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A simple scorecard for assessing  
achievements and success of  
natural resource management  
projects and programs

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April 2005

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Cited as:

Paul Dalby (2005) *A simple scorecard for assessing achievements and success of natural resource management projects and programs*. In Fusion Consulting

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The author would like to thank Patrick O'Connor for his extensive input into the design of this scorecard and the staff of the Alinytjara Wilurara Natural Resource Management Board for useful discussions about the scorecard design.

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## Executive Summary

In this report, a scorecard methodology is described for evaluating the achievements and success of natural resource management projects and programs.

The scorecard can be used for:

- Self evaluation of project and program outcomes
- Identify risks of project failure
- Formal evaluation of project and program outcomes

The scorecard can be used to measure a wide variety of outcomes, including social, economic and environmental, as well as internal management performance and capability.

A scorecard can be prepared for investment programs at a variety of scales. Professional staff or consultants would lead the compilation of the scorecard. However, for self evaluation, individuals or project proponents could use the scorecard and adapt it to their needs.

The scorecard documents achievement (objective measure of progress) and success (level of satisfaction of the achievement) separately using different tools. A simple 0 to 5 rating system is used to identify level of achievement, and a three step colour chart (red, yellow, green) is used to attribute levels of success.

The scorecard requires an Achievement Table to be filled out to identify achievement and success. This is then summarized into a Summary Grid that can be used to quickly and simply identify achievement and success of a project or program in one or two pages.

A Graph can be used to document success and achievement over time, to monitor how projects or programs are learning and improving as they become more experienced.

## Background

Government programs such as the Natural Heritage Trust provide funds to improve natural resource management. These funds are usually distributed by regional management boards (Catchment Management Authorities and equivalent) and state government agencies. Community groups and individuals are encouraged to apply for funds from regional management boards to improve the management of natural resource management in their region and on individual properties. The evaluation of this investment has proved to be difficult and sometimes complex.

To encourage those communities who successfully engage in the NRM process and to intervene and support those communities who are finding it difficult to engage, a simple method for evaluating the project outcomes is required.

In Fusion Consulting has prepared a simple scorecard method to evaluate the effectiveness of projects and programs in:

- Improving the management of natural resources;
- Changing attitudes of individuals and communities towards the management of natural resources;
- Increasing participation by individuals and communities in managing natural resources;
- Improving social and economic well-being in communities.

Analysing the effectiveness and efficiency of natural resource management projects is not easy due to the level of complexity of social, economic and biophysical processes involved, the difference in process and patterns across spatial and temporal scales and the subjectiveness of what constitutes a “good” outcome by different stakeholders.

There is a vast body of literature that has attempted to develop simple evaluation tools and scorecards for projects that aim to address environmental degradation. It is clear from the literature that it is important to involve local participants in the evaluation process:

“Good intentions and good science are not enough to produce a good assessment. In addition, there need to be strong linkages with people who have local knowledge and with decision makers in both government and the private sector. Otherwise, a good assessment can become irrelevant.”<sup>1</sup>

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<sup>1</sup> Townsend, P.K. and Townsend, W.H. Assessing an Assessment: The Ok Tedi Mine

It is also clear that with any assessment tool, there is a trade-off between methodological approaches of different disciplines, time and resource constraints, and the participation, ownership and learning by local participants<sup>2</sup>.

Scorecards have been used to try and address the need for systematic and comparable evaluation of environmental projects that address a range of measures, while at the same time involving community participants in the evaluation process. Common features of these scorecard methodologies<sup>3 4</sup> are:

- Triple-bottom line reporting: inclusion of measures of social, economic and environmental outcomes of projects;
- Process-level reporting: measurement of the processes used to deliver on-ground outcomes (such as planning, legal agreements, communications, infrastructure) as well as the outcomes themselves;
- Use of scaled measures of success rather than single measures of success (eg. Goal Attainment Scaling)
  - 5 = Excellent (proper management of the protected area ensured)
  - 4 = Adequate (protected area is functional)
  - 3 = Progress made (protected area becoming functional, but isn't yet)
  - 2 = Work begun (little actual progress towards making the protected area functional)
  - 1 = No work has been done (protected area completely non-functional)

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<sup>2</sup> Cundill, G., Fabricius, C., Marti, N. (2005) Foghorns to the future: Using knowledge and transdisciplinarity to navigate the uncharted waters of complex social-ecological systems.

<sup>3</sup> WWF RAPPAM Methodology ([www.panda.org/downloads/forests/rappam.pdf](http://www.panda.org/downloads/forests/rappam.pdf))

<sup>4</sup> Measuring Success: The Parks in Peril Site Consolidation Scorecard Manual. The Nature Conservancy 1999

What is the purpose of a Scorecard?

The purpose of a Scorecard is threefold.

*1. Self-evaluation of project and program outcomes*

Firstly, it will allow self-evaluation by project proponents and participants of their project performance and outcomes. Such self-evaluation can be used to identify weaknesses in project outcomes and/or delivery mechanisms which creates an opportunity to self-correct or bring in new skills, infrastructure or capital if required.

*2. Identify risks of project failure*

The failure of a project to deliver its outcomes is in nobody's interests. It will be valuable for project proponents and regional support staff to be able to identify whether a project is at risk of failing to deliver its outputs. Extra support can then be directed at projects which are at high risk of failure, and greater autonomy and responsibility for project delivery can be offered to communities who are at low risk of failure. The tool will also be useful in identifying in advance projects that are high risk, and may allow decision makers to prioritise funding.

*3. Formal evaluation of project and program outcomes*

The scorecard will be flexible enough to allow an independent evaluation or audit of project and program delivery which can be used to identify how project and program delivery can be improved and/or report back to government and other investors on the outcome of their investment.

What attributes should the scorecard have?

The scorecard should have the following attributes:

- Flexible and useable at a number of scales: It should allow individual projects to be evaluated as well as whole programs and regions;
- Different measurement tools should be able to be incorporated into the scorecard as needed;
- Be capable of being implemented by non-experts and experts;
- Put into context investment and action that has preceded the project/works under evaluation.

## What should the scorecard measure?

The following is an incomplete list of measurements to provide an indication of the scope what could be assessed using a scorecard approach.

