NSW Environmental TRUST

ENVIRONMENTAL RESEARCH PROGRAM

GUIDELINES FOR APPLICANTS

Closing date
Expressions of Interest 5.00 pm 18 April 2008
Applications by invitation only 5.00 pm 1 August 2008

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PART A: WHAT YOU NEED TO KNOW ABOUT THIS PROGRAM

About The Environmental Trust

Establishment of the Trust
The Environmental Trust is an independent statutory body established by the New South Wales Government to support exceptional environmental projects that do not receive funds from the usual government sources. The Trust is empowered under the Environmental Trust Act 1998, and its main responsibility is to make and supervise the expenditure of grants. The Trust is administered by the Department of Environment and Conservation.

Objectives

The Objectives of the Environmental Trust are:
- to encourage and support restoration and rehabilitation projects
- to promote research into environmental problems of any kind
- to promote environmental education in both the public and private sectors
- to fund the acquisition of land for the national parks estate
- to fund the declaration of areas for marine parks and for related purposes
- to promote waste avoidance, resource recovery and waste management (including funding enforcement and regulation and local government programs)
- to fund environmental community groups and
- to fund the purchase of water entitlements for the purpose of increasing environmental flows for the State's rivers and restoring or rehabilitating major wetlands.

Funding
The grants programs run by the Trust include Environmental Restoration and Rehabilitation, Protecting our Places (for Aboriginal organisations) Environmental Education, Eco Schools, Environmental Research and other programs to meet high priority issues.
(See the Trust's website www.environmentaltrust.nsw.gov.au.

Funding from multiple sources
Our grants are usually made to cover the full cost of projects, with the exception of routine administrative or operational costs (See Section C3.2), which you should meet. The Trust recognises, however, that some large projects may require joint funding. In order for us to make fair decisions about allocating grants, setting funding priorities and avoiding duplication with other government agencies, you are required to advise us if you:
- have secured funding from another source for the same activities funded by the Trust
- have current applications lodged with other funding sources
- receive other funding in the future for your project.
  (See Section C2 Other Funding Sources)

The Trust will inform you of how it will progress your application if these circumstances arise.

Retrospective funding
The Environmental Trust will not fund activities carried out before the grant is offered and accepted. You should plan to begin your proposed activity after 1 February 2009.

About The Environmental Research Program

Aim of the Program
The aim of the Environmental Research program is to support research projects that help address environmental problems in NSW.

What do we mean by 'research'?
We have adopted the Organisation for Economic Cooperation and Development (OECD) definition of Research and Experimental Development as a basis for determining whether a proposal is a 'research' proposal:

Research and experimental development comprises creative work undertaken on a systematic basis in order to increase the stock of knowledge, including knowledge of people, culture and society, and the use of this stock of knowledge to devise new applications.

Funding
The total amount to be offered under the Environmental Research program in 2008 is $900,000. Approximately $540,000 has been allocated for the major category of air for grants up to $200,000. Proposals for scientific, economic and/or social research in the major category of air will be considered. The balance has been allocated for the best proposals for scientific research only (i.e. not economic or social research) across the 2 minor categories of biodiversity, and hazardous substances and waste for grants of up to $100,000 each. Projects can be from 1 to 3 years duration.

Competition for funds for Environmental Research projects is normally high. In the 2007 grants round the Trust received 72 expressions of interest with an upper value of $10.4 million and invited 19 applications. The Trust approved 7 grants totalling $0.87 million.

Objectives

The objectives of the Environmental Research Program are to:
- generate new knowledge or information to facilitate local solutions to environmental problems
- discover new methods of operation for NSW industries that are less harmful to the environment
- provide knowledge about general environmental problems
- assess environmental degradation.

Eligibility
To be eligible for a grant under the Environmental Research program:
- You must have been invited to apply following an Expression of Interest. Applications that are inconsistent with the EOI may be rejected.
- Your **organisation** must be eligible – see table below:

Community organisations	Research Institutes (public and private)
Community organisations including community groups, incorporated associations (community or industry associations), cooperatives, companies limited by guarantee	Includes universities and government organisations who have the requisite capabilities and responsibility to undertake research programs
Note: Community organisations that are not incorporated, are eligible to apply, but only if they arrange for the grant to be administered by a Council or other non-profit organisation. (See Role of Administrator pg 4).	

