APPENDIX 1

Future-Proofing & Sustainability of the Community Grant Program

CONTENTS

Background

This appendix sits alongside the Final Evaluation Report (the Report) for South Gippsland Shire Council's (SGSC) Community Grant Program (CGP). It takes into consideration the key findings, learnings and recommendations that have emerged from the CGP's audit and evaluation processes.

The Report highlights the findings of the systematic evaluation, which included, but are not limited, to the following:

- inconsistencies between the CGP's objectives and its implementation
- the lack of community outcomes and measures
- poor data quality
- challenges attributing changes in social indicators to the CGP.

In its learnings, the Report highlights:

- that, although the CGP is achieving benefits for communities to a degree, there is not a full understanding of its role in this space
- the need for the SGSC to articulate the benefits the Program brings to its communities
- the extent to which the success of the CGP can be measured against community outcomes
- the need to recognise that the Program has done well in some areas but requires improvements in others
- the need to make better informed decisions on program design, processes and grant-making activities under the Program.

As is the case with any program, process or system, the sustainability of the CGP is vital to its success. This is especially so if the Program is to be seen by community as benefitting the communities it serves.

Key recommendations from the Program evaluation

The evaluation of the CGP highlighted the need to:

- better understand its value to community
- inform the SGSC about what would be possible with robust outcomes and evaluation frameworks
- build the evaluation capability of the SGSC to enable it to make better-informed decisions around 'good practice' program design, delivery and implementation with a community outcomes perspective
- take a continuous improvement approach to ensure currency, relevance, future readiness and sustainability of the Program

Purpose of this appendix

Any community grant program needs to reflect a series of critical decisions – what it is striving to achieve, with whom and how. The CGP is somewhat clear about the 'with whom and how' but does not articulate clearly 'what it is striving to achieve' and 'why'.

This appendix aims to provide the SGSC with a better understanding of the importance of good practice approaches and techniques around outcomes measurement and evaluation practices and processes. The critical decisions about the Program– the why, with whom and how questions – will have an important impact on both the types of grants made and the relationships the Program has with its community. This appendix highlights the need to shift the current focus from outputs-driven activities to one that focuses on community outcomes. By looking at the CGP through an outcomes-focused lens, the SGSC will have the right ingredients in place to enable it to measure and evaluate its practices, processes and systems in a structured and disciplined way. This will, in turn, enable SGSC to better articulate how the Program is making a difference in South Gippsland Shire.

Measuring the CGP's success against outcomes will help SGSC to test what it is doing, learn whether it is working and work towards contributing to long-term community outcomes and longer-term societal impact.

When set up and done right, the recommended approach can:

- improve the design and delivery of the Community Grant Program
- support South Gippsland Shire Council to better engage with its communities
- drive innovation.

The approach provides the structure and platform that SGSC needs to be innovative and, over time, Council will be seen as a leader in outcomes-focused programming and program delivery.

Challenges of the evaluation process

Program evaluation is a systematic method of collecting, analysing/synthesising and using quantitative and qualitative datasets to respond to questions around a program's performance, its alignment to policy, the efficiency of its processes and practices, and its ability to track its effectiveness and sustainability.

The evaluation team used foundational Results-Based Accountability™ (RBA) and Program Theory ideas to assess the appropriateness of the CGP's design, processes and practices to enable it to measure its effectiveness. Effectiveness, in this context, is defined as the Program's achievement of its intended purpose in terms of benefits to community and community outcomes. RBA is a framework that enables any program to frame and measure its achievements through an outcomes-focused lens. Program Theory provides the framework to bring the RBA concepts together.

The evaluation process attempted to accede to Council's request[1]:

- *to provide SGSC with data and knowledge sufficient to develop a position for future delivery of the SGSC Community Grant Program*
- *… to evaluate the effectiveness of the current program and investigate community benefit, future demand, innovation and options for delivery of Council's Community Grant Program in the South Gippsland Shire.*

The evaluation of the CGP was challenging. It centred around the extent to which:

- there are well articulated and defined program aims and objectives with a community benefits and outcomes focus
- there are well articulated and defined community needs and benefits, and community-focused outcomes to develop a position for innovation and future delivery
- there is a clear understanding of community need to meet future demand, including
  - clarity of accountability for decision-making
  - clarity of alignment of the Program to the Program's policy objectives, Council's strategic objectives as well as other relevant plans and strategies
  - clarity of alignment of Council's priorities to that of the shared priorities of the region
  - the ability to clearly show that the Program is contributing towards better outcomes for the wider South Gippsland community
- there are robust and meaningful datasets to guide informed decision-making and to inform future demand.

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[1] South Gippsland Shire Council, Request for Proposal for the Community Grants Review, January 2021.

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Future-proofing the Community Grant Program

What does 'future-proofing' mean in this context?

