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## FROM THE CHAIR

At MSDI, we see our future in harnessing the research, education and engagement strengths across Monash to address the complex and interconnected challenges posed by the Sustainable Development Goals.



Professor John Thwaites

The Sustainable Development Goals are a 'light on the hill'. They provide a vision for a better world in the future and key targets for all of us to work towards. But by themselves the goals are not enough. In order to achieve them we will need some big societal transformations.

MSDI can play an important role in helping identify these big shifts and the research and education needed to achieve them. Already we are working on some of these transformations, including the shift to a net zero economy, more sustainable cities and providing food for a growing world population in a way that protects the environment and the climate. Our education team at MSDI is also focused on providing knowledge and skills to those who are collaborating, leading and delivering positive social change.

At the end of 2018, Professor Rebekah Brown stepped down as Director of MSDI to take up the role of Senior Vice Provost (Research) for Monash University. Rebekah has been an outstanding Director and has led the Institute with distinction over the past four years. One of the reasons MSDI has been so successful is Rebekah's strong focus on the future. This is consistent with the very notion of sustainability that underpins everything we do.

In 2018, Professor Brown initiated an important process for MSDI staff to consider the Institute's future direction and strategy. This has been enthusiastically taken up by the staff. As well as considering the big societal transformations, we have identified that the Institute's key capabilities include many of the processes that will help society understand how the transformations can be achieved. An understanding of behaviour change, mobilising finance, evidence synthesis, pathways, transitions and policy influence are all areas where MSDI has strengths that will be vital in delivering the SDGs.

This report highlights many of the important achievements of MSDI this year. I am very confident that our contribution to achieving a better and more sustainable world will increase even further in the coming year.

## **Professor John Thwaites**

Chair. MSDI

## FROM THE DIRECTOR

In 2018, MSDI and its people were recognised nationally and globally for the ambition of our ideas and the scale of our impact. Ultimately, our success reflects the efforts of MSDI Executive and staff — I would like to thank them for their leadership and dedication.

We were honoured to receive a Banksia Award for our innovative interdisciplinary approach to catalysing sustainable development solutions. Internationally, we received the United Nations' Momentum for Change Award, recognising the Net Zero initiative spearheaded by ClimateWorks Australia. This award is testament to the expertise, excellence and commitment of our staff.

Beyond the accolades however, we measure our contribution by the impact we have on the missions we pursue, and on the people and communities we work with and serve. In this respect, 2018 was a fantastic year.

ClimateWorks has entered its 10th year. It continues to influence climate practice and policy across the country and has launched an ambitious new

project to rethink Australia's system of food and land use. BehaviourWorks is forging breakthroughs in Social Systems Evidence and through the INSPIRE framework. It also welcomed 18 PhD students. exploring how behavioural science can help solve big public policy challenges faced by our industry and government partners.

The flagship strength that MSDI has built in water sensitive cities is deepening its global impact, and working to develop practical sustainable development solutions for the world's most vulnerable. We continue to engage our students in real problems, and equip them with the skills to address them. We encourage our students to 'Change It' through programs such as Green Steps and Leave No One Behind.

In 2018 we hosted global thinkers including Jeff Sachs, Mariana Mazzucato, Peter Singer and Nobel Laureate Muhammad Yunus, inspiring us to think differently and affirming our commitment to real world impact. In the year ahead, we look forward to welcoming a new Director to help us write the next chapter of the MSDI story.

**Professor Rod Glover** Interim Director, MSDI



Professor Rod Glover

## PARTNERING FOR IMPACT

In 2015, 193 countries agreed to create a better future through the United Nations 17 Sustainable Development Goals (SDGs). The Goals aim to reduce poverty and hunger, provide clean water and education to all, secure a safe climate. reduce inequality and much more.

At MSDI, we passionately believe in this vision of our future, and we're committed to finding sustainable development solutions to global challenges, through research, education and engagement. But we know we can't achieve this alone.

So we harness the strength of Monash University -Australia's largest university - and bring it together in innovative partnerships with the best thinkers and doers from across academia, industry, government and civil society. Carefully nurtured partnerships are the key to our success in everything we do. Our story is one of collaboration and partnership threaded through the very DNA of our organisation.

We establish interdisciplinary teams, co-produce research and conduct action projects to develop innovative solutions and pathways; and to influence change in policies and practice. And we develop interdisciplinary education programs to build capacity, implement change at a local, regional and global scale and train the sustainable development leaders of the future.

We currently work with over 200 local, regional and global partners. Together, we're pioneering pathways to a more liveable and just world.

#### BehaviourWorks Australia

A research enterprise within MSDI. BWA brings leading behaviour change researchers and practitioners together to find behavioural solutions to real-world problems.

#### ClimateWorks Australia

A partnership between Monash University (through MSDI) and The Myer Foundation. CWA is an expert, independent advisor committed to helping Australia transition to net zero emissions by 2050.

## Oxfam-Monash Partnership

A partnership between Monash University and Oxfam Australia that pairs academics with field-based teams and communities to address the root causes of poverty around the world.

## Water Sensitive Cities

Supports interdisciplinary research on urban water from faculties and Institutes across Monash University.

## Sustainable Development Education

An expanding education suite including post-graduate courses a d PhD supervision alongside exectuive education, capcity development and student leadership activities.

## Revitalising Informal Settlements and their Environments (RISE)

A multi-stakeholder partnership led by MSDI. This initiative aims to revolutionise water delivery to slums in urban areas, and will help rebuild 24 settlements in Indonesia and Fiji over five years.

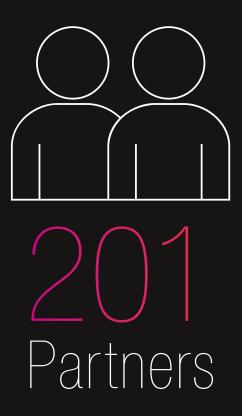
# UN Sustainable Development Solutions Network

The SDSN moblises scientific and technical expertise from academia, civil society and the private sector in support of sustainable development problem solving at all levels.





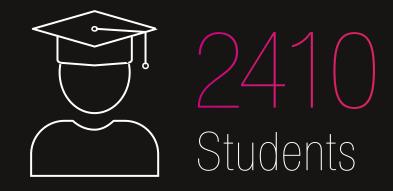
# **IMPACT AT A GLANCE**



104 Projects













MSDI is driven by partnerships and impact, not by awards. But for our team and the people we work with, being recognised for our excellence in research, education and engagement is a humbling reminder of the great benefits of collaboration.

