



## **REPORT**

### ***Development of the Human Dimensions Cluster of the NRM Research Alliance***

#### **WORKSHOP 1**

**Wednesday 24<sup>th</sup> June, 2009**

**9.00am - 4.30pm,  
Lirra Lirra Cafe Meeting Rooms  
Waite Rd, Urrbrae – Waite Campus**

***interPART and Associates***

## 1. Introduction

This report should be read in conjunction with the overarching Project Report (*interPART*, August 2009), of which this workshop was a component and this report an annex.

This one-day event was the first of two workshops conducted in the process of establishing a Human Dimensions Research Cluster. It followed an audit and scoping exercise, findings of which provided the basis for discussion, preliminary shaping and development of the Cluster.

## 2. Participants

Invitations, and background information, were sent to over 80 people, a process that was also used to inform a range of key stakeholders of the initiative. Fourteen people, representing an excellent and exciting spread of interests and expertise participated. A further 25 sent apologies, with several explicitly seeking active involvement in the future.

The list of participants and apologies is provided in Annex 1.

## 3. Workshop Objectives

- To review and develop research priorities related to the human dimensions of NRM
- To contribute to the development of a Human Dimensions Research Cluster

## 4. Agenda

The agenda provides an indication of how these objectives were tackled; notes in brackets indicate aspects of method.

Morning Session (9.00 - 12.30)

- Welcome
- Introductions, objectives and agenda
- Overview of the Human Dimensions of NRM research initiative (Kathryn Bellette; PPT)
- Review and development of scoping study and audit findings (Kerry Thomas; PPT)
- Review and consolidation of Human Dimension research priorities
- Integrating and using research: What is needed? Challenges and opportunities for enabling these? Activities and Enablers

Lunch

Afternoon Session (1.30 - 4.30)

- Recap
- Overview of the Constellation SA Review (Ann Edwards)
- Implications for a Human Dimensions Research Cluster/Network
  - What would be its primary purpose?
  - What would it do?
  - How best might it function?
  - How would it relate to other research actors?
  - Who needs to be involved? In what roles?
  - What would be the outcomes?
  - What is required to support such an initiative?
- Agreement on next steps

Wine & Cheese

## 5. Key Outcomes

Annex 2 provides detail of the workshop discussions and ideas generated through individual and group tasks. Arising were the following key outcomes:

### *Need for the Cluster*

The need and opportunities for a Human Dimensions cluster were overwhelmingly endorsed. The time is ripe.

Priorities for research topics and process were identified and confirmed.

### *Purpose of the Human Dimensions Research Cluster*

The purpose of the Cluster was agreed as follows:

*To facilitate the integration of the human dimensions of NRM through multidisciplinary research approaches to achieve effective NRM outcomes.*

### *Objectives and Strategies*

Points relevant to the drafting of objectives and strategies were identified and will be developed within the context of the draft Business Case and Research prospectus.

### *Activities*

A rich array of indicative activities were elicited (as listed at the end of Annex 2); while inter-related, these can be broadly grouped as follows:

*Identification & Profile:* of 'human dimension' needs, priorities, opportunities, researchers, cluster...

*Innovation:* fostering innovation in HD research; inspiring new ways of viewing issues and creating solutions; change-enablers...

*Engagement:* as a key research topic; implications for research and NRM practice within a changing context...

*Knowledge Management:* clearing house role, translation & transfer of research, database coordination, knowledge broker...

*Communication:* across the HD network, with NRM and other research stakeholders, different forms and modes...

*Advocacy:* of the HD need in NRM, lobbying for resources, political leverage, research and application leverage, champions...

*Technology:* database devt, facebook, forums, managing different forms of knowledge...

*Capacity Building:* skills in social research; boundary-rider roles; seed funding; action-research processes...

*Pilot Projects:* NRM needs as driver and beneficiary of social research; integration of HD aspects into research and practice; MERI...

