

# Making Successful Investments in NRM Practice Change

Forum for participating  
Regions

9th & 10th May 2007  
Melbourne Airport Motel and Convention  
Centre

**Prepared by**



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### Disclaimer

All care has been taken in the preparation of this report. Information from various sources has been incorporated in the report. Accordingly, we do not express any opinion on the accuracy of this information, nor does this company accept any responsibility to any other party who may rely on the content of this report.

HASSALL & ASSOCIATES PTY LTD (Inc in NSW)  
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## INTRODUCTION

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The overarching aim of the 'Making Successful Investments in NRM Practice Change' project is to enable regional NRM bodies to continually improve the ways they manage their investment in NRM practice change. By working with participating regional bodies, a set of tools and processes will be developed and tested to help them to plan and invest in practice change by considering key questions such as:

- w What changes in practice are most needed?
- w Whose changes are they?
- w What drives or prevents these people from making the change?
- w What mechanisms can be used to foster this change?
- w What may be unexpected implications of the investment?
- w How will the investment be implemented?
- w Who will be effective partners in implementation?
- w How will the change be evaluated?
- w How to learn from this, adapt and celebrate?

The focus of this forum was to share ideas on some of the key factors influencing regional NRM and practice change. The key objectives for all participants were to:

- w Build positive working relationships
- w Share ideas and experiences across the regions
- w Gain a deeper understanding of current approaches for investing in NRM practice change and to identify any areas for improvement
- w Share understanding about the tools that regions are currently using and identify others that are needed
- w Have shared discussion about the project's activities over the next 12 months and identify any linkages between activities in each region
- w Enjoy the opportunity to talk with others about how you approach practice change

## Forum participants and their organisations

Martin Fuller	West Gippsland Catchment Management Authority
Phillip McGarry	West Gippsland Catchment Management Authority
Anthony Stevens	West Gippsland Catchment Management Authority
Louise Hillman	South Coast Regional Initiative Planning Team Inc
Daniela Stehlik	South Coast Regional Initiative Planning Team Inc
Alun Hoggett	Desert Channels Queensland Inc.
Sue Gardiner	Desert Channels Queensland Inc.
Julia Callaghan	Fitzroy Basin Association
Gavin Peck	Fitzroy Basin Association
Michael Bent	Fitzroy Basin Association
James McKee	NRM North
Jeff Taylor	North East Catchment Management Authority
Kate Lorimer-Ward	Lachlan Catchment Management Authority
Fontella Koleff	South East Natural Resources Management Board
Steve Nichols	Hawkesbury Nepean CMA
Micheal Lester	Land & Water
Ingrid Roth	Hassall & Associates
Jack Knowles	Hassall & Associates
Bridget Boreham	Hassall & Associates
Sue Salvin	Hassall & Associates
Angela McDowell	Hassall & Associates

## Forum agenda

Wednesday 9 May - PLANNING, UNDERSTANDING AND ENGAGEMENT

### Introductions

9 am	Welcome and introductions	Ingrid Roth
9:10	Overview of participating regions (5 mins / region) <ul style="list-style-type: none"><li>- Your region &amp; its unique features</li><li>- Why are you involved with this project?</li></ul>	Each region
10 am	NRM Practice change project overview	Sue Salvin
10:15	Morning Tea	

### Regional NRM and practice change - key successes and challenges

10:45	What have been your greatest successes with practice change? What are the key challenges?	Brainstorm Facil: Jack
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### Planning for NRM practice change

11:30	Ideas from the practice change planning framework	Ingrid Roth
11:45	NECMA's 'Theory of Change' model	Jeff Taylor
12	Community driven planning : South Coast NRM's Fostering change working group	Louise Hillman
12:15	Developing property management planning as a mechanism for targeting investments and establishing priorities for NRM North	James McKee
12:30	Lunch	
1:30 pm	Discussion <ul style="list-style-type: none"><li>- How do you plan for change?</li><li>- What are the key considerations?</li><li>- Who is involved and how?</li><li>- What works? What doesn't?</li><li>- What can we do better?</li></ul>	All
2:15 pm	Evaluating Practice Change <ul style="list-style-type: none"><li>- How do you know what works?</li><li>- How do you evaluate practice change?</li><li>- What "innovative, cost effective" methods do you use for evaluating practice change activities?</li></ul>	Jack Knowles
3:15 pm	Afternoon Tea	

### Understanding and engaging with the people in our catchments

3:45	Lachlan CMA's approach to segmenting and targeting their clients	Kate Lorimer-Ward
4 pm	FBA's neighbourhood catchments approach	FBA
4:15 pm	Discussion – understanding and engagement <ul style="list-style-type: none"><li>- How do we identify whose practices we want to change?</li><li>- How do we engage with them?</li><li>- Why do we engage?</li><li>- How do we foster change?</li><li>- What can we do better?</li><li>- What can we do more efficiently?</li></ul>	All
5:15 pm	Identify key themes for further discussion	All
	Recap – key ideas and messages	
5:30 pm	Close	

## Thursday 10th May - IMPLEMENTATION

8:30 am	Recap day 1 and introduction to day 2	Sue Salvin & Ingrid Roth Jack Knowles
8:45 am	What other tools and processes might be helpful in understanding and engaging with catchment communities?	

### Matching work effort to efficiently achieve targets

9 am	Linking work effort to our catchment plan and milestones: operational planning in Desert Channels Queensland	Alun Hoggett
9:30 am	Discussion <ul style="list-style-type: none"><li>- How do we plan workloads?</li><li>- How can we be most efficient and effective?</li><li>- How do we avoid burnout?</li><li>- What can we do better?</li></ul>	All Facil: Ingrid
10:30	Morning Tea	

### Implementation through partnerships

11 am	Partnering with community groups for NRM delivery in West Gippsland	Martin Fuller
11:15	Discussion <ul style="list-style-type: none"><li>- Why partner?</li><li>- Who do we partner with?</li><li>- How do we know this is efficient and effective?</li><li>- How do we manage the partner relationships?</li><li>- Who else could we partner with?</li><li>- What can we do better?</li></ul>	All
12:30	Lunch	

### Organisational culture, structures and perceptions

1:20 pm	What does South East NRM's new structure mean for implementing practice change and influencing community perceptions	Fontella Kolef
1:35 pm	Discussion <ul style="list-style-type: none"><li>- Where did your organisation come from?</li><li>- How does this influence your approach to practice change?</li><li>- What influences your community's perceptions?</li><li>- How do you manage this?</li><li>- What can we do better?</li></ul>	All

### Reflection and project planning

2 pm	Shaping the practice change project <ul style="list-style-type: none"><li>- Prioritise key areas, tools and processes for the project to assist with</li><li>- How do you want to communicate?</li><li>- What are the key ways in which the project can add value?</li></ul>	All / Ingrid
2:30 pm	Reflection <ul style="list-style-type: none"><li>- What are the key learnings we will take home?</li><li>- What will we follow up on?</li><li>- What will we do differently?</li><li>- Who will we contact?</li></ul>	All / 3 people to sum-up
3:30 pm	Afternoon Tea and Close	

# Wednesday – Planning, understanding and engagement

## OVERVIEW OF PARTICIPATING REGIONS

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### Overview of the participating regions

- w The region & its unique features
- w Why are they involved with this project?