The most common use of the term 'future-proofing' is found in relation to sustainable design in the energy conservation space. The term frames the discussion in terms of the need for any program or service to be ready for the future – and acknowledges that such readiness requires a sound foundation. What future-proofing is not? It is not a one-off activity.

Future-proof
⇒ *Enduring*
⇒ *Lasting*
⇒ *Long-term*
⇒ *Continued*

Future-proofing is a well-planned journey. Good design and planning will ensure that a program has the robustness to withstand the shocks and stresses of the ever-changing internal and external environments. It requires disciplined and structured processes, practices and systems to ensure the program's sustainability. Underpinning this is the need to have well-articulated principles around program design, delivery and review. Design review is an essential part of future planning. The program must provide value to and be valued by the community it serves. Assuming that there is a commitment to putting robust structures in place is not good enough. Testing these assumptions is what makes the program robust. It must be supported by well-designed processes to enable it to make informed decisions to meet changing community needs. Only when these foundational building blocks are in place can a program be deemed sustainable.

What would it take to future-proof the Community Grant Program?

Essentially, a high level of commitment is required. This includes a commitment to:

- knowing that the Program is making a difference
- extracting consistent, useful and meaningful data
- ensuring that processes and practices reinforce a culture of reflection
- supporting innovation
- advocating for a policy that is based on robust evidence.

Fundamentally, the CGP needs:

- a 'compass' that will provide a clear sense of direction
- clarity of accountability
- structure and discipline around Program processes (design, planning, review)
- an established common language to bring internal and external stakeholders together
- useful and meaningful data to track the Program and to keep it on track to achieving outcomes
- robust decision-making processes with a focus on continuous improvement
- sound monitoring and evaluation processes and practices.

Good practice in the context of the Community Grant Program

'Good practice' is generally defined as 'a good or wise thing to do'[2]. The overall evaluation process took a good practice approach to draw on the evaluation findings, learnings and recommendations. The term was used within the context of approaches and techniques for effective outcomes measurement and evaluation. Good practice:

- includes relevant background information on what a program intends to accomplish, who it is intended to benefit, and the community outcomes it intends to achieve, i.e. any changes that have occurred during implementation.
- addresses the fundamentals of an evaluation, including its purpose, its intended audience and uses, and the evaluation questions it is expected to address.
- focuses on technical aspects of an evaluation, namely the evaluation's design and the methods that are to be used for data collection and analysis.
- provides evidenced information in a final evaluation report.

Means versus ends: getting it right

The CGP must be able to differentiate between the means and its ends. The 'end' is the goal that the Program aims to achieve, whereas the 'means' relate to the Program's resources and methods of delivery that steer it towards the identified goal. It is important that the ends justify the means. For the CGP, the results of its activities (the ends) are more important than what it does in order to get there (the means). When it is recognised that the Program is a means to a clearly defined end, it is then possible to articulate with clarity how it is working towards achieving its purpose and contributing to the desired goal(s).

> **Example**
> Through its grant making activities, the Community Grant Program builds the resilience of its target communities.

In this example, the grant making activity is the means and 'building community resilience' is the end. The means respond to the 'what' question and the ends to the 'why' question.

> **Example**
> A program review is the means to improving the achievement of program outcomes or results.

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[2] Merriam-Webster, https://www.merriam-webster.com/dictionary/good%20practice

Common-sense approach to purpose

A program's purpose provides its compass. The CGP's purpose must identify the overall goals (community outcomes), as understood collectively by Council and the communities it serves. The purpose must clearly state what the Program aims to achieve and is used during its evaluation to assess the effectiveness of the Program. The desired community outcomes clearly articulate the Program's purpose.

Example
The outcome – 'Communities are resilient' – provides clarity of purpose and guides the Program's grant making activities.

Governance outcomes and principles

South Gippsland Shire Council: Good Governance Framework		
Good governance outcomes to be achieved	8 pillars of good governance to achieve the outcomes	Principles and behaviours that demonstrate good governance practice
- Sustainable outcomes achieved - Shire health, wellbeing and economy strengthened - Efficient (quality) community services delivered - Council directions and priorities achieved - Informed decisions made	- Direction and leadership - Culture and behaviour - Decision-making - Structure, systems and policies - Communications and community engagement - Capability - Risk and compliance - Monitoring and performance review	- Accountable - Transparent - The rule of law - Responsive - Equitable and inclusive - Effective and efficient - Participatory - Diversity - Good relationships - Trust - Appropriate decision-making - Acting with integrity and impartiality

Council's Good Governance Framework[3], adopted in December 2019, provides a guide to good governance practices and a way to prioritise the work of Council through its programs and services. The 8 pillars and 12 principles of good governance is a good starting point for the CGP in its journey of outcomes measurement.

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[3] South Gippsland Shire Council's Administrators' Community Update, July 2020.

