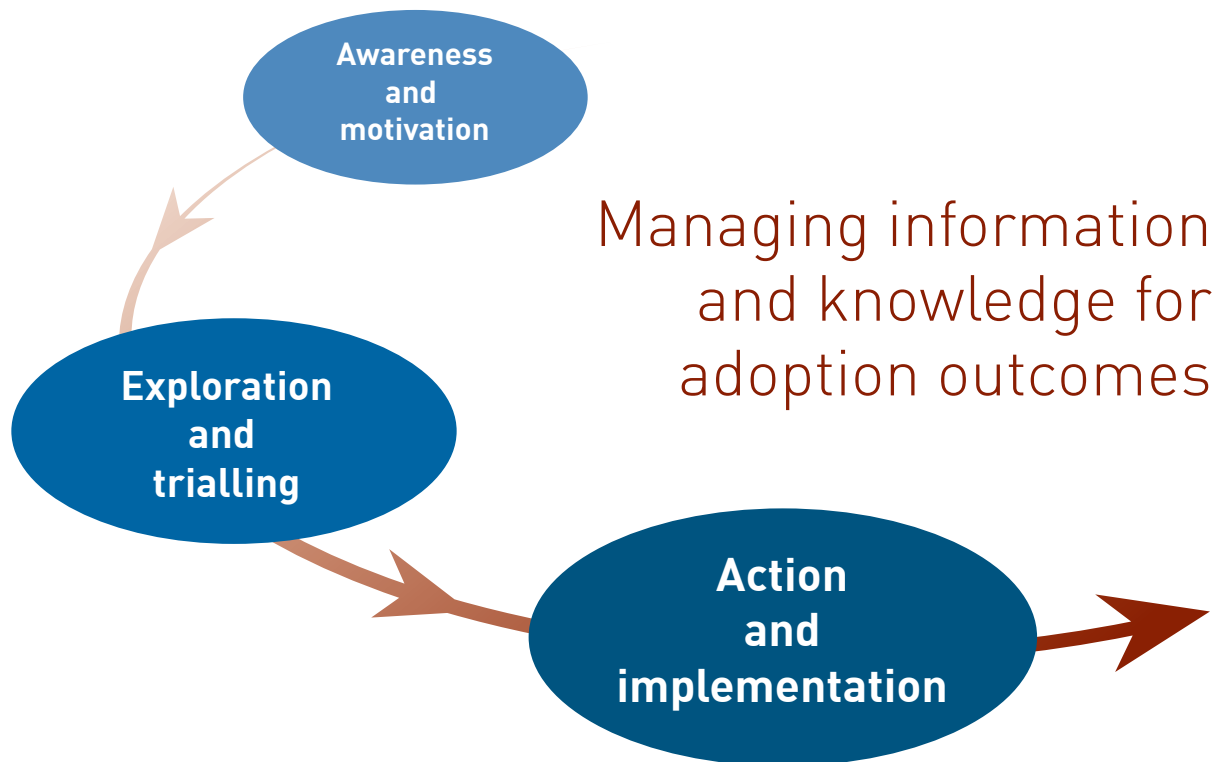




Knowledge and Adoption Strategy





Australian Government

Land & Water Australia

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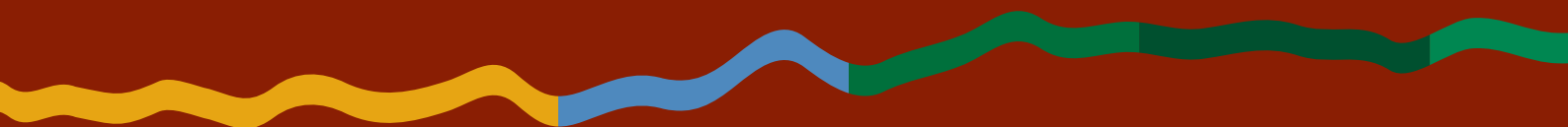
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Introduction

As stated in Land & Water Australia's Strategic R&D Plan 2005 – 2010 the Corporation is first and foremost a research purchaser. The Corporation was set up as a strategic mechanism for the investment of taxpayers' money into research and development in the national interest. We invest in research and development (R&D) activities to improve the knowledge base for primary industries and sustainable natural resource management.

The need to communicate research outputs in ways that are relevant, useful and timely for the intended end-users has long been recognised, and now there is an increasing recognition of the importance of managing for and reporting on adoption. Communication is just one method or pathway for achieving adoption. Methods range from participatory research or direct engagement through to targeted communication products and finally to the passive provision of information (see figure 4).

The knowledge and adoption strategy is based upon the understanding that information becomes knowledge once someone has incorporated it into his or her own experience and worldview, therefore we cannot transfer knowledge per se but can help to generate and manage it.

Likewise information and knowledge are only a portion of what is required to achieve practice change. A whole suite of factors including incentives, regulation and culture contribute to change of behaviour in individuals and organisations (see figure 2). Therefore as an R&D organisation we play a crucial yet circumscribed role in the process of achieving practice change. Very different forms of engagement and information are also required according to where a person or organisation sits in the practice change cycle for example awareness, motivation and trialing. (see figure 3).

Managing information and knowledge to achieve adoption outcomes requires sound methods as much for brokering knowledge as for generating it. Knowledge management can be described as the umbrella that captures these steps, although the boundaries between each of these categories and the definitions people use are often blurred and not consistent.

The complexity and variability of the research methods and topics funded and managed by Land & Water Australia, including our collaborative processes and wide range of target participants and users, means that we cannot be narrowly prescriptive with how we work to improve adoption of our R&D. Already we undertake a range of different and successful methods.

It is the responsibility of Land & Water Australia as a whole to manage our existing and new research outcomes for greater adoption, and for us to show how increased adoption links to improvements in the management and condition of Australia's natural resources.

Land & Water Australia's Knowledge and Adoption Strategy addresses three distinct levels of responsibility for managing knowledge for adoption:

1. In the natural resource management knowledge system;
2. Across the organisation; and
3. By the Knowledge and Adoption Team.