### 2018 Banksia Foundation Award for Research and Academia

It was with great pride that MSDI won the Banksia Award for Research and Academia in 2018. Acknowledging the Institute's exceptional work over the past few years, the judges noted our "...extensive and legitimate connections to the Sustainable Development Goals" as well as our strong collaboration efforts, and resilient partnerships. The prestigious award was accepted by MSDI's Interim Director Professor Rod Glover and presented by the City of Melbourne Deputy Lord Mayor Arron Wood at a gala dinner in late November. In receiving the award, Professor Glover highlighted the imperative to collaborate and partner to achieve the SDGs by 2030, claiming "no one organisation can achieve them on its own". Now into their 30th year, the Banksia Foundation Awards are the longest running sustainability awards in the world.

## MSDI's Dr Shirin Malekpour won the Green **Talents Award**

MSDI's Dr Shirin Malekpour received the Green Talents award for 2018, which is awarded by the German Federal Ministry of Education and Research. Dr Malekpour was one of 25 researchers from across the world to receive the award, which recognises young researchers for their outstanding achievements in making our societies more sustainable.

A Research Leader in Strategic Planning and Futures Studies at MSDI, Dr Malekpour was chosen by a high-ranking jury of renowned German sustainability experts. In making the choice, the judges cited Dr Malekpour's scientific pursuit of infrastructure planning and policy. Established in 2009, Green Talents provides up-and-coming scientists the opportunity to establish contacts within the German science community and exchange ideas with its key innovators. The 25 awardees, including Shirin, have been invited to return to Germany in 2019 for a fully-funded three-month research sabbatical at an institution of their choice. Dr Malekpour's international recognition is an exciting step in expanding the global community for MSDI's work.

# "Working with the Monash Sustainable Development Institute... is a phenomenal joy and a phenomenal benefit for the world."

- PROFESSOR JEFFREY SACHS, DIRECTOR, UN SUSTAINABLE DEVELOPMENT SOLUTIONS NETWORK

## ClimateWorks Australia and Monash University won a global award for the Net Zero Initiative

When the United Nations scoured the world for practical, scalable and replicable solutions by business, government and industry to tackle climate change, they found an award-worthy example right here in Australia. The Monash Net Zero Initiative was awarded a 2018 Momentum for Change Award, announced at the global Climate Week conference in New York.

The Initiative was developed through a collaboration between Monash University and MSDI's ClimateWorks Australia, and aims to achieve net zero carbon emissions from Monash's Australian campuses by 2030, paving the way to a future powered entirely by renewable energy. It's bold, ambitious and already kicking goals, backed by the University's \$135 million investment. By the end of 2020, the university will complete its biggest solar roll out, generating 7 GWh of energy – enough to power 1000 Victorian homes for a year. And by 2030 all of Monash's energy consumption in Australia will be electricity powered from renewable sources.

## Our experts were sought after around the world

We were recognised globally for our expertise in sustainable development in 2018, with MSDI staff invited to speak and present all over the world. Our Chair, Professor John Thwaites, gave the keynote speech at the Global Youth Leaders' Summit in China in August, joining Professor Muhammad Yunus and Inaugural Yidan Prize Laureate Ms Vicky Colbert in addressing over 150 students from over 30 countries. He also presented on the role of universities in helping meet the Sustainable Development Goals in Islamabad, Pakistan. MSDI's Dr Tahl Kestin also gave the keynote address at the 2nd Hiroshima University Symposium on Universities and the SDGs.

MSDI's Professor Rob Skinner, who runs our Water Sensitive Cities Program, chaired the Resilient Liveable Cities program theme at the 2018 Singapore International Water Week convention. He also chaired the International Water Association's "Cities of the Future" program and played a lead role in organising the theme events at the 2018 World Water Congress in Tokyo, Japan in October. Closer to home, Anna Skarbek – CEO of our ClimateWorks Australia team – joined a panel of local and

international thought leaders at the Sustainable Living Festival's Great Debate in February. And our immediate past Director, Professor Rebekah Brown, spoke at the launch of the Nature Sustainability journal in Melbourne in July. MSDI experts were also called on to discuss a range of topics in the media – from energy efficiency and better building codes, to Australia's progress in implementing the SDGs. We had over 150 media hits, with coverage in The Guardian, The Conversation, The Australian, the Sydney Morning Herald, The Age, and on radio, TV and digital platforms.

## **Monash 2018 Green Impact Award**

MSDI won the inaugural Monash Green Impact
Award for 2018 - a new initiative to inspire and
support environmental sustainability projects
at Monash University. MSDI was proud to tie
in first place with the Faculty of Pharmacy and
Pharmaceutical Sciences for the 2018 award, and we
look forward to contributing to the University's efforts
for a greener future. Green Impact is a positive staff
engagement program that has been developed
over the last ten years through the National Union
of Students UK. To date, the program has been
delivered to over 400 organisations and has reached
more than one hundred thousand people.



Dr Shirin Malekpour receiving the Green Talents Award



Green Impact awards 2018

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The importance of sustainable development lies in our recognition of the need to effectively balance and integrate economic with social and environmental dimensions; that we can no longer pursue growth without considering environmental and social imperatives."

— Courtney May



In 2015, 193 member countries of the United Nations agreed to an ambitious vision for our global future. But to achieve the 17 Sustainable Development Goals, every sector of society needs to do their bit. That's why the Monash Sustainable Development Institute is focusing its efforts in the Asia-Pacific to help achieve Agenda 2030.

## Fostering national collaboration on the SDGs

In March 2018, leaders and decision makers from over 200 government, business, civil society, academic and youth organisations from across Australia gathered in Melbourne for the second Australian SDGs Summit.

The Summit was a joint initiative of SDSN Australia, New Zealand and Pacific (hosted at MSDI), the Australian Council of Social Service, the Australian Council for International Development, the Global Compact Network Australia and the United Nations Association of Australia.

Sponsored by MSDI, the Summit aimed to lift the discussion on Australia's progress on the SDGs and identify collective priorities where we can go beyond 'business as usual'. The findings directly fed into the Voluntary National Review of Australia's SDG implementation, which was presented by the Federal Government to the United Nations in July 2018.

Many leaders at the summit called for collective action on the SDGs to avoid a legacy of inequality and environmental degradation for the next generation of Australians.

The key messages from the summit were simple. Firstly, the need to accelerate action and move beyond business as usual. Secondly, the need for greater coordination and leadership from government to enable all sectors to play their part. And finally, the need to increase public awareness and support for the SDGs through partnerships and collaborations. That collaboration has already begun. Following the summit, delegates made 43 submissions via a survey to demonstrate their action and relationships to the SDGs.