### Fitzroy Basin Association - QLD

#### Your region & its unique features

- w Largest catchment flowing to the Great Barrier Reef
- w Largest catchment flowing to the coast
- w Planning
- w Budget of \$8 million per annum

#### Why are you involved with this project

- w Want to continually improve
  - o Community engagement
  - o Stakeholder engagement
- w Share and learn from others

### West Gippsland CMA - VIC

#### Your region & its unique features

- w Community partnerships
- w Diversity in the catchment
- w High rainfall and irrigation
- w Food, fibre and water produced in the region
- w 95% of Vic's power is produced in the CMA
- w 27% of Melbourne's water comes from this catchment
- w 90% of Vic's gas is produced in the catchment
- w 30% of Vic's dairy is located in the region
- w Budget of \$12-14 million per annum

#### Why are you involved with this project

- w Learning opportunity for the region

### South Coast NRM – WA

#### Your region & its unique features

- w Name changing to South Coast NRM Board
- w Tree and sea change region
- w Budget of \$47 million for 3 years

#### Why are you involved with this project

- w Lot to learn from change
- w To learn from other regions

### North East CMA – VIC

#### Your region & its unique features

- w 2% of the Murray Darling Basin but produces 38% of the water.
- w 55% of the CMA is public land (alpine national park)
- w Budget of \$8-10 million per annum

#### Why are you involved with this project

- w Narrow catchments need to understand how people interact
- w Involved in Phase 1 of the practice change project

## South East NRM Board – SA

### Your region & its unique features

- w 1 of 8 regions in South Australia
- w They have cross border issues
- w The board was formed in June 2005.
- w Currently compiling a regional plan with community consultation.
- w Budget of \$7 million per annum

### Why are you involved with this project

- w Organisation is relatively new and is adjusting to a different model following an amalgamation

## Desert Channels – QLD

### Your region & its unique features

- w Biggest region in their state
- w Small budget
- w Small plan
- w Extensive grazing country
- w The region is in near natural state – they are trying to maintain this.
- w Budget of \$1.8 million per annum

### Why are you involved with this project

- w Philosophy of the CEO is that DCQ is a people organisation.
- w Practice Change – people to think

## Lachlan CMA – NSW

### Your region & its unique features

- w The CMA reports to the minister
- w They are audited by the Natural Resource Commission (NRC)
- w It is a cleared landscape
- w Major problem with salinity in water supply
- w Mines
- w Budget of \$3.7 million for operational expenses per annum
- w Budget of \$24 million for investment on ground per annum

### Why are you involved with this project

- w The organisation is relatively new
- w Would like to explore beyond 'traditional' extension models

## NRM North – TAS

### Your region & its unique features

- w Forestry
- w Hydro power
- w Budget of \$2.5 million per annum

### Why are you involved with this project

- w Planning and implementation about assets rather than practice change.

## REGIONAL NRM AND PRACTICE CHANGE – KEY SUCCESSES AND CHALLENGES

What have been your greatest successes with practice change? What are the key challenges?

Region	Key successes	Challenges
West Gippsland	Achieving engagement with land managers	<p>Adapting to different funding / timeframes and complex governance / organisational arrangements</p> <p>Change in ownership of land</p> <p>Different investment streams – reporting requirements for these (i.e. how to depict achievements)</p> <p>Different funding models – how these have impacted on the ground</p> <p>Recognising that on the ground change doesn't result from 1 yr of investment</p> <p>Encountering changes that arise along the course of the project – therefore there is a constant need for reinforcement over the long term (vs. short term funding).</p>
Desert Channels QLD	<p>Self learning process in landholders;</p> <p>Legacy, people (high staff retention), ownership, teamwork, coordinating different providers (latter avoids resource wastage)</p>	How to change implementation groups and boards so that they are more effective
NRM North		Forest issues and government policy as drivers and how to work in this environment.
Lachlan	Drought programme (allowed for more involvement) – 'personalised'	Constant changes and how to keep up motivation when messages change
NECMA	<p>2003 drought resulted in practice change, extra funding and lifted awareness (i.e. ground cover and the importance of town and business water)</p> <p>Building on old programs with lessons learned</p>	<p>Identifying different types of events that caused awareness</p> <p>Monitoring and evaluation</p>

Fitzroy Basin		<p>Holistic planning /integration</p> <p>Identifying a range of stakeholders to engage</p> <p>The technical aspects of 'doing' practice change – are they causing change or not? Current models may be constraining arrangements.</p>
South Coast NRM		<p>Issues of HR – ensuring enough people. Can't flag this to government.</p> <p>Community/government perception interface.</p>
General discussion summary (off white board)	Honesty, principles, ownership, catalysts, direct contact.	<p>Planning for practice change, changing land ownership, on ground change needs timeframes.</p> <p>Implementing declining extension, constant need to reinforce messages, creating change without crisis, risk of welfare dependency.</p> <p>Review checking if successful – explaining output à outcome. Finding time to reflect.</p>

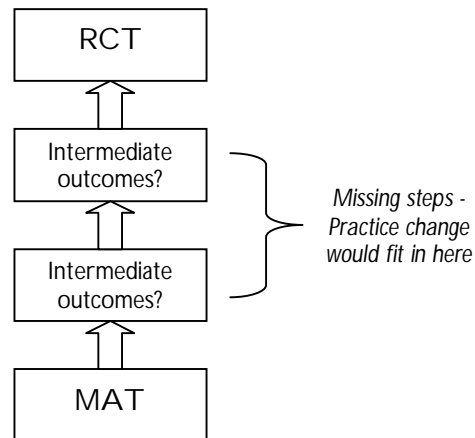
## PLANNING FOR NRM PRACTICE CHANGE

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From the initial workshops and other discussions we've been having with the participating regional NRM bodies, there have emerged a number of potential implications about the overall program logic and communication about NHTII reporting requirements and expectations. In particular:

- w Management Action Targets (MATs) have drifted to become focused on outputs and activities.
- w There don't appear to be clear 'intermediate outcome' steps in the overall logic that is being used and reported against. Several regions have noted that these steps have been assumed.
- w There has been comment about pressure from JSCs to report on activities and not about people and practice change. Perhaps this relates to the unclear communication around the intermediate steps in the logic.

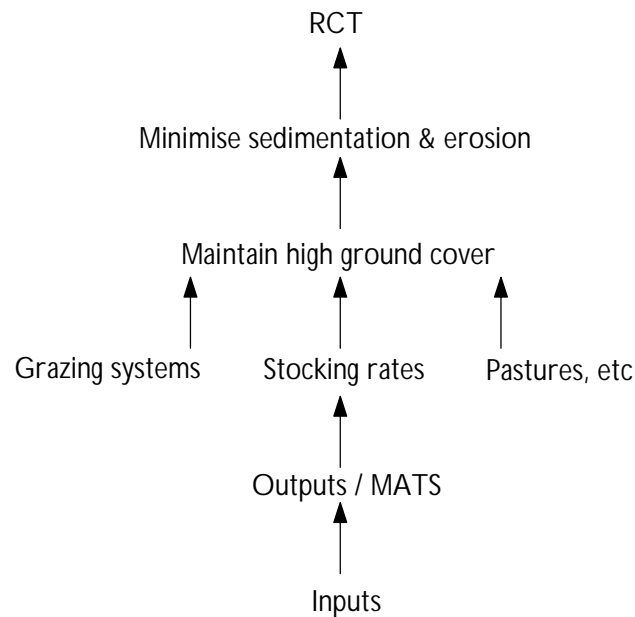
### *Basic program logic*



Looking into this, it seems that the basic program logic underpinning NHTII has been lost or confused along the way, with the intermediate outcomes (which is how those relating to practice change and people who would normally be described) not being seen as steps in the logic. Perhaps this is leading to some of the frustration about where people and practice change fits with the investment model and reporting. The lack of a widely understood program logic is not very enabling for investing in practice change.

