

SOUTHERN RIVERS CATCHMENT MANAGEMENT AUTHORITY: STAKEHOLDER ORGANISATIONS BENCHMARKING SURVEY



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Southern Rivers Catchment Management Authority
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EXECUTIVE SUMMARY

The objective of this project was to benchmark the engagement, capacity and level of Southern Rivers CMA support to stakeholder organisations in the region. Where appropriate the benchmarking assessment included both non-Government and Government stakeholder organisations.

Although the project provides a basis for developing initiatives in relation to developing the engagement and capacity of stakeholder organisations and CMA support to these organisations, the project focuses on benchmarking these attributes and is not an explanatory study which seeks to identify and explain the underlying causes or determinants of the behaviour, attitudes or beliefs of stakeholder organisations. As the first in a series of future benchmarking studies, this project provides the basis for future comparisons and the assessment of change across time.

The project methodology was based on telephone interviews with 48 stakeholder organisations, which included 23 non-Government and 25 Government organisations.

Stakeholder organisation characteristics

The most important strengths provided by stakeholder organisations included their local knowledge and experience, communications skills, technical knowledge and the people that compromised the membership of the organisation. However, the three most commonly reported threats to these organisations were (i) the declining membership and quality of membership amongst non-Government stakeholders; (ii) the loss and security of funding and (iii) the level of administration and lack of administrative support to the organisation.

The majority of non-Government stakeholder organisations reported a moderate or higher capacity to work in partnership with the Southern Rivers CMA. However, nearly 70% of stakeholder organisations did not believe organisations within the region shared NRM information and knowledge.

Stakeholder relationships with the Southern Rivers CMA

Most non-Government and Government stakeholder organisations reported a positive and effective relationship with the CMA, with the effectiveness of the relationship having improved over the last two years. In addition these organisations reported (i) a high level of trust in the CMA, (ii) effective communication with the CMA, (iii) an effective relationship with the CMA and (iv) a belief that the CMA provided regional leadership in relation to NRM.

Furthermore the majority of non-Government stakeholder organisations believe that the Southern Rivers CMA had an on-going commitment to maintaining its relationship with their organisation.

Knowledge of the Southern Rivers CMA

The majority of non-Government stakeholder organisations reported above average knowledge of the CMA; that they understood the role of the CMA and had an understanding of the regional NRM processes and programs undertaken by the CMA; including plan development, investment strategies, implementation and on-ground actions.

Southern Rivers CMA support

Amongst all non-Government stakeholders, 78% indicated that in the last 12 months the Southern Rivers CMA had provided support to their organisation, with the three most valuable areas of CMA support being (i) help in developing partnerships; (ii) assistance in obtaining funds; and (iii) project or strategic planning assistance.

When asked, 91% of non-Government stakeholder organisations indicated they would need support or additional support from the CMA in the next 12 months. All stakeholder organisations indicated they

would need the assistance of the CMA in obtaining funding; although support in developing partnerships, project and strategic planning assistance and access to technical support and advice was also required.

Effectiveness of the Southern Rivers CMA

Non-Government stakeholders believed the Southern Rivers CMA was somewhat above average in relation to its success in achieving progress towards its NRM targets. Government stakeholders also believed the CMA had been successful in achieving progress towards NRM targets.

The majority of non-Government and Government stakeholder organisations also believed the CMA had developed a successful relationship with their organisation.

Beliefs about community engagement

The majority of both non-Government and Government stakeholders believed the Southern Rivers CMA had:

- A well understood process for engaging with the community;
- A more opportunistic rather than strategic approach to engaging with the community;
- Achieved moderate to moderately-high participation of the community in its activities; and
- Had supported sufficient activities for community engagement.

Funding for natural resource management

Across all non-Government stakeholder organisations, 70% indicated that within the last two years their organisation had received NRM funding.

Approximately 80% of stakeholder organisations believed they were knowledgeable of grants and incentives provided for NRM.

All non-Government stakeholder organisations were asked to identify what the priority activities would be if they had an additional \$50,000 to build their capacity. In response organisations indicated they would invest these funds in developing organisational capacity or partnerships or they would use the additional funds to address specific NRM related issues or activities.

1 INTRODUCTION

The Southern Rivers Catchment Management Authority (SRCMA) is one of 13 regional natural resource management (NRM) bodies in NSW. The CMAs were established in 2004 and each CMA has developed a Catchment Action Plan (CAP) and Investment Strategies to support the management of natural resources and achievement of NRM targets within each region.

In achieving the NRM targets as identified in the CAP, capacity building and engagement are integral activities which need to be undertaken to *enable* the achievement of core NRM targets and objectives. These enabling activities, which lead to intermediate outcomes within the program logic of NRM, include for example increasing community awareness and knowledge of NRM issues and increased participation and involvement in NRM activities. By increasing the capacity and involvement of landholders, the community and key stakeholders in NRM, the greater the likelihood that the resource condition targets, as identified in the CAP are able to be achieved.

This project provides the basis for benchmarking the existing level of stakeholder capacity, beliefs and involvement in NRM in the Southern Rivers region and will form a reference point for ongoing monitoring and evaluation of stakeholder engagement and capacity over the life of this and future CAPs.

2 PROJECT OBJECTIVES

The primary objective of this project was to benchmark stakeholder awareness, attitudes and beliefs in relation to NRM; the engagement of stakeholders in NRM and CMA activities; and the capacity of stakeholders to achieve their objectives.

The objectives of the study was to allow benchmarking of the Community and Partnerships Target¹ which stated that:

“By 2016 communities of the Southern Rivers region are willing and adequately supported to actively engage in natural resource management”

Furthermore, this benchmarking project specifically addresses three of the community and partnership management targets, which state that:

C1: Engagement: From 2006 the willingness of communities to engage in NRM and the quality of that engagement will be enhanced, with the number of people working collaboratively maintained or increased.

C2. Community Support: From 2006 the support system that resources local communities to contribute to natural resource management will be improved.

C4: Capacity and Practices: By 2016 there will be an increase in community awareness, knowledge and skills in relation to NRM and an increase in the adoption of practices that improve NRM outcomes

Although the project provides a basis for developing initiatives in relation to stakeholder involvement and capacity, the project focuses on benchmarking these attributes and is not an explanatory study which seeks to identify and explain the underlying causes or determinants of stakeholder attitudes or beliefs. As the first in a series of future benchmarking studies, this project provides the basis for future comparisons and the assessment of change across time.

¹ Southern Rivers CMA (2006). *Catchment action plan. Southern Rivers CMA, Wollongong, NSW.*

3 METHODOLOGY

There were two core components to the project methodology which included (i) the design of the questionnaire and (ii) the survey of stakeholder organisations.

3.1 Questionnaire Design

The questionnaire was based on issues as identified and discussed in a one day workshop with CMA staff and other stakeholders. The questionnaire was designed so that it could be completed through a 20 minute telephone interview. Furthermore the questionnaire consisted primarily of structured and close ended questions, which because they are more quantitative are more suited to a monitoring program where comparisons and trends can be examined across time.

The questionnaire included questions which were both common and specific to non-Government and Government stakeholder organisations (Appendix A). The questions focussed on:

1. The characteristics of stakeholder organisations;
2. The relationship of stakeholder organisations with the Southern Rivers CMA;
3. Stakeholder knowledge of the Southern Rivers CMA;
4. Southern Rivers CMA support for stakeholder organisations;
5. Beliefs about the effectiveness of the Southern Rivers CMA;
6. Beliefs about community engagement; and
7. The type and level of NRM funding obtained by stakeholder organisations.