## **Measuring Australia's progress** towards the SDGs

One of the most important aspects of the UN Sustainable Development Goals is that, through an agreed, transparent set of targets and indicators, the SDGs provide a tool for countries to assess their progress towards meeting sustainable development challenges.

In 2018 MSDI convened a project in partnership with the National Sustainable Development Council and SDSN AusNZPac to produce Australia's first independent, evidence-based assessment of Australia's progress towards the SDGs.

Our work drew on independent expertise from Australia's business, university and community sectors and assessed Australia's performance against the SDGs based on trends from 2000 to 2015. The resulting Transforming Australia: SDG Progress Report found that while we are doing well in health and education, Australia is facing major challenges in reducing inequality and tackling climate change.

Our work garnered extensive media coverage and engaged the public with the issues – with media hits across national media platforms, including ABC Radio AM, Herald Sun, SBS News, ABC TV News Breakfast, and the Daily Mail. The report was also the subject of a special series of articles in The Conversation.

The report has raised the profile of the SDGs within the superannuation industry and it's anticipated that it will assist Industry superannuation funds (some of whom funded the report) to implement Environmental Social and Governance (ESG) policies for investment in Australian businesses, improving corporate performance in sustainable development.

## Australian Government reviews on the SDGs

In June 2018, The Hon Julie Bishop MP, Australia's then Minister for Foreign Affairs, announced the release of Australia's first Voluntary National Review (VNR) — a report on the nation's progress towards implementing the Sustainable Development Goals. In her announcement, the Minister thanked the Sustainable Development Solutions Network (SDSN) AusNZPac for its substantial contribution to the preparation of the report.

SDSN hosted a VNR consultation for the university sector, helped collect case studies on university action towards the SDGs, and was invited to review the draft report. It also co-organised the 2018 Australian SDGs Summit, which provided input into the report. Our SDSN Youth Initiative supported input from the Australian youth sector into the VNR by coordinating consultations and collecting case studies.

MSDI and SDSN AusNZPac also made substantial contributions to the Australian Senate Inquiry into the SDGs. The Inquiry was launched in 2018 by the Senate Reference Committee on Foreign Affairs,

Defence and Trade to look into the SDGs and their relevance to Australia both domestically and internationally. Monash University, SDSN AusNZPac, SDSN Youth, and MSDI's Chair, Professor John Thwaites also made written submissions to the Inquiry, with MSDI coordinating the submission on behalf of all of Monash. Professor Thwaites, along with our Interim Director Professor Rod Glover, and our SDSN Manager Dr Tahl Kestin, provided evidence at the Melbourne Public Hearing in October 2018.

## Helping universities across the world take action on the SDGs

Our Guide "Getting Started with the SDGs in Universities" – produced by SDSN AusNZPac in 2017 with support from MSDI – continued to make a big impact internationally in 2018. From Australia to Canada, Japan, Norway, Afghanistan, Spain, and many places in between, the Guide is inspiring, mobilising and supporting universities to take action on the SDGs. It has been translated by SDSN partner institutions into Portuguese, Spanish, Chinese and Japanese, and is listed as a resource in over 100 websites and publications.



John Thwaites and Rod Glover at the Transforming Australia launch



Getting Started with the SDGs in Universities



 $Vatican\ Youth\ Symposium$ 

## "[Getting Started with the SDGs in Universities] is one of the most complete and concise documents on the topic published so far."

- GLOBAL UNIVERSITY NETWORK FOR INNOVATION

We have received feedback from universities around the world that they are using the tools, guidance and case studies in the Guide to undertake their own actions on the SDGs. Our Chair, Professor John Thwaites, and Dr Tahl Kestin, SDSN AusNZPac Network Manager with MSDI, have been invited to present the Guide at international events, including in China, Georgia, Malaysia, Japan, Pakistan and New York. Hilligie van't Land, the Secretary General of the International Association of Universities, called the Guide "what every university apparently was waiting for to get started"; and it's been called "one of the most complete and concise documents on the topic published so far" by the Global University Network for Innovation.

Its influence has gone beyond just universities. For example, it informed discussions in the European Union about the important role of SDG-related research funding. Closer to home, it provided our networks with the crucial basis from which to advocate for the important role of universities in submissions to Australia's Voluntary National Review and the Senate Inquiry on the SDGs. The Guide was also a finalist in the 2018 Banksia Award for Research and Academia.

#### We hit the global stage

Our people hit the global stage in 2018, participating in key international events on sustainable development goals and climate change. Professor John Thwaites gave the keynote speech at the Global Youth Leaders' Summit in China in August, joining Professor Muhammad Yunus and Inaugural Yidan Prize Laureate Ms Vicky Colbert in addressing over 150 students from over 30 countries. MSDI's Dr Tahl Kestin also gave the keynote address at the 2nd Hiroshima University Symposium on Universities and the SDGs.

MSDI's Professor Rob Skinner, who runs our Water Sensitive Cities Program, chaired the Resilient Liveable Cities program theme at the 2018 Singapore International Water Week convention. He also chaired the International Water Association's "Cities of the Future" program and played a lead role in organising the theme events at the 2018 World Water Congress in Tokyo, Japan in October.

In October 2018, MSDI's SDSN Youth Coordinator, Michelle Huang, attended the Vatican Youth Symposium at the Casina Pio IV in Vatican City.

The Symposium, Youth Leadership for Integral Human Development, was an initiative of SDSN Youth in collaboration with the Pontifical Academy of Sciences.

MSDI also coordinated Monash University's involvement in the annual United Nations Climate Change Conference (COP24) in December alongside Monash's Global Engagement team. More than 20 Monash staff and students travelled to Poland for the event — the largest delegation we've ever sent to this annual event.

Our delegation, which included a strong contingent from ClimateWorks Australia, hosted a booth, had a 'meet our expert' program, and spoke at a wide range of side events. The delegation gave us an opportunity to showcase Monash's world-leading climate change research and activities on the global stage, including our award-winning Net Zero initiative.



COP24



 $Australian\ SDGs\ Summit\ 2018-John\ Thwaites, Annette\ Bos,\ Tahl\ Kestin,\ Nina\ Laxmandas,\ Rebekah\ Brown,\ Rod\ Glover$ 





Sustainable development is one of the most important challenges of this century. Harnessing knowledge from research, lessons from practice and whole-of-community commitment are critical if we are to leave a better world to the next generation."

