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## **EXECUTIVE SUMMARY**

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The Australian Government funds a national network of 100 facilitators to support the regional delivery of natural resource management under the Natural Heritage Trust Extension and the National Action Plan for Salinity and Water Quality. The Network includes Australian Government NRM Facilitators; Regional NRM Facilitators; Indigenous Land Management Facilitators and Local Government NRM Facilitators. Evaluations have been undertaken of each of the four types of facilitators. This report focuses specifically on the evaluation of Australian Government NRM Facilitators.

There were three objectives associated with the evaluation of the National NRM Facilitator Network. These were to identify and report on:

1. the extent that the NRM Facilitator Network is achieving its 3-year strategic objectives;
2. the identification of key issues that may need to be addressed in improving the National Facilitator Network and the achievement of its core objectives; and
3. the quality, accuracy, reliability and value of the NRM Facilitator Network self-reporting process

The methods used in the evaluation were prescribed in the Monitoring and Evaluation Plan (M&E Plan) for Australian Government NRM Facilitators and included, (i) the analysis of facilitator six monthly reports; (ii) survey research with 26 Australian Government NRM Facilitators, 196 stakeholders and 57 regional bodies; (iii) face-to-face interviews with 13 Australian Government NRM Facilitators, 14 regional bodies and 66 stakeholders; and (iv) a group discussion with Directors of the Joint Teams.

### **Achievement of Three Year Strategic Outcomes**

As described in the M&E Plans and in order to streamline monitoring, reporting and evaluation; the 3-year strategic objectives have been summarised into a smaller set of 'synthesised outcomes' nested within the four key outcome areas. It is these outcomes which have been used as a basis for the evaluation of Australian Government NRM Facilitators.

**Key Outcome Area 1:** *Government NRM policy and information communicated effectively to targeted stakeholder groups*

**1(a):** Key NRM stakeholders at the state level aware of and understand the relevance of Government NRM policies and programs to the state/ region/national level context

The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome.

- Amongst stakeholders, over 74% reported that Australian Government NRM Facilitators had contributed to an awareness and understanding of the relevance of government policies and programs and how to access and use NRM tools, resources and information.
- Amongst regional bodies, over 55% reported that Australian Government NRM Facilitators contributed to their awareness and understanding of Government NRM policies and programs within the regional body and how to access and use NRM tools, resources and information.
- The quality of the relationship and interaction between some facilitators and Australian and State Government departments and agencies significantly influenced the ability of facilitators' to achieve this outcome.
- Several stakeholders indicated they were already knowledgeable of NRM tools and resources or had other means of accessing these resources and therefore did not require the assistance of NRM facilitators.

- 1(b):** Key NRM stakeholders' aware of NHT, NAP, Envirofund and other sources of funds and supported in accessing funds and roll-out of funded initiatives as required.

The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome. However, Australian Government NRM Facilitators indicated issues associated with their access to Australian Government information about programs and funding opportunities needed to be improved.

- Amongst stakeholders, 74% reported that Australian Government NRM Facilitators had contributed to their organisations increased understanding of how to access funding sources.
- Amongst regional bodies, 56% reported that Australian Government NRM Facilitators contributed to their increased awareness of how to access funding sources.

**Key Outcome Area 2:** *Stakeholder NRM issues and achievements communicated effectively to Government.*

- 2(a):** Australian Government and State/Territory Government NRM Teams aware of current and emerging issues within the region which impact on the relevance and effectiveness of NRM policies and programs.

The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome.

- Amongst stakeholders, 69% believed Australian Government NRM Facilitators had helped their organisation communicate issues to Government
- State Team Directors generally believed that Australian Government NRM Facilitators had effectively communicated regional issues to Government
- There was a belief amongst many facilitators (88%) that there was a need to improve the interaction and communication between facilitators and Joint Teams.

- 2(b):** Australian Government and State/Territory NRM teams aware of outcomes to support the evaluation of Government investment.

The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome.

However, several Australian Government NRM Facilitators indicated that as they were facilitating *processes* towards the achievement of outcomes, they were not always aware of and able to communicate specific project and activity *outcomes* to the Joint Teams.

**Key Outcome Area 3:** *Improved engagement of stakeholders in planning, implementing and monitoring NRM programs and projects.*

- 3(a):** Regional NRM bodies receive useful guidance, support and information on effective approaches towards engagement of state-level stakeholders.

The evaluation indicated that Australian Government NRM Facilitators had made *some progress* towards the achievement of this outcome.

- Amongst regional bodies, only 29% reported that Australian Government NRM Facilitators had made a difference to the way the regional body considered engaging the community in natural resource management.
- Several Australian Government NRM Facilitators and regional bodies did not believe it was the role of Australian Government NRM Facilitators to support community engagement by the regional body.
- Several regional bodies believed they had sufficient skills and expertise in community engagement and did not require the support of Australian Government NRM Facilitators.

**3(b):** Targeted stakeholders aware of opportunities to participate in regional NRM processes.

The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome.

- Amongst stakeholders, 66% reported that Australian Government NRM Facilitators had improved their awareness of opportunities to participate in regional NRM processes.

**3(c):** Increased participation of targeted stakeholders in regional NRM activities/processes.

The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome.

- Amongst stakeholders, 50% reported that Australian Government NRM Facilitators had increased their participation in regional planning processes.

**Key Outcome Area 4:** *Australian Government NRM Facilitators part of an effectively functioning, national network of NRM Facilitators.*

**4(a):** Australian Government NRM Facilitators' capacity to contribute to network outcomes is enhanced through regular and effective communication and collaboration within the National NRM Facilitator Network.

The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome.

- Interviews with Australian Government NRM Facilitators indicated continuous and frequent formal and informal interactions occurred within the National NRM Facilitator Network, which assisted in developing the capacity of facilitators to contribute to network outcomes.
- Amongst Australian Government NRM Facilitators, 73% believed there was a need for more opportunities for facilitators within States and Territories to interact and discuss issues important to them.
- Sixty percent of Australian Government NRM Facilitators also believed there needed to be greater interaction amongst the four types of facilitators within the Network.

**4(b):** Australian Government NRM Facilitators' capacity to contribute to network outcomes is enhanced through regular and effective communication and collaboration with other NRM networks.

The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome.

- Amongst individuals in other NRM networks, a significant percentage indicated enhanced benefits from their interaction with the National NRM Facilitator Network.
- Rather than enhancing the capacity of Australian Government NRM Facilitators, many of the examples given by facilitators focussed on how Australian Government NRM Facilitators had enhanced the capacity of other NRM networks, or how the capacity of both networks had been enhanced through mutual interaction.

## **Key Issues in Improving the National Facilitator Network**

The analysis of interviews and surveys with facilitators, stakeholders, regional bodies and the State Team Directors indicated four clusters of issues associated with the operation and functioning of the Network. The key issues associated with each issues cluster included:

1. The role of facilitators
  - Facilitators, stakeholders and regional bodies identified the need for a clearer definition of the role of Australian Government NRM Facilitators.
  - Amongst facilitators, 64% believed they need a clearer description of what their job was and the type of activities and outcomes that were expected. Sixty-four percent of facilitators also believed there needed to be better job descriptions for facilitators.
  - Sixty-six percent of regional bodies and 38% of stakeholders were unclear about the role of Australian Government NRM Facilitators.
2. Facilitator interaction with the Australian Government
  - Many facilitators indicated the need to improve interaction and communication with Australian Government policy areas, including the provision of information about policy and policy changes and the use of facilitators to inform policy development and implementation.
  - Many facilitators believed the Australian Government did not provide adequate direction or feedback to facilitators.
  - Eighty percent of facilitators believed they did not always have up-to-date information about new or existing Australian Government NRM policies and programs and 89% believed that there was a need to develop better communication mechanisms between the Australian Government and facilitators.
3. Management and administration
  - Eighty five percent of facilitators believed there is a need for more support in relation to the financial and administrative tasks they had to undertake.
4. The recruitment of facilitators
  - Facilitators indicated the need to review the recruitment process, which included the use and implications of short contracts for facilitators; that facilitators were required to reapply for their position every two years; and that the limited tenure provided uncertainly for facilitators and stakeholders alike.

## **Evaluation of the Six Monthly Reporting Process**

Through surveys and interviews with facilitators and through a direct analysis of the six monthly reports over two reporting periods the evidence indicates, that with the exception of some qualitative information provided by facilitators, “the quality, accuracy, reliability and value of the NRM Facilitator Network self-reporting process” is very poor. There is clearly a need for significant revision of the six monthly reporting process. The core issues associated with the six monthly reporting process are:

1. the application of numeric counts to attributes which are difficult to define quantitatively (i.e., the number of times or moments),
2. the progress measures and synthesised outcomes as used in the six monthly reports may not adequately define the roles, activities and tasks of facilitators,
3. the language and structure of the six monthly reports is difficult to understand and report against, and
4. there is no feedback to facilitators on how well the six monthly reports are being completed or whether they are achieving the outcomes against which they are being evaluated.

As the six monthly reporting process is itself one of several methods for evaluating the National NRM Facilitator Network as described in the M&E Plan and reflects the progress measures and synthesised outcomes as described in the M&E Plan, a first step in developing a reliable and valid reporting process would to firstly revise the M&E Plan.

As an overarching assessment of the contribution of Australian Government NRM Facilitators to NRM, Table A and Figure A shows that 91% of all stakeholders believed Australian Government NRM Facilitators made a significant contribution to the delivery of NRM in Australia.

Table A. "From my experience, Australian Government Facilitators have made a significant contribution to the delivery of natural resource management"

Item	Frequency	Percent
Strongly agree	25	25.8
Agree	40	41.2
Tend to agree	23	23.7
Tend to disagree	6	6.2
Disagree	3	3.1
Strongly disagree	0	0.0
<b>Total respondents</b>	<b>97</b>	<b>100.0</b>

Source: EBC (2006).

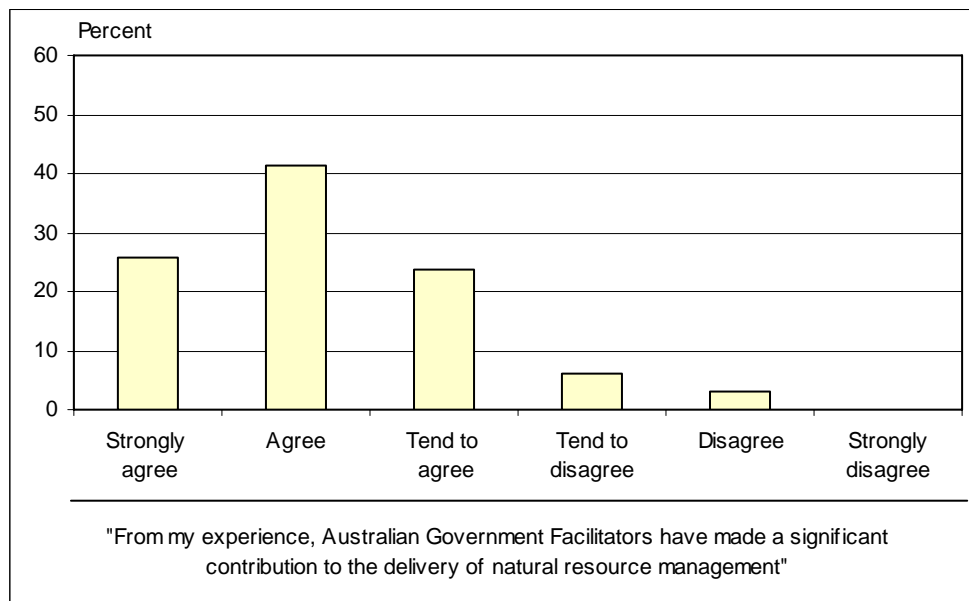


Figure A. All stakeholders: Judgement of the overall contribution of Australian Government NRM Facilitators to NRM

## 1. INTRODUCTION

---

The Australian Government funds a national network of facilitators to support the regional delivery of natural resource management (NRM) under the Natural Heritage Trust Extension (NHT) and the National Action Plan for Salinity and Water Quality (NAPSWQ). As at May 2006, the National NRM Facilitator Network (the Network) consisted of 100 facilitators working “in a variety of roles, facilitating the exchange of, and access to, information and advice on natural resource management policy, planning and technical innovation, between governments, regional NRM bodies, research organisations, community groups and individuals, and other stakeholders.”<sup>1</sup>

### 1.1 Evaluation Objectives

There were three core objectives associated with the evaluation of the National NRM Facilitator Network. These were to identify and report on:

4. the extent that the NRM Facilitator Network is achieving its 3-year strategic objectives;
5. the identification of key issues that may need to be addressed in improving the National Facilitator Network and the achievement of its core objectives<sup>2</sup>; and
6. the quality, accuracy, reliability and value of the NRM Facilitator Network self-reporting process.

### 1.2 National NRM Facilitator Network

The Network was established in October 2003 in recognition that direct support was required as key driver in social change, with many NRM stakeholders also placing significant value on face-to-face support. Facilitators were also considered as being important in supporting the regional delivery of NRM by facilitating the flow of information between regional communities and NRM bodies and Government.

The NHT invested \$12 million per annum over three years in the National Natural Resource Management Facilitator Network, which contributed towards the primary objectives of the NHT and the NAPSWQ. The Network includes Australian Government NRM Facilitators; Regional NRM Facilitators<sup>3</sup>; Indigenous Land Management Facilitators and Local Government NRM Facilitators.

#### 1.2.1 Australian Government NRM Facilitators

Australian Government NRM Facilitators are funded and directly employed by the Australian Government and operate at the State or Territory scale. The core function<sup>4</sup> of Australian Government NRM Facilitators is to support and communicate Australian Government NRM policies, programs and priorities, particularly in relation to the NAPSWQ and the NHT. Australian Government NRM Facilitators also engage and consult with a broad range of stakeholder and interest groups in relation to four core NRM themes, which include (i) coastal and marine, (ii) biodiversity conservation, (iii) water and (iv) sustainable resource use.

At the end of May 2006, there were 30 Australian Government NRM Facilitators employed in each State and Territory (Table 1).

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<sup>1</sup> [www.nrm.gov.au/community/network.html](http://www.nrm.gov.au/community/network.html)

<sup>2</sup> *The original objective was “the extent to which the Network has contributed to the broader goals and objectives of the NAPSWQ and the NHT.” The third meeting of the project steering committee agreed to relace this objective with the current objective.*

<sup>3</sup> *Regional NRM facilitators are also referred to as Strategic Regional NRM facilitators*

Table 1. State and Territory Distribution of Australian Government NRM Facilitators

State or Territory	Frequency	Percent
Australian Capital Territory	1	3.3
New South Wales	3	10.0
Northern Territory	4	13.3
Queensland	5	16.7
South Australia	4	13.3
Tasmania	4	13.3
Victoria	4	13.3
Western Australia	5	16.7
<b>Total Australian Government NRM Facilitators</b>	<b>30</b>	<b>100.0</b>

Note: Based on the number of Australian Government NRM Facilitators employed at the 30.5.2006

Source: Capacity Building Section, Australian Government NRM Team (2006).

### 1.2.2 Regional NRM Facilitators

Regional NRM Facilitators are jointly funded by the Australian Government and States/Territories and employed directly by regional NRM bodies. Unlike Australian Government NRM Facilitators, Regional NRM Facilitators work at the regional NRM scale. The core functions<sup>4</sup> of Regional NRM Facilitators are:

- to support and increase community and other stakeholder involvement in regional natural resource management processes;
- to support and communicate Australian Government and State/Territory Government NRM policies and initiatives at a regional scale; and
- to provide an avenue for direct community feedback on NRM programs and issues to Government.

At the end of May 2006, there were 49 Regional NRM Facilitators employed in each State and Territory (Table 2).

Table 2. State and Territory Distribution of Regional NRM Facilitators

State or Territory	Frequency	Percent
Australian Capital Territory	1	2.0
New South Wales	16	32.6
Northern Territory	3	6.1
Queensland	6	12.2
South Australia	9	18.4
Tasmania	3	6.1
Victoria	7	14.3
Western Australia	4	8.2
<b>Total Regional NRM Facilitators</b>	<b>49</b>	<b>100.0</b>

Note: Based on the number of Regional NRM Facilitators employed at the 30.5.2006

Source: Capacity Building Section, Australian Government NRM Team (2006).

### 1.2.3 Indigenous Land Management Facilitators

Indigenous Land Management Facilitators (ILMFs) are funded by the Australian Government and located in host agencies in each State and Territory. The core function of Indigenous Land Management Facilitators is to assist Indigenous Australians to address their land management needs<sup>5</sup>.

At the end of May 2006, there were 12 Indigenous Land Management Facilitators employed in each State and Territory (Table 3).

<sup>4</sup> As described <http://www.nrm.gov.au/community/network.html>

<sup>5</sup> See <http://www.deh.gov.au/indigenous/ilmf/index.html> for a more detailed description of the specific roles of Indigenous Land Management facilitators.

Table 3. State and Territory Distribution of Indigenous Land Management Facilitators

State or Territory	Frequency	Percent
Australian Capital Territory	1	8.3
New South Wales	1	8.3
Northern Territory	1	8.3
Queensland	3	25.0
South Australia	1	8.3
Tasmania	1	8.3
Victoria	1	8.3
Western Australia	3	25.0
<b>Total Indigenous Land Management Facilitators</b>	<b>12</b>	<b>100.0</b>

Note: Based on the number of Indigenous Land Management Facilitators employed at the 30.5.2006

Source: Capacity Building Section, Australian Government NRM Team (2006).

### 1.2.4 Local Government NRM Facilitators

Local Government NRM Facilitators are jointly funded by the Australian Government and the Local Government Association in each State and Territory. They are directly employed by the Local Government Associations and operate at a State or Territory scale.

The core functions of Local Government NRM Facilitators is to engage Local Government in NRM at the regional scale and promote and disseminate information about Australian Government NRM policies and programs, while assisting Local Government with the development of NRM policies.

At the end of May 2006, there were 9 Local Government NRM Facilitators employed in each State and Territory (Table 4).

Table 4. State and Territory Distribution of Local Government NRM Facilitators

State or Territory	Frequency	Percent
Australian Capital Territory	1	11.1
New South Wales	2	22.2
Northern Territory	1	11.1
Queensland	1	11.1
South Australia	1	11.1
Tasmania	1	11.1
Victoria	1	11.1
Western Australia	1	11.1
<b>Total Local Government NRM Facilitators</b>	<b>9</b>	<b>100.0</b>

Note: Based on the number of Indigenous Land Management Facilitators employed at the 30.5.2006

Source: Capacity Building Section, Australian Government NRM Team (2006).

### 1.3 National NRM Facilitator Network Program Logic

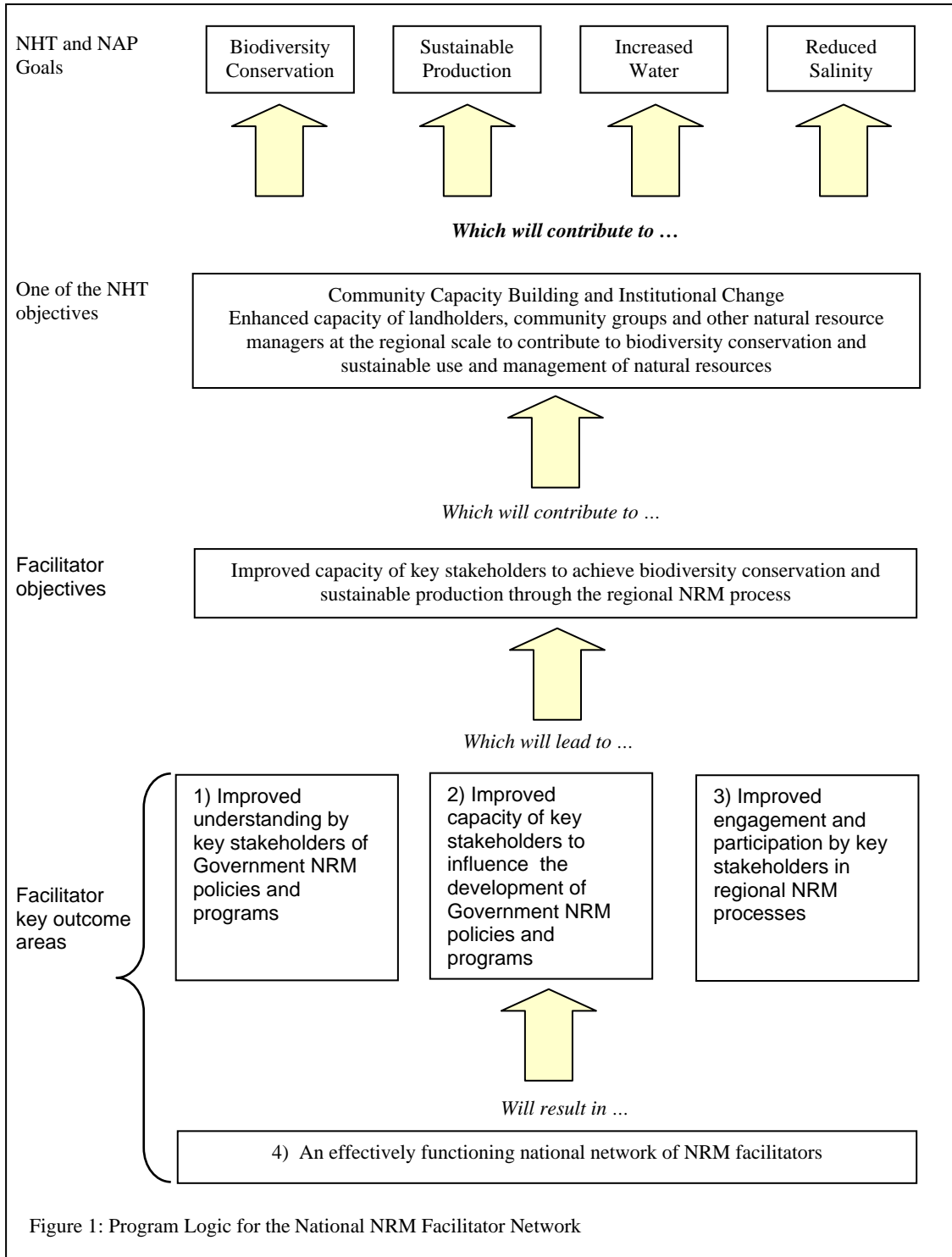
The National NRM Facilitator Network “program logic” (Figure 1) provides the basis for the evaluation of the National NRM Facilitator Network<sup>6</sup>. The program logic identifies and describes the relationship between the goals or functions of the Network and the higher-level goals of the NHT and NAPSWQ programs.

The program logic consists of a number of levels – which move from long-term general, to shorter-term specific:

- *NHT and NAP Goals*. These are the four high-level goals that provide an initial link between the facilitator logic and the overarching program logic for the NHT and NAPSWQ. These are consistent for all facilitators within the network.
- *NHT Objectives (one example given)*. Under each of the above four overarching goals, there are a number of generic objectives which facilitators will contribute to.

<sup>6</sup> A detailed description of the program logic is also found in each of the four Monitoring and Evaluation Plans for the NRM Facilitator Network.

- *Facilitator Objectives.* This is an actual deliverable of the Facilitator Network as a whole. At this level, there is a high degree of consistency across the network, and full consistency within each of the four facilitator categories.
- *Facilitator Key Outcome Areas.* The four key outcome areas for the National NRM Facilitator Network form the basis for the evaluation of the Network and provide the key link to broader NHT and NAPSWQ goals and objectives.



## 1.4 Monitoring and Evaluation Plans for the National NRM Facilitator Network

Monitoring and Evaluation Plans (M&E Plans) have been developed for each of the four types of NRM Facilitators. For each of the four key outcome areas, as identified in the program logic (Figure 1), each M&E plan identifies a number of 3 year strategic outcomes and from the strategic outcomes several core synthesised outcomes have been defined.

### 1.4.1 Synthesised Outcomes and Progress Measures

Table 5 is drawn directly from the M&E plan for Australian Government NRM Facilitators. Synthesised outcomes 1-4 underpin each of the four key outcome areas as identified in the program logic for the National NRM Facilitator Network (Figure 1).