- Your project must be aligned with one or more of the program objectives (see above).
- Your application must include an accurate detailed budget for the project.
- You must complete the Environmental Trust's Application Form, including 'Section C – Financial Information'.

- Your application must include names of two office-bearers in your organisation (e.g. Chairperson, Treasurer, CEO or Executive Officer) who are able to attest to the accuracy of the information within the application. Where the grant is being administered by another organisation, provide the name of the organisation and the name of a senior manager who has agreed to administer the grant on your behalf.
- Your application must be received by the closing date. Late applications will not be accepted and will be returned.
- You must be able to demonstrate that previous grants are progressing satisfactorily. Failure to do so may result in the Trust refusing to consider any new applications.

Unless your application satisfies all of the above conditions, it will not be forwarded to the Technical Committee and your application will be returned to you.

The Environmental Trust **will not fund** the following activities under the Research program:

- core business activities that are already funded
- continuing administration costs of organisations
- projects that fund devolved grants (i.e. projects offering grants to other organisations)
- ongoing support for projects that organisations have committed to as part of a previous grant
- reimbursement of salaries of **existing State or Local Government staff** who will be supervising or working on the project as part of their **usual duties**. However, the Trust will fund salaries of officers *to be employed specifically to work on the project.*

  If you are seeking Trust funds for an officer currently employed by your organisation, including both community organisations and State/Local Government organisations, you will need to explain why the Trust is being asked to fund an already-existing employee. (For example, it may be that current employees are only employed on a part-time basis and that Trust funding is intended to cover the cost of continuing/extending their employment for them to work on the funded project.)

  Research organisations such as, for example, the CSIRO and/or others seeking Trust funds for an officer currently employed will need to explain why the Trust is being asked to fund an already-existing employee. (For example, it may be that current employees are employed on a part-time basis and that Trust funding is intended to cover the cost of extending their employment to work on the funded project, or the organisation, as a matter of policy, requires employees seeking external funds to include a component of staff salaries to be included in all applications. Where such salary components are sought from the Trust, the applicant's matching contribution needs to be clearly shown in all relevant parts of Section C, Financial Information, and an explanation provided as to why the funds are being sought.

  The Technical Committee will base its recommendations regarding salary claims to the Trust on a case by case basis.

Role of an Administrator
Community groups/organisations who are not incorporated may nominate another organisation to administer grant funds on their behalf. The Administrator must be a legal entity and Grant Agreements are prepared in the name of the administering body who are required to sign Grant Agreements on behalf of the grantee. Grant payments are made payable to the Administrator who is responsible for disbursing funds on the grantee's behalf and the preparation of financial reports as specified in the Grant Agreement. It is expected that an agreement will have been reached between the grantee and the Administrator in relation to project management and submission of progress/final reports.

Assessment criteria

Selection for Environmental Trust grants is a statewide, merit-based process. Eligible applications will be assessed by a Technical Committee against the following assessment criteria.

Environmental Research Program Assessment Criteria

Beside each Assessment Criterion you will see a reference to a section of the Application Form that contains questions relevant to that criterion.

Beneath each Assessment Criterion are points that will be considered in determining how well your Application meets that criterion.

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1. Relevance and Originality (see Questions 1–4 of the Application Form)

- Are the project's objectives clearly stated?
- Is the proposal original? (i.e. is it new and not similar to, or a duplicate of, previous or existing work?)
- Are the knowledge gaps strategically significant to the NSW Government?
- Are there tangible benefits for the environment of NSW?

2. Technical Feasibility (Soundness) (see Questions 5–7 of the Application Form)

- Has appropriate literature been reviewed, and advice obtained, in developing the project?
- Is the methodology appropriate and sound? (e.g. in terms of hypothesis, statistics, monitoring/accounting for variability, identification of uncertainty in data and responses)
- Will the methodology enable the research to achieve its objectives?
- How will progress and outcomes be monitored and evaluated?

3. Dissemination (see Questions 8–10 of the Application Form)

- Will the dissemination strategy enable the research to achieve its objectives?
- Is the dissemination strategy sound?

4. Project team (see Questions 11–14 of the Application Form)

- Are the people involved in the research appropriately qualified and experienced?
- Are the people involved in the communication strategy appropriately qualified and experienced?