- Changes in attitude
  - To the management of natural resources using both traditional and science-based management techniques
  - About what level of participation people feel capable of taking on
- Changes in the level of participation people take on themselves, eg.
  - Aware of NRM and project progress and outcomes
  - Working on projects under the direction of an external project manager
  - Taking on a project management role
  - Preparing grant applications
  - Reporting on grants and projects
  - Undertaking land management activities without the need for external funding
  - Participating in community-wide planning activities
  - Participating in regional scale planning activities
  - Mentoring, training and showing leadership in the broader community in relation to the management of natural resources
  - Influencing policy at a statewide and national level
  - Engaging in the governance of funding programs at a regional level
  - Showing leadership and demonstrating best practice internationally
- Changes in the threats to and condition of natural resources
- Changes in the health and social well being of Aboriginal people and communities
  - Employment
  - Health
  - Domestic violence
  - Participation in sport
- Changes in the economic well being of Aboriginal people and communities
  - Employment
  - Number of new enterprises
  - Economic return from Aboriginal land to Aboriginal people
  - Number of enterprise joint ventures with external parties
  - Amount of private capital raised.

There are a number of attributes of a project proponent or community that the scorecard could evaluate:

- Infrastructure available to undertake NRM
  - Plant and equipment (trucks, spray rigs, post-hole digger, rifle, plant nursery etc)
- Human capabilities
  - Formal technical training,
  - Informal technical and cultural knowledge,
  - Leadership,
  - Optimism about the future,
  - Celebration of success in the community
  - Confidence
- Financial assets (land, buildings, capital)

Who will be able to use a scorecard?

In the first instance, it is recommended that a scorecard would be prepared by each region for their projects and programs of interest. The Program Manager and Evaluation Officer would lead the compilation of the scorecard. However, for self evaluation, anyone could use the scorecard and adapt it to their needs.

## Methodology

### Scaled scorecard

The level of scaling can be modified to suit the requirements of evaluation. An example of how the scaling could work is given below.

Achievement measure	0	1	2	3	4	5
	No progress	Some progress	Adequate achievement	Average level of achievement	High level of achievement	Exceptional level of achievement - World class

For each nominated measure of achievement, a measure that matches the achievement levels shown above can be generated (Table 1).

Scoring of the scorecard is done by shading the chart up to and including the box where the highest level of achievement has been reached for each success measure. If a project/program had obtained a high level of achievement, the boxes from 0 to 4 would be shaded.

Achievement measure	0	1	2	3	4	5
	No progress	Some progress	Adequate achievement	Average level of achievement	High level of achievement	Exceptional level of achievement - World class

Whether this was highly satisfactory, just satisfactory or unsatisfactory would depend on the expectations of the project or program up front. For example, for a community with over ten years of experience in natural resource management and managing NHT projects, there might be an expectation that the proponents could achieve at a level of 4 or higher to be highly satisfactory and may be only just satisfied with scores of 3. For a community new to NRM, scores of 3 or higher may be beyond expectation and scores of 2 may be satisfactory (for now).

The level of satisfaction of achievement for each community or program is denoted by a colour code for each measure of success.

Green = highly satisfied

Yellow = Just satisfied but hopes for an improvement next time

Red = unsatisfied, the project did not deliver against expectations

Achievement measure	0	1	2	3	4	5
	No progress	Some progress	Adequate achievement	Average level of achievement	High level of achievement	Exceptional level of achievement - World class
	No progress	Some progress	Adequate achievement	Average level of achievement	High level of achievement	Exceptional level of achievement - World class
	No progress	Some progress	Adequate achievement	Average level of achievement	High level of achievement	Exceptional level of achievement - World class

Some examples are shown in Tables 1 (pg18), 2 (pg 25) and 3 (pg 29).

Table 2 is an example of what a scorecard might look like for a project delivered by a community who have members with significant experience in natural resource management. Their level of achievement is generally good (3+), but the level of expectation is also high and the project is seen as only just achieving success if a measure of success achieves a score of 3, and anything less than 3 is unsatisfactory.

Table 3 scores a project of a community new to NRM. Their scores are generally lower than for the experienced community (2+) but scores of 2 are usually satisfactory.

How a management board might evaluate itself using the scorecard method is shown in Table 4. The scores in this case are purely fictional, but it demonstrates how the scorecard can be used in a more sophisticated manner by measuring the percentage of projects (or it could be proportion of funds invested) that achieve each scale of success.

Achievement measure	0	1	2	3	4	5
	10% No progress	10% Some progress	10% Adequate achievement	30% Average level of achievement	40% High level of achievement	10% Exceptional level of achievement - World class

In this case, the bar is drawn up to the point where 50% or more of the projects are accounted for.

Achievement measure	0	1	2	3	4	5
	10% No progress	10% Some progress	10% Adequate achievement	30% Average level of achievement	40% High level of achievement	10% Exceptional level of achievement - World class

Whether this is an acceptable level of achievement is again shown in the left hand column using the same colour-coding as before.

By looking down the scorecard, it quickly becomes apparent where the project or program is succeeding and/or meeting expectations, and where it is struggling.

## Summarising achievement

A simple, one page snap shot of success can be constructed by summarizing the larger tables into a Summary Grid.

The column headings for the Summary Grid are taken from the Table Headings of the Achievement Tables. So for example if we were to summarise Table 4 (pg 33), the column headings for the Summary Grid would be as follows.

Regional investment Efficiency and Effectiveness	Human Resource Management	Involvement of Aboriginal People in NRM	Impact of Program on NRM	Impact of Program on Well-being of Aboriginal People
--	---------------------------	---	--------------------------	--

The cells in the Summary Grid are filled in with the cell that corresponds to the Achievement Level in the Tables - that is, the highest cell shaded grey (see Grid 1).

These are then shaded that same colour as the cell on the corresponding left hand column of the Table (see Grid 2).

The Summary Grid gives a quick guide to how the program/region/project is traveling overall. From the fictional example shown in Grid 2, it can be quickly gauged that the region is doing well in involving Aboriginal communities, but poorly in having an impact on NRM or improving the well-being of Aboriginal people. Furthermore, it is obvious that more needs to be done to improve the management efficiencies of the Program.

The Table can be referred to so as to identify how the Summary Grid was created. An evaluation report that utilizes these tools should also give a brief explanation of why scores were given so that other readers can understand the methodology used, and future evaluators can repeat using the same methodology for useful comparisons.

Summary Grid 1. A summary of the achievements (in text) of the fictional example of a region listed in Table 4.