As also shown in Table 5, the M&E Plan describes for each of the synthesised outcomes, an associated set of progress measures or indicators and a specific method through which the indicator is to be assessed. In the context of the evaluation of the National NRM Facilitator Network, Table 5 describes the key progress measures and methodology through which the National Facilitator Network is to be evaluated.

Table 5. Synthesised Outcomes and Progress Measures

Measures of progress towards outcomes for Australian Government Facilitators	Method
<b>SYNTHESISED OUTCOME 1(a): Key NRM stakeholders at the state level aware of and understand the relevance of Government NRM policies and programs to the state/ region/national level context</b>	
(i) Number and proportion of targeted NRM stakeholders that report that Australian Government Facilitators have contributed to awareness and understanding of the relevance of government policies and programs to the state context.	IE – S
(ii) Contributions to increased awareness and understanding of targeted NRM stakeholders of the relevance of NRM policies and programs to the state context.	F – 6MR IE - I
(v) Number and proportion of targeted stakeholder groups reporting that Australian Government Facilitators have contributed to their awareness of how to access and use tools, resources and information.	IE – S, I
(vi) Contributions to targeted stakeholders' awareness about how to access and use tools, resources and information.	F – 6MR IE - I
<b>SYNTHESISED OUTCOME 1(b): Key NRM stakeholders' aware of NHT, NAP, <i>Envirofund</i> and other sources of funds and supported in accessing funds and roll-out of funded initiatives as required.</b>	
(i) Number and proportion of targeted stakeholder groups that report that Australian Government Facilitators have contributed to their knowledge about how to access funding sources.	IE – S
(ii) Contributions to targeted stakeholders' increased awareness of how to access funds.	F – 6MR IE - I
<b>SYNTHESISED OUTCOME 2(a): Australian Government and State/Territory Government NRM Teams aware of current and emerging issues within the region which impact on the relevance and effectiveness of NRM policies and programs.</b>	
(i) Number and proportion of targeted stakeholder groups that report Australian Government Facilitators have helped them communicate their issues to Government.	IE – S
(ii) Number and proportion of Australian Government and State/Territory NRM teams that report that Australian Government Facilitators have effectively communicated state issues related to the relevance and effectiveness of NRM policy and programs.	IE – S
(iii) Examples of Australian Government Facilitators communicating state issues to Australian Government and State/Territory NRM Teams	IE – I

Measures of progress towards outcomes for Australian Government Facilitators	Method
<b>SYNTHESISED OUTCOME 2(b): Australian Government and State/Territory NRM teams aware of outcomes to support evaluation of Government investment.</b>	
(i) Number and quality of good news stories demonstrating the achievement of the higher level outcomes of NHT2 and NAP, provided to Government by Australian Government Facilitators.	IE – S
<b>SYNTHESISED OUTCOME 3(a): Regional NRM bodies receive useful guidance, support and information on effective approaches towards engagement of state-level stakeholders.</b>	
(i) Number and proportion of regional bodies that report Australian Government Facilitators have provided useful guidance, support and information on effective approaches to enhancing engagement of stakeholders at the state level.	IE – S
(ii) Contributions to a difference in the thinking or practice in the engagement of state-level stakeholders through the provision of guidance, support and information on effective engagement approaches.	F – 6MR IE - I
<b>SYNTHESISED OUTCOME 3(b): Targeted stakeholders aware of opportunities to participate in regional NRM processes.</b>	
(i) Number and proportion of targeted NRM stakeholders that report that Australian Government Facilitators have improved their awareness of opportunities to participate in regional NRM activities/processes.	IE – S
(ii) Contributions to stakeholder awareness of opportunities to participate in regional NRM processes.	F – 6MR IE - I
<b>SYNTHESISED OUTCOME 3(c): Increased participation of targeted stakeholders in regional NRM activities/processes.</b>	
(i) Number and proportion of targeted stakeholder groups that report that Australian Government Facilitators have contributed to their increased participation in regional planning processes.	IE – S
(ii) Contributions to increased participation of targeted stakeholders in regional NRM planning processes.	F – 6MR IE - I
<b>SYNTHESISED OUTCOME 4(a): Australian Government NRM Facilitators' capacity to contribute to network outcomes is enhanced through regular and effective communication and collaboration within the National NRM Facilitator Network.</b>	
(i) Examples of enhanced capacity as a result of communication and collaboration with other facilitators within the National NRM Facilitator Network.	F – 6MR IE - I
<b>OUTCOME 4(b): Australian Government NRM Facilitators' capacity to contribute to network outcomes is enhanced through regular and effective communication and collaboration with other NRM Networks.</b>	
(i) Examples of enhanced capacity through communication and collaboration with other NRM Networks that enhanced their capacity.	F – 6MR IE - I
(ii) Number and proportion of other targeted NRM networks that report benefits from effective communication and collaboration with the National NRM Facilitator Network.	IE – S IE - I
<i>Note:</i> IE – S = Independent evaluation, survey F – 6MR = Facilitator 6 monthly report	IE – I = Independent evaluation, interview
<i>Source:</i> Australian Government (2005). <i>Monitoring and evaluation plan for the NRM Facilitator Network: Australian Government NRM Facilitators.</i>	

## **1.5 Evaluation Methodology**

The methods to be used in the evaluation of the Network were prescribed in the M&E Plans and included, (i) the analysis of facilitator six monthly reports; (ii) survey research of stakeholders and regional bodies; and (iii) face-to-face interviews with regional bodies and stakeholders and (iv) a group discussion with Directors of the joint teams. Although the M&E plans did not require surveys and face-to-face interviews with facilitators, these were also undertaken so as to provide additional information in relation to each of the progress measures and the evaluation of the Network.

Prior to commencing the evaluation, all facilitators in the Network and all regional bodies were informed by email and letter of the evaluation and advised that they would be contacted as part of the evaluation process.

### **1.5.1 Facilitator Six Monthly Reports**

The template used by Australian Government NRM Facilitators to complete six monthly reports is described in the M&E Plan. Table 5 also identifies the specific progress measures which were evaluated using the 6 monthly reports.

Six monthly reports for the period between January and June 2005 were completed by 22 (73%) of the 30 Australian Government NRM Facilitators, while 14 or 47% of Australian Government NRM Facilitators completed reports for the period between July and December 2005.

The six monthly reports were structured in such a way so as to enable both quantitative and qualitative information to be collected in reporting against specific synthesised outcomes. For instance quantitative information was collected in relation to:

1. The number of times or moments<sup>7</sup> in which facilitators believed they had progressed a specific outcome during the reporting period.
2. The number of times or moments in which facilitators believed they had progressed a specific outcome in relation to identified stakeholder categories which included:
  - a. Regional NRM bodies
  - b. Non Government organisations (NGO's)
  - c. Indigenous communities
  - d. Australian Government
  - e. State Government
  - f. Local Government, and
  - g. Landholder and community groups
3. The number of times or moments in which facilitators believed they had used specific roles to progress outcomes, with the specific roles including:
  - a. Conducting non-training forum (e.g. workshop/seminar),
  - b. Developing a brochure, article or other written materials,
  - c. Facilitating a media opportunity,
  - d. Undertaking, arranged site visit or field day,
  - e. Conducted a training event,
  - f. Writing an article, paper or report,
  - g. Attending or presenting at a stakeholder meeting,
  - h. Providing informal guidance, advice or information,
  - i. Establishing or participating in a committee, and
  - j. Establishing or maintaining relationships.

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<sup>7</sup> The term 'moment' is described broadly in the M&E plan as those times during the reporting period where the facilitator believed they were making a difference to achieving NRM outcomes and which also provided a sense of job satisfaction.

The analysis of quantitative information was undertaken separately for both reporting periods as shown in each of the tables in this report. In each table, frequencies and percentages are provided for each reporting period. *It is important to refer to the table footnotes to determine whether the frequencies and percentages reported in the table are based on (i) the total number of facilitators or (ii) the total number of times or 'moments' which have been reported.*

While the frequencies and percentages reported in each table provide an indication of the distribution of scores, it is often the median scores which provide the most relevant and useful information.

In several instances there has been a change in the wording of questions or measures in the 6 monthly reports between the first and second reporting periods. Where this has occurred, a footnote in each of the tables indicates the change in question wording. In some instances the change to question wording may indicate that the use of an overall median for the table is not appropriate and that separate median scores for each of the 6 monthly reporting periods may need to be used.

### **1.5.2 Qualitative Interviews**

Individual semi-structured interviews were undertaken with facilitators, regional bodies and stakeholders. The interview schedule used in the interviews is shown in Appendix A and included general questions about the facilitator network and specific questions which addressed the progress measures identified in Table 5. All interviews with facilitators<sup>8</sup> and regional bodies were face-to-face interviews, while approximately half the interviews with stakeholders were face-to-face with the remaining interviews being undertaken by telephone.

All participants were informed that the interview was confidential and was to be used for the purpose of the evaluation of the National NRM Facilitator Network. With the consent of participants all interviews were recorded<sup>9</sup>.

The selection of facilitators for participation in the evaluation was undertaken randomly from a list of facilitators provided by the Australian Government. The number of facilitators selected within each of the four networks was in proportion to the total number of facilitators within each network<sup>10</sup> (Table 6).

Regional bodies were also randomly selected from an existing list of regional bodies provided by the Australian Government. The number of regional bodies selected from within each State and Territory was in proportion to the total number of regional bodies found within each State and Territory (Table 6). In the first instance the CEO of the regional body was contacted and informed of the evaluation and a request was made to interview one person from the regional body. In some instances the CEO was interviewed, while in other instances the CEO nominated a staff member from the regional body who had experience in working with the Network.

Two methods were used to select stakeholders,<sup>11</sup> which attempted to avoid bias in the selection and identification of stakeholders solely by facilitators. One group of stakeholders, referred to as 'self-selected stakeholders', were identified during interviews with facilitators. At the completion of the face-to-face interview, each facilitator was asked to identify and provide contact details for stakeholders they had interacted with and who could be interviewed as part of the evaluation. Table 6 shows that 41 self selected stakeholders were interviewed.

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<sup>8</sup> *Two facilitators were unable to undertake a face-to-face interview and completed the interview by telephone.*

<sup>9</sup> *In some instances the quality of the recording was poor and the analysis had to rely upon notes taken by interviewers.*

<sup>10</sup> *In several instances interviewers were able to interview additional facilitators beyond the original quota as the opportunity arose.*

<sup>11</sup> *In the context of the evaluation of the Network, the term stakeholder has been interpreted broadly to include all individuals, groups and organisations the facilitator may have interacted with and who may have an interest in NRM. The use of this broader definition includes individuals from Government agencies and departments in addition to those who may be more traditionally regarded as stakeholders.*

A second group of stakeholders, referred to as ‘independently selected stakeholders’ were selected through a review of the information provided in the facilitator six monthly reports. Table 6 shows that 25 stakeholders were selected through this process.

Table 6. Participants in Face-to-Face Interviews

Interviews	Number of Interviews
<b>Facilitator Network</b>	
Regional NRM Facilitators	17
Australian Government NRM Facilitators	13
Indigenous Land Management Facilitators	4
Local Government NRM Facilitators	4
<b>Total Facilitators</b>	<b>38</b>
<b>Regional Bodies</b>	
Queensland	3
New South Wales	3
South Australia	3
Victoria	2
Western Australia	2
Tasmania	1
<b>Total Regional Bodies</b>	<b>14</b>
<b>Self Selected Stakeholders</b>	
<b>Total Self-Selected Stakeholders</b>	<b>41</b>
<b>Independently Selected Stakeholders</b>	
<b>Total Independently Selected Stakeholders</b>	<b>25</b>
Total Interviews	118

Note: ‘Self-selected stakeholders’ were identified by facilitators during the interview process. ‘Independently selected stakeholders’ were identified through a review of 6 monthly reports completed by facilitators.

Source: EBC (2006)

In addition to face-to-face interviews with facilitators, regional bodies and stakeholders, a group interview was also undertaken with all State Team Directors.

### 1.5.3 Quantitative Surveys

Telephone surveys were undertaken with facilitators, regional bodies and stakeholders. The interview schedules used in the telephone interviews are presented in Appendix B. As indicated in Table 5, the M&E plans did not specifically require surveys to be undertaken of facilitators and only required surveys of regional bodies and stakeholders for the purpose of assessing specific progress measures. The surveys with facilitators, as shown in Appendix B, were undertaken in an attempt to identify the generalisability of issues associated with the facilitator network which had been identified in the face-to-face interviews with facilitators.

An overall response rate of 90% was achieved through telephone surveys of all facilitators within the Network. Table 7 indicates the response rates for the different facilitator types.

Table 7. Response Rates for Facilitator Types

Facilitator Types	Sample		Population		Response
	Frequency	Percent	Frequency	Percent	Rate
Regional	47	52.2	49	49.0	95.9
Australian Government	26	28.9	30	30.0	86.7
Indigenous Land Management	8	8.9	12	12.0	66.7
Local Government	9	10.0	9	9.0	100.0
Total	90	100.0	100	100.0	90.0

Note: The total population of each facilitator type excludes those positions which were vacant at the time of the survey.

Source: EBC (2006).

When surveys were undertaken of all regional bodies an attempt was made to obtain two respondents from each regional body. In the first instance the CEO of the regional body was contacted and informed of the evaluation and a request was made to interview two people from the regional body. In some instances the CEO was one of the two people interviewed, while in other instances two staff members from the regional body who had experience in working with the Network were interviewed.

Table 8 shows that of the 57 regional bodies, 49 (86%) responded to the telephone survey.

Table 8. Response Rates for Regional Bodies

State and Territories	Participants		Regional Bodies		Response Rate
	Frequency	Percent	Frequency	Percent	
Queensland	24	26.1	13	26.5	92.9
New South Wales	21	22.8	11	22.4	84.6
Victoria	19	20.7	10	20.4	90.9
South Australia	13	14.1	7	14.3	87.5
Western Australia	9	9.8	5	10.2	83.3
Tasmania	4	4.3	2	4.1	66.7
Australian Capital Territory	2	2.2	1	2.0	100.0
Northern Territory	0	0.0	0	0.0	0.0
Total	92	100.0	49	100.0	86.0

*Note:* Participants included up to two representatives from each of the regional bodies.

*The response rate is based on the number of regional bodies that participated relative to the number of regional bodies in each State and Territory irrespective of the number of participants from each regional body.*

*Source:* EBC (2006).

The telephone survey of stakeholders was based on those stakeholders as identified by facilitators during the face-to-face interviews (self-selected stakeholders) and stakeholders as identified independently in the facilitator 6 monthly reports (independently selected stakeholders). Those stakeholders who had participated in previous face-to-face interviews were excluded from the survey.

The database of 392 stakeholders used for the telephone survey consisted of 93 (23.7%) who were self-selected by facilitators and 299 (76.3%) who were independently selected.

The telephone survey of stakeholders was able to obtain responses from 196 stakeholders, which indicates a response rate of 50.0%. Of the stakeholders responding to the telephone survey 56 (28.6%) were self-selected by facilitators and 140 (71.4%) were independently selected. The response rate of 50% was due to a number of factors including, (i) stakeholders changing job positions and organisations since the first and second 6 facilitators six monthly reports were completed; (ii) stakeholders unable to be contacted, including on holidays or on leave; and (iii) stakeholders indicating they lacked the knowledge of the Network to meaningfully participate and provide an informed judgment.

**2. KEY OUTCOME AREA 1: GOVERNMENT NRM POLICY AND INFORMATION COMMUNICATED EFFECTIVELY TO TARGETED STAKEHOLDER GROUPS**

Figure 2 shows the relationship between the key outcome area (1); synthesised outcomes and progress measures.

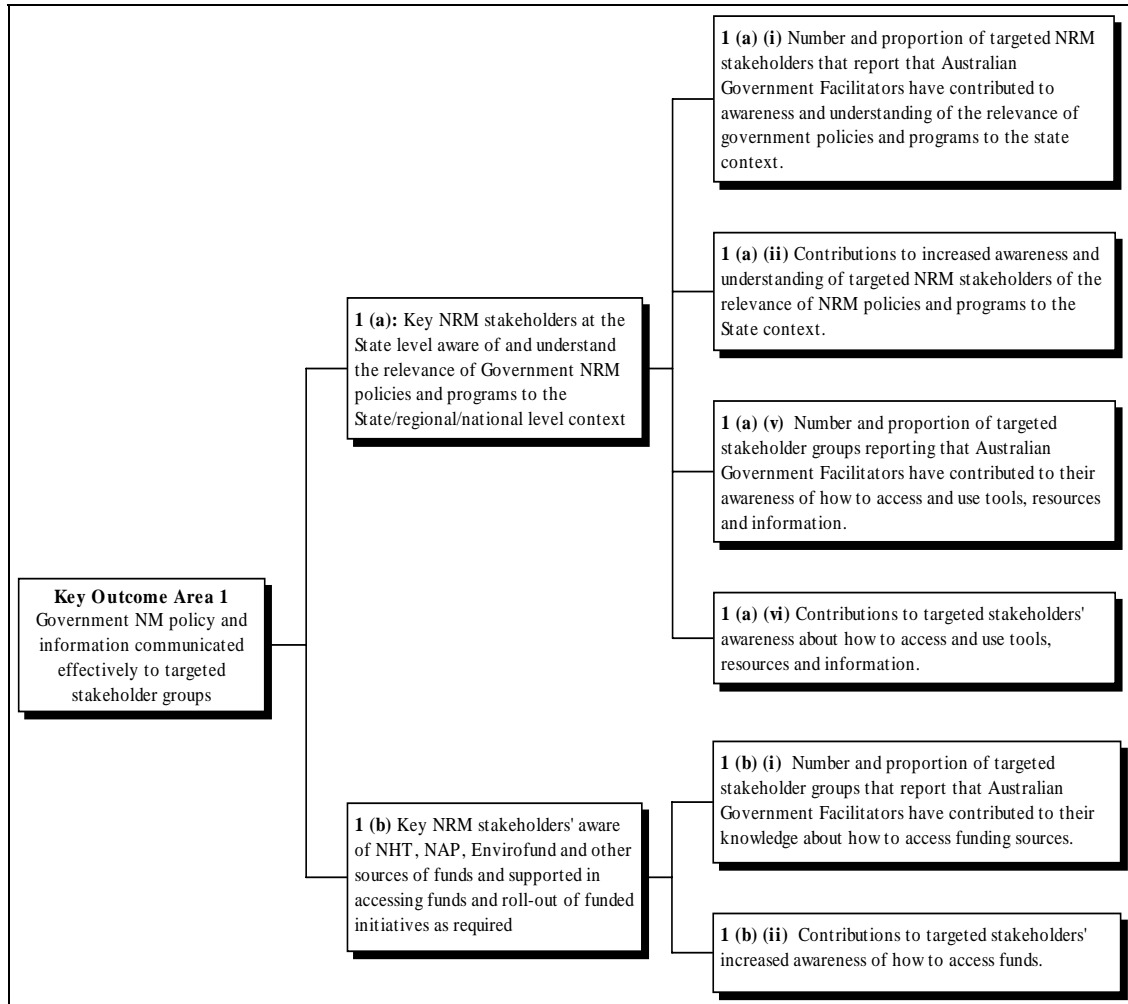


Figure 2. Australian Government Facilitators: Key outcome area 1; synthesised outcomes and progress measures

**2.1 Synthesised Outcome: 1 (a)** Key NRM stakeholders at the state level aware of and understand the relevance of Government NRM policies and programs to the state/region/national level context

**2.1.1 Progress Measure: 1(a) (i)** Number and proportion of targeted NRM stakeholders that report that Australian Government Facilitators have contributed to awareness and understanding of the relevance of government policies and programs to the state context.

All stakeholders who had worked or interacted with Australian Government NRM Facilitators were asked to indicate how their organisation had benefited from interaction with Australian Government NRM Facilitators. Table 9 shows that amongst all stakeholders 80% believed their organisation had benefited through an increase in awareness of Government policies and programs.

Table 9. Number and proportion of stakeholders that report that Australian Government Facilitators have contributed to an awareness and understanding of the relevance of government policies and programs

Item	Frequency	Percent
Identified other individuals, organisations and networks we may interact with	88	87.1
<i>Increased awareness of Government policies and programs</i>	<i>81</i>	<i>80.2</i>
Provided information about specific questions that we have	78	77.2
Increased awareness of NRM tools and resources	75	74.3
Providing information in relation to NRM issues	75	74.3
Increased understanding of how to access NRM funding sources	74	73.3
Helped communicate issues to Government	70	69.3
Increased awareness of how our organisation may participate in regional NRM activities	67	66.3
Increased our organisations participation in regional NRM planning processes	50	49.5
<b>Total respondents</b>	<b>101</b>	<b>100.0</b>

Note: This is a multiple response table. As a single respondent may have given multiple responses, the rows of the table are not independent and should not be summed.

Source: EBC (2006).

As shown in Table 10, amongst regional bodies 55% believed that Australian Government NRM Facilitators contributed to their awareness and understanding of Government NRM policies and programs within the regional body.

Table 10. "Australian Government Facilitators have contributed to the awareness and understanding of Government NRM policies and programs within this regional body"

Item	Frequency	Percent
Strongly agree	4	5.2
Agree	22	28.6
Tend to agree	16	20.8
Tend to disagree	13	16.9
Disagree	14	18.2
Strongly disagree	8	10.4
<b>Total respondents</b>	<b>77</b>	<b>100.0</b>

Note: There were up to two respondents from each regional body

Source: EBC (2006).

**2.1.2 Progress Measure: 1(a) (ii) Contributions to increased awareness and understanding of targeted NRM stakeholders of the relevance of NRM policies and programs to the State context.**

Table 11 shows the number of reported occasions in which Australian Government NRM Facilitators believed, through their 6 monthly reporting process, that they effectively communicated Government NRM policy to key NRM stakeholders. As shown in Table 11 this occurred on an average of 19 occasions for each facilitator.

Table 11. Contributions to increased awareness and understanding of NRM policies and programs.

Interval	First Reporting Period		Second Reporting Period	
	Frequency	Percent	Frequency	Percent
0	2	9.1	0	0.0
1 – 5	0	0.0	3	21.4
6 – 10	3	13.6	1	7.1
11 – 15	3	13.6	1	7.1
16 – 20	3	13.6	4	28.6
21 – 25	2	9.1	0	0.0
26 – 30	0	0.0	1	7.1
31 – 35	2	9.1	1	7.1
36 – 40	0	0.0	0	0.0
41 – 45	2	9.1	0	0.0
46 – 50	1	4.5	1	7.1
51 – 55	1	4.5	1	7.1
56 +	3	13.6	1	7.1
Total	22	100.0	14	100.0
Median number of occasions	22		18	
Median (across both periods) =	19			

*Note:* In the first reporting period facilitators were asked to identify the number of “record the number of times you feel you have helped progress this outcome in relation to...contributions to increased awareness and understanding of targeted NRM stakeholders at the state level of the relevance of NRM policies and programs to the state context”. In the second reporting period facilitators were asked to identify the number of “record the number of times you feel you have helped progress this outcome in relation to...contributions to increased awareness and understanding by stakeholder organisations of the relevance of NRM policies and programs”  
Frequencies are based on the number of facilitators.

*Source:* Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

Facilitators provided examples of how they had achieved this objective through the development and implementation of specific programs and policies.

“Rivercare facilitators have liaised closely with the Community Water Grants Unit in setting up guidelines and actively promoting the program in the community. In the [State] information has been provided to diverse community groups such as schools, pre-schools, NGO’s, Church groups and Sporting organizations.”

“In May 2005 Senator McDonald announced the Recreational Fishing Community Grants Program. A national group of Australian Government Facilitators, the Coastcare team and a select few Rivercare facilitators were approach by DAFF on how to best deliver the program at the state level. Advice was provided at the meeting. Following the meeting advice was sought on a state-by-state basis on program delivery and key state contacts.”

Australian Government NRM Facilitators also provided numerous examples of the range of methods they had used; including newsletters, workshops, and presentations at meetings to increase stakeholder awareness of NRM polices and programs.

“Through writing a regular state-wide newsletter, providing contributions to regional and other newsletters and giving presentations at local facilitator workshops, I have been able to provide simple, targeted explanations of tools such as the ERIN database, SPRAT, NLWRA and Ozestuaries; as well as information on policy, programs and projects to an audience which includes indigenous

facilitators and communities, industry representatives, government representatives, NGO representatives and members of the regional body.”