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Community outcomes

An outcome is the difference a program makes for a target audience within a specific geographic area.

The CGP must be able to show that it achieves, or contributes to, social and economic outcomes for its communities. Outcomes must be:

- specific, measurable, attainable, relevant and time-bound
- well defined, clear and unambiguous.

The desired outcomes of the CGP must be specific enough to enable the measurement of progress towards their achievement. They must be clear so that they can be attainable. The outcomes reinforce the purpose of the Program. Setting clear timelines for the monitoring and evaluation processes of the CGP creates an urgency to achieve, or contribute to, the outcomes. There must be a clear understanding of how the activities of the Program contribute to positive changes in the community and how it contributes to higher-level outcomes – Council's community outcomes (long-term outcomes) and regional plans (longer-term outcomes).
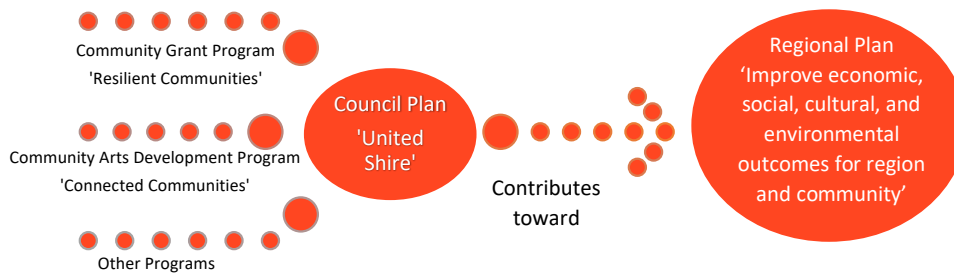
Organisational planning cycle

Council's organisational planning cycle needs to integrate all levels of SGSC. The best way of doing this is during the Planning and Review stages of the cycle.

SGSC must:

- set priorities for monitoring and evaluating activities across all of its programs and services
- focus on monitoring and evaluation results to inform its decision-making
- set realistic timelines for reporting monitoring and evaluation (M&E) results to Council
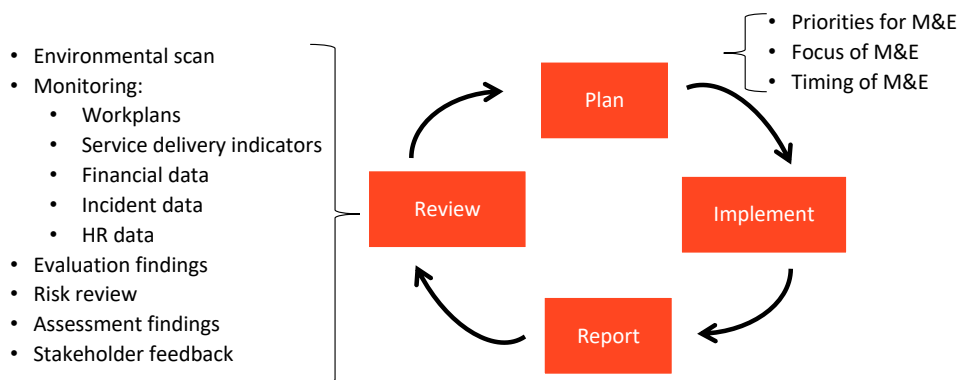
Clarity of accountability

Accountability is defined as the obligation of individuals and/or groups within and across organisations to take ownership of the achievement of desired/intended shared outcomes, accepting responsibility not only for their activities but also for their actions[4].
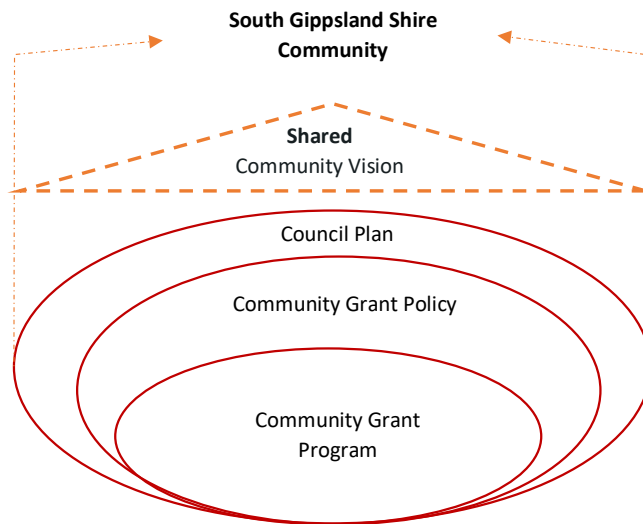
The outcome 'Communities are resilient' is what will bind all of Council. If the Council Plan is to be used as a compass for all parts of Council, then it needs to be well calibrated to provide a set of well-defined and articulated community outcomes. The Council Plan sets the tone for the development of a common language across Council as well as establishing and maintaining an integrated approach to its work.

