Monitoring
and Evaluation plan

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Acronyms

AFAC	Australasian Fire and Emergency Service Authorities Council
AIDR	Australian Institute for Disaster Resilience
EMA	Emergency Management Australia
M&E	monitoring and evaluation

1   Introduction and M&E Plan scope

This document outlines the Monitoring and Evaluation (M&E) Plan for the Australian Institute for Disaster Resilience (AIDR). This section provides an introduction to the M&E Plan and its structure, and outlines its scope, including its purpose; the audiences for AIDR M&E; and the principles underpinning the M&E Plan, i.e. how we think about M&E at AIDR.

1.1   About the M&E Plan

The M&E Plan was co-developed with AIDR staff through a series of workshops and meetings facilitated by Clear Horizon (see Appendix 1 for a description of the process to develop the M&E Plan). The process to develop the M&E Plan was also able to engage the wider 'disaster resilience community' in considering and developing a shared understanding of what an outcomes-focused AIDR looks like. The current AIDR Strategy (2018-2021) saw the start of a shift away from the original programmatic business approach driven by contract deliverables to a more outcomes-focused approach.

The M&E Plan responds to and supports this shift. As the current strategy period draws to a close and the next strategic period is considered, it is anticipated that the M&E Plan will accelerate this shift in business approach.

The M&E Plan is structured as follows:

- Section 1: provides an **introduction** to the M&E Plan, and outlines the **scope** of the Plan, including the M&E purpose, audiences and principles.
- Section 2: provides a **theory of change model** that 'frames' AIDR's work, describing what it expects to achieve through the work that it does, and how.
- Section 3: describes the approach to M&E, providing the **measurement framework** and evaluation and learning questions
- Section 4: outlines the **data collection methods**.
- Section 5: outlines the **processes for strategic learning and evaluation**.
- Section 6: outlines the **reporting arrangement**s.

1.2   Purpose of the M&E Plan

The overall purpose of the M&E Plan is to guide AIDR's program of work and demonstrate AIDR's impact, over the timeframe 2020/21 – 2024/25.

The reporting of activities, outputs and expenditure for accountability purposes is already well-established with AIDR's current data collection processes. As AIDR matures, it is appropriate that future data collection decisions are informed by the organisation's learning and evaluation needs, including the ability to demonstrate the outcomes and impact of its work.

The M&E Plan will complement existing activity and output reporting to enable:

- an understanding and demonstration of outcomes and impact (contribution to disaster resilience)
- learning – for improvement and better decision-making.

1.3   M&E audience

The AIDR M&E Plan has several audiences, which can be distinguished as primary, secondary and tertiary (Table 1). The **primary** audience includes those that will use M&E information to make decisions about AIDR and its work. The **secondary** audience includes those with a keen interest, and role, in AIDR's work and its impact and the **tertiary** audience includes those with a more general interest in AIDR's work.

As per good practice, the M&E Framework is designed to meet the needs of the primary audience, first and foremost.

Table 1 AIDR M&E Plan audiences

Audience	
Primary	AIDR itself – Executive Director and staff
	AIDR's funder- Emergency Management Australia, within the Department of Home Affairs
	AIDR's key partners – AFAC, and the Australian Red Cross.
Secondary	Partners, e.g. state and territory government agencies, fire and emergency services agencies, community organisations, etc.
	AIDR's working groups
	AIDR's reference groups
Tertiary	Potential future partners
	Those involved in disaster resilience across a range of sectors more generally

1.4   M&E principles

The following principles underpin the AIDR M&E Plan:

- The M&E Plan **leverages and further embeds the learning culture of the organisation**, where:
  - The collection and use of good data to learn, adapt and inform decision making is everyone's business.
  - We are improving our internal reflection processes, complementing 'reporting out' with 'reporting in' to reflect and learn from what we are doing.
- **M&E processes are operational within existing FTE availability, and not requiring additional resources:**
  - The processes are integrated into project workflow as business as usual.
  - Data collection and retrieval is streamlined and consistent across AIDR.
- The **right data is available for evaluation when required:**
  - We know what we need to measure, and when and how, and don't need to scramble to retrospectively collect and collate the right data for evaluation.
  - Routine data collection serves the needs of both progress reporting and evaluation.
- The M&E Plan **covers the tangible (the work we are contracted to do) as well as the less tangible (the way we work).**

1.5   Resourcing M&E

The M&E Plan will be implemented by AIDR, with a small amount of external guidance until the M&E arrangements and practices are embedded. In addition, there will be external verification of AIDR M&E reporting at the conclusion of the current strategy cycle in 2024/25.

2 Framing AIDR's work

2.1 About AIDR

Since its establishment in 2015, AIDR has developed, maintained and shared knowledge **and learning** to support a disaster resilient Australia. Five years on, in 2020, AIDR is in a strong position to provide leadership for those working to support disaster resilience and continue its role in developing a disaster resilient Australia.

Building on extensive knowledge and experience in Australia and internationally, AIDR works with government, communities, NGOs, not-for-profits, research organisations, education partners and the private sector to enhance disaster resilience through innovative thinking, professional development and knowledge sharing.

AIDR is supported by its partners: the Australian Government Department of Home Affairs, AFAC, and the Australian Red Cross.

2.2 AIDR's theory of change

The theory of change model for AIDR is provided in Figure 1. It shows AIDR's key influencing strategies and how those are expected to 'work' to bring about change, to contribute to a disaster resilient Australia. Table 2 provides definitions for each level of the hierarchy used.