### *Strategic Operational Arrangements*

Two main dimensions were mapped and out and agreed to in principle:

- (a) A proposed structure and governance arrangements for the Cluster
- (b) A proposed demonstration project, through which the function, identity and credibility of the Cluster can be developed

Recognition that a more engaging *name* for the cluster is needed.

## 6. Next Steps

Agreed that a further half-day workshop be held to progress formation of the Cluster and its priority roles: late July – early August.

Summary info from this workshop to be distributed prior to the second workshop.

Other key stakeholders and those not available for this first workshop to be invited; but 'not a caste of thousands': step by step...utilising core group – network concept.

## Annex I: Workshop Participants and Apologies

### **Participants:**

|                        |  |
|------------------------|--|
| Merv Lewis             | Northern & Yorke NRM Board                     |
| Deborah Keighley-Jones | DFEEST   |
| Bev Clarke             | Flinders University                            |
| Janet Dibb-Leigh       | University of SA                               |
| Stephanie Williams     | DEH  |
| Julie Sandercock       | DEH  |
| Virginia Simpson       | PIRSA – Rural Solutions                        |
| Janie Rioux            | CSIRO  |
| Jill Woodlands         | Conservation Council of SA                     |
| Ben Hyde               | Australian Government Facilitator              |
| Anne Edwards           | Flinders University; Constellation SA Reviewer |
| Ed Pikuso              | Research Alliance, DWLBC                       |
| Kathryn Bellette       | Research Alliance                              |
| Janet Pedler           | Research Alliance                              |

### **Apologies** (with specific request for further liaison):

|                   |               |
|-------------------|---------------|
| Guy Robinson      | Lisa Daniel   |
| Stephanie Ziersch | John Spoehr   |
| Karen Cosgrove    | Lia Bryant    |
| Wayne Meyer       | Carol Vincent |
| Nick Harvey       | Meryl Pearce  |
| Geoff Wells       | Tim Mares     |
| Helen Lamont      | Karina Lester |
| Vicki-Jo Russell  | Leanne Liddle |
| Chris Raymond     |               |

Also (with request for inclusion on an e-list):

|                |                       |
|----------------|-----------------------|
| Mike Young     | Darla Hatton McDonald |
| Fraser Vickery | Bruce Mundy           |
| Wendy Bell     | Jonathan Sobels       |
| David Jones    |                       |

**Facilitated by:** Kerry Thomas and Barry Lincoln

**Recorder:** Annie Bond

**NOTE:** Details of participants and those who were apologies have been compiled in a database for the Research Alliance.

## Annex II: Workshop Notes

The material presented in this Annex is compiled from two sources:

- (a) Notes as extrapolated, reviewed and refined from those taken by Annie and Barry during the workshop; they contain some of the key points raised in discussions.
- (b) A summary of individual task and group work material.

This Annex does not include material that was presented in the two PowerPoints; these are available separately from the Research Alliance.

### 1. Welcome (Kathryn Bellette)

### 2. Introductions, Objectives and Agenda

- Participant's provided info re their roles and interests in this cluster
- Contact list of those expressing interest – being developed as part of the database
- Indigenous representation requires particular attention
- Other representative interests also need to be explored in future (eg. local government)
- This workshop is one step in a staged process ... there will be opportunities to widen participation in the future

### 3. Context: Overview of the Research Alliance and Cluster Development

(Presentation by Kathryn Bellette)

- Refer to Research Alliance PowerPoint

### 4. Human Dimensions of NRM Scoping Study and Audit Findings

(Overview by Kerry Thomas)

- Refer to *interPART* PowerPoint
- Participant Comments:
  - This is a first step... being done parallel to the capability mapping.... but we need to identify ways to ensure it established and ongoing.
  - A lot of what happens is in peoples heads, so it's a complex area and not easy to bring together and document.
  - How do we get this interface going between rich experience that is not captured in a way that's accessible to everyone and not articulated in a scientific way.
  - Practice inspired research is important and needs to be supported.