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[4] Adapted from Business Dictionary (http://www.*businessdictionary.com/*)

Alignment at the strategic level

The diagram below shows what should inform the CGP at a strategic level.

Besides reflecting Council's strategies and plans (as shown in the diagram), it must also be clear how the Program fits and where it sits within the bigger picture e.g. in terms of the *Local Government Act (2020)*, the broader state and federal legislative context (e.g. the *Equal Opportunity Act 1995* (Vic), Victoria's Charter of Human Rights and Responsibilities, the *Occupational Health and Safety Act (2004)*, etc.
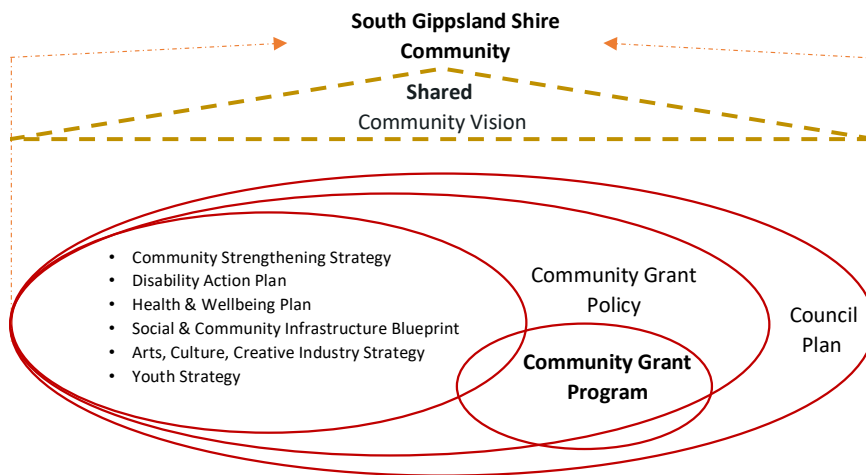
The Program's contribution to higher level outcomes enables it to show its contribution to the observed or intended outcomes or results (impact) at a societal level. This contributory relationship between the CGP, the Council and the region is illustrated in the diagram below.

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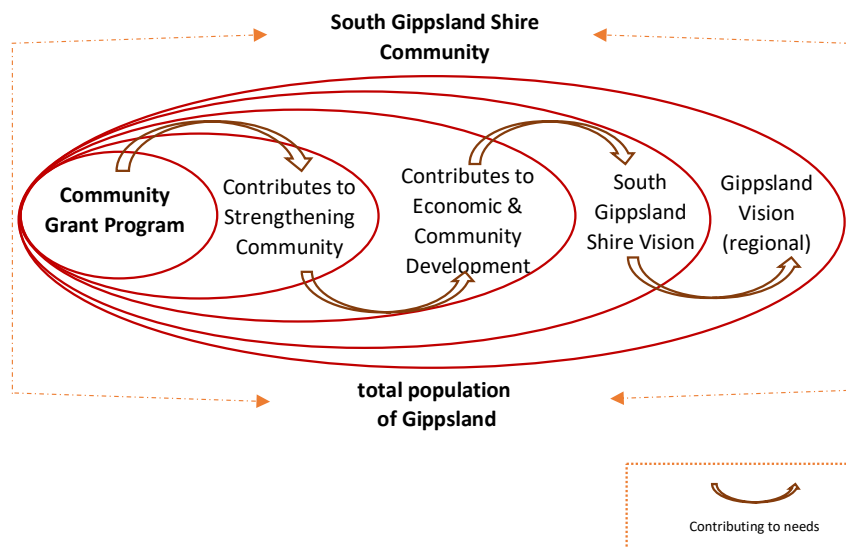
The understanding of the Program's contributory relationship to other Council departments, the Council Plan as well as any regional plan is vital. Establishing a contributory relationship provides direction and a clear understanding of how the Program can contribute to a higher purpose.

Identify community needs

Having clarity about the problems and needs of communities helps clarify what the CGP is aiming to change. Conducting a community needs assessment will identify the strengths and resources available in the community to meet their needs and address their concerns. The CGP will be better informed and well placed for its decision-making activities. It will provide the Program with the insight on how to leverage and engage with community to potentially establish stronger community partnerships. It provides a framework for developing and identifying appropriate program focus areas and their related activities.