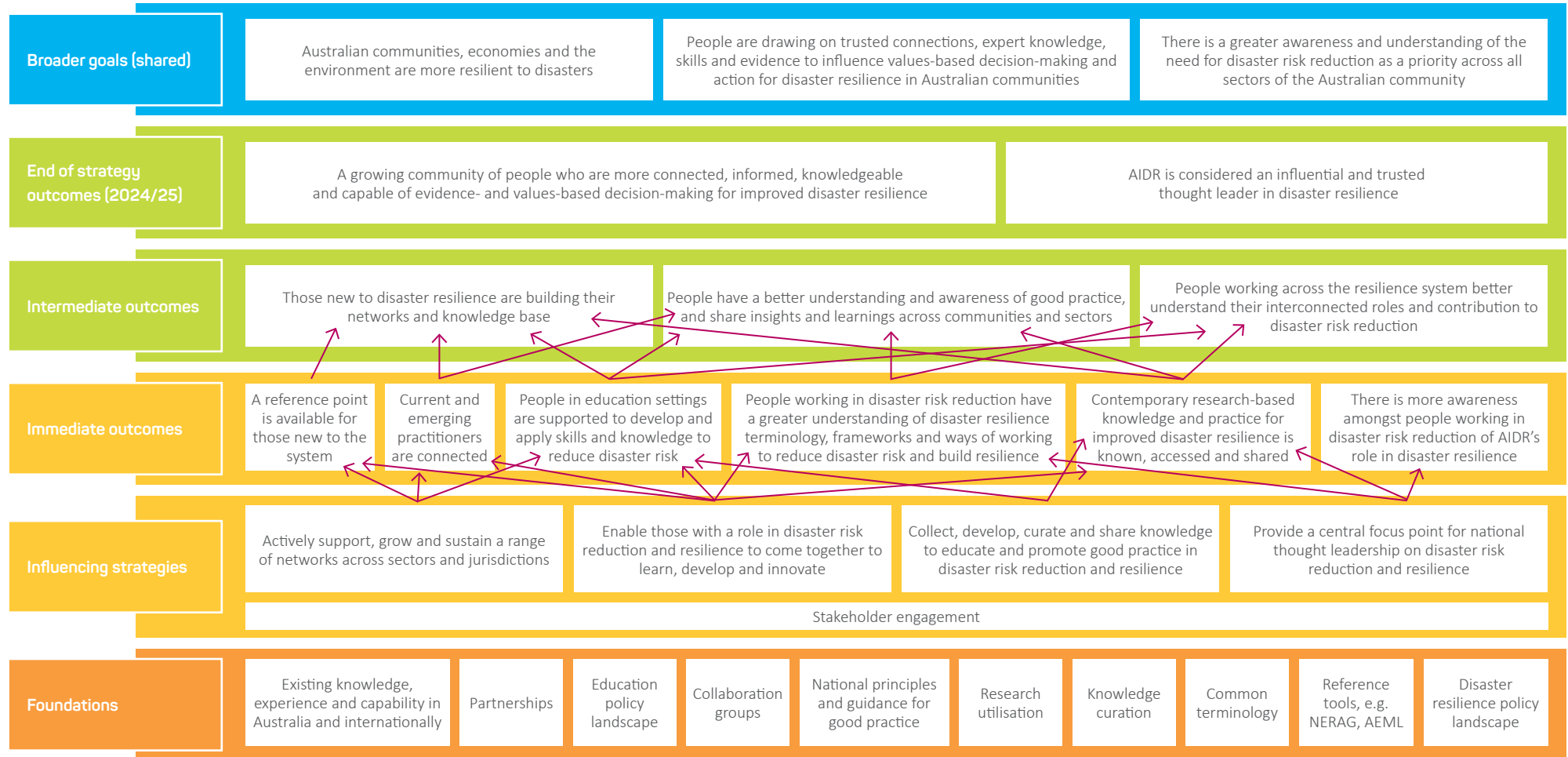Table 2 Outcome hierarchy definitions used in the AIDR theory of change

Outcome Hierarchy	Definition of Level
Broader goals	Broader goals that AIDR's work is expected to contribute towards (the bigger picture social, economic or environmental 'why' of the work of AIDR)
End-of-strategy outcome(s)	The desired 'final' results of AIDR's work (e.g. use of capacity)
Intermediate outcomes	The medium term outcomes that we expect to occur as a result of the work that AIDR does, that contributes to the achievement of end-of-strategy outcomes (e.g. capability of outcomes)
Immediate outcomes (outputs)	The direct result of the influencing work- short term outcomes attributable to AIDR's work (e.g. the outputs of knowledge creation and sharing work)
Influencing strategies	What AIDR does to bring about the desired changes (e.g. the creation and sharing of knowledge)
Foundational work	The preliminary activities that occur before any influencing work associated with changing or influencing the external environment can occur, e.g. planning, research, forming partnerships, etc, as wel as foundations already available to use, e.g. existing partnerships

Figure 1 AIDR theory of change model

Broader goals (shared)
- Australian communities, economies and the environment are more resilient to disasters
- People are drawing on trusted connections, expert knowledge, skills and evidence to influence values-based decision-making and action for disaster resilience in Australian communities
- There is a greater awareness and understanding of the need for disaster risk reduction as a priority across all sectors of the Australian community

End of strategy outcomes (2024/25)
- A growing community of people who are more connected, informed, knowledgeable and capable of evidence- and values-based decision-making for improved disaster resilience
- AIDR is considered an influential and trusted thought leader in disaster resilience

Intermediate outcomes
- Those new to disaster resilience are building their networks and knowledge base
- People have a better understanding and awareness of good practice, and share insights and learnings across communities and sectors
- People working across the resilience system better understand their interconnected roles and contribution to disaster risk reduction

Immediate outcomes
- A reference point is available for those new to the system
- Current and emerging practitioners are connected
- People in education settings are supported to develop and apply skills and knowledge to reduce disaster risk
- People working in disaster risk reduction have a greater understanding of disaster resilience terminology, frameworks and ways of working to reduce disaster risk and build resilience
- Contemporary research-based knowledge and practice for improved disaster resilience is known, accessed and shared
- There is more awareness amongst people working in disaster risk reduction of AIDR's role in disaster resilience

Influencing strategies
- Actively support, grow and sustain a range of networks across sectors and jurisdictions
- Enable those with a role in disaster risk reduction and resilience to come together to learn, develop and innovate
- Collect, develop, curate and share knowledge to educate and promote good practice in disaster risk reduction and resilience
- Provide a central focus point for national thought leadership on disaster risk reduction and resilience

Stakeholder engagement

Foundations
- Existing knowledge, experience and capability in Australia and internationally
- Partnerships
- Education policy landscape
- Collaboration groups
- National principles and guidance for good practice
- Research utilisation
- Knowledge curation
- Common terminology
- Reference tools, e.g. NERAG, AEML
- Disaster resilience policy landscape

How AIDR creates change

As the theory of change model shows, AIDR expects to contribute **to a more disaster resilient Australia**. While many preconditions need to be in place for Australian communities, economies and the environment to be more resilient to disasters, the model highlights two key pre-conditions that are of direct relevance to AIDR's work:

- People are drawing on trusted connections, expert knowledge, skills and evidence to influence **values-based decision making and action for disaster resilience in Australian communities**
- There is a **greater awareness and understanding of the need for disaster risk reduction as a priority across all sectors of the Australian community**.

AIDR expects to contribute to these pre-conditions, and therefore more disaster resilient communities, economies and the environment in Australia, by:

- Influencing **a growing community of people who are more connected, informed, knowledgeable and capable of evidence- and values-based decision making for improved disaster resilience**; and
- Being **considered an influential and trusted thought leader in disaster resilience**.

These 'end-of-strategy' (2024/2025) outcomes represent AIDR's unique contribution to the bigger picture, broader goals described above. They are expected to be brought about through **four key influencing strategies** that encapsulate AIDR's work:

- Actively supporting, growing and sustaining a range of networks across sectors and jurisdictions.
- Enabling those with a role in disaster risk reduction and resilience to come together to learn, develop and innovate.
- Collecting, developing, curating and sharing knowledge to educate and promote good practice in disaster risk reduction and resilience.
- Providing a central focus point for national thought leadership on disaster risk reduction and resilience.

All of these strategies are **underpinned by stakeholder engagement** as well as foundational work that enable the strategies to be effectively implemented. This includes, for example, the ability to leverage the existing disaster risk reduction knowledge, experience and capability in Australia and internationally, the presence of existing partnerships, the policy landscape, existing reference tools and knowledge products, etc.