**Key findings** broadly are in 2 inter-related sets:

**(a) Five of the six themes** have been affirmed as priorities and perspectives refined:

- *Socio-economic dimensions* - more complex - actually linked with health and well being, family and community; we need to understand the complexity of that and the implications for practice and research
- *Indigenous and non-indigenous engagement*, the whole issue of engagement has come through as a very strong theme. Constraints to effectiveness remain, eg pragmatic concerns of short term funding cycles. We know that: so what can we do about it? Power dynamics and group structures...there are lessons from other sectors. Indigenous engagement continues to come up: how can we facilitate and support better engagement..
  - Aboriginal people in SA would like to be called Aboriginal to differentiate themselves from indigenous Australians from other parts of Australia.

- For both Indigenous and non-Indigenous, its more about the quality of engagement rather than the presence. And the complexity...
- Issues around language are important and relevant throughout.
- *Assessing and building community resilience and adaptive capacity* a strong theme coming through with lots of variation. Depends on context eg what does resilience and adaptability mean in the Mallee compared with MLR.
  - We need to be careful not to forget the city folks because NRM happens in the city as well. Biggest levy comes out of Adelaide.
  - Conveying NRM literacy to urban population is needed.
  - Forums may assist but likely to only reach the converted.
- *Social tools and processes for knowledge transfer and decisions making.* Area of research need (has been reinforced). We shouldn't overlook technological tools (also for engaging young people who have grown up with these. Need to get it out there more. Existing tools
- *M&E.* M&E of the funded areas of the cluster wasn't coming through, but it was strong for other aspects of NRM. We don't have the measures at the moment. We need to strengthen M&E on the HD side of things - how do we measure capacity engagement and participation.
  - Cluster and Alliance need to lobby Aust Govt to put resources into how they assess project proposals/funding applications to overcome the perception that social research is not valuable because it doesn't produce tangible outcomes.
  - M&E should include needs analysis, needs based monitoring and practice inspired research.

Important to get users and researches together at the outset and other mechanisms. Its people on the ground who can shape and focus what the needs are. End up with richer outcomes and more relevant outcomes.

  - Another area where language is very important. Many different interpretations. It is so broad that it can't get off the ground – this has implications for how things are marketed and promoted.
  - The name 'human dimensions' is problematic! We need to change the name.
- *Corporate responsibility* didn't come though as a priority. Comes through in literature but hasn't been highlighted from interviews or questionnaires. Not known why but may be related to economic crisis. Not to say its not important.
  - The fact that it's not on the radar doesn't mean we don't need to address it.
  - NGOs are experienced in looking for corporate sponsorship, markets for ecosystem services.
  - Engagement eg NGOs with industry, might be there but in unseen and non-recognised ways.
  - The cluster can still recognise it's important and follow things up.
  - Maybe it's an opportunity to expand the reach of the cluster eg to legal department.

**(b) Gaps and overlaps: 'content and process'**

- *These things are also topics for research in and of themselves;* opportunities to apply and pilot some of these. Existing opportunity through cluster to do this – pilot project.
  - Research alliance and cluster needs to think about attracting funding and setting up flexible and adaptable structures to promote working under funding circumstances.
- One of the things the cluster can do is help to *avoid duplication*, even looking outside NRM sector and to foster innovation...eg *new ways of looking at old issue*