5. Value for money (see Questions 8–14 and Section C of the Application Form)

- Are the resources adequate?
- Is the budget cost effective?
- Is the commitment of other contributors (financial/in-kind) demonstrated?
- Is the time frame realistic and achievable?
- Are adequate QA/QC procedures in place? (if applicable)
- Are criteria for measuring progress/success appropriate?
- Is the applicant able to manage all aspects of the project?

Submitting your Proposal and Getting Approval

Documentation
The Application Form consists of **two parts**:
1. One is called *Grant Application Form Environmental Research Program* and is a Word Document.
2. The other is called *Section C – Financial Information –* and is an Excel document.

Both documents can be obtained in hard copy from the Trust on (02) 8837 6093 and can be downloaded from the Trust's website www.environmentaltrust.nsw.gov.au.
Because the Trust's staff will photocopy your application, you must type in the spaces provided on the application form and avoid attachments, except where they are requested. You must keep the finished application to the same number of pages as the original. Note that substantial changes have been made to Section C – Financial information in 2006.

Closing date for submission of proposals
If posting or hand-delivering, please send **two unbound copies** of the application form to the Trust. The Trust will accept applications by email, but only if you can email your entire application, **including all attachments**, e.g. maps, CVs. Trust staff will not attach posted information to emailed applications. Therefore, if you cannot email your entire application, including attachments, please use post or hand delivery.

Your emailed application or the envelope containing your posted application must be received by the Trust by:

Closing Date EOI: 5.00 pm 18 April 2008
Closing Date Application (by invitation only): 5.00 pm 1 August 2008

Where to send your completed EOI/Application Form
Submit your application by ONE of **three methods** (i.e. do not email AND post):

Post to:		Hand deliver to:		E-mail to:
The Administrator Environmental Trust PO Box 644 PARRAMATTA NSW 2124	**OR**	Environmental Trust Level 2, 1 Fitzwilliam Street PARRAMATTA NSW 2150	**OR**	info@environmentaltrust.nsw.gov.au **DO NOT FAX**

Acknowledgement of receipt of EOI or application
You should expect acknowledgement of your EOI / application form within 2 weeks of the closing date(s). Confirmation(s) will include **one** unique reference number, which should be provided in all correspondence to and from the Trust. If you do not receive acknowledgement within 2 weeks, please contact the Environmental Trust on (02) 8837 6093.
Note: If you email your EOI or application, the Trust will acknowledge receipt of your email within 3 working days. If you have not received notification of receipt of your email within this time, it is your responsibility to contact the Trust to ensure that your email has been received.

Notification of grant decisions
The Minister for the Environment, as Chairperson of the Trust, will publicly announce the successful applicants. This is expected to occur in December 2008 or January 2009. Applicants will also be notified in writing. Successful projects will receive funding in early 2009.

Who to contact if you need further help
If you require further help with your application, please contact the Program Administrator by phone on (02) 8837 6093, or by e-mail at: info@environmentaltrust.nsw.gov.au.

Assessment and approval process
After the closing date, Trust Administration staff will check whether your application is eligible and sufficiently complete for assessment purposes. All ineligible or incomplete applications will be returned. Trust Administration staff may also contact you or your nominated referees for further information about your application.

The Trust establishes a Technical Committee for each grants program. The Trust's Technical Committees are made up of people with knowledge and experience relevant to each grant program and include at least one representative of community groups and at least one representative of industry. Committee members agree to undertake their duties within the principals of ethical conduct – integrity, objectivity and independence. They are also required to keep all matters concerning applications confidential and to declare any potential conflict of interest.

The Research Technical committee will assess the merit of your proposal by using the Assessment Criteria outlined previously and will make recommendations to the Trust. The Trust, having considered the Technical Committee's recommendations, determines which applicants will receive grants. Successful applicants may not receive the full amount requested and may be subject to special, as well as general, conditions of funding.
Unsuccessful applicants will have the opportunity to receive some feedback on their applications by contacting the Trust Administration staff.

Decisions by the Trust are final. There is no appeal process.

Conflict of Interest
Applicants are required to declare any real, potential or perceived conflict of interest (COI) that they may be aware of in relation to the awarding of a grant. The Technical Committee will assess each situation on its merits and environmental need.

Privacy
We use the information you supply to us for processing and assessing your application. While we do not publicly release your application as a matter of policy, we may be required to do so under the Freedom of Information Act 1989 or other lawful requirement. If you require strict commercial and/or personal confidentiality, you should address this in your application.

