

BRIDGING THE GAP: RECOGNISING THE ROLE OF COMMUNITY IN NATURAL RESOURCE MANAGEMENT

By

Karen Anne Cosgrove

A thesis submitted in fulfilment of the degree of Doctor of Philosophy

Discipline of Geography and Environmental Studies
School of Social Sciences
Faculty of Humanities and Social Sciences
The University of Adelaide

February 2010

9 REFERENCES

9.0 References

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APPENDIX 1

Capacity Indicators

| Element of Capacity | Capacity Indicator | Capacity Indicator Sub-measure |
|---------------------|---------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Engagement | Opportunities for engagement in NRM | <ul style="list-style-type: none"> • public meetings – number • public meetings – access • meetings via alternative technologies • survey mail outs – frequency • NRM Board presence at community functions/events – frequency. |
| | Accepting opportunities for engagement | <ul style="list-style-type: none"> • attend public meetings • participate via alternative technologies • attend workshops • respond to surveys. |
| | Quality of Engagement | <ul style="list-style-type: none"> • inclusive • high in trust • transparent • fair • flexible. |
| | Accepting Indigenous knowledge and participation | <ul style="list-style-type: none"> • involve local Indigenous people in NRM decision-making • involve Indigenous people at the commencement of NRM decision-making • provide resources to ensure effective participation • have processes in place to protect and enhance Indigenous knowledge (e.g., Indigenous protocols document) • integrate Indigenous knowledge into NRM planning and policy |

| | | |
|-------------------------------------|----------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Shared Values and Beliefs | Extent of shared vision | <ul style="list-style-type: none"> • shared vision about the desired resource condition • shared vision about how natural resources should be managed • consistency between shared vision and resource condition targets |
| | Level of commitment to NRM | <ul style="list-style-type: none"> • are willing to be involved in NRM programs and/or projects • work collaboratively on NRM programs and/or projects • set aside conflicts in the interest of achieving the shared vision • integrate local knowledge into NRM planning. |
| Governance | Existence of governance structures for good business practice | <ul style="list-style-type: none"> • auditing requirements • annual reporting • Board/Group meeting proceedings • performance reporting to key stakeholders risk management (e.g. insurance, OHS). |
| Networks & Relationships | Quality of networks and relationships | <ul style="list-style-type: none"> • reciprocity in decision-making • flexibility in decision-making • transparency in decision-making • trust in decision-making. |
| | Extent of political connections | <ul style="list-style-type: none"> • ministers • government agencies • private enterprise • community organisations • land managers • local indigenous groups • local contractors. |
| | People who can build networks and relationships | <ul style="list-style-type: none"> • demonstrate an active involvement with communities • develop rapport between community and the Board • build robust networks with a wide range of groups • outreach to quiet voices in the community. |

| | | |
|----------------------------|--------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Strategic Direction | Existence of a strategic approach to NRM | <ul style="list-style-type: none"> • develop strategic priorities which are linked to vision and overarching goals • translate strategic priorities into achievable actions • continually monitor and question direction and progress • remain focused on strategic outcomes. |
| | People with skills in strategic thinking | <ul style="list-style-type: none"> • assess pressures, forces and barriers to achieving the Board's vision and goals • can set strategic priorities • critically review direction and progress • are outcome focused. |
| Human Resources | People with skills in human resource management | <ul style="list-style-type: none"> • prepare job descriptions • understand employment policies • undertake performance evaluation and management • manage conflict resolution processes • manage employee training requirements |
| Financial resources | Financial resources to deliver the NRM program | <ul style="list-style-type: none"> • financial resources to employ and support required people (e.g., staff and contractors) • financial resources to run activities • financial resources to supply, maintain and replace facilities and equipment. |
| | People with skills in financial management | <ul style="list-style-type: none"> • prepare financial reports • manage budgets • manage payrolls • manage invoicing and payments • apply for funding. |
| | Facilities to deliver the NRM program | <ul style="list-style-type: none"> • adequate offices (space, furnishings, ambience) • appropriately located • reliable utilities. |

| | | |
|----------------------------|------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Physical Resources | Equipment to deliver the NRM program | Access to: <ul style="list-style-type: none"> • telephones • computers with internet and email • vehicles • video conferencing • OGW tools – amount • OGW tools – quality. |
| | People who can safely use NRM equipment | <ul style="list-style-type: none"> • safely use poisons (e.g., herbicides, bait) • safely use power tools (e.g., chainsaws, brushcutters) • safely use heavy machinery. |
| Knowledge Resources | Quality of information about natural resources | <ul style="list-style-type: none"> • amount of information • consistency of information • quality and relevance of information. |
| | Access to knowledgeable people and research organisations | <ul style="list-style-type: none"> • access to universities and other R&D organisations • access to state and federal agencies • access to external advisory panels • access to local, on-ground knowledge • access to local Indigenous knowledge |
| | | <ul style="list-style-type: none"> • |