Regional investment Efficiency and Effectiveness	Human Resource Management	Involvement of Aboriginal People in NRM	Impact of Program on NRM	Impact of Program on Well-being of Aboriginal People
10 - 25% of projects with external partners	Median number of years of experience of regional staff = 2-3	60% of projects: Local Aboriginal people helped implement the project under direction of external project manager	40% of projects: Community attitudes have changed	80% of projects had no changes in health outcomes
Average size of projects is \$50k to \$75k	Median number of years of staff employed within the region = 1.5-2.0	Greater than 30% of Aboriginal communities participated directly in the planning process	40% of projects: A local community has changed their management	In 100% of communities, there was not decrease in domestic violence
Leverage (\$other/\$total) = 1% - 25%	Irregular, formal performance appraisal by managers of their staff	The State of SA is independently acknowledged as a leader in the involvement of Aboriginal communities in state NRM planning	45% of projects: Improvements in condition of natural resources are noticeable and can be easily detected using simple measures	In 60% of projects, 5-10 people gained employment as a result of their participation in the project
The region has a similar level of external partners as any other region in the state	Proportion of employees of Aboriginal descent = 2-10%	40% of projects: Aboriginal communities are willing to change behaviour to manage natural resources more sustainably	30% of projects: Changes were made in the management of natural resources for the life of the project	50% of projects: A number of people/families that have tried to start a new enterprise
Knowledge Transfer: 2-3 projects that start in a sub-region and spread across region	Median education level of staff = Some post-secondary education		60% of projects: The scale of change in condition was site specific at a local scale (eg rock-hole)	20% of projects: Up to \$5,000 per annum have income generated from land management
Common purpose: When asked the 3 most important issues facing the region, there is no consistency in the answers of key stakeholders	20% of staff attended training of a day or more over the previous 12 months			60% of projects have no joint ventures with external parties

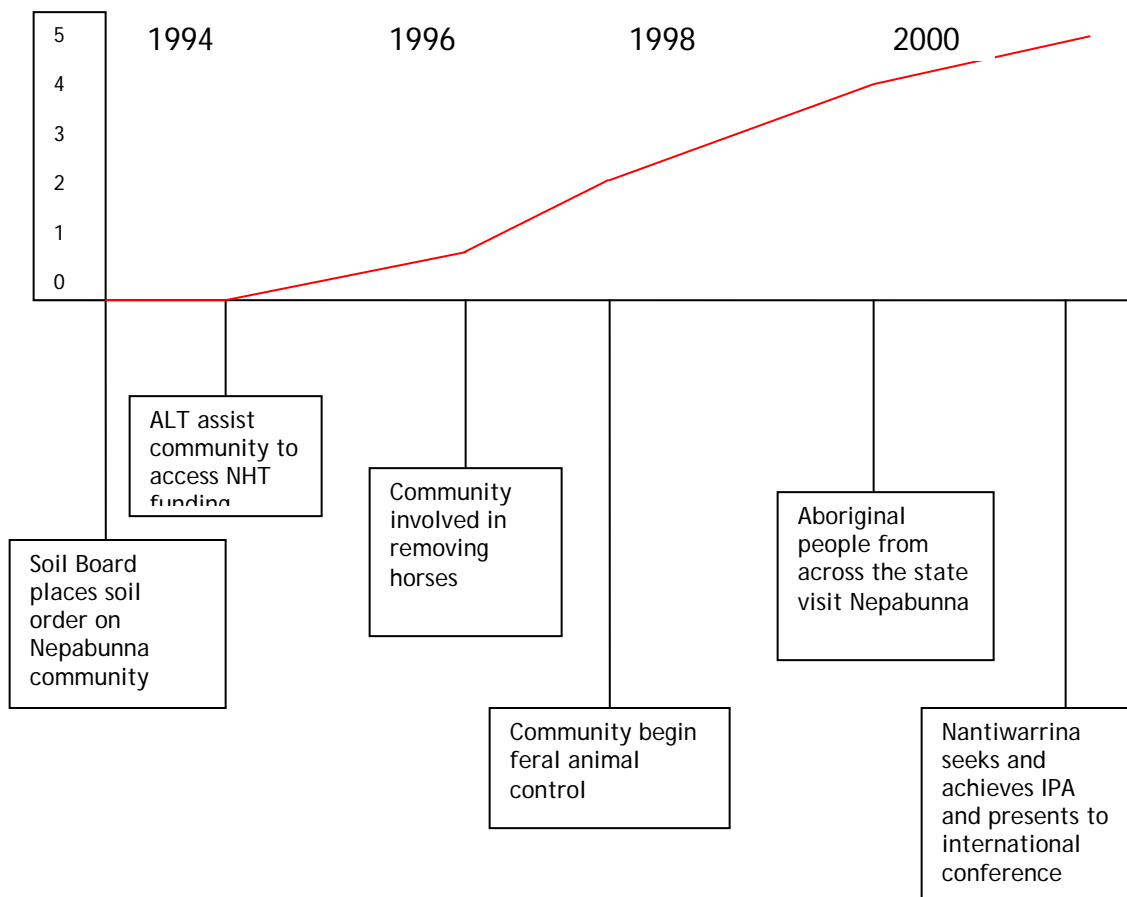
Summary Grid 2. A summary of the achievements (in text) and success (as colour) of the fictional example of a region listed in Table 4.

Regional investment Efficiency and Effectiveness	Human Resource Management	Involvement of Aboriginal People in NRM	Impact of Program on NRM	Impact of Program on Well-being of Aboriginal People
10 - 25% of projects with external partners	Median number of years of experience of regional staff = 2-3	60% of projects: Local Aboriginal people helped implement the project under direction of external project manager	40% of projects: Community attitudes have changed	80% of projects had no changes in health outcomes
Average size of projects is \$50k to \$75k	Median number of years of staff employed within the region = 1.5-2.0	Greater than 30% of Aboriginal communities participated directly in the planning process	40% of projects: A local community has changed their management	In 100% of communities, there was not decrease in domestic violence
Leverage (\$other/\$total) = 1% - 25%	Irregular, formal performance appraisal by managers of their staff	The State of SA is independently acknowledged as a leader in the involvement of Aboriginal communities in state NRM planning	45% of projects: Improvements in condition of natural resources are noticeable and can be easily detected using simple measures	In 60% of projects, 5-10 people gained employment as a result of their participation in the project
The region has a similar level of external partners as any other region in the state	Proportion of employees of Aboriginal descent = 2-10%	40% of projects: Aboriginal communities are willing to change behaviour to manage natural resources more sustainably	30% of projects: Changes were made in the management of natural resources for the life of the project	50% of projects: A number of people/families that have tried to start a new enterprise
Knowledge Transfer: 2-3 projects that start in a sub-region and spread across region	Median education level of staff = Some post-secondary education		60% of projects: The scale of change in condition was site specific at a local scale (eg rock-hole)	20% of projects: Up to \$5,000 per annum have income generated from land management
Common purpose: When asked the 3 most important issues facing the region, there is no consistency in the answers of key stakeholders	20% of staff attended training of a day or more over the previous 12 months			60% of projects have no joint ventures with external parties

## Tracking success and achievement over time

By evaluating the level of project or program success over time, the level of achievement can be tracked and recorded against key project outputs or developments using “A brief history of time” graph. An example is given in Fig 1.