“Provided a number of state agency staff with demonstrations of how to use DEH web based biodiversity tools to assist them with community groups and also development of NRM projects.”

“Facilitated strategic planning workshop for the [State] Indigenous Pastoral Program and from this arranged for key stakeholder to discuss NLP funding opportunities with DAFF staff.”

While there were many instances in which facilitators identified and provided examples of positive relationships between themselves and State and Australian Government agencies, the quality of the relationship between some facilitators and Australian and State Government agencies was reported as having a significant influence on their ability to achieve this outcome. The first two quotations below illustrate issues in the relationship with Australian Government agencies, while the latter two quotations focus on issues with State agencies.

“Lack of recognition by DEH policy units of the Australian Government NRM Facilitator role being useful for policy extension.”

“There is a shortage of encouraged relationships between the NRM-regional arrangements and the policy areas in DEH and DAFF. As a result it has been difficult to find relevant policy information...as a new person...which has led to difficulty in building robust useful relationships with all stakeholders.”

“Strong relationships with State and Australian Government people and stakeholders are critical to progressing these outcomes. Actions that threaten these relationships and are outside my sphere of control...influence will always have adverse effects on my ability to achieve these outcomes.”

“Progress in this area has been hampered: The lack of support by a number of key...State agencies that hold key planning information and skilled staff and should play key roles in policy and program delivery.”

Interviews with stakeholders also indicated that Australian Government NRM Facilitators had made a significant contribution to their increased awareness and understanding of NRM policies and programs.

“The flow of information on policies and programs...that didn’t happen before them [facilitators].”

“...organised meetings and discussions...community water grants...organised Australian Government speakers to talk to us about this.”

“We’ve been constantly informing each other where we’re at, because this is the precursor to ensuring our work that needs an integrated approach is successful...otherwise it’d be difficult to link the process because it doesn’t appear that anyone has pre-planned many of the processes.”

“They are really important...directed us and helped us understand the backgrounds of the policy...they’re a key role in tracking back to DEH”

“Helping us understand the machinations of the NRM process...helping us to understand...to explain...to work our way through it.”

“She finds out the questions they want answers for. By having personal communication with DEH and the regional body, she has contributed to this.”

Many regional bodies also indicated that Australian Government NRM Facilitators were able, through their relationship with the Australian Government, to provide them with important information on NRM policies and programs.

“Direct link to Canberra and capacity to provide advice about policy and application processes and relevant stuff relating to the NRM planning process...guidance on what the Australian Government was looking for. Then their functions changed...withdrawn from regional process in the last round, and we suffered. We didn’t get the advice we needed and the results we wanted...didn’t get feedback on a few processes.”

“First port of call for many questions is the Australian Government Facilitators...good conduit for communication from Government to region. Providing contacts with Commonwealth Government.”

“Keeps us abreast of new initiatives that are being or have been announced. But also emerging initiatives and opportunities. They are reasonable connections to the Commonwealth and an independent connection to Commonwealth and that is useful to the Board...the independent and indirect connection to the Australian Government.”

“Increased awareness of Australian Government funding...communication regarding what funding is available, clarifications, guidelines, assessments of funding ideas. As an example, one of the facilitators asked for a list of ideas from the Board, took these to the Australian Government...selected the most ideal ideas and helped to develop proposals.”

“I like having access to somebody who’s got their finger on the pulse across [the State] and the Commonwealth programs.”

“During planning...information flowed well...enabled them [regional body] to formulate the plan.”

**2.1.3 Progress Measure: 1(a) (v)** Number and proportion of targeted stakeholder groups reporting that Australian Government Facilitators have contributed to their awareness of how to access and use tools, resources and information.

All stakeholders who had worked or interacted with Australian Government NRM Facilitators were asked to indicate how their organisation had benefited from interaction with Australian Government NRM Facilitators. Table 12 shows that amongst all stakeholders 74% believed their organisation had benefited through an increased awareness of NRM tools and resources.

Table 12. Number and proportion of stakeholders that report that Australian Government Facilitators have contributed to an awareness of how to access and use tools, resources and information

Item	Frequency	Percent
Identified other individuals, organisations and networks we may interact with	88	87.1
Increased awareness of Government policies and programs	81	80.2
Provided information about specific questions that we have	78	77.2
<i>Increased awareness of NRM tools and resources</i>	<i>75</i>	<i>74.3</i>
Providing information in relation to NRM issues	75	74.3
Increased understanding of how to access NRM funding sources	74	73.3
Helped communicate issues to Government	70	69.3
Increased awareness of how our organisation may participate in regional NRM activities	67	66.3
Increased our organisations participation in regional NRM planning processes	50	49.5
<b>Total respondents</b>	<b>101</b>	<b>100.0</b>

Note: This is a multiple response table. As a single respondent may have given multiple responses the rows of the table are not independent and should not be summed.

Source: EBC (2006).

As shown in Table 13, amongst regional bodies 58% believed that Australian Government NRM Facilitators contributed to their awareness of how to access and use information about natural resource management.

Table 13. “Australian Government Facilitators have contributed to this regional body’s awareness of how to access and use information about natural resource management”

Item	Frequency	Percent
Strongly agree	2	2.5
Agree	20	25.3
Tend to agree	24	30.4
Tend to disagree	12	15.2
Disagree	14	17.7
Strongly disagree	7	8.9
<b>Total respondents</b>	<b>79</b>	<b>100.0</b>

Source: EBC (2006).

#### 2.1.4 Progress Measure: 1(a) (vi) Contributions to targeted stakeholders’ awareness about how to access and use tools, resources and information.

Table 14 shows that on average each facilitator believed, through their 6 monthly reporting process, that they contributed on five significant occasions (median across both reporting periods) to targeted stakeholders’ awareness about how to access and use tools, resources and information.

Table 14. Contributions to stakeholder awareness about how to access and use tools and resources

Interval	First Reporting Period		Second Reporting Period	
	Frequency	Percent	Frequency	Percent
0	6	27.3	4	28.6
1 – 5	5	22.7	5	35.7
6 – 10	4	18.2	2	14.3
11 – 15	1	4.5	1	7.1
16 – 20	0	0.0	0	0.0
21 – 25	1	4.5	2	14.3
26 – 30	0	0.0	0	0.0
31 – 35	3	13.6	0	0.0
36 – 40	1	4.5	0	0.0
41 – 45	1	4.5	0	0.0
Total	22	100.0	14	100.0
Median number of occasions	6		3	
Median (across both periods) = 5				

Note: In the first reporting period facilitators were asked to identify the number of “Contributions to targeted regional stakeholder increased awareness of how to access funds”.

In the second reporting period facilitators were asked to identify the number of “Contributions to targeted regional stakeholder increased awareness of how to access funds”.

Frequencies are based on the number of facilitators.

Source: Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

Australian Government NRM Facilitators provided a wide range of examples illustrating how they achieved this outcome. These examples represented their involvement in a range of NRM issues and included a number of different methods for increasing awareness; including the use of workshops, demonstrations, newsletters and stakeholder facilitation processes.

“In late 2004 I coordinated a series of state-wide workshops to explain the mechanics of the EPBC Act. The workshops also focussed on the process which needs to be followed to develop a referral and how to keep abreast of referrals on an ongoing basis.”

“..provided a number of state agency staff with demonstrations of how to use DEH web based biodiversity tools to assist them with community groups and also development of NRM projects.”

“My [State] Coastcare Update e-newsletter provides information to around 200 stakeholders and includes information about tools, resources and information.”

“My coordination/facilitation of the state-wide Coast and Marine NRM Officers network is the most significant avenue to increase awareness across the state of how to access tools, resources and information. I connect with the network via three face to face meetings per year and an e-mail network.”

Several stakeholders who had interacted with Australian Government NRM Facilitators indicated that the facilitators had provided important information about how to access and use NRM tools resources and information.

“Yes, definitely...brings information to our organisation. [This State] is huge, yet with a small population. [The facilitator] has good connections at different institutions and knows what projects are going on and who is involved. This is invaluable as it ensures an efficient use of time and also who should collaborate.”

“Yes...all my knowledge comes from being pointed in that direction by the AGs.”

“Yes...used [the Facilitator] for getting information about how to do all sorts of things...developing a coastal mapping project. [The facilitator] points out different tools as they are relevant for me. There’s plenty of other stuff around and it’s not too important that we use [the facilitator] for getting information.”

However, many stakeholders also indicated that were already knowledgeable of these tools and resources or had other means of accessing these resources.

“I already know about these [resources]...its part of my job.”

“Not much...occasional emails regarding some tools and resources, however, if we needed such resources we would normally go directly to the agency.”

“No so much...however, given the nature of the organisation, they are already aware of many groups and networks.”

“I guess for the ones that are relevant to us we already know what they are. We may know about them, but if there’s no funding about, then we can’t really use these resources anyway.”

“For us I don’t think there has been a benefit we have sought from them. But I don’t think they’d have to do this for us, because we’re quite good at gathering it ourselves. But [the Facilitator] was helpful with providing the how and where to get specialist information.”

A number of stakeholders did indicate that they either wanted additional information from facilitators or that the facilitators, rather than providing this information directly, facilitate their understanding of available tools and resources.

“None brought to my attention by the facilitator...some I would have liked to have known about.”

“No...some more would have been useful...directed me to Farmbiz.”

“Not directly but could be through the grapevine...everyone is talking at all levels....an indirect influence, but [the facilitator] makes sure its happening.”

“[The facilitator] has been more someone to bounce ideas off. She hasn’t been someone to give us toolkits and resources.”

### 2.1.5 Overall contribution to the synthesised outcome as identified in the 6 monthly reporting process

Table 15 sums the number of occasions contributions were made to increased awareness of NRM policies and programs (Table 11) and the number of occasions contributions were made to stakeholder awareness about NRM tools, resources and information (Table 14).

Together the total contributions across each of the two progress measures (Tables 11 and 14) provide an indication of the contribution towards the synthesised outcome of NRM stakeholders at the State level being aware of and understanding the relevance of Government NRM policies and programs.

Table 15. Total contributions to understanding of Government NRM policies and programs

Interval	First Reporting Period		Second Reporting Period	
	Frequency	Percent	Frequency	Percent
0	2	9.1	0	0.0
1 – 5	0	0.0	3	21.4
6 – 10	2	9.1	1	7.1
11 – 15	1	4.5	0	0.0
16 – 20	2	9.1	2	14.2
21 – 25	2	9.1	3	21.4
26 – 30	2	9.1	0	0.0
31 – 35	1	4.5	0	0.0
36 – 40	1	4.5	1	7.1
41 – 45	0	0.0	1	7.1
46 – 50	2	9.1	0	0.0
51 – 55	1	4.5	0	0.0
56 +	6	27.3	3	21.4
Total	22	100.0	14	100.0
Median number of occasions	32		21	
Median (across both periods) = 26				

Note: Frequencies are based on the number of facilitators.

Source: Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

Table 16 shows that when Australian Government NRM Facilitators have attempted to increase awareness and understanding of Government NRM policies and programs amongst stakeholders at the State level, the focus has primarily been on Regional NRM bodies, State Governments and non-Government organisations.

Table 4. Type of stakeholder: Contributions to understanding Government NRM policies and programs

Stakeholders	First Reporting Period			Second Reporting Period			Overall Median
	Median	Frequency	Percent	Median	Frequency	Percent	
Regional NRM bodies	6	209	22.5	6	140	18.8	6
State Government	7	187	20.2	3	182	24.5	6
NGO's	4	134	14.5	3	75	10.1	4
Australian Government	2	81	8.7	2	31	4.2	2
Indigenous communities	1	54	5.8	1	101	13.6	1
Local Government	1	31	3.3	2	41	5.5	1
Landholder or community groups	0	53	5.7	1	62	8.3	0
Other networks	1	71	6.5	0	65	8.7	1
Other	2	107	11.5	0	46	6.2	1
Total		927	100.0		743	100.0	

Note: In both reporting periods facilitators were asked to "...provide a breakdown of the stakeholders you feel you have influenced..." in understanding Government NRM policies and programs.

Frequencies are the number of occasions the outcome was progressed.

Source: Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

Table 17 shows the two most common processes used to progress this outcome, as identified in the facilitators' six monthly reports, were (i) establishing or maintaining relationships and (ii) providing informal guidance or advice.

Table 17. Facilitator roles: Contributions to understanding Government NRM policies and programs

Roles	First Reporting Period			Second Reporting Period			Overall
	Median	Frequency	Percent	Median	Frequency	Percent	Median
<b>Standard Output Categories</b>							
Developed brochure, article etc	1	52	2.9	2	35	2.1	1
Undertook or arranged site visit/field day	1	39	2.2	0	16	1.0	1
Conducted non-training forum	1	33	1.8	3	227	13.9	1
Facilitated media opportunity	0	13	0.7	0	21	1.3	0
Conducted training event	0	10	0.6	0	1	0.1	0
Other	0	0	0.0	-	-	-	0
<b>Other Roles</b>							
Established/maintained relationships	21	755	42.0	18	584	35.7	20
Provided informal guidance/advice	20	552	30.7	20	416	25.4	20
Attend/present at stakeholder meeting	6	157	8.7	6	175	10.7	6
Established/participated in committee	5	116	6.5	4	121	7.4	5
Article/paper or report written	0	42	2.3	0	39	2.4	0
Other	0	28	1.6	0	0	0.0	0

*Note:* In both reporting periods the facilitators were asked to "...provide the number of times each of the roles may have helped to progress..." understanding of Government NRM policies and programs.  
Frequencies are the number of occasions the outcome was progressed.

*Source:* Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

### 2.1.6 Summary Conclusions for Synthesised Outcome: 1 (a) Key NRM stakeholders at the state level aware of and understand the relevance of Government NRM policies and programs to the state/ region/national level context

The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome

- Amongst stakeholders, over 74% reported that Australian Government NRM Facilitators had contributed to an awareness and understanding of the relevance of Government policies and programs and how to access and use NRM tools, resources and information
- Amongst regional bodies, over 55% reported that Australian Government NRM Facilitators contributed to their awareness and understanding of Government NRM policies and programs within the regional body and how to access and use NRM tools, resources and information
- The quality of the relationship and interaction between some facilitators and Australian and State Government departments and agencies significantly influenced the ability of facilitators' to achieve this outcome.
- Several stakeholders indicated they were already knowledgeable of NRM tools and resources or had other means of accessing these resources and therefore did not require the assistance of NRM facilitators.

**2.2 Synthesised Outcome: 1 (b)** Key NRM stakeholders' aware of NHT, NAP, Envirofund and other sources of funds and supported in accessing funds and roll-out of funded initiatives as required

**2.2.1 Progress Measure: 1(b) (i)** Number and proportion of targeted stakeholder groups that report that Australian Government Facilitators have contributed to their knowledge about how to access funding sources.

All stakeholders who had worked or interacted with Australian Government NRM Facilitators were asked to indicate how their organisation had benefited from interaction with Australian Government NRM Facilitators. Table 18 shows that amongst all stakeholders, 74% believed their organisation had benefited through an increased awareness of how to access funding sources.

Table 18. Number and proportion of stakeholders that report that Australian Government Facilitators have contributed to an awareness of how to access funding sources

Item	Frequency	Percent
Identified other individuals, organisations and networks we may interact with	88	87.1
Increased awareness of Government policies and programs	81	80.2
Provided information about specific questions that we have	78	77.2
Increased awareness of NRM tools and resources	75	74.3
Providing information in relation to NRM issues	75	74.3
<i>Increased understanding of how to access NRM funding sources</i>	<i>74</i>	<i>73.3</i>
Helped communicate issues to Government	70	69.3
Increased awareness of how our organisation may participate in regional NRM activities	67	66.3
Increased our organisations participation in regional NRM planning processes	50	49.5
<b>Total respondents</b>	<b>101</b>	<b>100.0</b>

*Note:* This is a multiple response table. As a single respondent may have given multiple responses the rows of the table are not independent and should not be summed.

*Source:* EBC (2006).

Table 19 shows that amongst regional bodies, 56% of respondents believed that Australian Government NRM Facilitators contributed to their increased awareness of how to access funding sources.

Table 19. "Australian Government Facilitators have increased the awareness within this regional body of how to access funding sources"

Item	Frequency	Percent
Strongly agree	4	5.1
Agree	27	34.6
Tend to agree	13	16.7
Tend to disagree	8	10.3
Disagree	19	24.4
Strongly disagree	7	9.0
<b>Total respondents</b>	<b>78</b>	<b>100.0</b>

*Source:* EBC (2006).

**2.2.2 Progress Measure: 1(b) (ii) Contributions to targeted stakeholders' increased awareness of how to access funds.**

The number of occasions, as identified in facilitator 6 monthly reports, in which Australian Government NRM Facilitators believed they increased stakeholder awareness of how to access funds is shown in Table 20.

Table 20. Contributions to stakeholders' awareness of how to access funds

Interval	First Reporting Period		Second Reporting Period	
	Frequency	Percent	Frequency	Percent
0	1	4.5	0	0.0
1 – 5	1	4.5	2	14.3
6 – 10	2	9.0	2	14.3
11 – 15	2	9.0	1	7.1
16 – 20	3	13.6	3	21.4
21 – 25	1	4.5	0	0.0
26 – 30	0	0.0	0	0.0
31 – 35	2	9.0	0	0.0
36 – 40	1	4.5	1	7.1
41 – 45	2	9.0	0	0.0
46 – 50	3	13.6	1	7.1
51 – 55	1	4.5	0	0.0
56 – 60	1	4.5	1	7.1
61 +	2	9.0	3	21.4
Total	22	100.0	14	100.0
Median number of occasions	33		16	
Median (across both periods) = 27				

Note: *In the first reporting period facilitators were asked to identify the number of "Contributions to targeted stakeholders increased awareness of how to access funds".  
In the second reporting period facilitators were asked to identify the number of "Contributions to targeted regional stakeholders' increased awareness of how to access funds".  
Frequencies are based on the number of facilitators.*

Source: *Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)*

As shown in Table 21, Australian Government NRM Facilitators believed they had most frequently increased the awareness of how to access funds amongst regional NRM bodies and State Government agencies.

Table 21. Type of stakeholder influenced: Contribution stakeholders' awareness of how to access funds

Stakeholders	First Reporting Period			Second Reporting Period			Overall Median
	Median	Frequency	Percent	Median	Frequency	Percent	
Regional NRM bodies	6	178	20.4	2	68	8.4	5
State Government	4	159	18.2	1	153	19.0	4
Landholder or community groups	2	119	13.6	3	149	18.5	3
NGO's	2	65	7.4	3	77	9.5	3
Local Government	1	52	5.9	2	109	13.5	1
Indigenous communities	1	62	7.1	0	99	12.3	0
Australian Government	0	23	2.6	1	22	2.7	0
Other networks	1	113	12.9	0	66	8.2	1
Other	1	103	11.8	0	64	7.9	0
Total		874	100.0		807	100.0	

Note: *In both reporting periods the facilitators were asked to "...provide a breakdown of the stakeholders you feel you have influenced..." in increasing stakeholder awareness of how to access funds.  
Frequencies are the number of occasions the outcome was progressed.*

Source: *Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)*

An analysis of facilitator six monthly reports shows the two most common processes used to progress this outcome were (i) providing informal guidance or advice and (ii) establishing or maintaining relationships (Table 22).

Table 22. Facilitator roles: Contribution stakeholders' awareness of how to access funds

Roles	First Reporting Period			Second Reporting Period			Overall Median
	Median	Frequency	Percent	Median	Frequency	Percent	
<b>Standard Output Categories</b>							
Conducted non-training forum	0	22	1.4	1	215	13.7	1
Undertook/arranged site visit / field day	0	34	2.2	0	8	0.5	0
Developed brochure, article etc	0	30	1.9	1	20	1.3	0
Facilitated media opportunity	0	13	0.8	0	17	1.1	0
Conducted training event	0	4	0.3	0	5	0.3	0
Other	0	0	0.0	-	-	-	0
<b>Other Roles</b>							
Established or maintained relationships	17	580	37.4	24	656	41.8	17
Provided informal guidance or advice	20	615	39.6	11	425	27.1	20
Attend/present at stakeholder meeting	5	124	8.0	3	132	8.4	4
Established or participated in committee	5	98	6.3	1	59	3.8	2
Article/paper or report written	0	31	2.0	0	32	2.0	0
Other	0	1	0.1	0	0	0.0	0

*Note: In both reporting periods the facilitators were asked to "...provide the number of times each of the roles may have helped to progress..." an increase in stakeholder awareness of how to access funds. Frequencies are the number of occasions the outcome was progressed.*

*Source: Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)*

Australian Government NRM Facilitators were involved in increasing stakeholder awareness of how to access funds through a range of processes. This included providing and disseminating information on funding opportunities through to direct involvement with stakeholders in the development of funding applications and proposals.

The following quotations illustrate the range of activities Australian Government NRM Facilitators undertook in providing and disseminating information about funding opportunities, which included the circulation of emails and newsletters, radio presentations and databases of funding opportunities.

“I promoted the launch of the Community Water Grants in several ways to alert stakeholders to this new funding opportunity. I included information about the grants in Water Way newsclips - an email newsletter I send out regularly.”

“Have been invited to appear on the Radio Landcare segment of ...community radio on occasion to discuss my role as Australian Government NRM Facilitator and to talk about Australian Government NRM policy, in particular as it relates to the funding opportunities provided through the Australian Government's NRM programs.”

“At the request of the regions, I produce a spreadsheet of funding opportunities available to them with brief details and links to where to find more information. This is updated as information comes to hand and disseminated electronically.”

The following two quotations also illustrate how through workshops and other meetings, the awareness of funding opportunities was increased amongst stakeholders.

“Facilitated planning session for senior weed staff in preparation for regional competitive round and defeating the weed menace funding applications.”

“I co-facilitated...with the Regional Facilitator...an Envirofund workshop for the local level facilitators of the Northern Agricultural region. My contribution was to ensure that the facilitators develop projects with integrated outcomes and a high chance of success.”

While disseminating information about funding opportunities was a common task undertaken by many Australian Government NRM Facilitators, equally important for many facilitators was the direct assistance given to stakeholders in the development and submission of funding applications and proposals. The following two quotations show how facilitators have often been directly involved with stakeholders in facilitating and assisting in the submission of funding proposals.

“One particular example is providing information and advice to an Envirofund applicant. The applicant...provided me with a draft of the proposal and I provided feedback about what areas needed further development and information.”

“As a result of building relationships with industry bodies, key industry groups have reduced their scattergun approach to funding applications. Applications are now more focused on the intent of the funding being offered and in addition is more strategic by relating to regional and industry targets.”

An analysis of comments as presented in the facilitator six monthly reports also shows that the most common issue that affected facilitators ability in this context, was access to Australian Government information about programs and funding opportunities. The following three quotations illustrate this issue.

“Vital that Australian Government policy areas engage and communicate with the National NRM Facilitator Network to assist in development and delivery of programs that are appropriate for targeted stakeholders at local, regional and State level. Ad hoc communication from policy areas leads to mixed messages going out to the community which leads to unnecessary angst and uncertainty.”

“Sometimes the facilitators have difficulty accessing the most up to date information about the various Australian Government programs. I think there has been some improvement recently, which is good.”

“Again the need to work closely with the Envirofund Unit is critical. The facilitator network has considerable scope to improve the image of all national programs but this is contingent upon the timely two way flow of information between Canberra and the jurisdictions.”

Stakeholders indicated that Australian Government NRM Facilitators did increase their awareness of a wide range of funding opportunities. However many stakeholders also indicated that facilitators provide considerable additional information and support in relation to funding. The following quotations illustrate examples of stakeholders being informed of funding opportunities; being encouraged to submit funding applications; being provided with assistance in making funding submissions; being provided with background information on funding and feedback on funding submissions.

“Yes...emails and phone calls regarding funding opportunities.”

“Yes...Commonwealth funding, which [the facilitator] sends around emails about.”

“Yes... [the facilitator] is on the ball...gives us warning of relevant grants”

“[The facilitator] does send me information on funding and I would ask her for information”

“[The facilitator] has sat down with me to help me to apply for Enviro funding. He has helped to shape the project so that it fits the criteria.”