Obligations of successful applicants
Successful applicants will be required to:
- demonstrate that any previous Environmental Trust grants received by your organisation are progressing to the Trust's satisfaction.
- provide written evidence of partnership funding where relevant
- confirm a final schedule of payment and reporting dates relative to project activities
- if applicable, provide proof of land owners' approval to work on the project site and necessary permits from local, State and Federal authorities to undertake the project (a cover letter will suffice)
- if applicable, provide a letter of support from the Council if your project is on their land or land managed by the Council
- sign a Grant Agreement that sets out terms and conditions associated with the grant
- provide evidence of appropriate insurance coverage (see section C3.1(f) Insurance)
- forward a tax invoice to the Trust for each instalment of their grant, if applicable
- seek prior approval to alter proposed outputs, milestones and budget
- provide progress reports and comply with all conditions contained in the Grant Agreement
- provide a final report, including an independently certified financial statement of expenditure (where applicable), to enable the Trust to assess the project's outcomes
- a report on Key Performance Indicators (measurable outcomes)
- acknowledge the Trust's support in all promotional material or any public statement about your project. Your acknowledgement must include the Trust's logo in written material.

The Trust will monitor progress of projects. Funding is normally provided in staged payments, and continuing payments are dependent on satisfactory progress reports.

Reporting on Key Performance Indicators (KPIs)

To assist the Trust to measure the impact/success of its funding programs, you will be asked to respond to a number of questions when submitting your final report. To allow you to plan for this from the beginning of your project, the information required of you is available from the Reporting Guidelines section of the Trust website www.environmentaltrust.nsw.gov.au. You will be required to provide information on key performance indicators (measurable outcomes) relevant to your project. Most responses will be numeric, whereas other questions may require a 'yes' or 'no' response.

Indicators for the Research Program (including Seeding Grants Program) are listed below:

- Number of innovative technologies or methods developed as a result of the research.
- Number of technical or scientific conferences at which the research was presented.
- Number of other events at which the research was presented (can include community workshops, radio or other interviews, magazine or newsletter articles, etc.).
- Number of post-graduate students involved in the project
- Number of research publications on the results of the research project.

PART B: ADDITIONAL INFORMATION ON PREPARING YOUR APPLICATION

The information below may be useful when answering specific questions in your application. Not all of it may be relevant to your particular project, and you should use it as required.

Taxation

Good and Services Tax (GST)

Before completing Section A 'Registration and Administration' and Section C 'Financial Information' of the Application Form it is important that you read the following information on GST.

If you, or the organisation administering the project, are registered for GST, **do not include any GST** in your budget when you fill in your application. The Trust will add GST to your grant payment.

If you, or the organisation administering the grant, are **not** registered for GST, include any GST that you will incur during the life of the project into your budget. If you need more information contact the Trust on the above phone number.

Guide to Completing Section C – Financial Information

Section C of the Application Form – Financial Information – is an Excel document and is separate from the main Application Form. Both parts must be submitted and both can be downloaded from the Trust's website www.environmentaltrust.nsw.gov.au. If you complete Section C electronically (i.e. in MS Excel), the figures you enter will be totalled automatically. However, you also have the option of completing this document by hand. If you choose this option, please take extra care to ensure that your figures are calculated correctly.

There is one worksheet with three sections in the Excel file, C1: Summary of Project Budget; C2: Other Sources of Project Income; and C3: Detailed Grant Expenditure Breakdown:
All costing in your budget needs to be detailed; reasonable and justifiable, especially where individual items comprise a large proportion of the overall budget. Detailed costing ensures that your budget is well planned and linked to the objectives and outputs of your project.
The Trust will fund reasonable, justified costs for salaries and consultancies, including costs for recruitment advertising.

In-kind contributions

The Trust values the ability to secure in-kind contributions, as it reflects support for your project and good value for money. Therefore, please outline in-kind contributions from both your organisation and other sources under Question 14. Where possible, please give a value to these contributions. **Do not include in-kind contributions in any part of Section C.**

Section C1 Summary of project budget
This section is an overview of the total project budget, including both Trust and other sources of funds. When developing your budget, remember the importance of linking your spending with the project outputs you want to achieve. If your project is more than a year in length, not all funding can be received in Year 1. Progress payments will be linked to progress reports (see question 7). In the relevant columns, enter the amounts you require from the Trust year by year and then partnership funding figures (*'Other Sources'*) for direct project costs and administration costs. Make sure the values you enter in this section correspond with the description of items you listed in Sections C2 and C3.