Collectively, the four influencing strategies are expected to **effect the capability required among the right people** to see the end-of-strategy outcomes realised. This capability includes:

- People having a better understanding and awareness of good practice, and sharing insights and learning across communities and sectors
- Those new to disaster resilience building their networks and knowledge base
- People working across the resilience system better understanding their interconnected roles and contribution to disaster risk reduction.

Key assumptions

There are several key assumptions underpinning the AIDR model. A 'diagnostic' assumption (i.e. an assumption relating to the root causes of a problem or opportunity) is that harnessing knowledge across time, space and disciplines is essential to catalysing action for improved disaster resilience. This is a robust (well-evidenced) assumption.[1] Other, prescriptive, assumptions (i.e. assumptions about the most appropriate strategy) include that:

- A 'one stop shop' arrangement is an effective arrangement for harnessing knowledge in this way.
- Effective collective action for improved disaster resilience is accelerated when someone is acting as the 'glue' to enable connections, knowledge and capability.

There is high confidence in both of these assumptions.

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1 Turning the Page (2019)

Principles

AIDR's theory of change is underpinned by several principles:

- **Alignment to policy:** AIDR's services are aligned with, and enable contribution to, existing national and international policy and work, and will adapt as policy changes. Existing relevant policy (August 2020) includes:
  - the National Strategy for Disaster Resilience
  - the National Disaster Risk Reduction Framework priorities and guidance
  - Australia's commitment to the Sendai Framework for Disaster Risk Reduction
  - the Sustainable Development Goals.

- **A strengths-based approach**: AIDR actively engages/collaborates with those involved in the disaster resilience system to:
  - Support and promote existing arrangements, organisations and initiatives.
  - Facilitate collaboration between the key players in disaster resilience.

- **A catalyst for change /Champions for change/Enablers of change:** AIDR enables others to achieve what they need to, playing the role of enabler, broker and facilitator of networks, knowledge and capability, as well as being:
  - An aggregator and holder of knowledge.
  - A builder of capability.

- **An inclusive approach:** network, knowledge and capability building services are informed by:
  - A 'whole of system' understanding/understanding of the ecosystem, across sectors and geographies.
  - Multiple perspectives, inclusive of all key stakeholders and those wanting to be involved, and Indigenous wisdom.

- **Proactive, not reactive:** the network, knowledge and capability needs of all sectors are proactively anticipated.

- **Practical:** network, knowledge and capability services focus on:
  - Translating policy into practice.
  - Contributing to practical impact at a local level.

- **Fit-for-purpose for targeted audiences:** network, knowledge and capability services are fit-for-purpose for the use/user, meeting target audiences where they are 'at'. Target audiences include those working towards disaster resilience across multiple sectors, including:
  - Expert practitioners, working to support disaster resilience.
  - 'Sometimes' practitioners, involved in disaster resilience or emergency management sometimes.
  - 'Curious practitioners', researcher or interested in learning about disaster resilience.
  - Help me! I've been thrown into the disaster resilience space and need good advice *now (*knowledge as a service).

3 Approach to M&E

The approach to M&E is theory-driven, with measurement aligned to the theory of change model. Figure 2 summarises the priorities for measurement, learning and evaluation against the theory of change levels.

Measurement tracks the delivery of influencing strategies and the immediate, intermediate and longer-term outcomes for the targeted 'beneficiaries' of these strategies as outlined in the theory of change, as well as AIDR's influence on policy and/or systems change. At the *influencing strategies* level, data will be collected about the activities and outputs across AIDR's four key influencing strategies, as well as AIDR's engagement work. At the *intermediate outcomes* level, measurement is focused on outcomes for: current practitioners; those new to disaster resilience; and people working across the disaster risk reduction and resilience system more generally. At the *end-of-strategy outcomes* level, measurement is focused on outcomes for people working for improved disaster resilience as well as instances of AIDR's policy and systems influence.

Strategic learning also occurs across the theory of change, with different learning questions relating to different levels of change. **Evaluation**, drawing on measurement and learning data, focuses on the effectiveness of the influencing strategies in bringing about desired end-of-strategy outcomes.

Figure 2 Summary of measurement, learning and evaluation priorities against the AIDR theory of change levels

MEASUREMENT		STRATEGIC LEARNING & EVALUATION		
End-of-life outcomes			b) Learning about our strategy - are we doing the right things?	
The longer-term outcomes of our influencing strategies and engagement work	1. Outcomes for people working for improved disaster resilience 2. Instances of policy and systems influence			
Intermediate outcomes		a) Learning about implementation - are we doing things well?		
The medium-term outcomes of our influencing stratgeies and engagement work	3. Outcomes for current practitionerse 4. Outcomes for those new to disaster resilience 5. Outcomes for people working across the disaster risk reduction and resilience system more generally			
Influencing strategies				c) Learning about our role in improving disaster resilience - are we playing the right role?
6. Data about the activities and outputs of our four key influencing strategies 7. Data about our stakeholder engagement work				

3.1 Measurement

Table 3 outlines the measurement framework in more detail. Intermediate and end-of-strategy outcome measures will be collected annually and feed into annual cycles of learning and adaptation. Measures associated with the delivery of influencing strategies, and their immediate (and sometimes intermediate) outcomes, will be collected more frequently and will inform shorter (quarterly) cycles of learning and adaptation. Short cycle adaptation will be associated with improving our influencing strategies; while longer cycle adaptation will be associated with:

- our strategy overall; and
- AIDR's role in improved disaster resilience.

Table 3 provides a high-level overview of the measures, targets and methods used to collect the required data. A detailed break-down of the measurements and targets can be found in Appendix 2. AIDR already collects, or has existing processes in place to collect, a lot of the measurement data outlined in the M&E Plan, and at all levels of the theory of change (activities, outputs, reach and intermediate outcomes). But the data is collated and reported by service area rather than influencing strategy. A large part of operationalising the M&E Plan, therefore, is to:

- Organise and collate existing data by influencing strategy, and against the theory of change levels
    - This includes making better use of some data that is collected but not currently utilised but which would be useful and relevant to telling the story of change as outlined in the theory of change model
- Review and refine existing data collection tools to more specifically 'cover' the levels of the model as well as using the language of the model, e.g. check event survey questions to ensure the surveys capture information that helps tell the story of the influencing strategy that the event falls under.
    - This includes making better use of existing data collection processes or opportunities for the same purposes, e.g. the current annual consultation with the network under the Schools Education Program

At this stage, the key targets are those attached to contracted service deliverables. The relevance and feasibility of targets for measures at the outcomes level are being considered and will be decided over the next 12 months.

