

Local Landcare Coordinator Initiative: Evaluation Framework

Prepared for Local Land Services NSW and
Landcare NSW

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Acronyms

CoP	Community of Practice
EOPO	End-of-program-outcome
HO	Host Organisation
IO	Intermediate outcome
LLC	Local Landcare Coordinators
LLCI	Local Landcare Coordinators Initiative
LLS	Local Lands Service
LNSW	Landcare New South Wales
M&E	Monitoring and evaluation
NLP	National Landcare Program
NSW	New South Wales
NRC	Natural Resources Commission
RLF	Regional Landcare Facilitator

1. Introduction

This document sets out a participatory evaluation framework for the 2015–2019 Landcare Support Program, which consists of a total investment of \$15 million by the NSW Government to support Landcare in the state of NSW by funding a network of locally-based coordinators, who work across the state in NRM regions and through community-based NRM networks to deliver strategically aligned programs and deliver support and advice to Landcare groups within their NRM groups.

LLCI participatory monitoring and evaluation (M&E)

Evaluation refers to “the systematic collection and analysis of data about processes, outputs and outcomes to allow us to make statements, judgments, claims and conclusions which have the potential to impact on current and future decision-making” (Patton, 1997). Monitoring is by contrast primarily a management activity comprising the ongoing collection of information primarily for program management.

Participatory monitoring and evaluation (M&E) encompasses a philosophy and worldview, approach as well as specific methods to involving and engaging program participants and stakeholders in the process and practice of evaluation. This can encompass multiple stages of evaluation from design, planning, delivery and review¹. A participatory evaluation approach is consistent with the “co-design and community involvement” principle of LLCI as well as the spirit and ethos of Landcare more generally. LLCI will balance participatory evaluation with the need for independence and accountability by potentially undertaking independent evaluation at the mid-term (2017) and/or final evaluation (2018) stage/s.

LLCI M&E Framework

This framework consists of the following sections, which will guide participatory monitoring and evaluation (M&E) for the Landcare Support Program between 2015–2019:

1. **Introduction** – describing the program, its aims and activities
2. **Scope** – for evaluation including the audience and purpose
3. **Key evaluation questions** – to guide evaluative inquiry in the program
4. **Performance expectations** – standards criteria and indicators for judging success
5. **Data collection and analysis methods** for program, host organisation and coordinator M&E
6. **Reporting and improvement** – arrangements and processes.

¹ http://betterevaluation.org/plan/approach/participatory_evaluation

1.1. Landcare Support Program

The Landcare Support Program (the ‘program’) is comprised of (i) the Local Landcare Coordinator Initiative (LLCI); (ii) the Landcare Community of Practice (CoP) Initiative, and; (iii) the Landcare Future Fund Initiative (now called the Landcare Trust).

This evaluation framework and support will cover (i) the LLCI and (ii) CoP.

Local Landcare Coordinator Initiative (LLCI)

The Local Landcare Coordinator Initiative (LLCI) is funded with \$15 million between 2015–19 by the NSW Government. It will be delivered jointly by Local Land Services (LLS) NSW and Landcare NSW as a government-community partnership formalised in an MOU between LLS NSW and Landcare NSW. The program has been designed to “put Landcare on more sustainable funding footing, with the majority of funds going to community based local Landcare positions”². The LLCI has been funded to deliver on the following outcomes identified by the NSW government:

- Improved community capacity to deliver on-ground projects
- Self-sustaining funding model for long term support of volunteer effort
- Strengthened relationship between Landcare and government, including LLS.

To reach these overarching objectives the LLCI has placed over 60 coordinators in host organisations (HOs) across NSW with the goal of building capacity and connections within local communities to produce on-ground change.

The LLCI will contribute towards the **Local Lands Services NSW State Strategic Plan 2016 – 2026** goals including:

- Goal 1: Resilient, self-reliant and prepared local communities
- Goal 2: Biosecure, profitable, productive and sustainable primary industries
- Goal 3: Healthy, diverse and connected natural environments
- Goal 4: Board members and staff who are collaborative, innovative and commercially-focused.

More specifically, LLCI will directly contribute towards Goal 1 (‘Resilient, self-reliant and prepared local communities’) by working with and supporting Landcare and community groups across the state.

