



A Guide to the

Burdekin Dry Tropics Region

Natural Resource Management (NRM) Planning Framework

Version 2.1 –July 2014

CONTACT

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Contents

What is the background to NRM Plan development?	3
What is the purpose of this document?	3
Why do we need a Regional NRM Planning Framework?	3
What should an NRM Plan be like in principle?	4
What is the NRM planning framework?	8
What is an Integrated Planning Process?	8
Attachments: Summary Statements for Parts of the NRM Framework	19
The 'One Page' Plan	20
Management Strategy	21
The Collaborative Governance Process	22
The Context Library	24
The Learning Kitbag	26
The Investments Exchange	27
The Promotional Process	28

What is the background to NRM Plan development?

Between June 2013 and June 2015, the Burdekin Dry Tropics Regional Plan is being transformed from being a five-year plan with a forty-year planning horizon and scant mention of climate, to a continuous planning system for contributor inclusion and innovation uptake. It will integrate processes to address major drivers of regional change, such as population growth, global economic conditions and climate change, into a five-part planning system.

The following are being developed:

- Revised governance framework
- Strategic approach statement
- Contextual information hub
- Investment / Action plan
- Renewal process
- Promotion and awareness process

The transition project will deliver an NRM Plan consisting of a suite of practical, cross regional tools, designed to help ***'All stakeholders work together for better Natural Resource Management outcomes in our region'***:

- ***Recognising and encouraging all positive contributions***
- ***Celebrating and capitalising on our differences***
- ***Speaking out for social justice***

The new planning process is being designed following a review of the 2005 Plan and the 2013 conceptual planning framework. The review included analysis of how well these planning approaches related to federal, state and regional NRM planning principles.

What is the purpose of this document?

This working document:

- Describes a broad planning framework as it progresses through a the public process of NRM Plan revision
- Provides material for framing strategic governance, communications and engagement questions
- Provides 'design guidance' and a point of reference for sub-project teams constructing and documenting different parts of the Plan as they emerge

Why do we need a Regional NRM Planning Framework?

The purpose of the NRM Planning Framework is to help:

- Establish a common vision for how we can work together to address the region's NRM issues

- Extend and update sections of the Burdekin Dry Tropics Region's Public NRM Plan (2005)
- Transition planning arrangements from a document, to a documented continuous planning process
- Record proposed and agreed approaches to NRM planning and organisational arrangements
- Provide a basis for strategic decision making about NRM relationships, policy positions and investments
- Provide a common language and structure for discussion and negotiation of NRM work for use by all stakeholders
- Coordinate and facilitate the region's NRM work across all stakeholder groups and individuals
- Create clear mechanisms for participation

What should an NRM Plan be like in principle?

Numerous lists of criteria or principles have been developed to provide guidance on the function, structure and provisions of a truly effective regional NRM plan. To answer this question for the Burdekin Dry Tropics region a review was conducted of five sets of directly applicable principles. The:

- Federal Government's Clean Energy Futures program's principle for NRM Plans incorporating Climate Change considerations
- Federal Government's, Caring for Our Country program NRM principles
- Queensland Government's NRM principles
- Queensland Regional Group Collective's (13 NRM bodies) Plan Development Guiding Principles
- Burdekin region (NQ Dry Tropics) set of planning principles

These were consolidated into seven broad principles and 27 specific attributes, as shown at [Table 1](#).

The broad principles are that a Regional NRM Plan should:

1. Adopt a socio-ecological system approach
2. Recognise human values
3. Be easy to use
4. Be both informed and informative
5. Be adaptive
6. Be collaborative
7. Be empowering

The original (2005) NRM Plan and a first draft of the NRM Planning Framework (2013) were subjectively assessed for their consistency with this set of principles, and a traffic light report of their performance potential was prepared in August 2013. The Draft NRM Planning Framework scored equal or better than the 2005 Plan for all principles and attributes. The patterns of difference provide a general indication of the size and type of change that may be needed to transition to an effective new regional NRM Plan (see [Table 2](#)).

Table 1 Consolidated list of current planning principles for Burdekin NRM

Principle	Aspects of principle
Uses a socio-ecological system approach	<ol style="list-style-type: none"> 1. Recognises system drivers like population and climate change 2. Builds landscape integrity (Makes the landscape’s resources more valuable as a package than the list of features are individually) 3. Fosters resource resilience (Makes the landscape more capable of keeping its resource values when absorbing changes like new infrastructure, weed invasion or climate change)
Recognises values	<ol style="list-style-type: none"> 4. Applies a precautionary approach to protecting resource values 5. Is a rallying point (Motivates or gives people a reason to act on resource management issues) 6. Promotes asset and value custodianship
Is useable	<ol style="list-style-type: none"> 7. Is logically defensible, strategic and comprehensive 8. Coordinates priorities across all scales of government 9. Identifies appropriate investment opportunities, delivery agents and delivery mechanisms 10. Is transparent and accessible (easy to get to and to understand)
Is informed and informative	<ol style="list-style-type: none"> 11. Uses best available information and knowledge systems 12. Is evidence-based (Not politically or opinion driven) 13. Is integrated with strategic planning at all scales
Is adaptive	<ol style="list-style-type: none"> 14. Is a transformative educational process (Builds the capacity of those involved in plan delivery to improve the planning process being used) 15. Captures initiatives (From any stakeholder for new projects, partnerships or management processes) 16. Involves continuous improvement (through regional scale MERI)

Principle	Aspects of principle
Is collaborative	<p>17. Aligns NRM investments (through a recognised professional NRM coordination organisation)</p> <p>18. Based on engagement and partnerships</p> <p>19. Represents stakeholder interests</p> <p>20. Builds ownership by all sectors of the community, including indigenous people</p> <p>21. Is just procedurally (collaboratively developed by stakeholders)</p> <p>22. Is just in terms of social outcomes</p>
Is empowering	<p>23. Is an action-oriented catalyst for NRM work</p> <p>24. Is an active learning process (Hands on doing – tree planting to collaborative strategic planning)</p> <p>25. Is facilitated by tools that are easy to use and understand by anyone who wants to use them (Learning materials, decision support tools information management tools like databases and GIS products)</p> <p>26. Builds capacity for all sectors of the community to manage NRM</p> <p>27. Provides an enabling environment for those interested in NRM (focused on proactive actions that enable positive change rather than blocking actions)</p>

Table 2 A score card of 2005 NRM Plan and 2013 planning framework performance against planning principles