Table 3 Measurement framework

Level of change/ selected outcomes from theory of change	Measures (see Appendix 2 for more detail)	Target/success measures (where relevant)	Methods
Influencing strategies and reach			
Stakeholder engagement	• # and type of stakeholders engaged by AIDR		• Website analytics (information product & social media) • Stakeholder & event survey • ZOHO • Participant metrics • Network data

Actively support, grow and sustain networks across sectors and jurisdictions	• # and type of network members
	• % network members that value participation in an AIDR network
	• # and type of networks generated by AIDR activity
	• Measures from the primary services within this strategy area:
	  - Schools Education Program (network membership)
	  - Volunteer Leadership Program (# events; # participants)
	  - Networking and National Capability Building Program
		• Sustain 6 networks
		• 80% of participating members value participation
		• Contracted deliverables for services relevant to this strategy area
			• Stakeholder survey
			• Event surveys
			• Network data
			• Participant metrics
			• Evaluations/reports of specific events
			• Activity log

Enable those with a role in disaster risk reduction and resilience to come together to learn, develop and innovate	• 'Ways' (forums, etc) in which AIDR brings people together (# and type of events)
	• # participants
	• # sectors represented
	• # jurisdictions represented
	• Measures from the primary services within this strategy area:
	  - Australian Disaster Resilience Handbook Collection (sector representation on handbook working groups)
	  - Networking and National Capability Building Program
	  - Schools Education Program
	  - Volunteer Leadership Program
	  - Knowledge Management products and services
	  - National Recovery M&E Framework (NM&E) database
	  - Major Incidents Report
		• Representation targets (TBD)
		• Contracted deliverables for services relevant to this strategy area
			• Participant metrics
			• Website analytics (information product & social media)
			• Event survey
			• Evaluations/reports of specific events
			• Case studies
			• Impact log
			• Network data
			• Activity log

Level of change/ selected outcomes from theory of change	Measures (see Appendix 2 for more detail)	Target/success measures (where relevant)	Methods

Collect, develop, curate and share knowledge to educate and promote good practice in disaster risk reduction and resilience	• Extent to which a range of sectors are reflected in knowledge created
	• Knowledge quality measures: accessible; actionable; trusted
	• Instances of responsiveness of knowledge products and services to changes in context
	• Use of and/or reference to (by government at all levels, business, community sectors, students, academics, practitioners) content generated by, or provided through, AIDR
	• % that self-report an increase in understanding of disaster resilience terminology, frameworks and ways of working to reduce disaster risk and build resilience
	• Measures from the primary services within this strategy area:
	  - Australian Disaster Resilience Handbook Collection
	  - Networking and National Capability Building Program
	  - Schools Education Program
	  - Volunteer Leadership Program
	  - Knowledge Management products and services
	  - NERAG Online Resource
	  - AEML Library management service
	  - National Recovery M&E Framework (NM&E) database
	  - Major Incidents Report
	  - Australian Disaster Resilience Glossary
		• Quality targets (TBD)
		• Responsiveness target (TBD)
		• Use/reference target (TBD)
		• Contracted deliverables for services relevant to this strategy area
			• Case studies
			• Impact log
			• Website analytics (information product & social media)
			• Event survey
			• Participant metrics
			• Stakeholder survey
			• Evaluations/reports of specific events
			• Activity log

Provide a central focus point for national thought leadership on disaster risk reduction and resilience	• # of thought leadership events
	• # of conference presentations
	• # of requests to participate in forums
	• # and nature of requests for AIDR input to/ consideration of disaster risk reduction/resilience-related topics, events, forums, discussions, etc.
	• Self-reported increase in awareness of AIDR's role in disaster resilience by people working in disaster risk reduction
	• Measures from the primary services within this strategy:
	  - Networking and National Capability Building Program - (conference; understanding DRR forums etc.)
	  - Resilient Australia Awards
	  - Major Incidents Report
	  - Australian Disaster Resilience Glossary
		• Maintain or increase in the interest to participate in AIDR events
		• Maintain or increase in request for AIDR expertise
		• Contracted deliverables for services relevant to this strategy area
			• Activity log
			• Stakeholder survey
			• Event survey
			• Impact log
			• Evaluations/reports of specific events
			• Website analytics (information product & social media)

Level of change/ selected outcomes from theory of change	Measures (see Appendix 2 for more detail)	Target/success measures (where relevant)	Methods
Intermediate outcomes			

• People have a better understanding and awareness of good practice, and share insights and learnings across communities and sectors
• Those new to disaster resilience are building their networks and knowledge base
• People working across the resilience system better understand their interconnected roles and contribution to disaster resilience
	• Extent to which people experience change (as outlined in the three intermediate outcomes statements), evidenced by:
	  - Changes self-reported by those people
	  - Observations/ad-hoc capture of impact by AIDR
		• For extent of self-reported change	• Case studies
			• Impact log
			• Stakeholder survey

End-of-strategy outcomes			

A growing community of people who are more connected, informed, knowledgeable, and capable of evidence- and values-based decision-making for improved disaster resilience	• Extent to which people working for improved disaster resilience feel better equipped in their roles, evidenced by:
	  - Changes self-reported by those people
	  - Observations of impact by AIDR
		• For extent of self-reported change	• Case studies
			• Impact log
			• Stakeholder survey
			• ZOHO

AIDR is considered an influential and trusted thought leader in disaster resilience	• Instances of policy and systems influence, including - 'better' decision making (decisions take into account strategic and systemic disaster resilience and risk; governance arrangements include consideration of these) • # and nature of stakeholder references to/ expressions of AIDR's leadership] • Submissions to events and inquiries • # of references to AIDR products / principles in submissions and inquiries • AIDR representation on key national committees	• For extent of self-reported change	• Case studies • Impact log • Stakeholder survey

3.2 Methods

This section includes a summary of the methods as well as an overview of each method. AS noted in the previous section, AIDR already captures a lot of existing data at the service level or influencing strategy level. The key gap is the measurement of capability outcomes from AIDR's services and products, to complement existing measurement of quality, satisfaction, popularity, etc.

Summary of methods

1Table 5 outlines the data collection methods required to capture the measures outlined in Table 3. This includes largely existing data collection methods, the key exception being the annual stakeholder survey to capture a range of use, understanding and capability measures. Some measures are captured by more than one method.