Establish common ground

The outcomes must be at the forefront of everything the CGP does. The outcome 'Communities are resilient' establishes a common ground. It creates opportunities for Council staff to have meaningful and healthy debates about the means to achieve the shared outcomes (the ends). The diagram below shows how having shared outcomes will enable teams to work collaboratively.
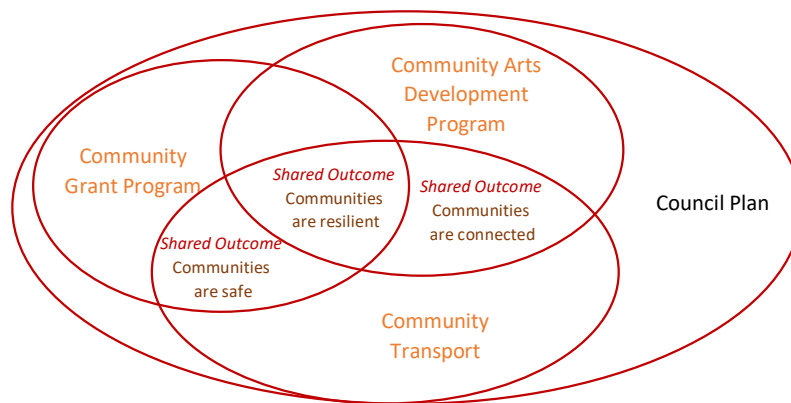
The CGP is a mechanism that can be leveraged to bring different departments together through shared outcomes. Evidence suggests that culture and creativity play a significant role in building community resilience[5]. Evidence also shows that 'Community organisations are crucial to maintaining and building social connections and networks', and that 'social connections and networks increase resilience …'[6]. Efficient grant management allows councils to assist communities when and where they need it.

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[5] Trembath J.L. and Fielding K. (2020): *Behind the scenes: Drivers of arts and cultural policy settings in Australia and beyond.*
[6] Victorian Council of Social Services (2017): *Building resilient communities.*

Sound decision-making

Although grant-making allows SGSC to assist communities when and where it is needed, it is constrained by its limited resources. To a degree, the CGP is a means of meeting this scarcity, but SGSC often finds itself in a situation where it has to weigh the opportunity cost of its decisions against the backdrop of the ever-increasing community need. Most councils make decisions on grants on the basis of value to community. Benefits are often seen as a proxy for value and value for money is a proxy for measuring community benefits. Traditionally, decision-making involves thinking about:

- how much value would making a grant to a project achieve for community?
- what is community giving up through SGSC's decision to make a grant to one project over another in a particular grant round?
- what is Council giving up in the future, on behalf of its community, by making a grant to one project over another in a particular grant round?

The decision-making process in making grants is highly complex. Clearly mapped outcomes that relate to short-term, medium-term and long-term outcomes can simplify the decision-making process. Decision-makers should be able to say that their decisions to allocate grants is based on a set of clearly identified and defined community outcomes. Whichever way a program cuts its cloth, it should be assured that decisions are sound, fair and transparent. With respect to the CGP, SGSC must be assured that every decision it makes to provide a grant will benefit its community.

Program Theory: Theory of Change & Theory of Action

The CGP would benefit from embedding Program Theory. Program Theory is an explicit theory or model of how a program contributes to a chain of intermediate outcomes and finally to the intended or observed result (impact)[7].

Program Theory comprises:

1. Theory of Change – defined as the central mechanisms by which change comes about for individuals, groups and communities, including changes in their skills, knowledge, attitude, opinion, behaviour or circumstance

2. Theory of Action – shows how the program is constructed to activate the Theory of Change and how the program activities undertaken and the characteristics of those activities lead to change.
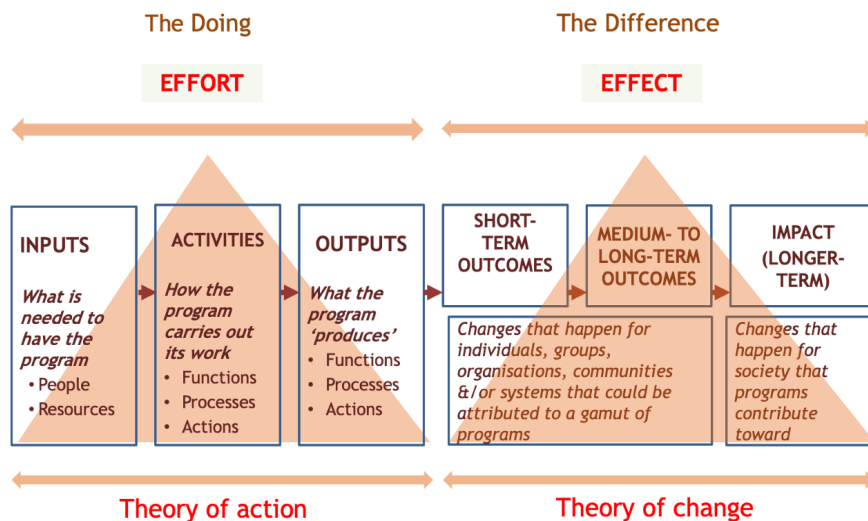
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Program logic model