Score	2005 Criterion	2013 Criterion
0	Not addressed	Not addressed
1	Ineffectual or superficial treatment	Ineffectual or superficial treatment
2	Approach no longer appropriate or not updatable	Approach not appropriate, may require structural change to the framework
3	Has some potential for future use / continuation	Adequate for future use / continuation
4	Has good potential for future use / continuation	Good potential for future use / continuation
5	Changing this planning process element would require strong justification	A specific and innovative design feature of the framework

Principle	Aspect	Score 2005	Score 2013
Socio-Eco Systems	1. System drivers	1	4
	2. Landscape integrity	2	3
	3. Resilience	1	5
Values recognised	4. Precautionary	3	3
	5. Rallying point	2	5
	6. Asset and values identified	4	4
Useability	7. Logical and defensible	2	5
	8. Priorities across scales	2	4
	9. Delivery mechanisms	2	4
	10. Accessible	3	5
Informative	11. Information and knowledge	2	4
	12. Evidence based	4	4
	13. Is integrated planning	3	4
Adaptive	14. Transforming education	3	5
	15. Captures initiatives	1	4
	16. Continuous improvement	2	4
Collaborative	17. Aligns investments	2	5
	18. Engagement and partnerships	3	4
	19. Stakeholder interests	3	4
	20. Builds indigenous ownership	2	3
	21. Procedurally just	4	4
	22. Delivers just social outcomes	2	4
Empowering	23. Action-oriented catalyst	3	5
	24. Active learning process	1	4
	25. Is facilitated by tools	1	2
	26. Builds capacity	2	4
	27. Is enabling	2	4

What is the NRM planning framework?

The framework is a broad and simple guideline on the approach being taken. It is not a detailed plan. It is the structural skeleton of a continuous planning process with the principle aim of providing a point of reference for subsequent NRM action planning and project development. As it is both experimental and adaptive we expect to learn as we develop the framework. We will update it again and again to incorporate new ideas and language based on our experience and efforts in delivering resource planning and management. The original concept was a one page document prepared in May 2013. Version 1 of this document was prepared in May 2014 and version 2 (this document) incorporates the major revisions that have occurred between May and July 2014.

Figure 1 is the simple form of the framework as it existed in May 2014, showing it as the process we use to answer five key questions needed to deliver good NRM. Figure 2 and Figure 3 give a bit more detail on the purpose and content of the five parts of the framework. We feel all five parts of the framework are still needed for a comprehensive, effective and reliable planning process.

However, these concepts have been significantly enhanced with the following changes being made:

- The language has been simplified and aligned with potential users of the NRM plan. Capitalising on the questions addressed by different elements of the framework.
- The Learning Kitbag, Investments Exchange and Context Library are now all considered different aspects or features of an integrated set of Online NRM Tools.
- The management strategy has been split into a one page info graphic, executive summary which is what can be considered “The Plan” and the strategy document which explains scope of the NRM Plan in more detail (vision, goals, targets).
- A sixth element (Promotion) was added to the framework. This reflects the need to make sure that the community who “own” the plan are constantly made aware of its existence and the opportunity to participate in its adaptation and delivery after it is launched in June 2015.

These changes are reflected in the planning framework schematic as it might appear as a public interface such as the NQ Dry Tropics website or Wiki.

Importantly the questions posed in the structure at Figure 1 are reflected in access points to the online tools supporting “The Plan” at Figure 4.

Each part of the framework needs to be documented and clearly understood by the different people involved. Details of how each component is currently understood by the NQ Dry Tropics project team is provided in Attachments 1-6 and Attachment 7 explains how the six parts are expected to work together.

What is an Integrated Planning Process?

Each part of the planning framework is considered to have value as a ‘stand-alone’ product. Each can be created and used on its own. However, the parts listed and linked in this document are designed to function as a single process for effective resource management planning and implementation. The true value of the process is

expected to come from the way in which each component enhances our capacity to use the other parts.

Each framework part includes one or more 'tools' or 'products' which help us work together to plan and deliver NRM work. Table 3 shows the key outputs from each part of the framework. Table 4 shows how each part influences the opportunity for use of all other parts of the framework.

Within each description of a framework part (sections below), details on how that part supports other parts of the framework is explained under the 'linkages' sub-title.

Parts of the framework are being developed simultaneously and to some extent independently. Further, each part is adaptive in nature and so we can expect further changes after a part starts to be viewed as a component of the regional plan and used to guide NRM. The objective of this approach is to be able to keep the information in and about the emerging plan current and relevant.

Despite some separation and ongoing development, the sequence and timing in which each part of the framework becomes a practical functioning tool is important. The broad process for delivery of a functioning continuous planning process is shown at Figure 5. The transition project task structure and the timeline for transition from a Planning Framework to a Regional NRM Plan are shown in Figure 6 and Figure 7.



Figure 1 Planning Framework structure as key questions (May 2014)