APPENDIX 2

| Maintain Capacity Statement Text | | |  | Resort |
|----------------------------------|--------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------|--------|
| Capacity Statement TextOrder: | Capacity Statement Text: | | | |
| 10 | 1 | There are organised opportunities for engagement of NRM stakeholders | | Del |
| 20 | 2 | NRM stakeholders accept opportunities for engagement in NRM | | Del |
| 30 | 3 | Engagement of NRM stakeholders has been of high quality | | Del |
| 35 | 4 | NRM stakeholders value Indigenous knowledge and participation in NRM | | Del |
| 40 | 5 | NRM stakeholders have a shared vision for the region which is consistent with the region's NRM plan | | Del |
| 45 | 6 | The people in this region are committed to sustainable NRM | | Del |
| 50 | 7 | The NRM Board has governance structures and processes to ensure good business practice | | Del |
| 60 | 8 | The NRM Group has governance structures and processes to ensure good business practice | | Del |
| 80 | 9 | The NRM Board has the networks and relationships to resolve conflicts and strengthen partnerships | | Del |
| 90 | 10 | The NRM Group has the networks and relationships to resolve conflicts and strengthen partnerships | | Del |
| 100 | 11 | The NRM Board has the political connections to deliver its NRM program | | Del |
| 110 | 12 | The NRM Board has people who can build networks and relationships within communities | | Del |
| 120 | 13 | The NRM Group has people who can build networks and relationships within communities | | Del |
| 130 | 14 | The NRM Board has a strategic approach toward its NRM Program | | Del |
| 140 | 15 | The NRM Group has a strategic approach toward its NRM Program | | Del |
| 150 | 16 | The NRM Board has strategic thinkers | | Del |
| 160 | 17 | The NRM Group has strategic thinkers | | Del |
| 190 | 18 | The NRM Board has people with the leadership skills to deliver its NRM program | | Del |
| 200 | 19 | The NRM Group has people with the leadership skills to deliver its NRM program | | Del |
| 220 | 20 | The NRM Board has people with competencies in human resource management | | Del |
| 230 | 21 | The NRM Group has people with competencies in human resource management | | Del |
| 280 | 22 | The NRM Board has the financial resources to deliver NRM programs in accordance with its NRM plan | | Del |
| 290 | 23 | The NRM Group has the financial resources to deliver NRM programs in accordance with its NRM plan | | Del |
| 300 | 24 | The NRM Board has people with competencies in financial management | | Del |
| 310 | 25 | The NRM Group has people with competencies in financial management | | Del |
| 320 | 26 | The NRM Board has the facilities it needs to deliver its NRM program. | | Del |
| 330 | 27 | The NRM Group has the facilities it needs to deliver its NRM program | | Del |
| 340 | 28 | The NRM Board has the equipment it needs to deliver its NRM program | | Del |
| 350 | 29 | The NRM Group has the equipment it needs to deliver its NRM program | | Del |
| 380 | 30 | The NRM Group has people who can safely use works equipment | | Del |
| 390 | 31 | The NRM Board has information about the natural resources in its region to support its NRM program | | Del |
| 400 | 32 | The NRM Group has information about the natural resources in its region to support its NRM program | | Del |
| 410 | 33 | The NRM Board has access to people or organisations that create, enhance and transfer NRM knowledge and information | | Del |
| 420 | 34 | The NRM Group has access to people and organisations that create, enhance and transfer knowledge and information | | Del |
| 430 | 35 | The NRM Board has training programs to implement its NRM program | | Del |
| 440 | 36 | The NRM Group has training programs to implement its NRM program | | Del |
| 460 | 37 | The organisations in this community have the networks and relationships to resolve conflicts and strengthen partnerships | | Del |
| 470 | 38 | The organisations in this community have people that can build networks with communities | | Del |
| 480 | 39 | The organisations in this community incorporate and promote existing planning and initiative | | Del |
| 500 | 40 | The organisations in this community have people with the leadership skills to achieve their NRM objectives | | Del |
| 510 | 41 | The organisations in this community have people with competencies in human resource management | | Del |
| 540 | 42 | The organisations in this community have the financial resources to achieve their NRM objectives. | | Del |
| 550 | 43 | The organisations in this community have people with competencies in financial management | | Del |
| 560 | 44 | The organisations in this community have the facilities to achieve their NRM objectives. | | Del |
| 570 | 45 | The organisations in this community have access to the equipment they need to deliver their NRM program | | Del |
| 590 | 46 | The organisations in this community have people who can safely use works equipment | | Del |
| 600 | 47 | The organisations in this community have information about the natural resources in their area to support their NRM objectives | | Del |
| 610 | 48 | The organisations in this community have access to people or organisations that create, enhance and transfer knowledge and information | | Del |
| 620 | 49 | The organisations in this community have training programs to achieve their NRM objectives | | Del |
| 630 | 50 | NRM education and training programs are tailored to the particular needs of organisations in this community | | Del |
| 650 | 51 | The people in this community have the networks and relationships to resolve conflicts and strengthen partnerships | | Del |
| 660 | 52 | There are NRM networkers in this community | | Del |
| 670 | 53 | The people in this community incorporate and promote existing planning and initiative | | Del |
| 690 | 54 | There are local champions in this community for NRM | | Del |
| 720 | 55 | The people in this community have the financial resources to implement NRM programs in accordance with their NRM objectives | | Del |
| 730 | 56 | The people in this community know where to access financial resources for NRM | | Del |
| 740 | 57 | The people in this community have access to the equipment they need to achieve their NRM objectives | | Del |
| 760 | 58 | The people in this community can use works equipment | | Del |
| 770 | 59 | The people in this community have information about the natural resources in their area to support their NRM objectives | | Del |
| 780 | 60 | The people in this community have access to organisations or other individuals that create, enhance and transfer NRM knowledge and information | | Del |
| 790 | 61 | The people in this community have education and training programs to implement NRM on ground works | | Del |
| 800 | 62 | NRM education and training programs are tailored to the particular needs of people in this community | | Del |