— Peter Bragge



More than half of the world's population now lives in urban areas. By 2050, that figure is expected to rise to 6.5 billion people. At MSDI, we're working with our partners across the world to transform our cities into sustainable and resilient communities.

## RISE program builds a global consortium of partners

'Revitalising Informal Settlements and their Environments' (RISE) is a five year international action research program led by MSDI (in partnership with five Monash faculties and 25 international partners). Through the RISE program and its global consortium of academic, industry, private sector and non-profit partners, we are working to revolutionise water delivery and sanitation in informal settlements.

We're helping rebuild 24 settlements in Fiji and Indonesia to improve the lives of more than 7,000 women and men, girls and boys. Now in our second year of action research, 2018 had two areas of focus: build the capacity of our people and cement partnerships for interdisciplinary action.

The RISE alliance strengthened the academic capacity of participating institutions — especially those in Indonesia and Fiji where the field research is being undertaken — to implement pioneering planetary health research. RISE engaged with communities across all 24 informal settlements and improved the knowledge of government partners on water-sensitive cities approaches.

We signed a Memorandum of Understanding with the City of Makassar, Indonesia which demonstrates their significant support for the program. Following an extensive community co-design process, we began construction of demonstration projects to provide a tangible demonstration of the watersensitive technologies and approaches that will be rolled out across the 24 sites. Work commenced to gather samples and undertake analysis across soil, water, and animal faeces; and we deployed sound recorders, mosquito traps and temperature sensors to monitor environmental change.

As always, the local communities themselves were central to our work. Underpinned by the emerging discipline of 'planetary health', RISE's success will be measured by the health and wellbeing of residents — particularly children under five years of age — and the ecological diversity of the surrounding environment.

The research components of the RISE program are funded by the Wellcome Trust.

"Our work in 2018 allowed us to harness local wisdom from a range of groups, enabling social and biophysical innovations and breakthrough solutions to be conceptualised."

#### **Influencing Australian water reform**

Integrated Water Management (IWM) is a holistic approach to planning for and managing water in urban settings, creating resilient and liveable cities and towns without compromising the sustainability of vital ecosystems. Our Water Sensitive Cities team has been championing this approach for a long time, and in 2018 we made some important progress.

We were once again actively engaged in the development and delivery of the Victorian State Government's IWM reform, providing leadership to the IWM Forum process and the program's high level Reference Group. Our work directly influenced how Victoria's water is planned for and integrated into urban planning processes. This included developing practitioner capacity-building workshops and masterclasses to guide the next generation of Integrated Urban Water Managers.

We also made a significant submission in 2018 to the Productivity Commission on IWM, which was quoted by the Commission in their final report on Urban Water Reform. We coordinated and led a joint industry presentation to the Commission with Melbourne Water, the Water Services Association of Australia, Yarra Valley Water and University of Technology, Sydney. In a significant departure from earlier attitudes, the Commission's final recommendations highlighted the importance of IWM. It's a stark example of the strong policy influence that we have had in Australian water reform.

## Australia's progress towards Clean Water and Sanitation

'Clean Water and Sanitation' is Goal 6 of the United Nations 17 Sustainable Development Goals. Monash has considerable research strength in water sensitive cities research and has innovated in this area.

In 2018, we helped establish an Australian SDG 6 working group. The working group is chaired by the Director of MSDI's Water Sensitive Cities team, Professor Rob Skinner, and includes senior representatives from the Australian Bureau of Meteorology, and the Water Services Association of Australia, as well as leading water professionals and academics with considerable policy and practice experience in the Australian water sector.

In 2018, the working group developed and reported on 10 indicators that relate to seven of the Goal 6 targets. The results of this work were presented in the SDG Transforming Australia Report. The working group now has an ongoing role to curate and improve existing indicators and develop new indicators for future reporting.

An important outcome of the SDG6 Working Group was to bring to the attention of central policy makers the number of Australians still being 'left behind' when it comes to safe and affordable drinking water.

The working group is providing reliable indicators to report on how Australia is meeting (or not meeting) its high-level SDG 6 obligations, and shedding light on situations that are well below acceptable standards.

## Fostering a water sensitive future for the City of Greater Bogor

The Urban Water Learning Alliance, launched at the end of 2017 in Bogor, Indonesia, connects researchers, leaders, influencers and 'water champions' from Australia and Indonesia to share their experience and expertise. Coordinated and led by MSDI (in partnership with the Australia Indonesia Centre Urban Water Cluster), the Alliance was formed to help experts shape a water sensitive future for the City of Greater Bogor, in line with Sustainable Development Goals 3, 6 and 11.

In 2018, the UWLA worked tirelessly, delivering 66 days of cross-sectoral, transdisciplinary engagements, and connecting with over 400 stakeholders through interviews, masterclasses, workshops and focus group discussions.

The magnitude of this engagement demonstrates the complexity of the water system and the challenge to build capacity, shape ideas, forge strong relationships and develop multi-faceted solutions. Our work in 2018 allowed us to harness local wisdom from a range of groups, enabling social and biophysical innovations and break-through solutions to be conceptualised.

Alliance members included representatives from government, water utilities, developers, industry, funders, NGOs and communities from both countries. The Learning Alliance supports capacity building in Indonesia and translation of research insights to leapfrog Greater Bogor towards a water sensitive, liveable and resilient future.





Sustainable Development is one of the most important paradigm shifts of the last twenty years. It's the recognition that everything is interconnected and that we can't thrive as a global community without also protecting the planet."

— Vicki Kyriakakis



With Australia clocking its fourth hottest summer on record, the devastating consequences of climate change have gone from being a future concern to a present danger. That's why we're helping to build pathways to a Net Zero future.

#### Zeroing in on net zero emissions

Climate change continued to play a big role in public and policy discussions throughout 2018. As governments, businesses and communities around the world considered implications and solutions, our 'Tracking Progress to Net Zero Emissions Report' brought the current facts and looked keenly to the future. MSDI's ClimateWorks Australia team released this economy-wide assessment in September 2018. It charted Australia's progress in reducing emissions across the economy and presented an evidence-based outlook to 2030.

The report showed Australia is not yet on track to meet its emissions reduction targets as stipulated under the Paris Agreement — but added there are still many opportunities to get there.

The report received significant positive media attention nationally, with coverage in The Australian and Australian Financial Review, and multiple follow up articles. We reached over 45,000 people via social media and a summary of the report was read by over 1,000 people. This included Federal Ministers, more than a third of our Federal MPs, State Ministers for energy and environment, and

80 high-level stakeholders. Our findings were also featured in an interview with Shadow Environment Minister Mark Butler and Sky News Political Editor David Speers.

