Introduction
Regional NRM bodies seek to foster change in practice by land managers. Selecting the most suitable mix of mechanisms to encourage change is challenging. Mechanisms need to be appropriate for the operating context and the type of change being sought, target audience and resources available. A suite of mechanisms will usually be needed to tailor an approach and getting the mix right is also important.

The NRM Practice Change Planning Framework can be used to help select appropriate mechanisms for fostering change within an overall program/project plan. This framework includes the selection of implementation mechanisms as a key planning step, prior to implementation and funding allocation but after you have identified the vision [desired NRM outcomes]; the current condition of the ‘asset/s’ in focus; the changes required and by who [which target group]; and the motivations of this target group. The actual implementation phase is then able to focus on the logistics of implementing the plans.

Implementation approaches and mechanisms
The approaches to fostering change cover a wide spectrum, grouped below as ‘encourage, assist, insist and buy’. For each of the approaches for fostering change, a suite of different mechanisms may be used, which fall broadly under these key headings as shown in Figure 1 below. Some mechanisms (e.g. communication and planning) are used across more than one approach (e.g. both to ‘encourage’ and to ‘assist’ change) but how they are used may differ. Regions in the ‘Making Successful Investments in NRM Practice Change Project’ tend to use approaches that ‘encourage’ and ‘assist’. Depending on the role of the regional body, they may also play a role in regulation or purchase of NRM change or assets.

Descriptions on individual mechanisms are provided in Appendix A, specifically the suitability, required resources, benefits and risks and ‘companion’ mechanisms suited to each. This is designed to provide information to help regions in selecting mechanisms for a project or program.
# Figure 1: Different implementation approaches and types of mechanisms suited to each approach

<table>
<thead>
<tr>
<th>APPROACH</th>
<th>Encourage</th>
<th>Assist</th>
<th>Insist</th>
<th>Buy</th>
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<tbody>
<tr>
<td></td>
<td>activities that build people’s awareness and motivation for change, and knowledge about how to change</td>
<td>enable change by providing or subsidising some of the means (funds or technical expertise)</td>
<td>directive action to cause a change in practice through enforcing compliance or regulation. Used when other options have been exhausted, change is considered to be critical or greater certainty of outcome is required</td>
<td>go about purchasing the asset / outcome directly for the long term</td>
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<tr>
<th>RELATED MECHANISMS</th>
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<tr>
<td>• Communication and information (includes awareness-raising, information delivery, promotion, field days)</td>
<td>• Financial incentives (on ground activities supported by funding - including direct and devolved grants, subsidies for individuals or groups)</td>
<td>Regulation is not necessarily enforced by regional NRM bodies (this varies with the state and the type of regulation). Types of regulation that can influence NRM practices include:</td>
<td>• Includes direct actions such as purchasing of water rights or land.</td>
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<td>• Education and training (e.g. structured courses, training, forums and workshops)</td>
<td>• Competitive tenders</td>
<td>• Management directives</td>
<td>• National Parks or conservation reserves are an example – where the property has a very high ecological value and strict conservation practices are required the property has been purchased in order to protect it.</td>
</tr>
<tr>
<td>• Demonstrations, trials, biological surveys (simple surveys rather than complex scientific exercises)</td>
<td>• Communication and information (for awareness raising, information delivery and promotion)</td>
<td>• Development approvals</td>
<td>•</td>
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<tr>
<td>• Planning at a local level (property management planning, neighbourhood catchment, sub catchment planning)</td>
<td>• One on one advice and support</td>
<td>• Penalties</td>
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<tr>
<td>• Group activities and use of peer networks for information sharing, discussion, understanding, benchmarking, etc</td>
<td>• Planning</td>
<td>•</td>
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<tr>
<td>• Participatory research and development</td>
<td>• Direct works (where a regional body undertakes or commissions works, e.g. river works, noxious weed control)</td>
<td>• Negotiated agreements e.g. voluntary covenants and management agreements</td>
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## Mix of mechanisms used

Any single mechanism is rarely optimally effective when used alone. For example, communication activities may make more people aware of the findings from demonstration trials. Regional NRM bodies use a mix of mechanisms to suit the issue being addressed, the people being targeted and available resources. The project has explored the mix of mechanisms used by participating regional bodies and observed that this varies considerably between them in terms of types used and the level of investment in each. The "Case Studies of Regional Implementation Models" provide more detail on this for select regional bodies.