Table 4 Data collection methods

Methods	When/how	Measures this method will address (from Table 3)
Web analytics	Ongoing- as per current practice; collated quarterly	• Existing stakeholder engagement metrics (usage, downloads, page views, etc)
Activity log	Ongoing – as per current practice, plus accommodating new measures	• # and type of networks supported • # and type of networks generated by AIDR activity • 'Ways' (forums, etc) in which AIDR brings people together (# and type of events) • Extent to which relevant voices are reflected in knowledge created • Instances of responsiveness of knowledge products and services to changes in context • # and nature of requests for AIDR input to/consideration of disaster risk reduction/resilience-related topics, events, forums, discussions, etc.
Event survey/ evaluation	Ongoing – as per current practice, per event	• Knowledge quality measures: accessible; actionable; trusted • Self-reported increase in understanding of disaster resilience terminology, frameworks and ways of working to reduce disaster risk and build resilience • Self-reported increase in awareness of AIDR's role in disaster resilience by people working in disaster risk reduction
Stakeholder survey	Annually – by AIDR	• Use of and/or reference to (by government at all levels, business, community sectors, students, academics, practitioners) content generated by, or provided through, AIDR • Self-reported increase in understanding of disaster resilience terminology, frameworks and ways of working to reduce disaster risk and build resilience • Self-reported increase in awareness of AIDR's role in disaster resilience by people working in disaster risk reduction • Extent to which people experience change (as outlined in the three intermediate outcomes statements) • Extent to which people working for improved disaster resilience feel better equipped in their roles • Instances of policy and systems influence
Impact log	Ongoing- ad hoc capture by AIDR	• Any of the outcomes measures above, plus: • Instances of policy and systems influence • # and nature of stakeholder references to/expressions of AIDR's leadership
Case studies and change stories	Annually – by AIDR	• Use of and/or reference to (by government at all levels, business, community sectors, students, academics, practitioners) content generated by, or provided through, AIDR • Extent to which people experience change (as outlined in the three intermediate outcomes statements) • Extent to which people working for improved disaster resilience feel better equipped in their roles • Instances of policy and systems influence

Method overview

Web analytics

As per current practice, with a few changes as identified through the M&E Plan development process:

- Backlinks for tracking listing of AIDR knowledge management products and services, and NERAG Online Resource, on other websites
- For NM&E database, move from ad-hoc web analytics (in response to EMA requests) to standard practice
- Usage of Australian Disaster Resilience Glossary.

Activity log

As per current practice but accommodating additional measures associate with this method (see Table 5).

Event survey/evaluation

AIDR already implements surveys to evaluate events. These surveys would be refined to ensure the data captured more closely reflects the theory of change model, in addition to addressing the measures associated with method outlined in Table 5.

Stakeholder survey

An annual survey of AIDR stakeholders to capture immediate and intermediate outcomes data related to use and capability outcomes, including:

- Use of and/or reference to (by government at all levels, business, community sectors, students, academics, practitioners) content generated by, or provided through, AIDR
- Self-reported increase in understanding of disaster resilience terminology, frameworks and ways of working to reduce disaster risk and build resilience
- Self-reported increase in awareness of AIDR's role in disaster resilience by people working in disaster risk reduction
- Extent to which people experience change (as outlined in the three intermediate outcomes statements)
- Extent to which people working for improved disaster resilience feel better equipped in their roles

The design of the survey requires careful consideration to ensure this broad sweep approach at capturing evidence against a range of outcomes meets AIDR's needs without being overly burdensome for stakeholders.

In addition to capturing data against expected outcomes, the survey should also take the opportunity to explore:

- Instances of policy and systems influence.
- The most significant changes for stakeholders as a result of engaging with AIDR's products and services (this has the dual purpose of also surfacing unintended outcomes)
- Stakeholder perspectives on the effectiveness and relevance of AIDR's strategy, and the role AIDR is playing in the resilience 'system'.

The survey would include a request for permission to contact the stakeholder to explore reported change outcomes in more depth for case study development and/or change story development.

Impact log

The impact log, established as an email address (impact@aidr.org.au), will be used to capture and store ad-hoc evidence of intended and unintended outcomes, including:

- AIDR team observations of:
  - Instances of policy and systems influence
  - Stakeholder references to/expressions of AIDR's leadership
  - Any unintended outcomes, positive or negative
- Examples of impact provided by stakeholders via, for example, email.

AIDR could also encourage stakeholders to use the email address to share examples of impact, for example by including the email address and explaining its purpose in AIDR's existing communications to its stakeholders (e.g. 'Updates from AIDR').

Case studies and change stories

'Testimonials' are already developed by AIDR to demonstrate the changes in people's lives as a result of participating in the services AIDR provides, e.g. the Volunteer Leadership Program. There is an opportunity to use this existing method to provide in-depth demonstration of change related to some of the intended usage and capability outcomes, and policy and systems influence.

This would include complementing the existing method of creating testimonials with the 'significant change' information gathered through the stakeholder survey and potential follow-up semi-structured interviews.

3.3   Questions framework for evaluation and learning

To complement the measurement framework, the M&E Plan also includes a questions framework for evaluation and learning. The questions support both short and longer cycles of evaluation and learning and will be addressed primarily through the measurement data.

Learning and evaluation questions – short cycle learning and adaptation

Short cycle adaptation is primarily associated with improving our influencing strategies in real time. It includes quarterly reflection on both the measurement data for, as well as the AIDR team's experience of, the influencing strategies over the past quarter.

The following questions guide quarterly reflection for learning and adaptation:

1. What happened in terms of our influencing strategies this quarter?

2. What are we learning about what is working and what is not?

3. What do we need to do differently next quarter?

Key learning and evaluation questions – longer cycle learning and evaluation

The key questions are the 'big' questions that we will address annually throughout the three years 2020/21 to 2024/25 and will also be the basis for the final evaluation at the conclusion of the strategy period (2024/25). The questions reflect the criteria important to AIDR, i.e. effectiveness, impact and learning. Table 4 outlines the questions and process for addressing them.

Table 5 Long cycle learning and evaluation questions

Key questions	Process for addressing questions
Evaluation	
1. How well are we: a) supporting, growing and sustaining a range of networks across sectors and jurisdictions? b) enabling those with a role in disaster risk reduction and resilience to come together to learn, develop and innovate? c) collecting, developing, curating and sharing knowledge to educate and promote good practice in disaster risk reduction and resilience? d) providing a central focus point for national thought leadership on disaster risk reduction and resilience? e) taking the needs of different sectors into consideration in the delivery of products and services	We will analyse data from our measurement framework about the **service activities, outputs and immediate outcomes** associated with each influencing strategy, to assess their effectiveness. Along with the usual metrics of reach, inclusiveness and the quality of the work we do, this includes changes in understanding amongst our target beneficiaries of disaster resilience terminology, frameworks and ways of working changes, as well as changes in awareness of AIDR's role in disaster resilience. We may also capture what we are learning about our influencing strategies in a learning log. Our quarterly sessions, where we reflect on what we are learning, what is and isn't working in relation to our influencing strategies, and what we need to do differently, will allows us to make confident statements against this key question.
2. To what extent: a) has AIDR grown a community of people working in disaster resilience that is more connected, informed, knowledgeable and capable of evidence- and values-based decision making for improved disaster resilience? b) is AIDR considered an influential and trusted thought leader on disaster resilience?	To address this question, we will analyse the measurement data at the **intermediate and end-of-strategy outcomes levels**. We will aim to discover the extent to which our target beneficiaries have improved capability for performing their role in disaster resilience through engaging with AIDR, and the extent to which the broader disaster resilience 'community' considers AIDR a thought leader. In particular, we are keen to understand the instances where AIDR may have influenced policy and/or systems related to disaster risk reduction/disaster resilience.
3. What have been the unintended outcomes of our work, both positive and negative?	The purpose of questions is to understand the broader impact of AIDR's work, i.e. what happened as a result of our work, in addition to the outcomes we expect to achieve. To address this question, we will analyse our impact log, as well as survey data regarding the most significant changes for people we have reached, for any unintended outcomes.
Learning	
4. What are we learning about our strategy and our role in improved disaster resilience?	To answer this question, we will include the following reflections in every second quarterly reflection session (i.e. every six months): · where do we feel our strategy is and isn't effective and relevant? · how well we are showing up in the role we need to play and that our stakeholders want and expect us to play?
5. How well are we using our learnings?	To answer this question, we will annually reflect on and document, in the form of learning briefs: · How we have adapted our influencing strategies to ensure they are as effective as possible · How we are adapting our strategy as a result of our learning, including to a changing context · How we are adjusting the way we 'show up' in the resilience system to improve our effectiveness in the system.

