

National Conservation Incentives Forum  
Barriers Workshop 1 Summary

<b>Focus: What is working against us in designing or delivering effective conservation incentives?</b>				
<b>Facilitator: Mark Butz <i>Futures by Design</i></b>				
<b>A – Mismatch of Timeframes 18 votes</b>	<b>B – Understanding Land managers 17 Votes</b>	<b>C – Lack of Integration 15 votes</b>	<b>D – Lack of Vision 15 votes</b>	<b>E – Knowledge Gaps 13 votes</b>
Failure to recognise some mechanisms have long timeframes for success e.g. covenants	Attitudes - our expectations - landholder expectations	Each project officer delivers 1 project, not the range of projects	Lack of vision – limitation on investment	Knowledge gaps In local government
Revolving personnel	Drought or falling commodity prices	Lack of integration with other programs	Ineffective executive support – fear of the new	Lack of landowner knowledge of potential benefits to them
How to build long term relationships in a short-term system	Attitude change not the same as behaviour change	Complexity, number and diversity of programs on offer and groups who offer these is confusing	Conflict in vision and goals	Information – having a benchmark for performance
Business stability - institutions - directions -rules	Lack of knowledge of community behaviour - social marketing perspective - adaptive mgt	Lack of knowledge of partnership options and how resources can be shared	Knowing that cost of delivery is worth extra benefit	Access to knowledge, systems/tools and data
'Extension' misunderstood and under-valued (by Govt and investors)	Understanding what land managers want, need, don't know; what motivates them	Blurred boundaries - what is the extent of local government delivery vs. State?	Justifying the benefit to obtain the funding	The fear factor (rate rebates/levies) - fear of costs, lack of community support
3 year funding cycles - timeframe too short to measure <u>real</u> outcomes	Information? - social analysis - privacy issues			On-ground uncertainty (NSW CMA process)
Realistic timelines to deliver			<b>H – 5 votes</b>	
Effect issues at necessary scale	<b>F – 8 votes</b>	<b>G – 8 votes</b>	Ask the right question: issues, priorities, areas, targets	<b>I – 4 votes</b>
Scale of work – many find difficult to grasp	Trust landholder/ NGO/ agency	Engagement: - duty of care - standard of care 'The Mix'	Lack of knowledge that it <u>is</u> effective - monitoring & evaluation	Society's view of natural resources as infinite e.g. only have water restrictions during drought when should have sensible use all the time
Tokenism + short-term nature of incentives	Need for trust; assume good intent from the onset of activities		Knowledge: environmental values/ threats; processes and interventions	

## Barriers Workshop 1 Summary (continued)

J – 4 votes	K – 3 votes	L – 2 votes	M	N
Need for effective communication with all stakeholders and all levels of government	Recruitment: how to involve more than just the 'low hanging fruit'?	Robust and adaptable operating systems (transferable, not reinventing)	Landholder uncertainty of/around offer (right timing, 'moving goalposts')	Do not 'silo' people
How best to disseminate info -targeted or widespread				
Difficulty getting incentives message across to landowners				

### Priority strategic directions

Focus: What would make the most difference in overcoming the barriers?				
<b>A – Mismatch of Timeframes</b>				
Partnership for a mix of stability	Tie in programs to vision/ deliver in chunks	More security for relationship stability (inc handovers)	Entrenching values into organisation ('making it culture')	Securing a demand for the services
Improved support for staff	Finding alternative investment	Recognising the timeline/scale it really takes	Clearer expectations and systems	
<b>B - Understanding Land managers</b>				
Being clear on the baggage we bring	Approaching landholders from the appropriate level of credibility and trust	Clearly identifying the behaviour change you want before delivering information	Being honest about timeframes and deliverables	Having people with people skills – may be local
Doing social 'research' on motivations, aspirations and capacity – extension, 'kitchen table liaison'	Partnering	Communicating	Social research - on funders also - advocacy	Common Language

