



Australian Government

Land & Water Australia

Department of the Environment,  
Water, Heritage and the Arts

# NRM Practice Change Planning Framework

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The NRM Practice Change Planning Framework maps out the steps and questions to consider when developing, implementing and reviewing NRM practice change programs or projects. By including 'people' aspects from the early planning stages, the framework prompts both strategic and operational level consideration of the social elements of practice change.

This framework has been developed in collaboration with the 10 regional NRM bodies involved with the "Making Successful Investments in NRM Practice Change" project.

## Using the framework

The framework is best considered as a cycle of key questions for use at the program and project level. It is not a rigid process but rather a series of prompts to help ensure that key elements have been investigated and considered.

The steps in the planning framework are iterative and strongly inter-linked. You may move dynamically forward and back between the steps as more information arises and your goals are clarified. Working through the framework may be anything from a quick consideration through to a detailed investigation and decision process.

The framework works well in combination with program logic. A planning process using these tools together is outlined in a companion fact sheet. Alternatively, the framework can be used within an organisation's existing planning process. Any process of working through the framework questions for each specific program or project can aid in planning. For example, one region has incorporated key elements of the planning framework into its project application template.

## Benefits

By presenting a series of logical questions with practical consideration of 'people elements', the framework may help to improve the effectiveness of investments in practice change.

Working through the framework helps to document the rationale and assumptions underpinning a program design. This allows it to be revisited and adapted as new knowledge comes to light. It also captures this understanding for communication to other/future staff.

## Limitations

The framework presents the key steps and questions only; further tools may be needed to help find the answers.

### When to use

It can be used in the design, approval, implementation and evaluation phases of a project or program.

### Companion Tools

NRM Practice Change  
Planning Process

NRM Program Logic

Tools for different stages, as  
listed on project website

### What is required?

- |    |                    |   |
|----|--------------------|---|
| ✓✓ | <b>Skills</b>      | Facilitation, research, understanding   |
| ✓  | <b>Resources</b>   | Staff time for workshops and background investigation. Independent facilitation or research may be sought. Different people may be involved in each step, a coordinator/champion needs to be involved in all five steps. Refer to each step for detail. Worksheet and template. |
| ✓✓ | <b>Information</b> | Information is sought firstly from team members with further investigation sought to fill gaps.   |