“They have...they gave us a run down on the NRM initiative...and told us how the money is provided”

“Absolutely. Increased our awareness, particularly about Envirofund...Rec Fishers Grant...good source of information and provides advice on how to complete applications.”

“Not how to access, but increased awareness of the range of funding that’s available and keeping up to date with what is coming out and the different varieties of funding.”

“Able to get other people in to talk about funding opportunities...outside the square of what people would normally consider as a funding source.”

“For other funding buckets, we’ve used the facilitators to look over applications or ways of obtaining strategic reserve funding for a gap in a process.”

“[The facilitator] has been helpful in terms of showing us how to access funding...how to write grant applications, make submissions to CMAs and promoting the work that we’re doing. I suppose she has played a good intermediate role between [our organisation] and Local Government, CMAs and other bodies we interact with.”

“Coordinated activities through Envirofund...supported the IRNM group and Board through regional investment program, encouraged the Board to put in applications for national cross regional funding.”

“Rather than raising awareness of funding opportunities, the facilitator raises awareness as to what projects are out there looking for money. She delivers the funding, not applying for it.”

“Sometimes programs come out of Canberra...and regional bodies have no idea where they came from...their history etc. So the Australian Government NRM Facilitators do all that finding out for us.”

“Provides feedback from and to Canberra regarding applications. Issues are brought up, then taken back to Canberra which facilitates communication and things start to change. Changes through the forms being changed and a coastal marine focus in the Envirofund round.”

### **2.2.3 Summary Conclusions for Synthesised Outcome: 1 (b): Key NRM stakeholders’ aware of NHT, NAP, Envirofund and other sources of funds and supported in accessing funds and roll-out of funded initiatives as required**

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The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome. However, Australian Government NRM Facilitators indicated issues associated with access to Australian Government information about programs and funding opportunities needed to be improved.

- Amongst stakeholders, 74% reported that Australian Government NRM Facilitators had contributed to their organisations increased understanding of how to access funding sources.
- Amongst regional bodies, 56% reported that Australian Government NRM Facilitators contributed to their increased awareness of how to access funding sources.

**3. KEY OUTCOME AREA 2: STAKEHOLDER NRM ISSUES AND ACHIEVEMENTS COMMUNICATED EFFECTIVELY TO GOVERNMENT.**

Figure 3 shows the relationship between the key outcome area (2); synthesised outcomes and progress measures.

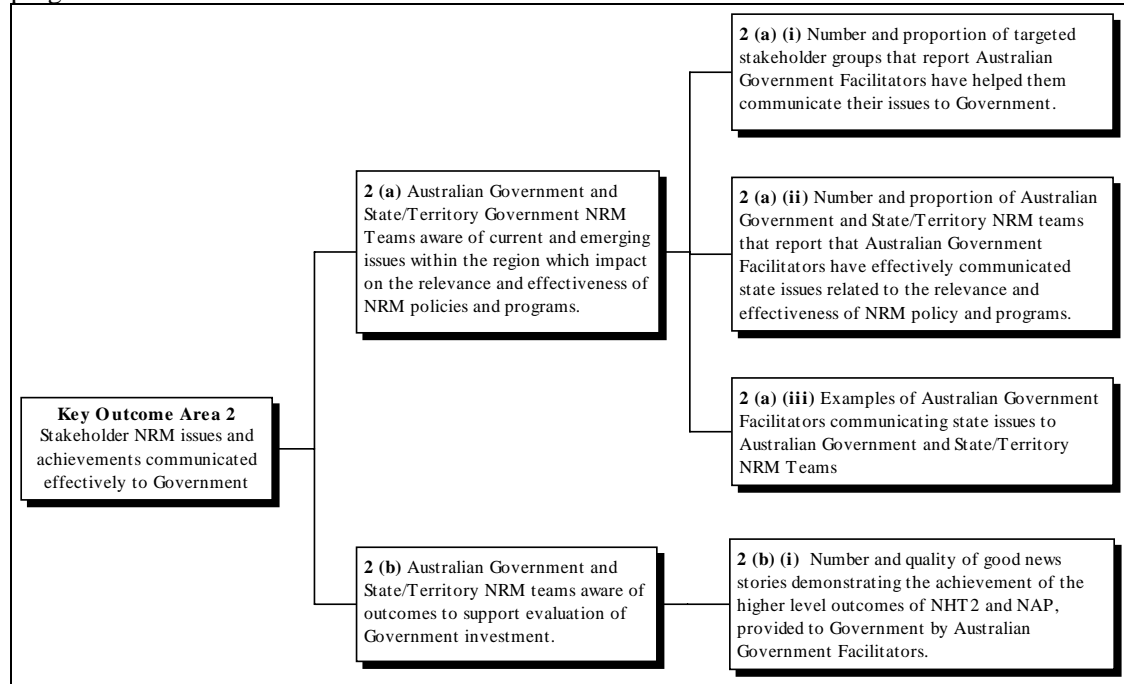


Figure 3. Australian Government Facilitators: Key outcome area 2; synthesised outcomes and progress measures

**3.1 Synthesised Outcome: 2 (a)** Australian Government and State/Territory Government NRM Teams aware of current and emerging issues within the region which impact on the relevance and effectiveness of NRM policies and programs.

**3.1.1 Progress Measure: 2(a) (i)** Number and proportion of targeted stakeholder groups that report Australian Government Facilitators have helped them communicate their issues to Government.

All stakeholders who had worked or interacted with Australian Government NRM Facilitators were asked to indicate how their organisation had benefited from interaction with Australian Government NRM Facilitators. Table 23 shows that amongst all stakeholders, 69% believed facilitators had helped their organisation communicate issues to Government

Table 23. Number and proportion of stakeholders that report that Australian Government Facilitators have helped them communicate issues to Government

Item	Frequency	Percent
Identified other individuals, organisations and networks we may interact with	88	87.1
Increased awareness of Government policies and programs	81	80.2
Provided information about specific questions that we have	78	77.2
Increased awareness of NRM tools and resources	75	74.3
Providing information in relation to NRM issues	75	74.3
Increased understanding of how to access NRM funding sources	74	73.3
<i>Helped communicate issues to Government</i>	<i>70</i>	<i>69.3</i>
Increased awareness of how our organisation may participate in regional NRM activities	67	66.3
Increased our organisations participation in regional NRM planning processes	50	49.5
<b>Total respondents</b>	<b>101</b>	<b>100.0</b>

*Note:* This is a multiple response table. As a single respondent may have given multiple responses the rows of the table are not independent and should not be summed.

*Source:* EBC (2006).

**3.1.2 Progress Measure: 2(a) (ii)** Number and proportion of Australian Government and State/Territory NRM teams that report that Australian Government Facilitators have effectively communicated state issues related to the relevance and effectiveness of NRM policy and programs.

This progress measure was assessed through a group discussion with State Team Directors, where they were specifically asked to comment on whether Australian Government NRM Facilitators had effectively communicated issues to them in terms of the relevance and effectiveness of NRM policy and programs.

State Team Directors identified both formal and informal process through which Australian Government NRM Facilitators were able to communicate information to them. As the following quotations illustrate, the formal mechanisms which generally included teleconferences, while useful were often difficult to implement as facilitators and other participants were travelling or elsewhere in the field.

For the State Team Directors the Australian Government NRM Facilitators were seen as important in providing information to State Team Directors about specific program and policy issues in the State context. However much of this information appears to be communicated directly and through informal processes (i.e., one-on-one consultations).

“We don't have a formal reporting process on such a regular basis...we have it about every three months when all the facilitators have a network meeting. What happens is that the AG facilitators join us every Tuesday afternoon when we have a team meeting...so we get them on the telephone.”

“Our basic communication is fortnightly teleconferences. They’re particularly useful for me because it’s local intelligence...what's stirring...its helpful to know how the general process is proceeding....I would not get that information from my [State] colleagues.”

“...they will contact you directly if there are issues...of course with everyone travelling all the time it’s an issue...access to people. In each case they are good communicators...so they will contact you if there are issues or else we’ve got a reporting structure where they put in periodic reports...in theory a fortnightly report that they pull together,...largely its their imitative...its a way of me glancing at some of the work that they’ve done.”

"The fortnightly teleconference is a bit hit and miss...they fell over before Christmas...and they told us in no uncertain terms what they thought about that.”

“They certainly do [report] but I don't feel comfortable [with the teleconferences]...maybe I'm too controlling...I just like to know a little bit more about what their priorities are...what they're doing.”

“...and we do use them informally...in terms if I want to know something about what's happening...if something’s a bit fuzzy or something strange is going on...I’m more than able to ring them and find out...and they'll feed information back. You need the eyes and ears there.”

“While we have a more formalised mechanism...in theory...the more informal contact is more useful.”

While the State Team Directors appeared to be generally satisfied that Australian Government NRM Facilitators communicated issues to them and addressed issues that were important to the State Team Directors, the Australian Government NRM Facilitators were not as satisfied with the interaction and communication. The following quotation from a State Team Director illustrates that while he was satisfied with the information provided by Australian Government NRM Facilitators, he was unsure as to whether Australian Government NRM Facilitators were also satisfied with the process.

“They’re my primary means of contact...something comes up I can ring them. [They are effective] to the extent that I know. Whether it’s effective for them is another matter.”

In contrast to beliefs of the State Team Directors, the survey of Australian Government NRM Facilitators, found that 88% believed there was a need to improve the interaction and communication between facilitators and joint teams (Table 24).

Table 24. “There needs to be an improvement in the interaction and communication between facilitators and the joint teams”

Item	Frequency	Percent
Strongly agree	11	44.0
Agree	5	20.0
Tend to agree	6	24.0
Tend to disagree	0	0.0
Disagree	3	12.0
Strongly disagree	0	0.0
<b>Total respondents</b>	<b>25</b>	<b>100.0</b>

Source: EBC (2006).

### 3.1.3 Progress Measure: 2(a) (iii) Examples of Australian Government Facilitators communicating State issues to Australian Government and State/Territory NRM Teams

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Specific examples of Australian Government NRM Facilitators communicating State issues to Australian Government and State/Territory teams were often difficult to identify in interviews with facilitators. This may, as identified in Table 24, reflect difficulties in facilitator interaction and communication with the Australian Government. The first quotation below provides one example of an issue a facilitator was ‘trying’ to raise with the Australian Government.

“One of the issues I’ve been trying to communicate back, is the acid-sulphate soils issue. it’s a sleeper issue... that needs dealing with. So I’ve been...raising it at forums and issues in the State and region, and getting better links between state policy people, and applying the pressure at the national level too.”

“Organised a steering committee trip to [State] to improve [Australian Government] understanding of issues”

“Meet monthly with DEH...coordination and links to project delivery”

When examples were requested from facilitators, several facilitators identified difficulties in communicating with the policy areas of the Australian Government and that some State Governments were reluctant to engage the Australian Government and Australian Government NRM Facilitators

“But it’s up to the policy area directors and teams, and their capacity to deal with some of this information that really determines whether it is heard.”

“Facilitators meet at a theme level, but this isn’t formal either. We need to invite policy areas into these as well...but it’s all the initiative of the facilitators...almost like we’re pushing the policy areas for involvement.”

“Most of it’s been the other way around. They communicate the NRM issues to us. It’s more about how they might have an NRM issue...for example the new framework for integrated coastal zone management which has six priority areas.”

“In terms of getting on the table environmental flows issues...it has been really difficult because I’m an Australian Government representative. The States don’t want the Federal Government involved. This is hard because I used to be very involved with determining river flows...”

“[The State] doesn’t recognize the Australian Government Facilitators. Often we’re the last to know about policy initiatives.”

### 3.1.4 Summary Conclusions for Synthesised Outcome: 2 (a) Australian Government and State/Territory Government NRM Teams aware of current and emerging issues within the region which impact on the relevance and effectiveness of NRM policies and programs.

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The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome.

- Amongst stakeholders, 69% believed Australian Government NRM Facilitators had helped their organisation communicate issues to Government
- State Team Directors in general believed that Australian Government NRM Facilitators had effectively communicated regional issues to Government
- There was a belief amongst many facilitators (88%) that there was a need to improve the interaction and communication between facilitators and Joint Teams.

- 3.2 Synthesised Outcome: 2 (b)** Australian Government and State/Territory NRM teams aware of outcomes to support evaluation of Government investment.
- 3.2.1 Progress Measure: 2(b) (i)** Number and quality of good news stories demonstrating the achievement of the higher level outcomes of NHT2 and NAP, provided to Government by Australian Government Facilitators.
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The following six quotations identifies typical ‘good news stories’ identified by facilitators. It is very difficult to assess the number and quality of ‘good news stories’ through any methodology as prescribed in the M&E plan and used in this evaluation.

“Community Water Grants used Rivercare people. They were the delivery mechanism for this grant through the medium of PowerPoint presentations by facilitators to community groups about what the community water grants program was all about. There was good communication between facilitators and the community water grants people about how this was working and what sort of problems were being encountered.”

“Funding gone into revegetation and restoration of local land...peat bogs and valued habitats. Highly degraded and dehydrated. Resulted in 25% of revegetation. If not for our involvement...human resources and money would not have been there to that extent.”

“In terms of supporting habitat, supported and involved in successful bid for funding research which has been published – a new method of radio tracking fish.”

“North Australia Forum. Brought together grassroots groups including indigenous groups with the Government level. Innovative approach to organizing the conference so that all members would interact and get to know each other. The outcomes were that people put their hands up to do things. There was participation and understanding.”

“For example, the acid sulphate soils problem...coordinated a brief at a Government committee meeting to show how each of the...regions were dealing with the issue of acid sulphate soils and how the activities and investments that the regions were making fit within the national objectives of the national framework. This helped the national committee better engage with the regions. Provided better understanding of acid sulphate soils and recognised what was needed regionally to address the issue.”

“Marine habitat mapping is a really good news story”

Several facilitators indicated that their focus was to facilitate the development of projects and on ground activities and that ‘good news stories’ were not often found in the facilitation process but in the outcomes of the facilitation which they may not always be aware or knowledgeable of.

“Don’t do it [provide good news stories] as well as we should. We are involved in primarily setting up the projects and not always sure of how they end up. It would be good to have access to the output reports to see what happened. Not on the ground to see.”

“Good news stories...you may only see the fruits of your work eight months later and sometimes it may be attributed to a number of different people and groups.”

“Good news stories are generally ‘on the ground’ stories...my role is to assist in developing those stories.”

Other facilitators also questioned whether the number of ‘good news stories’ was an appropriate indicator for the evaluation of the Network.

“Feels like another person looking for ‘good news stories’ to feather their nest when there are already consultants doing this and writing it in the newsletters.”

“Is this a priority outcome to provide a good news story?”

**3.2.2 Summary Conclusions for Synthesised Outcome: 2 (b) Australian Government and State/Territory NRM teams aware of outcomes to support evaluation of Government investment.**

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The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome.

However, several Australian Government NRM Facilitators did indicate that as they were facilitating processes towards the achievement of outcomes, they were not always aware of and able to communicate specific project and activity outcomes to the Joint Teams.

**4. KEY OUTCOME AREA 3: IMPROVED ENGAGEMENT OF STAKEHOLDERS IN PLANNING, IMPLEMENTING AND MONITORING NRM PROGRAMS AND PROJECTS.**

Figure 4 shows the relationship between the key outcome area (3); synthesised outcomes and progress measures.

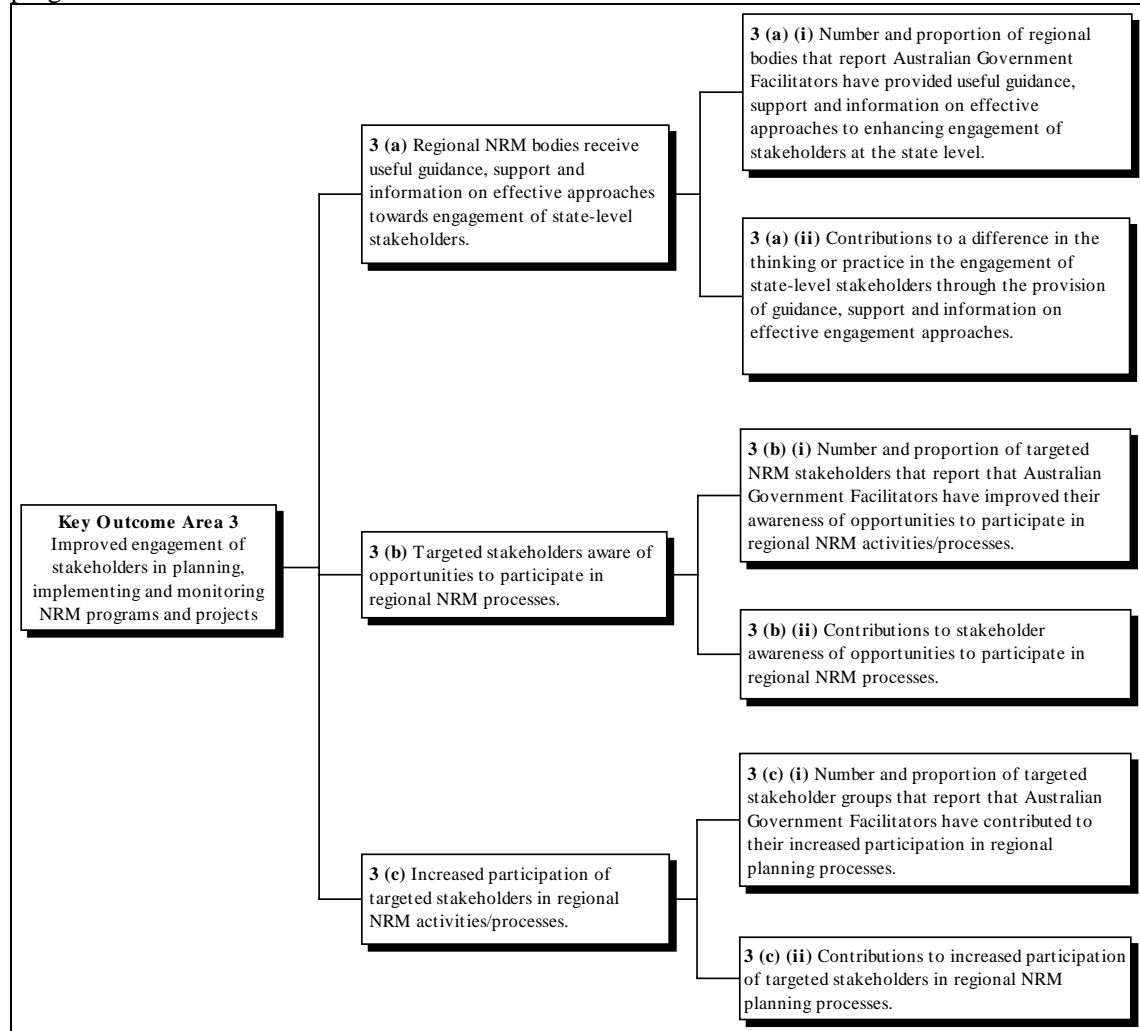


Figure 4. Australian Government Facilitators: Key outcome area 3; synthesised outcomes and progress measures

**4.1 Synthesised Outcome: 3 (a)** Regional NRM bodies receive useful guidance, support and information on effective approaches towards community engagement of State level stakeholders.

**4.1.1 Progress Measure: 3(a) (i)** Number and proportion of regional bodies that report Australian Government Facilitators have provided useful guidance, support and information on effective approaches to enhancing engagement of stakeholders at the state level.

Table 25 shows that only 29% of regional bodies believed that Australian Government NRM Facilitators made a difference in the way the regional body thought about engaging the community in NRM.

Table 25. “Australian Government Facilitators have made a difference in the way this regional body thinks about engaging the community in natural resource management”

Item	Frequency	Percent
Strongly agree	1	1.2
Agree	4	5.1
Tend to agree	10	12.7
Tend to disagree	20	25.3
Disagree	23	29.1
Strongly disagree	21	26.6
<b>Total respondents</b>	<b>79</b>	<b>100.0</b>

Source: EBC (2006).

**4.1.2 Progress Measure: 3(a) (ii)** Contributions to a difference in the thinking or practice in the engagement of state-level stakeholders through the provision of guidance, support and information on effective engagement approaches.

As described in the facilitator 6 monthly reports, the number of occasions Australian Government NRM Facilitators believed they made a difference in the thinking or practice of community engagement amongst State level stakeholders is shown in Table 26.

Table 26. Total contributions to the thinking or practice of community engagement

Interval	First Reporting Period		Second Reporting Period	
	Frequency	Percent	Frequency	Percent
0	6	27.3	1	7.1
1 – 5	6	27.3	6	42.9
6 – 10	3	13.6	4	28.6
11 – 15	2	9.1	0	0.0
16 – 20	3	13.6	2	14.3
21 – 25	1	4.5	0	0.0
26 +	1	4.5	1	7.1
Total	22	100.0	14	100.0
Median number of occasions	5		6	
Median (across both periods) = 5				

Note: In the first reporting period facilitators were asked to identify the number of “Contributions to a difference in the thinking or practice in community engagement of State level stakeholders through the provision of guidance, support and information on effective community engagement approaches”.

In the second reporting period facilitators were asked to identify the number of “Contributions to a difference in the thinking or practice in engagement of targeted stakeholders through the provision of guidance, support and information on effective engagement approaches”.

Frequencies are based on the number of facilitators.

Source: Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

As shown in Table 27 and through an analysis of facilitator six monthly reports, Australian Government NRM Facilitators believed they had most commonly made a difference in the thinking or practice of community engagement amongst regional NRM bodies.

Table 27. Type of stakeholder: Contributions to the thinking or practice of community engagement

Stakeholders	First Reporting Period			Second Reporting Period			Overall Median
	Median	Frequency	Percent	Median	Frequency	Percent	
Regional NRM bodies	4	209	88.9	6	90	64.3	4
State Government	-	-	-	0	23	16.4	0
Landholder or community groups	-	-	-	0	1	0.7	0
NGO's	-	-	-	0	4	2.9	0
Indigenous communities	-	-	-	0	4	2.9	0
Local Government	-	-	-	0	2	1.4	0
Australian Government	-	-	-	0	4	2.9	0
Other networks	-	-	-	0	7	5.0	0
Other	0	26	11.1	0	5	3.6	0
Total		209	100.0		140	100.0	

Note: In both reporting periods the facilitators were asked to "...provide a breakdown of the stakeholders you feel you have influenced..." in the thinking and practice of community engagement. Frequencies are the number of occasions the outcome was progressed.

Source: Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

Table 28 shows the three most common processes used to progress this outcome, as identified in the facilitator six monthly reports, were (i) providing informal guidance or advice; (ii) establishing or maintaining relationships;; and (iii) attending or presenting at stakeholder meetings.

Table 28. Facilitator roles: Contributions to the thinking or practice of community engagement

Roles	First Reporting Period			Second Reporting Period			Overall Median
	Median	Frequency	Percent	Median	Frequency	Percent	
<b>Standard Output Categories</b>							
Conducted non-training forum	0	14	3.1	0	182	37.8	0
Developed brochure, article etc	0	6	1.3	0	8	1.7	0
Conducted training event	0	5	1.1	0	2	0.4	0
Facilitated media opportunity	0	2	0.4	0	8	1.7	0
Undertook/arranged site visit / field day	0	2	0.4	0	4	0.8	0
Other	0	1	0.2	-	-	-	0
<b>Other Roles</b>							
Provided informal guidance or advice	4	162	35.3	7	104	21.6	5
Established or maintained relationships	2	165	35.9	4	80	16.6	3
Attend/present at stakeholder meeting	2	68	14.8	0	24	5.0	1
Established or participated in committee	0	31	6.8	1	47	9.8	0
Article/paper or report written	0	3	0.7	0	23	4.8	0
Other	0	0	0.0	0	0	0.0	0

Note: In both reporting periods the facilitators were asked to "...provide the number of times each of the roles may have helped to progress..." in the thinking and practice of community engagement. Frequencies are the number of occasions the outcome was progressed.

Source: Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

The following four quotations, from interviews with facilitators, indicate their role in supporting community engagement with regional bodies.

“Yes...most definitely. Provided a platform for raising issues. Stakeholders can tell how they'd like to be engaged. Lots of ideas and project have grown out of these interactions.”

“Presented a review of activities to the Board. Made a number of recommendations, such as more openness about how the Board operates. The Board needs to enhance community capacity...and they agreed with this. Did some tours to communicate how capacity building works.”