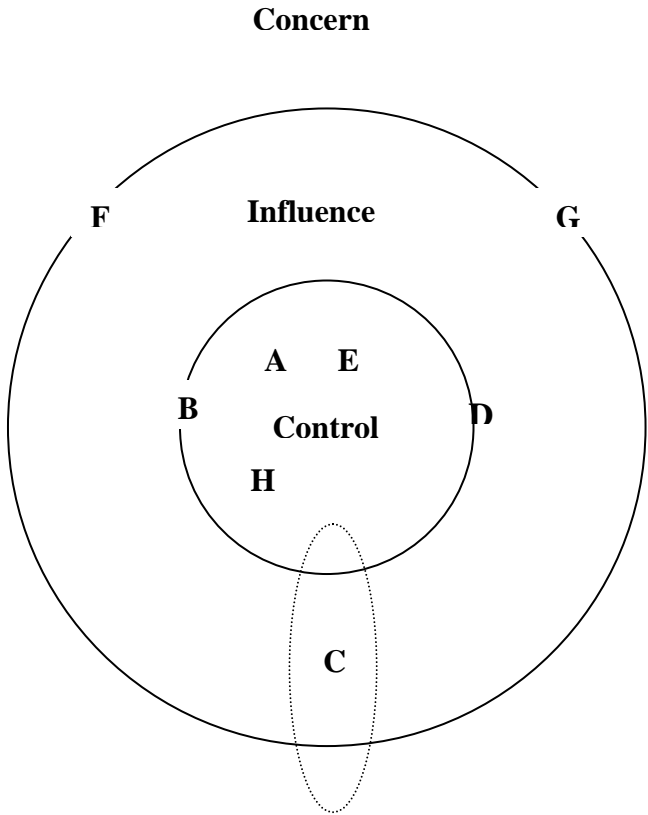
#### Guided by: CI Live 8 [summarised priorities from previous sessions]

- Building trust
  - Working with 'the willing' but tackling hard ones as well
  - Top-down commitment for bottom-up action/delivery
  - Flexibility (adaptive management)
  - Staying for the long haul (continuity)
  - Maintaining commitment in partnering NGOs /Government
  - Getting 'the mix' – choice and accessibility
  - Leveraging public and private funds
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## Barriers Workshop 2 Summary

<b>Focus: What is working against us in designing or delivering effective conservation incentives?</b>				
<b>Facilitator: Mark Butz <i>Futures by Design</i></b>				
<b>B – Understanding 10 votes</b>	<b>F – Institutional change 8 votes</b>	<b>C – Strategic investment 7 votes</b>	<b>D – Coordination 7 votes</b>	<b>H – Economic and Social 6 votes</b>
Understanding drivers and priorities (both sides) and translating to get <u>effective</u>	Land use change – incompatibility with nature conservation	Quantum of funds = quantum of protected land	Lack of coordination between delivery bodies	Industries having poor futures
Insufficient knowledge of target audience i.e. motivations	Institutional perversities	Strategic investment	Difficulty in achieving integrated delivery – requires a not often achieved project structure	Not addressing economic and social needs
Understanding why people don't take up conservation incentives	Lack of flexibility in time available for landholders to implement	Define \$ values of the natural resource	Confusion – many different programs and organisations	Commercially unrealistic rates
Lack of interest in Nature	Equity of incentive delivery			
Farmers not wanting to 'lose control'				
<b>E Knowledge/ Information 5 votes</b>	<b>G Short term funding 4 votes</b>	<b>A Reaching people 2 votes</b>		
Toolbox – what is available, what is working	Short-term funding	Reaching all eligible landholders – cost of promotional material - information - dissemination of program idea through the right channels - reaching those who need it most		
Knowledge of implications i.e. tax liability issues	Attraction and retention of skilled staff			
Knowing what works and why (in the broader sense) e.g. tender, grant, MBI	Retention of corporate knowledge			
Proof of real (significant) progress	Insufficient time in planning/development of conservation incentives	Not good use of industry advisors and potential partners/ambassadors (eg. bank managers)		

Participants were invited to discuss whether the clusters of barriers (A-H) lay within their spheres of Control, Influence or Concern. The consensus was summarised in a diagram, as below:



- A - Reaching people**
  - B – Understanding**
  - C – Strategic investment**
  - D – Coordination**
  - E - Knowledge/Information**
  - F – Institutional change**
  - G - Short term funding**
  - H – Economic and Social**
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