APPENDIX 3

DAIRY INDUSTRY – COMMUNITY RESPONSE TO CHANGE QUESTIONNAIRE

PART A

General Background

Have you always resided in the Lower Murray Swamps?.....

When did you arrive in the Lower Murray Swamps?.....

What did you do for an income prior to arriving in the region?.....

What are your reasons for residing in the region?.....

- Lifestyle reasons
- Investment
- Retirement or semi-retirement
- Employment
- Closer to family members
- Other...please specify.....

Do you think you will remain in the region?.....

If no, what are your plans for the future?

.....

.....

.....

.....

.....

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.....

What is the total area of your farm?.....

Did your family own this property before you?

- Yes
- No

Why did you choose to get into the dairy industry?.....

- Family farm – intergenerational
- Farm diversification
- Hobby farming
- Investment purposes
- Income
- Other

Do you own the dairy farm

- Yes
- No

If no, what is your relationship to the landowner?

- Lease within a family structure

- Lease from a 3rd party
- Manager
- Other

How would you describe your farming operation?.....

- family dairy
- share dairy
- corporate dairy
- hobby farm

How many hectares are currently used for dairying and

- unimproved pasture
- fodder
- crops
- scrub/bush etc.....

What is the size of your herd?

- 0-49
- 50 – 99
- 100 – 149
- 150 – 199
- 200 – 249
- 250 – 299
- 300 – 349
- 350 – 399
- 400 and over

How many cows did you milk yesterday.....

How does this compare to ten years previous (estimate).....

Given today's market would you consider extending your dairy?.....

Have you responded to market pressures by upgrading your dairy?

- Yes
- No

If yes, what have you done?.....

If no, would you like to elaborate (optional).....

Have you attempted other forms of diversification?.....

.....

What percentage of your income would you say is derived from :

- dairying
- grains/fodder
- off farm employment
- other
- Total 100%

Do you expect dairying to be a larger percentage of your income in the future?

- Yes
- No

Comments.....
.....
.....
.....

Has your involvement in dairying presented any problems for you?

