory Committee and the Independent Expert Panel)	<ul style="list-style-type: none"> General interest in Partnership results – key role is to respond to Partnership requests for advice



Appendix 3. Alignment with other relevant frameworks

Table 24 outlines how the Partnership M&E Plan links to, or is aligned with, other related programs and frameworks.

Table 24. Partnership M&E Plan links to, or alignment with, other related programs and frameworks

Audience	Information requirements
ANAO requirements	ANAO expectations for performance monitoring and reporting, especially the ability to credibly demonstrate outcomes and impact, have been incorporated into the design of the M&E plan
Paddock to Reef (P2R)	Data collected through P2R will likely provide useful information for the contribution analysis undertaken as part of the Partnership evaluation
RIMReP	Data collected through RIMReP will likely provide useful information for the contribution analysis undertaken as part of the Partnership evaluation
2020 review of the Reef 2050 Plan	The 2020 review, and preparations being undertaken for that review (e.g. the current program logic development process), will likely produce revised language and guidance for the Partnership, including outcomes and targets. The Partnership is designed to deliver on the Reef 2050 Plan – any changes to the Reef 2050 Plan will need to be accommodated in the design and therefore M&E planning for the Partnership
Reef 2050 WQIP	The Water Quality Component of the Grant Agreement, and associated investment strategy, is aligned to the Reef 2050 WQIP
Traditional Owner Aspirations Project	The Traditional Owner Reef Protection Component of the Partnership is strongly guided by the Traditional Owner Aspirations Project, including its logic and principles
MERIT	Partnership activity information will be reported into the Australian Government’s MERIT system. Partnership outcomes information will also be included where possible
Reef Trust M&E	The Grant Agreement accommodates Reef Trust M&E expectations. The Partnership M&E Plan is based on Grant Agreement expectations
Great Barrier Reef Blueprint for Resilience	The Reef 2050 Plan adopts the Blueprint. The Grant Agreement is tasked with making significant progress towards the Reef 2050 Plan
GBRMPA Outlook report	Information provided by the Outlook Report will likely provide useful information for the contribution analysis undertaken as part of the Partnership evaluation.