Most community programs and services have an established program logic that describes the stepping stones between an activity and a desired change. The simplest place to start an outcomes journey for any program is to develop a program logic model. The CGP would benefit from having one.
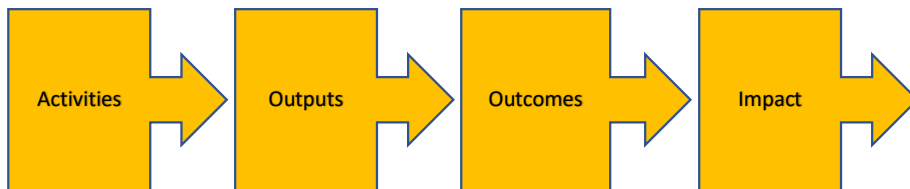
Outcomes chain hierarchy

An outcomes chain hierarchy, on the other hand, is a 'premium' level program logic statement. It is designed to provide a deeper clarity about the program's program logic. It is an evaluation tool that shows all the outcomes (from short-term to longer-term) required to bring about the ultimate goal of a program or service.

The Theory of Change will allow Council to visualise the long-term change it seeks to achieve for its community
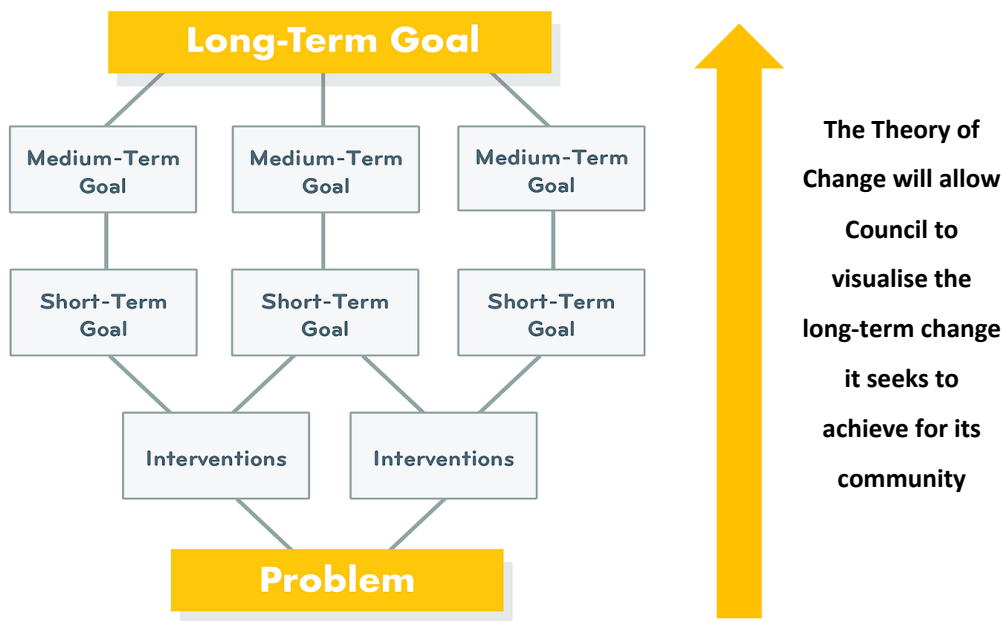
New Philanthropy Capital : https://www.thinknpc.org

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Why develop a Theory of Change for the CGP?

Developing a Theory of Change (outcomes chain) establishes clear program goals. It provides disciplined and structured outcomes-focused thinking within the Program. An outcomes chain is a visual representation of causal relationships, and it summarises the Theory of Change for changes in the community (skills, knowledge, attitude, behaviour, circumstance) that a program contributes toward. It provides, with clarity, the outcomes hierarchy (from short-term to longer-term) of the program. Developing a Theory of Change for the CGP will enable conversations about positive and negative outcomes as well as intended and unintended results. Such conversations are important because it forces the Program to be subject to continuous improvement.

Having a Theory of Change will:

- enable grant seekers to demonstrate their projects' success stories through an outcomes lens
- will provide grant seekers the opportunity to identify community outcomes that are meaningful to them
- enable the CGP to be aligned with the broader goals of SGSC.

Benefits of having a Program Theory

Benefits for planning

- ensures all important components of the Program are considered
- ensures factors affecting performance are addressed
- ensures that intended outcomes are clear
- links the Program within a broader strategy
- supports adaptation and evolution of the design of the Program.

Benefits for communication

- supports a shared understanding of the Program
- clarifies how different departments of Council contribute to the Program's overall purpose
- clearly communicates the Program to community and relevant stakeholders.

Benefits for monitoring and evaluation

- shapes key evaluation questions
- shapes key performance indicators and guides data collection
- enables sophisticated interpretation of results, including findings about how and why the Program achieves the observed results.

Program Theory review

Reviewing and refining the Program Theory of the CGP periodically, in conjunction with stakeholders, should be an adopted good practice. The more Council understands the mechanisms of change over time, the more efficient, effective and sustainable the Program will be. Regular monitoring and evaluation of the Program helps to confirm, refute and refine the Program Theory as the context within which the Program operates in terms of the changing needs of the community over time.