The LLCI will also contribute to the following **Landcare NSW Strategic Plan 2015-2018** Strategic Goals:

- Local groups have membership, representation and services that help them flourish
- Landcare is well-governed and continually improving
- The public policy environment is supportive to Landcare
- Landcare interests are represented on a range of community, NRM and agricultural matters
- Local Landcare groups have services which are needed and valued
- Landcare NSW communicates effectively to the movement and the community
- Landcare NSW’s core funding needs are met
- Landcare groups have access to funding opportunities.

² Advice to Minister for Primary Industries NSW Local Landcare Coordinators Initiative.

Community of Practice (CoP)

To support the placement of coordinators through the LLCI the CoP will be coordinated through a centralised support team by providing a consistent approach to building community capacity across the state. The CoP will provide information, training and communication as well as collecting and collating information.

1.2. Program logic

Program logic will be used in the LLCI to represent the linkages between the inputs, outputs, outcomes and goals of the investment. Logic will also provide a means by which to reflect and report on program progress.

The logic for the LLCI is based on the following hierarchy outlined below in Table 1.

Table 1. LLCI program logic levels

Vision	The long-term goal that the program is ultimately expected to contribute to by funders, including the New South Wales government, Local Land Services NSW and Landcare NSW. The achievement of the vision will be supported by broader change processes which the program will contribute towards, but not be held accountable for achieving alone.
End-of-program outcomes	These outcomes are the desired final result of the investment in the LLCI, though they may be achieved some years after the delivery of investment and associated activities. They include changes in organizational capacity as well as the strength and resilience of Landcare and community group networks across the state.
Intermediate outcomes	Medium term outcomes that occur as a result of the outputs, which contribute to the achievement of end-of-program outcomes.
Immediate outcomes (or outputs)	Immediate changes that are a direct result of the activities – and lead to the intermediate outcomes.
Influence activities	Activities delivered to bring a change in a situation or behavior that is expected to contribute to outcomes.
Foundational activities	Preliminary or ‘preparatory’ activities that occur before any activities associated with changing or influencing the external environment. It includes things like planning, collecting base-line data and forming partnerships, etc.

Refer to Attachment One for the LLCI program logic model developed with input from LLCI representatives and Attachment Two for the key assumptions underpinning the LLCI program logic.

See Attachment Three for the linkages between agreed LLCI outcomes, KEQs and the program logic model.

2. Scope

This participatory evaluation plan will guide monitoring and evaluation at multiple inter-linked levels within the program including:

- The **state-wide program level**; comprising the components of the Local Landcare Coordinator Initiative (LLCI); (see below)
- The **regional level**; covering the LLCI within regional LLS NRM/Regional Landcare boundaries
- The **district, host organisation and network level**, covering Landcare districts (sub regional scale), community-based NRM networks as well as host organisation boundaries and coordinator activities
- The **local level** covering specific Landcare and community-based NRM groups as well as coordinator activities.

Evaluation will cover all four levels above including LLC and CoP performance, the management and governance of the program by LLS NSW and Landcare NSW as well as the delivery of the program. Evaluation will exclude the Landcare Future Fund (now called the Landcare Trust).

Table 2. LLCI and CoP Levels

Scale	Organisation	Responsibility	Level
State-wide	Landcare NSW LLS NSW	<ul style="list-style-type: none"> • Manager Landcare Program (LLS) • State Landcare Coordinator (Landcare NSW) • Joint Management Committee • The Landcare Trust 	Institution
Regional	Regional NRM bodies Local Land Services /Regional Landcare	<ul style="list-style-type: none"> • Host organisation representatives • Regional Landcare Facilitators (RLFs) • LLS staff • CoP 	Regional
District	Host Organisation Landcare group	<ul style="list-style-type: none"> • Host organisation representatives • Committee members • Network representatives 	Sub-regional / district network
Local	Landcare group	<ul style="list-style-type: none"> • Coordinator 	Group

2.1. Purpose

LLCI evaluation will balance the following requirements:

- **Improving** – to improve the program as it is being implemented. Shared/two-way learning. To ‘close the loop’.
- **Proving** – being accountable for the funds invested. To demonstrate contribution to Landcare NSW and LLS NSW broader goals.
- **Recognition** - Demonstrating and highlighting the contribution to and of the Landcare movement in NSW. To ‘tell the story’ of Landcare in NSW and how coordinators fit into the broader picture.
- **Knowledge** – testing, and establishing a knowledge base for future investment. To build upon the knowledge of what works, where, how and why.

Audience

The audience for evaluating the LLCI is outlined below. The audience is distinguished as primary (those who will make decisions based on evaluation findings) and secondary (those who are interested in the LLCI evaluation).