4 Strategic learning and evaluation

4.1 Strategic learning

AIDR is a learning organisation, with a learning mindset and culture of informal reflection on measurement data and other information. It is establishing a more formal process for reflection and learning as part of its M&E arrangements, embedding a strategic approach to learning based on the triple-loop model. This includes:

1. First loop: are we doing things right? The 'usual' continuous improvement work related to implementation- understanding what we are doing well/not so well, and where and how we could improve implementation.

2. Second loop – are we doing the right things? Adaptation of strategy – understanding where our strategy is and isn't effective and relevant, and adapting it, including to a changing context.

3. Third loop – how are we being? Understanding how well we are showing up in the role we need to play and that our stake-holders want and expect us to play. Adjusting how we show up to improve our impact.

This approach has informed the learning questions and reflection processes, with first loop learning the focus of our short cycle learning and adaptation process (quarterly), and second and third loop learning the focus of long cycle learning and evaluation process (six monthly; annual).

A learning log will provide ongoing capture of what we are learning about:

• the delivery of our influencing strategies (our work) – first loop
• our overall strategy (second loop)
• our role in the resilience system (third loop).

The reflection sessions will review, make sense of and decide whether and how to action learnings.

Actioned learnings will be written up as briefs of 'learnings into action' (adaptation of strategy; adjusting the 'stance' we take in the disaster resilience system to improve our effectiveness in the system) as evidence of, and to demonstrate to our key stakehold-ers, how well we are using these learnings.

4.2 Evaluation

Evaluation – making an evaluative judgement of the effectiveness and impact of AIDR's work, and how well it is learning- will be undertaken internally, and will involve an annual synthesis of the relevant data against the key questions outlined in Table 4 to produce findings (i.e. answer the questions).

AIDR's stakeholders will be invited to a short, annual workshop where we will present our results. Stakeholders will help us develop our statements of findings against the questions, providing some independence to our judgements of effectiveness. This also provides another point of engagement with our stakeholders and supports our maturing as a learning-oriented organisation.

At the conclusion of the current strategy cycle in 2024/25, there will be a process of external verification of AIDR's M&E reporting.

5   Reporting arrangements

A quarterly report will be produced capturing the outcomes of AIDR's quarterly internal reflection sessions, the primary purpose of which is to 'report in' and formalise the sense-making of measurement data.

AIDR's established reporting arrangements include a six-monthly report to the AIDR Governance Committee, structured by service area. These will remain, complemented by the quarterly reporting described above, and be organised around the outputs and outcomes of the influencing strategies.

Table 6 Reporting

Timing	Audience	Description
Quarterly	AIDR team	Synthesis of AIDR's measurement data and capture of learnings ('report in')
Six-monthly	AIDR Governance Committee	As per existing arrangements, complemented with evidence of achievement of outcomes from quarterly synthesis above
End of contract (2024/25)	AIDR Governance Committee	End of contract evaluation including external verification of AIDR M&E reporting

Appendix 1: Process to develop the M&E Plan

The AIDR M&E Plan was co-developed with AIDR staff through a series of workshops and meetings facilitated by Clear Horizon. The process to develop the M&E Plan was also able to engage the wider 'disaster resilience community' in considering and developing a shared understanding of what an outcomes focused AIDR looks like.

The process commenced with an internal workshop with the AIDR team to clarify the **scope of the AIDR M&E Plan**. The second workshop- to develop the **theory of change model**- was opened up to external stakeholders. Of the 97 invited participants, 40 attended, representing (in addition to AIDR):

- National NGOs: Australian Red Cross
- National Council for Fire and Emergency Services: AFAC
- Federal government agencies/organisations/entities: Emergency Management Australia, Geoscience Australia, Bureau of Meteorology; National Bushfire Recovery Agency
- State government agencies/entities: TAS SES, SAFECOM, South Australia DHS, QFES, DHHS Victoria, DFES WA,
- Local government-related: Resilient Melbourne, Resilient Sydney, LGA SA
- Universities/university-based organisations/programs: The Learning Organisation (UTAS); MUDRI (Monash), University of New England
- Private sector/consultancies: IAG, Leadbeater Group, Leva Consulting, Sentient Co, Beyond Business as Usual, Gravity Group, Risk Frontiers,
- Miscellaneous independents

The third workshop, which **reviewed the theory of change and considered key questions and measurement points** – was also opened to external stakeholders and saw the participation of a subset (23) of the external stakeholders above.

The fourth and fifth workshops were internal, and further developed the measurement component of the M&E Plan.

Appendix 2: Detailed Measurement Framework

Table 7 Detailed Measurement Framework

Level of change/selected outcomes from theory of change	Measures	Target/success measure	Method and / or data source
Influencing strategies and reach			

Stakeholder engagement	• # and type of stakeholders engaged by AIDR		• Website analytics
			  - Information products analytics
			  - Social media analytics
			• Stakeholder survey
			• Event surveys
			• ZOHO
			• Participant metrics (i.e. event registration)
			• Network data

Actively support, grow and sustain networks across sectors and jurisdictions	• # and type of network members • # and type of networks generated by AIDR activity • % network members that value participation in an AIDR network	• Sustain 6 networks • 80% of participating members value participation	• Participant metrics • Network data • Stakeholder survey

	• Existing measures from **Schools Education Program**
	  - # of Disaster Resilience Education Strategy Group (DRESG) meetings # education network events (DRANZSEN)
		• Contracted deliverables including:
		  - Annual delivery of three DRESG meetings
		  - Annual delivery of two DRANZSEN events
			• Event surveys
			• Participant metrics / Network data
			• Activity log

Level of change/selected outcomes from theory of change	Measures	Target/success measure	Method and / or data source

	• Existing measures from **Volunteer Leadership Program**
	   - # place(s) provided at AIDR Conference and events
	   - # of volunteers linked to Disaster Resilience network
	   - Level of local leadership developed
		• Contracted deliverables including:
		   - Minimum of 8 Volunteers support to attend events
		   - Expansion and consolidation of volunteers into broader network.
			• Participant metrics
			• Impact log
			• Event survey (disaggregate volunteers from others)