It also makes it very difficult to design a monitoring and evaluation process if the program logic and the underlying assumptions haven't been articulated in the initial planning process.

*Example of levels of change*



*Discussion*

A part of describing the program logic for practice change needs consideration of the different levels of change – ranging from the outcome / objective of the change down to the specific changes. For example, with the diagram to the left, different activities may address the different levels depending on the people you are trying to target:

- w These are key outcomes trying to be achieved
- w This level describes the fundamental practice change – it recognises that different people may achieve this in different ways and allows innovation in how it's achieved.
- w This level is more specific about the management practices used to achieve the level above. For some people this may be the best level to target to help them understand what achieves the change. Many incentives are targeted at this level.

Some regions have identified the need for intermediate outcomes including practice change - they are trying to address it within their own systems.

Some regions noted that a few people in their regional NRM body have sat down during the planning phase and figured out the steps of the program logic for all their issues and through this process their targets are very planned and logical. However, it was also noted that this may not be communicated well through the organisation or to others in the region.

## Jeff Taylor – North East CMA presentation

Please note that copies of the full presentations from speakers that used PowerPoint presentations can be downloaded from the NRM Practice Change Website in the 'Additional Information' section at [http://www.hassall.com.au/australian\\_division/info.html](http://www.hassall.com.au/australian_division/info.html)

**Title** 'Theory of change' model

**Additional notes**

- w Work culture (of river trusts, funding bodies) was initially 'just get out there and do the work'. Therefore no outline or planning of the 'how' in between 'agency works' and 'outcomes'
- w Not enough money was invested into land and river managers
- w A culture change needed to occur

## Louise Hillman – South Coast NRM presentation

**Title** Community driven planning: South Coast NRM's fostering change working group

**Additional notes**

- w There are many structures – resource intense. Community can therefore drive it and determine where investments go. Land managers are at all levels of the organisational structure
- w Focus is on bringing about change within practitioners
- w The tree/sea change has brought a large skills base and high calibre of people
- w Unexplored options à education e.g. better linkages to Aboriginal community
- w Heritage Act education
- w High calibre of staff and community members

## James McKee - NRM North presentation

**Title** Developing property management planning (PMP) as a mechanism for targeting investments and establishing priorities for NRM North

**Additional notes**

- w Locally owned
- w Long term continuous improvement
- w Role of facilitators
- w Property management system – under \$3000 per plan, they fund level 1 and 2

## EVALUATING PRACTICE CHANGE

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### Critical questions discussed

- w How do you know what works?
- w How do you evaluate practice change?
- w What "innovative, cost effective" methods do you use for evaluating practice change activities?

### How do you do it?

- w Phone survey (what was done/outcomes observed (recipients), why they are not with a CMA (non-recipients))
- w Quality assurance with industry
- w Review of expenditure
- w Semi-structured interviews
- w Anecdotes
- w Case studies
- w Biophysical models, remote sensing (ground cover, land use practices), spatial models, water monitoring
- w Neighbourhood catchment scale
- w Trend analysis
- w Report card
- w Evaluation framework (South Coast NRM)
- w Attitudinal/practice survey over 5 yrs
- w Annual survey of Landcare support strategy (achievement, opportunities and improvements, group health scales).
- w Most significant change
- w Lots of monitoring (data) but little evaluation (meaning)

### Most significant change

Positives	Negatives
w Getting investors involved à 'Contextualises' outcomes	w Interpretation involved
w Tackles high level change and the human element	w How to assess / what is the quantifier?
w Shared understanding/different perspective à detail of end point and common understanding	w Level of rigour? Assumptions made?
w 'Concretes' abstract thinkers	w Often the most interesting might not be the most significant
w Gives insight into why it is important, how people 'tick' / their perceptions and how to get them to change	w Assumes a level of literacy
w Data-free/unverified statements	w Needs time invested into explaining.
w Compiles data that can't be compiled otherwise	
w Augments quantitative data	

See Appendix 1 for a copy of the Most Significant Change presentation

## Most significant change – Results from forum exercise

'My NRM Practice Change Story – Significant changes for participants'

The four most significant stories:

Group number	Most significant story	Because...
Group 1	I am exposed to different ways of addressing the regional planning need	It expands or enhances the future approaches we will use
Group 2	Cross fertilisation of ideas and approaches (through discussions with other regional groups) Because...	By comparing approaches, FBA maybe able to adopt/improve our processes and to explain why we do the things we do
Group 3	Human relationships - importance of human relationships to understand, expectations and drivers	Creates an environment to share and challenge ideas. Create a level of shared understanding, knowledge to make informed decisions and involve change
Group 4	This project has been an opportunity for me to reflect on the he way we approach the work of facilitation and support for our Landcare community across the region	Hearing the way different regions approach 'practice change' has re-enforced two key thoughts I've long held about 'practice change': 1) Its not rocket science and 2) There is no magic bullet or single approach that is best. For me the most significant change is to come, maybe its wishful thinking but I hope to soon hear government reflect these two basic ideas. The flow on would mean greater trust and more scope for regions to act locally in ways that are in tune with their communities.

### Group 1

The stories read by this group were....

- getting to know of innovative approaches
- tackling rigour and challenging those in our network, given their understanding and views
- different organisational contexts and regions and what impact that has on their operation

The story that was considered the most significant for our group was...

- getting to know of innovative approaches

The reason that this was considered most significant was....

- because new ideas inspire and are a catalyst
- can happen independently with just a few people
- and can be implemented relatively quickly, practically and immediately

## Group 2

The stories read by this group were....

- cross fertilisation of ideas
- creation of networks for cross fertilisation
- understandings of current focus
- understanding is not equal to engagement
- value of reflection

The story that was considered the most significant for our group was...

- cross fertilisation of ideas

The reason that this was considered most significant was....

- reflected significant stories
- overarching or encompassing of some of the others stories

## Group 3

The stories read by this group were....

- understanding how DCQ differs from other regions
- building relationships with other regions and sharing knowledge
- starting to see the policy implications from research findings
- not being a 'hassle' ie project will be valuable not just extra workload

The story that was considered the most significant for our group was...

- building relationships with other regions and sharing knowledge

The reason that this was considered most significant was....

- few opportunities for NRM staff to interact with others from different regions. Lot of things that people are thinking about where others might be able to provide answers

## Group 4

The stories read by this group were....

- articulating the role of practice change
- increased focus on 'practice change' role in NRM
- valuing the role of people in achieving NRM outcomes through practice change
- planning logic and M&E
- reflecting on the way we approach the work of facilitation and support for our Landcare community across the region

The story that was considered the most significant for our group was...

- reflecting on the way we approach the work of facilitation and support for our Landcare community across the region

The reason that this was considered most significant was....

- not specified

See Appendix 2 for scanned copies of the Most Significant Change worksheets ('My NRM Practice Change Story'), as filled out by participants.