Our results provided a well-respected and timely contribution to the national debate and provided an oft-quoted story indicating where hidden potential to further curb carbon emissions could be found. The report was an important step in our mission towards a prosperous, net zero emissions future.

## Creating tools for Pacific Islands to tackle climate change

Many Pacific Island countries are highly dependent on imported fossil fuels to meet their energy needs. With the world in the middle of a low carbon transition, continuing along this path poses a significant risk to the long-term wellbeing and livelihoods of our Pacific neighbours.

In 2018 we were asked to develop a tool that could support leaders to develop long-term solutions. And so, MSDI's ClimateWorks Australia developed



Creating long-term climate resilience in the Pacific Isalnds



Two key reports to advance Australia's building code

a Pacific Island country guide to creating long-term climate resilience, net zero emissions development, and a sustainable future.

The guide — called *Horizon to Horizon* — was developed in close consultation with stakeholders from across the Pacific. It outlines a step-by-step process (specifically for Pacific Island countries) to assist in the designing of long-term economy-wide strategies, identifying and solving roadblocks to implementation, and determining financing needs and sources. It was commissioned by a leading international funder to work with Pacific governments and advisers to translate ClimateWorks' four pillars approach into a step-by-step tailored guide.

The resulting Pacific Package was launched during Climate Week in New York. It proved so impactful, the CEO of the 2050 Pathways Platform dubbed it "...the best approach I've seen to long-term planning to date".

#### Advancing Australia's building code

Setting stronger energy standards for new buildings could, between now and 2050, reduce energy bills by up to \$29 billion, cut energy network costs by up to \$13 billion, and deliver at least 78 million tonnes of cumulative emissions savings. That's why we became involved.

MSDI's ClimateWorks Australia team supported building industry leaders this year to develop an evidence-based pathway for stronger energy performance targets in residential and commercial buildings. Working with the Australian Sustainable Built Environment Council, our team focused on the National Construction Code, searching for opportunities to improve energy standards.

The Building Code Energy Performance Trajectory project delivered two key reports: *The Bottom Line*— Household Impacts of Delaying Improved Energy Requirements in the Building Code, which identified

ways we can improve the energy performance of residential buildings in the short-term; and the final report *Built to Perform — An Industry Led Pathway To A Zero Carbon Ready Building Code*, which prepares us for a 'Zero Carbon Ready' construction future.

Our work is not just conceptual: It put the concept of a long term trajectory to net zero on the map in Australia and directly informed a major win: State and Territory Energy Ministers on the COAG Energy Council announced their support for a low energy buildings trajectory. We're now backing Ministers to approve recommendations and start writing them into the National Construction Code — beginning a more sustainable future for Australian buildings.

"[Horizon to Horizon] is the best approach I've seen to long-term planning to date."

- CEO OF THE 2050 PATHWAYS PLATFORM





A vibrant future requires us to broaden the dialogue and challenge the norm. Sustainability invites us to think differently, and can empower us all to participate in this meaningfully."

— Paul Satur



At MSDI we're passionate about creating a more equal and inclusive society that everyone can participate in. That's why we've partnered with leading community and philanthropic organisations to create programs that can make a real difference in people's lives.

## Giving rural Sri Lankan women a voice

Rural Sri-Lankan women are ever-present in agricultural economies, but their experiences are invisible in agricultural policy. The solution? Real world data to track their contribution and open up new opportunities.

Dr Samanthi Gunawardana from Monash Gender Peace and Security worked with MSDI's Oxfam-Monash Partnership team, Oxfam Sri Lanka and Social Scientists Association Sri Lanka to survey over 2000 women from three districts in Sri Lanka and identify barriers across their lives that may prevent them from participating in sustainable agricultural livelihoods. Step one was gathering tangible data to help them gain recognition and access new opportunities. The team surveyed 2093 women and conducted 66 in-depth life narrative interviews in the Hambantota, Ampara, and Polonnaruwa districts of Sri Lanka.

In March 2018, we launched a report on the findings: Rural Sri Lankan women in agriculture: participation and recognition in sustainable agriculture livelihoods across their life course. The report has had widespread positive results.

Its recommendations informed the Country Gender Assessment of Agriculture and the Rural Sector in Sri Lanka in 2018, conducted by the Food and Agriculture Organisation.

Perhaps our greatest achievement, however, is Oxfam's campaign "Make It Happen: Empowering Rural Women in Sri Lanka", which was informed by the initial findings and recommendations. Filmed in both Singhala and Tamil, and subtitled in English, it will support other communities of women in Sri Lanka to advocate for change.

## Leave No One Behind accelerates ideas to improve social inclusion

Leave No One Behind is an annual student entrepreneurship program led by MSDI in partnership with the five Humanities, Arts and Social Science Faculties. The program invites Monash students and recent graduates to develop innovative ideas that address social disadvantage in our local communities.

In 2018, the program began with a Social Innovation Summit, attended by over 240 students. This Summit introduced participants to key concepts around entrepreneurship, the SDGs, and social business.

Students then submitted a video application to attend the two month workshop and mentoring program. In total, 89 students were selected to participate in the program, double the number of the vear before.

The program culminated in an exciting final pitch event where three teams won a total of \$30,000 to help launch their social businesses. The winning ideas included a platform that connects refugee students with employment, a social enterprise facilitator supporting marginalised African youths and an initiative to make public venues safer.

Students who took part in the program said they gained new knowledge in social business models and business planning and critical skills in adaptability, initiative and problem-solving. One student said the Summit in particular opened their eyes to the wealth of opportunities available outside of a corporate career and how to pursue them. Another said the program showed them the "practical steps needed to begin a social business and the resources available at Monash to make this a reality." Following the program, 90% of students who participated said they felt more confident in their ability to test out new business ideas in the future.





# LEAVE NO ONE BEHIND LEADS TO COFFEE-FLAVOURED INNOVATION

'Grounded' converts used coffee grounds into highquality, ethically made exfoliating scrub bars, with the profits directed to existing service providers helping disadvantaged young people get back on their feet. The 'Grounded' team was one of the winners of our Leave No One Behind pilot program in 2017, with their coffee-flavoured innovation.

Natalie, Elisabeth and Sean came together with a shared passion for empowering disadvantaged youth. Through Leave No One Behind, they came up with a social business idea to fulfil this mission while also addressing the 8500 tonnes of coffee waste produced by Melbournians every year.

Financial support received through the program has enabled the team to refine their product and expand production in 2018. They are currently in talks with a national retailer to stock their products in stores across Australia.