“When the regions were developing their strategies we were supporting the community engagement, so might have helped by giving lists of key stakeholders,

and key players. We have helped them to find out who they should talk to and given them a broader group to keep in touch with.”

“Actually, with some yes. It comes down to individuals and their skill base. CMAs are generally made up of younger staff...so I guess I have seen some individuals change their attitudes about the way they undertake communication etc...and approach stakeholder groups. I’ve seen a change in the way CMAs think about who is a stakeholder. I think this has come through the facilitator network.”

However, several Australian Government NRM Facilitators did not support regional bodies in relation to community engagement as they believed it was not their role to do so, or they believed the regional body already had sufficient expertise in this area.

“No. argued against this. Not my job. Not an expert and don’t want to tell them how to engage their own communities.”

“I don’t think this question is really relevant to what I do.”

“Dealing with any one region at any one time would be biasing the role, so supporting Regional Facilitators in community engagement.”

“We didn’t change them heaps I suppose...because they already had a very strong focus on community engagement...we just helped them I guess.”

As shown in the first three quotations below, interviews with regional bodies indicated that several had benefited from interaction with Australian Government NRM Facilitators in relation to community engagement. However, the majority of regional bodies believed it was not the role of Australian Government NRM Facilitators to support community engagement amongst regional bodies or that they had sufficient skills and expertise in this area and did not require the support of facilitators.

“Yes...at project officer level. More subtly at the Board and CEO level.”

“They’re just another source to bounce ideas off or get advice from.”

“Yes...contributed to program implementation...frameworks, inputs and engagement”

“Not at all. Don’t think they had any more skills on community engagement than anyone in the regional body.”

“It’s difficult...[the facilitator] organised a meeting on water quality monitoring but it’s in the city...it’s too far away for us. Even for people a four hour drive, it’s still a four hour drive back again. The distances are just too big and we need something more regionally so the Regional Facilitators are much more effective from this aspect.”

“Not so much with this. Found this to be more so with the State Landcare Coordinators.”

“No...they have a more strategic role. Focus on how to invest, not how to engage.”

“No...Regional Facilitators take the primary role. Only third person interaction with the Australian Government Facilitators.”

“No...The way that the Board has undertaken community engagement has been set for quite awhile. Community engagement is more directed by the community; the Board is now developing a Comprehensive Plan for the region and would expect a

lot of help and advice from the Australian Government Facilitators, as well as using the Australian Government Facilitators' skills to undertake consultation.”

**4.1.3 Summary Conclusions for Synthesised Outcome: 3 (a)** Regional NRM bodies receive useful guidance, support and information on effective approaches towards community engagement of State level stakeholders.

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The evaluation indicated that Australian Government NRM Facilitators had made *some progress* towards the achievement of this outcome

- Amongst regional bodies, only 29% reported that Australian Government NRM Facilitators had made a difference to the way the regional body considered engaging the community in natural resource management.
- Several Australian Government NRM Facilitators and regional bodies did not believe it was the role of Australian Government NRM Facilitators to support community engagement by the regional body.
- Several regional bodies believed they had sufficient skills and expertise in community engagement and did not require the support of Australian Government NRM Facilitators.

**4.2 Synthesised Outcome: 3 (b)** Targeted stakeholders aware of opportunities to participate in regional NRM processes.

**4.2.1 Progress Measure: 3(b) (i)** Number and proportion of targeted NRM stakeholders that report that Australian Government Facilitators have improved their awareness of opportunities to participate in regional NRM activities/processes.

All stakeholders who had worked or interacted with Australian Government NRM Facilitators were asked to indicate how their organisation had benefited from interaction with these facilitators. Table 29 shows that 66% of all stakeholders, believed Australian Government NRM Facilitators had increased their awareness of how their organisation could participate in regional NRM activities.

Table 29. Number and proportion of stakeholders that report that Australian Government Facilitators have improved their awareness of opportunities to participate in regional NRM processes.

Item	Frequency	Percent
Identified other individuals, organisations and networks we may interact with	88	87.1
Increased awareness of Government policies and programs	81	80.2
Provided information about specific questions that we have	78	77.2
Increased awareness of NRM tools and resources	75	74.3
Providing information in relation to NRM issues	75	74.3
Increased understanding of how to access NRM funding sources	74	73.3
Helped communicate issues to Government	70	69.3
<i>Increased awareness of how our organisation may participate in regional NRM activities</i>	67	66.3
Increased our organisations participation in regional NRM planning processes	50	49.5
<b>Total respondents</b>	<b>101</b>	<b>100.0</b>

*Note:* This is a multiple response table. As a single respondent may have given multiple responses the rows of the table are not independent and should not be summed.

*Source:* EBC (2006).

**4.2.2 Progress Measure: 3(b) (ii)** Contributions to stakeholder awareness of opportunities to participate in regional NRM processes.

An analysis of facilitator six monthly reports (Table 30) shows that on average each facilitator believed they contributed on 11 significant occasions to increasing stakeholder awareness of opportunities to participate in regional NRM processes.

Table 30. Total contributions to stakeholder awareness of opportunities to participate in NRM processes

Interval	First Reporting Period		Second Reporting Period	
	Frequency	Percent	Frequency	Percent
0	3	13.6	1	7.1
1 – 5	4	18.2	4	28.6
6 – 10	5	22.7	1	7.1
11 – 15	2	9.1	6	42.9
16 – 20	1	4.5	1	7.1
21 – 25	0	0.0	1	7.1
26 – 30	1	4.5	0	0.0
31 – 35	1	4.5	0	0.0
36 – 40	0	0.0	0	0.0
41 – 45	0	0.0	0	0.0
46 – 50	0	0.0	0	0.0
51 – 55	3	13.6	0	0.0
56 – 60	2	9.1	0	0.0
Total	22	100.0	14	100.0
Median number of occasions	10		11	
Median (across both periods) = 11				

*Note:* In both reporting periods facilitators were asked to identify the number of “Contributions to stakeholder awareness of opportunities to participate in regional NRM processes”. Frequencies are based on the number of facilitators.

*Source:* Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

Australian Government NRM Facilitators identified in their six monthly reports, that the State Government as the most common stakeholder group they believed they influenced in relation to increasing awareness of opportunities to participate in regional NRM processes (Table 31).

Table 31. Type of stakeholder: Contribution to stakeholder awareness of opportunities to participate in NRM

Stakeholders	First Reporting Period			Second Reporting Period			Overall Median
	Median	Frequency	Percent	Median	Frequency	Percent	
State Government	2	142	24.1	1	145	29.4	2
NGO's	2	63	10.7	1	55	11.1	2
Landholder or community groups	2	99	16.8	0	36	7.3	1
Regional NRM bodies	0	57	9.7	1	47	9.5	0
Local Government	0	52	8.8	1	21	4.3	0
Indigenous communities	0	49	8.3	0	98	19.8	0
Australian Government	0	26	4.4	0	22	4.5	0
Other networks	0	63	10.7	1	56	11.3	0
Other	0	37	6.3	0	14	2.8	0
Total		588	100.0		494	100.0	

Note: In both reporting periods the facilitators were asked to "...provide a breakdown of the stakeholders you feel you have influenced..." in increasing awareness of opportunities to participate in NRM. Frequencies are the number of occasions the outcome was progressed.

Source: Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

Table 32 shows the three most common processes used to progress this outcome were (i) establishing or maintaining relationships; (ii) providing informal guidance or advice; and (iii) attending or presenting at stakeholder meetings.

Table 32. Facilitator roles: Contribution to stakeholder awareness of opportunities to participate in NRM

Roles	First Reporting Period			Second Reporting Period			Overall Median
	Median	Frequency	Percent	Median	Frequency	Percent	
<b>Standard Output Categories</b>							
Conducted non-training forum	0	13	1.2	0	178	16.4	0
Developed brochure, article etc	0	23	2.1	0	8	0.7	0
Undertook/arranged site visit / field day	0	22	2.0	0	4	0.4	0
Facilitated media opportunity	0	6	0.5	0	8	0.7	0
Conducted training event	0	5	0.4	0	1	0.1	0
Other	0	1	0.1	-	-	-	0
<b>Other Roles</b>							
Established or maintained relationships	7	414	37.1	0	24	2.2	6
Provided informal guidance or advice	10	362	32.4	6	251	23.1	8
Attend/present at stakeholder meeting	3	127	11.4	2	126	11.6	3
Established or participated in committee	1	95	8.5	2	59	5.4	1
Article/paper or report written	0	26	2.3	0	24	2.2	0
Other	0	23	2.1	0	0	0.0	0

Note: In both reporting periods the facilitators were asked to "...provide the number of times each of the roles may have helped to progress..." in increasing awareness of opportunities to participate in NRM. Frequencies are the number of occasions the outcome was progressed.

Source: Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

Many Australian Government NRM Facilitators indicated that, rather than there being specific instances and examples of their contribution to stakeholder's awareness of opportunities to participate in NRM process, awareness was increased through the continual process of interaction between facilitators and stakeholders.

"Maintaining relationships with key stakeholders provides the opportunity promote participation in regional NRM processes... There are too many instances of my contact with this group leading to awareness and involvement of key stakeholders with NRM."

"Throughout the development of the NRM Plan and the RIS, I contacted as many stakeholders as possible to discuss with them the regional planning process and framework, how they could participate and become involved."

Several facilitators did provide very specific examples of how networks, workshops and meetings with stakeholders had increased stakeholder awareness of opportunities to participate in NRM processes.

“The Queensland (Qld) Australian Government Natural Resource Management (NRM) facilitators, in association with State Government and non Government organisations, have been holding State Level network meetings... So far representatives from the following networks have attended: Environmental Protection Agency, Department of Natural Resources and Mines, Queensland Department of Primary Industries and Fisheries, The Regional Groups Collective (representing regional bodies), Queensland Water and Land Carers (representing volunteer NRM groups), Conservation Volunteers Association, Qld Conservation Council, World Wildlife Fund, Greening Australia and Growcom.”

“In late 2004 I convened two meetings of biodiversity stakeholders.... The aims of the meetings were to; increase collaboration between biodiversity stakeholders across the region; create a forum where stakeholders across the biodiversity conservation spectrum can collaborate; Increase understanding of all stakeholders about the regional planning process; Increase understanding about allied State initiatives affecting the regional planning process; Look forward to ways in which NGO’s, State Agencies and regional boards could work together to inform biodiversity conservation priorities most effectively across the region...Following the meetings two NGO’s reported closer engagement with the regional body and greater involvement with regional planning processes.”

Face-to-face interviews with stakeholders illustrated a number of different processes through which facilitators had contributed to stakeholder awareness of opportunities to participate in regional NRM processes, from simply disseminating information through to encouraging the active involvement of stakeholders in NRM processes.

“Yes...consults and communicates...prepares regular newsletters, organises workshops held twice a year.”

“Definitely, the Australian Government Facilitator we deal with mostly has been very helpful...ensuring we know how we can participate, and providing opportunities for us to do so.”

“Only in the last couple of months. He has organised training for facilitators...emails and phone contact only...rarely face-to-face.”

“She made us aware of the process...where they are going, and how work that they’re doing may have something to do with us. So that gives us the opportunity to get involved if necessary, or if we think we can contribute in some way.”

“We are listened to. It’s empowering. He’s aware of what’s going on...flags things... advises. We had two workshops of Government and community...and I had a chance to talk to other groups, for example, schools and church groups.”

“Explaining and showing me the process and the contacts at a state-wide level. Helping me to understand the process.”

“Not increased...at the scale of the projects we’re looking at there’s been opportunities I wouldn’t have taken that the Australian Government Facilitator has pushed for. I don’t have the time to watch all the funding streams so [he] has helped a lot in that regard.”

“Yes...more from a State-wide perspective. A lot operating in the region and through the committee we all keep up to date with what’s happening in the region.”

The Australian Government Facilitator stood out in terms of knowing what is happening in other regions. Acts as a conduit to share information.”

**4.2.3 Summary Conclusions for Synthesised Outcome: 3 (b)** Targeted stakeholders aware of opportunities to participate in regional NRM processes.

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The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome

- Amongst stakeholders, 66% reported that Australian Government NRM Facilitators had improved their awareness of opportunities to participate in regional NRM processes.

**4.3 Synthesised Outcome: 3 (c)** Increased participation of targeted stakeholders in regional NRM activities/processes.

**4.3.1 Progress Measure: 3(c) (i)** Number and proportion of targeted stakeholder groups that report that Australian Government Facilitators have contributed to their increased participation in regional planning processes.

All stakeholders who had worked or interacted with Australian Government NRM Facilitators were asked to indicate how their organisation had benefited from interaction with these facilitators. Table 33 shows that 50% of all stakeholders, believed Australian Government NRM Facilitators had increased the participation of their organisation in regional NRM planning processes.

Table 33. Number and proportion of stakeholders that report that Australian Government Facilitators have increased their participation in regional planning processes.

Item	Frequency	Percent
Identified other individuals, organisations and networks we may interact with	88	87.1
Increased awareness of Government policies and programs	81	80.2
Provided information about specific questions that we have	78	77.2
Increased awareness of NRM tools and resources	75	74.3
Providing information in relation to NRM issues	75	74.3
Increased understanding of how to access NRM funding sources	74	73.3
Helped communicate issues to Government	70	69.3
Increased awareness of how our organisation may participate in regional NRM activities	67	66.3
<i>Increased our organisations participation in regional NRM planning processes</i>	<i>50</i>	<i>49.5</i>
<b>Total respondents</b>	<b>101</b>	<b>100.0</b>

Note: This is a multiple response table. As a single respondent may have given multiple responses the rows of the table are not independent and should not be summed.

Source: EBC (2006).

**4.3.2 Progress Measure: 3(c) (ii)** Contributions to increased participation of targeted stakeholders in regional NRM planning processes.

An analysis of facilitator six monthly reports showed that on average each facilitator believed they contributed on five significant occasions to increasing stakeholder participation in regional NRM planning processes (Table 34).

Table 34. Total contributions to participation of stakeholders in NRM planning processes

Interval	First Reporting Period		Second Reporting Period	
	Frequency	Percent	Frequency	Percent
0	7	31.8	2	14.3
1 – 5	5	22.7	6	42.9
6 – 10	1	4.5	1	7.1
11 – 15	4	18.2	2	14.3
16 – 20	0	0.0	2	14.3
21 – 25	1	4.5	0	0.0
26 – 30	0	0.0	1	7.1
31 – 35	0	0.0	0	0.0
36 – 40	1	4.5	0	0.0
41 – 45	1	4.5	0	0.0
46 – 50	0	0.0	0	0.0
51 – 55	1	4.5	0	0.0
56 +	1	4.5	0	0.0
Total	22	100.0	14	100.0
Median number of contributions	3		5	
Median (across both periods) = 5				

Note: In both reporting periods facilitators were asked to identify the number of "Contributions to increased participation of targeted stakeholders in regional NRM planning processes". Frequencies are based on the number of facilitators.

Source: Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

Table 35 shows, through an analysis of the six monthly reports, that facilitators believed the most common stakeholders they had influence to participate in regional planning processes were regional bodies and State Government agencies and departments.

Table 35. Type of stakeholder: Contributions to participation of stakeholders in NRM planning processes

Stakeholders	First Reporting Period			Second Reporting Period			Overall
	Median	Frequency	Percent	Median	Frequency	Percent	Median
Regional NRM bodies	0	109	33.5	0	45	10.2	0
State Government	0	59	18.2	0	138	31.2	0
Local Government	0	34	10.5	2	6	1.4	0
Landholder or community groups	0	30	9.2	0	25	5.6	0
NGO's	0	22	6.8	0	48	10.8	0
Indigenous communities	0	9	2.8	0	96	21.7	0
Australian Government	0	7	2.2	0	17	3.8	0
Other networks	0	19	5.8	0	54	12.2	0
Other	0	36	11.1	0	14	3.2	0
Total		325	100.0		443	100.0	

Note: In both reporting periods the facilitators were asked to "...provide a breakdown of the stakeholders you feel you have influenced..." in increasing participate in NRM planning processes.  
Frequencies are the number of occasions the outcome was progressed.

Source: Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

As described in the facilitator six monthly reports, Table 36 shows the three most common processes used to progress this outcome were (i) providing informal guidance or advice; (ii) establishing or maintaining relationships; and (iii) attending or presenting at stakeholder meetings.

Table 36. Facilitator roles: Contributions to participation of stakeholders in NRM planning processes

Roles	First Reporting Period			Second Reporting Period			Overall
	Median	Frequency	Percent	Median	Frequency	Percent	Median
<b>Standard Output Categories</b>							
Conducted non-training forum	0	15	2.4	0	177	18.0	0
Undertook/arranged site visit / field day	0	10	1.6	0	0	0.0	0
Developed brochure, article etc	0	6	1.0	0	12	1.2	0
Facilitated media opportunity	0	3	0.5	0	8	0.8	0
Conducted training event	0	3	0.5	0	0	0.0	0
Other	0	1	0.2	-	-	-	0
<b>Other Roles</b>							
Provided informal guidance or advice	3	181	28.9	5	200	20.3	4
Established or maintained relationships	1	269	43.0	1	378	38.4	1
Attend/present at stakeholder meeting	2	83	13.3	1	110	11.2	1
Established or participated in committee	0	36	5.8	1	77	7.8	0
Article/paper or report written	0	19	3.0	0	22	2.2	0
Other	0	0	0.0	0	0	0.0	0

Note: In both reporting periods the facilitators were asked to "...provide the number of times each of the roles may have helped to progress..." in increasing participate in NRM planning processes.  
Frequencies are the number of occasions the outcome was progressed.

Source: Australian Government Facilitator 6 monthly reports (January – June, 2005 and July - December 2005)

Rather than identifiable and specific contributions, many facilitators indicated that this outcome was achieved through their continual and often informal interaction with a range of stakeholders.

"In general every contact with the various stakeholder types provides an opportunity to discuss policy, programs, funding opportunities, NRM awareness and stakeholder participation."

Australian Government NRM Facilitators were however very active in developing a wide range of initiatives, including workshops and meetings, which had increased stakeholder participation in regional NRM activities.

"I and two Australian Government colleagues initiated a Biodiversity – Water-Agriculture Better Ways Ahead (BWA) Forum in May 2005. We attracted over 100 key NRM stakeholders from WA to the forum..."

“Instigated and facilitated a “Magpie Goose Harvesting” workshop between key stakeholders and community members, this workshop has led to three key stakeholders involved in submissions to the NRM planning process...”

“Worked with other Australian Government Facilitators and State agency staff to provide opportunity for public meetings where stakeholders were informed and had opportunity for input into rollout of the Regional Investment Strategy.”

“...in a couple of ways...by either getting them to meetings and then sometimes it’s about follow-up after the meetings...like were there any more sector specific questions as a result of the meetings? That kind of thing. We’re at meetings not to gain anything, but to make sure the stakeholders understand what’s going on. So I find there’s a lot more post-meeting stakeholder work.”

“Spent time on the RIS, community engagement meetings and building skills of Regional Facilitators. Kept people informed about the planning process via small meetings...interpreted the NRM plan to stakeholders.”

In addition, and as reported by several facilitators, engagement of stakeholders in NRM planning processes was also dependent upon the availability of funds and the stage of the planning and investment cycle.

“Because there’s not many discretionary dollars about now at this stage of the process, it’s hard to get new people on board. The money is already allocated to projects, so it’s hard to get new people working on projects.”

“The planning process...people are now in a holding pattern, so we’ve got to seize opportunities when we see them. For example, the boating industry in [State] bid for a project on preventing the introduction of marine pests...”

The following quotations from stakeholders also illustrate how facilitators have increased their participation in regional NRM planning processes.

“Helped us with recent application for Landcare funding...an integral part of the whole network, and we would be that much poorer without it. They said...‘we’re from the Government and we’re here to help you’ and it turned out to be true.”

“As the organisation has become more interested in NRM...and having some involvement in the process...the facilitator has ensured we’ve been invited to planning meetings that are pertinent to our business. Through our contact with the facilitator we’ve managed to have more involvement with the NRM regional body.”

“Invited to participate in the review of the Integrated Regional Management Plan. None of the local facilitators were invited to have input into the initial development of the plan and he thought they should have been.”

“...through persistence has got stakeholders to focus on individual plans. When the...plan was out [the Facilitator] got us to comment on it. Good at knowing and acting on the right point or level of stakeholder involvement...knowing ‘now’s the time’.”

**4.3.3 Summary Conclusions for Synthesised Outcome: 3 (c)** Increased participation of targeted stakeholders in regional NRM activities/processes.

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The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome.

- Amongst stakeholders, 50% reported that Australian Government NRM Facilitators had increased their participation in regional planning processes.

**5. KEY OUTCOME AREA 4: AUSTRALIAN GOVERNMENT NRM FACILITATORS PART OF AN EFFECTIVELY FUNCTIONING, NATIONAL NETWORK OF NRM FACILITATORS.**

Figure 5 shows the relationship between the key outcome area (4); synthesised outcomes and progress measures.

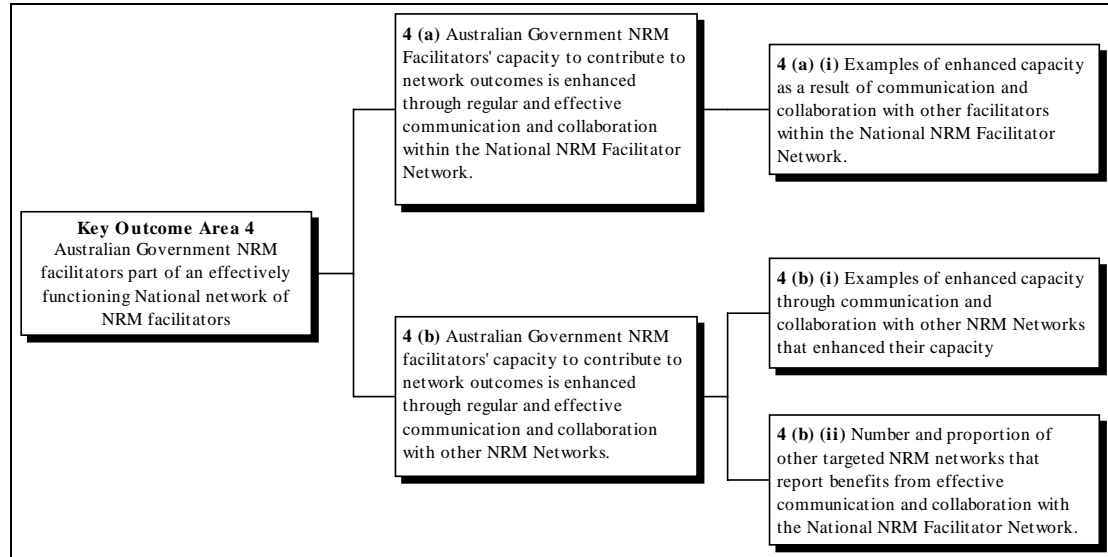


Figure 5. Australian Government Facilitators: Key outcome area 4; synthesised outcomes and progress measures

**5.1 Synthesised Outcome: 4 (a)** Australian Government NRM Facilitators' capacity to contribute to network outcomes is enhanced through regular and effective communication and collaboration within the National NRM Facilitator Network.

**5.1.1 Progress Measure: 4(a) (i)** Examples of enhanced capacity as a result of communication and collaboration with other facilitators within the National NRM Facilitator Network.

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The following quotations highlight how the capacity of the National Facilitator Network is enhanced through informal contact with other facilitators in the National network and through more structured process such as the National Facilitators Forum, the NRM Facilitators Network Development Group and theme meetings.

“As a result of a collaboration exercise with the other Australian Government Rivercare facilitators; I now have a far greater capacity to facilitate good outcomes for wetlands across WA.”

“The Coastcare network maintains very regular email, telephone and face to face contact to ensure the national perspective is maintained.”

“Through local government facilitators...have been exposed to Local Government processes...where they fit in the puzzle...understand government policy areas better.”

“Spoke with Victorian facilitator to get new ideas, began a teleconference discussion group based on his guidance”

“Other facilitators can help to provide historical background for policy and procedure.”

“Continued involvement in the Network Development Group...there's self-evident benefits to the national network. Involvement with the Future of the Network Action Group – an action group formed in May 2005.”