Who	Priority	Improving	Proving	Recognition	Knowledge
JMC	P	✓	✓	✓	✓
Landcare NSW	P	✓	✓	✓	✓
LLS (NSW)	P	✓	✓	✓	✓
Coordinators	P	✓		✓	
Host organisations	P	✓	✓		
Australian Government	S	✓		✓	✓
Prospective investors	S		✓	✓	
RLFs	S	✓		✓	
NRC	S			✓	✓
LLS (Regional)	S	✓		✓	✓
Media	S			✓	

3. Key evaluation questions

Key evaluation questions (KEQs) are overarching questions that will guide data collection, analysis and reporting for the LLCI. Draft KEQs for the LLCI are outlined below.

KEQ1. Effectiveness. How well has the LLCI achieved its intended outcomes?

1.1 To what extent has the LLCI improved partnerships between LLS and Landcare at a regional level?

1.2 How well have the LLCI supported Landcare and volunteer groups to become sustainably resourced?

1.3 How well has the LLCI supported Landcare groups to become capable and resilient?

1.4 To what extent has the LLCI maintained and improved Landcare group & network capacity and capability³ to address social, agricultural and environmental sustainability?

1.5 How well has program management and governance supported the LLCI at the state and regional level/s?

KEQ2. Impact. What impact has the LLCI had on contributing towards Landcare and NSW Government objectives?

2.1 What contribution has the LLCI made towards the Landcare NSW Vision of Landcare as a valued partner to a range of community, natural resource management and agricultural outcomes?

2.2 What contribution has the LLCI made towards the LLS NSW vision of resilient communities in productive healthy landscapes?

KEQ3. Learning and improvement. What learning and improvements can be made to the delivery of LLCI?

3.1 What are the learnings and improvements at the program (LLCI) level?

3.2 What are the learnings and improvements at the regional level?

3.3 What are the learnings and improvements at the host organisation, group and coordinator level/s?

³ Capacity refers to the ability of groups and networks to ensure that sufficient resources and appropriate organisational structures are in place to address social, agricultural and environmental sustainability. This may comprise: human, social (group & community) and institutional dimensions. Capability refers to individual knowledge, skills, abilities and competencies.

KEQ4. Unexpected outcomes. What are the unexpected outcomes of the LLCI?

4.1 What are the positive unexpected outcomes of the LLCI?

4.2 What are the negative unexpected outcomes of the LLCI?

KEQ5. Legacy. To what extent are the outcomes achieved by the LLCI likely to be enduring beyond the timeframe of investment?

5.1 What will support the ongoing achievement of outcomes by LLCI?

5.2 What will hinder and constrain the ongoing achievement of outcomes by the LLCI?

4. Performance expectations

The program logic model provides understanding of how we think change will occur however it doesn't tell us how much of this change is required in order to achieve the desired outcomes. Performance expectations include metrics and indicators as well as criteria and standards in order to monitor and judge the performance of the LLCI.

Performance indicators are outlined in Table 3. Further performance expectations (i.e. standards and criteria for assessing impact) will be developed as required.

5. LLCI data collection

5.1. Data collection

Data sources

Existing and new data collection methods and sources are outlined below in Table 3.

Table 3. Existing and new data collection methods and sources

Source		Details
Landcare Network Action Plan reporting	Existing	Outlining progress of activities delivered against objectives Shows links between groups and programs of other organisations (eg LLS)
LLCI Host Organisation Applications	Existing	Baseline of group/network numbers, existing partnerships and network connectivity.
Six-monthly reporting	Existing	Performance monitoring (progress & outputs); LLCl forum participation; media; progress; identification of difficulties; accountability
Capacity report cards ⁴	Existing	Health and performance: governance capacity, group/network snapshot, description of investment leverage and partnerships, collation of activities
Case studies	Existing	Achievements; progress towards objectives; sustainability.
Targeted online survey	New	A targeted online survey may be undertaken of specific Landcare and community groups to gather data on the influence of LLCl support on group networks, health and resilience. May coincide with the Annual State Conference.
Most significant change	New	A narrative based method to gather data from group representatives on the impact and unintended consequences of the LLCl.
Social network mapping	New	A social research technique where information on relationships between groups may be collected to understand the influence of the LLCl on relationships, networks and connectivity. Network data may be gathered from groups, interviews and HO applications.
Semi-structured interview	New	Interviews may be undertaken at multiple levels including the program/governance (JMC), regional (HO), network, group and individual coordinator level/s to gather data on program effectiveness and improvement.
Performance story reporting (PSR)	New	Performance story reporting is an effectiveness and impact evaluation approach, which gathers and reports data against the program logic to evaluate progress towards intended outcomes and objectives. As a non-experimental evaluation approach PSR does not rely on the use of a counter-factual (i.e. comparing before and after) to demonstrate causality. PSR can be undertaken retrospectively to evaluate the effectiveness and impact of investment based on the contribution of program activities and outputs.