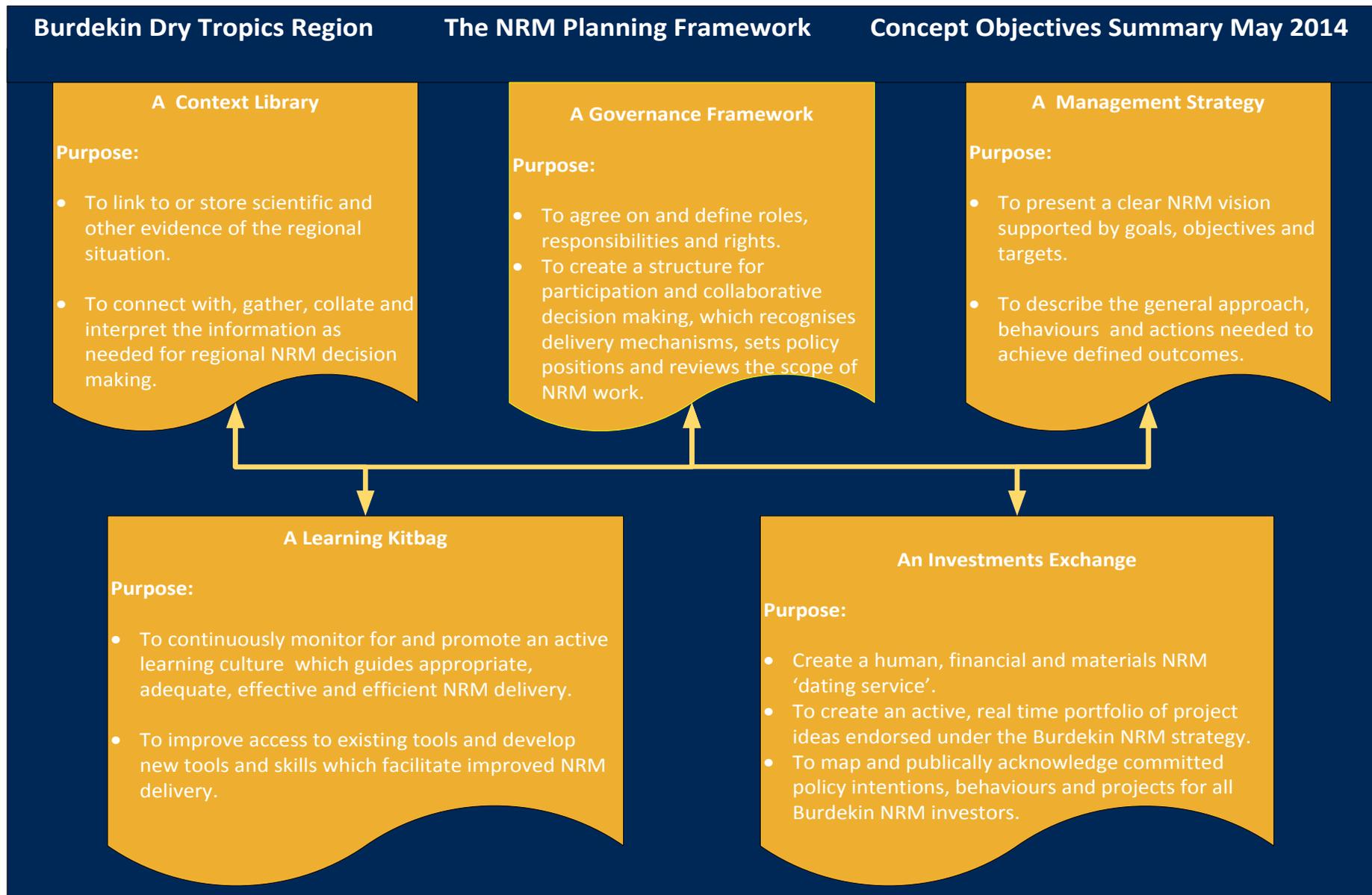


Figure 2 Planning Framework structure summary of objectives (May 2014)

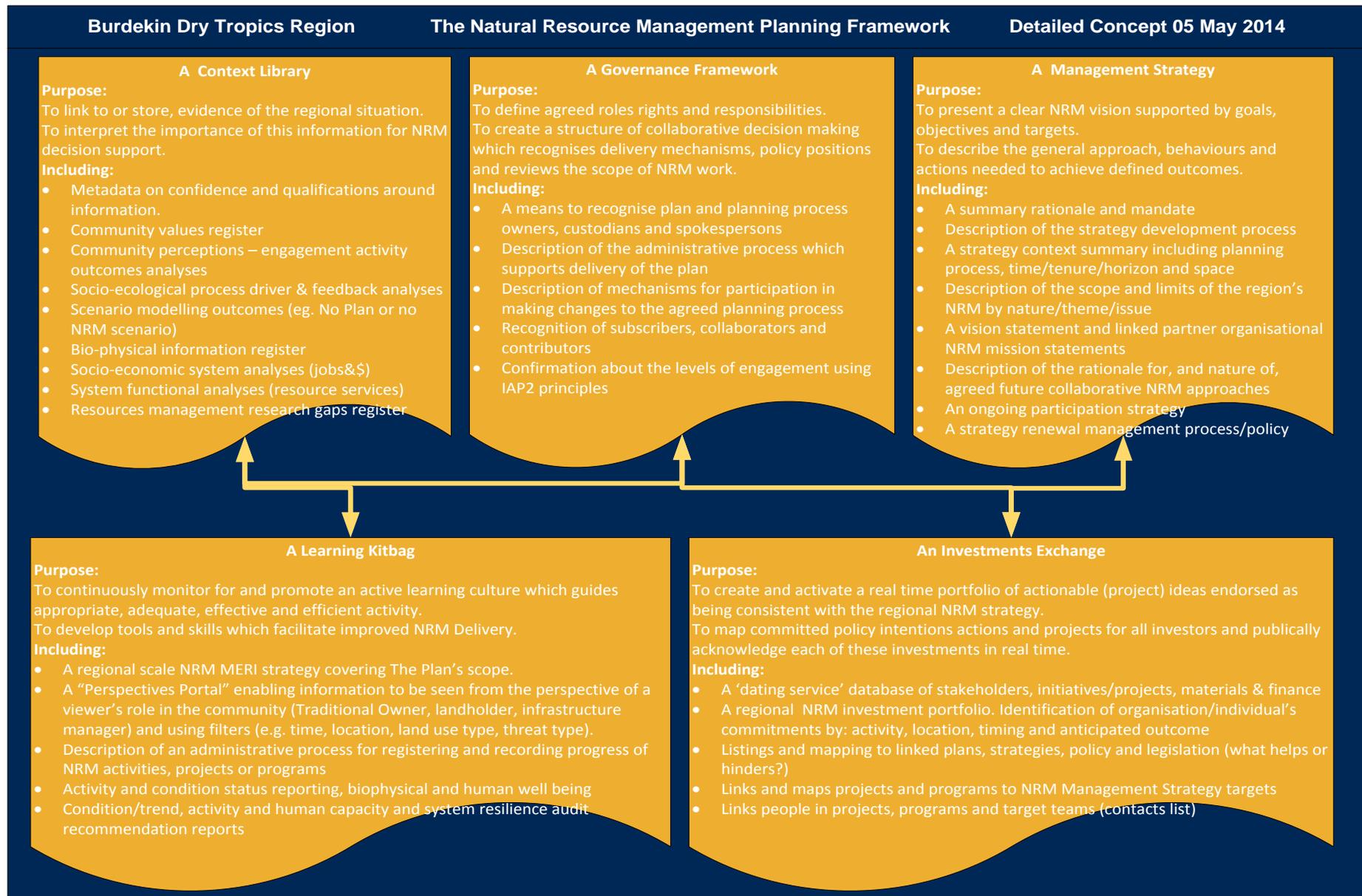


Figure 3

Planning Framework structure summary of content (May 2014)