“Participating in regular theme meetings is the most significant activity that enables me to contribute to network outcomes.”

“Weekly Australian Government [State] team meetings, plus six monthly strategic planning meetings...vital to maintain the team focus of the four Australian Government Facilitators.”

“I have found out what other states and regions are doing with regard to coast and marine advisory type committees and used some examples in my paper to regional bodies about the establishment of coast and marine advisory bodies.”

“Yeah there would be...especially the training we're given, that's much better than say working with an NGO...facilitation techniques like engaging with indigenous communities. The network has also given me exposure to other experts...facilitators...in the theme area and this is really excellent Also experience dealing with other NRM sectors...like the agriculture sector.”

The survey of Australian Government NRM Facilitators was also used to better understand the interaction amongst facilitators within the National Facilitator Network.

Table 37 shows that Australian Government NRM Facilitators believed there was a need for more opportunities for facilitators within States and Territories to interact and discuss issues important to them (73%). Furthermore, they also believed there should be greater interaction amongst the four types of facilitators within the National network (60%).

Table 37. Australian Government NRM Facilitators: Interaction within the Network

Item	Frequency	Percent
There needs to be more opportunities for facilitators within each State or Territory to interact and discuss issues important to them		
Strongly agree	1	3.8
Agree	8	30.8
Tend to agree	10	38.5
Tend to disagree	4	15.4
Disagree	3	11.5
Strongly disagree	0	0.0
<i>Total agree</i>	<i>19</i>	<i>73.1</i>
<i>Total disagree</i>	<i>7</i>	<i>26.9</i>
<b>Total respondents</b>	<b>26</b>	<b>100.0</b>
There needs to be more opportunities for facilitators at a national level to interact and discuss issues important to them		
Strongly agree	1	4.0
Agree	4	16.0
Tend to agree	3	12.0
Tend to disagree	7	28.0
Disagree	9	36.0
Strongly disagree	1	4.0
<i>Total agree</i>	<i>8</i>	<i>32.0</i>
<i>Total disagree</i>	<i>17</i>	<i>68.0</i>
<b>Total respondents</b>	<b>25</b>	<b>100.0</b>
Developing opportunities for interaction amongst facilitators within the State is more important than developing these opportunities at a national level		
Strongly agree	2	7.7
Agree	3	11.5
Tend to agree	4	15.4
Tend to disagree	5	19.2
Disagree	11	42.3
Strongly disagree	1	3.8
<i>Total agree</i>	<i>9</i>	<i>34.6</i>
<i>Total disagree</i>	<i>17</i>	<i>65.4</i>
<b>Total respondents</b>	<b>26</b>	<b>100.0</b>
There needs to be more interaction amongst Australian Government, Regional, Indigenous and Local Government Facilitators		
Strongly agree	1	4.0
Agree	10	40.0
Tend to agree	4	16.0
Tend to disagree	7	28.0
Disagree	3	12.0
Strongly disagree	0	0.0
<i>Total agree</i>	<i>15</i>	<i>60.0</i>
<i>Total disagree</i>	<i>10</i>	<i>40.0</i>
<b>Total respondents</b>	<b>25</b>	<b>100.0</b>

Source: EBC (2006).

**5.1.2 Summary Conclusions for Synthesised Outcome: 4 (a)** Australian Government NRM Facilitators' capacity to contribute to network outcomes is enhanced through regular and effective communication and collaboration within the National NRM Facilitator Network.

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The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome.

- Interviews with Australian Government NRM Facilitators indicated continuous and frequent formal and informal interactions occurred within the National NRM Facilitator Network which assisted in developing the capacity of facilitators to contribute to Network outcomes
- Amongst Australian Government NRM Facilitators, 73% believed there was a need for more opportunities for facilitators within States and Territories to interact and discuss issues important to them.
- Sixty percent of Australian Government NRM Facilitators also believed there needed to be greater interaction amongst the four types of facilitators within the Network.

**5.2 Synthesised Outcome: 4 (b)** Australian Government NRM Facilitators' capacity to contribute to network outcomes is enhanced through regular and effective communication and collaboration with other NRM Networks.

**5.2.1 Progress Measure: 4(b) (i)** Examples of enhanced capacity through communication and collaboration with other NRM Networks that enhanced their capacity.

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Although this outcome focussed on how the capacity of Australian Government NRM Facilitators had been enhanced through their interaction with other NRM networks, the majority of examples focussed on how Australian Government NRM Facilitators had enhanced the capacity of other NRM networks or how the capacity of both networks had been enhanced through mutual interaction. As indicated in the following quotations, the two way interaction between Australian Government NRM Facilitators and other networks they are working with, will often build the capacity of all participants.

“With Seanet...I've started to pick up on ways of engaging with the commercial fisheries...like the delivery of NRM...what programs they might be interested in.”

“I always get benefit from interacting with them. Great information from them. NGO networks are far better informed than Government networks...because Government isn't trusted...we come with baggage because of our Government association.”

“They've influenced me because I have tried harder to engage with these guys. We've established an informal working group to discuss issues and stuff...that's good and they've influenced the way I work.”

“Because I know them already, its providing info back to them...not visa versa.”

“Quite a bit of interaction with some...I don't think they've influenced me...but I've tried to influence them.”

“I regularly attend Local Facilitator meetings in the...Region; State-wide meetings involving Australian Government, Strategic Regional, Local Government and State Government Facilitators; State-wide meetings involving the Regional Coordinators and State Government officers. I view the large number of phone-calls seeking advice and information I receive from other NRM networks as evidence of my contribution in this area.”

The following three quotations illustrate how the Australian Government NRM Facilitators' capacity to contribute to network outcomes has been enhanced through contact with other NRM networks.

“Attending meetings of the M&E coordinators network provides an insight into issues faced by regional bodies in making their plans a reality. Issues identified here can be fed back into the national loop through the national forums, the theme based sub groups of the Australian Government Facilitators and directly to policy and program areas in Canberra.”

“Through regular interactions with industry bodies I have built sufficient trust that relatively sensitive information can be provided to me candidly. In so doing real and timely information can be accessed for ministerial briefing and policy improvements.”

“I attended an Intergovernmental Coastal Advisory Group meeting, as an observer. Attendance at this meeting allowed me to see first hand how coastal and marine environments are managed across Australia...The meeting also allowed me to

interact with and form a relationship with a network of senior coastal managers, who I can work with in the future...”

**5.2.2 Progress Measure: 4(b) (ii) Number and proportion of other targeted NRM networks that report benefits from effective communication and collaboration with the National NRM Facilitator Network.**

Defining what constitutes an NRM network is exceedingly difficult. For the purpose of this analysis NRM networks were defined broadly as including, (i) those groups where the stakeholder clearly indicates they are a participant in an NRM network, or (ii) those groups that clearly have an NRM focus, but are not an NRM regional body or a Local, State or Australian Government department or agency<sup>12</sup>.

Amongst individuals who were members of other NRM networks, a significant percentage indicated enhanced benefits from their interaction with the National NRM Facilitator Network (Table 38). The three most commonly reported benefits from interaction with Australian Government NRM Facilitators were (i) an increased awareness of Government policies and programs; (ii) the provision of information about specific questions and (iii) the identification of other individuals, organisations and networks in which they could interact with.

Table 38. “Could you indicate which of the following statements I am about to read out, reflect how your organisation has benefited from interaction with the Australian Government NRM Facilitator(s)”

Item	Frequency	Percent
Increased awareness of Government policies and programs	23	92.0
Provided information about specific questions that we have	21	84.0
Identified other individuals, organisations and networks we may interact with	20	80.0
Increased awareness of NRM tools and resources	19	76.0
Increased understanding of how to access NRM funding sources	18	72.0
Providing information in relation to NRM issues	17	68.0
Helped communicate issues to Government	16	64.0
Increased awareness of how our organisation may participate in regional NRM activities	16	64.0
Increased our organisations participation in regional NRM planning processes	15	60.0
<b>Total respondents</b>	<b>25</b>	<b>100.0</b>

Note: This is a multiple response table. As a single respondent may have given multiple responses the rows of the table are not independent and should not be summed.

Source: EBC (2006).

**5.2.3 Summary Conclusions for Synthesised Outcome: 4 (b) Australian Government NRM Facilitators’ capacity to contribute to network outcomes is enhanced through regular and effective communication and collaboration with other NRM Networks.**

The evaluation indicated that Australian Government NRM Facilitators had made *significant progress* towards the achievement of this outcome.

- Amongst individuals in other NRM networks, a significant percentage indicated enhanced benefits from their interaction with the National NRM Facilitator Network
- Rather than enhancing the capacity of Australian Government NRM Facilitators, many of the examples given by facilitators focussed on how Australian Government NRM Facilitators had enhanced the capacity of other NRM networks, or how the capacity of both networks had been enhanced through mutual interaction.

<sup>12</sup> Although Appendix A defines several NRM networks and committees there are many significant NRM networks that have not been defined in Appendix A. For instance, ‘Greening Australia’ on its website defines itself as a “network of over 350 staff in 80 locations across the continent”, and yet it is not identified in Appendix A.

## **6. KEY ISSUES FOR IMPROVING THE NATIONAL FACILITATOR NETWORK**

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Through the use of face-to-face interviews and survey research with facilitators, stakeholders, regional bodies and the State Team Directors, an evaluation of each of the progress measures as identified in the M&E plan was undertaken. However, the interviews and survey research also identified and described other issues associated with the Network, which often went beyond the more narrow focus on evaluating progress measures as identified in the M&E plan.

For instance, while the face-to-face interviews were semi-structured, with specific questions focussing on the progress measures, the interviewee would not only respond to the specific question, but would also often introduce related and incidental issues in relation to the Network and NRM more generally.

The additional issues, as identified in the face-to-face interviews, were also used as a basis to develop more structured questions in surveys with facilitators. The surveys provided some indication of the generalisability of these issues across the Network.

The analysis of interviews with facilitators, stakeholders, regional bodies and the State Team Directors indicated there were four clusters of issues, which included:

1. the role of facilitators,
2. facilitator interaction with the Australian Government,
3. management and administration, and
4. the recruitment of facilitators

### **6.1 The Role of Facilitators<sup>13</sup>**

The need for a clear definition or explanation of the role of facilitators was an issue raised by facilitators, stakeholders and regional bodies. The following two quotations from facilitators indicate the need for a clearer and more defined role for facilitators.

“Conflicting messages from Canberra regarding roles of facilitators...needs to be on going definition of roles with input from facilitators.”

“There’s a lack of clarity about our role from Canberra...I can’t describe it to others.”

“There’s a large turn-around in facilitators...the roles not articulated...there’s lack of tenure.”

While several facilitators indicated the need for better role definition, many stakeholders also indicated they were unclear about the role of Australian Government NRM Facilitators. As illustrated in the following quotations, if stakeholders are unclear about the role of the facilitators this also leads to a lack of understanding of how stakeholders interact with facilitators.

“Key thing that is still a weakness...should be given a definite definition of their roles in terms of co-ordination.”

“Roles within the Facilitator network should be clarified and communicated to us so we can go to the right people. A clear communication of the outputs and outcomes of the Australian Government facilitator is needed...then we can help them to achieve their goals.”

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<sup>13</sup> *This issue requires more detailed investigation as the need for a clearer role definition appears to interact which the individual characteristics of facilitators. For instance, while many facilitators indicated a need for a clearer and more defined role, there were also other facilitators who had no difficulty or issues with a less defined role.*

“Confusing. There’s a whole lot of facilitators out there and it’s difficult for me to assign people to positions and roles and scope of work. If I have trouble, and its part of my job, how difficult must it be for people in the community like a fishermen Especially for people who have a little fear of NRM. They need to use job titles that describe what they do...what’s a facilitator supposed to do...what’s a policy officer supposed to do...what’s a coordinator supposed to do. Their roles need to be reviewed and made as clear as crystal.”

“The roles need to be clearly articulated so that stakeholders can understand where they fit in overall and exactly what they do.”

“Don’t know who they are really...facilitator and coordinator are terms used heaps...and it can be confusing...what they are and what they do.”

“I learned slowly what the facilitators were there for...there was initial uncertainty though.”

“Australian Government facilitators...unclear...are they doing everything? Should they have to be fielding enquiries from Envirofund?”

“I get the feeling that in other States, the facilitators are turning up representing the State, and I find that very curious...for example an Australian Government facilitator was at a meeting on behalf of the State. This highlights a clear problem with the governance of the network, and that roles were not clearly defined.”

Interviews with individuals from regional bodies also highlighted a lack of understanding of the role of Australian Government NRM Facilitators, including the type of services these facilitators could provide and the distinction between Australian Government NRM Facilitators and Regional NRM Facilitators.

“Should be a more focused role for facilitators...to clarify their role.”

“There is no clear agenda set for Australian Government Facilitators. Its not clear what service they provide. No annual program of activity...no clear mechanisms for engagement. We can ask them things and know who they are...but haven’t really engaged because it is not clear what service they can provide or what they are there to achieve. Would love to...because they are nice people and if they could do something useful for the [Regional Body] it would be great.”

“Too much overlap between Regional Facilitator and the Australian Government Facilitator. Need clear and distinct roles of each facilitator...for example...there should be one central person responsible for emails...not so many facilitators sending various emails out. A distinction of roles should make the facilitator’s role easier as well.”

“Their roles have changed and we were asked to provide input to how we though the roles should change. We provided that input, and we asked how the roles were changing a while ago...but have had no feedback, so we don’t know if their roles changed, and how they might.”

Table 39 also shows that in the survey of facilitators, approximately two-thirds of facilitators report issues associated with role definition. For instance, 68% report that they find it difficult to describe their role to others; 64% believe they need a clearer description of what their job is and the type of activities and outcomes that are expected and 64% report their needs to be better job descriptions for facilitators.

The uncertainty about the role of Australian Government NRM Facilitators amongst stakeholders, as identified in the stakeholder interviews, has also been identified by facilitators, with 92% of facilitators reporting uncertainty amongst many stakeholders about the role of facilitators (Table 39).

Table 39. Australian Government Facilitators: Beliefs about the Role of Facilitators

Item	Frequency	Percent
I sometimes find it difficult to describe my role as a facilitator to other people		
Strongly agree	4	16.0
Agree	8	32.0
Tend to agree	5	20.0
Tend to disagree	4	16.0
Disagree	3	12.0
Strongly disagree	1	4.0
<i>Total agree</i>	<i>17</i>	<i>68.0</i>
<i>Total disagree</i>	<i>8</i>	<i>32.0</i>
<b>Total respondents</b>	<b>25</b>	<b>100.0</b>
As facilitator I think we need to have a clearer description of what our job is and the type of activities and outcomes that are expected		
Strongly agree	7	16.0
Agree	4	32.0
Tend to agree	5	20.0
Tend to disagree	5	16.0
Disagree	3	12.0
Strongly disagree	1	4.0
<i>Total agree</i>	<i>16</i>	<i>64.0</i>
<i>Total disagree</i>	<i>9</i>	<i>36.0</i>
<b>Total respondents</b>	<b>25</b>	<b>100.0</b>
It is often hard to focus my activities as there are so many things I could be doing		
Strongly agree	5	19.2
Agree	9	34.6
Tend to agree	6	23.1
Tend to disagree	3	11.5
Disagree	3	11.5
Strongly disagree	0	0.0
<i>Total agree</i>	<i>20</i>	<i>76.9</i>
<i>Total disagree</i>	<i>6</i>	<i>23.1</i>
<b>Total respondents</b>	<b>26</b>	<b>100.0</b>
As a facilitator I sometimes feel that I am answerable to a lot of different people		
Strongly agree	4	16.0
Agree	8	32.0
Tend to agree	3	12.0
Tend to disagree	2	8.0
Disagree	8	32.0
Strongly disagree	0	0.0
<i>Total agree</i>	<i>15</i>	<i>60.0</i>
<i>Total disagree</i>	<i>10</i>	<i>40.0</i>
<b>Total respondents</b>	<b>25</b>	<b>100.0</b>
I think there is uncertainty amongst many stakeholders about the role of facilitators		
Strongly agree	7	28.0
Agree	8	32.0
Tend to agree	8	32.0
Tend to disagree	2	8.0
Disagree	0	0.0
Strongly disagree	0	0.0
<i>Total agree</i>	<i>23</i>	<i>92.0</i>
<i>Total disagree</i>	<i>2</i>	<i>8.0</i>
<b>Total respondents</b>	<b>25</b>	<b>100.0</b>

...continued

Table 39. Australian Government Facilitators: Beliefs about the Role of Facilitators (*continued*)

Item	Frequency	Percent
There needs to be better job descriptions for facilitators		
Strongly agree	3	12.0
Agree	5	20.0
Tend to agree	8	32.0
Tend to disagree	3	12.0
Disagree	5	20.0
Strongly disagree	1	4.0
<i>Total agree</i>	<i>16</i>	<i>64.0</i>
<i>Total disagree</i>	<i>9</i>	<i>36.0</i>
<b>Total respondents</b>	<b>25</b>	<b>100.0</b>
I sometimes feel I am defining what the job is as I go along		
Strongly agree	6	23.1
Agree	13	50.0
Tend to agree	7	26.9
Tend to disagree	0	0.0
Disagree	0	0.0
Strongly disagree	0	0.0
<i>Total agree</i>	<i>16</i>	<i>64.0</i>
<i>Total disagree</i>	<i>9</i>	<i>36.0</i>
<b>Total respondents</b>	<b>26</b>	<b>100.0</b>

Source: EBC (2006).

Table 40 shows that amongst regional bodies two-thirds (66%) were unclear about the role of Australian Government NRM Facilitators, while amongst stakeholders a third (38%) were unclear about the role of facilitators.

Table 40. "I am somewhat unclear about role played by Australian Government Facilitators in natural resource management"

Item	Regional Bodies		Stakeholders	
	Frequency	Percent	Frequency	Percent
Strongly agree	16	17.4	7	7.0
Agree	23	25.0	20	20.0
Tend to agree	13	14.1	11	11.0
Tend to disagree	6	6.5	11	11.0
Disagree	18	19.6	40	40.0
Strongly disagree	3	3.3	11	11.0
<i>Total agree</i>	<i>52</i>	<i>65.8</i>	<i>38</i>	<i>38.0</i>
<i>Total disagree</i>	<i>27</i>	<i>34.2</i>	<i>62</i>	<i>62.0</i>
<b>Total respondents</b>	<b>79</b>	<b>100.0</b>	<b>100</b>	<b>100.0</b>

Note: Responses from regional bodies were based on those individuals from regional bodies who were 'familiar with the work and activities of Australian Government NRM Facilitators in their region'. This included 79 (85.9%) of all survey respondents from regional bodies.

Source: EBC (2006).

An issue related to the role of Australian Government NRM Facilitators, is how facilitators are defined in the broader context of the 'stakeholders' that they work and interact with. The M&E plan for Australian Government NRM Facilitators makes reference to stakeholders as acquirers of information and services provided by facilitators. However a 'provider model' does not account for the two way interaction between facilitators and stakeholders and that in many instances 'stakeholders' are also the providers of information to facilitators.

Table 41 shows for example, that while stakeholders receive considerable benefits from their interaction with facilitators, stakeholders also believe they benefit facilitators by providing information about the organisation, its projects and activities (93%); information about other individuals, organisations and networks (84%); technical information and knowledge about specific NRM issues (61%); and information about funding sources (37%).

Table 41. Benefits to the Stakeholder Organisation and Facilitator

Item	Frequency	Percent
<b>Benefits to the Stakeholder Organisation</b>		
Identified other individuals, organisations and networks we may interact with	88	87.1
Increased awareness of Government policies and programs	81	80.2
Provided information about specific questions that we have	78	77.2
Increased awareness of NRM tools and resources	75	74.3
Providing information in relation to NRM issues	75	74.3
Increased understanding of how to access NRM funding sources	74	73.3
Helped communicate issues to Government	70	69.3
Increased awareness of how our organisation may participate in regional NRM activities	67	66.3
Increased our organisations participation in regional NRM planning processes	50	49.5
<b>Benefits to the Facilitator</b>		
provided information about our organisation, its projects and activities	94	93.1
provided information about other individuals, organisations and networks	85	84.2
provided technical information and knowledge about specific NRM issues	62	61.4
provided information about funding sources	36	35.6
<b>Total respondents</b>	<b>101</b>	<b>100.0</b>

Note: This is a multiple response table. As a single respondent may have given multiple responses the rows of the table are not independent and should not be summed.

Source: EBC (2006).

## 6.2 Interaction with the Australian Government

Many facilitators also reported issues associated with the interaction and communication with Australian Government policy areas, including the provision of information about policy and policy changes and the use of facilitators to inform policy development and implementation.

“Lack of policy direction. Often hear about policy changes second hand and makes us look silly...poor communication to facilitator network..”

“We need more guidance from above...to seek advice and how plans fit in with the policy.”

“There’s not enough guidance on what the expectations of the policy unit should be.”

“Need to improve communications with policy areas.”

“Need to improve relations with Canberra...why not send Regional reps and State reps to Canberra policy areas?”

Other issues associated with the interaction of facilitators and the Australian Government included staff turnover within the Australian Government and the belief amongst some facilitators that the Australian Government did not provide adequate direction or feedback to facilitators.

“The rapid turnover in staff in DAFF and DEH prevents building relationships.”

“The constant turn over of staff...there’s no consistent face.”

“Lack of clear direction from Canberra.”

“There’s no clear mechanism for feedback. It’s difficult to determine if input resulted in change and how. No feedback on the feedback. The time frames are so long that in the mean time groups on the ground become disenfranchised. It’s very frustrating to facilitators as well.”

Table 42 shows that in the survey with Australian Government NRM Facilitators over 80% believed they did not always have up-to-date information about new or existing Australian Government NRM policies and programs and that there was a need to develop mechanisms to allow better communications between the Australian Government and facilitators.

Table 42. Australian Government Facilitators: Interaction with the Australian Government

Item	Frequency	Percent
I do not always have up to date information about new or existing Australian Government NRM policies and programs		
Strongly agree	4	15.4
Agree	8	30.8
Tend to agree	9	34.6
Tend to disagree	1	3.8
Disagree	4	15.4
Strongly disagree	0	0.0
<i>Total agree</i>	<i>21</i>	<i>80.8</i>
<i>Total disagree</i>	<i>5</i>	<i>19.2</i>
<b>Total respondents</b>	<b>26</b>	<b>100.0</b>
I think the Australian Government needs to consult more with facilitators about how NRM programs may be implemented and delivered		
Strongly agree	2	7.7
Agree	8	30.8
Tend to agree	7	26.9
Tend to disagree	5	19.2
Disagree	4	15.4
Strongly disagree	0	0.0
<i>Total agree</i>	<i>17</i>	<i>65.4</i>
<i>Total disagree</i>	<i>9</i>	<i>34.6</i>
<b>Total respondents</b>	<b>26</b>	<b>100.0</b>
Mechanisms need to be developed to allow better communications between the Australian Government and facilitators		
Strongly agree	6	23.1
Agree	12	46.2
Tend to agree	5	19.2
Tend to disagree	1	3.8
Disagree	2	7.7
Strongly disagree	0	0.0
<i>Total agree</i>	<i>23</i>	<i>88.5</i>
<i>Total disagree</i>	<i>3</i>	<i>11.5</i>
<b>Total respondents</b>	<b>26</b>	<b>100.0</b>
I am not always sure of the process through which I am to provide feedback to the Australian Government		
Strongly agree	1	4.0
Agree	3	12.0
Tend to agree	4	16.0
Tend to disagree	8	32.0
Disagree	6	24.0
Strongly disagree	3	12.0
<i>Total agree</i>	<i>8</i>	<i>32.0</i>
<i>Total disagree</i>	<i>17</i>	<i>68.0</i>
<b>Total respondents</b>	<b>25</b>	<b>100.0</b>
When I report back to the Australian Government there is often no feedback given on the information I provide		
Strongly agree	0	0.0
Agree	8	32.0
Tend to agree	5	20.0
Tend to disagree	3	12.0
Disagree	7	28.0
Strongly disagree	2	8.0
<i>Total agree</i>	<i>13</i>	<i>52.0</i>
<i>Total disagree</i>	<i>12</i>	<i>48.0</i>
<b>Total respondents</b>	<b>25</b>	<b>100.0</b>

Source: EBC (2006)

### 6.3 Management and Administration

The following quotations illustrate facilitators' beliefs about the need for improved management and administrative support.