⁴ Also referred to as Annual Report Cards in LLCl planning documentation.

Table 4. KEQs, performance expectations, data collection, responsibilities and timing

KEQ	Performance expectations	Data sources & methods	Responsibility (Who?)*	Timing (When?)
KEQ1. How well has the LLCI and CoP achieved its intended outcomes?				
1.1 To what extent has the LLCI improved partnerships between LLS and Landcare at a regional level?	<ul style="list-style-type: none"> Increased # partnerships (quantity) and % (proportion) of formal partnerships or agreements Increased network connectivity Improved quality of partnerships (self-reported) 	<ul style="list-style-type: none"> HO applications Action Plan reporting Six-monthly reporting Annual Report Cards Media log LLS customer satisfaction survey Group self-assessment Social network mapping** 	HO Groups LLS NSW Landcare NSW JMC	Six-monthly Annual
1.2 How well have the LLCI supported Landcare and volunteer groups to become sustainably resourced?	<ul style="list-style-type: none"> Ongoing and operating funding leveraged (\$) by group / HO through LLCI 	<ul style="list-style-type: none"> Online group survey Case studies Six-monthly reporting Annual Report Cards 	HO Groups	Six-monthly Annual
1.3 How well has the LLCI supported Landcare groups to become capable and resilient?	<ul style="list-style-type: none"> # projects / activities enabled by LLCI # group membership increased through LLCI Changes in governance and organisational structures enabled by LLCI 	<ul style="list-style-type: none"> Most significant change Group survey Semi-structured interview (CoP participants) Group self-assessment Annual report cards Case studies Six-monthly reporting 	LLS NSW Groups	Six-monthly Annual Mid-term (2017) Final (2018)
1.4 To what extent has the LLCI maintained and improved Landcare group & network capacity to address social, agricultural and environmental sustainability?	<ul style="list-style-type: none"> Funding leveraged (\$) by group / HO through LLCI # projects / activities enabled by LLCI 	<ul style="list-style-type: none"> Group self-assessment Most significant change Group survey Case studies Social network mapping** 	Groups	Annual Mid-term (2017) Final (2018)
1.5 How well has program management and governance supported the LLCI at the state and regional level/s?	<ul style="list-style-type: none"> Stakeholders are clear about roles and responsibilities at each level in the program 	<ul style="list-style-type: none"> Governance assessment Semi-structured interview (JMC, HO or regional representatives) Six monthly reporting (LLS & Landcare NSW) 	JMC LLS NSW Landcare NSW	Annual Mid-term (2017) Final (2018)

KEQ2. What impact has the LLCI had on contributing towards Landcare and NSW Government objectives?				
2.1 What contribution has the LLCI made towards the Landcare NSW Vision of Landcare as a valued partner to a range of community, natural resource management and agricultural outcomes	TBC	<ul style="list-style-type: none"> Final program evaluation performance story (including multiple methods); may take performance story reporting approach 	Independent or internal evaluator JMC	Final (2018)
2.2 What contribution has the LLCI made towards the LLS NSW vision of resilient communities in productive healthy landscapes?	TBC	<ul style="list-style-type: none"> Final program evaluation (including multiple methods); may take performance story reporting approach 	Independent or internal evaluator JMC	Final (2018)
KEQ3. What learning and improvements can be made to the delivery of LLCI?				
2.1 What are the learnings and improvements at the program (LLCI) level?	n/a	<ul style="list-style-type: none"> Semi-structured Interviews 	JMC LLS NSW Landcare NSW	Annual Mid-term (2017) Final (2018)
3.2 What are the learnings and improvements at the regional level?	n/a	<ul style="list-style-type: none"> Case studies Six-monthly reporting Semi-structured Interviews Group self-assessment 	HO Networks Coordinators Groups	Six-monthly Annual Mid-term (2017) Final (2018)
3.3 What are the learnings and improvements at the host organisation, group and coordinator level/s?	n/a	<ul style="list-style-type: none"> Case studies Six-monthly reporting Semi-structured Interviews Group self-assessment 	HO Networks Coordinators Groups	Six-monthly Annual Mid-term (2017) Final (2018)
KEQ4. What are the unexpected outcomes of the LLCI?				
4.1 What are the positive unexpected outcomes of the LLCI?	n/a	<ul style="list-style-type: none"> Case studies Most significant change Semi-structured Interviews 	HO Coordinators JMC	Mid-term (2017) Final (2018)
4.2 What are the negative unexpected outcomes of the LLCI?			Independent or internal evaluator	