The first level of responsibility addresses the role of Land & Water Australia in the national knowledge system for natural resource management, within which we already play an important collaborative role. In order to both extend the reach of the Corporation's budget, and to improve linkages between research and the delivery context, the Corporation's investments have mostly involved brokering partnerships with others, both purchasers and end users. We now have more than forty partners at the program level and many more at a project level. We will work further with partners such as other RDCs and the Australian Government to increase the effectiveness of the knowledge system and adoption outcomes.

The maturing regional framework for natural resource management presents a challenge to national bodies such as Land & Water Australia. Engaging effectively with the regional framework to ensure that we are contributing the best possible information and knowledge to regional planning and implementation requires that we realign some of our efforts. We need to establish further collaborative pathways at all scales, between the national level with the State, regional and local levels (as appropriate to the research and work that we are undertaking). This must be done in a strategic and coordinated fashion to ensure that limited resources are used to best effect. An example is the collaborative program Grain & Graze that is working collaboratively with 8 regions around Australia.

The second level of responsibility recognises that to achieve improved adoption outcomes we need appropriate organisational systems to support our work and relevant activities embedded throughout the lifecycle of our research and at the project, program and corporate levels. Diagrams of the lifecycle and possible interventions to improve adoption are included at Appendix B.

Finally, at the third level, we address the specific role of the knowledge and adoption team of Land & Water Australia and the work they undertake to support the above responsibilities.

Land & Waters Australia's Strategic R&D Plan 2005-2010

The knowledge and adoption strategy is nested under Land & Water Australia's strategic plan and details how we will undertake the third of the strategies in the plan – "Translating existing and new knowledge into practice to achieve our outcome".

Outcome

"The sustainable use and management of natural resources for the benefit of primary industries and the Australian community".

For which our performance indicator is: Improvements in the management and condition of Australia's natural resources that can be linked demonstrably with the adoption of the outputs of our research investments.

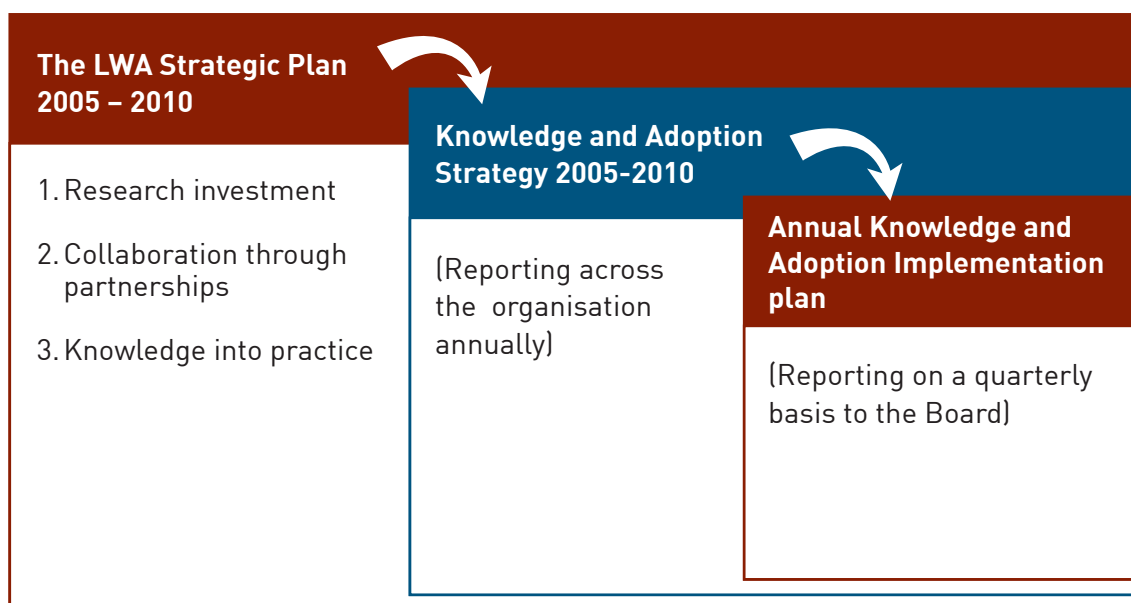
Mission

"To invest in knowledge, partnerships, innovation and adoption to underpin sustainable natural resource management."

The three key strategies of the Corporate strategic plan:

1. Investing in strategic R&D targeted to Australia's major NRM issues, improving the knowledge base, supporting innovation and delivering strong return on investments.
2. Building on existing partnerships and brokering new partnerships to make best use of the overall Australian Government investment in NRM research through minimising duplication of effort, maximising investment on key priorities, and increasing adoption.
3. Translating existing and new knowledge into practice to achieve our outcome.

The Knowledge and Adoption Strategy presents objectives for adoption. Activities to achieve the objectives and annual targets will be outlined each year in the Annual Knowledge and Adoption Implementation Plan each year over the five-year period.



Monitoring and Evaluation

The monitoring and evaluation for the strategy sits within the framework established for the Corporation and has two objectives - to learn from and improve on what we are doing, and to report on it. Project and program outcomes will scale up under each of the three corporate strategies and the corporate outcome, showing clear accountability and purpose.