- Something similar is a UniSA demonstration project, trialling new things application of new technologies. It's where we make the step changes.
- Need to make the distinction between new ways of doing things and better ways of doing things (we don't need 'new' ways).
- We have to impress human dimension, eg iphones...What is a good way to reach urban 'NR managers'?
- Early career researchers important to be involved eg. in a futures workshop and young ones from the communities and the NRM boards and agencies. Eg Environment Youth Council.
- We need step changes ...we can't muddle any more.. encourage innovation..
- *Knowledge utilisation and application...* (is something we need to research more); research is already happening but not necessarily utilised and not always framed or presented in a way to meet the needs of potential users. What are the sorts of things we need or structures we need to have in place?
- *Types of knowledge ...* recognition and valuing of different types of knowledge and approaches to building understanding; community knowledge; social research; etc
  - Need advocacy and mechanisms and the knowledge created through experience eg of people who are managing out there) processes, how people are engaged.
- *The importance of context...* contextual dynamics are critical in behaviour change, and yet are poorly recognised or understood in NRM
  - Communication - how does research get contextualised in order for it to be applied. Eg how do I apply this to my patch? I need help in translating this into something that's useful for me. Basically comes down to communication.
- *Disconnects between policy and practice* - disconnects between the policy and culture of research and what land managers want...
  - Just couching it as a communication problem doesn't recognise that its actually a bigger kind of challenge eg new kind professionals that can operate on the boundary, understanding research community and translating that. We should be looking at changing researches. New kinds of positions that the area needs.
  - One of the other complications is that nothing is static.
  - Reward and recognition need to be considered
- *Cross-sector integration and collaboration*
  - UniSA program offers an excellent model and opportunities...
- *Apparent overlaps in current research coordination initiatives*

**Implications** in terms of functions or roles that the Alliance and Cluster might play, include:

- Coordination
- Integration
- Communication
- Application
- Capacity building
- Motivation/inspiration (Merv)
- Prioritisation – but maybe implicit in others (Ben)

**Task 1: As individuals, identify 3 innovative/creative ideas about what the cluster could be doing (one idea per yellow sticky); discuss with neighbour; general feedback**

The following notes were recorded as they were discussed; the full set of ideas as copied from the sticky notes are presented below.

Merv: Advocate for human dimension type considerations in research (ensure opportunities are identified and collective views sought eg in state NRM plan)

Deb: Identify that the cluster exists and what it does and differentiate in that crowded space

Bev: Cluster needs to be recognised both within institutions and the community and people need to trust in it as an enabler

Janet DL: Produce good examples of previous projects that

Bev: Showcase good news to illustrate what is working

Merv: Extract human dimensions knowledge from other research projects

Ed: lessons learned repository and debriefing sessions, informing development of new programs. Because it doesn't happen

Stef: Establish means or mechanisms to encourage boundary riders

Janet DL: Models out there that work (role for boundary rider). To have the NRM Alliance set aside seed funding 5-10k that support multidisciplinary cross sector forums for people to develop research with the carrot of support for seed proposal. Can provide detail of model. All you need is a little catalyst. And facilitating the discussion cross sector and discipline and supporting network. Workshop is nice because you can suss people out and work out who you could work with.

Bev: cluster is a powerful entity in bringing practitioner-driven research forward.

Stef: drawing out experiential learning and knowledge linked to boundary rider

Janie: [missed this]

Janet: Hold some forums debate and discussion well publicised so everyone knows it happened

Need to look at new existing things, eg NRM games and Facebook

Virginia: Include community in developing research not just professionals and researchers.

There is a lot of info out there not accessible

Ensure HD knowledge is accessible

Free flowing communication between cluster/alliance members and other networks eg inter state and cross sector

Community forums across regions

Resilience and adaptability the ability to deploy knowledge etc when there is a crisis.

Taking advantage of opportunities presented by crisis eg drought

Jill, Bev: community champions how to support them.

Through volunteer support committee state govt saw value in proposal for supporting networks and champions but couldn't find small amount of funding to support. Make this stuff a priority at the ministerial council?

Why are those people currently disengaged ....how do we address this and do we

If one of the barriers are the changing structure then perhaps we need to establish a core point of context

Janie: sharing information through websites

Stef: Putting up evidence case to help support these things

Ben: There needs to be a project selected to put these into practice in a real project eg acid sulphate soils. Actually show that it can be done.