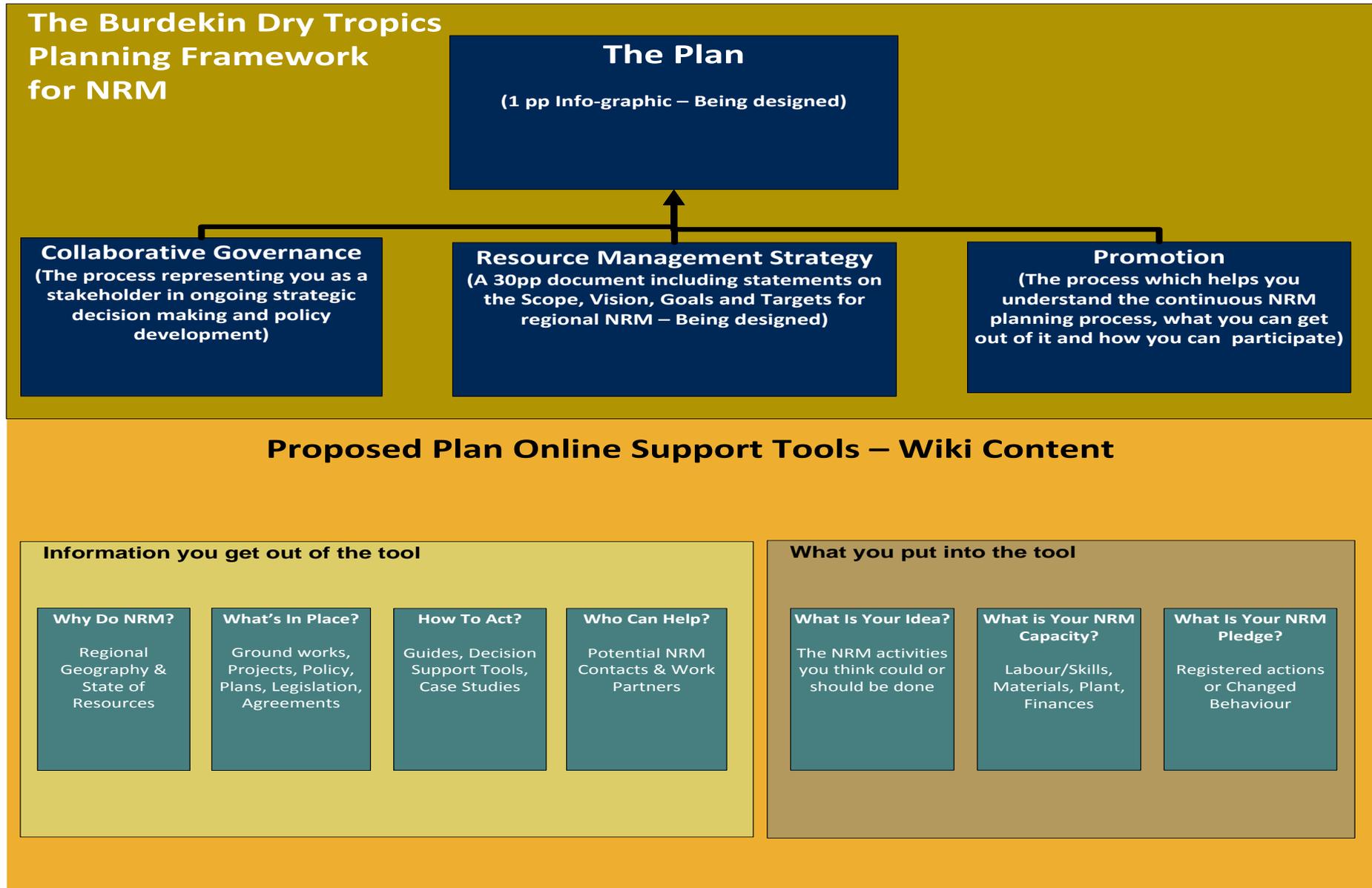


Figure 4 Planning Framework structure public interface summary (July 2014)

Table 3

Key outputs influencing parts of the regional NRM Planning Framework

Note: Row titles are providing products for column titles

Output	Context Library	Plan /Management Strategy	Learning Kitbag	Governance Process	Investments Exchange	Promotion
Context Library		Maps, statistics or regional status and trends for target setting.	A public access point for capacity building, learning package materials and scenario planning outcomes.	An up-to-date listing of legislation, policy and plans relevant to NRM decisions.	Spatial views of NRM projects & organisational jurisdictions relative to landscape features, services or values.	Material which can be used to generate a sense of urgency.
Management Strategy	Clarity around the need for content. Questions/targets around which to gather evidence.		The criteria around which the MERI process for NRM delivery is to be built.	A common vision and goal. A point of agreement among disparate interest groups.	Criteria against which the merits of potential investment or projects can be assessed.	A core marketable product or rallying point to 'sell'.
Learning Kitbag	The perspectives of different interest groups and reports from group scenario planning workshops.	Feedback on the strategy's focus, adequacy, effectiveness and efficiency.		Training materials and decision support tools for those making NRM decisions.	Feedback on what works and what doesn't in terms of project designs and delivery processes.	Through MERI gives a message of hope for NRM practitioners or would-be activists.
Governance Process	Direction on what physical and human geography information is needed for strategic decisions.	An administrative mechanism and strategic processes for delivery.	Decisions on implementation aspects of MERI. Approval for addition of content.		Recognition of NRM ideas, projects and behaviours as being consistent with the NRM Plan.	A product in the form of a voice for the community to influence government or powerful interest groups.
Investments Exchange	Via Governance: Information on required changes to government policy and legislation.	The ideas, projects and on ground actions for delivery.	Learnings from project reviews. Information on the NRM effort which can be matched with NRM outcomes.	Information on the capacity for work and the areas of interest / priority for investors.		A hook for generating involvement baited with access to other NRM contributions.
Promotion	Online capacity to "challenge" any content page via the author or contact	Builds & distributes marketing collateral telling people there is a plan that affects them.	Tells people there is an NRM education one stop shop and information on regional NRM progress.	Tells people how they are represented and how to raise their concerns to that body.	Tells people that there is an NRM dating service for labour, \$, materials and plant.	

Table 4 Key internal influence of parts of the Regional NRM Planning Framework

Note: Text in a box shows what the part of the framework in the 'row title' provides for users of the part of framework in the column title.