- Yes
- No

For example

- Conflict with other forms of production
- Conflict with leisure and recreation
- Seasonality of income
- Labour demands
- Conflict with time
- Environmental management
- Rehabilitation of swamp land
- Other

.....
.....
.....

What factors do you see as restricting the expansion of the industry?

.....
.....

Have you had any problems with meeting processors/distributors standards?

- Yes
- No

What do you see are the impediments to South Australia's dairy industry.....

.....
.....
.....

What if any problems do you feel need to be addressed for the benefit of the dairy industry and yourself – own particular circumstances:?

What are the factors influencing you to remain on the farm?

.....
.....
.....
.....
.....
.....

Have you or would you consider exiting the industry?

- Yes
- No

If yes, what are the reasons for your decision?

.....
.....
.....
.....

What governs your decision making about the farm business

- Goals (long / short term)
- lifestyle
- values
- economic
- other

.....

Do you know other people who have left the dairy industry? If so, did they or their experiences encourage you to remain and or leave the industry?

.....

Family

How many people live in your household?.....

Living here full time.....Ages.....

Living away.....Ages.....

If you have school age children, where do they go to school?.....

How far is the school from your family home?.....

How do the children travel there?.....

Where do you and or your family go to shop?.....

Family – Farm interest

Would you encourage your children to take up farming?

- Yes
- No

Did your family influence your decision for taking on dairying?.....

Have your children shown any interest in farming?.....

Are your children involved in any way with the day to day business of the farm?

PART B

Community

I identify with other members of the community

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| agree completely | agree | do not agree or disagree | disagree | disagree |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

Is there a strong sense of community in this area?

| | | | | |
|------------------|-------|--------------------------|----------|----------|
| agree completely | agree | do not agree or disagree | disagree | disagree |
|------------------|-------|--------------------------|----------|----------|

I am proud of what this community is doing in relation to the rehabilitation process

agree completely agree do not agree or disagree disagree disagree

The community has a clear sense of what it is trying to achieve in the rehabilitation process

agree completely agree do not agree or disagree disagree disagree

Have you noticed any fundamental changes occurring within your community, and if so what are they?

.....
.....
.....
.....

Environment

When you think about the rehabilitation process to date, would you say you have had a chance to participate in meaningful decision-making

agree completely agree do not agree or disagree disagree disagree

When it comes to the way the rehabilitation process planning has been managed to date, I have been treated with respect

agree completely agree do not agree or disagree disagree disagree

Those who have managed the rehabilitation process in this area have aimed to be fair in their dealings with people

agree completely agree do not agree or disagree disagree disagree

People in this community are willing to voice their opinions when they contradict the way the rehabilitation planning process operates

agree completely agree do not agree or disagree disagree disagree

People in this community voice their opinions about natural resource management and the rehabilitation process

agree completely agree do not agree or disagree disagree disagree

In this community I have a clear sense of my role in the rehabilitation process

agree completely agree do not agree or disagree disagree disagree

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|

I have engaged in natural resource management on my land in the past

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| agree completely | agree | do not agree or disagree | disagree | disagree |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

I am willing to engage in natural resource management on my land in the future

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| agree completely | agree | do not agree or disagree | disagree | disagree |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

When it comes to the rehabilitation process it feels like everyone is playing on different teams

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| agree completely | agree | do not agree or disagree | disagree | disagree |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

The rehabilitation process has brought the community together – every one is playing on the same team

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| agree completely | agree | do not agree or disagree | disagree | disagree |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

When it comes to the rehabilitation process it feels like every one is out for themselves

| | | | | |
|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| agree completely | agree | do not agree or disagree | disagree | disagree |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

When it comes to the rehabilitation process it feels as though people have been forced to think and act the same way