Fig. 1. “A brief history of time” graph demonstrating improvements in the level of achievement of the Nepabunna community in involving Aboriginal people in NRM on the Nantiwarrina project that became Australia’s first Indigenous Protected Area in 2000.



This chart could be improved by also recording on the chart whether the level of achievement was regarded as being satisfactory or not. It becomes simple to see from such a chart how the project has progressed over time in terms of performance and meeting expectations (Fig. 2).

Fig. 2. "A brief history of time" graph demonstrating both the level of achievement (0-5) and how the project has achieved against expectations (red, yellow, green).

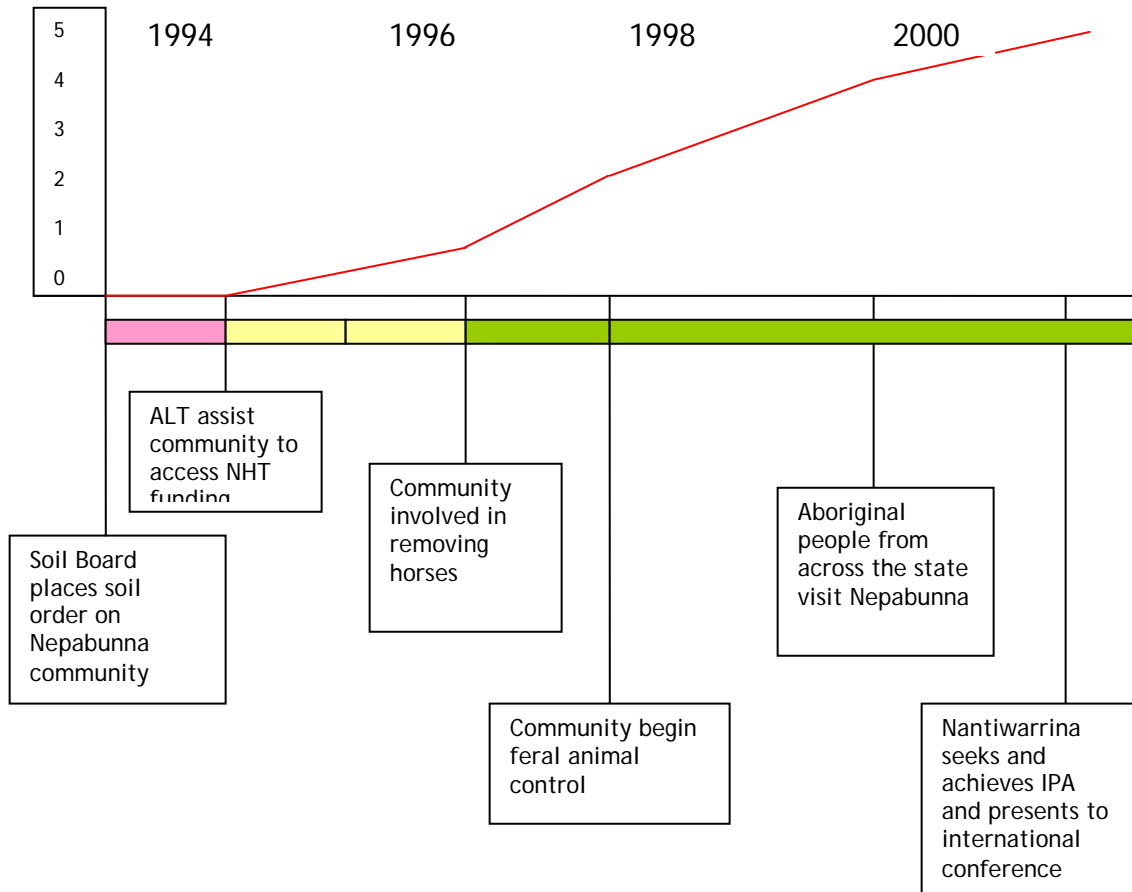


Table 1. Example of Scorecard

Achievement measure	0	1	2	3	4	5
Regional investment efficiency and effectiveness						
% of projects with external partners	None	<10%	10% - 25%	25% - 33%	33% - 50%	50% plus
Average size of projects	<\$50k	\$50k - \$75k	\$75k - \$100k	\$100k - \$150k	\$150k - \$200k	>\$200k
Leverage (\$AW/\$total)	100%	75% - 99%	66% - 75%	50% - 66%	25% - 50%	<25%
Stability of collaboration	Partners who work in the region once rarely work there again	One or two external partners have chosen to work again in the region	There are a couple of external partners who consistently choose to work in the region	There are numerous examples of external partners who consistently choose to work in the region	The region has a similar level of external partners as any other region in the state	The region is sought after by potential external partners because it delivers the greatest value of all regions in the state
Knowledge Transfer: No of projects that start in a sub-region and spread across region	<1	1-2	2-3	3-4	4-5	5+
Common purpose: When asked the 3 most important issues facing the region	There is no consistency in the answers of key stakeholders	A couple of issues are raised by more than one party	There are about 15 responses that are consistent across more than one party	There are less than 10 issues that are consistently raised by all parties	There are less than 5 issues that are consistently raised by all parties	There is absolute agreement by the key stakeholders

Achievement measure	0	1	2	3	4	5
Human resource management						
Median number of years of experience of regional staff	<1	1-2	2-3	3-4	4-5	5+
Median number of years of staff employed within the region	<1.0	1.0 - 1.5	1.5 - 2.0	2.0 - 2.5	2.5 - 3.0	3.0+
Performance appraisal systems in place	None	Informal discussions between staff and supervisor	Irregular, formal performance appraisal by managers of their staff	Regular, formal performance appraisal by managers of their staff	Each manager reports regularly on achievement of formal performance appraisal	
Proportion of employees of Aboriginal descent	None	<2%	2% - 10%	10% - 25%	25% - 50%	50% plus
Median education level of staff	Less than high school leaving	High school leaving	Some post-secondary education	TAFE level training	Undergraduate degree	Postgraduate degree
Percent of staff who attended training of a day or more over the previous 12 months	0	10	20	33	50	50+