Kerry: Action research ... participatory action research approaches

Kathryn: The Alliance is interested in developing a project along these lines

Clarify clearly the big question and prioritisation

The subtext will be how can research assist

Common NRM language ...agreed on or understood by everyone including community

Corporate and social responsibility should be back on the agenda.

**Discussion: What are practical issues/process that the Cluster needs to be born in mind? What will enable these kinds of initiatives to happen?**

- to be followed-up in afternoon session

LUNCH

**Overview from Anne Edwards: Constellation SA Review and links/implications re NRM Research Alliance and HD Cluster**

Key motivations/issues:

- the role and value of social science (rather than humanities) – how to better integrate it
- how to make better use of existing research
- tactically, how to engage and utilise researchers ... including portals, databases, networks

A key State challenge: adaptation to social and environmental change:

6 specific research topics including ageing; food, wine and agric; water; defence; workforce development; climate change...

Previously was 'sustainable communities'

NRM HD Cluster potential... cross-disciplinary and inter-organisational/stakeholders eg. Uni's + industry partners + user stakeholders + facilitating/managing how researchers engage...

- ⇒ research that is relevant to SA, Aust
- ⇒ no research centre already established for this
- ⇒ relationship of cluster with other research clusters

**Discussion: What's the primary purpose for this HD cluster?**

- Collectively generating ideas for approaches and strategies to focus and undertake research
- Clearing house integration conduit coordinating connecting advocacy
- Facilitating multidisciplinary research approach to achieve affective outcomes in the HD for NRM
- It is about getting effective outcomes not effective research facilitating effective outcomes from NRM outcomes focus. Better NRM outcomes
- Should we think about relationship to the Alliance - includes both NRM and social direction
- Assumption that the human dimension will follow if we get the NRM right. Definitely assumption made by agencies at high level. Closest they get to it is sustainable production.
- Research agenda needs to be developed to include social dimension right from the start. Trying to communicate after is problematic
- ⇒ Embedding Integration of HD of NRM through multidisciplinary research approaches to effective NRM outcomes
- ⇒ or to integrate...drive ... facilitate ... ensure  
All of NRM has human dimension  
Need to play with the words human dimensions
- ⇒ It's the human side of things ...its about facilitating multidisciplinary research and outcomes focussed.

**Discussion: HD Cluster Name suggestions**

- Human connection- could be confused with dating
- Holistic NRM
- NRM SPEN (NRM Socio Political Engagement Network)
- NRM SPEN (NRM Socio Political Engagement/expert Collective)
- NRM SPIN (NRM socio political integration network)

**Discussion/Task 3: Organisational Arrangements for the Cluster**

**What are the strategic functions?**

Demo projects, interdisciplinary and integration of HD that would lead/inform the ongoing structure and function of the cluster *and* research-application initiatives with 'communities'

**What are the broad activities that relate to this?**

How would it best work? Ideas, Structure and operational arrangements?  
How does it link and relate to other initiatives the Alliance and other clusters?

**Who needs to be involved? In what roles?**

Consider: Researchers from different realms of practice / organisations etc:  
Community ...Local Govt ... Cultural Heritage ...Health ...Education ...Regional Devt ...  
NRM Boards... Govt agencies...

**What would be the outcomes?** For the State and National govt, for the Cluster and Alliance and importantly, for the community?

**What is required to support such and initiative?**

***Operationalising the Cluster (see further details of Group work below)******Small Group 1: General Operational Arrangements***

NRM needs and outcomes must be the driver  
Identified champions and other levels of stakeholder groups and levels  
Including and executive, project teams,  
Staffing with funding managed by NRM research alliance staff will facilitate the cluster and depend on resources available and work that depends on  
Outcomes are greater by the NRM needs  
- see worksheet for further details

***Small Group 2: Demonstration Project***

Lets start with a demonstration first and work towards ideal structure further down the track.  
- see worksheets for details

The two approaches aren't necessarily as divergent as they might appear.