Section C2 Other sources of project income
In this section you need to outline all successful and pending applications for partnership funding or contributions from your organisation (Other Sources) for the project. You need to include information on all organisations you have applied to, which may include Federal, State and Local Government departments, other Trusts and Foundations, and Corporate sponsorship options. You also need to list the items for which you have sought funding, e.g. salaries, equipment or materials. You need to provide written evidence of partnership funding that has been secured at the time of applying for the grant. If you have outstanding applications for funding at the time of applying to the Trust, then written evidence of partnership funding needs to be provided once it has been secured. The Trust will not provide funds to duplicate project work that is being funded through other sources. Therefore, you need to tell the Trust if you have applied to other funding organisations for the project funds you are seeking from the Trust.

Section C3 Detailed grant expenditure breakdown
In this section you need to provide a detailed breakdown of calculations for each line item total. It is important that you show as much detail as possible, particularly for line item costs of $10,000 or more. For example:

C3 Description / Details

1(a) Salaries	TRUST	OTHER	TOTAL
Project officer	25,920		25,920
s/be shown as:			
Project officer @ $27/hr x 20 hrs/wk x 48 weeks	25,920		25,920
1(c) Consultancy / Contractor Costs			
XYZ Company – Wetland specialist (see attached brief and costing breakdown) OR $xx/day x 28 days consultation	19,600	10,000	29,600
1(d) Materials			
Laboratory and field supplies	37,000		37,000
s/be shown as:			
Laboratory and field supplies – see attached itemised breakdown	37,000		37,000

These totals need to be broken down by year in Section C.1.

C3.1 (a) Salaries
This section can include salaries for project supervision, project manager/coordinator or any other project employees.
As noted on page 4 of the Guidelines, the Trust will generally not pay for staff already employed by your organisation who will be supervising/project-managing or working on the project as part of their usual duties. Applications for such salary components must comply with the principle set out on page 4 and be justified in detail. The Trust will however, pay for staff employed specifically on your project and you may include these costs in your application.
Salary costs shown in C3.1 (a) should not include on-costs. These must be shown separately in C3.1 (b).
It is expected that salaries will be in line with industry standards and you need to show that you have calculated amounts on the basis of reasonable pay rates. It is also expected that staff working conditions will be in accordance with all applicable laws. This includes meeting OH&S requirements. Please provide a copy of the job description for the relevant roles.
It is expected that staff employed on your project will be selected on merit. If you are recruiting new staff, a full position description must be included with your application. If you already have a

particular person in mind for the position **being funded by the Trust** you must include their CV (maximum 2-page summary) to allow Technical Committee members to determine if they have the correct skills and experience for the job. You do not need to include CVs for local/state government employees who are working on the project as part of their usual duties.

C3.1 (b) Salary On-costs
These costs need to be directly related to the **Trust-funded positions** and cannot exceed 26%. You must describe exactly what costs are being covered (e.g. superannuation, workers compensation, payroll tax, leave loading etc) and show the breakdown of how these figures have been calculated.

C3.1(c) Consultancies and contractors
All consultants and contractors should be chosen on their merits and ability to effectively deliver the work. It is expected that you will select contractors or consultants using a competitive process, in particularly where the value of the contract or consultancy or contract exceeds $5,000 in total. You must provide contractors' or consultants' briefs to the Trust at the time of applying for the grant. If you have already chosen a contractor or consultant at the time of applying, then you need to describe the selection process that you used. State why the consultant or contractor was chosen and provide us with their brief and CV (maximum 2-page summary).

For all consultants/contractor fees totalling $10,000 from a single provider, you must either include an additional attachment to your financial information detailing costs against activities to be undertaken or show the breakdown at 3C.1(c).

C3.1 (d) Materials
Provide a cost breakdown for materials that you want the Trust to fund: The Trust understands that, depending on the project objectives, the types of materials and related costs will vary from project to project. Therefore, all costings need to be detailed, reasonable and justified. **Equipment hire or purchase:** In general, the Trust does not fund capital purchases but will cover reasonable hire costs for equipment required for the project. You need to seek quotes for hire items and choose the most competitive.

C3.1 (e) Transport costs
Provide a breakdown of transport-related costs that you want the Trust to fund. This can include reasonable costs for freight, transport and other travel expenses. All costings need to be detailed, reasonable and justified.