✓ = LOW LEVEL

✓✓ = MEDIUM LEVEL

✓✓✓ = HIGH LEVEL



CLIENTS|PEOPLE|PERFORMANCE

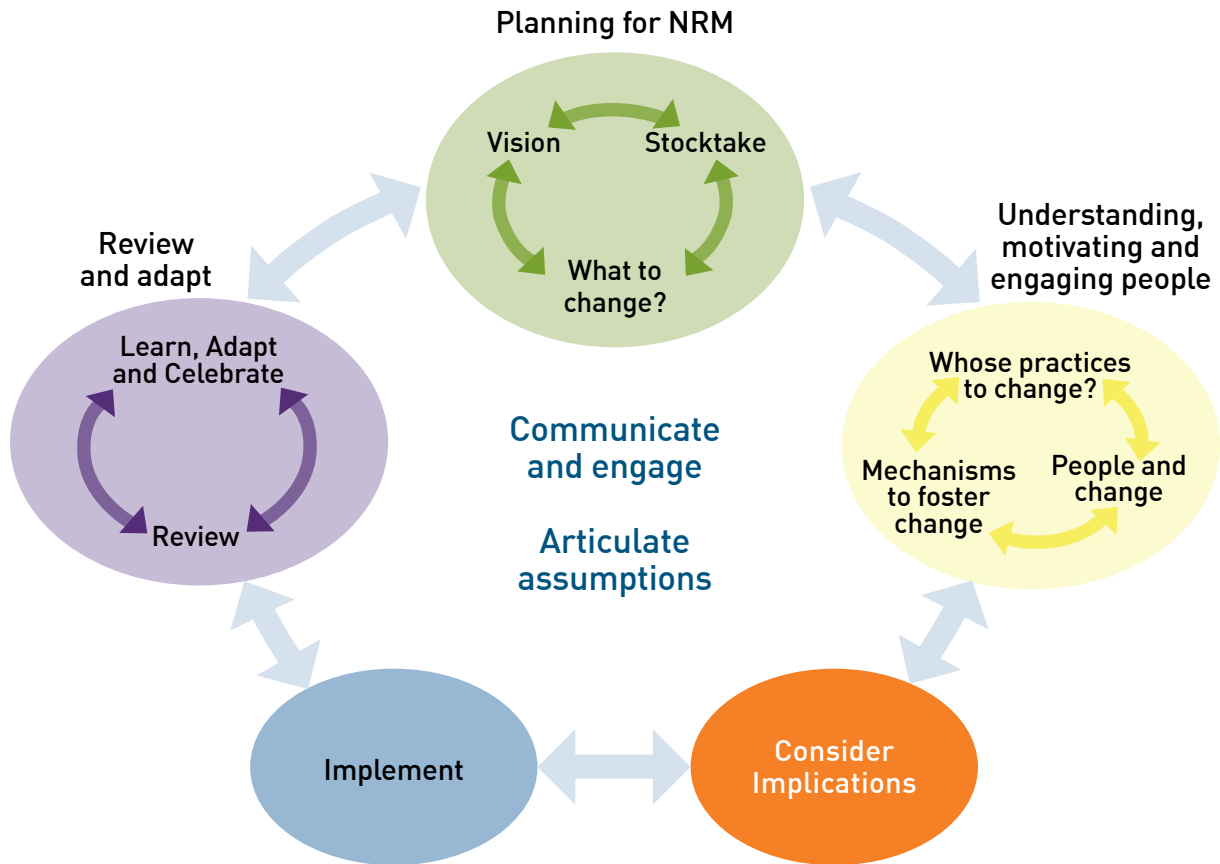
GHD Hassall

Making Successful Investments in NRM Practice Change

A RESEARCH PROJECT FUNDED BY LAND & WATER AUSTRALIA, THE AUSTRALIAN GOVERNMENT  
AND PARTICIPATING REGIONAL NRM BODIES

# NRM Practice Change Planning Framework

This framework is designed to aid regional NRM bodies in planning, implementing, reviewing and adapting their investments in NRM practice change. It is a key tool from the "Making Successful Investments in NRM Practice Change" project. Companion fact sheets and information are available from the NRM Practice Change website: [www.hassall.com.au/australian\\_division](http://www.hassall.com.au/australian_division)



<p><b>Vision</b> What do we want to achieve in the region? (from existing plans)</p> <p><b>Stocktake</b> Where are we at? What is the condition of assets across our region? Which assets are highest priorities to improve/protect? What information is available to assist our decisions? What practices are currently in place?</p> <p><b>What to change?</b> Is change needed, and if so, what? What changes are highest priorities for the vision? Where in the region is this change most needed? What changes give the greatest return for the investment? What are the 'givens' or investor preferences? What scale of change is needed and how quickly?</p>	<p><b>Whose practices to change?</b> Whose practices need to change? What is the relative importance of each market segment in relation to this change? What are the attributes/demographics of these people/segments?</p> <p><b>People and change</b> Why would people change? What drives or prevents change? How willing are they to engage? Who influences them? Where are they at in the change cycle? What is their capacity to change? Who is able/willing to change in the required timeframe? What is the 'fit' of the change?</p> <p><b>Mechanisms to foster change</b> What is required for change to happen? Which mechanisms are most effective and efficient for fostering change for each practice change &amp; each market segment? How will mechanisms interact? Is there a best sequence? How will we build confidence and knowledge?</p>	<p><b>Consider implications</b> What are the risks and benefits? What other impacts (positive &amp; negative) may result? What are the trade-offs? What assumptions are made?</p>	<p><b>Implement</b> What is required? – Staff, Funds, Other resources? Who could we partner with to help achieve the change? What timing best suits the target sectors? What time is needed for people to consider the change?</p>	<p><b>Review</b> How will we monitor, evaluate &amp; reflect on what has been achieved? <b>Learn, Adapt and Celebrate</b> What did we learn? What will we do differently? Do we need to adapt the program/project? How can we celebrate &amp; promote achievements?</p>
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