Achievement measure	0	1	2	3	4	5
Involvement of Aboriginal people in NRM						
Involvement of Aboriginal communities in the project	No Local Aboriginal people were involved in the project.	Local Aboriginal people helped implement the project under direction of external project manager	Local Aboriginal people organized the implementation of the project	Local Aboriginal people sought funds for and implemented the project	Local Aboriginal people assisted other Aboriginal people with their project	Local Aboriginal people set the standard for project delivery
Involvement of Aboriginal communities in regional planning	No Aboriginal communities represented in the planning process	Aboriginal communities were consulted in the planning process	Less than 30% of Aboriginal communities participated directly in the planning process	Greater than 30% of Aboriginal communities participated directly in the planning process	Aboriginal communities lead the planning process themselves	Aboriginal communities are leaders in NRM planning processes
Involvement of Aboriginal communities in statewide planning	No Aboriginal people involved in statewide planning	Aboriginal people consulted as part of statewide planning	A process has been established to bring the interests of Aboriginal communities together to influence state planning	An Aboriginal person is present on the State NRM Council	The State NRM Plan specifically addresses issues raised by Aboriginal communities in relation to NRM	The State of SA is independently acknowledged as a leader in the involvement of Aboriginal communities in state NRM planning
Attitudes of Aboriginal communities to NRM	Aboriginal communities are unaware of the issue of NRM	Aboriginal communities are aware of the issues relating to NRM on their lands	Aboriginal communities would like to manage their natural resources in a sustainable way	Aboriginal communities understand what is required for the sustainable management of NRM on their land	Aboriginal communities are willing to change behaviour to manage natural resources more sustainably	Aboriginal communities wish to educate others on sustainable management of natural resources

Achievement measure	0	1	2	3	4	5
Impact of Project/Program on NRM						
Threat to natural resource condition	No change in the level of threat to the condition of natural resources	Community attitudes have changed	Community behaviour has changed which will reduce the rate of degradation to the resource	The level of threat has dropped and further reductions to the threat to the condition of natural resources are likely	There is no further threat that natural resources will degrade	There is every chance that the condition of natural resources will improve
Level of change in the management of natural resources	No change in the management of natural resources	A small number of people have changed their management	A local community has changed their management	Change in management can be detected across a regional area (<30%)	Change in management can be detected across a regional area (>30%)	Change in management is statewide
Natural resources are in better condition	No change in the condition of natural resources	Improvements are minor and require careful measurement to detect	Improvements are noticeable and can be easily detected using simple measures	Improvements are noticeable and have an impact on other processes	Improvements are obvious and are a major improvement in resource condition	Improvements can be detected easily by satellite imagery
Period of impact of the project	No changes in the management of natural resources have been made	Changes were made in the management of natural resources for the life of the project	Management of natural resources changed significantly during the period of the project and then slowly things went back to normal	Management of natural resources has improved and been maintained even following the completion of the project	Management of natural resources continues to improve even after the end of the project	The success of this project is changing the way natural resources are managed in other communities
Scale of change in natural resources	None	Specific site at a local scale (eg rock-hole)	Small local area (eg. Township)	Extended local area (Eg Nantawarrina)	Regional area (eg Flinders Ranges, Upper South East, MLR)	Statewide impact

Achievement measure	0	1	2	3	4	5
Impact of Project/Program on well being of Aboriginal communities						
Changes in health outcomes	None	A couple of people report improvements to their health	The community perceives that there has been an improvement in the level of health	Rigorous recording and comparison demonstrates improved health outcomes in the community	It can be demonstrated that greater than 10% of the community have improvements to their health	It can be demonstrated that greater than 20% of the community have improvements to their health
Domestic violence	None	A couple of people report anecdotally that there is less domestic violence	The community perceives that there has been a reduction in domestic violence	Rigorous recording and comparison demonstrates reduce domestic violence	It can be demonstrated that there has been a 10% reduction in domestic violence	It can be demonstrated that there has been a 20% reduction in domestic violence
Number of people employed as a result of their participation	0	1-2	2-5	5-10	10-50	50 plus
New enterprise development resulting from project	None	Number of people/families that have tried to start a new enterprise	Number of people/families that have organized for a business plan to be prepared	Amount of funds and investment raised for new enterprise development	Number of new enterprises that have achieved a profit for two years in a row	Number of new enterprises that have remained profitable for greater than two years
Economic return from land to Aboriginal people	Zero	Up to \$5,000 per annum	\$5,000 to \$10,000	\$10,000 to \$50,000	\$50,000 to \$200,000	Greater than \$200,000
Joint ventures with external parties	None	Negotiations were undertaken but no JV was achieved	Negotiations still underway	Joint venture agreed to but no action taken as a result	Joint venture undertaken and active	More than one successful joint venture

Achievement measure	0	1	2	3	4	5
Ability of Aboriginal communities to undertake project/program						
Formal technical training	None	Access to individuals with some short course training	Access to at least one individual with TAFE training to certificate 2	Access to at least one individual with TAFE training to certificate 4	Access to at least one person with undergraduate training at University	Access to at least one person with postgraduate training at University
Informal technical and cultural knowledge	None	A number of elders have traditional knowledge about land management relevant to area	Elders have some local knowledge and there are individuals who have experience in NRM locally	There is good traditional knowledge available to the community	Traditional knowledge is valued and sought by the community	
Leadership	There is no-one in the community who has the respect and ear of the majority and no-one who will take responsibility for the project/program	There is one person in the community who has an interest in the success of the project	There is at least one person in the community who is able to generate the interest of others in the success of the project/program	There is at least one person who has the respect and ear of the community and can motivate their involvement in the project/program	There are a number of people in the community who have the respect of the community and can motivate community involvement in the project/program	Every member of the community takes responsibility for the success of the project
Optimism about the future						
Celebration of success in the community						
Confidence						