Some of the factors that have shaped the choice of implementation mechanisms in regions are:

- The need to align with, and deliver on, investor reporting needs and business cycles. Regional NRM bodies are funded to deliver NRM outcomes and targets, and so choose delivery approaches that will meet this need in the timeframe required;
- Historical reasons (what the community is used to; what has always been done in the past);
- Strategic reasons (i.e. as directed by regional strategies and supporting action plans; to interact with a cross section of the community, build trust within the community); and
- Resource availability;
- Speed – to get on ground activity quickly (e.g. through a simple grants process);
- To value add between mechanisms – e.g. expenditure on training/communication to accompany incentives.
## 1. COMMUNICATION AND INFORMATION

### What is it?

Communication and information dissemination activities are used to promote practices, raise awareness and increase knowledge of landholders with the aim of influencing their aspirations, attitudes and willingness to adopt more sustainable land management practices. The type of communication mechanisms should be tailored to the target sector of the community and the level of engagement required. Communication methods include:

- Newsletters;
- Media stories;
- Websites;
- Information materials such as best practice guidelines, fact sheets, case studies, research reports, and
- Field days.

### Relative effort required

- Funds: low – medium for information tools, delivery and promotion
- Staff time: low-medium. Can be undertaken by internal staff or a partner
- Administration: low-medium
- Information, science and research: low-high depending on content.

### Comments

Communication activities need to be varied to suit the audience and issue that are being targeted. A quick stakeholder analysis helps in determining the most effective communication tools to be used.

### Ideal companion mechanisms

- Planning;
- Incentives;
- Demonstration, trials, biological surveys;
- Negotiated agreements;
- …to enhance uptake of more sustainable land management practices.
- Direct works;
- Regulation;
- Directives;
- Purchasing;
- …to increase community’s understanding of an intervention and thereby hamper negative reactions.

### Benefits

- Increases community awareness and potentially adoption and participation in activities
- Builds rapport with land managers

### Risks

- Subsidised events: the community expect these will always be offered for free/subsidised. Risk that involvement and impact would be greatly reduced if they weren’t subsidised
- Some areas have already been saturated with material
- Uncertain outcomes
- Unlikely to bring about landscape change alone

### Suitability

- Adds value when used as a companion tool with other mechanisms across the ‘encourage à buy’ spectrum
- Can be applied to a diverse range of target sectors within catchment community
- Works best when there is an identified target area and some assessment of the knowledge/information need there
# 2. EDUCATION AND TRAINING

## What is it?
Structured courses, training, forums and workshops that are aimed at increasing/changing knowledge, attitude, skills and aspirations through learning. This includes accredited and informal training.

## Relative effort required
- Funds: medium
- Staff time: medium
- Administration: low-medium
- Information, science & research: medium (though could be higher depending on content)

Can be delivered internally or by external providers or partners. Regions may fund or subsidise attendance.

Training outcomes must be made clear and it must be relevant to the audience.

## Benefits
- Aims to build capacity and cause attitudinal change – longer term influence rather than just an immediate change
- Useful for highlighting private benefits
- Can be used as a pre requisite to receiving grants and other assistance

## Ideal companion mechanisms
- Planning [e.g. education and training can be a part of PMP]
- Incentives - may be used as a prerequisite to receiving incentives, or to assist uptake particularly for those who may be averse to attending training.
- Demonstrations, trials and biological surveys
- Group activities and peer influence
- Competitive tenders
- Negotiated agreements

## Risks
- Uncertain outcomes
- Unlikely to bring about landscape change alone
- May be ineffective if advice is not practical and clear

## Suitability
- Suited for use with groups and individuals within the community who are motivated to learn and understand
- For use as a companion tool or pre-requisite for other mechanisms such as incentives
- For targeting communities where there are existing structured programs in place [e.g. with industry]
- For targeting property, cross property or neighbourhood catchment scale change [e.g. assisting landholders in specific techniques on farm such as pest control, contour banks]
### What is it?