⇒ Cluster could progress the two strategies simultaneously

**Next steps, where do we go from here?**

Involve other interested people  
Get this written up and consolidated to share  
Reconcile points of difference  
This is what we've done, what's wrong with it, how do we move it on from here. Moving forward to a prospectus, including draft terms of reference  
How far and wide does it go at this point?

⇒ Hold a half day workshop to work this up further: Dates were proposed.

Draft material to be presented at next meeting.

Wine & Nibbles

## **HD Cluster Activities**

### **Record of the 3 sticky notes per person; loosely grouped**

#### ***Identification***

- Identify and draw attention to the Cluster's existence. Mark out its difference (ie not just another research cluster)
- Cluster needs to become recognisable as an entity both within institutions and the community. (People need to trust it as an enabler)
- Being a powerful entity in bringing practitioner perspective 'needs' forward
- Understanding of the extent to which human 'action' and ecological processes more accessible. Promotion of network of multilevel relationships between and among stakeholders (formal and informal). Technologies that foster integration
- Enablers; provide evidence to demonstrate the relevance and importance of taking these actions on to gain commitment
- In each NRM Board - project on 'visioning' a 'perfect'/improved community (highlight needs)
- Take lead role in getting corporate and social responsibility back on the agenda

#### ***Skills and Capacity... roles***

- Establish means/mechanisms for creating boundary riders bridging gap between 'pure' research, 'practice inspired' research and its application
- Describe panel composition/and or individual skill set needed to drive integrated projects with DH to forefront.
- Professional development for cluster members in collaboration
- (Enabler) Coordinate proposal/ case for creating new positions in academic institutions /agencies that provide boundary riding function.
- Pay for more facilitators at regional level who are good translators/operators
- Support for dual skill set development (researcher/practitioner) rewards and recognition
- Closer collaboration between physical and social science sectors
- Major influence in facilitating change in how natural resource management is taught. How to bridge the gap and create new professionals.
- Contact (boundary rider) in each organisation to understand capability and or priorities, to help coordinate/promote initiatives (eg Futures Forum) (enabler)
- Link practitioners and researchers working on similar themes

#### ***Innovation***

- Foster innovation in HD research
- Develop interesting ways to facilitate innovation
- Develop/coordinate establishment of mechanisms to inspire new ways of viewing problems and creating solutions
- Facilitate scenario thinking opportunities to assist key players to view the world differently (enabler)
- Support for issue specific networks. Extension/researches/modellers/funders to develop extension pathways/projects (statewide, peer supported, to bridge practitioner extension divide)
- Ensure opportunities are identified and collective views sought

#### ***Advocacy***

- Advocate for HD considerations
- Lobbying of formal funding bodies (eg ARC) by cluster to recognise role of this kind of research focus.
- Consider the political dimensions of NRM

- Make it priority in Environment/NRM Ministers' portfolios to enable/connect/integrate HD aspects to NRM processes

### ***Communications***

- Showcasing good news research that illustrates what is working
- Produce good examples of previous projects that integrated (types of research including paying attention to HD) for NRM community
- 'Lessons learned' repository and debrief service when NRM programs are completed
- Workshopping communication and research priorities and needs with the community not only NRM 'practitioners' (in a professional sense) researchers and government
- Integrated NRM is a product of relationships across scales. Therefore there is a need for technologies that foster integration
- Capturing learnings. Community engagement. What was good engagement?/what was 'bad' engagement eg SA Water on EP, DEH Marin Parks moving tent down the coast.
- Facilitating the participation of 'practitioners' in cross-regional activities eg funding travel
- How to mobilise existing community? Champions? How to create next generation of champions?
- Come up with a novel and interesting project that brings in new stakeholders/audiences.
- Hold public debate forum regionally on aspects of applying NRM research to community NRM projects

### ***Engagement***

- Research into why those who are currently disengaged in NRM (eg Aboriginal groups) are not interested in engagement. Are their reasons ones we should work around to engage them or respect, and leave be?
- Perhaps the reasons some subcultures are disengaged from NRM is because of the constantly changing priorities, methodologies and structures surrounding NRM (ie as soon as they feel they have a handle on it, it changes). How to balance this with the need for continuous improvement? Need to establish some 'core' for people to come back to?
- Plan for sustained community engagement. Once you have engaged community where will you take them?