3.2 Survey Sampling

The sampling frame consisted of all stakeholder organisations that were involved in some aspect of NRM within the Southern Rivers NRM region. An initial list of 76 stakeholder organisations were identified by the Southern Rivers CMA, which included 44 Government stakeholders and 33 non-Government stakeholders. The range of Government stakeholder organisations included:

- State agencies and departments (inc. specific branches within departments and agencies);
- Local Government Authorities;
- Rural Lands Protection Boards;
- Universities;
- Adjacent Catchment Management Authorities; and
- Members of the Australian Government Joint NRM Team.

Non-Government stakeholder organisations included:

- District Landcare organisations;
- Industry and producer groups; and
- Conservation and environment groups.

All stakeholder organisations were provided with a letter informing them of the survey research to be undertaken (Appendix B). A telephone survey was undertaken in February 2008 of all 76 stakeholder organisations using the contact details provided by the Southern Rivers CMA. Four attempts were made to contact each of the identified respondents within each stakeholder organisation.

A total of 48 (63%) stakeholder organisations were interviewed, which included 23 (70%) non-Government organisations and 25 (57%) Government organisations.

4 STAKEHOLDER ORGANISATION CHARACTERISTICS

Each non-Government stakeholder organisation was asked what the strengths of the organisation were in contributing to NRM. As shown in Table 1 the most important strengths provided by stakeholder organisations included their local knowledge and experience, communications skills, technical knowledge and the people that compromised the membership of the organisation.

Table 1. “Different organisations have different strengths in contributing to NRM. Would you say some of the strengths your organisation has include...”

Response	Count	Percent
Local knowledge and experience	22	100.0
Communication skills	21	95.5
Technical knowledge	21	95.5
People and members of the organisation	21	95.5
Leadership	18	81.9
Organisational knowledge and governance skills	18	81.8
Funding	14	63.6
Total	22	100.0

Note: This is a multiple response table which means that for each row an individual may be counted in multiple columns. Includes only non-Government organisations.

The response categories were read to each respondent (Appendix A).

Source: EBC (2008)

In addition to the response categories identified in Table 1, all respondents were also asked to identify any other strengths that the organisation may have had in their contribution to NRM (Table 2).

Table 2. “Are there any other strengths [that your organisation has]?”

Response	Count	Percent
Community activities	2	14.2
Access to client base for the CMA	1	7.1
Creative ideas	1	7.1
Credibility	1	7.1
Dedicated staff	1	7.1
Environmental advocacy	1	7.1
Facilitation of people and projects	1	7.1
Good contacts with people we are representing	1	7.1
Good corporate relationships	1	7.1
Knowledge of landscape	1	7.1
Strategic rather than local	1	7.1
NRM management	1	7.1
NRM supports their economic prosperity	1	7.1
Practical expertise	1	7.1
Project management	1	7.1
Promotion of local products	1	7.1
Support system for people with small acreages	1	7.1
Training skills	1	7.1
Works closely together for a common cause	1	7.1
Works with other organisations	1	7.1
Total	14	100.0

Note: This is a multiple response table which means that for each row an individual may be counted in multiple columns. Response items may also be classified in Table 1

Includes only non-Government organisations

Source: EBC (2008)

All stakeholder organisations were also asked to identify the threats their organisation faced in meeting its objectives. Table 3 shows the three most commonly reported threats related to (i) declining membership and quality of membership; (ii) the loss and security of funding and (iii) the level of administration and lack of administrative support to the organisation.

Table 3. "If you were to identify the most common threats to your organisation and its ability to meet its objectives, what would they be?"

Response	Count	Percent
Membership characteristics		
Ageing member population	3	13.0
Ability of members to volunteer time	1	4.3
Burn out of people	1	4.3
Lack of members	1	4.3
Regular contact with members	1	4.3
Total respondents	7	30.4
Funding		
Lack of funding	3	13.0
Loss of funding	2	8.7
Inconsistent funding cycles	1	4.3
Results lost if not funded	1	4.3
Total respondents	6	26.1
Administration and support		
Too much administration/regulation	4	17.4
Lack of Council support	1	4.3
Lack of support staff	1	4.3
Total respondents	5	21.7
NRM, land use and planning		
Access to fishing locations	1	4.3
Closure of areas by NPs	1	4.3
Deteriorating water quality	1	4.3
Housing developments	1	4.3
Indiscriminate land use next to river	1	4.3
Non-scientific sanctuary zones	1	4.3
Overdevelopment	1	4.3
Policy on climate change	1	4.3
Policy on water management	1	4.3
Total respondents	4	17.4
Community characteristics		
Decreasing community interest	2	8.7
Diminishing number of dairy farmers	1	4.3
Increase in population	1	4.3
Total respondents	4	17.4
Government relations		
Disenchantment with Government authorities	3	13.0
Uncertainty of the role of the CMA	1	4.3
Government (State & Federal) reorganization of Landcare	1	4.3
Total respondents	4	17.4
Other		
Difficult to do long term planning	1	4.3
Disunity	1	4.3
Lacking of structure	1	4.3
Local political views against our organisation	1	4.3
Total respondents	4	17.4
Total	23	100.0

Note: This is a multiple response table which means that for each row an individual may be counted in multiple columns. Includes only non-Government organisations

Source: EBC (2008)

In terms of the extent to which non-Government stakeholder organisations are vulnerable to change, Figure 1 indicates that approximately 50% of these organisations are vulnerable to change. Figure 1 also indicates that most non-Government stakeholder organisations have a moderate or higher capacity to work in partnership with the Southern Rivers CMA.

Of most interest in relation to Figure 1, is that nearly 70% of non-Government stakeholder organisations do not believe organisations within the region share NRM information and knowledge. This was also the view, although to a lesser extent, of many Government stakeholder organisations.