Controlled on ground activities that demonstrate production and environmental outcomes of particular management practices.

### Relative effort required

- Funds: low-high (variable)
- Staff time: low-medium
- Administration: low
- Information, science and research: high

Often undertaken through partnership arrangements with industry bodies and science institutes. Often requires cooperation of landholder/s and use of their property/ies.

### Benefits

- Useful for demonstrating the private benefits of a practice change
- Enables landholders to see visual and documented evidence of the benefits of change
- Allows regional bodies to tap into innovators within their community
- Enables local testing of research or practices to assess suitability in the local area/conditions
- Can serve as a focal point to bring people together
- Biological surveys can engage community members, building capacity while also gathering monitoring data

### Ideal companion mechanisms

- Communication
- Education and training
- Planning
- Incentives
- One-on-one advice

The above can all incorporate/draw on the results of trials and demonstrations

- Group activities (for conducting the activities)

### Risks

- Limited value unless community are actively engaged
- Unlikely to bring about landscape change alone
- Uncertainty around extent of application and outcomes

### Suitability

- For targeting property, cross property or neighbourhood catchment scale change (e.g. assisting landholders in specific techniques on farm such as pest control, contour banks)
- Less engaged groups/individuals, or those in early stages of change but also innovative landholders who are driving the need for the work
- Production-orientated landholders
- Targeted areas, priority sub catchments, where change is being promoted (through communication, education and other activities)
- Testing more innovative land uses/practices
4. PLANNING

What is it?
Planning provides a formal process for identifying desired outcomes for a biophysical or non/biophysical asset and/or geographic region and planning and prioritising actions to deliver on these outcomes. This often involves an initial assessment of resource condition in order to plan actions to improve the state of the asset. In the regional NRM context, planning involves assessing resource condition and identifying desired outcomes to help determine and prioritise the NRM actions required for improving the state of the asset/s. It can be carried out at multiple levels e.g. national and state (large asset plans), regional (e.g. regional strategy, investment in regional projects and selection of priority areas) and at the property scale.

Planning can be undertaken for different reasons or activities. For example, as a tool for targeting investment. Investment planning seeks to target the most efficient and effective investments to achieve the most significant change with the available funds. Community engagement planning is aimed at fostering community ownership of regional NRM.

In some regions, property planning is considered a prerequisite before applying for incentive dollars. Property planning may be undertaken internally or through a third party [e.g. DPI or consultancy] or through a partnership of both.

Examples in regional NRM:
- NRM North – Development of property management plans (PMPs) for individual properties that are grouped on a localised sub-catchment level
- FBA – neighbourhood catchment planning
- Lachlan CMA – property management planning and catchment planning
- Queensland Murray Darling Committee – sub catchment planning

Relative effort required
- Staff time: high
- Funds: varies
- Information, science and research: high (includes information on geography, hydrology, landuse, vegetation types etc):

Developing a basic understanding of the need for changing management and farming practices would be beneficial before undertaking planning.

Benefits
- Can address a range of issues relating to management change including awareness, skills development, and targeting incentive investment in on-ground activities
- PMP process enables NRM to be incorporated as a part of the day-to-day management of a property
- PMP can lead to aggregated results and therefore effective regional change
- Community participation in regional planning can increase relevance, ownership and uptake

Ideal companion mechanisms
- Incentives [to encourage uptake, e.g. of PMP]
- Group activities
- Demonstrations and trials
- Participatory research
- Communications
- Education and training

Risks
- Generic neighbourhood planning often fails to engage those requiring practice change, therefore need to ensure end implementers are doing the planning

Suitability
- PMP is suited to use with rural landholders, but also sometimes public and leasehold land managers [e.g. Livestock Health and Pest Authorities] who are involved in some planning projects such as native vegetation and resource condition surveys
- Sub-catchment planning can work with existing production-focused landholder groups focused on localised areas where there is willing participation and a need for a formalised process
- Property planning has less value when done as a dispersed effort
### What is it?
Regional bodies working with existing groups in their region to foster NRM. Existing groups can be landholder groups, as well as groups that aim to influence landholders, including:
- Landholder groups: Landcare, industry groups, landholder ‘neighbourhood’ groups, and
- Groups that influence landholders: Sub-regional implementation groups; advisory committees and sub committees; reference groups.