## UNDERSTANDING AND ENGAGING WITH THE PEOPLE IN OUR CATCHMENTS

### Kate Lorimer–Ward - Lachlan CMA presentation

- Title** Segmenting and targeting their clients.
- Principles**
- w Initially operated on a 'reactive' basis – with client problems
  - w Found the use of 'advocates' to be powerful
  - w Not divide and conquer
  - w Non-excluding
  - w Resource availability driven

Clients	Stakeholders
<ul style="list-style-type: none"> <li>w Targeting – scale, location, capacity</li> <li>w Program-specific</li> <li>w Ads and specific calling ( e.g. Water use efficiency program - \$3M)</li> <li>w Advocates – awards programs</li> <li>w Training and education</li> <li>w Incentives for efficiency</li> </ul>	<ul style="list-style-type: none"> <li>w Profile 'who?</li> <li>w What they do</li> <li>w Governance</li> <li>w Reputation</li> <li>w What they want from us</li> <li>w Offer</li> <li>w e.g. Young Farmers – conference and scholarships; Bus tours; Business Development Program; email network.</li> </ul>

### Gavin Peck – Fitzroy Basin Association (FBA) presentation

- Title** FBA's neighbourhood catchment approach
- Additional notes**
- w Initially operated on a 'reactive' basis – with client problems
  - w Found the use of advocates to be powerful
  - w Not divide and conquer, non-excluding
  - w Resource availability driven.
  - w Have a sub-regional process to avoid being seen as one bureaucracy that is 'out of reach'
  - w NC's ranked – prioritised – ordered
  - w Ownership over subregions is huge – the results of effective local champions
  - w Feel hampered by funding scheme and length of funding

### Discussion - Understanding and Engagement

- Critical questions**
- w How do we identify whose practices we want to change?
  - w How do we engage with them?
  - w Why do we engage?
  - w How do we foster change?
  - w What can we do better?
  - w What can we do more efficiently?

- w Vision à Project objective
- w Scale à Consider
- w Apply at a program level
- w Engaging at early stages à moving through
- w Purpose à who à why à technique
- w Embedded in programs
- w Don't over plan to engage
- w Gaps in biophysical mapping/social overlays
- w Assessment of current practices
- w What are current practices? – Gaps in knowledge
- w Target engagement
- w Priority areas
  - o Meshing social/technical/city involvement
  - o Staff versus board input.

## Thursday – Implementation

### Discussion – Recap of Day 1

- Critical question discussed**
- w What other tools and processes might be helpful in understanding and engaging with catchment communities?
- Tools, processes, ideas**
- w networks, forums etc
  - w Meeting – facilitation of meetings
  - w ABARE/ABS
  - w Staff training
  - w New staff
  - w Net (e.g. James Wheelan website, NRM QLD evaluation and review information, Vic Dept Env. and Heritage).

**ACTION:** HA website – include case studies, links to other sites and references

### MATCHING WORK EFFORT TO EFFICIENTLY ACHIEVE TARGETS

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#### Alun Hoggett - Desert Channels Queensland (DCQ) presentation

- Title** Linking work effort to our catchment plan and milestones: operational planning in Desert Channels Queensland
- Additional notes**
- w Past NHT funding encouraged fragmentation
  - w Getting staff to solve problems – ‘meeting without discussion’
  - w Importance of motivation
  - w 80% rule – achieving 80% of what was planned for – making activity agreements more realistic, therefore better planning
  - w DCQ – have 15 staff under different funding
  - w 38% time on admin – knowing this changed staff commitment to board and gave them a position to negotiate
  - w there is a cost benefit in doing this planning
  - w Internal discussion has improved
  - w CEO – too much time spent with staff. Doesn’t record time as this doesn’t have as much value in demonstrating how the business is going
  - w Very high hours capped, lose at end of year

### Discussion – Operational planning

- Critical questions discussed**
- w How do we plan workloads?
  - w How can we be most efficient and effective?
  - w How do we avoid burnout?
  - w What can we do better?
- What other regions are doing?**
- w Developed organization plan
  - w Capping time in lieu
  - w Quarterly workplan meetings
  - w Noticed peaks and troughs in workloads – attempts to stagger workload
  - w 6 monthly program planning, fortnightly team meetings
  - w Lachlan - time and motion study (incentives process time consuming). Important to use in discussions with government
  - w Capping hours – West Gippsland reduced to 38 capped and this greatly improved efficiency. Lachlan – must use within 6 weeks. SE NRM – under state government flex. Need to think differently for each organization (some have longer travel etc.).

- w NE CMA - Corporate planning for Minister – these are expanded on to create a 'units business plan' with defined projects. Staff have annual workplan – quarterly 'chunks' are done in more detail.
- w West Gippsland – more flexible in that staff can use their own system – each has a different style that works for them. All staff complete project management training.
- w TAS NRM North – task/time allocations are not as detailed; half day breakdowns, use 'goal-based' reflection tool

**Challenges**

- w Board changing directions and the need to encourage strategic thinking, amalgamations, new roles, culture (i.e. history of sink or swim with new staff), convincing managers, how to track back and forward, level of autonomy to give staff, linking activity agreement to ethos, vision and goals of organization

## IMPLEMENTATION THROUGH PARTNERSHIPS

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### Martin Fuller - West Gippsland CMA presentation

<b>Title</b>	Partnering with community groups for NRM delivery in West Gippsland
<b>Additional notes</b>	<ul style="list-style-type: none"><li>w 250 000ha land in region is Landcare managed = ¼ total private land in region</li><li>w Gippslandcare – Land care + CMA. Doesn't require people to be in a Landcare group. The CMA 'side' manages the HR and admin (therefore freeing up Landcare groups to explore their own niches)</li><li>w Has reinvigorated Landcare in the region. High ownership</li><li>w Landcare originated out of self directed practice change</li><li>w Farmers have differing perceptions of Landcare, therefore there has been some 'culture clash'</li><li>w Pursue active learning</li></ul>

See Appendix 3 for WGCMA's 'Practical Model of Practice Change'

### Discussion - Partnerships

<b>Critical questions discussed</b>	<ul style="list-style-type: none"><li>w Who do we partner with?</li><li>w Who else could we partner with?</li><li>w Why partner?</li><li>w How do we know this is efficient and effective?</li><li>w What can we do better?</li><li>w How do we manage the partner relationships?</li></ul>
<b>Who do we partner with?</b>	<ul style="list-style-type: none"><li>w State agencies (Ag, Environment and Conservation Water), federal authorities</li><li>w EPA</li><li>w Centrelink drought workers, rural financial counsellors</li><li>w Human services</li><li>w Corrective services</li><li>w Indigenous affairs</li><li>w Defence</li><li>w Education and training institutions</li> <li>w Local Govt</li><li>w Area consultative committees</li><li>w Tourism board</li> <li>w Producer groups (e.g. conservation farming association, Top Crop)</li><li>w State farmer assoc.</li><li>w Industry groups (e.g. Dairy Aust., viticulture)</li><li>w R&amp;D Corporations</li><li>w Universities</li><li>w Marine industry groups, mining groups</li> <li>w Landcare</li><li>w Water Watch</li> <li>w Local and national level NGOs</li><li>w Catchment groups</li><li>w Trusts</li><li>w Schools</li><li>w Local artists</li></ul>

- w Agronomists
- w Private consultants
- w Banks
- w Contractors
- w MIS
- w Super companies
  
- w Traditional owners
- w Land holders (corporate farms, family farms)

**Question** Michael Lester (LWA) asked whether any agencies were partnering to leverage external money or resources and technology (i.e. buying access)

One example was mentioned – Lachlan’s carbon trading. A way for the board to become self-funded. Carbon sequestration rates for certain species, agreement is signed with landholders. Hope to become broker for landholders who hold the other portion.