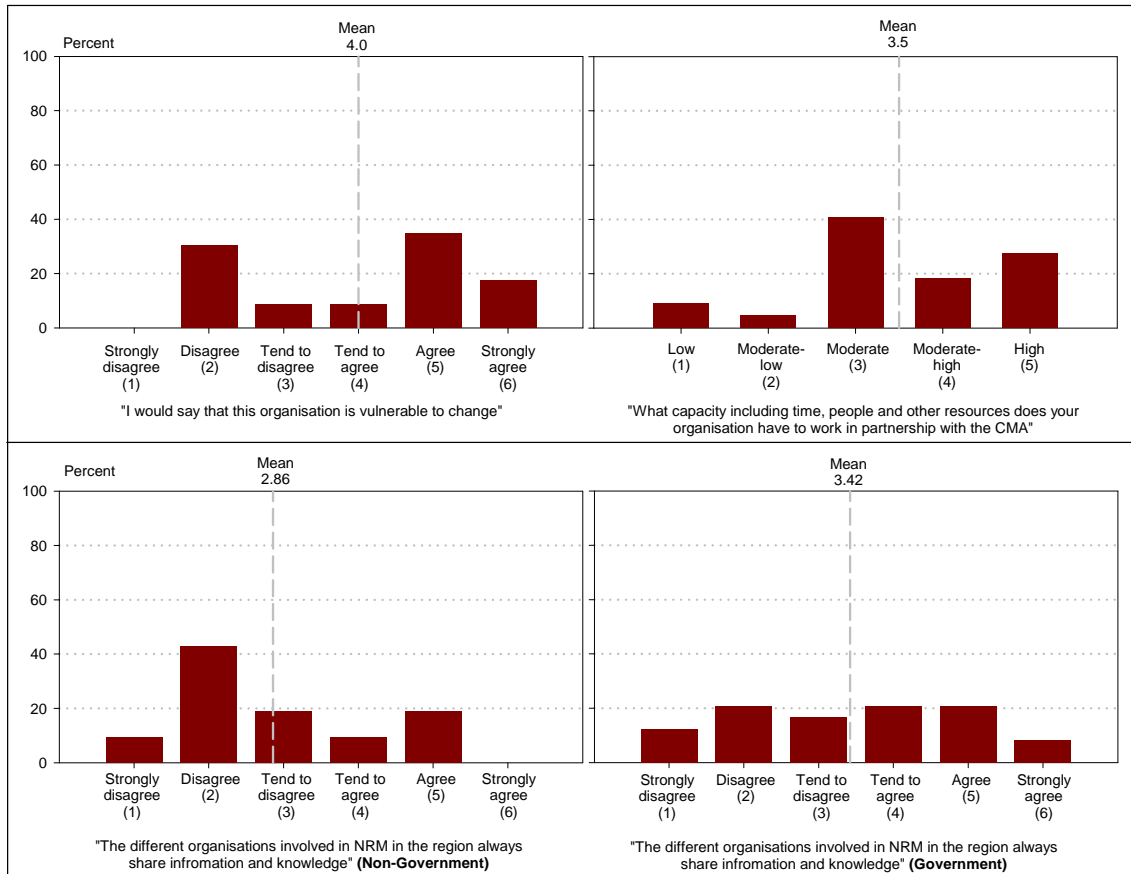


Figure 1. Stakeholder organisation characteristics

5 STAKEHOLDER RELATIONSHIPS WITH THE SOUTHERN RIVERS CMA

Of the 23 non-Government stakeholder organisations who were interviewed, only one organisation indicated they had had no contact or communication with the CMA in the last 12 months.

Of those non-Government stakeholders who had contact with the CMA in the last 12 months, the type of contact they had with the CMA is shown in Table 4.

Table 4. "In the last 12 months has your organisation had any contact or communication with the Southern Rivers CMA?"

Response	Count	Percent
Attended a meeting or event organised by the CMA	21	95.5
Gained advice or assistance from CMA staff	17	77.3
Applied for funding or incentives through the CMA	16	72.7
Obtained funding or incentives through the CMA	14	63.6
Received written information from the CMA	14	63.6
Work on projects together	4	18.2
CMA attends stakeholder meetings or events	2	9.1
Other type of contact or communication	2	9.1
Total	22	100.0

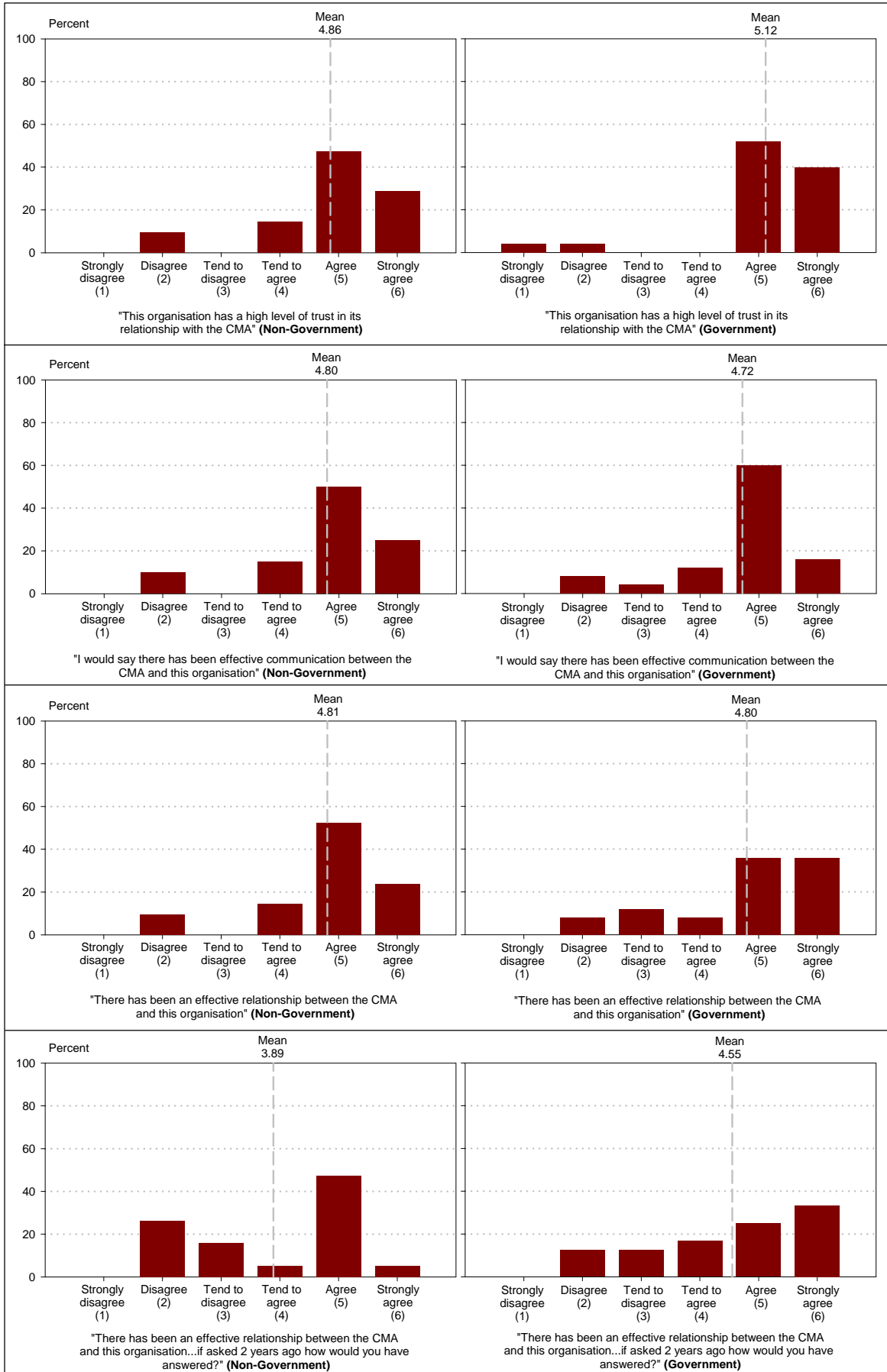
Note: This is a multiple response table which means that for each row an individual may be counted in multiple columns.
Includes only non-Government organisations
The response categories were read to each respondent (Appendix A).

Source: EBC (2008)

Figure 2 shows that most non-Government and Government stakeholder organisations reported a positive and effective relationship with the CMA, with the effectiveness of the relationship having improved over the last two years.

In summary, Figure 2 shows that the majority of non-Government and Government stakeholder organisations have (i) a high level of trust in the CMA, (ii) effective communication with the CMA, (iii) an effective relationship with the CMA and (iv) a belief that the CMA provides regional leadership in relation to NRM.

Figure 2 also shows that the majority of non-Government stakeholder organisations believe that the Southern Rivers CMA has an on-going commitment to maintaining its relationship with their organisation.