Groups activities may be with formalised groups or an informal collection of people. Peer influence activities operate through groups of people and may be developed as a mechanism for fostering change. ‘Peer coaching’ has worked well in some areas, where a landholder is contracted to lead a group of similar landholders working towards a specific target.

Regional NRM bodies may work with groups through direct funding of community initiatives/groups, through providing technical or facilitation skills or administrative support.

### Relative effort required
Resource requirements are variable depending on the type of group and the engagement that the regional body has with them. In some regions, delivery of investment through regional groups is a key part of the regional investment model.
- Staff time: medium
- Funds: low-high
- Administration: medium. May include: meeting costs, sitting fees, secretarial support, training
- Information, science and research: low

It is important to clearly define intended outcomes of working with the group. It helps to have an understanding of the group dynamics and the capacity of the group prior to engaging with them.

### Benefits
- Provides access to knowledge and resources, resulting in greater economies of scale and efficiencies in delivering production and environmental benefits to landholders
- Can provide reduced administration for a regional body;
- Potentially increases community vitality – funding the group fosters ownership and builds community capacity
- Group dynamics can promote greater learning outcomes and foster increased ownership of a particular message or project (which may inspire more to implement practice change)

### Ideal companion mechanisms
- Planning
- Incentives (groups can help in preparing people for incentives)
- Demonstration and trials
- Communication (e.g. promotion of specific programs to audiences within targeted sub-catchments)

The range of potential companion mechanisms will depend on the type of group, e.g. sub regional implementation type groups will be key to integrated delivery of a range of other mechanisms.

### Risks
- Arrangements can become unequal; and potentially ineffective
- Risks need to be managed if there are contracting arrangements
- Groups may not have the membership base and capacity to deliver on project outcomes
- Groups may lose momentum

### Suitability
- In companion with other mechanisms under the ‘assist’ category (e.g. to prepare people for incentives, direct works)
- Targeted sub catchments
- For promoting specific programs/changes to identified audiences
- In areas where there are established groups (and they have a fit with regional plans)
- In areas where there aren’t established groups, suited to localised areas of landholders where there will be economic and environmental value in working together (e.g. pest control or utilising the service of heavy machinery). These individuals need to be motivated to learn and understand
### What is it?

Participatory research and development (R&D) or participatory action research involves researchers working in collaboration with end users to investigate an issue and develop solutions. The research is generally developed and undertaken together with participants who become part of the decision making team. The researcher plays a facilitative role as well as the technical role. Action research is based around the adult learning cycle of planning, implementing an action, observing, reflecting and reviewing.

"Essentially Participatory Action Research (PAR) is research which involves all relevant parties in actively examining together current action [which they experience as problematic] in order to change and improve it. They do this by critically reflecting on the historical, political, cultural, economic, geographic and other contexts which make sense of it... it aims to be active co-research, by and for those to be helped." – Y. Wadsworth (1998)

The `Making Successful Investments in NRM Practice Change` project is an example of a participatory research project, led by GHD Hassall and conducted in collaboration with the Australian Government and participating regional NRM bodies.

### Relative effort required

Resource requirements can vary depending on the role of the contributor. Often a formal research program needs to be in place with a lead researcher and operating costs provided.

- Funds: low
- Staff time: low – medium
- Administration: low
- Information, science and research: low – medium

Other requirements include:

- Willing participants
- Trial site/group

### Benefits

- Practical solutions that can readily be adopted are likely to be developed and potentially adopted
- Builds capacity and starts to foster practice change through the research phase
- Can explore options for complex issues
- Brings together the expertise of researchers and end-users
- Facilitates sharing of ideas and challenges

### Ideal companion mechanisms

- Communication and information
- Planning
- Group activities – involving a group of people in participatory R&D can broaden the influence and also draw in a wider set of ideas
- Demonstrations and trials
- More complex incentive programs such as market-based instruments
- Program logic to help maintain focus on desired outcomes

### Risks

- It can be challenging to maintain focus on intended outcomes and researchers may find it difficult to maintain ‘control’ of the research direction
- Participation can become ‘token’ if not genuinely sought and managed
- Not all R&D is suitable for a participatory approach
- Can be an additional commitment for collaborators – this could become a burden and finding the time to contribute may become difficult and unpredictable

### Suitability

Participatory R&D can be used for biophysical issues (e.g. river health) or social issues. It is appropriate for complex issues where a solution is unlikely to be found through research alone.
What is it?
On ground activities supported through funding. All incentives are aimed at changing land management practice through ‘learning by doing.’

