



Marine Integrated Monitoring Program

How will the effectiveness of the Marine Estate Management Strategy be measured?





Our vision: a healthy coast and sea, managed for the greatest wellbeing of the community, now and into the future.



The marine estate is one of NSW's most significant natural assets. It is valued for its social, cultural and economic benefits, which rely on good water quality, healthy habitats, and a diverse and abundant marine life.

The Strategy

The 10-year Marine Estate Management Strategy (Strategy), launched in 2018, addresses the priority threats to the marine estate.

It has nine management initiatives:

1. Improving water quality and reducing marine litter
2. Delivering healthy habitats with sustainable use and development
3. Planning for climate change
4. Protecting Aboriginal cultural values
5. Reducing impacts on threatened and protected species
6. Ensuring sustainable fishing and aquaculture
7. Ensuring safe and sustainable boating
8. Enhancing social, cultural and economic benefits
9. Delivering effective governance.



The monitoring program

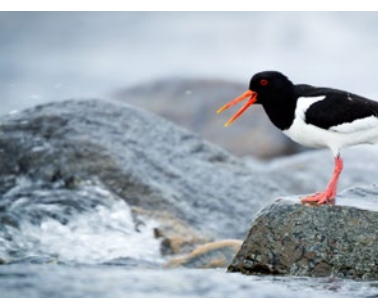
Key to implementing this Strategy is the Marine Integrated Monitoring Program (MIMP).

It guides:

1. strategic monitoring of environmental assets and community benefits
2. evaluation of the effectiveness of the Strategy in reducing priority threats and risks
3. research to fill knowledge gaps identified in the statewide Threat and Risk Assessment.



Integrated Monitoring and Evaluation Framework



The integrated monitoring and evaluation framework (Framework) was developed to guide monitoring and assessment of our progress in delivering the Strategy.

It sets out a high-level approach for assessing progress against outcomes that management actions are expected to collectively achieve. It will guide monitoring, evaluation and reporting activities over the life of the Strategy.

FOUR STEPS IN THE FRAMEWORK



Program Logic

link between problem, actions and outcomes



Monitoring

track delivery and progress towards achieving outcomes



Evaluation

to periodically assess achievement of outcomes and overall success



Reporting

to share progress, insights and information with the community and decision makers

The Framework describes each step in detail and provides instructions for applying it.

[\[Link to the download for the full Framework here\]](#)



A focus on one aspect of the MIMP

This Framework guides one aspect of the MIMP:

- *Evaluation of the effectiveness of the Strategy in reducing priority threats and risks*

The other two aspects are addressed in other documents.

Program logic

Link between problem, actions and outcomes

Program logic provide the basis for measuring progress and evaluating success.

It articulates the rationale, management actions and desired outcomes for each initiative, as well as the overarching Strategy.

There are 80 outcomes across the nine initiatives. These outcomes have been classified as:

- short-term (0 to 2 years)
- intermediate (2 to 5 years)
- long-term (5 to 10 years).

This reflects the incremental nature of changes expected over the life of the 10 year Strategy. The outcomes provide a bridge between the management actions and management objectives contained in the Strategy. The outcomes seek to clearly articulate what success looks like for each initiative.

Monitoring

Track delivery and progress towards achieving outcomes

Monitoring is the systematic collection and analysis of information to track management action implementation and gives an indication of progress towards achieving the 80 outcomes.

Monitoring will not assess program success or achievement of outcomes. Instead, it used indicators to help identify trends, issues or risks in relation to achieving outcomes.

Four main areas for monitoring

- ▶ program delivery through management action status
- ▶ **outcomes through indicators**
- ▶ condition and trend of environmental assets and community benefits
- ▶ knowledge gaps

The focus of the Framework is on the second area for monitoring: the outcome indicators.



Indicators to track performance

Indicators will be used to provide quantifiable metrics for tracking performance towards outcomes. Indicators provide an indication or signal of the performance of a program so that adjustments can be made if required. The indicators will be monitored over the life of the Strategy.

The Framework uses two types of indicators: key performance indicators and leading indicators (Table 1). It includes detailed monitoring plans for each initiative.