C3.1 (g) Insurance
It is a condition of grant that you have public liability insurance of $20,000,000 and any other appropriate insurance cover for all your measures, works, activities and volunteer personnel. You need accident insurance for the life of the project and you need to ensure that all the people you employ are covered by workers' compensation insurance. If your application is successful, you will need to provide written proof to the Trust that all necessary insurance is in place. Your application can include costs of relevant insurance premiums for the duration of the grant.

C3.1 (h) Other direct project costs
The Trust will fund other reasonable direct project costs that have not been covered under other categories described above. This could, for example, include costs for project publicity or recruitment advertising.

C3.2 – Administration costs
The Trust recognises that there is a cost to receiving organisations for managing grant projects. In most cases grant recipients absorb these costs as an in kind contribution to the project, however, the Trust is able to pay these costs when detailed and justified. Any administration costs paid using Trust funds need to be **directly related to the funded project** and not include any ongoing or regular administration costs of your organisation. Costs that the Trust will fund include accounting fees for independent certification of project funding expenditure (this **excludes** State and Local Government-funded organisations) and the costs of documenting your project findings.

These costs **cannot not exceed 10%** of the amount you are requesting from the Trust for your **Direct Project Costs**, excluding Salary on-costs, and in most cases would be significantly less. The Trust may approve grants while conditioning or amending Administration costs.

Catchments

Catchment information may not be relevant for most Research projects, however some projects may target or have benefits for a specific geographical area. If this is the case for your project, please provide the relevant Catchment name or write N/A if not applicable. There are 13 Catchment Management Authority regions in New South Wales. (See www.cma.nsw.gov.au for catchment maps).

On page 1 of your application you are required to include the catchment area in which your project will be undertaken. The Trust requests that you use only the 13 CMA regions in NSW and not use subcatchments, with the exception of the greater Sydney region i.e. use only the following:

- Border Rivers/Gwydir
- Central West
- Hunter/Central Rivers
- Lachlan
- Lower Murray Darling
- Murray
- Murrumbidgee
- Namoi
- Northern Rivers
- Southern Rivers
- Western
- **OR**

If your project is in the **Hawkesbury-Nepean CMA** you are required to identify your **subcatchment**
- Hawkesbury Nepean or
- South Creek

The Environmental Trust is required to report on some specific subcatchments within the **Sydney Metropolitan CMA**. These are:
- Parramatta River,
- Middle Harbour,
- Georges River,
- Cooks River,
- Residual Sydney Harbour
- Residual Botany Bay
- Sydney Metropolitan - Other

To assist you to determine which subcatchment you are in, refer to the maps covering these two CMAs (www.environmentaltrust.nsw.gov.au). Please note that these maps are a guide only. If your project is not located in an area on the maps provided, please state "Sydney Metropolitan -Other" on your application.

Glossary

Aims: A statement of what the project is hoping to achieve in the long term.
Objectives (*How to get results)***:** Objectives define what is going to be done in the short term. These are more specific than aims.
Outputs: Outputs are activities or products. They lead to achievement of objectives. Outputs include progress and final reports.
Milestones: Milestones are significant outputs (activities or products). They relate to dates by which specific outputs will be achieved. They map out the key steps for the project and set dates for each step along the way.
Outcomes (*Results)***:** The outcome is the actual change in the environment as a result of the project activities.
Partners: Individuals or organisations that have reached a formal agreement to collaborate on a project. They directly contribute to the project with time, money and resources, and incur any risks and benefits from it.
Performance Indicators: Show the efficiency and effectiveness with which outcomes are being achieved against the objectives of the project. They are used to judge the impact of a project. **Performance indicators may be quantitative** (numerical – how much did we do?) **or qualitative** (descriptive – how well did we do it?).
Stakeholders : Are various individuals and groups who have a direct interest in, and may be affected by, the project. It is important to involve them early, actively and continuously throughout the project, as they have a stake in its long-term benefits.
Effectiveness: The extent to which the project outcomes are achieved by the project.
Efficiency: The extent to which the project outcomes are achieved at a reasonable cost and in reasonable time.
Risk factors: Things that could occur and could have a negative effect on the overall outcome and long-term sustainability of a project or delivery of a certain output.
Evaluation: An assessment to determine whether the project resulted in meeting the objectives it set out to achieve. From an evaluation we can determine whether there might be more efficient ways of achieving results.