**Investment partners**

- w For specific project → contribute and identify and ‘convince’ other investors/stakeholders
  - o broker and part invest
- w \$ into partnerships/projects e.g. landholders, other agencies
- w Fund a position and ‘buy’/get broader access into the agency/research
- w Provide the networks/links for researchers
- w Local govt ½ funds facilitators
- w 1:3 leverage – SCNRM
- w Training NRM

**Partnerships across regional bodies**

- w Multi-region projects
- w Regional groups collective(QLD), SA NRM network
- w Neighbouring CMAs (incl. cross border)
- w Linked through CRCs etc
- w Multi-regional projects
- w TAS – 3 regions plan x-projects together
- w Need mechanism for cross border issues at ground level
- w Fragmentation of regional process
- w Fire management

**Percentage of investment through delivery partners**

- w South Coast NRM – 60 – 100 % à 130 contracts are out at the moment. This ensures that the best organisations deliver. South Coast NRM part delivers and part enables.
- w NRM North – 60% contracted out. This is what they have been doing in the past. Organisation sees itself as a broker not a deliverer.
- w West Gippsland CMA – 50% of \$12 million - \$6 million for delivery, the rest is contracted out. Leverage through landholders. The job is too big to do by yourself. CMA capability versus other organisation capabilities. Need to retain capacity of partner organisations.
- w North East CMA – 50% à Deliver 50% to river health and the other 50% through land & biodiversity organisations. Provide strategic overview and let professionals do the work.
- w FBA – 40% à 25% regional investigating. 40% engagement. Recognise existing agencies but utilising other people. Multiple effects.
- w Gippslandcare – 10% à partners such as the CMA and industry groups. 90% landholders. Grass roots partners. Conscious decision to retain control because wanted the organisation to be recognised as 'the leaders of NRM' and to develop the relationship with the community
- w Lachlan CMA – 10% - Consumer devices. Decentralised offices. Marketing of the organisation. More value for the organisation, didn't want partners to be the face of NRM.
- w DCQ – 10% à existing groups e.g Desert Uplands already in the position. They have contact with the clients. Landcare groups have more leverage for funding.
- w South East NRM Board – 10% à Have 2 Landcare groups in their region. They broker with other agencies, providing they facilitate the practice change. Historically that is what has always been done so they continue to do it.

**General discussion**

- w Missing opportunities for the best change – loosen constraints within organisations, less dollars being spent on ground
- w No branding if partners are doing all the work
- w Decentralised to focus on local issues and relationships – LCMA
- w Different groups appeal to different people (landholders)
- w Service provider rather than partnerships à not branding as a partnership but rather a service
- w Logo has had to be placed on everything in SA
- w Project management of a contract – quality control and management

## Partnerships for implementation

Positives	Negatives
<ul style="list-style-type: none"> <li>w Utilise existing skills and respected networks</li> <li>w Local people</li> <li>w Overcome perception of 'government entity'</li> <li>w To influence existing providers</li> <li>w More options to engage more people</li> <li>w Multiple investment</li> </ul>	<ul style="list-style-type: none"> <li>w Risk of lowered profile for veg. body (branding)</li> <li>w Viewing as service providers instead of partners</li> <li>w Contract to manage and quality control à more work</li> <li>w Constraints on how they operate</li> <li>w Losing potential partners</li> <li>w South Coast NRM – recognition of funding source is a constant issue which impacts on whether they see themselves in a partnership or not.</li> </ul>
Transaction costs?	

### Managing partnerships

- w Cross referral/informal knowledge and understanding
- w Collaborative – guide/oversee and help direct staff
- w MOU
- w Good contract management – regular milestones and monitoring
- w Long term relationships
- w Meet with regional managers of state agencies
- w Local contract

## Discussion - organisational culture, structures and perceptions

### Critical questions discussed

- w Where did your organisation come from?
- w How does this influence your approach to practice change?
- w What influences your community's perceptions?
- w How do you manage this?
- w What can we do better?

### Does govt have a vote on the board?

- w SENRM - yes
- w Lachlan – board is accountable to Minister but all committee are community members (no public servants). Board completes company directors training
- w Fitzroy basin – there are government reps but they don't have voting rights
- w Tas NRM north – 1 state rep; has a vote
- w NECMA – 9 ministerially appointed community members

## Fontella Kolef - South East NRM Board presentation

### Title

What does new structure mean for implementing practice change and influencing community perceptions?

### Additional notes

- w Trying to promote holistic image (inclusive of water, NRM, pest plant and animal).
- w 3 government agencies involved

### Shaping the practice change project

#### Critical questions discussed

- w Prioritise key areas, tools and processes for the project to assist with
- w How do you want to communicate?
- w What are the key ways in which the project can add value?

#### Discussion from group 1: Lachlan, West Gippsland and NECMA

- w All were satisfied that the issues identified were still appropriate.
- w More specifically;
- w Lachlan
  - o Want to focus on 'what's in' implementation and a planning mechanism to 'get change' to happen.
  - o Want exposure to the tools developed/tested in other regions (e.g. process to examine NHT II investment)
  - o From HA, they would like support throughout the process (agreement from all), a timetable to assist with planning workplans, some scoping done (with key decision points) and steps to develop a template, another annual forum, and possibly some issue-specific forums open to other CMA's.
- w West Gippsland
  - o From HA would like strong guidance with project management, ideas for how to communicate learnings and engage within their own organizations
- w NECMA
  - o Interested in what's working in a social sense
  - o Would like assistance with getting the quality of their statistics right.
  - o Looking ahead, would be interested in tools to embed practice change planning into project planning (agreement from all).
  - o In terms of managing the project, are prepared carry more themselves; interested in involvement in social profiling
- w Key ways in which the project can add value:
  - o Defining the practice change require to achieve an observed outcome and why/why not; succession planning to ensure that people who have experienced this carry the knowledge through;
  - o Organisational culture, skills and reflection.
- w The group is also interested in social profiling, for example:
  - o Who else does it, costs, what other options are out there (ABS, BRS Social Atlas), a 'reality check' on what value it actually provides, how do other places do it (e.g. larger companies).

#### Discussion from group 2: South East NRM Board and NRM North (Tasmania)

- w How to measure community engagement
- w Landscape logic
  - o Measuring the value of practice change in delivering the biophysical resource outcome
  - o Practice change vs welfare dependence
- w Holistic focus
- w Review process at the program level.
- w The project can add value through mentoring – ask hard questions of practice change, workshop and target setting. Provide concrete examples/case studies, checklist questions and tools.
- w Provide demonstrable outcomes for board
- w Interested in different structure/cultures influence practice change (governance, relationships, nature of funding)
  - o Full blown evaluation of different structures of practice change
  - o Implications of this for policy
  - o Detailed evaluation of each of the structures.

Project planning – Implementation / advisory / neighbourhood catchment groups/implementation mechanisms

FBA, DCQ and South Coast NRM are interested in exploring how they can best help their existing groups or models to be more robust or to replace or eliminate these groups.

This will include investigating and defining:

- w The role of the regional NRM body in supporting these groups
- w Clear role/s of groups
- w Suitable resourcing and supporting mechanisms
- w Transaction costs
- w Benefits
- w Whether or not to have implementation groups as part of the regional delivery mechanism
- w Risks if you don't have the groups and risks if you do
- w Alternative models
- w Fit of the groups with the philosophy of the organization
- w Do these groups empower people?
- w What motivates or detracts people from being involved in groups? - Link to social profile and history
- w Which people's styles/situations/locations do you miss under different models?
- w Costs and benefits of engaging with industry groups
- w Costs and benefits of contracting NRM delivery through consultants

Step 1) A comparison of the different models/group arrangements used in different regions – including why.