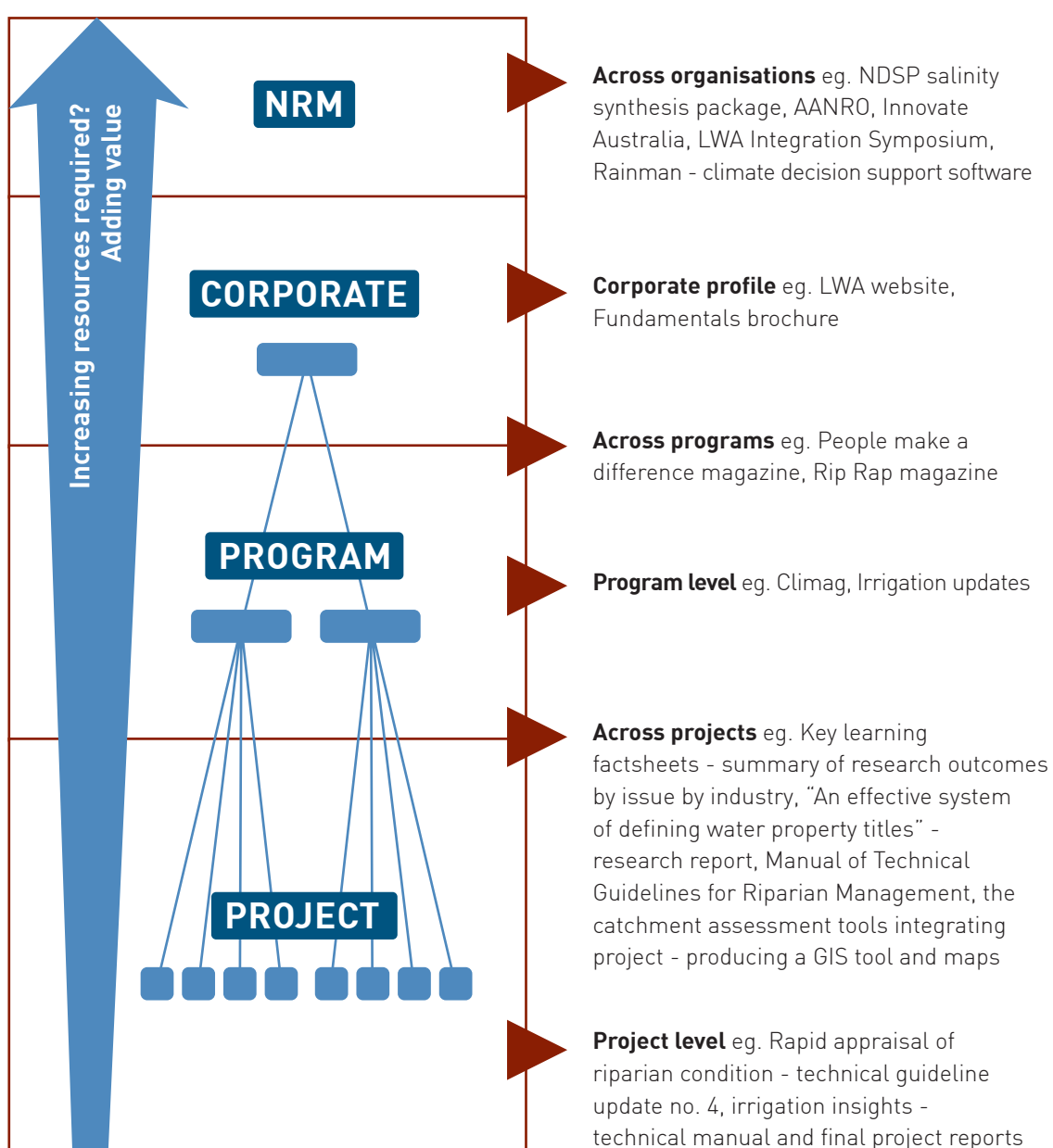
This will assist us to manage for adoption at each level within Land & Water Australia, from the project to the corporate. Communication and adoption activities and outputs at each level need to be managed and integrated to achieve useful outputs and outcomes and to add greater value (see figure 1).

Monitoring adoption is a difficult task in natural resource management. It will be a challenge to make the leap from quantifying the distribution of information and research outcomes through to the uptake and application of that information, let alone whether and how adoption may then be improving natural resource condition. For details please refer to the Monitoring and Evaluation Plan at Appendix C.

Integrating communication and adoption work at all organisational levels

Individual research projects do not always produce useful information for users. Gathering, synthesising and adapting research outputs from across projects, programs and even organisations, can provide information and knowledge that can then be far more readily applied. The figure below provides examples of such products produced at different levels. Through the implementation of the Knowledge and Adoption Strategy we will deliver increased synthesis work.

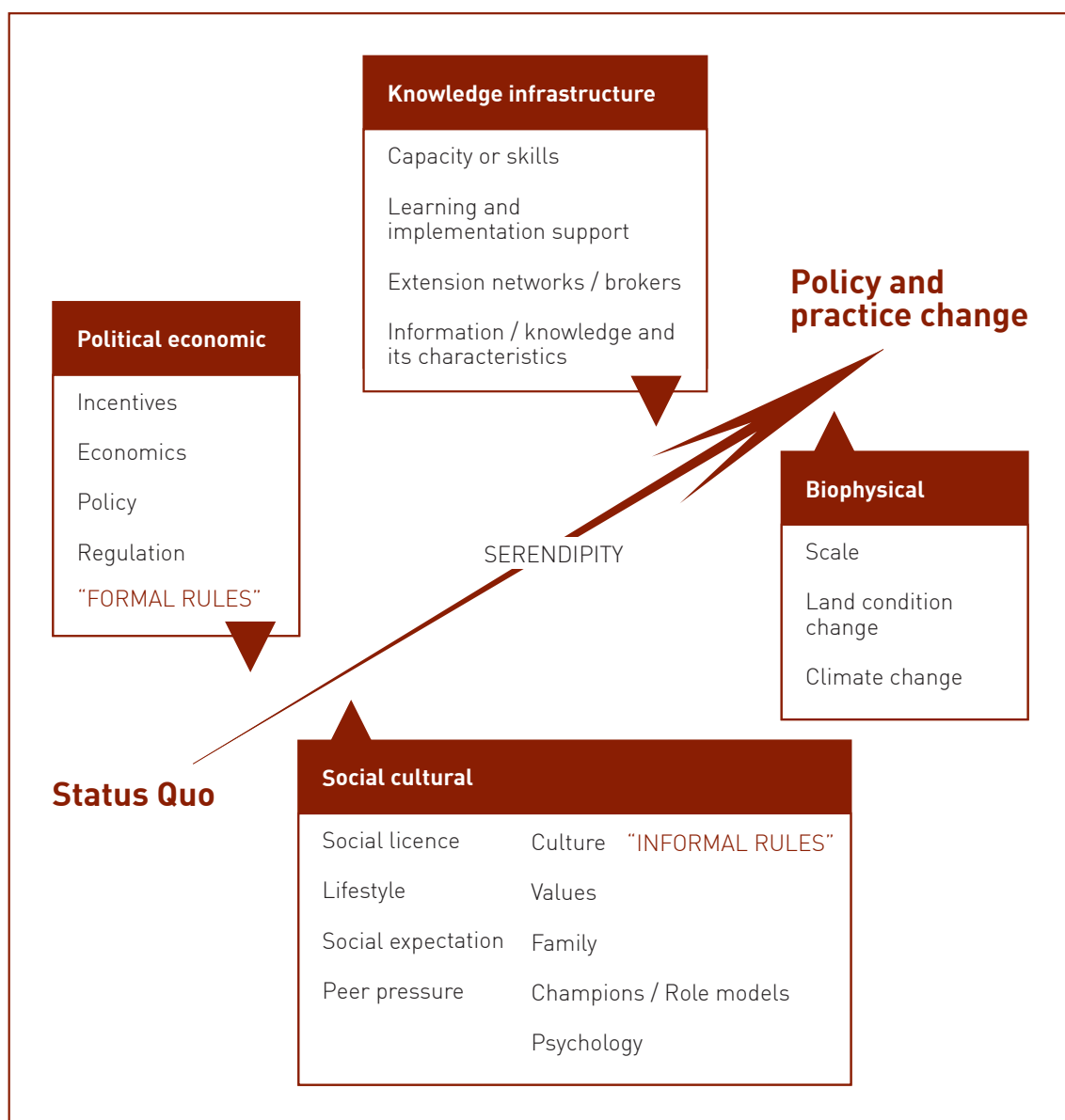
Figure 1 – Examples of existing outputs at each organisational level