Relative effort required
- Funds: high
- Staff time: high, though depends on type. E.g. grants require high staff involvement in project selection
- Administration: high
- Information, science and research: medium (especially during prioritisation of investment)

Benefits
- May be more cost effective than other tools, as generally landholders with low compliance cost will choose to respond to a voluntary incentive rather than those with high compliance cost
- Should result in continued improved performance over time, as compared to regulation where only the required compliance level will be met

Ideal companion mechanisms
- Communication
- Education
- Demonstrations and trials
- Groups

Can fit within PMPs and address a specific issue (which can be a main driver for some).

Particularly for new types of incentives, participants need to have process well explained and need support in the bidding process.

Risks
- Transaction costs may be higher than for some other policy options such as regulation
- Prone to over-emphasis vs other techniques
- Creation of reliance/expectation of continued incentives, which in turn is a disincentive to undertake changes for sustainability
- Uptake of voluntary incentives (and thus achievement of related biophysical outcomes) may be lower than via regulation
- Key people may not participate, which may undermine NRM outcomes
- May not get immediate change in the resource condition, therefore motivation and encouragement to continue may be lost
- Non-statutory regional bodies are limited in the selection of incentives they can directly apply
- Uptake may be low due to dislike of dealing with the government and perception of accepting ‘handouts’

Suitability
- Suitable for most NRM situations across whole of region
- Grants – suited to:
  » when a one-off ‘trigger’ response is needed to change practices
  » when community involvement is desired
  » where public benefits or opportunity cost can be estimated
- Subsidies - suited to:
  » Situations where opportunity costs of farmers to change are similar and can be estimated and used as a subsidy level
  » when a one-off ‘trigger’ response is needed
  » where one action is targeted
  » activities with extensive public benefits
- Use with land managers and groups:
  » Land managers: especially farmers and in particular those located in or with high priority areas/issues on freehold or leasehold land [including small property owners]. Landholders with varying levels of willingness to change
  » Groups include both urban and rural, progress associations, ‘friends of’ groups, local government, RLPB and indigenous corporations

Incentive funding is generally directed towards on-ground works.
8. COMPETITIVE TENDERS

What is it?
Landholders submit a bid to undertake planned management actions on their property. Winning bids chosen on basis of most cost effective provision of conservation services. May be based on a variety of desirable NRM outcomes.

Relative effort required
- Funds: high
- Staff time: high
- Administration: medium - high
- Information, science and research: medium

Benefits
- An efficient method of delivering stewardship payments as the level of funding needed is revealed in the tender process
- No need to choose appropriate payment or estimate public benefit as each landholder nominates the amount needed
- Very flexible (allow for range of management plans) and can be adapted to different areas
- May be very cost effective (in terms of area return on investment)
- May attract new participants (commercial nature of competitive tender process may attract landholders that are not solely interested in assisting the environment)

Ideal companion mechanisms
- Communication
- Education and training

Risks
- Needs critical scale and uptake to ensure competitiveness and fairness
- May be administratively more complex
- Uptake in times of drought may be low
- Landholders may not warm it given it is different to what they’re used to
- May be difficult to construct a biodiversity benefits index that is flexible enough to reflect complex ecological reality
- There is a requirement to offer a tender over a wider area which can have a negative impact on delivering targeted investment into a focus catchment

Some potential risks [e.g. low uptake] may be ameliorated by careful design and implementation [including effective communication strategy and promotion] to clarify the implication of participation. Participants need to have process well explained and need support in the bidding process.