	• Existing measures from **Networking and National Capability Building Program**
	   - # of conferences and events (including Australian Disaster Resilience Conference, National Recovery Forum, and Lessons Management Forum, Clinics, Communities of Practice, JEMEN meetings)
		• Contracted deliverables including:
		   - Facilitate 14 meetings of networks (i.e. CoPs, JEMEN) for knowledge sharing
		   - Deliver a minimum of 1 conference (Australian Disaster Resilience), and two other events per year (e.g. Lessons Management, National Recovery, Clinics etc)
			• Event surveys
			• Participant metrics
			• Evaluations/reports of specific events
			• Activity log

Enable those with a role in disaster risk reduction and resilience to come together to learn, develop and innovate	• 'Ways' (forums, etc) in which AIDR brings people together (# and type of events) • # participants • # and % breakdown of sectors represented • # and % of jurisdictions represented	• More than 8 sectors represented across AIDR activities • All jurisdictions represented across AIDR activities	• Participant metrics • Activity log

Level of change/selected outcomes from theory of change	Measures	Target/success measure	Method and / or data source

	• Existing measures from **Australian Disaster Resilience Handbook Collection**
	  - #, and attendance (participant metrics) of Handbook Showcases per handbook
		• Contracted deliverables including:
		  - Representation of target participants from different sectors
		  - Handbook showcase event developed for each new / revised handbook
		  - 80% of Handbook working group members value participation
			• Event survey
			• Participant metrics
			• Network data

	• Existing measures from **Networking and National Capability Building Program**
	  - # of conferences and events
	  - # and topics of online webinars per year
	  - # and type of participants
		• Contracted deliverables including:
		  - Deliver a minimum of 1 conference (Australian Disaster Resilience), and two other events per year (e.g. Lessons Management, National Recovery, Clinics)
		  - Deliver minimum of 7 webinars
			• Event surveys
			• Participant metrics
			• Evaluations/reports of specific events
			• Activity log

	• Existing measures from **Schools Education Program**
	  - Development and implementation of annual youth consultation strategy
	  - Ongoing maintenance and development of the program website
		• Contracted deliverables including:
		  - Youth are supported to act as leaders in disaster risk reduction
		  - Website is being accessed and referenced by education providers
			• Website analytics
			  - Information products analytics
			  - Social media analytics
			• Event surveys
			• Participant metrics

	• Existing measures from **Volunteer Leadership Program**
	  - # events
	  - # participants
	  - # forums per year
		• Contracted deliverables including:
		  - Delivery of eight forums / seminar per year
			• Event surveys
			• Participant metrics
			• Evaluations/reports of specific events
			• Activity log

Level of change/selected outcomes from theory of change	Measures	Target/success measure	Method and / or data source

	• Existing measures from Knowledge Management products and services
	  - # of curated disaster resilience collections published
	    - Self-reporting use of the knowledge products by practitioners.
	    - # of recovery CoP meetings
	    - # of Australian Journal of Emergency editions published
	• # of citations via DOI
		• Contracted deliverables including:
		  - Minimum of 2 curated disaster resilience collections collection published per year
		  - Minimum of 4 journals published per year
		  - Minimum meetings of CoP (target number TBD)
			• Website analytics (including backlinks & DOI)
			  - Information products analytics
			  - Social media analytics
			• Impact log
			• Stakeholder survey
			• Case Studies
			• Activity log

	• Existing measures from **National Recovery M&E Framework (NM&E) database**
	  - Frequency of database review, update and maintenance
	  - # of downloads, page hits
	  - Reach of NM&E database promotion
		• Contracted deliverables including:
		  - NM&E database is accessed and used by practitioners
			• Website analytics
			  - Information products analytics (use of website)
			  - Social media analytics (promotion)
			• Impact log

	• Existing measures from **Major Incidents Report**
	  - # of incidents are that have been of impact or consequence as identified by the sector are reported
	  - # of jurisdictions engaged in development of report
	  - # of agencies represented on Steering Committee/Working Group
	  - Background information about the incidents, the corresponding response and lessons published
		• Contracted deliverables including:
		  - Annual report of major incident ism produced and published in hard copy and online
		  - Wide cross section of agencies and jurisdictions represented and / or engaged
			• Website analytics
			  - Information products analytics (use of website)
			• Impact log
			• Participants metrics (including jurisdiction and agency representation)
			• Network data

Level of change/selected outcomes from theory of change	Measures	Target/success measure	Method and / or data source
Collect, develop, curate and share knowledge to educate and promote good practice in disaster risk reduction and resilience	• Extent to which a range of sectors are reflected in knowledge created • Knowledge quality measures: accessible; actionable; trusted • Instances of responsiveness of knowledge products and services to changes in context • Use of and/or reference to (by government at all levels, business, community sectors, students, academics, practitioners) content generated by, or provided through, AIDR • % that self-report an increase in understanding of disaster resilience terminology, frameworks and ways of working to reduce disaster risk and build resilience	• Quality targets (TBD) • Responsiveness target (TBD) • Use/reference target (TBD)	• Impact log • Case studies • Stakeholder survey

	• Existing measures from **Australian Disaster Resilience Handbook Collection**
	  - # of handbooks per year
	  - type and use of companion guides per handbook
	  - # and use of Knowledge-into-Actions
	  - #, and attendance (participant metrics) of Handbook Showcases per handbook
		• Contracted deliverables including:
		  - Minimum of two handbooks per year
		  - Production of companion guidance; knowledge-into-action briefs; and handbook showcase event, developed for each new / revised handbook
		  - Representation of target participants from different sectors
			• Website analytics
			  - Information products analytics
			  - Social media analytics
			• Event survey
			• Participant metrics
			• Impact log
			• Stakeholder survey

Level of change/selected outcomes from theory of change	Measures	Target/success measure	Method and / or data source

	• Existing measures from **Networking and National Capability Building Program**
	  - # of conferences and events (including Australian Disaster Resilience Conference, National Recovery Forum, and Lessons Management Forum)
	  - # and topics of online webinars per year
		• Contracted deliverables including:
		  - Deliver the annual Australian disaster resilience conference
		  - Delivery of required events to share lessons and disseminate knowledge (minimum per year of 1 National Recovery Forum, 1 lesson Management Forum, and 2 JEMEN meetings)
		  - Deliver minimum of 7 webinars
			• Event surveys
			• Participant metrics
			• Evaluations/reports of specific events
			• Activity log

	• Existing measures from **Schools Education Program**
	  - Development and implementation of annual youth consultation strategy
	  - Ongoing maintenance and development of Disaster Resilience Education website: www.schools.aidr.org.au
	  - Ongoing maintenance and development of the program website.
		• Contracted deliverables including:
		  - Engagement with youth sector to promote child and youth participation in disaster risk reduction activities.
		  - Website is being accessed and referenced by education providers
			• Website analytics
			  - Information products analytics
			• Participant metrics
			• Stakeholder survey (?)