The role of information and knowledge in natural resource management

Information and knowledge, and the infrastructure that support them, are only some of the factors that contribute to, or inhibit, practice change in natural resource management. They sit within a larger context of social, cultural, political and economic factors that have significant influence upon practice change. For example a water use efficiency measure may be adopted for lifestyle reasons, it reduces sleep disruption, rather than for economic or environmental benefits. When investing in applied research we need to ask strategic questions within this broader context such as “Is this NRM issue constrained by a lack of knowledge?” “What impact or outcome do we seek to have, and how can we achieve it?”

Figure 2 - Factors that influence practice change in natural resource management

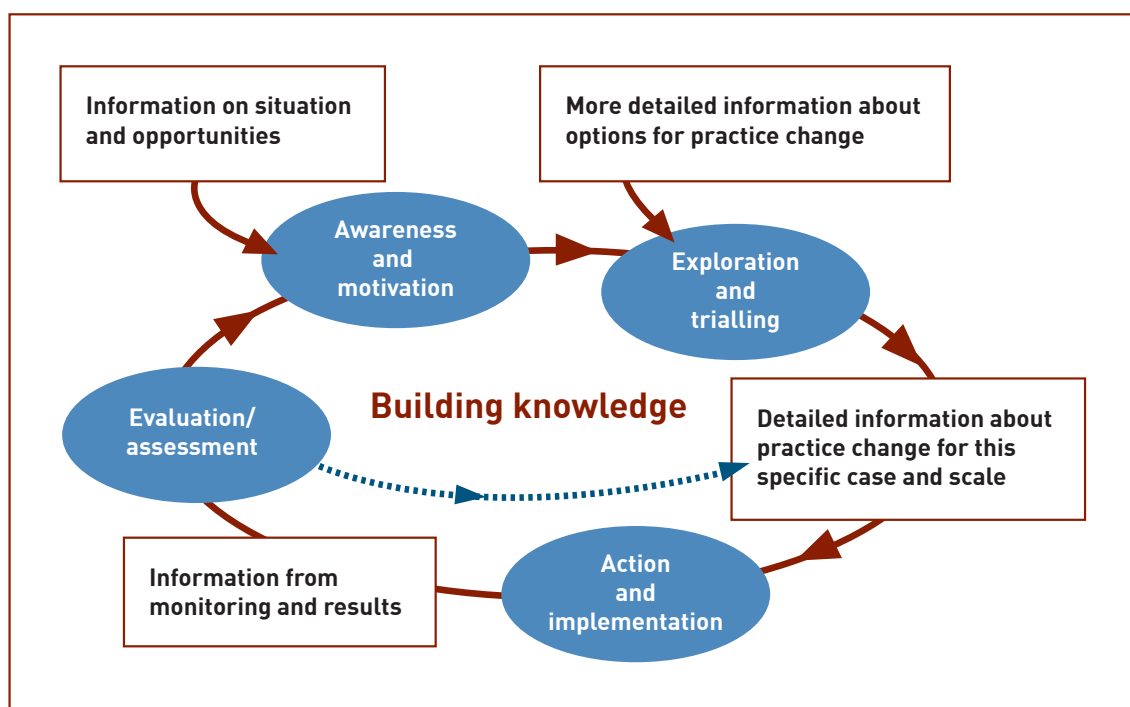


Focusing in on the subset 'knowledge infrastructure' in figure 2 and its components, there are numerous factors and characteristics influence whether and why NRM innovations are taken up. The characteristics of any information, ideas, technologies and knowledge that influence their adoption include credibility, relevance, timing, appropriateness of scale, accessibility, level of complexity, flexibility, compatibility to existing practices and values, level of additional learning and capital outlay required, and the level of risk and uncertainty.

There may also be very good reasons as to why non-adoption occurs. Understanding these characteristics in the context of our research and development is essential to effectively improving adoption.

Information and knowledge also play a different role at different stages in the practice change cycle, when different types of information and knowledge are required.