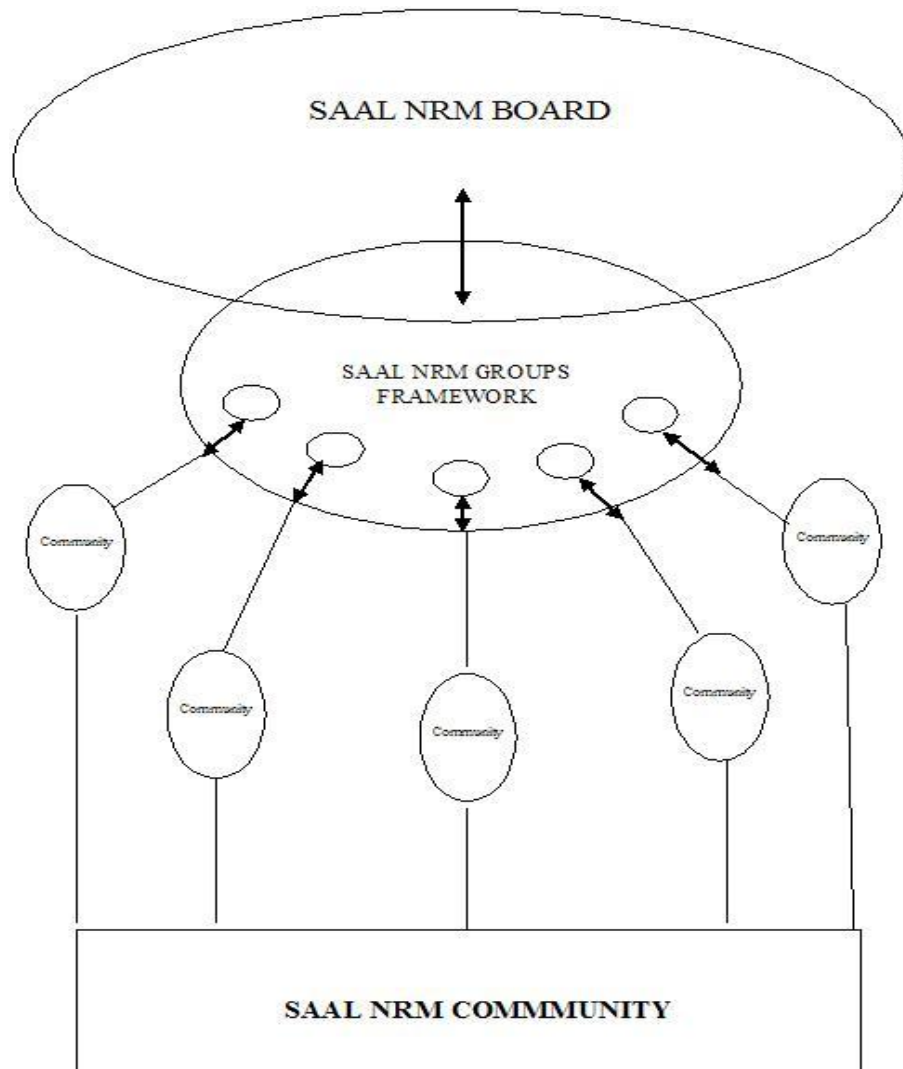
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|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| agree completely | agree | do not agree or disagree | disagree | disagree |
| <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |



Thank you for participating in this survey. Your interest and input in the research process has been both valuable and sincerely appreciated.

NOTE:

Appendices 4 - 7 are included on pages 314 - 317 in the print copy of the thesis held in the University of Adelaide Library.

APPENDIX 8**Purpose Built Community**

Source: SAAL Study

APPENDIX 9

CONSENT FORM - QUESTIONNAIRE

Dear Sir/Madam

This survey of dairy farmers is part of a research project on the implications of the rehabilitation project on the Lower Murray Reclaimed Irrigation Areas (LMRIA). The research is be carried out by Karen Cosgrove, a doctoral student in the School of Social Sciences, under the supervision of Professor Graeme Hugo and an employee of Primary Industries and Resources, Corporate Strategy and Policy. Feel free to contact Professor Graeme Hugo at the University of Adelaide on 83034455 or Mr Tim Mares (PIRSA), 8226 0222 if you require any further information concerning this research project.

To date, very little local research has been conducted on the implications of the rehabilitation project on the LMRIA community, and we are hoping that, through this survey, we can gather accurate information on the impacts of the rehabilitation project on the community.

All questions can be answered with a few words, or circling the appropriate answer, with all responses being treated as strictly confidential.

Thank you for your time and assistance.

Yours sincerely

Karen Cosgrove

APPENDIX 10

INTERVIEW CONSENT FORM

I /we agree to undertake this interview for the purpose of providing Karen Cosgrove with information that will be used for a doctoral thesis and papers as well as for future policy development by Primary Industries and Resources South Australia.

I /we have been advised by Karen Cosgrove that I/we may withdraw from the interview process at any given time.

Name

.....

Date