Suitability
- Areas where opportunity costs of undertaking management actions differ between landholders
- Where there are enough landholders to encourage competition [and thus cost effectiveness]
- LESS suited to problems that require a coordinated response [unless bid takes neighbours actions into account]
- Possibly suited to pest control efforts which have proved to be costly and not very successfully managed using other mechanisms
# One-on-One Advice and Support

## What is it?
One-on-one advice and support may be provided to enable and/or assist changes to be made. It may build skills, knowledge and capacity to encourage changes in practices, it may involve on-farm measurement/assessment of a practice and/or provide direct advice for a specific solution. Extension staff of some regional NRM bodies and government agencies may provide this service, though they are now largely provided by the private consulting sector. Some regional bodies contract third party providers (private or public sector) to provide advisory services to landholders, generally to meet a technical need.

## Relative effort required
- Funds: medium – high
- Staff time: medium-high, depending on whether delivery is by internal staff or outsourced
- Administration: low
- Information, science and research: low-high depending on whether delivery is by internal staff or outsourced

Requires skilled personnel with good interpersonal skills and credibility within the community. Regional NRM bodies may invest in developing these services themselves or in building capacity amongst existing providers.

## Benefits
- Is a good enabling mechanism – to take stock, inform change and build confidence in the community
- Gains on the ground information for regional bodies [e.g. on threatened species], i.e. two-way information flow
- Builds rapport with land managers, especially if undertaken by internal staff
- Likely to bring about change on a property scale
- Can help landholder to take the next step from ‘interest’ to ‘action’

## Ideal companion mechanisms
- Planning;
- Incentives;
- Demonstration, trials, biological surveys;
...to enhance uptake of more sustainable land management practices.

## Risks
- If advisory staff leave there is a loss of regional knowledge and programs and activities may not happen as they may have been highly reliant on relationship between officers and individual land managers
- Use of external consultants – knowledge and information remains with them
- Potential for litigation for poor advice

## Suitability
- Suited more to landholders who are motivated to learn and change
- Works best when there is an identified target area and problem and some assessment of the knowledge/information need
- Can be used to assess and prioritise the specific practice changes that are important for NRM on the property, perhaps as part of a property planning process
- In areas where there is mistrust of government, advice provided by internal staff/private consultants may enable engagement and yield better results
- Some decisions and changes require professional assessment and advice e.g. measurement of irrigation efficiency to identify opportunities for improvement. This may be best undertaken though advice and support at a one-on-one level
10. DIRECT WORKS

What is it?
Where a regional NRM body undertakes on-ground work directly. This may include utilising state govt funds for specific on ground works carried out by regional staff [e.g. river works], direct funded projects or some project delivery by staff.

Relative effort required
- Funds – high
- Staff time – high
- Administration – low?
- Information, science and research – low

Often requires specialist skill and/or equipment.

Need to have the legal authority to undertake direct works, as well as the direct control (or majority share) of resource, such as river frontages, wetlands etc.

Need to have joint ownership of problem and agreement on problem solving approach. It is important to have adjoining landowner involved for ongoing management of sites.

Often requires working in partnership with other organisations: State and Commonwealth Government, private irrigation companies, councils, mines etc. Contracts and clearly defined project plans need to be in place as well as good communication between all partners.

Benefits
- Can use the skills, experience and equipment of the regional NRM body or contractor to undertake remediation works appropriately
- Effective for strategic projects [e.g. weed control]
- Completes works that landholder may not ever do themselves
- Can provide greater risk management opportunities

Ideal companion mechanisms
- Communication
- Planning
- Negotiated agreements

Risks
- Landholder management practices may not change to accompany the works
- Ownership may be lacking
- An expectation may develop that the regional NRM body will do all of these works where and when required, which is a disincentive for landholders to undertake similar works

Suitability
- Where you have direct control [or majority share] such as river frontages, wetlands etc
- Some strategic weed projects
- Landholders in target areas
- Biophysical change such as improved water quality and change on irrigated lands
- Where specialised skills and/or equipment are required and readily available to the regional NRM body
# 11. NEGOTIATED AGREEMENTS

## What is it?

Legally binding agreements between a statutory authority and landholder. Includes voluntary conservation covenants and management agreements.

Covenants can be common law agreements that last for a specified length of time or statutory agreements that are attached to the title of the land and bind future landholders. Covenants specify certain activities to be undertaken by the landholder.