### ***Knowledge Management***

- Ensure HD knowledge is accessible
- Free flowing communication ie between network members and linking with like networks
- Facilitation of knowledge transfer (ie act as a clearing house for information) intrastate, interstate and internationally
- Seed funding for publicity (publicity unit/tools) on bringing HD aspect into NRM research/application
- Ability to deploy knowledge, processes and methods at times of crisis (drought, fire, flood, financial crisis) resilience and adaptability.
- Knowledge broker service for practitioners to 'sift' and find relevant research
- Website and blog (share ideas and network) with all data/publications/current projects/funding for each theme
- Establish/coordinate ways to enable experiential knowledge to be captured and valued
- Communication and engagement tools: new technological platforms for communication eg social networking platform (facebook). Using serious games in NRM space (interesting ones are currently available)
- Spell out (list/explain) NRM issues and implications by area ( science, human social dimensions)
- NRM sponsored 'futures Forum (involving generations X and Y) from universities and other research organisations, governments, community and NRM Boards

- To confront simple/challenging questions eg “if tap turned off tomorrow....” Issues? Need research? People/teams/etc?
- Theme champions (from Alliance/regional NRM Boards)
- Pool of NRM Alliance \$ set aside for seed/pilot projects to lead to ARC linkage (and other) major funding (eg NRM Alliance as one partner) (a model exists)
- Pool of NRM Alliance seed \$ (eg 5-10K) to develop ideas around themes (cross disciplinary) and then linkages eg \$ (50Kpa)
- Agreed meaning of NRM in community (common NRM language agreed upon by community and institutions); NRM now seen as an entity rather than an activity or outcome
- Clarify clearly the big NRM research questions
- Facilitate discussion (by a series of workshops) with multi disciplinary/organisational groups around NRM priority themes to develop ideas for cross disciplinary/sector research projects. If okay'ed will received seed funding and linkage partner funding form Alliance.

### **Technology**

- Develop database of potential funding lines
- NRM practitioner and researches ‘facebook’
- Culture of willingness to share (talk about) tacit knowledge (how we do things)
- Greater ease in finding people with relevant expertise, knowledge and experience of relevance to practitioners

### **At the core: NRM Needs as the driver**

## **Group 1: HD Cluster Structure, Functions and Activities**

### **Structure**

- Active – eg dedicated staff
  - achieve links – key questions
  - develop projects
  - tactical/strategic
  - make things happen
- Core catalyst – key driving
  - ➔ seed funding initially, with dedicated staff time
  - ➔ + promise of further funding resulting from developm of project
- Collective agreement on on addressing particular questions
- Ready to build relationships
- Develop TORs
- Develop recommendations to put before the RA Board -> use their adherence to goals to drive process forward
- Executive of ‘Cluster’ -> members of ‘Clusters } – whole of Network is part of dialogue  
Doers and complimentary skills base member }

**Tipping Point:** does sit empty people or not? 2 scenarios:

- Passive: Cluster that doesn't employ = a ‘network’; couple of meetings/year; not so task orientated
- Active: Cluster employs ? how much time of dedicated workers

### **Functions**

1. *Advocacy*
  - provide RA with HD input to its other activities (Advocate role, HD consideration included)