Achievement measure	0	1	2	3	4	5
Infrastructure available to meet the needs of the project						
Physical Infra-structure	Inadequate for task and difficult to source	Inadequate for task - need to be sourced from elsewhere	Adequate for task with some compromise	Adequate for task	Infrastructure available is better than is available for similar projects elsewhere	Best practice
Capital	The community is totally reliant on external funds	The community can find cash input for matching other investors of up to \$5,000 per project/program	The community can find cash input for matching other investors of up to \$20,000 per project/program	The community can find cash input for matching other investors of up to \$100,000 per project/program	The community can find cash input for matching other investors of greater than \$100,000 per project/program	The community is self-reliant and does not need to seek government funding
Access to the land to be managed	The community has no lease or title over the land	The community has a short term lease over the land	The community has native title rights over the land	The community has a long term lease over the land	The community has a long term lease over the land which is held in trust on their behalf	The community has freehold title over their land
IT infrastructure	There is no access to information technology	Telephone and fax	Telephone, fax and computing	Telephone, fax, computing and dialup internet	Telephone, fax, computing, broadband internet	Telephone, fax, computing, broadband internet and inhouse IT support
Office space	No access	Short term rental	Long term rental	Free hold		

Table 2. Example of Scorecard used to evaluate a project with a community experienced in NRM

Achievement measure	0	1	2	3	4	5
Involvement of Aboriginal people in NRM						
Involvement of Aboriginal communities in the project	No Local Aboriginal people were involved in the project.	Local Aboriginal people helped implement the project under direction of external project manager	Local Aboriginal people organized the implementation of the project	Local Aboriginal people sought funds for and implemented the project	Local Aboriginal people assisted other Aboriginal people with their project	Local Aboriginal people set the standard for project delivery
Involvement of Aboriginal communities in project planning	No Aboriginal communities represented in the planning process	Aboriginal communities were consulted in the planning process	Less than 2 people from the Aboriginal community participated directly in the planning process	Greater than 2 people from the Aboriginal community participated directly in the planning process	Aboriginal communities lead the planning process themselves	Aboriginal communities are leaders in NRM planning processes in the region
Attitudes of Aboriginal people to NRM	Aboriginal people are unaware of the issue of NRM	Aboriginal people are aware of the issues relating to NRM on their lands	Aboriginal people would like to manage their natural resources in a sustainable way	Aboriginal people understand what is required for the sustainable management of NRM on their land	Aboriginal people are willing to change behaviour to manage natural resources more sustainably	Aboriginal people wish to educate others on sustainable management of natural resources

Achievement measure	0	1	2	3	4	5
Impact of Project/Program on NRM						
Threat to natural resource condition	No change in the level of threat to the condition of natural resources	Community attitudes have changed	Community behaviour has changed which will reduce the rate of degradation to the resource	The level of threat has dropped and further reductions to the threat to the condition of natural resources are likely	There is no further threat that natural resources will degrade	There is every chance that the condition of natural resources will improve
Level of change in the management of natural resources	No change in the management of natural resources	A small number of people have changed their management	A local community has changed their management			
Natural resources are in better condition	No change in the condition of natural resources	Improvements are minor and require careful measurement to detect	Improvements are noticeable and can be easily detected using simple measures	Improvements are noticeable and have an impact on other processes	Improvements are obvious and are a major improvement in resource condition	Improvements can be detected easily by satellite imagery
Period of impact of the project	No changes in the management of natural resources have been made	Changes were made in the management of natural resources for the life of the project	Management of natural resources changed significantly during the period of the project and then slowly things went back to normal	Management of natural resources has improved and been maintained even following the completion of the project	Management of natural resources continues to improve even after the end of the project	The success of this project is changing the way natural resources are managed in other communities
Scale of change in natural resources	None	Specific site at a local scale (eg rock-hole)	Small local area (eg. Township)	Extended local area (Eg Nantawarrina)	Regional area (eg Flinders Ranges, Upper South East, MLR)	Statewide impact

Achievement measure	0	1	2	3	4	5
Ability of Aboriginal communities to undertake project/program						
Formal technical training	None	Access to individuals with some short course training	Access to at least one individual with TAFE training to certificate 2	Access to at least one individual with TAFE training to certificate 4	Access to at least one person with undergraduate training at University	Access to at least one person with postgraduate training at University
Informal technical and cultural knowledge	None	A number of elders have traditional knowledge about land management relevant to area	Elders have some local knowledge and there are individuals who have experience in NRM locally	There is good traditional knowledge available to the community	Traditional knowledge is valued and sought by the community	
Leadership	There is no-one in the community who has the respect and ear of the majority and no-one who will take responsibility for the project/program	There is one person in the community who has an interest in the success of the project	There is at least one person in the community who is able to generate the interest of others in the success of the project/program	There is at least one person who has the respect and ear of the community and can motivate their involvement in the project/program	There are a number of people in the community who have the respect of the community and can motivate community involvement in the project/program	Every member of the community takes responsibility for the success of the project

Achievement measure	0	1	2	3	4	5
Infrastructure available to meet the needs of the project						
Physical Infra-structure	Inadequate for task and difficult to source	Inadequate for task - need to be sourced from elsewhere	Adequate for task with some compromise	Adequate for task	Infrastructure available is better than is available for similar projects elsewhere	Best practice
Capital	The community is totally reliant on external funds	The community can find cash input for matching other investors of up to \$5,000 per project/program	The community can find cash input for matching other investors of up to \$20,000 per project/program	The community can find cash input for matching other investors of up to \$100,000 per project/program	The community can find cash input for matching other investors of greater than \$100,000 per project/program	The community is self-reliant and does not need to seek government funding
Access to the land to be managed	The community has no lease or title over the land	The community has a short term lease over the land	The community has native title rights over the land	The community has a long term lease over the land	The community has a long term lease over the land which is held in trust on their behalf	The community has freehold title over their land
IT infrastructure	There is no access to information technology	Telephone and fax	Telephone, fax and computing	Telephone, fax, computing and dialup internet	Telephone, fax, computing, broadband internet	Telephone, fax, computing, broadband internet and inhouse IT support
Office space	No access	Short term rental	Long term rental	Free hold		

Table 3. Example of Scorecard used to evaluate a project with a community new to NRM