Monitor and evaluate the Program

Why monitor the Program?

Monitoring is a planned, ongoing and systematic collection and analysis of program information to track progress in implementation and performance against stated objectives and expectations[8]. Its principal function is to advise managers and other stakeholders of program performance and highlight deviations from the original design or intent. To perform this function well, monitoring must be planned and systematic, ongoing and referenced to agreed performance criteria. Monitoring typically focuses on activities and process, outputs and short-term program outcomes (as opposed to community outcomes).

Why evaluate the Program?

Evaluation is the planned, periodic and systematic determination of the quality and value of a program, with summative judgement as to the achievement of a program's goals and objectives[9]. Its principal function is to inform program and policy development and implementation, and enable sound decision-making. Evaluation forms judgements on the program's state of affairs, merit, worth and value. To perform these functions well, evaluation must be planned and systematic, form a sophisticated understanding of the program, and develop explanations for the state of affairs. Evaluation is a more intensive effort than monitoring, in both data collection and analysis. It is usually conducted periodically and episodically, not continuously.

The evaluation process entails asking a series of questions about a program. These could be framed in various ways. For the CGP, as with other programs, the simplest form of evaluation is to look at the processes and outcomes of the Program.

Focus areas	Evaluation questions
Process	• Have Program activities been implemented as intended? • Who has accessed the Program, what have they received? • How efficient are Program activities and processes? • How satisfied are grant seekers and staff with their involvement in the Program?
Outcomes	• What effects has the Program had on its community? • Which of the intended outcomes have occurred, and for whom?

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[8] Adapted from Markiewicz A. and Patrick I. (2016): *Developing Monitoring and Evaluation Frameworks.* Sage Publications, Inc.

[9] Scriven, M. (1991): *Evaluation thesaurus* (4th ed.). Sage Publications, Inc.

Evaluation is often framed around 5 domains. These are appropriateness, efficiency, process, effectiveness and sustainability. The domains guide the development of evaluation questions.

Domains	Description	Evaluation questions
Appropriateness	Suitability to community's needs and context	To what extent is the Program suitable to its need and context?
Efficiency	Resources are sufficient and are being used well	To what extent are Program resources sufficient and used well?
Process	Quality of service activities, governance and management systems	To what extent does the Program employ robust practices and processes?
Effectiveness	Achievement of intended purpose and community outcomes	To what extent is the Program contributing to community outcomes?
Sustainability	Continuation of community outcomes and community benefits	To what extent is the Program established to take a position to 'future-proof' itself?

To do justice to monitoring and evaluation processes, the CGP must have a monitoring and evaluation framework developed around it. This structure will allow the Program to set out the main purposes of monitoring and evaluation. It identifies the stakeholders that have a role to play in the Program (directly or indirectly). Evaluation questions are what guide the monitoring and evaluation process. These are crafted with the guidance of the 5 domains set out in the table above. Data collection is an important part of the monitoring and evaluation process. The monitoring and evaluation framework sets out the method to be implemented for data collection, and why and by whom the data will be collected.

Data collection points

Program evaluation shows the power of data. It shows how data can be used to:

- structure the creation of information and organise knowledge about community needs
- communicate real life community stories
- position solutions to community needs and priorities
- speak in plain language with internal and external stakeholders
- most importantly, allow informed decisions to be made.

The CGP needs to make better use of available SmartyGrants data by collecting 'how well did we do it?' and 'did we make a difference?' data identified through a dedicated outcomes measurement framework. It needs to have a data plan that clearly states when and how data is gathered or offered from quite diverse sources, settings and contexts. To have the ability to collect robust baseline datasets consistently over a period of time, the Program requires a monitoring and evaluation toolkit. The toolkit comprises surveys, questionnaires, focus group discussion topics, interview questions, etc.

A common way of collecting reliable outcomes-focused datasets is to ask the grant seekers and the community themselves.

For example, pre and post surveys will help Council monitor if successful grant seekers are contributing to desired community outcomes. The tool could include a 5-question survey – customised to established evaluation criteria. A pre-application survey is administered to grant seekers as part of the application process to establish baseline information. Administering the survey again at the acquittal stage will provide two data points to establish the positive changes the Program has achieved for its community through the funded projects.

It is important for the Program to establish a seamless process of collecting and collating datasets that other department officers or relevant service owners can also contribute to and use. The datasets will be used to validate the Program's appropriateness, efficiency, process, effectiveness and sustainability.

The Program must have the ability to evaluate at acquittal and report against community outcomes. A way of doing this is to establish a 'simple' evaluation report (comprising 5 questions) for the grantee to complete at acquittal through SmartyGrants. The data collected can be collated to inform not only the evaluation of funded projects (through the lenses of appropriateness, efficiency, process, effectiveness and sustainability) but also to inform the annual review and/or periodic evaluation of the CGP as a whole.