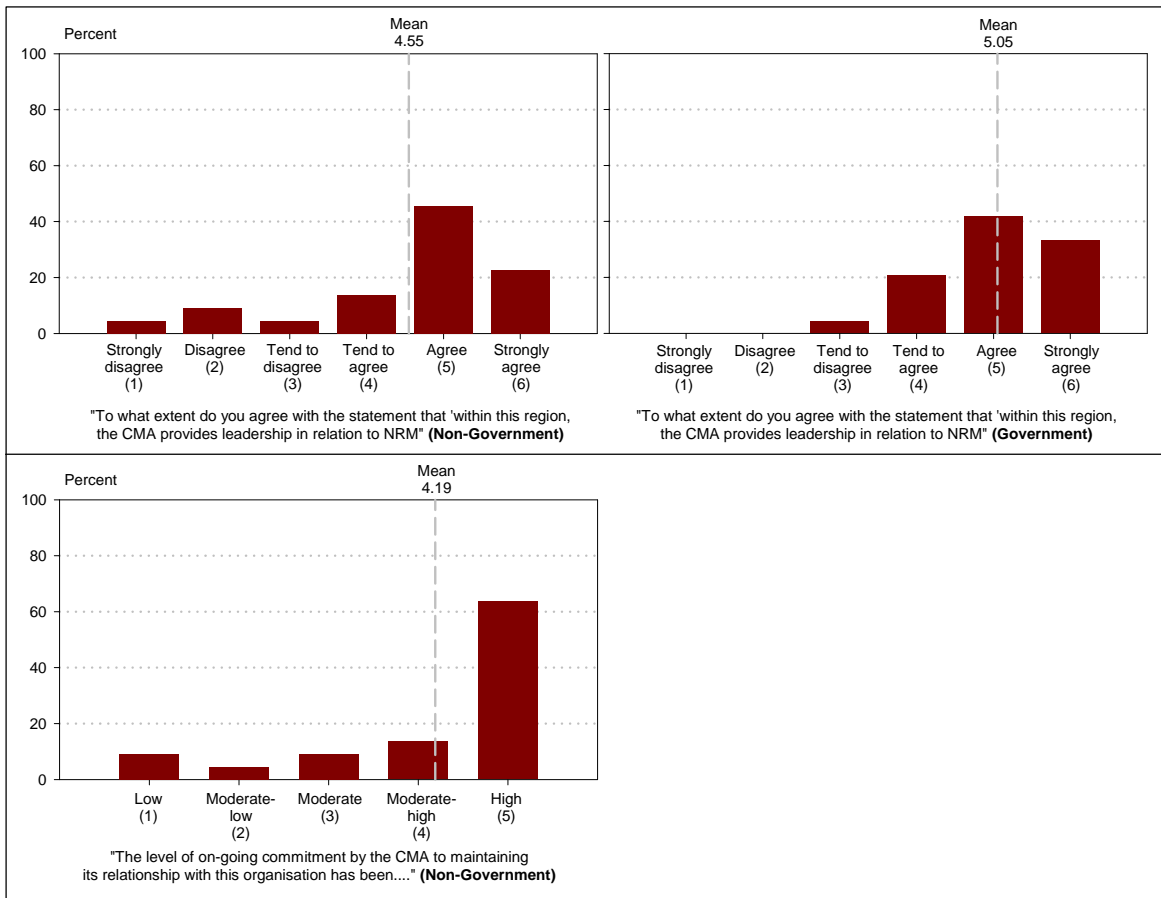


Figure 2. Stakeholder relationships with the CMA

6 KNOWLEDGE OF THE SOUTHERN RIVERS CMA

Respondents from non-Government stakeholder organisations were asked to consider all the individuals in their organisation and make a judgment as to how much knowledge they would have of the Southern Rivers CMA. Figure 3 shows that on a ten point, with 10 being the highest level of knowledge, the average score across all stakeholder organisations was 6.65, with most stakeholder organisations indicating above average knowledge of the CMA.

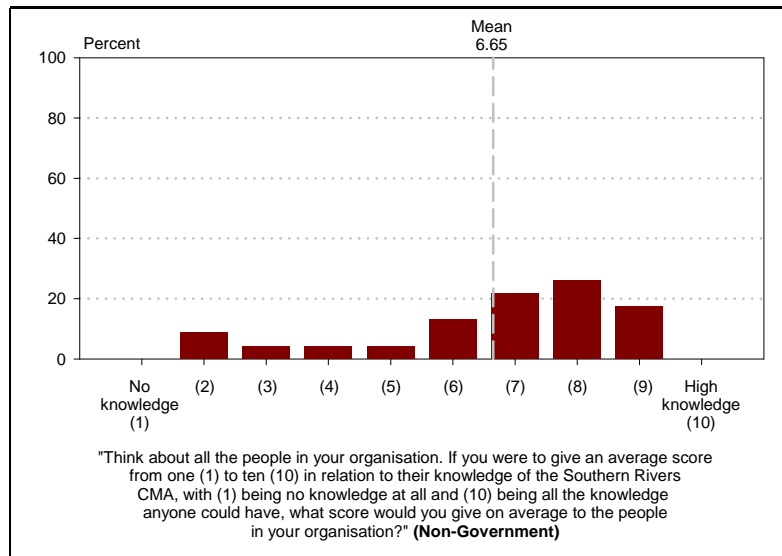


Figure 3. Stakeholder knowledge of the CMA

Figure 4 also shows that the majority of both non-Government and Government stakeholder organisations indicate they understand the role of the CMA.

In addition, and as also shown in Figure 4, the majority of non-Government stakeholder organisations also indicate they have an understanding of the regional NRM processes and programs undertaken by the CMA, including plan development, investment strategies, implementation and on-ground actions.

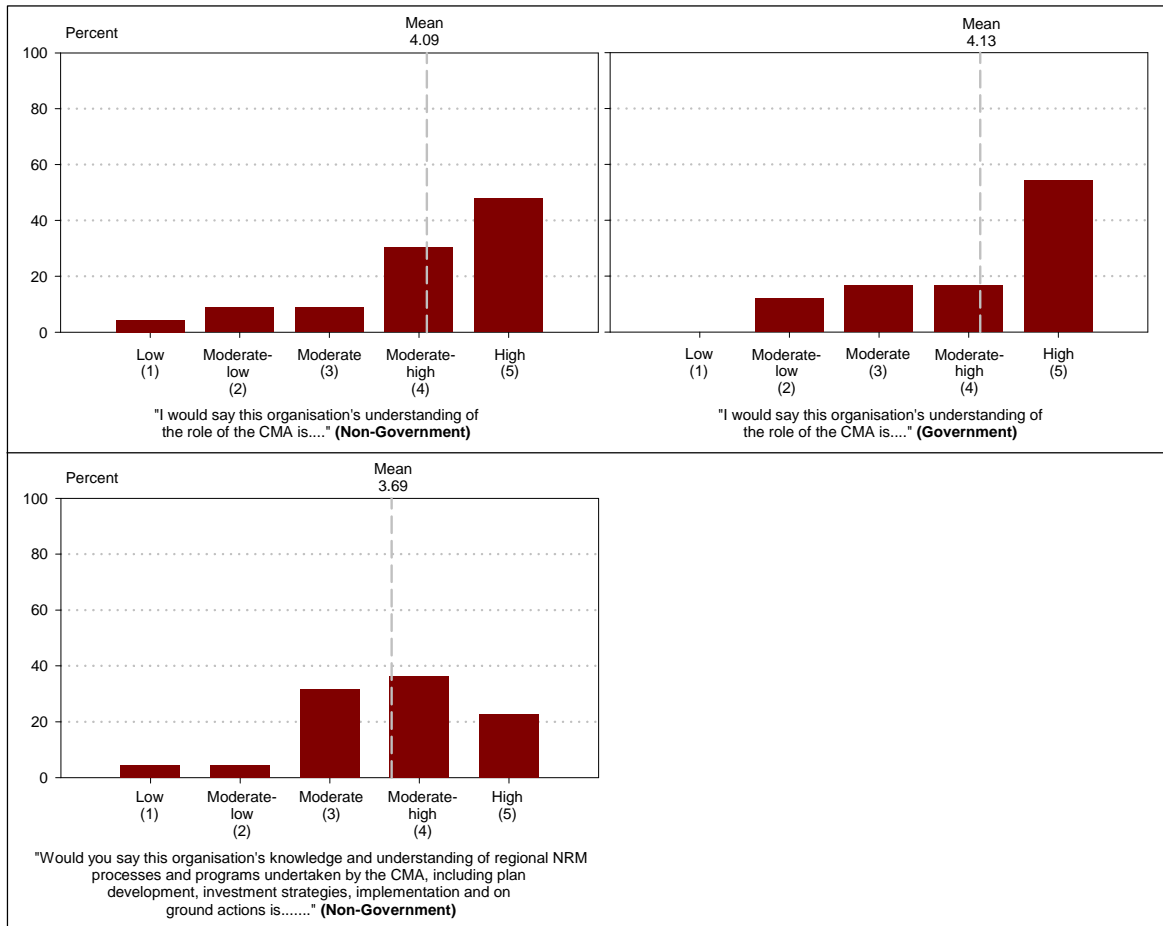


Figure 4. Stakeholder knowledge of the role of the CMA

7 SOUTHERN RIVERS CMA SUPPORT

Amongst all non-Government stakeholders, 78% indicated that in the last 12 months the Southern Rivers CMA had provided support to their organisation. Amongst these organisations (Table 5), the three most valuable areas of CMA support were (i) help in developing partnerships; (ii) assistance in obtaining funds; and (iii) project or strategic planning assistance.