Outcome / Influence	Context Library	Plan/Management Strategy	Learning Kitbag	Governance Process/Team	Investments Exchange	Promotion
Context Library (CL)		The CL helps scope and scale issues for inclusion in the MS.	Why act information in CL - Helps defines what training materials are needed in LK.	Keeps them up to date on how the dynamic system/landscape being managed is changing.	Information on the legal, policy and planning context for NRM project design.	Incentive to act.
Management Strategy (MS)	Scope of issues included in CL		Targets guide to criteria for MERI.	A mandate and scope of work.	Reference point decisions on relevance of proposed NRM work.	Definition of the scope of NRM work.
Learning Kitbag (LK)	Nothing directly. LK is associated information for CL.	A mechanism for review.		Understanding of the collateral available for community NRM action capacity building.	Listing and analysis of methods for delivery of projects.	A product to sell (how to information).
Governance Process (GP)	Nothing directly.	A means for the MS to be implemented.	A way to challenge what is useful content in the LK.		Recognition of ideas, projects and working relationships	A product to sell (how to information).
Investments Exchange (IE)	Nothing directly. IE is associated information for CL.	A reality check on relevance, scope and currency.	Lessons learned information on project delivery. A source of data for MERI on actions.	Insights on who is interested in NRM, the specific issues arising, how people cooperate and barriers to action.		A product to sell (assurance on behaviour and help with actions).
Promotion	People are encouraged to access / use it.	People know it exists and why it might interest them.	People are encouraged to access / use it.	People are encouraged to seek recognition and representation for their NRM contributions.	People are encouraged to access / use it.	

The Burdekin NRM Plan

A: Rangelands Project Reporting

Review of 2005 NRM Plan: (Phase 1 - desktop complete)



C: NRM Plan Implementation

Currently under 2005 Plan but transitional Framework accepted by Board as interim provisions where scope of issue is covered.
The Plan is 2005 + the 1 page BETA framework summary + WIKI as at (July 2014)



B: NRM Transition Process / Project

Project Management Activities:

- Administration, labour, finance
- Contracting, Sub-contracting, Reporting
- OH&S, Risk & Environmental

Cross Cutting Sub-Projects:

- Communications Plan
- Partnerships Plan
- Online Tools / WIKI development

Plan Element/Theme Sub-Projects:

- Current plan review (Phase 2) & BETA Framework review
- CEF Climate Change Updates (Land sequestration and perverse effects on biodiversity)
- Governance process
- Plan / Management Strategy Drafting (Scope, Vision, Targets establishment)
- Learning tools structure/content establishment
- Context library Info tools content establishment
- Investments exchange tools structure/content establishment
- Plan Promotion strategy

Figure 5

Burdekin Dry Tropics Regional Plan Transition Process

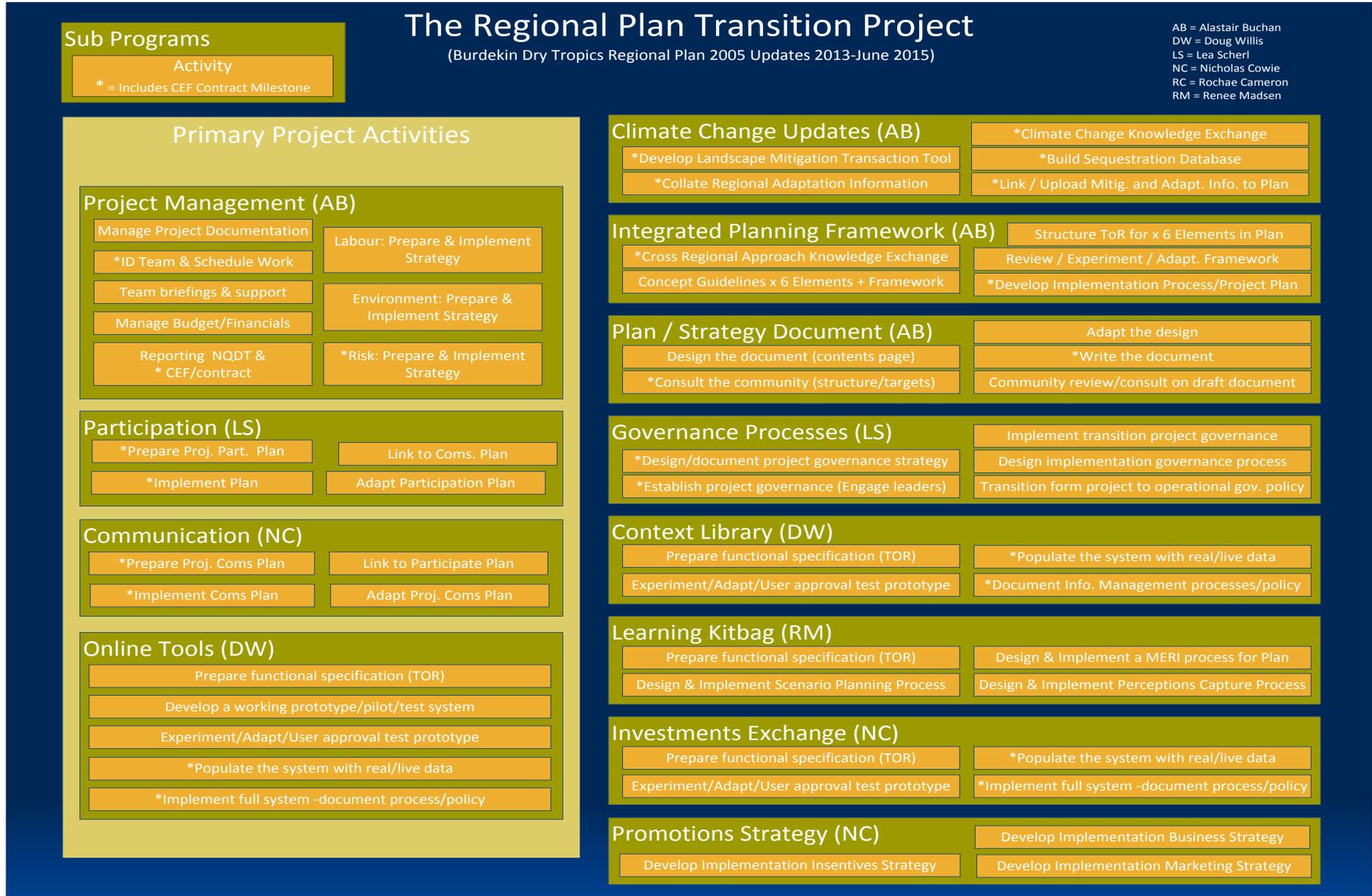


Figure 6 The Task breakdown for delivery of the Regional NRM Plan Transition Project