Solutions might be start in the research lab but it's the people on the ground that can make real change. That's why in 2018, MSDI worked hard to provide the practical tools and inspiration needed to make a real impact.

## Innovating new approaches to strategic planning

A collaborative article between MSDI researcher Dr Shirin Malekpour and UNSW's Dr Enayat Moallemi shed new light on strategic future planning for sustainable development. The 2018 article, 'A participatory exploratory modelling approach for long-term planning in energy transitions' speaks to the possible future of energy planning. However, their new model is an exciting step forward for sustainable development projects in general.

Dr Malekpour and Dr Moallemi proposed a new planning approach that embraces instability and change. Sustainable Development Goals are rarely easy to achieve: they involve complex transitions from old ways of working to new systems. Dr Malekpour and Dr Moallemi's process allows users to create an explorative participation process to generate ideas, and then uses exploratory modelling to test those ideas.

Together, they've innovated an approach to longterm planning that allows policy makers to explore, model and test a variety of different transition approaches and policies in real-time. Their model is industry agnostic, and embraces innovation. Their paper is published in *Energy and the Future* — a special issue (Volume 35) in the leading Journal of Energy Research and Social Science.

## Our INSPIRE tool makes written communications more effective

Written communications — letters, emails and digital correspondence — oil the wheels of government. They help ensure citizens comply with legislation and take action that benefit individuals and society as a whole. The INSPIRE framework developed by MSDI's BehaviourWorks Australia team is working to make written communications more effective.

INSPIRE is based on a simple mnemonic that describes seven of the most powerful techniques for influencing behaviour via written communications: Implementation intentions, Norms, Salience, Procedural justice, Incentives, Reputation/credibility and Ease.

Developed by the BehaviourWorks team over several years, and tested by a number of Victorian government agencies, INSPIRE was recognised in 2018 by leading journal *Public Administration Review*  as the first model of behaviour change specifically designed to help public administrators produce effective and impactful written communications.

VicRoads has used INSPIRE techniques to increase drivers' compliance with 'medical fitness to drive' reviews by 23%. Meanwhile, the Victorian Department of Health and Human Services has used the techniques to increase influenza vaccination rates in Indigenous communities by 34%, and to encourage more secondary school students to receive the Human Papilloma Virus vaccine.

## The Change Room brings behavioural science to the people

The Change Room, an initiative of our BehaviourWorks Australia team, has continued in 2018 to get behavioural science out of the academic realm and into the real world. A series of live events where research meets entertainment, The Change Room is hosted by content curator and performer Geoff Paine and draws on the skills of researchers working with MSDI's BehaviourWorks team.





Clockwise from top: INSPIRE framework, The Change Room, VMIA behaviour change interventions



In 2018, we were excited to see audiences from across different sectors, with over 240 organisations represented. These included state government bodies, banks, superannuation companies, local councils, universities, research and PR companies, charities and NGO's, and professional services firms like KPMG.

We held four Change Rooms in 2018, including a one-night Melbourne Comedy Festival show called 'Smart Phones, Dumb People' — which was a sell-out event. Other shows included 'You can't be serious', which explored family violence; and 'Comedy and behaviour', which explored whether comedy can bring on behaviour change as well as laughs. Nine Change Room events have been held in total since the launch of the series in 2016.

## Changing behaviour to improve community health

In 2018, our BehaviourWorks Australia team continued to build its health research portfolio. In collaboration with the Victorian Managed Insurance Authority and The Shannon Company, we completed the first two of six trials of behaviour change interventions to optimise and improve patient safety in public healthcare.

The first trial examined the effects of a two-hour workshop simulating difficult health boardroom conversations, in which participants could 'road test' strategies with a trained actor. The second trial used a short independent review of emergency doctors' working diagnoses to examine and address potential biases in diagnosing abdominal pain.

We also completed a three-month pilot of a new evidence-based model of care for bladder catheter management to prevent the high prevalence of urinary tract infections (UTIs) among spinal cord injury patients. The trial reduced the time to implement the best type of catheter for preventing UTIs from 67 to 20 days.

Our package of four state-wide trials of strategies to optimise vaccination brought coverage of Human Papilloma Virus (HPV) vaccination to 'herd immunity' levels and also resulted in an increase in influenza vaccination rates among Aboriginal children.

And finally, our work with The Victorian Department of Health and Ambulance Victoria on the 'Save Triple Zero for Emergencies' campaign has significantly shifted public attitudes to ambulance use.

In 2018, Monash University Publishing released From Roadside to Recovery: The Story of the Victorian State Trauma System. Co-authored by MSDI's Associate Professor Peter Bragge, it details how sustained action by Victorian healthcare professionals, policymakers and the public reduced deaths on Victorian roads by over 80% from the 1970s to today, making Victoria a world leader in injury prevention and trauma care.

## **OUR CHANGEMAKERS SERIES REACHES THOUSANDS**

To realise the Sustainable Development Goals, and accelerate progress to Agenda 2030, we know we have to challenge the status quo. In 2018, MSDI was privileged to work with and present five incredible international thought-leaders as part of our ChangeMakers Series: Professor Muhammad Yunus, Professor Peter Singer, Professor Beth Noveck, Professor Jeffrey Sachs and Professor Mariana Mazzucato.

Over 3000 people came to listen to these speakers share their wisdom and knowledge on topics from whether democracy is dead to how to make economic growth innovative, inclusive and sustainable.





#### **Professor Muhammad Yunus**

Professor Muhammad Yunus is a pioneering economist who invented microcredit, founded Grameen Bank, and earned a Nobel Prize for his work towards alleviating poverty. In 2018, Monash and MSDI were proud to host the pioneering economist in Melbourne to launch his new book "A World of Three Zeros" in March, which outlines his radical economic vision for tackling inequality, joblessness, and environmental degradation.

#### **Professor Beth Noveck**

Professor Beth Noveck is Director of the Governance Lab at New York University and its MacArthur Research Network on Opening Governance. She served in the White House as the first United States Deputy Chief Technology Officer as part of the Obama Administration and was named one of the "Foreign Policy 100" by Foreign Policy and one of the "Top Women in Technology" by Huffington Post. In August 2018, MSDI hosted Beth at Monash University to 'put democracy on trial' and explore whether modern democracy is fit-for-purpose.