Achievement measure	0	1	2	3	4	5
Involvement of Aboriginal people in NRM						
Involvement of Aboriginal communities in the project	No Local Aboriginal people were involved in the project.	Local Aboriginal people helped implement the project under direction of external project manager	Local Aboriginal people organized the implementation of the project	Local Aboriginal people sought funds for and implemented the project	Local Aboriginal people assisted other Aboriginal people with their project	Local Aboriginal people set the standard for project delivery
Involvement of Aboriginal communities in project planning	No Aboriginal communities represented in the planning process	Aboriginal communities were consulted in the planning process	Less than 2 people from the Aboriginal community participated directly in the planning process	Greater than 2 people from the Aboriginal community participated directly in the planning process	Aboriginal communities lead the planning process themselves	Aboriginal communities are leaders in NRM planning processes in the region
Attitudes of Aboriginal people to NRM	Aboriginal people are unaware of the issue of NRM	Aboriginal people are aware of the issues relating to NRM on their lands	Aboriginal people would like to manage their natural resources in a sustainable way	Aboriginal people understand what is required for the sustainable management of NRM on their land	Aboriginal people are willing to change behaviour to manage natural resources more sustainably	Aboriginal people wish to educate others on sustainable management of natural resources

Achievement measure	0	1	2	3	4	5
Impact of Project/Program on NRM						
Threat to natural resource condition	No change in the level of threat to the condition of natural resources	Community attitudes have changed	Community behaviour has changed which will reduce the rate of degradation to the resource	The level of threat has dropped and further reductions to the threat to the condition of natural resources are likely	There is no further threat that natural resources will degrade	There is every chance that the condition of natural resources will improve
Level of change in the management of natural resources	No change in the management of natural resources	A small number of people have changed their management	A local community has changed their management			
Natural resources are in better condition	No change in the condition of natural resources	Improvements are minor and require careful measurement to detect	Improvements are noticeable and can be easily detected using simple measures	Improvements are noticeable and have an impact on other processes	Improvements are obvious and are a major improvement in resource condition	Improvements can be detected easily by satellite imagery
Period of impact of the project	No changes in the management of natural resources have been made	Changes were made in the management of natural resources for the life of the project	Management of natural resources changed significantly during the period of the project and then slowly things went back to normal	Management of natural resources has improved and been maintained even following the completion of the project	Management of natural resources continues to improve even after the end of the project	The success of this project is changing the way natural resources are managed in other communities
Scale of change in natural resources	None	Specific site at a local scale (eg rock-hole)	Small local area (eg. Township)	Extended local area (Eg Nantawarrina)	Regional area (eg Flinders Ranges, Upper South East, MLR)	Statewide impact

Achievement measure	0	1	2	3	4	5
Ability of Aboriginal communities to undertake project/program						
Formal technical training	None	Access to individuals with some short course training	Access to at least one individual with TAFE training to certificate 2	Access to at least one individual with TAFE training to certificate 4	Access to at least one person with undergraduate training at University	Access to at least one person with postgraduate training at University
Informal technical and cultural knowledge	None	A number of elders have traditional knowledge about land management relevant to area	Elders have some local knowledge and there are individuals who have experience in NRM locally	There is good traditional knowledge available to the community	Traditional knowledge is valued and sought by the community	
Leadership	There is no-one in the community who has the respect and ear of the majority and no-one who will take responsibility for the project/program	There is one person in the community who has an interest in the success of the project	There is at least one person in the community who is able to generate the interest of others in the success of the project/program	There is at least one person who has the respect and ear of the community and can motivate their involvement in the project/program	There are a number of people in the community who have the respect of the community and can motivate community involvement in the project/program	Every member of the community takes responsibility for the success of the project

Achievement measure	0	1	2	3	4	5
Infrastructure available to meet the needs of the project						
Physical Infra-structure	Inadequate for task and difficult to source	Inadequate for task - need to be sourced from elsewhere	Adequate for task with some compromise	Adequate for task	Infrastructure available is better than is available for similar projects elsewhere	Best practice
Capital	The community is totally reliant on external funds	The community can find cash input for matching other investors of up to \$5,000 per project/program	The community can find cash input for matching other investors of up to \$20,000 per project/program	The community can find cash input for matching other investors of up to \$100,000 per project/program	The community can find cash input for matching other investors of greater than \$100,000 per project/program	The community is self-reliant and does not need to seek government funding
Access to the land to be managed	The community has no lease or title over the land	The community has a short term lease over the land	The community has native title rights over the land	The community has a long term lease over the land	The community has a long term lease over the land which is held in trust on their behalf	The community has freehold title over their land
IT infrastructure	There is no access to information technology	Telephone and fax	Telephone, fax and computing	Telephone, fax, computing and dialup internet	Telephone, fax, computing, broadband internet	Telephone, fax, computing, broadband internet and inhouse IT support
Office space	No access	Short term rental	Long term rental	Free hold		

Table 4. Example of Scorecard used to evaluate the AW Region

Achievement measure	0	1	2	3	4	5
Regional investment efficiency and effectiveness						
% of projects with external partners	None	<10%	10% - 25%	25% - 33%	33% - 50%	50% plus
Average size of projects	<\$50k	\$50k - \$75k	\$75k - \$100k	\$100k - \$150k	\$150k - \$200k	>\$200k
Leverage (\$other/\$total)	0%	1% - 25%	25% - 33%	33% - 50%	50% - 75%	>75%
Stability of collaboration	Partners who work in the region once rarely work there again	One or two external partners have chosen to work again in the region	There are a couple of external partners who consistently choose to work in the region	There are numerous examples of external partners who consistently choose to work in the region	The region has a similar level of external partners as any other region in the state	The region is sought after by potential external partners because it delivers the greatest value of all regions in the state
Knowledge Transfer: No of projects that start in a sub-region and spread across region	<1	1-2	2-3	3-4	4-5	5+
Common purpose: When asked the 3 most important issues facing the region	There is no consistency in the answers of key stakeholders	A couple of issues are raised by more than one party	There are about 15 responses that are consistent across more than one party	There are less than 10 issues that are consistently raised by all parties	There are less than 5 issues that are consistently raised by all parties	There is absolute agreement by the key stakeholders
Achievement measure	0	1	2	3	4	5