Hassall & Associates will draft a framework for this comparison and circulate it to FBA, DCQ and South Coast NRM and we will follow up with a phone hook-up to refine it.

We will then seek input from the participating regions as well as selected other regions including Wimmera, Condamine Alliance and SW NRM (Qld).

This will be collated into a comparative document that describes the key features, benefits and drawbacks of different models.

Step 2) Hassall & Associates to prepare an interview guide for South Coast NRM and others to use to further investigate additional detailed issues around their models.

## Reflection

### Critical questions discussed

- w What are the key learnings we will take home?
- w What will we follow up on?
- w What will we do differently?
- w Who will we contact?

### Key learnings:

- w The need to engage and more consciously understand the community groups and people they work with (Lachlan)
- w There is no 'single way' of doing practice change
- w Having a sub-catchment planning approach rather than looking at individual landholders
- w The impact of organisational history, operating environment (e.g. in Landcare and state agencies)
- w Importance of networking
- w Power of reflection (South Coast NRM)
- w Contacts to chase up
- w Value of partnerships (South Coast NRM)
- w Deeper understanding of managing for practice change
- w Importance of open mindedness
- w Gaining the realisation that organizations can fall into the trap of treating 'partners' as 'service providers' (NECMA)

### Tool's required

- w Situation analysis - collate/distribute
- w Mapping for strategic prioritisation/values
- w Implementation/reference groups (and resourcing), governance and relationships
- w Evaluation methods (MSC, case study, anecdotal)
- w Stakeholder checklists
- w Tools/procedures to engage
- w Meeting processes – quality
- w Types of meetings – fit for purpose
- w Social and psychological profiling
- w Assessing current practices/stocktaking
- w Social boundary 'mapping'
- w Capturing social info/relationships (currently long term staff/sub-reg. boards; catchment champions – engaging 'new' champions, implementation committees)  
*These are not structured systems, process to be sure it happens*
- w Pros/cons of reference group model (history, model, duration, longevity of position, governance, scale, achievements).
- w What's needed to get it to work (long and short term)?
- w Value to practice change
- w Types of incentives (not just \$) – QLD Murray Darling Committee (QMDC)

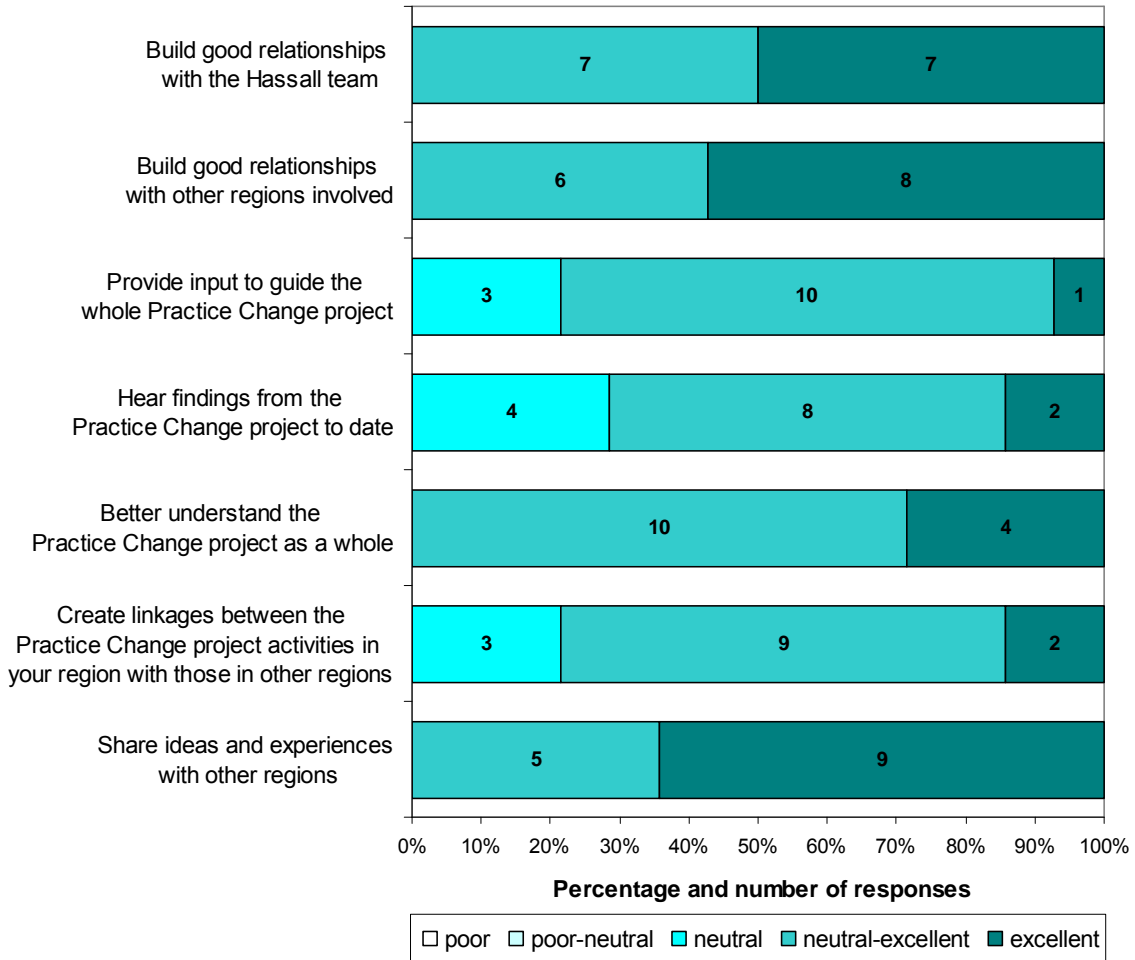
# FORUM FEEDBACK

## Feedback sheets

Feedback sheets were provided to all participants and a total of 14 were completed and returned. The responses to each of the questions has been analysed and the results are shown below.

## Forum effectiveness

Please indicate how effective the forum was for you to:



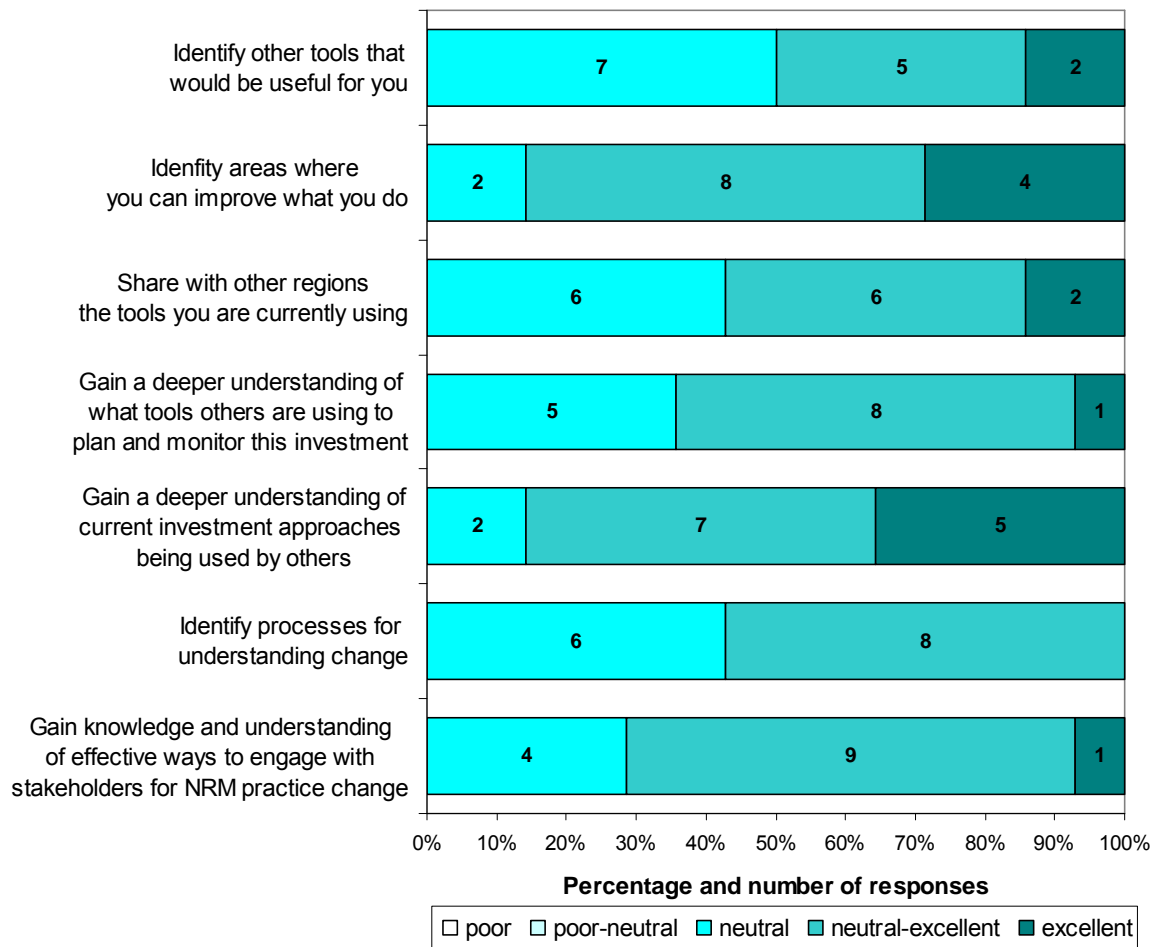
## Comments

All participants felt that the forum was effective in building good relationships with other regions involved in the project; in sharing ideas and creating linkages. The majority felt that the forum provided them with an opportunity to guide the project as a whole.

## Further comments noted on feedback sheets

- w Thanks for the opportunity
- w Good mix across Australia
- w Need more time to drill down into what each region is doing/how comprised etc.
- w Still early stages

**In relation to investing in NRM practice change,  
how effective has the forum been for you to:**



**Comments**

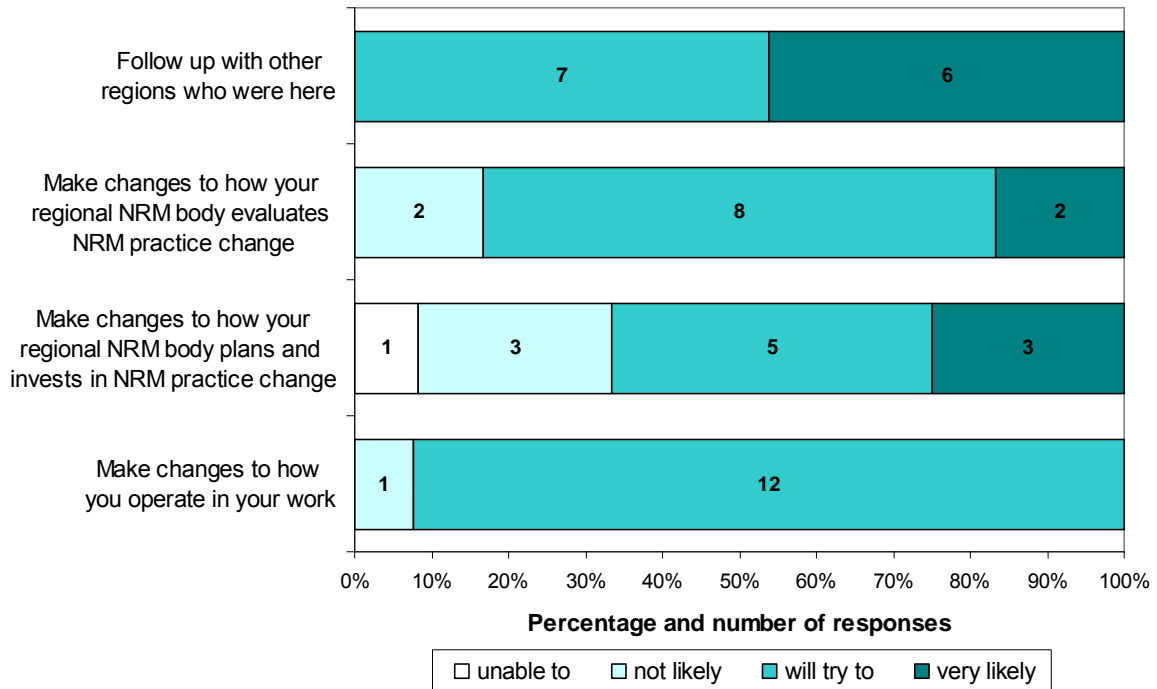
The majority of participants felt that the forum provided them with the ability to identify areas for improvement. Specifically, in equipping them with a deeper understanding of investment approaches and planning and monitoring tools they can use, and also effective ways to engage stakeholders.

**Tools suggested**

- w Neighbourhood
- w Planning time
- w Social profiling – DCQ’s operational planning system
- w Stakeholder identification
- w Stakeholder attitude and influence analysis
- w Market segmentation – key questions of ways for categorising stakeholders
- w Relationship management/purpose profiles
- w Work tracking
- w Dust monitoring
- w Targeting mechanisms
- w Sub catchment planning
- w Meeting processes
- w Tools to review committee roles, costs, benefits
- w Still early stages

## Resulting changes

As a result of the forum, how likely is it that you will:



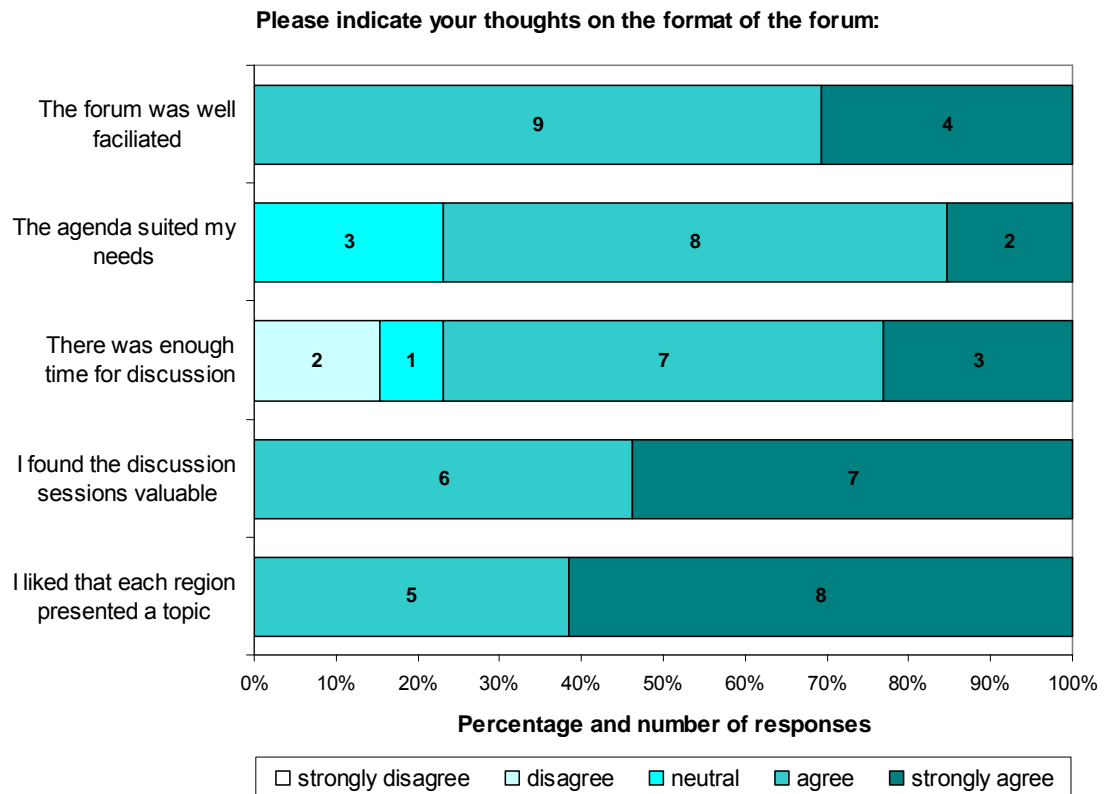
### Comments

As a result of the forum, over 90% of participants will try to make changes to the way they operate in their work. Over half will make changes to the way they evaluate, plan and invest in NRM practice change.

### Type of changes that will be made

- w Cross region visits/learnings
- w Still learning – make time to project manage what we need Hassall to help in design and test
- w Program templates
- w “thinking”
- w Time planning
- w Better evaluation of proportion of time devoted to PC
- w PC evaluation
- w Investment options, strategies and models
- w Change approach to targeting on ground projects (sub-catchment planning)
- w Review of committees

## Forum format



### Comments

The majority of participants felt that the forum suited their needs and all enjoyed the fact that each region presented a topic. There was a small percentage that felt that there was not enough time for discussion.

Which topic was most relevant for you?	Why?
Organisational culture, structure	It provided perspectives and alternatives to deal with an ongoing issue for DCQ
Planning for NRM practice change	
DCQ – planning and time management	
Understanding and engaging	
Planning	
Process for Lachlan CMA's understanding and engaging people	Assisting with some clarification for my community engagement planning
Property management planning	Holistic way to engage land managers
People planning	We have just undergone a restructure so it was very timely
NECMA and Lachlan CMA	
All topics from other regions	
The development of partnerships	The breadth of possibilities
All excellent	

Which topic was least relevant for you?	Why?
Partnerships	
Organisational culture	Vic CMA's have no room to change structure
Matching work effort	As it struggled to address PC
Organisational structure	As I presented
Structural arrangements of various bodies	Operating in very different contexts from ours
None	Benefits and learning opportunities in them all
SE NRM Board	
Workloads	As I don't move in NRM, although useful reflective exercise
N/A	

## Next forum

- Importance of holding a project forum in 2008** Support for another project forum to be held next year was very strong. Four respondents thought that it was important that such a forum be held and nine respondents thought that it was very important.
- Participants** The feeling of respondents was overwhelmingly for the next forum to be for participating regions only. Only two people thought that others should also be invited.
- Timing** The majority of people thought that the forum should be held at the same time of year (ie in May). No-one identified any problem with this timing. A request was made for participants to be provided with plenty of warning.

## Other comments

- w Thank you – I will circulate details of a book my centre has published about partnerships
- w Would have been good to have a consistent approach so we could compare ie all deliver the same topic but from our perspectives
- w Would prefer that issue specific forums such as 'evaluation' be opened to others for a charge to attend

## ATTACHMENTS

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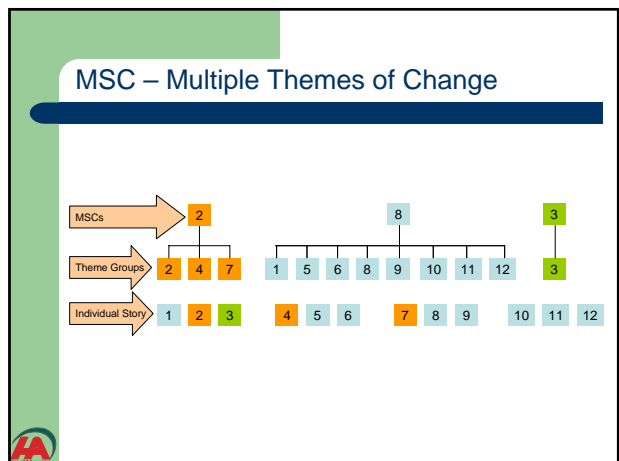
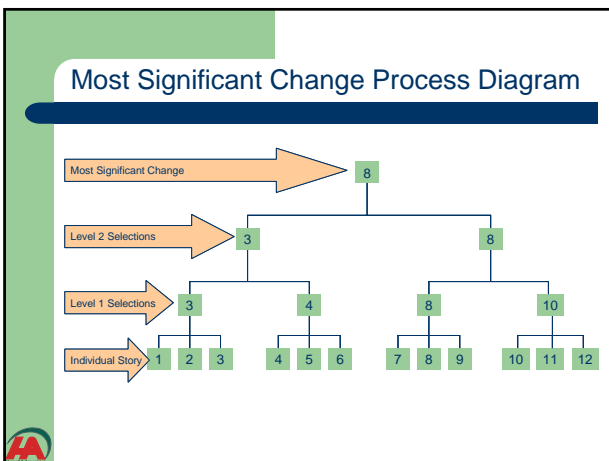
Attachment 1 Most Significant Change presentation

## Making Successful Investments in NRM Practice Change

*Most Significant Change*












- Participatory evaluation method developed by Rick Davies & Jessica Dart
- Focused on collecting information about impacts and outcomes – not about outputs
- Causality between the change and the impacts
- People-based evaluation technique
- Can be as simple or complex as you like



Attachment 2 Copies of the Most Significant Change worksheets



## Practical Model of Practice Change

	Initial Uptake of Change				Increasing Adoption				
									
Phase	Awakening	Examination	Tinkering	Success	Learning	Doing	Belief	Collaboration	Driver
Characteristics	Life changing event or realisation	Motivated to learn and understand.	Small Scale Doing	Positive Feedback	Small Scale planning and collaboration	Larger Scale Methodical Doing	Experience real benefits.	Larger Scale Collaboration	Drives change at local level
Behaviors	Receptive to change.	Investigation and learning	Testing concepts and ideas in own way.	Pride	More formal planning	Technically improving,	Changing value sets	Possible alignment to plans (if you are lucky).	Higher profile Passion
Enablers	Family and close friends	Good examples around - demo sites.  Community drivers	Freebies	Peer support	Products and extension material  Peer support  C&Fs	Grants Cost sharing  Project Officers	Success  Peer Support	Like minded people.	Support  Technical mentors
Examples	Age, birth, disaster	Guarded questions, listening. Checking things out next door.	A few trees in a corner of a paddock	Cows shelter nearby  Grass looks better	Might join a Landcare group and / or start attending field days etc.	Larger project - fence of a gully or creek	Outward support and communication to others of benefits etc.	Landcare Networks  Integrated projects	Community leaders  Involved in lots of things.  Champions

- Many projects assume landholders are further along this scale than they are.