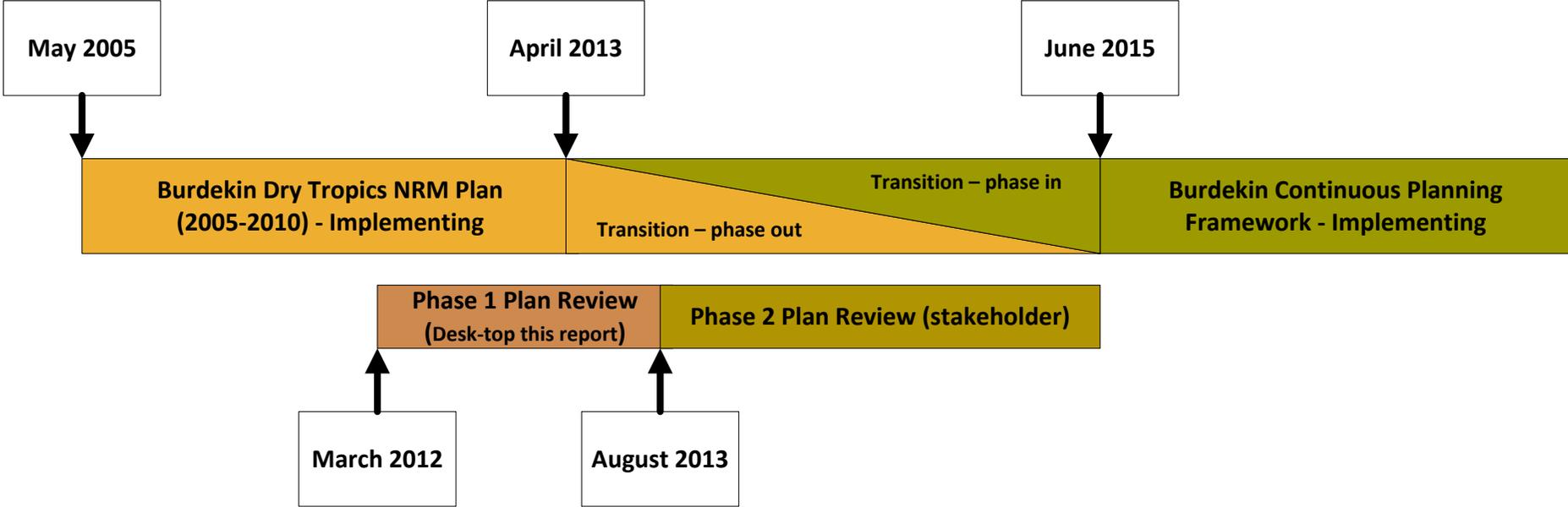


Figure 7 2005 Regional Plan Transition and Review Timeline

Attachments: Summary Statements for Parts of the NRM Framework

The 'One Page' Plan

Why do we need a one page plan? (Purpose)

Most people will not read or engage with a large document. They want to get a quick overview of what the issue is and whether it is worth their time and energy to invest in investigating further. We need a piece of informative collateral to grab people's attention and stimulate their interest in the broader planning framework. It is the 'elevator pitch' or 'poster' which says, this is something important and valuable to you, so get involved now. This can be thought of a one page plan although it may not literally be a single A4 sheet. It is a piece of collateral working as a single point of reference, highlighting key concepts and linking to in-depth information.

What might the one page plan look like? (Structure)

The one page plan is probably best represented with the support of graphics. It needs to be readily identifiable and engaging in electronic and print media at a single point viewing. It needs to be culturally sensitive, in simple language and Images/graphics suited to the broadest of audiences and educational levels.

What might the one page plan include? (Content)

It is important that the one page plan includes word or picture messages including:

- A memorable quote on what the NRM Plan is
- Representation of the scope and scale of the NRM task
- Shows people the plan immediately, definitely and positively linking it to their interests
- Promotes confidence that there is a strategic approach

How is the one page plan linked to other parts of the framework? (Links)

The 'one page' plan is effectively the 'executive summary' of the Management Strategy document. It links to all other aspects of the plan through the strategy. It also represents the key piece of promotional collateral for the implementation of the framework. The 'one page' plan is the point of unification for all discussions around participation in the implementation or future adaptation of the planning framework.

Who might use the one page plan and how might it be used? (Users & Usage)

The 'one page' plan might be used by all stakeholders as the 'identity' of the NRM planning process. It is used as a banner or rallying point for people who want to be involved in NRM. It could be used to generate a common language and feeling of inclusion 'on the regional NRM team'. More specifically it will be used by NQ Dry Tropics as a promotional and informative tool. It could be used as an 'invitation' for participation in NRM by anybody trying to encourage others to engage with the process.

How will the 'one page' plan be maintained and updated? (Renewal)

The collateral will be part of the management strategy and a reference point for how NRM work is to be done in the region. The content and visual appearance – like a brand – should not be subject to uncertainty generated by the risk of frequent change. The starting point for discussion on renewal of the one page plan is that reviews occur in line with the management strategy reviews. This means not more frequently than once every five years.

Management Strategy

Why do we need a Management Strategy? (Purpose)

Before we can manage anything we need to scope what it is we want to influence, what sort of effect we expect to have and how we will work together to achieve those outcomes. This is the rallying point, call to action and core of the Regional NRM Plan.

What might the Management Strategy look like? (Structure)

The Strategy needs to be a single concise 'document', well illustrated and in plain language without jargon. It needs to be short (20-50pp.) and 'strategic', meaning uncluttered by operational detail or issues. The 'document' information should be available in multiple formats (voice, video, paper, web page etc).

What might the Management Strategy include? (Content)

It is important that the Management Strategy legitimises the Plan by setting for a period of years:

- The scope and scale of the NRM task
- The desired future situation in terms of concrete, time bound outcomes
- The preferred position or approach in terms of policy and guidelines

How is the Management Strategy linked to other parts of the framework? (Links)

The Management Strategy provides an indication of the sorts of information may be useful to put in the Context Library. The Planning Framework Governance Team need the Management Strategy as a reference point of community wishes and agreement with respect to the direction, expectations and priorities for NRM. They will use the provisions of the Management Strategy to determine whether initiatives, projects and policy arising from the Investments Exchange is within scope for the Regional NRM work, adequate to address the key NRM issues and likely to be effective and efficient in delivery of Management Strategy objectives. The MERI process within the Learning Kitbag will draw reference points for monitoring and review from the objectives and targets within the Management Strategy.

Who will use the Management Strategy and how might we use it? (Users & Usage)

The Management Strategy will be used as a rallying point for potential and by all current investors, partners and stakeholders in the region's NRM activities. More specifically, it will be a key point of reference and mandate for action under identified roles for partner organisations and individuals.