KEQ5. To what extent are the outcomes achieved by the LLCI likely to be enduring beyond the timeframe of investment?				
5.1 What will support the ongoing achievement of outcomes by LLCI?	n/a	<ul style="list-style-type: none"> • Case studies • Final program evaluation (including multiple methods) 	HO Coordinators JMC Groups	Mid-term (2017) Final (2018)
5.2 What will hinder and constrain the ongoing achievement of outcomes by the LLCI?			Independent or internal evaluator	

**Responsibility includes those who will lead the activity as well as those who will provide key inputs; i.e. reporting.*

***Social network mapping is suggested as a likely method dependent on capacity to implement.*

6. Reporting and improvement

Reporting and improvement arrangements are outlined below. LLCI M&E will provide an input into each of these reports. Depending on the type of report, LLCI may be summarised, synthesised or provide the main input into the report. Reporting will be undertaken to address the audience information requirements outlined in Section 2.

6.1. Reporting requirements

Report	Timing	Who
Action Plan Reporting	Annual	HO
LLCI Host Organisation Applications	2015	HO
Six-monthly reporting including the development and review of Action plan	Six-monthly	HO
Capacity report cards	Annual	HO
JMC meetings	Quarterly	Program manager and State coordinator
LLS Senior Executive Team	Quarterly	Program Manager and State Coordinator
NSW Government – election commitments	Six-monthly	Program Manager
LNSW Council	Quarterly	Program manager State coordinator & Trust Manager
Ministerial Communiques	Quarterly	JMC
Trust Steering Committee*	BI Monthly	Trust Manager
LLCI Annual report	Annual (December)	LLCI program team
Mid-term evaluation (TBC)	2017	TBC
Final evaluation (TBC)	2018	TBC

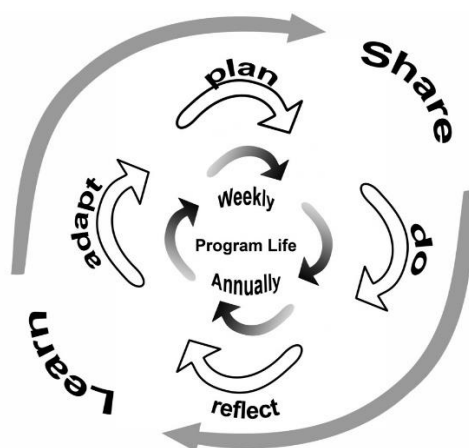
*Includes reporting to the Trust steering committee on progress of the LLC and CoP where relevant.

Host Organisation reporting will be submitted online via the Gateway system. See Attachment Three for the linkages between agreed LLCI outcomes, KEQs and the program logic model.

6.2. Improvement

The LLCI will be implemented in accordance with the adaptive management cycle depicted in Figure 1 below.

Figure 1. LLCI adaptive management cycle



Reflection, review and feedback processes will occur at three levels within the program:

- Program level
- Region, host organisation and Landcare network levels, and
- Individual coordinator level.

Structured opportunities for program improvement will include:

- LLCI State CoP Event (March 2016, November 2017 and February 2019)
- JMC Meetings
- LNSW Council Meetings
- Regional CoP events – Host Organisation / co-ordinator action planning.
- State-wide RLF meetings
- Landcare musters
- Development of annual program implementation plans.

Mid-term review

Mid-term review of the LLCI will be undertaken in mid to late 2017 (date TBC) to:

- Identify the status and progress of the program and project actions towards expected outputs, outcomes and goals
- Discuss whether implementation is occurring as planned
- Determine what possible implications the status of program actions has both at a program and a project level
- Address any potential modifications or revisions to delivery.

The mid-term review will also provide an opportunity to reflect on the evaluation approach taken in the LLCI. The review will be independent and consider what worked and what could be improved and/or modified in the overall evaluation approach.

Annual JMC Partnership Review Workshop

The JMC will hold an internal review to discuss the governance and partnership arrangements and possible improvements.