Management agreements operate in a similar manner to covenants though are not attached to the land title in perpetuity. Rather, they developed on a voluntary basis and are a binding agreement with an individual landholder that cover 5-10 (or more) year terms. On-ground works and activities (e.g. monitoring) that contribute towards achieving a specific longer term outcome (e.g. improved groundcover for water quality improvements) are negotiated. Payment terms may be an upfront payment followed by annual payments subject to achieving outcomes based on monitoring reports.

## Relative effort required

Varies greatly. Management agreements generally require a high level of resourcing to develop, negotiate and administer. However, some standard five-year contracts may have low input. Establishing agreements attached to title usually requires a high level of resource input.

- **Funds:** varies [low-high].
- **Staff time:** varies. Management agreements are high as they require a technically qualified officer or consultant to assist the landholder on a one-on-one, ongoing basis.
- **Administration:** varies [low-high].
- **Information, science and research:** varies.

Management agreements – high.

May require legislative power to operate some types.

Need to develop a good understanding of the process among participants/potential participants.

## Benefits

### Covenants:

- Are voluntary and can protect important NRM resources on private lands.
- A range of NRM issues can be addressed in the one agreement, with varying levels of action.

### Agreements:

- May attract landholders who are worried about the effect of a covenant on their land value.
- Different levels of agreements can attract different landholders.

## Ideal companion mechanisms

Can integrate a range of mechanisms, e.g.

- Planning (at the property scale)
- Group activities (in that catchment areas are targeted)
- Communication
- Education and training
- Demonstrations (each agreement can act like a demonstration project)
- Participatory research (as with demonstrations)
- Incentives (agreements involve a transaction for change)
- One-on-one support.

## Risks

### Covenants:

- Voluntary nature means that key properties are not protected and potential for coordinated landscape outcome is therefore reduced.

### Agreements:

- Don’t offer permanent protection of the resource.

Some potential risks may be ameliorated by careful design and implementation (including sound communication and promotion) to clarify the implications of participation.

## Suitability

- In areas where cooperative action is required within an area to achieve an objective
- In a key areas with less people
- Where clear high priority areas requiring NRM change have been identified
- Where high degree of control over management actions are needed
12. REGULATION

### What is it?

The role of regional NRM bodies in relation to regulation differs across each jurisdiction. Some regions (e.g. those in Queensland) have no regulatory role while others (e.g. in South Australia) are responsible for several regulatory mechanisms. Regional NRM bodies may work to inform regulatory processes undertaken by other agencies. Three broad classes of regulation that relate to regional NRM include:

1. **Management directives** – some regional bodies have the legal authority to issue management directives (e.g. NRM Boards in SA have responsibility for the Pastoral Act, which means they can issue a destocking order for a property).
2. **Development approvals** – some land uses (e.g. intensive livestock) may require a development approval which is generally administered by the local government.
3. **Approvals and penalties** – some regional bodies have the legal authority to administer parts of legislation (e.g. CMAs in NSW are responsible for native vegetation management).

### Relative effort required

<table>
<thead>
<tr>
<th>Relative effort required</th>
<th>Benefits</th>
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<tr>
<td>- Funds – high</td>
<td>- May work to build capacity and knowledge of regulators in relation to NRM issues identified in regional plans.</td>
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<tr>
<td>- Staff time – high (requires one-on-one surveillance)</td>
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<td>- Administration – medium</td>
<td></td>
</tr>
<tr>
<td>- Information, science and research – low-medium</td>
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Need to have the legal authority to undertake actions.

### Benefits

- May work to build capacity and knowledge of regulators in relation to NRM issues identified in regional plans.

### Ideal companion mechanisms

- Communication
- Direct works
- One-on-one advice and support

### Risks

- May not result in long term changes
- Only required compliance level will be met
- Can create a negative perception of the regional NRM body.

### Suitability

Management directives and penalties

Suited to situations where other options have been exhausted and change is considered to be critical or greater certainty of outcome is required.

### References

“Choosing between incentive mechanisms for natural resource management: a practical guide for regional NRM bodies.” E Comerford, J Binney, QLD Department of Natural Resources and Mines.


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:

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