#### **Professor Mariana Mazzucato**

Professor Mariana Mazzucato is a Professor in the Economics of Innovation and Public Value at University College London (UCL), and Director of UCL's Institute for Innovation and Public Purpose. In December 2018, MSDI and the Centre for Policy Development co-hosted Professor Mazzucato at 'The Value of Everything' event, presented by City of Melbourne. Mariana focused especially on the interplay between mission-led innovation, inclusive growth and cities. She explored the role of the public sector in creating real value in the economy, tearing apart popular myths about the relative roles of the public and private sectors ('government bad, business good') in innovation and development. The SDGs are a set of big challenges and this event emphasised the need for much bolder and more diverse collaboration between the public sector, businesses, innovators and entrepreneurs.



#### **Professor Peter Singer**

Professor Peter Singer is a world-renowned Professor of Bioethics in the University Center for Human Values at Princeton University, a Laureate Professor at the University of Melbourne and collaborator of MSDI's BehaviourWorks Australia. He is best known for his role in bioethics and as one of the intellectual founders of the modern animal rights movement. MSDI's BehaviourWorks team hosted 'The Ethics of government behaviour change programs: A conversation with Peter Singer and Kym Peake' in July 2018, exploring whether governments have the right, or the obligation, to change our behaviour for our own good and if so, what tools were appropriate.



### **Professor Jeffrey Sachs**

Professor Jeffrey Sachs is a world-renowned professor of economics, leader in sustainable development, senior UN advisor, bestselling author, and syndicated columnist whose monthly newspaper columns appear in more than 100 countries. MSDI and Monash hosted Professor Sachs during his visit to Melbourne in October 2018. He received an Honorary Doctorate from Monash University and delivered the university's prestigious Richard Larkins Oration. Professor Sachs used his oration to highlight the important work of Monash, describing it as "truly a great university" with a "growing global reach". In his public lectures, television appearances and meetings with public and private sector actors, Professor Sachs made an impassioned call to action for a "world effort of unprecedented focus and persistence" over the next decade to save the planet from humanaccelerated climate change before it's too late.



Together with partners across Monash University, we're creating leaders who can make a difference. Our students are ready to spark big change in the world for global good, and in return we're giving them the tools and knowledge to help them do it.

#### Delivering 'outstanding' education

Sustainability is a concept that has moved from relative obscurity to front-row status in recent years. In 2018, our Sustainability practice and organisations capstone unit - taught within the Bachelor of Commerce and Bachelor of Business degrees - was awarded 'purple' status, meaning it was ranked as 'outstanding' by students. It joins our Understanding human behaviour to influence change, and Leading change for sustainable development Masters units, which were ranked as 'outstanding' the year before.

Deputy Vice Chancellor (Education), Professor Sue Elliott AM, called the subjects 'transformative'. "(The result) is a clear demonstration of the effort, creativity and skills applied to ensure our students are immersed in a transformative learning experience," she said.

Talking about the Sustainability practice and organisations capstone unit, one student said it had been the most beneficial and interesting in their entire degree. "I feel I've learnt about a very imminent real issue in the world compared to just formulas from textbooks...It has brought on a new perspective for me both personally and academically." We are excited to see the MSDI subjects flourish within the Monash student curriculum as enthusiasm for sustainability grows.

#### **AIM2Flourish Sustainable Development** student award

Monash Business Student Shahzad Billimoria was honoured with a 2018 AIM2Flourish award for his story: Towards a brighter future. His story on Pollinate Energy in India was a fascinating insight into how clean energy can flourish in the most unlikely of situations.

Pollinate Energy is a social business that sells essential products to people living in India's urban slums via a distribution network of local door-to-door salespeople.

Shahzad was one of 17 winners of a Flourish Prize in 2018, celebrating progress towards each of the 17 United Nations Sustainable Development Goals and the role of business in achieving them. Shahzad won for Goal 7 — Affordable and Clean Energy.

"I talked a lot about my experience with the interdisciplinary project at ACF in a recent interview and I think it was a major reason for me getting the job."

- STUDENT, INTERDISCIPLINARY PROJECT FOR SUSTAINABLE DEVELOPMENT SOLUTIONS

The story was part of Shahzad's assessment requirements for *Sustainable Practice and Organisations*, a capstone unit MSDI delivers for the Monash Business School which teaches students about making a positive impact through business.

AlM2Flourish is the world's first higher education curriculum story platform that also awards prizes for 17 winning Sustainable Development Goals stories each year. The winning stories for 2018 came from 16 schools across nine countries and represented positive and profitable business innovations across the globe.

### Helping students 'Change it'

In 2018, MSDI launched a new industry capstone unit: *Interdisciplinary project for sustainable development solutions* as part of our Masters of Environment and Sustainability.

The focus? Enabling students to learn through doing. Many students assume their ability to create change starts after their studies. MSDI's new unit allows them to start early.

Five teams worked on different projects over the two semesters. One team investigated innovative technological solutions for increasing the sustainability of Australian supermarket supply chains with partner organisation, the Australian Conservation Foundation (ACF). Another looked at enhanced sustainability in local transport systems. One particularly creative group created an original board game in collaboration with EcoFun Indonesia and the Australia-Indonesia Centre to inspire Indonesian secondary school students to become 'water conservation champions'.

Students valued the unit highly for its engagement with real-life problems, increasing their employability. 2018 was also an exciting year for MSDI's *Leadership for Sustainable Development* specialisation, with our cohort doubling in size and the graduation of our first year of students. Of our diverse alumni, many will return to their home countries to influence sustainable change, while others have already started work in Australia and beyond.

The Masters of Environment and Sustainability is a collaboration between MSDI, Monash Science, Monash Arts and Monash Business and Economics. It is Monash's first cross-faculty Masters Course.

## Green Steps fosters the sustainability leaders of the future

Our award-winning Green Steps program continued to play a key role in training the next generation of leaders to address sustainable development challenges. In 2018 we revamped the program's training content to provide a stronger focus on addressing the 17 Sustainable Development Goals.

Thirty emerging sustainability leaders from across the University underwent five days of sustainability training delivered by educators from across MSDI. Of those, 27 then went on to complete a consultancy project with Monash University's Buildings and Property Division on a range of ambitious initiatives to help progress Monash's sustainability strategy.

The 'Net Zero for Communities' project, for example, saw students assist the community of Healesville, Victoria to purchase bulk solar for the town. Similarly, the 'Take Away Food Packaging' team looked at reducing waste on the Clayton campus.

Almost all the students who participated (90%) said they'd gained a better understanding of the steps needed to implement sustainability initiatives within organisations thanks to Green Steps, and

80% agreed that they were more likely to pursue a career in sustainability. Overall participants said they felt more prepared and equipped with transferable skills, such as problem-solving, communication and stakeholder engagement. They also said their capacity to create change for sustainability had drastically improved.