Table 1: The two types of framework indicators

16 key performance (headline) indicators	29 leading Indicators
<ul style="list-style-type: none"> ▶ The 16 key performance indicators provide a signal for long-term progress towards outcomes such as changes in condition, especially the health of the environment. ▶ Some of these key performance indicators are also relevant for monitoring trends against the overarching Strategy outcomes. ▶ Many key performance indicators have long lag times. 	<ul style="list-style-type: none"> ▶ The 29 leading indicators provide a signal for progress over the short-term and intermediate timeframes. ▶ Leading indicators typically capture changes in knowledge, processes and behaviour.

Evaluation

To assess achievement of outcomes and overall success

Evaluation is the formal, periodic collection of data or information to understand and demonstrate if the Strategy and the extent to which it is achieving, or has achieved, what it set out to achieve.

Three aspects of evaluation

- **process evaluation** — focuses on delivery of management actions
- **outcome evaluation** — focuses on assessing the extent to which outcomes are achieved or are on track to be achieved
- **economic evaluation** — considers the value and efficiency of the program.

The Framework specifies how each of these evaluation types will be accomplished.



Measures of success

Measures of success provide an overarching assessment of the Strategy's delivery, process and achievement.

They answer these questions:

- did you do what you said you would do, on time and within budget?
- did you achieve the outcomes you set out to achieve?
- were your actions appropriate for achieving the outcomes?

The Framework supports this approach through a set of key evaluation questions. The questions are used to develop an accurate picture and evidence-base to understand successes and learning opportunities from implementation of the Strategy.

A longitudinal approach

A longitudinal approach to evaluation builds the performance story over time. It will include the following stages (Figure 1):

- baseline / formative evaluation
- mid-term evaluation
- summative evaluation.

Baseline / formative evaluation	Mid-term evaluation	Summative evaluation
MEMS Stage 1 (2019-2020)	Five-year health check (2023)	MEMS completion (2027-2028)
<ul style="list-style-type: none"> ▶ Review the basis and processes for the MEMS ▶ Gather baseline data (where not yet available) and establish targets ▶ Review the current suite of indicators and update if required 	<ul style="list-style-type: none"> ▶ Review implementation of management actions ▶ Evaluate achievement of short term and intermediate outcomes ▶ Assess progress towards long-term outcomes 	<ul style="list-style-type: none"> ▶ Review implementation of management actions ▶ Evaluate achievement of long term outcomes

Figure 1: Evaluation stages

Following each evaluation, findings will be shared with the appropriate Minister(s) and the public.



Reporting

To share progress, insights and information

Reporting will use a public report card to share progress, insights and information with the community, responsible agencies and decision-makers.

The report card will draw on content from:

- annual reports for the Strategy
- monitoring and evaluation findings.

The main drivers for producing a report card are to:

- create behavioural change
- provide accountability
- secure social and political licence
- share and build knowledge.

The first report card will be prepared in 2020 and updated annually.

Report updates

Strategy project (actions) status and a selection of case studies will be reported annually.

Not all critical elements in the report card will be updated each year. Reporting against indicators will depend on the frequency of data collection for the specific indicator:

- short-term and intermediate outcomes will be reported at the end of years 2 and 5.
- long-term outcomes will be reported at the end of years 5 and 10.

The Framework's importance

The value of this Framework extends beyond its contributions to the MIMP. Information gathered and reported through this Framework will be transparent and available for our stakeholders and the public.

Drives adaptive management

The Framework will enable and drive adaptive management of the marine estate. This is fundamental to making progress in complex systems.

The Framework supports continuous improvement through systematic monitoring and evaluation of outcomes. This allows managers to build evidence over time of what's working, what's not working, and how external factors may be affecting implementation.

These insights allow managers to make adjustments to ensure success and identify where their effort is creating the greatest benefit. They can then prioritise resources accordingly and ensure efficient and effective management.

Drive transparency and accountability

The Framework also drives transparency and accountability in the management of the marine estate. This gives the community confidence in management of the marine estate.



Background

The Marine Estate Management Authority (Authority) was established in 2013 and brings together the heads of NSW Government agencies with key marine estate responsibilities. It advises the NSW Government on policies, priorities and the direction of management of the marine estate. In 2018, the Authority released the Strategy.

It sets out management objectives and a series of management actions across nine initiatives that are intended to contribute towards achieving the vision. The Strategy is a requirement of the *Marine Estate Management Act 2014* to deliver a coordinated, holistic, triple bottom-line approach to the management of the NSW marine estate.

The Framework supports the MIMP, which monitors the delivery of the Strategy. It was developed in collaboration with representatives from each of the Authority agencies and the Marine Estate Expert Knowledge Panel.