



Australian Government

Land & Water Australia

Department of the Environment,
Water, Heritage and the Arts

Reviewing Past Investments in NRM Practice Change

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Description

This matrix of questions can be used by an organisation to take a 'rear-vision look' at their past investments in NRM practice change. It reviews the whole life of the investment from concept through to completion, including:

- ▶ The processes used for planning the program
- ▶ The intended outcomes and those achieved
- ▶ The target audiences
- ▶ The activities undertaken
- ▶ The outcomes achieved
- ▶ The lessons learnt.

Benefits

By looking at the whole spectrum of the investment, lessons can be drawn to improve how the organisation goes about designing future investments. The process of documenting the decisions and rationale is useful for capturing organisational knowledge that is often stored in a few people's heads.

Limitations

The review depends on knowledge about the early planning stages of the investment. If there has been significant staff turnover this may be difficult unless the decisions have been documented.

Review Tool

When to use

For reflective review of past investments.

Companion Tools

NRM Practice Change
Planning Framework
NRM Program Logic

This tool was designed for regional NRM bodies involved in the "Making Successful Investments in NRM Practice Change" project.

What is required?

- ✓ **Skills** An ability to strategically consider the investments.
- ✓ **Resources** Staff time for review and reflection. This may be done briefly or in great detail depending on the purpose of the review and the scale of the investment.
- ✓✓ **Information** Monitoring information, documentation about planning decisions, rationale and investment and information about impacts.

✓ = 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

Strategic Review Matrix

In reviewing each of the questions, consider and document:

- 1 your response to the question
- 2 the strengths and weaknesses of what was done
- 3 what you based your assessment on (eg how it had been documented).

ISSUE	PLANNING PROCESS USED	OUTCOME(S) OF INVESTMENT
Overall	How did we plan our investment in this area? Who was involved in that? What assumptions did we make?	What have been the perceptions of this program/project: - internally? - by other stakeholders?
Vision	How did we decide what it was we wanted to achieve?	What objective(s) were we trying to achieve with the program/project?
Stocktake	How did we take stock of where we were at then, including asset condition, priorities for protection/improvement, information available and practices currently in place?	Did we identify the activities required to meet the objective(s) of the program/project?
What to change	How did we identify the practice changes that were the highest priorities to contribute to the vision?	What were the desired practice change outcomes?
Whose practices to change	How did we identify whose practices we need to change (it might help to group these, e.g. dairy, growers, etc.)?	Whose practices did we target?
People and change	How did we identify what drives/prevents these people from changing their practices?	What facilitated/inhibited practice change outcomes? Who helped to influence the change/s?
Fostering change	How did we identify what would be required for change to happen and which mechanisms would be most effective?	What practice change mechanisms were used and were these effective in bringing about the desired change?
Implications	Did we consider the risks and any positive/negative impacts that may result?	What were the unintended outcomes (positive and negative)?
Implementation	How did we identify the resources (funds/staff) and partnering arrangements required?	What resources (funds/staff) were used and what partnering arrangements were utilised?
Review	How did we plan to monitor/evaluate/reflect on what has been achieved?	What were the outcomes and how did we monitor/evaluate these?
Learn, adapt, celebrate	How did we plan to use lessons learnt to inform future program/project planning?	What were the lessons learnt and how will we apply these? How did we celebrate and recognise achievements?

For further information

This fact sheet is one of a series prepared for the Making Successful Investments in NRM Practice Change project.

For further fact sheets and information visit the NRM Practice Change website:

www.hassall.com.au/australian_division

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