“Administration procedures and processes difficult because limited system in place. There needs to be clear systems developed, with training, information and regular up-dates of manuals.”

“Australian Government facilitators need a co-ordinator in Canberra that is relevant to policy and programs and that can co-ordinate nation-wide.”

“Administrative support needed for regional staff.”

Table 43 also indicates that over 85% of facilitators who were surveyed believed there is a need for more support in relation to the financial and administrative tasks they undertake.

Table 43. Australian Government Facilitators: Management and Administration

Item	Frequency	Percent
There needs to be more support provided to facilitators in undertaking financial and administrative tasks		
Strongly agree	6	26.1
Agree	9	39.1
Tend to agree	6	26.1
Tend to disagree	1	4.3
Disagree	1	4.3
Strongly disagree	0	0.0
<i>Total agree</i>	<i>21</i>	<i>91.3</i>
<i>Total disagree</i>	<i>2</i>	<i>8.7</i>
<b><i>Total respondents</i></b>	<b><i>23</i></b>	<b><i>100.0</i></b>
There needs to be training provided for the administrative and financial tasks that I have to undertake		
Strongly agree	15	57.7
Agree	7	26.9
Tend to agree	1	3.8
Tend to disagree	0	0.0
Disagree	3	11.5
Strongly disagree	0	0.0
<i>Total agree</i>	<i>23</i>	<i>88.5</i>
<i>Total disagree</i>	<i>3</i>	<i>11.5</i>
<b><i>Total respondents</i></b>	<b><i>26</i></b>	<b><i>100.0</i></b>
As a facilitator I feel I cannot always achieve the objectives I want to, as there is always a lot of administration I have to do		
Strongly agree	11	44.0
Agree	10	40.0
Tend to agree	1	4.0
Tend to disagree	2	8.0
Disagree	1	4.0
Strongly disagree	0	0.0
<i>Total agree</i>	<i>22</i>	<i>88.0</i>
<i>Total disagree</i>	<i>3</i>	<i>12.0</i>
<b><i>Total respondents</i></b>	<b><i>25</i></b>	<b><i>100.0</i></b>
Sometimes I feel isolated and that I am working alone with little support		
Strongly agree	0	0.0
Agree	1	3.8
Tend to agree	0	0.0
Tend to disagree	2	7.7
Disagree	12	46.2
Strongly disagree	11	42.3
<i>Total agree</i>	<i>1</i>	<i>3.9</i>
<i>Total disagree</i>	<i>25</i>	<i>96.1</i>
<b><i>Total respondents</i></b>	<b><i>26</i></b>	<b><i>100.0</i></b>

Source: EBC (2006)

## 6.4 Recruitment of Facilitators

Several facilitators indicated the need to review the recruitment process for facilitators. Many of the issues, as shown in the following quotations focussed on the short contracts for facilitators; that facilitators were required to reapply for their position every two years; and that the limited tenure provided uncertainty for facilitators and stakeholders alike.

“A recruitment process that is adequate...funding has been obtained for two further years, however facilitators must re-apply for their jobs.”

“I think the process for appointing staff and keeping staff has been abominable. I don't know whether I'm going to be in this position over the next couple of years. I was interviewed for the role six months ago,... and reinterviewed in January. My position runs out in two months and I haven't heard where I'll be. If they expect to keep individuals with this type of process then they're seriously mistaken.”

“There's already mistrust of the Government. The way you build trust in these roles is you're in there for a long time and you build up contact with key individuals...they have to provide incentives to keep individuals in these positions for a long time. Short term or rolling contracts are problematic because you're not going to build trust.”

## 6.5 Summary of Key Issues

The analysis of interviews and surveys with facilitators, stakeholders, regional bodies and the State Team Directors indicated four clusters of issues. The key issues associated with each cluster included:

1. The role of facilitators
  - Facilitators, stakeholders and regional bodies identified the need for a clearer definition of the role of Australian Government NRM Facilitators.
  - Amongst facilitators 64% believed they need a clearer description of what their job was and the type of activities and outcomes that were expected and 64% believed they needed to be better job descriptions for facilitators.
  - Amongst regional bodies 66% were unclear about the role of Australian Government NRM Facilitators, while amongst stakeholders 38% were unclear about the role of Australian Government NRM Facilitators.
2. Facilitator interaction with the Australian Government
  - Many facilitators indicated the need to improve interaction and communication with Australian Government policy areas, including the provision of information about policy and policy changes and the use of facilitators to inform policy development and implementation.
  - Many facilitators believed the Australian Government did not provide adequate direction or feedback to facilitators.
  - Eighty percent of facilitators believed they did not always have up-to-date information about new or existing Australian Government NRM policies and programs and 89% believed that there was a need to develop better communication mechanisms between the Australian Government and facilitators.
3. Management and administration
  - Eighty five percent of facilitators believed there is a need for more support in relation to the financial and administrative tasks they had to undertake.
4. The recruitment of facilitators
  - Facilitators indicated the need to review the recruitment process for the short contracts for facilitators; that facilitators were required to reapply for their position every two years; and that the limited tenure provided uncertainty for facilitators and stakeholders alike

## 7. EVALUATION OF THE SIX MONTHLY REPORTING PROCESS

An additional objective of the evaluation of the National NRM Facilitator Network was to report on “the quality, accuracy, reliability and value of the NRM Facilitator Network self-reporting process.”

Table 44 shows that 73% of facilitators did not believe the six monthly reporting process adequately reflected the type of task and activities they undertook. In addition 96% of facilitators believed the six monthly reporting process to be a difficult task to undertake and complete.

Table 44. Australian Government Facilitators: Six Monthly Reporting

Item	Frequency	Percent
I don't think the 6 monthly reporting processes to the Australian Government adequately reflects the tasks and activities that I undertake		
Strongly agree	2	7.7
Agree	10	38.5
Tend to agree	7	26.9
Tend to disagree	5	19.2
Disagree	2	7.7
Strongly disagree	0	0.0
<i>Total agree</i>	<i>19</i>	<i>73.1</i>
<i>Total disagree</i>	<i>7</i>	<i>26.9</i>
<b><i>Total respondents</i></b>	<b><i>26</i></b>	<b><i>100.0</i></b>
I find the 6 monthly reporting process a difficult task to undertake and complete		
Strongly agree	15	60.0
Agree	7	28.0
Tend to agree	2	8.0
Tend to disagree	0	0.0
Disagree	1	4.0
Strongly disagree	0	0.0
<i>Total agree</i>	<i>24</i>	<i>96.0</i>
<i>Total disagree</i>	<i>1</i>	<i>4.0</i>
<b><i>Total respondents</i></b>	<b><i>25</i></b>	<b><i>100.0</i></b>

Source: EBC (2006)

In face-to-face interviews with facilitators, each facilitator was asked in relation to the six monthly reporting process to identify what they thought about the process and the “types of things they were reporting against.”

The most frequent issue raised was the use of numeric counts and the difficulty in applying numeric counts to specific attributes required in the six monthly reports. For instance the six monthly reports require facilitators to quantify....

- the number of times or moments<sup>14</sup> in which facilitators believed they had progressed a specific outcome during the reporting period,
- the number of times or moments in which facilitators believed they had progressed a specific outcome in relation to identified stakeholder categories, and
- the number of times or moments in which facilitators believed they had used specific roles to progress outcomes.

<sup>14</sup> The term ‘moment’ is described broadly in the M&E plan as those times during the reporting period where the facilitator believed they were making a difference to achieving NRM outcomes and which also provided a sense of job satisfaction.

As shown in the following quotations, many facilitators found it exceedingly difficult to apply numeric counts in this context and questioned the meaning or validity of the counts once they had been applied.

“The numbers asked for are ridiculous...I just pluck them out of the air”

“Because there’s so much that can happen in NRM, and nothing finishes quickly it’s hard to report on these things. It’s not always about numbers: how many meetings you’ve attended, how many workshops you ran, that kind of thing.”

“You might capture the number of meetings...but you don’t capture the outcomes. Are people benefiting from you role, do they understand a process etc?”

“There needs to be a qualitative process in this to capture the way in which the work develops through time, not just reporting the numbers.”

“It’s completely quantitative...it needs to be qualitative. We have to be able to give a clear indication of who we’re meeting...how often...what are the outcomes...is the meeting along strategic lines. It need not be onerous...but give the flavour of what we’re up to. Also, I don’t think anyone reads it.”

As shown in Table 44 and in the following quotation the majority of facilitators also indicated that the reporting process did not adequately reflect the type of tasks and activities that they undertook. This issue is most likely significantly related to the lack of role definition described previously and suggests that if the role of facilitators is not adequately defined it is also difficult to evaluate the achievement of evaluation objectives which should reflect the role of facilitators.

“The feeling from the first reporting process...by the time you’d filled it out, you didn’t have the feeling that the report had captured the things that you’d achieved in that 6 month period.”

Several facilitators also indicated that there was no feedback to facilitators in relation to whether they had completed the six monthly report correctly and whether they were meeting the outcomes that were identified in the evaluation process.

“No feedback from anyone after submitting it – no idea if it’s what they wanted, if there was enough detail, etc.”

“Never had feedback, because I know that the capacity building section of the Australian Government don’t think its useful process either...Its only ticks the boxes in relation to auditing requirements...that’s the reality.”

“No benefit to the facilitators...no opportunity for us to report how we’d improve things...it’s very one way. Most people make it up...they don’t spend much time on it.”

In addition and as also shown in Table 44, 96% of facilitators found completing the six monthly reports to be a difficult task to undertake and complete.

“Performance appraisal and monitoring and evaluation...it’s an arduous process along with existing processes such as providing ‘good news stories’ etc.”

## **7.1 Summary of Key Issues**

Through surveys and interviews with facilitators and through a direct analysis of the six monthly reports over two reporting periods for the purpose of this evaluation, the evidence indicates that with the exception of some qualitative information provided by facilitators, “the quality, accuracy, reliability and value of the NRM Facilitator Network self-reporting process” is very poor. There is

clearly a need for significant revision of the six monthly reporting process. The core issues associated with the six monthly reporting process are:

1. the application of numeric counts to attributes which are difficult to define quantitatively (i.e., the number of times or moments),
2. the progress measures and synthesised outcomes as used in the six monthly reports may not adequately define the roles, activities and tasks of facilitators
3. the language and structure of the six monthly reports is difficult to understand and report against, and
4. there is no feedback to facilitators on how well the six monthly reports are being completed or whether they are achieving the outcomes against which they are being evaluated

As the six monthly reporting process is itself one of several methods for evaluating the National NRM Facilitator Network as described in the M&E Plan and reflects the progress measures and synthesised outcomes as described in the M&E Plan, a first step in developing a reliable and valid reporting process would to firstly revise the M&E Plan.

Appendix A  
Semi-Structured Interview Schedules

## Face-to-Face Interviews Schedules

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Attached are interview schedules for the four facilitator types, targeted stakeholders and regional bodies. In relation to all interview schedules:

1. The questions should be seen as prompts (essentially they are semi-structured interviews). Don't overly constrain how people respond to the question, or the topics that they discuss. The more structured questions will come later in the survey.
2. Some more general questions are included at the start of the interview and then more specific questions related to the synthesised outcomes are introduced. The last question always allows respondents to raise any other issues they think are important. Through this structure you should pick up everything the respondent wants to say and also address the specific questions.

The more general questions at the start of the interview also allow the respondent and interviewer to hopefully become a little more relaxed before more specific questions are asked.

3. If possible try and record all the interviews using the digital recorder. Request permission for this at the commencement of the interview.
4. The facilitator interview schedules include all the same questions with some slight changes in wording to reflect the four different types of facilitators.
5. When working with stakeholders and regional bodies, unless we are clear who they are discussing, and therefore what type of facilitator they are referring to, there is going to be considerable confusion. We already know that many stakeholders and people in regional bodies don't always understand the difference between the four types of facilitators and there is often confusion amongst facilitators in the National NRM Network, local facilitators and other State facilitators and coordinators etc.

While the introductory questions in the interview schedules for stakeholders and regional bodies may appear to be identifying individual facilitators (for evaluation, all we are really trying to do is make sure we are referring to a specific type of facilitator in the national network. This is the best way to address this issue but you should be aware of potential sensitivities.

## **Face-to-Face Interviews: Australian Government and Regional Facilitators**

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### **Introduction:**

As part of the evaluation of the national facilitator network we are doing face-to-face interviews and surveys with facilitators, stakeholders and regional bodies. It is important to remember we are evaluating the network and not the performance of individual facilitators. All the information you provide will be confidential and no individual will be identified in any reporting.

All the questions I am going to ask you related to the time since the beginning of last year.

**I am firstly going to ask you some general questions. Feel free to respond to these questions as broadly and in any way you like?**

1. You would do all sorts of different things as part of your work. Can you describe some of the main activities you have been involved in over the last 12 months?
2. What things have you been involved in that you think have made, or are likely to lead to, a big difference in NRM outcomes?
3. Sometimes its difficult to get the things achieved that you want to, or meet the goals that you set your self. What have been some of the problems or barriers you have confronted in trying to achieve your goals?
4. Do you think there are any practical and feasible ways in which these issues can be addressed?
5. What about trying to improve the National Facilitator Network and how it operates. Do you have any thoughts on how it might be improved?

### **Now for some questions that are a little more specific....**

*(Interviewer: have them explain their answers in as much detail as possible with examples. Explore their responses in depth without bias)*

6. Can you provide some examples of the most important regional NRM issues that you have been able to communicate to Australian and State Governments?
7. Can you provide examples of the 'good news stories' you have given, or would like to give, to Government, which show how the objectives of NHT2 and NAP are being achieved?
8. Through your interaction with regional bodies do you think you have made a difference in the way they think about or undertake community engagement?
9. Do you think you have increased the participation of NRM stakeholders in NRM planning processes? What have been some of the difficulties you have faced in trying to increase their participation?
10. Can you give some examples of any new ideas, skills and ways of doing things you have developed as a result of interacting with other facilitators in the national network? (includes all other types of facilitators)
11. There are other NRM networks which operate at State and National levels For example... [show attachment A]. Have you communicated or interacted with any of these networks? Can you give some examples of any new ideas, skills and ways of doing things you have developed as a result of interacting with people in these networks?
12. As you know you are asked to complete 6 monthly reports for the Australian Government. What do you think about the process and the types of things you are reporting against?
13. Are there any other issues you think we should know about when we evaluate the Australian Government [Regional] facilitator network?

In evaluating the facilitator network we need to also talk with stakeholders who have been involved with facilitators, can you identify some stakeholder organisations (and contacts within those organisations) we should talk with? (2-3 who may have different views/ideas on the work of facilitators?)

## **Face-to-Face Interviews: Indigenous Land Management Facilitators**

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### **Introduction:**

As part of the evaluation of the national facilitator network we are doing face-to-face interviews and surveys with facilitators, stakeholders and regional bodies. It is important to remember we are evaluating the network and not the performance of individual facilitators. All the information you provide will be confidential and no individual will be identified in any reporting.

All the questions I am going to ask you related to the time since the beginning of last year.

**I am firstly going to ask you some general questions. Feel free to respond to these questions as broadly and in any way you like?**

1. You would do all sorts of different things as part of your work. Can you describe some of the main activities you have been involved in over the last 12 months?
2. What things have you been involved in that you think have made, or are likely to lead to, a big difference in NRM outcomes?
3. Sometimes its difficult to get the things achieved that you want to, or meet the goals that you set your self. What have been some of the problems or barriers you have confronted in trying to achieve your goals?
4. Do you think there are any practical and feasible ways in which these issues can be addressed
5. What about trying to improve the National Facilitator Network and how it operates. Do you have any thoughts on how it might be improved?

**Now for some questions that are a little more specific....**

*(Interviewer: have them explain their answers in as much detail as possible with examples. Explore their responses in depth without bias)*

6. Can you provide some examples of the most important regional NRM issues that you have been able to communicate to Australian and State Governments?
7. Can you provide examples of the 'good news stories' you have given, or would like to give, to Government, which show how the objectives of NHT2 and NAP are being achieved?
8. Through your interaction with regional bodies do you think you have made a difference in the way they think about or undertake community engagement with indigenous communities?
9. Do you think you have increased the participation of indigenous NRM stakeholders in NRM planning processes? What have been some of the difficulties you have faced in trying to increase their participation?
10. Can you give some examples of any new ideas, skills and ways of doing things you have developed as a result of interacting with other facilitators in the national network? (includes all other types of facilitators)
11. There are other NRM networks which operate at State and National levels For example... [show attachment A]. Have you communicated or interacted with any of these networks? Can you give some examples of any new ideas, skills and ways of doing things you have developed as a result of interacting with people in these networks?
12. As you know you are asked to complete 6 monthly reports for the Australian Government. What do you think about the process and the types of things you are reporting against?
13. Are there any other issues you think we should know about when we evaluate the Indigenous Land Management facilitator network?

In evaluating the facilitator network we need to also talk with other indigenous stakeholders who have been involved with ILMFs , can you identify some Indigenous organisations (and contacts within those organisations) we should talk with? (2-3 who may have different views/ideas on the work of facilitators?)

## **Face-to-Face Interviews: Local Government Facilitators**

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### **Introduction:**

As part of the evaluation of the National Facilitator Network we are doing face-to-face interviews and surveys with facilitators, stakeholders and regional bodies. It is important to remember we are evaluating the network and not the performance of individual facilitators. All the information you provide will be confidential and no individual or organisation will be identified in any reporting.

All the questions I am going to ask you related to the time period since the beginning of last year.

**I am firstly going to ask you some general questions. Feel free to respond to these questions as broadly and in any way you like?**

1. You would do all sorts of different things as part of your work. Can you describe some of the main activities you have been involved in over the last 12 months?
2. What things have you been involved in that you think have made, or are likely to lead to, a big difference in NRM outcomes?
3. Sometimes its difficult to get the things achieved that you want to, or meet the goals that you set your self. What have been some of the problems or barriers you have confronted in trying to achieve your goals?
4. Do you think there are any practical and feasible ways in which these issues can be addressed?
5. What about trying to improve the National Facilitator Network and how it operates. Do you have any thoughts on how it might be improved?

**Now for some questions that are a little more specific....**

*(Interviewer: have them explain their answers in as much detail as possible with examples. Explore their responses in depth without bias)*

6. Can you provide some examples of the most important regional NRM issues that you have been able to communicate to Australian and State Governments?
7. Can you provide examples of the 'good news stories' you have given, or would like to give, to Government, which show how the objectives of NHT2 and NAP are being achieved?
8. Through your interaction with regional bodies do you think you have made a difference in the way they think about or undertake engagement with Local Government?
9. Do you think you have increased the participation of Local Government in NRM planning processes? What have been some of the difficulties you have faced in trying to increase their participation?
10. Can you give some examples of any new ideas, skills and ways of doing things you have developed as a result of interacting with other facilitators in the national network? (includes all other types of facilitators)
11. There are other NRM networks which operate at State and National levels For example... [show attachment A]. Have you communicated or interacted with any of these networks? Can you give some examples of any new ideas, skills and ways of doing things you have developed as a result of interacting with people in these networks?
12. As you know you are asked to complete 6 monthly reports for the Australian Government? What do you think about the process and the types of things you are reporting against?
13. Are there any other issues you think we should know about when we evaluate the Local Government facilitator network?

In evaluating the facilitator network we need to also talk with Local Government Organisations who have been involved with facilitators, can you identify some Local Government Organisations (and contacts within those organisations) we should talk with? *(2-3 who may have different views/ideas on the work of facilitators?)*

## Face-to-Face Interviews: Stakeholders

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### **Introduction:**

As part of the evaluation of the National Facilitator Network we are doing both face-to-face interviews and surveys with facilitators, regional bodies and stakeholders such as yourselves. All the information you provide will be confidential and no individual or organisation will be identified in any reporting.

You will have interacted with one or more facilitators in the last year and we would like to know how you have benefited from this interaction and ways of increasing the benefits to your organisation. Of course while we may be referring to one or more facilitators you have interacted with, we are only interested in the network as a whole and will not be reporting in any way on the performance of individual facilitators.

**Interviewer:** *We need to very clear as to who they are referring to when they are making their judgements. Ultimately we will aggregate all the responses into different facilitator types and we are not interested in the performance of individual facilitators. However this is the only way we can be sure they are actually referring to a facilitator in the national network. They may also work with several different facilitators, but we want to be sure we are speaking about only one type of facilitator.*

We understand you have worked with [name of facilitator] who is based in [location].

### **Feel free to respond to these questions as broadly and in any way you like?**

*(Interviewer: Have them explain their answers in as much detail as possible with examples. Explore their responses in depth without bias)*

1. How did you first come into contact with this facilitator?
2. How long have know the facilitator?
3. What do you see as some of the important contributions made by the facilitator to NRM in this region or industry?
4. There is a lot of information, tools and resources available about NRM. For example... [show Attachment B]. Do you think the facilitator has contributed to your organisations awareness about how to access and use these types of tools and resources?
5. If you think about the type of funding that is available for NRM, for example as shown here... [show Attachment C], has the facilitator increased your awareness about how to access these funds?
6. Do you think the facilitator has helped your organisation become more aware of opportunities to participate in NRM activities and processes occurring in this region?
7. Can you give some examples of how the facilitator has contributed to your organisations increased participation in NRM planning processes?
8. Can you give some examples of any new ideas, skills and ways of doing things you have developed as a result of interacting with this facilitator?
9. Are there any other issues you think we should know about when we evaluate the facilitator network?

## **Face-to-Face Interviews: Regional Bodies**

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### **Introduction:**

As part of the evaluation of the National Facilitator Network we are doing both face-to-face interviews and surveys with facilitators, stakeholders and regional bodies. All the information you provide will be confidential and no individual or organisation will be identified in any reporting.

Your regional body will probably have interacted with one or more facilitators in the last year and we would like to know how you have benefited from this interaction and ways of increasing the benefits to your regional body. Of course while we may be referring to one or more facilitators you have interacted with, we are only interested in the network as a whole and will not be reporting in any way on the performance of individual facilitators.

There are four types of facilitators in the National Facilitator Network. They include Regional Facilitators, Australian Government Facilitators, Indigenous Land Management Facilitators and Local Government Facilitators.

*Interviewer: Have them explain their answers in as much detail as possible with examples. Explore their responses in depth without bias.*

### **Regional Facilitators:**

Let me start by looking at Regional Facilitators. In your area there is [list names].

Are you familiar with the work of any of these facilitators?

*(If they say NO, go to Australian Government facilitators)*

1. What do you see as some of the important contributions made by these facilitators to NRM in this region?
2. Do you think these facilitators have contributed to your regional bodies awareness and understanding of Government NRM policies and programs?
3. Do you think these facilitators have contributed to NRM policies and programs being considered in the regional planning and investment process?
4. There is information, tools and resources available about NRM. For example...[show attachment B]. Do you think these facilitators have contributed to your regional bodies' awareness about how to access and use these types of tools and resources?
5. Through your interaction with these facilitators, do you think they have made a difference in the way your regional body thinks about or undertakes community engagement?
6. Are there any other issues you think we should know about when we evaluate regional facilitators?

### **Australian Government Facilitators:**

In relation to Australian Government Facilitators, in your area there is [list names].

Are you familiar with the work of any of these facilitators?

*(If they say NO, go to Indigenous Land Management facilitators)*

7. What do you see as some of the important contributions made by these facilitators to NRM in this region?
8. Through your interaction with these facilitators, do you think they have made a difference in the way your regional body thinks about or undertakes community engagement?
9. Are there any other issues you think we should know about when we evaluate Australian Government facilitators?

**Indigenous Land Management Facilitators:**

In relation to Indigenous Land Management Facilitators, in your area there is [list names].

Are you familiar with the work of any of these facilitators?

*(If they say NO, go to Local Government facilitators)*

10. Through your interaction with these facilitators do you think they have made a difference in the way your regional body thinks about or undertakes community engagement with indigenous groups and/or communities?

11. Are there any other issues you think we should know about when we evaluate Indigenous Land Management facilitators?

**Local Government Facilitators:**

In relation to Local Government Facilitators, in your State there is [list names].