Human resource management						
Median number of years of experience of regional staff	<1	1-2	2-3	3-4	4-5	5+
Median number of years of staff employed within the region	<1.0	1.0 - 1.5	1.5 - 2.0	2.0 - 2.5	2.5 - 3.0	3.0+
Performance appraisal systems in place	None	Informal discussions between staff and supervisor	Irregular, formal performance appraisal by managers of their staff	Regular, formal performance appraisal by managers of their staff	Each manager reports regularly on achievement of formal performance appraisal	
Proportion of employees of Aboriginal descent	None	<2%	2% - 10%	10% - 25%	25% - 50%	50% plus
Median education level of staff	Less than high school leaving	High school leaving	Some post-secondary education	TAFE level training	Undergraduate degree	Postgraduate degree
Percent of staff who attended training of a day or more over the previous 12 months	0	10	20	33	50	50+
Achievement measure	0	1	2	3	4	5
Involvement of Aboriginal people in NRM						
Involvement of Aboriginal	<b>10%</b> No Local	<b>60%</b> Local Aboriginal	<b>20%</b> Local Aboriginal	<b>5%</b> Local Aboriginal	<b>3%</b> Local Aboriginal	<b>2%</b> Local Aboriginal

communities in the project	Aboriginal people were involved in the project.	people helped implement the project under direction of external project manager	people organized the implementation of the project	people sought funds for and implemented the project	people assisted other Aboriginal people with their project	people set the standard for project delivery
Involvement of Aboriginal communities in regional planning	No Aboriginal communities represented in the planning process	Aboriginal communities were consulted in the planning process	Less than 30% of Aboriginal communities participated directly in the planning process	Greater than 30% of Aboriginal communities participated directly in the planning process	Aboriginal communities lead the planning process themselves	Aboriginal communities are leaders in NRM planning processes
Involvement of Aboriginal communities in statewide planning	No Aboriginal people involved in statewide planning	Aboriginal people consulted as part of statewide planning	A process has been established to bring the interests of Aboriginal communities together to influence state planning	An Aboriginal person is present on the State NRM Council	The State NRM Plan specifically addresses issues raised by Aboriginal communities in relation to NRM	The State of SA is independently acknowledged as a leader in the involvement of Aboriginal communities in state NRM planning
Attitudes of Aboriginal communities to NRM	<b>2%</b> Aboriginal communities are unaware of the issue of NRM	<b>3%</b> Aboriginal communities are aware of the issues relating to NRM on their lands	<b>15%</b> Aboriginal communities would like to manage their natural resources in a sustainable way	<b>30%</b> Aboriginal communities understand what is required for the sustainable management of NRM on their land	<b>40%</b> Aboriginal communities are willing to change behaviour to manage natural resources more sustainably	<b>10%</b> Aboriginal communities wish to educate others on sustainable management of natural resources
Achievement measure	0	1	2	3	4	5
Impact of Project/Program on NRM						
Threat to natural	<b>10%</b> No change in the	<b>40%</b> Community	<b>20%</b> Community	<b>20%</b> The level of threat	<b>2%</b> There is no further	<b>8%</b> There is every

resource condition	level of threat to the condition of natural resources	attitudes have changed	behaviour has changed which will reduce the rate of degradation to the resource	has dropped and further reductions to the threat to the condition of natural resources are likely	threat that natural resources will degrade	chance that the condition of natural resources will improve
Level of change in the management of natural resources	<b>20%</b> No change in the management of natural resources	<b>20%</b> A small number of people have changed their management	<b>40%</b> A local community has changed their management	<b>10%</b> Change in management can be detected across a regional area (<30%)	<b>10%</b> Change in management can be detected across a regional area (>30%)	<b>0%</b> Change in management is statewide
Natural resources are in better condition	<b>5%</b> No change in the condition of natural resources	<b>30%</b> Improvements are minor and require careful measurement to detect	<b>45%</b> Improvements are noticeable and can be easily detected using simple measures	<b>10%</b> Improvements are noticeable and have an impact on other processes	<b>5%</b> Improvements are obvious and are a major improvement in resource condition	<b>5%</b> Improvements can be detected easily by satellite imagery
Period of impact of the project	<b>20%</b> No changes in the management of natural resources have been made	<b>30%</b> Changes were made in the management of natural resources for the life of the project	<b>10%</b> Management of natural resources changed significantly during the period of the project and then slowly things went back to normal	<b>20%</b> Management of natural resources has improved and been maintained even following the completion of the project	<b>10%</b> Management of natural resources continues to improve even after the end of the project	<b>10%</b> The success of this project is changing the way natural resources are managed in other communities
Scale of change in natural resources	<b>10%</b> None	<b>60%</b> Specific site at a local scale (eg rock-hole)	<b>20%</b> Small local area (eg. Township)	<b>10%</b> Extended local area (Eg Nantawarrina)	<b>0%</b> Regional area (eg Flinders Ranges, Upper South East)	<b>0%</b> Statewide impact
Achievement measure	0	1	2	3	4	5
Impact of Project/Program on well being of Aboriginal communities						
Changes in health	<b>80%</b> None	<b>10%</b> A couple of people	<b>10%</b> The community	<b>0%</b> Rigorous recording	<b>0%</b> It can be	<b>0%</b> It can be

outcomes		report improvements to their health	perceives that there has been an improvement in the level of health	and comparison demonstrates improved health outcomes in the community	demonstrated that greater than 10% of the community have improvements to their health	demonstrated that greater than 20% of the community have improvements to their health
Domestic violence	100% None	A couple of people report anecdotally that there is less domestic violence	The community perceives that there has been an reduction in domestic violence	Rigorous recording and comparison demonstrates reduce domestic violence	It can be demonstrated that there has been a 10% reduction in domestic violence	It can be demonstrated that there has been a 20% reduction in domestic violence
Number of people employed as a result of their participation	10% 0	10% 1-2	10% 2-5	60% 5-10	8% 10-50	2% 50 plus
New enterprise development resulting from project	40% None	50% Number of people/families that have tried to start a new enterprise	5% Number of people/families that have organized for a business plan	5% Amount of funds and investment raised for new enterprise development	0% Number of new enterprises that have achieved a profit for two years in a row	0% Number of new enterprises that have remained profitable for greater than 2 yrs
Economic return from land	30% Zero	20% Up to \$5,000 per annum	20% \$5,000 to \$10,000	20% \$10,000 to \$50,000	5% \$50,000 to \$200,000	5% Greater than \$200,000
Joint ventures with external parties	60% None	25% Negotiations were undertaken but no JV was achieved	5% Negotiations still underway	8% Joint venture agreed to but no action taken as a result	1% Joint venture undertaken and active	1% More than one successful joint venture

Achievement measure	0	1	2	3	4	5
Impact of Project/Program on Aboriginal Culture						
Number of young people involved in cultural activities	0%	10%	20%	30%	40%	50%
% of major cultural sites protected	0% None	20%	30%	50%	75%	100%
Elders have a say on project priorities	Not at all	The views of Elders are known to some of the staff members of the Regional Board	The views of Elders are known to members of the Board	Elders have spoken through a representation on the Board	Elders are participants on the Board	Elders are the majority of members on the Board