	• Existing measures from **Volunteer Leadership Program**
	  - # forums per year
	  - # of participants at forums
	  - % of participants reporting increased knowledge about importance of local leadership for disaster resilience
		• Contracted deliverables including:
		  - Delivery of 8 forums / seminar per year
		  - Increase in the % of participants reporting increased knowledge and perceived importance of local leadership for disaster resilience
			• Event surveys
			• Participant metrics
			• Evaluations/reports of specific events
			• Stakeholder survey

Level of change/selected outcomes from theory of change	Measures	Target/success measure	Method and / or data source

	• Existing measures from **Knowledge Management products and services**
	  - # of curated disaster resilience collections published
	  - # of 'think pieces published'
	  - Use of the Australian Disaster mapper
		• Contracted deliverables including:
		  - Minimum of 2 curated disaster resilience collections collection published per year
		  - Minimum of 4 journals published per year
		  - Frequency of updates to the Australian Disaster Mapper
			• Website analytics
			  - Information products analytics
			  - Social media analytics
			• Impact log
			• Stakeholder survey
			• Case Studies

	• Existing measures from **NERAG Online Resource**
	  - # accessing the training materials
	  - # of participants
	  - % completion by participants
	  - NERAG Online is used regularly to enhance jurisdictional risk assessments
		• Contracted deliverables including:
		  - NERAG is available online
		  - # of participants using the training per year (target TBD)
			• Website analytics
			  - Information products analytics
			  - Social media analytics
			• Participant metrics
			• Impact log
			• Stakeholder survey
			• Case Studies

	• Existing measures from **AEML Library management service**
	  - # of users accessing resources (online & offline) per year
	  - Reported library usage (including details on which resources are accessed) per year
	  - # of citations via DOI (?)
		• Contracted deliverables including:
		  - Resources are accessed and cited by those working in the disaster resilience space
			• Website analytics (EBSCO data)
			  - Information products analytics
			  - Social media analytics
			• Impact log

Level of change/selected outcomes from theory of change	Measures	Target/success measure	Method and / or data source

	• Existing measures from **National Recovery M&E Framework (NM&E) database**
	  - Reach of NM&E database promotion
	  - Frequency of database review, update and maintenance
	  - Self-reported use of the NM&E database
		• Contracted deliverables including:
		  - NM&E database is accessed and used by practitioners
			• Website analytics
			  - Information products analytics
			  - Social media analytics
			• Stakeholder survey
			• Impact log

	• Existing measures from **Major Incidents Report**
	  - # of incidents are that have been of impact or consequence as identified by the sector are reported
	  - #of incidents with a lesson observed component
	  - # of novel incidents
		• Contracted deliverables including:
		  - Annual report of major incident is published in hard copy and online
			• Website analytics
			  - Information products analytics
			• Impact log

	• Existing measures from **Australian Disaster Resilience Glossary**
	  - # page views of glossary
	  - Top 5 most searched terms
	  - # of working group meetings
	  - # of subject matter expert groups engaged
	  - Self-reported use of the glossary
		• Contracted deliverables including:
		  - Glossary is used
		  - 80% of participating members value participation
			• Website analytics
			  - Information products analytics
			  - Social media analytics
			• Impact log
			• Stakeholder survey

Level of change/selected outcomes from theory of change	Measures	Target/success measure	Method and / or data source
Provide a central focus point for national thought leadership on disaster risk reduction and resilience	• # of thought leadership events • # of conference presentations • # of requests to participate in forums • # and nature of requests for AIDR input to/consideration of disaster risk reduction/resilience-related topics, events, forums, discussions, etc. • Self-reported increase in awareness of AIDR's role in disaster resilience by people working in disaster risk reduction	• Maintain or increase in the interest to participate in AIDR events • Maintain or increase in request for AIDR expertise	• Activity log • Stakeholder survey • Event survey • Impact log

	• Existing measures from **Networking and National Capability Building Program**
	  - # of conferences and events (including Australian Disaster Resilience Conference, National Recovery Forum, and Lessons Management Forum)
	  - # and topics of online webinars per year
		• Contracted deliverables including:
		  - Deliver the annual Australian disaster resilience conference
		  - Delivery of required events to share lessons and disseminate knowledge (minimum per year of 1 National Recovery Forum, 1 lesson Management Forum, and 2 JEMEN meetings)
		  - Deliver minimum of 7 webinars
			• Event surveys
			• Participant metrics
			• Evaluations/reports of specific events

	• Existing measures from **Resilient Australia Awards**
	  - Deliver a national awards program that celebrates initiatives that build and foster whole of community resilience to disasters and emergencies around Australia
	  - # of applications
	  - Reach of promotion
		• Contracted deliverables including:
		  - Run the Awards ceremony (including promotion, administration) and judgement)
			• Website analytics
			  - Information products analytics
			  - Social media analytics
			  - Traditional media analytics
			• Evaluations/reports of specific event
			• Impact log

Level of change/selected outcomes from theory of change	Measures	Target/success measure	Method and / or data source

	• Existing measures from **Major Incidents Report**
	  - A national overview of major incidents is presented
	  - Background information about the incident, the corresponding response and lessons published
		• Contracted deliverables including:
		  - Annual report of major incident is published in hard copy and online
			• Website analytics
			  - Information products analytics
			• Impact log

	• Existing measures from **Australian Disaster Resilience Glossary**
	  - # terms added to glossary
	  - # page views of glossary
	  - Self-reported use of the glossary
		• Contracted deliverables including:
		  - Glossary is used by practitioners
		  - # of terms updated (target TBD)
		  - # of new terms (target TBD)
			• Website analytics
			  - Information products analytics
			  - Social media analytics
			• Impact log
			• Activity log
			• Stakeholder survey

Intermediate outcomes			

People have a better understanding and awareness of good practice, and share insights and learnings across communities and sectors
 	
Those new to disaster resilience are building their networks and knowledge base
 	
People working across the resilience system better understand their interconnected roles and contribution to disaster resilience
	• Extent to which people experience change (as outlined in the three intermediate outcomes statements), evidenced by:
	  - Changes self-reported by those people
	  - Observations/ad-hoc capture of impact by AIDR
		• For extent of self-reported change	• Case studies
			• Impact log
			• Stakeholder survey

Level of change/selected outcomes from theory of change	Measures	Target/success measure	Method and / or data source
End-of-strategy outcomes			
A growing community of people who are more connected, informed, knowledgeable, and capable of evidence- and values-based decision-making for improved disaster resilience	• Extent to which people working for improved disaster resilience feel better equipped in their roles, evidenced by: - Changes self-reported by those people - Observations of impact AIDR		
AIDR is considered an influential and trusted thought leader in disaster resilience	• Instances of policy and systems influence, including; - 'better' decision making (decisions take into account strategic and systemic disaster resilience and risk; governance arrangements include consideration of these) • # and nature of stakeholder references to/expressions of AIDR's leadership • Submissions to events and inquiries • # of references to AIDR products in submissions and inquiries • AIDR principles referred to in Inquiries/Reviews • AIDR representation on key national committees	• For instances of influence	• Case studies • Impact log • Stakeholder survey