Figure 3 Information and the practice change cycle

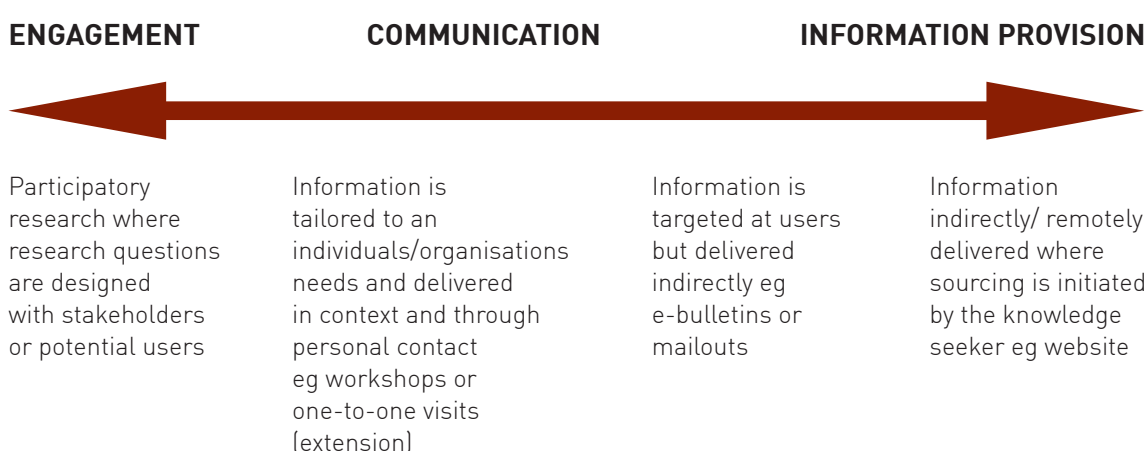


Land & Water Australia managing knowledge for adoption

Land & Water Australia uses a broad suite of methods to manage for adoption, from direct engagement or collaborative research through to tailored communication products and finally to indirect information provision.

This reflects the enormous diversity of our work. These methods sit along a spectrum ranging from direct engagement through communication to information provision, with many possible methods available to use.

Figure 4 - Spectrum of methods to encourage adoption



Targeting Adoption

We have developed a targeted adoption model that can be used at a project and program level, and aggregated up to give a picture of the complex and heterogeneous adoption pathways we use across the Corporation's portfolio of research. It assists with priority setting and resource allocation when used at the planning stage. It also simplifies reporting on our adoption activities and outcomes and establishes a consistent approach across the corporation.

Firstly the research that we undertake contributes to a range of activities – at the simplest level this division is:

- **Policy;**
- **On-ground practice**, such as farm decisions; and
- **Planning**, such as catchment or regional natural resource management plans and local government land-use planning.

For example our Social and Institutional Research Program contributes to government policy while the work of our collaborative industry programs contribute to on-ground practice. Land & Water Australia has a broad mandate that extends beyond influencing on-ground practice directly. Making this distinction in the activities we are targeting assists in identifying our stakeholders and the methods or pathways that we use.

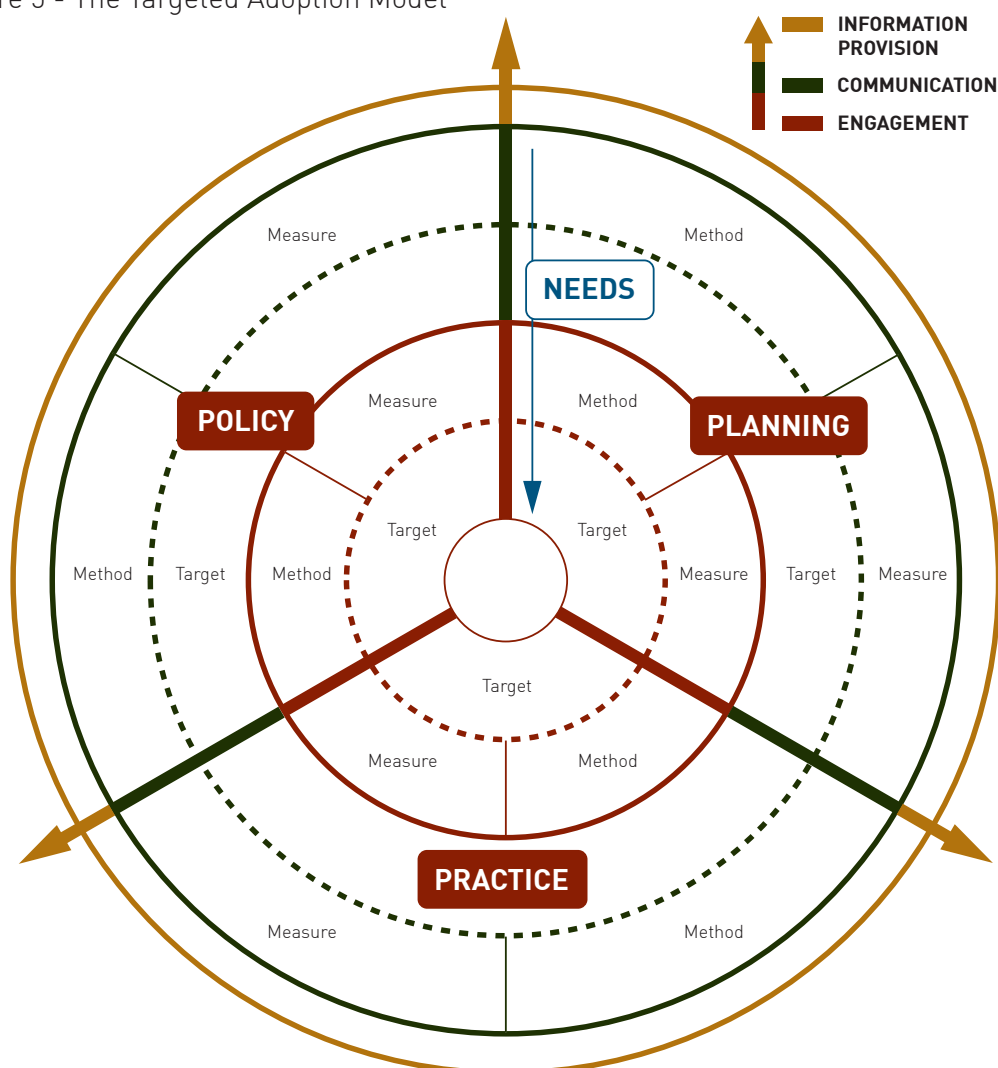
Secondly, we need to identify our target participants or audience, such as leading woolgrowers, the Australian Government facilitator network, or other researchers, and most frequently a combination of several. In these instances we can classify these groups as our first, second or third order targets according to the level of engagement and communication we undertake. (See Appendix A for the range of participants and audiences for Land & Water Australia research).

The method that we choose relates to this level in that a first order group, such as the Australian Government's facilitator networks, we would engage with more intensively whereas a third order group we would rely upon indirect information provision such as our website.

Thirdly, we must identify how we will measure the outputs and outcomes of that method.