"I was lucky enough to get a project-based internship right after the consultancy project with Green Steps," one student said. "As soon as I started...I noticed that the practical skills I learned through Green Steps were exactly the skills I needed to make changes in a large organisation."

## Responding to industry needs with executive education

MSDI's executive education program expanded in 2018 as industry, government and business sought our expertise to create long-lasting and effective change.

The first of our two new executive courses in 2018 was the Clearwater Program. MSDI was invited by Clearwater Masterclass Series (funded by Melbourne Water and the Victorian Department of Environment, Land, Water and Planning) to develop a program that

would build the capacity of professionals to deliver the outcomes of the Victorian Government's water strategy, 'Water for Victoria'.

We developed a series of four Masterclasses that were each delivered in five locations in Victoria, including in Ballarat, Benalla and Traralgon. Over the 20 days, 280 people took part. Attendees were enthusiastic about what they learned, with the series scoring highly for overall satisfaction, relevance and transferability of the content, knowledge gained, and practical skills gathered in support of the Integrated Water Management Framework.

Our BehaviourWorks Australia team also continued growing its professional development program with engaging workshops and presentations to consortium partners, clients and through bespoke sessions. The team delivered 53 sessions in 2018, engaging with over 1200 participants. Nine deliveries took place through the partnership with Department of Premier and Cabinet, introducing Victorian public service to behaviour change principles and practices for policy and program design. Another partnership with the Australian New Zealand School of Government saw our team travel around the country, from Brisbane to Canberra and Wellington, with nine deliveries to executive level government employees.



## MASTERS ALUMNI GET 'SASSTAINABLE'

Alumni from our Master of Environment and Sustainability have already begun putting their new skills and knowledge to work, with the launch of their new sustainability podcast, Sasstainability in 2018. The podcast is a fun and relatable show that explores all things sustainability. Creators, Justin Lichtblau and Rosie Drew said they hoped it would entertain, inspire and empower people to make sustainable changes in their everyday lives. "We wanted to raise awareness and make sustainability issues more accessible, relatable and tangible for listeners." You can listen to their show wherever you download your podcasts.

MSDI also delivered a four-part seminar series to Monash MBA students in the final semester of their degree in conjunction with the Monash Business School. The student feedback was overwhelmingly positive, with 48 students in the course this year all expressing high satisfaction.

"(This program) is forcing thinking beyond traditional business subjects and ensuring future success of society," said one student, with another noting an improved understanding of the role which various organisations — government, corporates, start-ups, and more — play in the sustainability topics.

# Graduate researchers tackling real-world problems

Monash University's innovative Graduate Research Industry Partnership program brings together talented PhD candidates with government and industry professionals to solve real-world problems. It's fair to say that this is a PhD collaboration program with impact. MSDI is proudly involved in two of these innovative Graduate Research Industry Partnerships (GRIP) — 'Behaviour Change', and 'Water and Sustainability in Asia'.

The Behaviour Change GRIP is led by MSDI in partnership with eight industry partners, and in collaboration with Monash Arts, Monash Business and Economics, Monash Law, Monash Medicine, Nursing and Health Sciences and the Monash University Accident Research Centre. Meanwhile, MSDI hosts the Water and Sustainability in Asia GRIP in partnership with Monash Engineering and Monash Arts.

Our two GRIPS are a response to the rising demand for researchers with interdisciplinary capabilities and the readiness to apply their expertise to solving realworld problems in industry.

In 2018, 18 candidates enrolled into the Behaviour Change GRIP. We've brought these PhD candidates together with project managers and behaviour change practitioners in leading government and nongovernment agencies to address a range of realworld policy issues.

The Water and Sustainability in Asia GRIP is supporting the transition of Asian cities to more sustainable, resilient and liveable cities through state-of-the-art water technologies, policy development and social practices. This GRIP had four thesis submissions in 2018 and is expected to finish in 2019.



# MEET SOME FUTURE LEADERS

# LISA WHEILDON // PUTTING THE SPOTLIGHT ON VICTIM SURVIVORS OF GENDER-BASED VIOLENCE

Behaviour Change GRIP student Lisa Wheildon hit the ground running in 2018, with her research looking into advocates for gender-based violence. In the wake of #metoo and public statements of sexual violence and harassment from high-profile women like Rose McGowan in the US and Rosie Batty in Australia, Lisa is exploring how and why those voices are being heard now, and importantly which voices are being heard and which remain silenced. Lisa's doctoral research – done in partnership with the Australian New Zealand School of Government (ANZOG) – is examining how victim survivors of gender-based violence influence social norms and formal rule changes. Preliminary interviews have already been conducted with people working in government, in the community and in the violence against woman sector.

"I've found a significant appetite for research into victim survivor advocates," Lisa said. "Particularly on whether victim survivor advocates can play a primary prevention role in stopping gendered violence before it starts." While it's too early to report impact, Lisa said victim survivor advocates – including Rosie Batty – have been very supportive and are looking forward to helping shape the research.

# WIKKE NOVALIA // MAPPING SUSTAINABLE SOLUTIONS FOR CITIES IN THE DEVELOPING WORLD

At the other end of the journey, Wikke Novalia submitted her thesis in 2018 as part of the Water and Sustainability in Asia GRIP, hosted by MSDI. Wikke's research explored how different people and groups influence urban infrastructure investments in developing cities. In particular she looked at two case studies in Indonesia: the development of a flood defence master plan in Jakarta and the implementation of green city initiatives in Surabaya. In 2018 she published an article in Environmental Science and Policy on her work and presented on her findings at the 2018 Earth System Governance Conference in the Netherlands. Wikke said she now wants to develop the work further through real-world application. "I'd like to map and compare institutional conditions and organisational capacity that limits or facilitates investment in sustainable infrastructure," Wikke said. "I'm particularly interested in how research and practice can bring more sustainable infrastructure solutions to cities in the developing world."

## THANK YOU

MSDI would like to especially acknowledge the strong partnerships right across Monash that have contributed to the success of 2018.

These include the ten Monash faculties: Arts. Art Design & Architecture, Business School, Education, Engineering, IT, Law, Medicine, Nursing & Health Sciences, Pharmacy and Science as well as Monash Malaysia. We also thank our program collaborators from Building and Property Division, Global Engagement, Monash Enterprise, External Relationship Development and Alumni, Monash Graduate Research, Monash Warwick Alliance, Monash Learning & Teaching, Careers Volunteering & Leadership, and the Work Integrated Learning Unit. Thank you also to the central service divisions who support the day-to-day operations of the Institute.

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