Table 5. "If you think of the support provided by the CMA to your organisation, what has been the most valuable? Does it include..."

Response	Count	Percent
Help in developing partnerships with others	15	83.3
Assistance in obtaining funding	14	77.8
Project or strategic planning assistance	13	72.2
Access to technical support and advice	12	66.7
Training opportunities	7	38.9
Materials and equipment	4	22.2
Other support	3	16.7
Total	18	100.0

Note: This is a multiple response table which means that for each row an individual may be counted in multiple columns.
Includes only non-Government organisations
The response categories were read to each respondent (Appendix A).

Source: EBC (2008)

Figure 5 shows that the majority of stakeholder organisations believe the type and level of support provided by the CMA to be either 'good' or 'very good'.

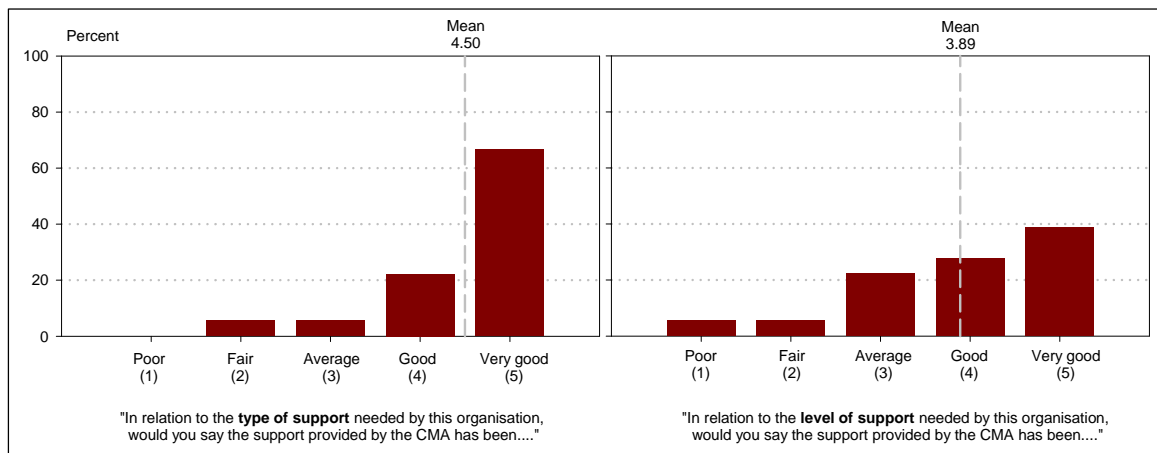


Figure 5. CMA support to stakeholder organisations

When asked, 91% of non-Government stakeholder organisations indicated they would need support or additional support from the CMA and CMA staff in the next 12 months. As shown in Table 6, all stakeholder organisations indicated they would need the assistance of the CMA in obtaining funding.

Table 6. “What type of support would you like from the CMA [in the next 12 months]. Would it include...”

Response	Count	Percent
Assistance in obtaining funding	21	100.0
Help in developing partnerships with others	16	76.2
Project or strategic planning assistance	16	76.2
Access to technical support and advice	15	71.4
Training opportunities	13	61.9
Other support needs	4	19.0
Materials and equipment support	3	14.3
Total	21	100.0

Note: This is a multiple response table which means that for each row an individual may be counted in multiple columns.

Includes only non-Government organisations

The response categories were read to each respondent (Appendix A).

Source: EBC (2008)

Within each of the areas identified in Table 6, stakeholders were also asked to more fully describe the specific type of support they would require. Table 7 provides a more detailed description of the specific type of support stakeholders indicated they would require in the future.

Table 7. Descriptions of the specific type of support required

Response	Count	Percent
Assistance in obtaining funding		
Identify funding opportunities	3	14.3
Help with funding submissions (procedures & objectives)	2	9.5
Identify how to apply for funds under new NRM program	2	9.5
Forums, public events, CMA staff as presenters at field days	1	4.8
Getting self sufficient	1	4.8
Letters of support	1	4.8
Recommendations to Government	1	4.8
River bank restoration	1	4.8
Sewerage reuse scheme	1	4.8
Soil testing and nutrient budgeting	1	4.8
To deliver programs at local level	1	4.8
To roll out joint communications strategy	1	4.8
When council has adopted the estuary plan	1	4.8
Help in developing partnerships with others		
CMA to do more in sharing networks and contacts	1	4.8
Consistency in projects	1	4.8
Developing new Landcare groups	1	4.8
Facilitate meetings of oyster groups with different opinions	1	4.8
Field days and workshops	1	4.8
Help with outside groups	1	4.8
In education and training	1	4.8
Mentoring	1	4.8
Speedboats - need to be in partnership in looking after the river	1	4.8
Project or strategic planning assistance		
Depends on project	1	4.8
Emergency response	1	4.8
Establish estuary management plan	1	4.8
Establishing field day	1	4.8
Following adoption of estuary plan	1	4.8
Linking strategies with the CMA	1	4.8
Management plan for area	1	4.8
Setting targets	1	4.8
Trial sites in partnership with the CMA	1	4.8
Access to technical support and advice		
River bank restoration	2	9.5
Erosion control	1	4.8
Improving water efficiency	1	4.8
Need support due to members leaving and taking skills with them	1	4.8
Project design	1	4.8
Providing research knowledge	1	4.8
Sewerage reuse scheme	1	4.8
Upgrading of loading area and road improvements	1	4.8
Upgrading starter kits for small businesses	1	4.8
Training opportunities		
Catchment management overview	1	4.8
Organise specialists to give advice	1	4.8
Professional development	1	4.8
TAFE courses and accreditation courses	1	4.8
Materials and equipment support		
Access to aerial and satellite photography	1	4.8
Boating equipment and resources	1	4.8
Build a weather station	1	4.8
Other support needs		
Clean water support in Shoalhaven	1	4.8
Help with mapping	1	4.8
Office support	1	4.8
Total	21	100.0

Note: This is a multiple response table which means that for each row an individual may be counted in multiple columns. Includes only non-Government organisations

Source: EBC (2008)

8 EFFECTIVENESS OF THE SOUTHERN RIVERS CMA

Stakeholder beliefs about the effectiveness of the Southern Rivers CMA were assessed through understanding (i) how successful the stakeholder believed the CMA was in progressing towards the achievement of its NRM targets and (ii) how successful the relationship was between the CMA and the stakeholder organisation.

Figure 6 shows that both Government and non-Government stakeholders believed the Southern Rivers CMA was somewhat above average in relation to its success in achieving progress towards its NRM targets..

Figure 6 also shows the majority of non-Government and Government stakeholder organisations believed the CMA had developed a successful relationship with their organisation.