Crucial to this model is the two-way feedback with people. Just as Land & Water Australia has methods or pathways for encouraging adoption of our research we have methods for learning the needs of those we are working with and for. One example is the extensive stakeholder workshops and consultations that are held at the scoping stage of a program.

Figure 5 - The Targeted Adoption Model



The following series of questions are for program managers, and in some instances researchers, and assist in applying the targeted adoption model on the previous page. These ten questions will be incorporated into our research planning and procurement processes.

1. What NRM issue/s does your project/program address?
2. Is that issue constrained by a lack of knowledge? How can you tell?
3. What impact or outcome does your project/program seek to have?
4. Is the project/program seeking to influence on-ground practice, NRM policy or NRM planning? And at what stage in the project/programs life?
5. How will you achieve the impact or outcome?
6. Who needs to be involved to achieve the impact?
7. Who needs to know about project/programs research?
8. What methods are you using to engage or inform these people?
9. How are you going to measure your impact?
10. What is the possible legacy of the project/program and how should it be managed?

Principles of the Knowledge and Adoption Strategy

Whole-of-organisation

The responsibility for managing knowledge for adoption is one that lies with the organisation as a whole, including the consideration of adoption in the design of research and its intended outputs.

Whole-of-lifecycle

This principle is integrally linked to the above. Managing for adoption is required across the whole life of a project or program. Right at the start when a program or project is initially planned we need to consider how adoption may be encouraged and incorporate relevant processes.

Outcomes oriented

Uptake of research or adoption for its own sake is not a useful end in itself. It needs to be focused on the broader outcome of Land & Water Australia - The sustainable use and management of natural resources for the benefit of primary industries and the Australian community.

Adaptive management

Establishing a regular and responsive monitoring and evaluation process creates the opportunity for us to learn and improve as we go.



1. Our role in the national NRM system

Land & Water Australia has a key role in improving the natural resource management knowledge system in Australia, through knowledge generation, exchange and brokering. The Corporation has already been successfully leveraging increased investment into NRM research and has been working with relevant rural RDCs and primary industries to increase the uptake of NRM research. With the growth of the regional natural resource management framework the Corporation is seeking to align to the regional NRM structure without compromising core responsibilities.

Objectives

1. Leadership in the adoption of NRM research and development
2. Efficient pathways for adoption established in the regional framework
3. Productive partnerships with Industries to increase adoption of NRM R&D
4. Successful sharing of and investment in intellectual capital for adoption across R&D organisations
5. Increased relevance and adoptability of Land & Water Australia applied research – improved responsiveness to NRM priorities and stakeholder needs.

HIGHLIGHTS

Championing Australian Agriculture and Natural Resources Online – a knowledge base of bibliographic and research information.

Developing industry targeted products eg the Riparian guidelines for Cotton.

Grain & Graze's modelling of local farmer groups working with researchers and catchment planners to design and implement on-farm trial and demonstration sites in 8 catchment -based areas across Australia.

Engaging with Australian Government facilitators and regional organisations in natural resource management knowledge brokering.

Establishing or contribute to formal training courses such as the Graduate Certificate in River Restoration and Management through Charles Sturt University.

2. Managing knowledge for adoption across Land & Water Australia

To achieve improved adoption outcomes we need appropriate organisational systems and activities throughout the lifecycle of our research and at the project, program and corporate levels. A lifecycle analysis of research in Land & Water Australia identified what steps were already in place and opportunities to improve what we do. This strategy recognises that the capacity and skills of Land & Water Australia staff and researchers will need to build over time and that we need to provide assistance to achieve this.

Objectives

1. Embed managing for adoption of R&D into all stages of program and project lifecycle
2. Capitalise on and value-add to our knowledge base
3. Have best available organisational systems to underpin knowledge management and adoption
4. High level and continuous improvement of Land & Water Australia people and partners capacity to contribute to the adoption of R&D

Managing for adoption across project and program lifecycles

There are eight steps in three broad stages in the project and program life. The stages are planning, implementation and the legacy and the detailed steps within these stages are identified in Appendix B.

A number of elements identified by Land & Water Australia staff need to be addressed across the whole life of a project or program and can not be successfully tacked on to the end. These are:

Communication and adoption

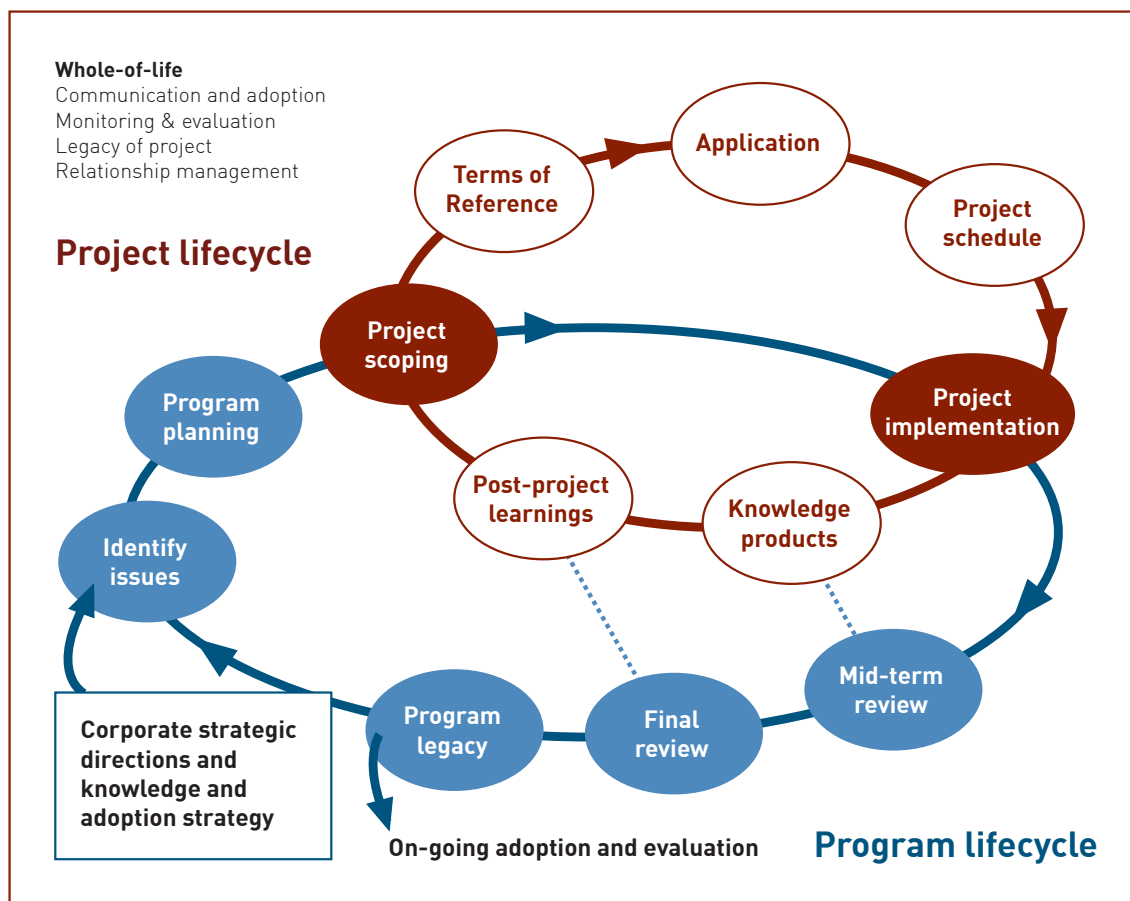
Monitoring and evaluation

Legacy management

Relationship management



Figure 6 - Project and program lifecycles



HIGHLIGHTS

Growing commitment at all levels to systematically plan and budget for the 'legacy' of projects and programs.

Developing synthesis messages and materials across projects and programs such as the NDSP harvest year products.

Encouraging staff exchange and secondments.

Use storytelling methods to share knowledge within Land & Water Australia

3. The knowledge and adoption team

This level addresses the specific role of the knowledge and adoption team of Land & Water Australia. It outlines the work they undertake to support the above responsibilities, and to ensure that the fundamental systems and tools for managing for adoption outcomes are in place.

Objectives

1. Increased stakeholder engagement and knowledge brokering with measurable adoption outcomes
2. Land & Water Australia successfully advised, supported and inspired to generate, broker and exchange R&D knowledge
3. Continuously improved access to, and distribution of, Land & Water Australia information and products
4. Land & Water Australia has a national profile as a credible and respected source of R&D information and knowledge for natural resource management
5. Best practice and efficient monitoring and evaluation processes in place

Relationship of the team to the arenas and programs

Each of the arenas identified in the Land & Water Australia Strategic Plan will have a member of the knowledge and adoption team allocated to them on a part-time to full-time basis. This team member will play a strategic and advisory role (with the knowledge and adoption manager) and seek to ensure that adoption activities are realistically defined and resourced by the arenas and its programs.

HIGHLIGHTS

Create a Knowledge for Adoption toolkit for staff and researchers, accessible on our website to guide people in developing adoption strategies and mechanisms for projects and programs.



Summary - The three levels of the strategy

2005 – 2010	1. In the national NRM system	2. Across the organisation	3. By the knowledge and adoption team
Objectives	1. Leadership in the adoption of NRM research and development 2. Efficient pathways for adoption established in the regional framework 3. Partnerships with Industries to increase adoption of NRM R&D 4. Successful sharing of and investment in intellectual capital for adoption across R&D organisations 5. Increased relevance and adoptability of LWA applied research. – improved responsiveness to NRM priorities and stakeholder needs.	1. Embed managing for adoption of R&D into all stages of program and project lifecycle 2. Capitalise on and value-add to our knowledge base 3. Have best available organisational systems to underpin knowledge management and adoption 4. High level and continuous improvement of LWA people and partners capacity to contribute to the adoption of R&D	1. Increased stakeholder engagement and knowledge brokering with measurable adoption outcomes 2. LWA successfully advised, supported and inspired to generate, broker and exchange R&D knowledge 3. Continuously improved access to, and distribution of, LWA information and products. 4. LWA has a national profile as a credible and respected source R&D information and knowledge for natural resource management. 5. Best practice and efficient monitoring and evaluation processes in place.

Glossary of terms used

Adoption	Acceptance and use by the target audience of a new concept, tool or practice.
Communication	The exchange of ideas and information between people
Data	Qualitative and quantitative measurements taken and stored in a format for later analysis and interpretation. eg. survey results in a spreadsheet or stored in a GIS
Information	Data that has been analysed and interpreted to tell a story about a situation. eg. water levels are rising in region x
Knowledge	The synthesis of facts, information, opinion, learnings and interpretation according to one's own experiences.
Knowledge management	Deliberate efforts to maximise an organisation's performance through creating, sharing and leveraging knowledge and experience from internal and external sources
Knowledge brokering	Focuses on connecting people interested in an issue, it helps build relationships and networks for sharing existing research and ideas and for stimulating new work. Knowledge brokers provide links between different entities or individuals that otherwise would not have any relationship. It is a dynamic activity and is not simply focused on moving information from a source to a recipient.
Extension	Assistance with practical application of natural resource management and agricultural methods and developments, including information, to land managers.
Research and development	The discovery of fundamental new knowledge which is applied to develop a potential new service or product.
Regions	For the purpose of this discussion, regions are NHT and NAP regions.
Capacity building	Capacity building refers to externally and internally initiated processes which help individuals and groups to better manage changing circumstances through enhancing the stock of human, social, financial and natural capital available.



Further reading

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Appendix A:

The range of target participants and audience for Land & Water Australia communications and adoption

The diversity of participants and audience for Land & Water Australia's research and work is enormous. Rarely would one project or even program need to, or attempt to, target all of the following. However we do need to be aware of the range of audience and the pathways to reach them, and to decide strategically who is appropriate for us to engage with or target in each instance.