Annual review and evaluation processes

To conduct effective review and evaluation, a robust structure must be established. The CGP must therefore be subject to robust review and evaluation protocols and processes. The process should include:

- identifying the purpose(s)/objective(s) of the review
- engaging with the Program's stakeholders – grant seekers and Council officers or relevant service owners to get their inputs and validation
- collecting evidence that shows whether the Program's identified outcomes and objectives are being met
- evaluating the appropriateness of the Program in the current context
- identifying the Program processes that are working, are not working &/or needing improvement – i.e. a continuous improvement process. This should include a deep dive into the Program's governance structures, administration processes, application/ assessment/ acquittal processes and delivery strategies
- reviewing the currency of the Program's Theory of Change by focusing on the effectiveness of the Program from a community outcomes perspective
- determining the key drivers of the Program's success
- identifying issues, learnings and implications highlighted by the review and evaluation
- making findings based on the review and evaluation
- making recommendations that fall out of the review and evaluation of the Program.

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Why take this recommended approach?

The CGP should be strategically positioned within South Gippsland Shire Council.

The development of a Theory of Change for the Program, underpinned by an outcomes framework and a monitoring and evaluation framework will help the Program to:

- articulate its contribution to its community's needs and priorities
- measure and evidence the long-term positive difference to its communities
- engage with a wider range of stakeholders to inform the Program's improvement
- collect meaningful and useful data to inform continuous improvement
- make the case for continued investment in community to ensure its sustainability.

The recommended approach will determine whether the appropriateness, efficiency and processes of the Program ultimately lead to its effectiveness and sustainability within the Shire.

Future-proofing & sustainability roadmap for South Gippsland Shire Council

ST = Short-term
MT = Medium-term
LT = Long-term

Extraordinary & diverse natural beauty	Strong economy that is investment ready	Vibrant place with unmatched lifestyle	Producer of world-leading ideas	Connected Gippsland	Inclusive and respectful of our land and people	Gippsland Regional Vision

Strengthened Health	Strengthened Wellbeing	Strengthened Economy	SGSC Longer-term outcomes (Common)

Outcome LT1	Outcome LT2	Outcome LT3	Efficient (Quality) Community Services	SGSC Long-term outcomes (Common)

Outcome MT1 Outcome MT2	Outcome MT3 Outcome MT4	Outcome MT5 Outcomes MT6	Outcome MT7 Outcome MT8	SGSC Medium-term outcomes (Common)

Outcome ST1 Outcome ST2	Outcome ST3 Outcome ST4	Outcome ST5 Outcome ST6	Outcome ST7 Outcome ST8	SGSC Short-term outcomes (Common)

Economic & community development outcomes (LT)	Sustainable infrastructure outcomes (LT)	Performance & innovation outcomes (LT)	Directorate level (LT) outcomes

1. Finance Strategy; 2. Innovation & Technology; 3. Governance; 4. People & Culture Outcomes; 5. Instructure Maintenance; 6. Open Space & Environment; 7. Infrastructure Delivery; 8. Infrastructure Planning; 9. Planning Services; 10. Economy, Arts & Tourism; 11. Community Safety; 12. Community Services – Outcomes (ST, MT)	Department level (ST, MT) outcomes

Teams (ST, MT)	Team level (ST, MT) outcomes

Community Grant Program + other Council programs & services (ST, MT)	Program level (ST, MT) outcomes

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Definitions & acronyms

Acronyms:

CGP/Program	The Community Grant Program stream of South Gippsland Shire Council's Grant Program
RBA	Results-Based Accountability™
SGSC	South Gippsland Shire Council

Key Definitions:

Community	Within the context of this report, 'community' is primarily defined as the Program's target audience, that is community organisations and volunteer groups delivering activities, events, programs and services for the South Gippsland community.
Community benefits	Derived from programs, projects and/or activities that provide a response to community needs.
Grant	Represents the provision of financial support to an external organisation to provide a service (program, project, initiative) for community benefit, which supports the strategic intent of the funding body and meets the objectives of the program under which the grant is provided.
Impact	The longer-term results that countries, states, nations and regions are collectively working to achieve for society (e.g. Sustainable Development Goals).
Outcomes	The difference a program makes on a target audience within a specific geographic area (e.g. 'South Gippsland Shire communities are resilient').
Outputs	The act of producing something; the process in which something is produced (e.g. number of grants approved)
Program Theory	Identifies how program activities are understood to contribute to a series of outcomes and impacts.
Results-Based Accountability™	An outcomes-focused methodology that builds the capacity of governments and social purpose organisations to evaluate the impact and effectiveness of their programs and services using qualitative evidence and credible data.