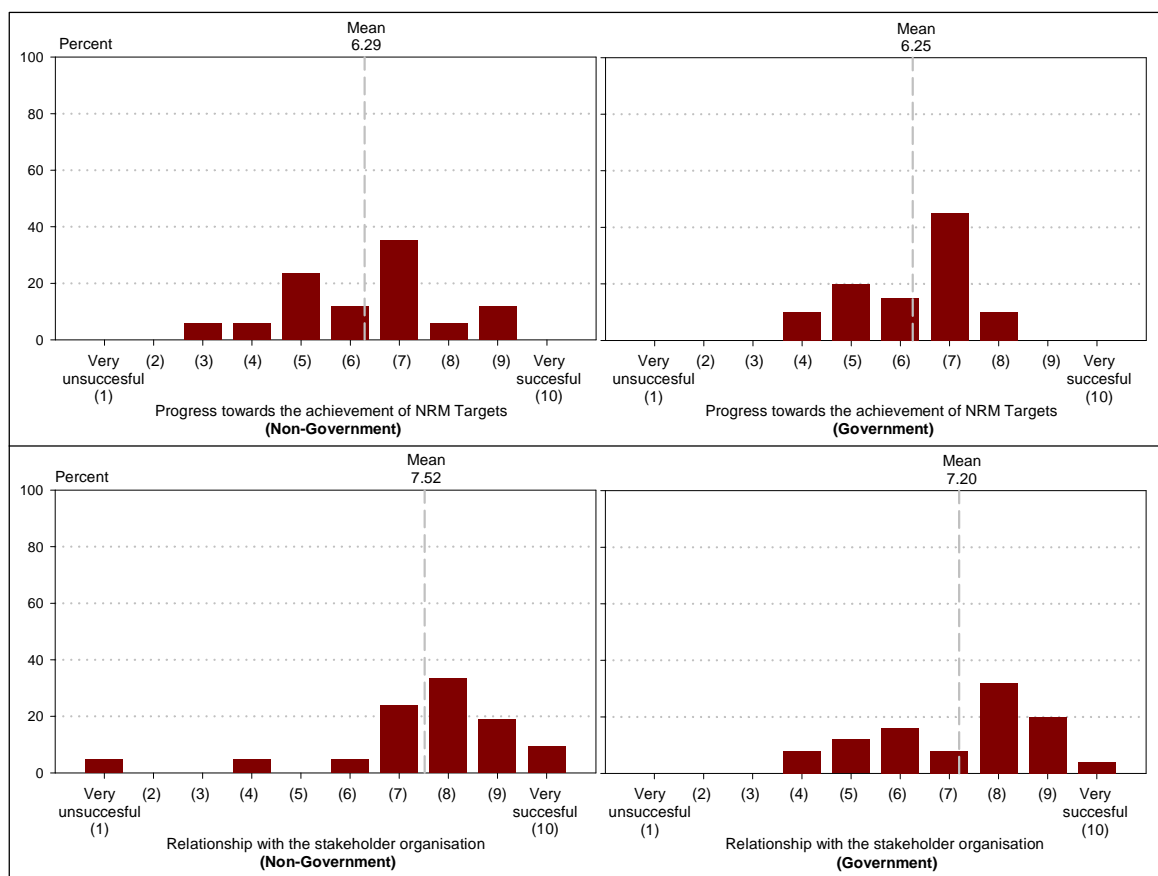


Figure 6. Effectiveness of the Southern Rivers CMA

9 BELIEFS ABOUT COMMUNITY ENGAGEMENT

As shown in Figure 7, the majority of both non-Government and Government stakeholders believed the Southern Rivers CMA had:

- A well understood process for engaging with the community;
- A more opportunistic rather than strategic approach to engaging with the community;
- Achieved moderate to moderately-high participation of the community in CMA activities; and
- Had supported sufficient activities for community engagement.

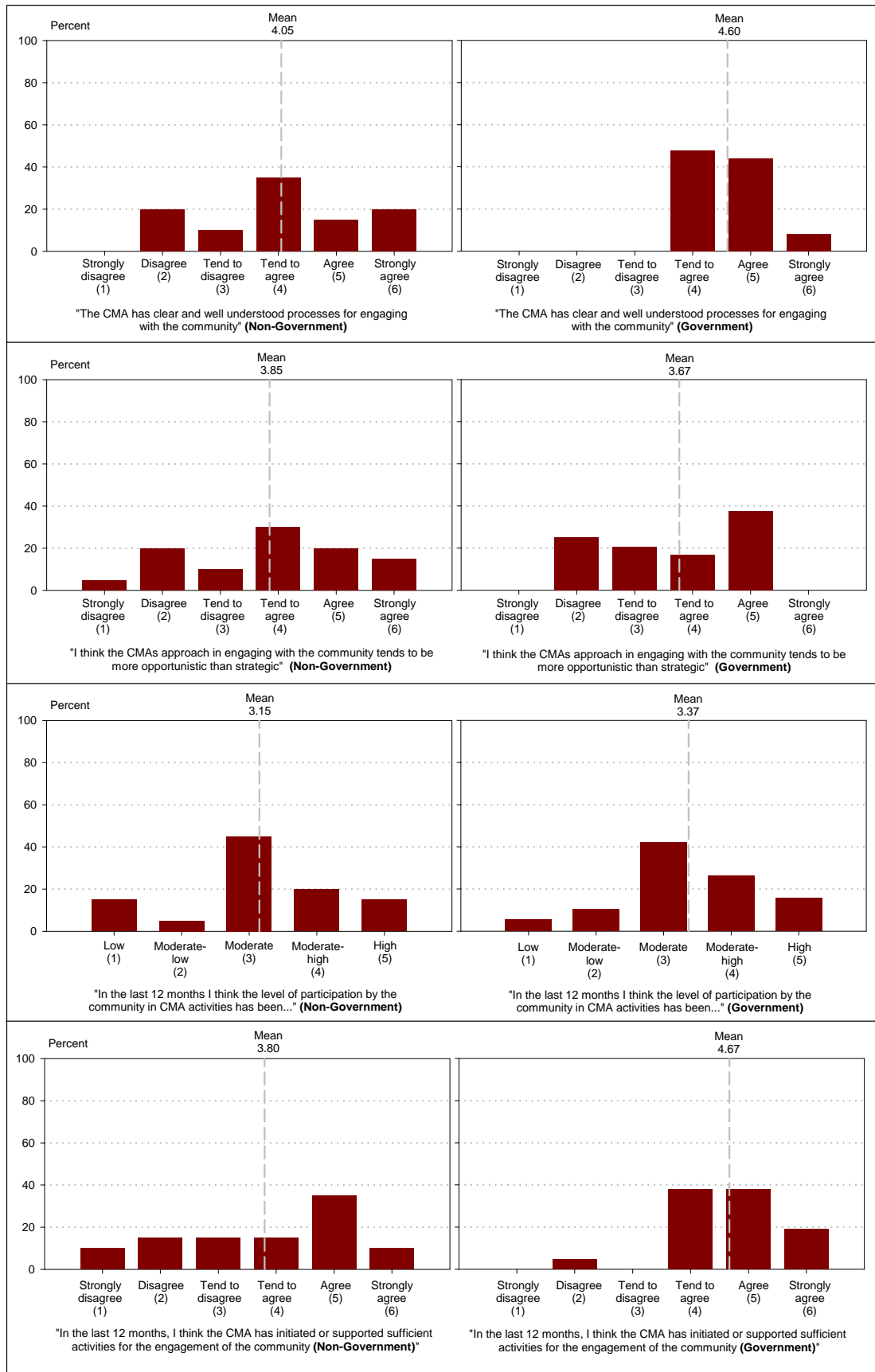


Figure 7. Beliefs about community engagement

10 FUNDING FOR NATURAL RESOURCE MANAGEMENT

Across all non-Government stakeholder organisations, 70% indicated that within the last two years their organisation had received funding for NRM. Table 8 shows the range of activities for which funding was obtained.

Table 8. "What was the NRM funding for....?"