Are you familiar with the work of this facilitator?

*(If they say NO, go to Local Government facilitators)*

12. Through your interaction with this facilitator do you think they have made a difference in the way your regional body thinks about or undertakes community engagement with Local Government Organisations?

13. Are there any other issues you think we should know about when we evaluate Local Government facilitators?

**Attachment A**  
**Other NRM Networks**

1. Australian Wetlands Information Network
2. Farm Forestry Facilitators
3. Former Fisheries Action Program facilitators and existing Fishcare programs/networks
4. Great Artesian Basin Network/facilitators
5. Marine and Coast Community Network
6. MDBMC Community Advisory Committee (where relevant)
7. National Landcare Program Facilitators
8. Private Forestry Development Committees
9. Sea Net
10. Threatened Bird Network
11. Threatened species network
12. Waterwatch
13. Weeds of National Significance Network
14. Wetlands and Waterbird Taskforce

## **Attachment B**

### **Examples of NRM Information, Data, Tools and Resources**

#### **Generic**

Australian Natural Resources Atlas and Data Library (including Regional Information toolkit)  
Australian Ramsar Management Principles of the EPBC Act regulations  
Capacity Building Planning Logic  
Land and Water Resources Audit  
Tax Incentives for Conservation  
Weeds of National Significance

#### **Biodiversity**

Biodiversity Toolkit  
Factors Promoting Successful Biodiversity Conservation and Case Study Examples (DEH website)  
Florabank Initiative  
Greening Australia's Regional Vegetation Management Summaries/Native Vegetation Needs Analysis  
National Approach to Firewood Collection and Use  
National Principles and Guidelines for Rangeland Management  
National Vegetation Information System (NVIS)

#### **Water**

Australian Wetlands Database (Directory of Nationally Important Wetlands)  
River health / condition assessment (Aus Rivas)  
Water Quality Targets Online  
Water Saving Ideas Project  
Waterwatch Australia Data Monitoring and Management  
Wetlands Information package: "Integrating Wetlands into NRM regional planning and implementation processes."  
Wetlands Resource CD

#### **Coasts**

State of the Marine Environment reports

#### **Sustainable Land Management**

EMS Navigator  
FarmBis Training programs  
National Program for Sustainable Irrigation  
Pathways to Industry EMS Program

#### **Indigenous Engagement**

Land Tenure Database (in production through national NHT project)

#### **Local Government Engagement**

Local Government Biodiversity Toolbox

## **Attachment C**

### **Examples of NRM Funding Initiatives**

#### **Biodiversity**

Greening Australia Knowledge Brokers Project

#### **Water**

FRDC Released Fish Project  
Murray Darling Basin Initiatives, including  
River Health Assessment and Environmental Flows  
River, Estuary, and Wetland Monitoring and Evaluation  
Tropical Rivers and River Protection  
Waterwatch

#### **Coasts**

Coastal Catchment Initiative

#### **Sustainable Land Management**

EMS Incentives Program  
MBI Pilot Program  
National EMS pilots project

#### **Indigenous Engagement**

Indigenous Protected Area Programme  
National Indigenous Engagement Project (case studies)

Appendix B  
Structured Telephone Interview Questions

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**TELEPHONE INTERVIEW QUESTIONS FOR FACILITATORS**

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Hello. My name is...from EBC. We are undertaking an evaluation of the Australian Government national facilitator network and would like 15 minutes of your time to answer some questions. Do you want me to email the questions to you now or shall I just read out the questions?

In undertaking the evaluation we have reviewed the 6 monthly reports that facilitators have completed and we have undertaken over 100 face-to-face interviews with facilitators, regional bodies and stakeholders.

Interviews undertaken with facilitators have raised a range of issues which may be important to the evaluation of the national facilitator network.

What I would like to do is present you with a number of statements that were made by facilitators during these interviews. After I read each statement out could you indicate whether you strongly agree, agree, tend to agree or strongly disagree, disagree or tend to disagree with each statement. If you cannot answer or feel the statement is not applicable to you then let me know.

All the information you provide is confidential and information which identifies individuals will not be disclosed.

Okay, I am going to read out some statements...

---

- |  |    |   |    |    |   |    |
|--|----|---|----|----|---|----|
| 1. I sometimes find it difficult to describe my role as a facilitator to other people  | SA | A | TA | TD | D | SD |
| 2. As facilitators I think we need to have a clearer description of what our job is and the type of activities and outcomes that are expected. | SA | A | TA | TD | D | SD |
| 3. It is often hard to focus my activities as there are so many things I could be doing  | SA | A | TA | TD | D | SD |
| 4. As a facilitator I sometimes feel that I am answerable to a lot of different people   | SA | A | TA | TD | D | SD |
| 5. I think there is uncertainty amongst many stakeholders about the role of facilitators   | SA | A | TA | TD | D | SD |
| 6. There needs to be better job descriptions for facilitators  | SA | A | TA | TD | D | SD |
| 7. I sometime feel I am defining what this job is as I go along  | SA | A | TA | TD | D | SD |
| 8. I find it difficult to work with some regional bodies   | SA | A | TA | TD | D | SD |
| 9. I think the regional bodies I work with value the information provide   | SA | A | TA | TD | D | SD |
| 10. My relationship with regional bodies is an important one   | SA | A | TA | TD | D | SD |

11. I think regional bodies should have more say about the role and activities of regional facilitators	SA	A	TA	TD	D	SD
12. I think the regional bodies I work with value the support I can provide	SA	A	TA	TD	D	SD
13. I think regional bodies are generally suspicious of the role of Australian Government facilitators	SA	A	TA	TD	D	SD
14. I am not always sure of the process through which I am to provide feedback to the Australian Government	SA	A	TA	TD	D	SD
15. When I report back to the Australian Government there is often no feedback given on the information I provide	SA	A	TA	TD	D	SD
16. I do not always have up to date information about new or existing Australian Government NRM policies and programs	SA	A	TA	TD	D	SD
17. I think the Australian Government needs to consult more with facilitators about how NRM programs may be implemented and delivered	SA	A	TA	TD	D	SD
18. Mechanisms need to be developed to allow better communications between the Australian Government and facilitators	SA	A	TA	TD	D	SD
19. Most State agencies and departments generally accept my role as a facilitator	SA	A	TA	TD	D	SD
20. I think there is uncertainty amongst State agencies and departments about my role as a facilitator	SA	A	TA	TD	D	SD
21. I think there is uncertainty amongst many local Government authorities about my role as a facilitator	SA	A	TA	TD	D	SD
22. There needs to be more support provided to facilitators in undertaking financial and administrative tasks	SA	A	TA	TD	D	SD
23. There needs to be training provided for the administrative and financial tasks that I have to undertake	SA	A	TA	TD	D	SD
24. As a facilitator I feel I cannot always achieve the objectives I want to, as there is always a lot of administration I have to do	SA	A	TA	TD	D	SD

25. There needs to be more opportunities for facilitators *within each State or Territory* to interact and discuss issues important to them
- |    |   |    |    |   |    |
|----|---|----|----|---|----|
| SA | A | TA | TD | D | SD |
|----|---|----|----|---|----|
26. There needs to be more opportunities for facilitators *at a national level* to interact and discuss issues important to them
- |    |   |    |    |   |    |
|----|---|----|----|---|----|
| SA | A | TA | TD | D | SD |
|----|---|----|----|---|----|
27. Developing opportunities for interaction amongst facilitators within the State is more important than developing these opportunities at a national level
- |    |   |    |    |   |    |
|----|---|----|----|---|----|
| SA | A | TA | TD | D | SD |
|----|---|----|----|---|----|
28. There needs to be more interaction amongst Australian Government, Regional, Indigenous and Local Government facilitators
- |    |   |    |    |   |    |
|----|---|----|----|---|----|
| SA | A | TA | TD | D | SD |
|----|---|----|----|---|----|
29. I don't think the 6 monthly reporting processes to the Australian Government adequately reflects the tasks and activities that I undertake
- |    |   |    |    |   |    |
|----|---|----|----|---|----|
| SA | A | TA | TD | D | SD |
|----|---|----|----|---|----|
30. I find the 6 monthly reporting process a difficult task to undertake and complete
- |    |   |    |    |   |    |
|----|---|----|----|---|----|
| SA | A | TA | TD | D | SD |
|----|---|----|----|---|----|
31. There needs to be an improvement in the interaction and communication between facilitators and the joint teams
- |    |   |    |    |   |    |
|----|---|----|----|---|----|
| SA | A | TA | TD | D | SD |
|----|---|----|----|---|----|
32. Working in remote locations creates additional difficulties for me in undertaking my activities and tasks
- |    |   |    |    |   |    |
|----|---|----|----|---|----|
| SA | A | TA | TD | D | SD |
|----|---|----|----|---|----|
33. Rather than Australian Government, Regional, Indigenous and Local Government facilitators there should just be one type of facilitator
- |    |   |    |    |   |    |
|----|---|----|----|---|----|
| SA | A | TA | TD | D | SD |
|----|---|----|----|---|----|
34. Sometime I feel isolated and that I am working alone with little support
- |    |   |    |    |   |    |
|----|---|----|----|---|----|
| SA | A | TA | TD | D | SD |
|----|---|----|----|---|----|

**Now for just a couple of additional questions...**

35. How long have you been in your current position? \_\_\_\_\_ years or \_\_\_\_\_ months

36. In what town are you based? \_\_\_\_\_

37. Type of facilitator (Interviewer: should already know prior to interview)

- Australian Government
- Regional Facilitator
- Indigenous Land Management Facilitator
- Local Government Facilitator

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**TELEPHONE INTERVIEW QUESTIONS FOR REGIONAL BODIES**

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Hello. My name is...from EBC. We are undertaking an evaluation of the Australian Government national facilitator network and would like 10 minutes of your time to answer some questions. Would that be okay?

In undertaking the evaluation we have reviewed the facilitator's 6 monthly reports and have undertaken over 100 face-to-face interviews with facilitators, regional bodies and stakeholders throughout Australia.

This short survey is intended to provide some additional information to the evaluation process.

All the information you provide is confidential and information which identifies individuals will not be disclosed.

There are four types of facilitators in the National Facilitator Network. They include Regional Facilitators, Australian Government Facilitators, Indigenous Land Management Facilitators and Local Government Facilitators. I will ask you some questions about each of these facilitators in turn.

---

**Regional Facilitators:**

Let me start by talking about Regional Facilitators. Are you familiar with the work and activities of one or more regional facilitators in your region?

- Yes  
 No → Go to Australian Government Facilitators

Please indicate if you strongly agree, agree, tend to agree or strongly disagree, disagree or tend to disagree with each statement.

*(Interviewer: If they cannot answer or feel the statement is not applicable then leave blank. Circle their response to each statement)*

*(Interviewer: If asked, policies are broad approaches or ways of addressing NRM issues adopted by Government. Programs address more specific NRM issues and objectives and include for example Envirofund and Community Water Grants)*

- |   |    |   |    |    |   |    |
|---|----|---|----|----|---|----|
| 1. I am somewhat unclear about the role that regional facilitators play in NRM  | SA | A | TA | TD | D | SD |
| 2. Regional facilitators have contributed to the awareness and understanding of Government NRM policies and programs within this regional body          | SA | A | TA | TD | D | SD |
| 3. Regional facilitators have contributed to Government NRM policies and programs being considered in the regional planning and investment process      | SA | A | TA | TD | D | SD |
| 4. Regional facilitators have contributed to the awareness in this regional body of how to access and use information about natural resource management | SA | A | TA | TD | D | SD |
| 5. Regional facilitators have increased the awareness within this regional body about how to access funding sources                                     | SA | A | TA | TD | D | SD |
| 6. Regional facilitators have made a difference in the way this regional body thinks about engaging the community in natural resource management        | SA | A | TA | TD | D | SD |

**Australian Government Facilitators:**

In relation to Australian Government Facilitators...are you familiar with the work and activities of one or more of these facilitators in your region?

- Yes
- No → Go to Indigenous Land Management Facilitators

Again, please indicate if you strongly agree, agree, tend to agree or strongly disagree, disagree or tend to disagree with each statement.

*(Interviewer: If they cannot answer or feel the statement is not applicable then leave blank. Circle their response to each statement)*

7. I am somewhat unclear about the role played by Australian Government facilitators in NRM

SA            A            TA            TD            D            SD

8. Australian Government facilitators have contributed to the awareness and understanding of Government NRM policies and programs within this regional body

SA            A            TA            TD            D            SD

9. Australian Government facilitators have contributed to this regional bodies awareness of how to access and use information about natural resource management

SA            A            TA            TD            D            SD

10. Australian Government facilitators have increased the awareness within this regional body of how to access funding sources

SA            A            TA            TD            D            SD

11. Australian Government facilitators have made a difference in the way this regional body thinks about engaging the community in natural resource management

SA            A            TA            TD            D            SD

**Indigenous Land Management Facilitators:**

In relation to Indigenous Land Management Facilitators...are you familiar with the work and activities of these facilitators in your region?

- Yes
- No → Go to Local Government Facilitators

12. I am somewhat unclear about role played by Indigenous Land Management facilitators in NRM

SA            A            TA            TD            D            SD

13. Indigenous land management facilitators have made a difference in the way this regional body thinks about engaging with indigenous stakeholders

SA            A            TA            TD            D            SD

**Local Government Facilitators:**

In relation to Local Government Facilitators...are you familiar with the work and activities of these facilitators in your region?

- Yes
- No → Finish interview

14. I am somewhat unclear about role played by Local Government facilitators in NRM

SA            A            TA            TD            D            SD

15. Local Government facilitators have made a difference in the way our regional body thinks about engaging with Local Government

SA            A            TA            TD            D            SD

**TELEPHONE INTERVIEW QUESTIONS FOR STAKEHOLDERS  
[ABOUT AUSTRALIAN GOVERNMENT NRM FACILITATORS]**

---

Hello. My name is...from EBC. We understand you have worked with...*[Sarah Smith]* who is an Australian Government NRM Facilitator?

*Interviewer: If the person does not know the facilitator then terminate the interview.*

We are undertaking an evaluation of the Australian Government’s national facilitator network and would like 10 minutes of your time to answer some questions. Would that be okay?

We have already had detailed interviews with over 60 organisations that work with facilitators in the network and this survey is intended to provide some additional information. All the information you provide is confidential and information which identifies individuals will not be disclosed.

The questions all refer to Australian Government Facilitators like **[Sarah Smith]**.

---

*Interviewer: The following questions assume the person being interviewed belongs to an organisation. If you are speaking to an individual, change the wording and refer to the individual rather than the organisation*

1. How long have you known the Australian Government Facilitator(s)  
(Interviewer: if more than one facilitator refer to the longest period)  
\_\_\_\_\_ years    *or*    \_\_\_\_\_ months
  
2. In the last 12 months, what have been some of the main activities have you been involved in with this facilitator?
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
  4. \_\_\_\_\_
  
3. Could you indicate which of the following statements I am about to read out, reflect how your organisation has benefited from interaction with the Australian Government NRM facilitator(s).
  - helped communicate issues to Government
  - identified other individuals, organisations and networks we may interact with
  - increased awareness of NRM tools and resources
  - increased awareness of Government policies and programs
  - increased awareness of how our organisation may participate in regional NRM activities
  - increased our organisations participation in regional NRM planning processes
  - increased understanding of how to access NRM funding sources
  - provided information about specific questions that we have
  - providing information in relation to NRM issues
  
4. Are there any other benefits you can think of?
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_

5. Could you now indicate which of the following statements I am about to read out, reflect what knowledge, information and resources you may have been able to provide the facilitator
- provided information about funding sources
  - provided information about other individuals, organisations and networks
  - provided information about our organisation, its projects and activities
  - provided technical information and knowledge about specific NRM issues

6. Are there any other things you have done to support the facilitator?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

I am going to read some statements out. Could you indicate whether you strongly agree, agree, tend to agree or strongly disagree, disagree or tend to disagree with each statement. If you cannot answer or feel the statement is not applicable to you then let me know.

7. From my experience, Australian Government Facilitators have made a significant contribution to the delivery of natural resource management

SA            A            TA            TD            D            SD

8. I am somewhat unclear about role played by Australian Government facilitators in natural resource management

SA            A            TA            TD            D            SD

9. What is the name of your organisation?

10. What is your position in the organisation?

**TELEPHONE INTERVIEW QUESTIONS FOR STAKEHOLDERS  
[ABOUT REGIONAL NRM FACILITATORS]**

---

Hello. My name is...from EBC. We understand you have worked with...[Sarah Smith] who is an Regional NRM Facilitator?

*Interviewer: If the person does not know the facilitator then terminate the interview.*

We are undertaking an evaluation of the Australian Government’s national facilitator network and would like 10 minutes of your time to answer some questions. Would that be okay?

We have already had detailed interviews with over 60 organisations that work with facilitators in the network and this survey is intended to provide some additional information. All the information you provide is confidential and information which identifies individuals will not be disclosed.

The questions all refer to Regional Facilitators like [Sarah Smith].

---

*Interviewer: The following questions assume the person being interviewed belongs to an organisation. If you are speaking to an individual, change the wording and refer to the individual rather than the organisation*

1. How long have you known the Regional Facilitator(s)  
(Interviewer: if more than one facilitator refer to the longest period)  
\_\_\_\_\_ years    *or*    \_\_\_\_\_ months
  
2. In the last 12 months, what have been some of the main activities have you been involved in with this facilitator?
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
  4. \_\_\_\_\_
  
3. Could you indicate which of the following statements I am about to read out, reflect how your organisation has benefited from interaction with the Regional NRM facilitator(s).
  - helped communicate issues to Government
  - identified other individuals, organisations and networks we may interact with
  - increased awareness of NRM tools and resources
  - increased awareness of Government policies and programs
  - increased awareness of how our organisation may participate in regional NRM activities
  - increased our organisations participation in regional NRM planning processes
  - increased understanding of how to access NRM funding sources
  - provided information about specific questions that we have
  - providing information in relation to NRM issues
  
4. Are there any other benefits you can think of?
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_

5. Could you now indicate which of the following statements I am about to read out, reflect what knowledge, information and resources you may have been able to provide the facilitator
- provided information about funding sources
  - provided information about other individuals, organisations and networks
  - provided information about our organisation, its projects and activities
  - provided technical information and knowledge about specific NRM issues
6. Are there any other things you have done to support the facilitator?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

I am going to read some statements out. Could you indicate whether you strongly agree, agree, tend to agree or strongly disagree, disagree or tend to disagree with each statement. If you cannot answer or feel the statement is not applicable to you then let me know.

7. From my experience, Regional Facilitators have made a significant contribution to the delivery of natural resource management

SA            A            TA            TD            D            SD

8. I am somewhat unclear about role played by Regional facilitators in natural resource management

SA            A            TA            TD            D            SD

9. What is the name of your organisation?

10. What is your position in the organisation?

**TELEPHONE INTERVIEW QUESTIONS FOR STAKEHOLDERS  
[ABOUT LOCAL GOVERNMENT FACILITATORS]**

---

Hello. My name is...from EBC. We understand you have worked with...[Sarah Smith] who is an Local Government Facilitator?

*Interviewer: If the person does not know the facilitator then terminate the interview.*

We are undertaking an evaluation of the Australian Government’s national facilitator network and would like 10 minutes of your time to answer some questions. Would that be okay?

We have already had detailed interviews with over 60 organisations that work with facilitators in the network and this survey is intended to provide some additional information. All the information you provide is confidential and information which identifies individuals will not be disclosed.

The questions all refer to Local Government Facilitator(s) like **[Sarah Smith]**.

---

*Interviewer: The following questions assume the person being interviewed belongs to an organisation. If you are speaking to an individual, change the wording and refer to the individual rather than the organisation*

1. How long have you known the Local Government Facilitator(s)  
(Interviewer: if more than one facilitator refer to the longest period)  
\_\_\_\_\_ years    *or*    \_\_\_\_\_ months
  
2. In the last 12 months, what have been some of the main activities have you been involved in with this facilitator?
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
  4. \_\_\_\_\_
  
3. Could you indicate which of the following statements I am about to read out, reflect how your organisation has benefited from interaction with the Local Government Facilitator(s)
  - helped communicate issues to Government
  - identified other individuals, organisations and networks we may interact with
  - increased awareness of NRM tools and resources
  - increased awareness of Government policies and programs
  - increased awareness of how our organisation may participate in regional NRM activities
  - increased our organisations participation in regional NRM planning processes
  - increased understanding of how to access NRM funding sources
  - provided information about specific questions that we have
  - providing information in relation to NRM issues
  
4. Are there any other benefits you can think of?
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_

5. Could you now indicate which of the following statements I am about to read out, reflect what knowledge, information and resources you may have been able to provide the facilitator
- provided information about funding sources
  - provided information about other individuals, organisations and networks
  - provided information about our organisation, its projects and activities
  - provided technical information and knowledge about specific NRM issues
6. Are there any other things you have done to support the facilitator?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

I am going to read some statements out. Could you indicate whether you strongly agree, agree, tend to agree or strongly disagree, disagree or tend to disagree with each statement. If you cannot answer or feel the statement is not applicable to you then let me know.

7. From my experience, Local Government Facilitators have made a significant contribution to the delivery of natural resource management

SA            A            TA            TD            D            SD

8. I am somewhat unclear about role played by Local Government Facilitators in natural resource management

SA            A            TA            TD            D            SD

9. What is the name of your organisation?

10. What is your position in the organisation?

**TELEPHONE INTERVIEW QUESTIONS FOR STAKEHOLDERS  
[ABOUT INDIGENOUS LAND MANAGEMENT FACILITATORS]**

---

Hello. My name is...from EBC. We understand you have worked with...[Sarah Smith] who is an Indigenous Land Management Facilitator?

*Interviewer: If the person does not know the facilitator then terminate the interview.*

We are undertaking an evaluation of the Australian Government's national facilitator network and would like 10 minutes of your time to answer some questions. Would that be okay?

We have already had detailed interviews with over 60 organisations that work with facilitators in the network and this survey is intended to provide some additional information. All the information you provide is confidential and information which identifies individuals will not be disclosed.

The questions all refer to Indigenous Land Management Facilitator(s) like [Sarah Smith].

---

*Interviewer: The following questions assume the person being interviewed belongs to an organisation. If you are speaking to an individual, change the wording and refer to the individual rather than the organisation*

1. How long have you known the Indigenous Land Management Facilitator(s)  
(Interviewer: if more than one facilitator refer to the longest period)  
\_\_\_\_\_ years    *or*    \_\_\_\_\_ months
  
2. In the last 12 months, what have been some of the main activities have you been involved in with this facilitator?
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_
  4. \_\_\_\_\_
  
3. Could you indicate which of the following statements I am about to read out, reflect how your organisation has benefited from interaction with the Indigenous Land Management facilitator(s).
  - helped communicate issues to Government
  - identified other individuals, organisations and networks we may interact with
  - increased awareness of NRM tools and resources
  - increased awareness of Government policies and programs
  - increased awareness of how our organisation may participate in regional NRM activities
  - increased our organisations participation in regional NRM planning processes
  - increased understanding of how to access NRM funding sources
  - provided information about specific questions that we have
  - providing information in relation to NRM issues
  
4. Are there any other benefits you can think of?
  1. \_\_\_\_\_
  2. \_\_\_\_\_
  3. \_\_\_\_\_

5. Could you now indicate which of the following statements I am about to read out, reflect what knowledge, information and resources you may have been able to provide the facilitator
- provided information about funding sources
  - provided information about other individuals, organisations and networks
  - provided information about our organisation, its projects and activities
  - provided technical information and knowledge about specific NRM issues

6. Are there any other things you have done to support the facilitator?

1. \_\_\_\_\_

2. \_\_\_\_\_

3. \_\_\_\_\_

I am going to read some statements out. Could you indicate whether you strongly agree, agree, tend to agree or strongly disagree, disagree or tend to disagree with each statement. If you cannot answer or feel the statement is not applicable to you then let me know.

7. From my experience, Indigenous Land Management Facilitators have made a significant contribution to the delivery of natural resource management

SA            A            TA            TD            D            SD

8. I am somewhat unclear about role played by Indigenous Land Management facilitators in natural resource management

SA            A            TA            TD            D            SD

9. What is the name of your organisation?

10. What is your position in the organisation?