Evaluation capacity building

A range of customised evaluation capacity building methods and approaches (see below) will be provided to program personnel. Depending on the availability, needs and preferences of participants these methods and approaches may include and/or combine:

- **Advice and support.** Provided as a 'help-desk' service where participants can phone or skype the consultant team in an as needed basis.
- **Mentoring.** Through one on one consultation or a series of meetings over a period of time it will be possible to mentor participants in evaluation.
- **Review.** The consultant team can assist program staff by reviewing evaluation products and functioning as a 'critical friend' for participants.
- **Quality control.** Qualitative and quantitative data sources collected for evaluation can be checked by the evaluation team for reliability, accuracy and validity.
- **Training.** Building on our catalogue of existing training materials, mini-modules and units in evaluation and M&E can be developed and customised for staff to focus on issues or topics of particular need or interest (i.e. on a particular tool or approach such as the Most Significant Change technique).
- **Reflection workshops/meetings.** Facilitated sessions can be supported and/or lead by the consultant team to 'make sense' of evaluation results, findings and products. For instance, an 'Annual Workshop' can be run to facilitate reflection on program progress or a shorter action learning process can be facilitated by the incorporating monitoring results into the 'plan, do, reflect' project cycle.

Support and advice will also provide the opportunity to review the evaluation framework at a later date (i.e. in January 2017) to ensure it is relevant to the needs of the users. The support will be provided in accord within the available resources and time.

Attachment One: LLCI Program Logic

Figure 2. LLCI program logic model



Attachment Two: Assumptions underpinning the LLCI program logic

Assumption	Likelihood ⁵	Consequence ⁶	Overall rating ⁷	Will assumption be monitored?	How will it be monitored?
Increased member participation will lead to on-ground outcomes	M	M	M	Y	<ul style="list-style-type: none"> Group funding & investment applications Annual reporting
Coordinators can influence increased involvement in Landcare groups	M	M	M	Y	<ul style="list-style-type: none"> Group reporting (activity analysis)
LLCI will enable LC to leverage investment	M	H	M	Y	<ul style="list-style-type: none"> Group funding & investment applications Annual reporting
Groups / LLS are willing to engage to develop partnerships	M	H	H	Y	<ul style="list-style-type: none"> Engagement log Network mapping
Coordinators are willing to participate in the CoP	M	H	H	Y	<ul style="list-style-type: none"> Engagement log
Collecting more information / data will enable us to tell a positive story	M	M	M	N	-
The LLCI will be able to influence Political will and draw attention on the 'value' of Landcare among decision makers at a state level	L	M	L	N	-
Not-for-profits working in public good can be self-sufficient & attract investment for organisational costs and overheads	M	M	M	N	-

⁵ Likelihood that assumption will hold true for the LLCI. Rated as high, medium or low.

⁶ Consequence of assumption not holding true for the LLCI. Rated as high, medium or low.

⁷ Combined rating for likelihood and consequence.

Attachment Three: LLCI KEQs, Outcomes and Reporting

The table below shows the linkages between LLCI HO outcomes, KEQs and the program logic.

Table 5. LLCI Outcomes, KEQs and Program Logic linkages

LLCI Outcomes for Reporting	KEQs	Program logic
1. Support and increase community engagement	1.3, 1.4	<ul style="list-style-type: none"> EOP01
2. Extend their coverage and provide support to more groups, networks and landholders	1.3, 1.4	<ul style="list-style-type: none"> EOP01 'Maintained and improved...networks...' (IO)
3. Undertake planning, develop partnerships and secure resourcing through project grants and other sources,	1.1, 1.2	<ul style="list-style-type: none"> EOP01 EOP02 'Positive and productive relationship between Landcare and government, including LLS' (IO)
4. Monitor, evaluate and report on their projects and activities	1.5	<ul style="list-style-type: none"> Foundational 'Improved ability to tell the story of Landcare at all levels' (IO)
5. Improve their ongoing governance and financial sustainability	1.2	<ul style="list-style-type: none"> EOP02
6. Effectively participate in natural resource management activities that address critical agricultural sustainability and environmental issues	1.4, 2.2	<ul style="list-style-type: none"> EOP01 'Maintained and improved capacity, networks and knowledge to deliver on ground & education projects' (IO)
7. Link to programs of Local Land Services and other organisations to develop on-ground natural resource management projects in line with regional and state strategies	1.1, 1.4, 2.1	<ul style="list-style-type: none"> EOP01 'Positive and productive relationship between Landcare and government, including LLS' (IO)

EOP01 = End of Program Outcome 1

IO = Intermediate Outcome