Response	Count	Percent
Education and training	5	35.7
Biodiversity	1	7.1
Bird sanctuary	1	7.1
CMA partnerships grant	1	7.1
Community based environmental monitoring system	1	7.1
Community water grants	1	7.1
Effluent management	1	7.1
Environmental strategy	1	7.1
Erosion control	1	7.1
Feral animal control	1	7.1
Habitat restoration	1	7.1
Integrated planting	1	7.1
Monitoring introduced marine species	1	7.1
Monitoring water quality	1	7.1
Off stream watering	1	7.1
Salt grow trials	1	7.1
Stream crossing	1	7.1
To operate the organisation	1	7.1
Walking tracks	1	7.1
Water saving initiatives	1	7.1
Weed control	1	7.1
Weedy Sea Dragon monitoring program	1	7.1
On ground projects (various)	3	21.4
Total	14	100.0

Note: This is a multiple response table which means that for each row an individual may be counted in multiple columns.
Includes only non-Government organisations

Source: EBC (2008)

All non-Government stakeholder organisations were asked to identify what the priority activities would be if they had an additional \$50,000 to build their capacity. Table 9 shows organisations would either invest these funds in developing organisational capacity or partnerships or they would use the additional funds to address specific NRM related issues or activities.

Table 9. "If your organisation had an additional \$50,000 to build its capacity, what would be some of the priority activities your organisation would undertake?"

Response	Count	Percent
Organisational capacity and partnerships		
Education and training	5	21.7
Develop business management skills	4	17.4
Employ additional staff for programs	4	17.4
Recruitment (volunteers, younger members)	4	17.4
Commission research to see if we could do better	1	4.3
Communications strategy (web site)	1	4.3
Computers and computer courses	1	4.3
Improve communication with membership	1	4.3
Improving inter-group relations	1	4.3
Pay staff for part-time work	1	4.3
Space for education	1	4.3
Strengthening partnerships thru field days, workshops	1	4.3
NRM related activities and capacity		
Environmental monitoring (obtain equipment)	2	8.6
Publications (newsletters, distribution)	2	8.6
Training for people with leadership abilities	2	8.6
Educational program about natural sequence farming	1	4.3
Expand existing programs	1	4.3
Farm succession planning	1	4.3
Fencing to keep cattle out	1	4.3
Field day expansion	1	4.3
Fish ladders	1	4.3
Fish stocking	1	4.3
Foreshore works - rockworks	1	4.3
Identifying and prioritising water quality threats	1	4.3
Improving access to waterways	1	4.3
Leverage to get Government to buy land for public reserve	1	4.3
Make videos of natural sequence farming	1	4.3
Develop motivation and involvement	1	4.3
Oyster grading machine	1	4.3
Planting	1	4.3
Setup local GIS	1	4.3
Structured revegetation project	1	4.3
Upgrade starter kits for small businesses	1	4.3
Water use efficiency	1	4.3
Weeding	1	4.3
Other activities		
Build a community centre	1	4.3
Build rural tourism	1	4.3
Total	23	100.0

Note: This is a multiple response table which means that for each row an individual may be counted in multiple columns. Includes only non-Government organisations

Source: EBC (2008)

Figure 8 shows that that in the last two years the majority of non-Government stakeholder organisations have had moderate or higher success in obtaining external funding from all sources. However, when focussing only on obtaining NRM funding, stakeholder organisations generally form three groups; those with high, moderate and low success in obtaining NRM funds.

Figure 8 also shows that approximately 80% of stakeholder organisations believe they have a high level of knowledge of grants and incentives provided for NRM.

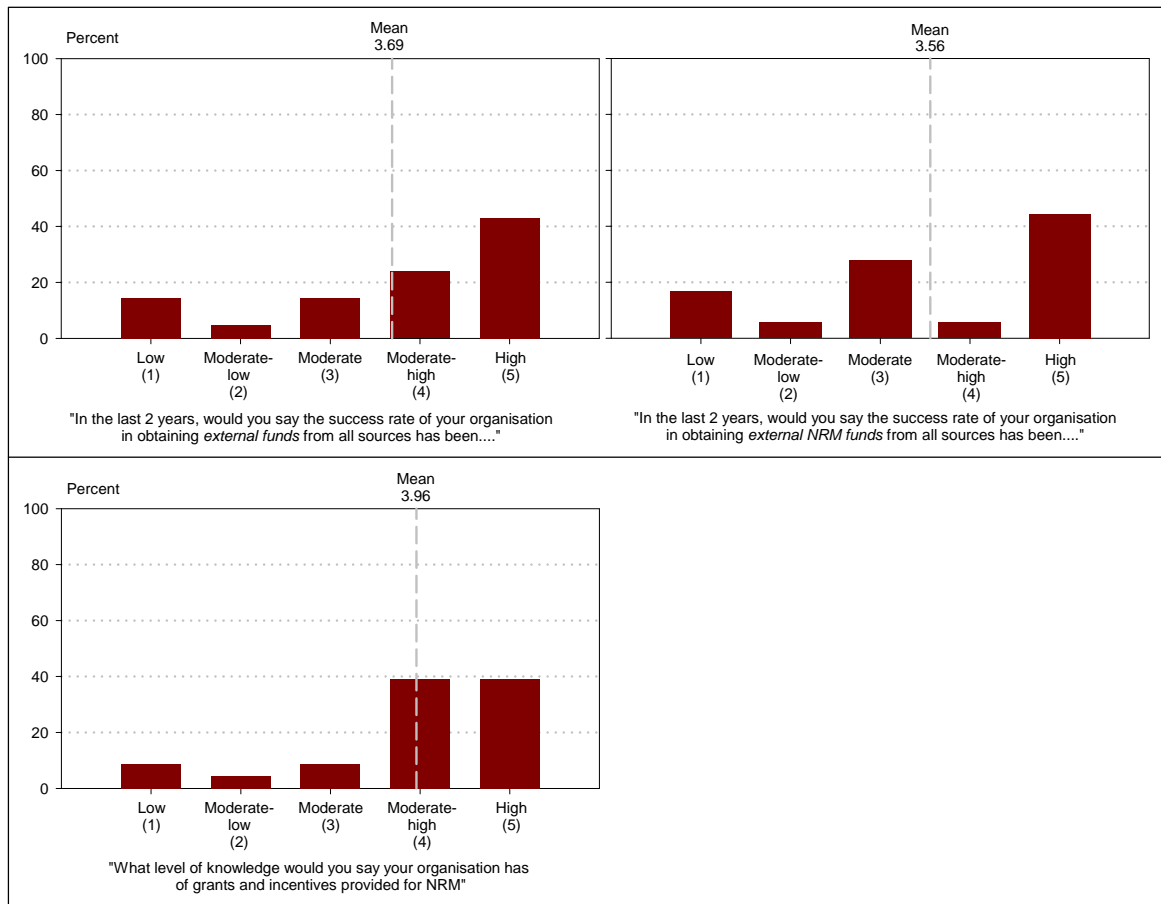


Figure 8. Funding for natural resource management

Appendix A
Stakeholder Questionnaire

STAKEHOLDER ORGANISATIONS QUESTIONNAIRE

NAME OF ORGANISATION/GROUP: _____

Interviewer: This questionnaire is in two parts. Part A is for non-Government organisations, while Part B is for Government organisations. You should use the term 'organisation' or 'group' as appropriate.

You would have received a letter or email from the Southern Rivers CMA about a benchmarking survey being undertaken of groups and organisations within the region. The survey takes about 15 minutes and includes questions which focus on the relationship between your organisation and the CMA. All information is confidential in so far as the information will be aggregated and no individual groups or organisations identified.

As we have had to design the interview questions for all stakeholder organisations in the region, some questions may not consider relevant to your organisation. In this case do not answer these questions.