How will the Management Strategy be maintained and updated? (Renewal)

The Management Strategy will represent a reference point for how NRM work is to be done in the region. While discrepancies and minor errors can be changed quickly, the substantial content including approach, vision and targets should not be subject to uncertainty generated by the risk of frequent change. The starting point for discussion on renewal of the Management Strategy is that broad reviews should not occur more frequently than once every five years.

The Collaborative Governance Process

Why do we need a collaborative governance process? (Purpose)

The Regional NRM Plan must address the breadth of public interest in and private access to the materials on which the wellbeing of people living in the region depends. The scope is broad and the issues complex. Success in uptake of the Plan and of NRM delivery through the Plan depends on broad capture and alignment of initiatives from the regional community and in recognition for contributions and efforts of all involved. This means that we need a group who can 'own' the plan on behalf of everybody in the region. Through the representatives on the group strategic NRM decisions can be made on behalf of all stakeholders.

A collaborative governance approach was adopted because it:

- Allows broad representation
- Is not subject to internally competitive behaviour between members
- Avoids entrenchment of historical power blocks
- Is resilient in the face of contextual change (e.g. political changes)
- Can be made structurally consistent with the complex socio-ecological systems under consideration
- Can address issues at multiple levels of organisation (local, regional, state) simultaneously

Collaborative Governance can be understood as how citizens or other stakeholders have their say in the management of natural resources. Good collaborative governance for this NRM Plan development and implementation should, among other things, establish effective: mechanisms, processes, structure and principles or participation of a range of relevant stakeholders.

What might the collaborative governance process look like? (Structure)

The NRM Planning Governance Framework comprises:

- A team with a mandate and a set of operational principles to make strategic decisions about delivering NRM in the region
- A set of documents explaining participation in and the mechanisms needed for decision making.

The suite of documents should be structured to provide the means of recognising participants. They might also describe the administrative process for plan delivery, mechanisms for making changes to planning processes and the levels of engagement being applied.

What might collaborative governance process documentation include? (Content)

The foundations for Collaborative Governance of the NRM Plan lie in the agreed mechanism and structure for governance including criteria for participation and a broad Terms of Reference.

How is the collaborative governance process linked to other parts of the framework? (Links)

The Governance Team use the documentation within the process to guide them in the type, timing and nature of the strategic decisions they make about the region's NRM. The process documentation links them to the

framework so that the other four part of the framework act as decision support tools.

The governance process creates the strategic human link between interests and ideas about NRM on one hand and delivery on the other. It is what stops the other part of the framework from 'growing dusty on the shelf' by ensuring that there is a demand for work and accountability for delivery.

Who will be involved in the collaborative governance process? (Users)

Clear distinction has been made between governance groups with three different areas of responsibility:

- The internal governance of the project for transition of the Plan to a new conceptual framework
- External collaborative governance of the transitional process and ownership of community interests in the design of the new planning framework
- External collaborative governance of the implementation process under the new NRM planning framework.

As the State and Federal Government recognised regional body, NQ Dry Tropics has the mandate to draft a Public NRM Plan. A Regional NRM Plan steering committee of stakeholder representatives is being established to oversee the transition from the current (2005) NRM Plan, to full implementation of the new planning framework in 2015. Decisions around governance design for the framework's implementation is within the terms of reference for the transition steering committee who will involve other relevant parties as the Plan's design unfolds.

How might we make decisions using our collaborative governance process? (Usage)

Decisions will be made within the mandate and using the business protocols agreed to in establishing the implementation governance process. It is anticipated that the Governance Team will make decisions either in or out of session on approximately a monthly basis. Decisions may relate to:

- Endorsement of new ideas
- Recognition of new investments (Project policies or collaborations) under the planning framework
- Priority setting for channelling investment
- Reviewing the planning and delivery approach
- Preparing and ratifying public policy on NRM issues
- Establishing positions for advocacy to government on policy and legislative changes

How will the collaborative governance process be maintained and updated? (Renewal)

The Governance Process will define the administrative arrangements and tenure for membership of the governance team. The Management Strategy will make a simple provision for periodic reviews of the Governance Process as a whole. Details of how that is done are defined in the Learning Kitbag as part of the MERI / adaptive process for the planning framework.

What is the starting point for developing the governance process? (Baseline)

In April 2013 the NQ Dry Tropics Board agreed to establish a collaborative planning governance group for the transition to the new planning framework; make decisions which effectively discontinued sections of the 2005

NRM Plan and review working / discussion papers on how governance of the implementation stage of the framework should affect NQ Dry Tropics governance.

The Context Library

Why do we need a Context Library? (Purpose)

We need the Library so information about what is happening in the region is available to all NRM decision makers. The Library helps us answer the questions: 'Why do we need to manage the natural resources in our region?' and 'What needs to be managed'? It is needed both to generate a sense of urgency to act and an understanding which improves the user's confidence and capacity to do NRM work.

What might the Context Library look like? (Structure)

The Library is a managed collection of information structured to support strategic NRM decision making. The structure and presentation of information in the system will continue to evolve. Currently it is the [NQ Dry Tropics 'Wiki'](#) which is internally editable and managed but publicly viewable. The library structure allows links and integration with many electronic information sources including websites, databases and portal sites (e.g. BOM).

What might the Context Library include? (Content)

The Library contains up to date spatial, text based, picture, audio and video information unique to the region with overview interpretations prepared by NQ Dry Tropics. Relevant content includes:

- The region's landscape such as bio-physical, human geography and economic status
- Specific natural resources information such as discussion on services and values
- Legislative, policy and planning instruments pertinent to regional NRM
- Information on major change drivers such as Climate Change

How is the Context Library linked to other parts of the framework? (Links)

The planning process involves decision making about the Plan's terms of reference, NRM investments, public policy generation and legislative change. Decision makers will come from all around the region and may not have the time or skills to collect and collate relevant, up to date information prior to discussions. The library will provide them with a common and consistent source of the supporting (contextual) information they need.

Who will use the Context Library? (Users)

Access to the Context Library content will remain as unrestricted and inclusive as possible.

How might we use our Context Library? (Usage)

The Library will be a key source of information for NRM decisions about how to work together, what to work on next, what to stop working on, what policy positions to hold and what NRM projects to endorse. NQ Dry Tropics will use it to present evidence and highlight important information about the region's natural resources and the socio-ecological systems that occupy the landscape. It will be a repository and archive of the region's natural resources knowledge as well as an up to date working tool supporting day to day decision making.

How will the Context Library be maintained and updated? (Renewal)

NQ Dry Tropics will administer the system. Processes for both in-house and third party usage monitoring and user feedback on the system will be established.