2. *Knowledge Facilitation and Coordination*
  - databases
  - lessons learned
  - opportunities for linking
  - coordinating [?united] messages – targeted to particular audiences
3. *Linking Participants*
  - driving multidisciplinary/collaborative approaches
  - multi-agency/organisation approach
  - ‘match-making’ or brokering partnerships
  - ‘passive linking’, providing opportunities/forums for links to occur
4. *Fostering Innovation*
  - challenge participants to think differently
  - pursue revolutionary ‘step changes’
  - create opportunities
  - create an environment that allows risk (links back to advocacy)
  - political aspects – what is political investment and exposure to Govt to invest in NRM
  - incentives for good ideas – eg conference support – could be sponsored

**What would it do?**

1. Pick on a Crisis – ‘quick wins’
  - water shortage – Adelaide
  - acid sulphate soils
  - => where does HD add value to these challenges... prove your worth
  - => Multi-prong strategies and multiple opportunities
  - => scientific validation allows evidence to drive further investment
2. Long Term Problems
  - school curriculums
  - conflicting messages
  - apathy and relevance of NRM message to those that currently don’t hear it

⇒ See diagram of structure in project report.

**Group 2: HD Cluster Demonstration Project**

*NRM Alliance -> Cluster -> Demo Project - - -> other projects*

*Start ‘Activity’ -> [lead to] Structure*

‘Activity’ = demo project -> to work together ...process... - multidisciplinary core group  
- HD of NRM

*Outcomes:* Alliance – organisation  
Communities - part of demo project  
State/national – prototype project ... Aust better achieve changes

**Discussion:**

Concept of the Cluster: Why? What is it? What it means? (for people involved)

- too share between professionals and practitioners (circle of people)
- limits of ‘blog’, ‘twitter’ - virtual network
- needs leaders that work on issues
- what need to be researched?
- audience?
- matching ‘needs’ with research
- provide ‘research questions’... multidisciplinary team in one research project (demo to start) in one NRM Board region (Eyre Peninsular; also Northern Yorke, MurrayLands – irrigators, dryland farmers/communities)
- demo of the process – “multidisciplinary”, “human” – document all
- what are the key disciplines?

- Adaption to changes in marginal areas – bottomline is that people stay on land.. restoration of habitat
- look at “environmental problem” and social/human issues OR look at extension, comm.?
- Biodiversity, water, land; 2 clusters at present – other cluster (habitat restoration & sustainable production... sustainable markets) ...issues: forestry and water uses  
How farmers get carbon (plant, soil), biodiversity, salinity credits -> sustain market  
Landscape mapping eg. 30% [?] mod. So biodiversity planting for payments – stewardship
- Question: how to enable community to get engaged in “sustainability market”?  
Farmers ask for stewardship payments for NRM to state and national govt.
- Lobbying is needed – work with NGOs, CCSA, SAP(?)
- Research questions – literature, “intellectuals”, NEEDS/motivations
- Start EP, then Northern Yorke and Murraylands  
Need ‘seed’ funding to get project together (enterprises and regional levels)
- Activities of the Cluster at initial stage - research questions
  - who to engage (disciplines)
  - where
  - how/when/to whom advocacy ‘to sell’
- to organise the demo project... attach to the cluster  
=> structure of the organisation and of the cluster
- ‘New’ innovative venture – first in Australia – not yet done in other states
- Cluster will have many functions: 1. Demo project
- How much ‘seed’ money?
  - ⇒ 6 NRM people; 6 disciplines social/human; stakeholders

The Cluster in summary:

What will it do?

- Demo project/idea -> questions -> disciplines -> people

What will the structure look like? Core, with RA providing operational support; partners.

- researchers, ‘influential’ people, local people, including:
  - key researchers
  - key extension/local NRM practitioners, project officers
  - local leadership context (winners)
  - Board
  - Farmers... Ag Bureaus
  - habitat restoration local people
  - Local govt/council
  - Health, education, arts, sports, schools
  - Development board
  - Cultural... Aboriginal
- EP: NRM Board; Youth/Health/Education; industry partners, etc => old “strategic alliance”  
<-> NRM Alliance.