PART A: NON-GOVERNMENT ORGANISATIONS

1. In the last 12 months has your organisation had any contact or communication with the Southern Rivers CMA?

No

Yes...what type of contact or communication has occurred.... *(May tick more than one)*

Attended a meeting or event organised by the CMA

Gained advice or assistance from CMA staff

Applied for funding or incentives through the CMA

Obtained funding or incentives through the CMA

Received written information from the CMA

Describe any other type of contact _____

2. Think about all the people in your organisation. If you were to give an average score from one (1) to ten (10) in relation to their knowledge of the Southern Rivers CMA, with one (1) being no knowledge at all and ten (10) being all the knowledge anyone could have, what score would you give on average to the people in your organisation?

Score ____

3. Different organisations have different strengths in contributing to natural resource management. Would you say some of the strengths your organisation has includes...*(Read out: May tick more than one box)*

...Communication skills

...People and members of the organisation

...Technical knowledge

...Leadership

...Organisational and governance skills

...Funding

...Local knowledge and experience

...Are there any other strengths?

1. _____

2. _____

3. _____

4. If your organisation had an additional \$50,000 to build its capacity, what would be some of the priority activities your organisation would undertake?

1. _____

2. _____

3. _____

5. If you were to identify the most important threats to your organisation and its ability to meet its objectives, what would they be?

1. _____
2. _____
3. _____

6. Within the last two years has your organisation received funding for NRM?

No

Yes...what was the funding for?

1. _____
2. _____
3. _____

7. In the last 12 months has the CMA provided any support to your organisation?

Yes

No → Go to Question 11

8. In relation to the **type of support** needed by this organisation, would you say the support provided by the CMA has been...

Very good

Good

Average

Fair

Poor

9. In relation to the **level of support** needed by this organisation, would you say the support provided by CMA has been...

Very good

Good

Average

Fair

Poor

10. If you think of the support provided by the CMA to your organisation, what has been the most valuable? Does it include...

(May tick more than one)

...Access to technical support and advice

...Assistance in obtaining funding

...Help in developing partnerships with other groups and organisations

...Project or strategic planning assistance

...Training opportunities

....Are there any other type of support provided by the CMA which are of value to your organisation ?

1. _____
2. _____
3. _____

or

None of the support has been particularly valued

11. In the next 12 months do you think you will need support or additional support from the CMA and its staff?

Yes

No → Go to Question 13

12. What type of support would you like from the CMA? Would it include...

(Read out each one identified in bold and tick if appropriate)

...**Access to technical support and advice**

Describe _____

...**Assistance in obtaining funding**

Describe _____

...**Help in developing partnerships with other groups and organisations**

Describe _____

...**Project or strategic planning assistance**

Describe _____

...**Training opportunities**

Describe _____

Are there other areas of additional support required?

1. _____

2. _____

3. _____

13. I am going to read out a number of different statements. Please tell me if you strongly agree, agree, tend to agree, tend to disagree, disagree or strongly disagree with each statement. In the following statements the term 'community' means residents, landholders, organisations and groups.

I would say that this organisation is vulnerable to change

Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree

14. I think the CMA takes the views of this organisation into account in its decision making.

Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree

15. This organisation has a high level of trust in its relationship with the CMA

Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree

16. I would say there has been effective communication between the CMA and this organisation

Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree

17. There has been an effective relationship between the CMA and this organisation
 Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree
18. If you were asked this last question two years ago how would you have answered it?
 Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree
19. To what extent do you agree with the statement that “Within this region, the CMA provides leadership in relation to NRM”
 Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree
20. The CMA has clear and well understood processes for engaging with the community
 Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree
21. I think the CMA’s approach in engaging with the community tends to be more opportunistic than strategic
 Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree
22. The different organisations involved in NRM in the region always share information and knowledge
 Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree
23. In the last 12 months, I think the CMA has initiated or supported sufficient activities for the engagement of the community
 Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree
24. In the last 12 months I think the level of participation by the community in these activities has been...
 High Moderate-High Moderate Low-Moderate Low
25. In responding to the following statements, please tell me if your response is high, moderate to high; moderate; moderate to low or low.
I would say this organisation’s understanding of the role of the CMA is...
 High Moderate-High Moderate Moderate-Low Low
26. In the last 2 years, would you say the success rate of your organisation in obtaining external funds from all sources has been...
 High Moderate-High Moderate Moderate-Low Low
27. In the last 2 years, would you say the success rate of your organisation in obtaining external NRM funds has been...
 High Moderate-High Moderate Moderate-Low Low
28. What level of knowledge would you say your organisation has of grants and incentives provided for natural resource management?
 High Moderate-High Moderate Moderate-Low Low
29. What capacity including time, people and other resources does your organisation have to work in partnership with the CMA?
 High Moderate-High Moderate Moderate-Low Low
30. Would you say this organisation’s knowledge and understanding of regional NRM processes and programs undertaken by the CMA, including plan development, investment strategies, implementation and on ground actions, is...
 High Moderate-High Moderate Moderate-Low Low

31. The level of ongoing commitment by the CMA to maintaining its relationship with this organisation has been...

- High Moderate-High Moderate Moderate-Low Low

EFFECTIVENESS OF THE SOUTHERN RIVERS CMA

32. Think about the CMAs progress towards and achievement of Natural Resource Management targets as identified in the CMA Catchment Action Plan. On a scale from one (1) to ten (10), with one (1) being very unsuccessful and ten (10) being very successful, what score would you give the CMA in terms of the progress being made towards the achievement of these targets?

Score ____

- Don't know

33. Think about the CMA and the relationship it has developed with your organisation. On a scale from one (1) to ten (10), with one (1) being a very unsuccessful relationship and ten (10) being a very successful relationship, what score would you give the CMA?

Score ____

- Don't know

PART B: GOVERNMENT ORGANISATIONS

34. I am going to read out a number of different statements. Please tell me if you strongly agree, agree, tend to agree, tend to disagree, disagree or strongly disagree with each one. In all following statements the term 'community' means residents, landholders, organisations and groups.

This organisation has a high level of trust in its relationship with the CMA

- Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree

35. I would say there has been effective communication between the CMA and this organisation

- Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree

36. There has been an effective relationship between the CMA and this organisation

- Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree

37. If you were asked this last question two years ago how would you have answered it?

- Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree

38. To what extent do you agree with the statement that "Within the region, the CMA provides leadership in relation to NRM"

- Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree

39. The CMA has clear and well understood processes for engaging with the community

- Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree

40. I think the CMA's approach in engaging with the community tends to be more opportunistic than strategic

- Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree

41. The different organisations involved in NRM in the region always share information and knowledge

- Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree

42. In the last 12 months, I think the CMA has initiated or supported sufficient activities for the engagement of the community

- Strongly agree Agree Tend to agree Tend to disagree Disagree Strongly Disagree

43. In the last 12 months I think the level of participation by the community in these activities has been...

High Moderate-High Moderate Low-Moderate Low

44. I would say this organisation's understanding of the role of the CMA is...

High Moderate-High Moderate Moderate-Low Low

EFFECTIVENESS OF THE SOUTHERN RIVERS CMA

45. Think about the CMAs progress towards and achievement of Natural Resource Management targets as identified in the CMA Catchment Action Plan. On a scale from one (1) to ten (10), with one (1) being very unsuccessful and ten (10) being very successful, what score would you give the CMA in terms of the progress being made towards the achievement of these targets?

Score ____

Don't know

46. Think about the CMA and the relationship it has developed with your organisation. On a scale from one (1) to ten (10), with one (1) being a very unsuccessful relationship and ten (10) being a very successful relationship, what score would you give the CMA?

Score ____

Don't know

47. At a later date, once the information from all the questionnaires have been analysed we would like to do some individual face to face interviews with people to explore the issues in more detail. If we came to see you, would you be interested in participating in one of these interviews?

No

Yes... "Thankyou. When we have finished these telephone interviews, we will look at how many people have expressed an interest in being interviewed and may contact you by phone at a later date".

Thankyou for your time

Appendix B
Letter to Stakeholder Organisations