The Learning Kitbag

Why do we need a Learning Kitbag? (Purpose)

The purpose of the Kitbag is to:

- Provide the means of continuously monitoring and improving the process which guides appropriate, adequate, effective and efficient plan delivery
- Promote and facilitate an active learning culture among those involved in plan delivery
- Warehouse learning materials (tools) which can be used to develop good NRM skills

What might the Learning Kitbag look like? (Structure)

The Learning Kitbag will have a searchable electronic interface which openly allows access to publicly owned / available learning materials of relevance to NRM in the region. It will be a multimedia library of training materials. Most important will be the design of an interface which encourages people not only to use the 'How to' information, but also to add to, comment on or update the information.

What might the Learning Kitbag include? (Content)

The Learning Kitbag is expected to include at least: Local NRM works case studies; Industry best NRM practice guidelines; Collaborative governance training materials; A "Perspectives Portal" , 'Scenario planning' workshop output; and a regional scale NRM MERI strategy including status reporting around plan goals and targets.

How is the Learning Kitbag linked to other parts of the framework? (Links)

The Kitbag is effectively a specialist area of the Context Library that informs us how we might improve NRM delivery. It is the bit that addresses the skills and techniques component of human capacity building for NRM work. The Kitbag includes information used by the governance team in assessing the need to change the implementation process, and the capacity of the region to make changes.

Who will use the Learning Kitbag? (Users)

Broadly, Kitbag users include:

- Educators, including leading practitioners from all industries who have knowledge to share
- Students, who see 'how to' information
- Explorers, who want to experiment with the NRM implementation process

How might we use the Learning Kitbag? (Usage)

The Learning Kitbag will link us to information about how best to deliver NRM work in the region at strategic or a hands on practical scale, whether for systems thinking or specific issue approaches. It is a regional NRM library and a continuous improvement tool helping leaders define investment priorities or biases when building a case for new NRM investment. It will help us understand our capacity for NRM work and behaviour change.

How will the Learning Kitbag be maintained and updated? (Renewal)

The Learning Kitbag will be a moderated public site with 'Educators' and 'Explorers' adding or removing their own content at any time. Content changes will be subject to site moderation by NQ Dry Tropics.

The Investments Exchange

Why do we need an Investments Exchange? (Purpose)

The Exchange will remove some of the need for project priority setting by allowing positive NRM contributions beyond the parameters set in plan targets, and encourages adoption of innovative approaches during Plan implementation. Any initiative, behavioural change, organisational policy or project that works towards delivery of the vision, objective and targets of the Plan can be endorsed as a contribution. The Exchange should shorten lead times and remove red tape when moving from innovative NRM ideas to outcomes on the ground.

What might the Investments Exchange look like? (Structure)

The Investments Exchange is a simple database with inter-organisational visibility. Initially the content will be structured around five main types of content (Investors, Ideas, Alliances, Projects and Policy).

What might Investments Exchange include? (Content)

Most importantly the Investments Exchange includes information on what has been done, what is being done and what needs to be done with respect to NRM in the region. It is a log of activities which have, are or could deliver positive NRM outcomes. The main types of information included will be investor's information, cooperative agreements and alliances, initiatives and ideas, projects and programs and public policy positions.

How is the Investments Exchange linked to other parts of the framework? (Links)

The Exchange will allow for links between plans, policy and legislation documents (in the context library) and ideas, projects or regional public policy positions (In the exchange). The success or limitations of the Exchange will be assessed by comparing content in the Exchange with provisions in the Management Strategy. Annual strategic analysis of Investments Exchange information should be part of the MERI process managed within the Learning Kitbag.

Who will use the Investments Exchange? (Users)

The key users of the Investments Exchange will include: NRM stakeholders who want to register an initiative; organisations making a commitment to NRM outcomes in the form of funds, skills, time or materials; facilitators at NQ Dry Tropics who want to establish working NRM relationships; and the Planning Governance Group who will use the information strategically to influence industry and government policy and legislation.

How might we use the Investments Exchange? (Usage)

NQ Dry Tropics will use the Investments Exchange to encourage and facilitate the crystallisation (packaging and communication) of NRM ideas and potential initiatives. Once endorsed by the Governance Group, NQ Dry Tropics will facilitate and broker the establishment of projects and policy for NRM partners and activists. This includes generating publicity and recognitions of people's good NRM work.

How will the Investments Exchange be maintained and updated? (Renewal)

Content within the Investments Exchange will be updated potentially daily through public submission of new NRM initiatives and the monthly endorsement or rejection of this content by the Plan Governance Group. Details on level and process of content moderation are still to be agreed on.

The Promotional Process

Why do we need a promotional process? (Purpose)

In marketing terms the NRM plan is a product like any other. It represents an opportunity to have an experience, enter a relationship or use tools. As such, no matter how good a product, two important principles apply:

- If people don't know it exists and what advantage they can gain from it, they will not use it
- Interest and use will fade in time as people are 'distracted' or become interested in other things, unless measures are put in place to renew and refresh the interest.

What might the promotional process look like? (Structure)

The promotional process will take the form of a strategy document including delivery channels of promotion and is intended for implementation from June 2015 onwards. This will include description of strategic approaches as well as marketing collateral descriptions and the rationale for the collateral approach adopted.

What might the promotional process include? (Content)

It is important that the promotional process includes:

- A promotion strategy with messaging around the existence, relevance and usefulness of all other elements of the planning framework drawn from the communications strategy.
- Market research on appeal, access, usefulness, appropriateness, adequacy, effectiveness and efficiency of other elements of the planning framework.

How is the promotional process linked to other parts of the framework? (Links)

The promotion process will be lead by a business plan for plan implementation, including business models for funding the maintenance and renewal of the planning framework as a whole and in particular supporting tools (the WIKI content). The promotional process is there to make sure that each of the other components of the framework are understood, valued and represented in a budget. The 'one page plan' is 'marketing collateral' for use in the promotional process. The Plan's MERI process, delivered through the Learning Kitbag, should make use of market research done as part of the promotional process.

Who might use the promotional process and how might it be used? (Users & Usage)

All stakeholders will be subject to the promotional messaging and output from the promotional process. However, it will be NQ Dry Tropics who are custodians of the NRM Plan who will implement the promotional process and use it operationally to determine the demand for new plan content or structure. The NRM Planning (Governance) Group who use analytical output decide on required adjustments to the structure or broad delivery of the framework.

How will the promotional process be maintained and updated? (Renewal)

The promotional process will need to describe possible marketable mechanisms for financially maintaining the plan and propose a promotional budget. Operationally this will be the accountability of the regional NRM body – NQ Dry Tropics.