Industry:

- Leading land managers – early adopters who lead by example
 - Primary producer groups – eg The Kondinin Group, or Birchip Cropping Group
 - Industry-based research bodies – eg The Sugar Research Institute
 - Public extension agents – eg State agricultural departments
 - Private extension agents – Consultants such as whole farm systems advisers or agronomists
 - Agri-business purchasers and Agri-business suppliers
 - Point of sale – Stock and station agents
- [Adapted from "Key agents of change" in The Rural Research and Development Corporations: A case study for innovation, page 43]

The Regional NRM framework and Landcare:

- Regional NRM bodies
- Specialist staff of regional bodies – eg biodiversity officers
- Australian Government facilitators
- Landcare facilitators and the Landcare network
- Australian Landcare Council

Government:

- Australian government policy makers, particularly in DAFF, DEH, DEST and DoTARS
- State government policy makers
- Local government – eg Environmental Health officers
- Politicians and their advisors

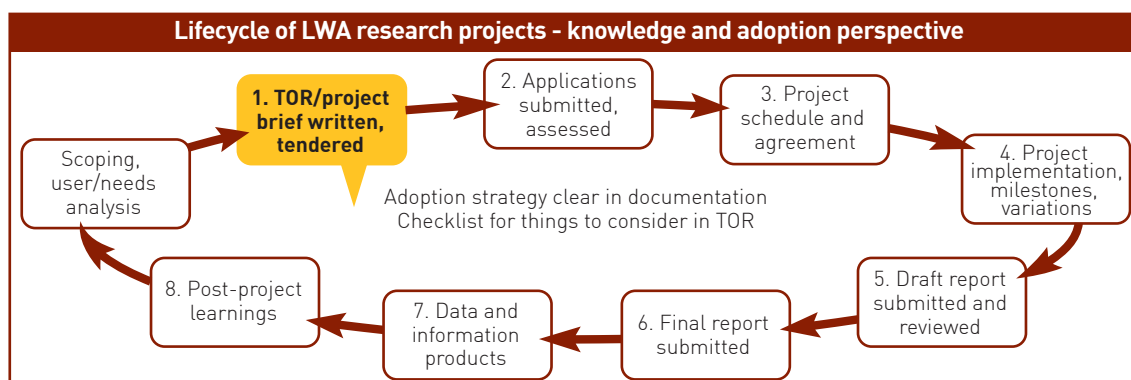
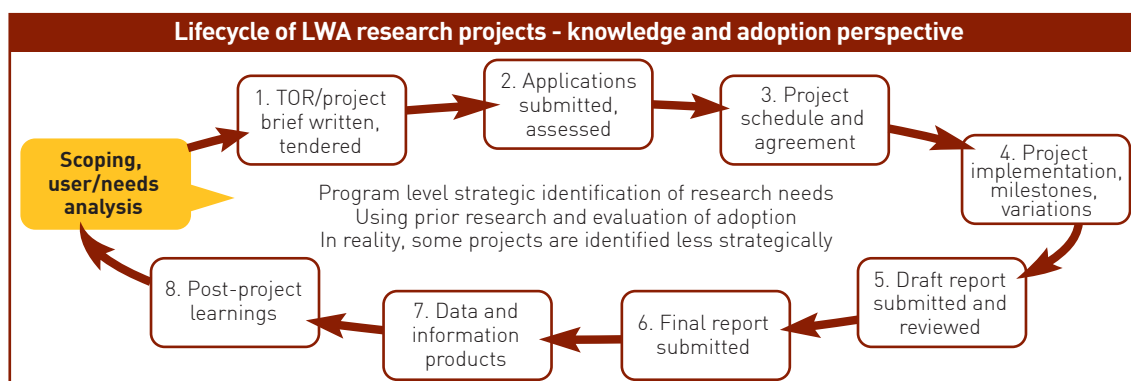
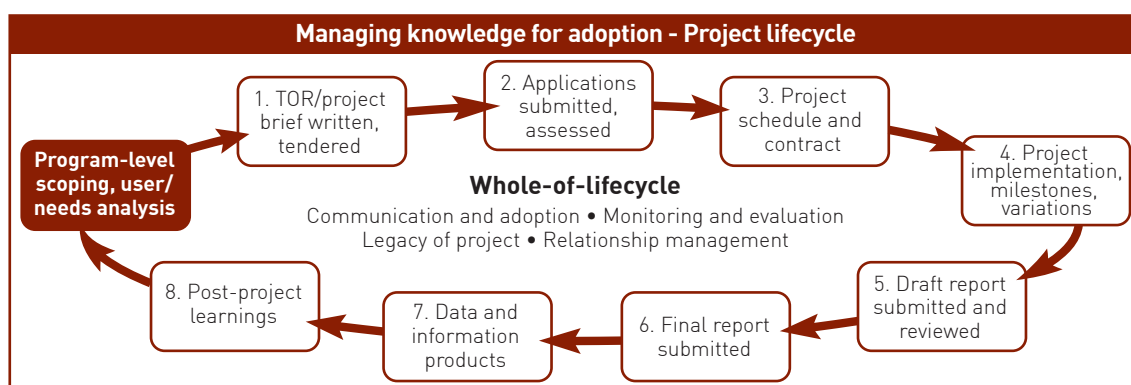
Research Organisations and providers:

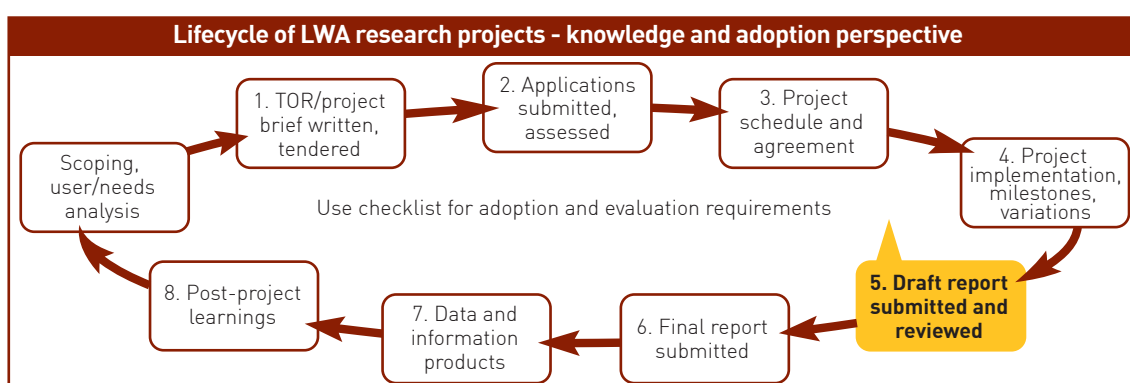
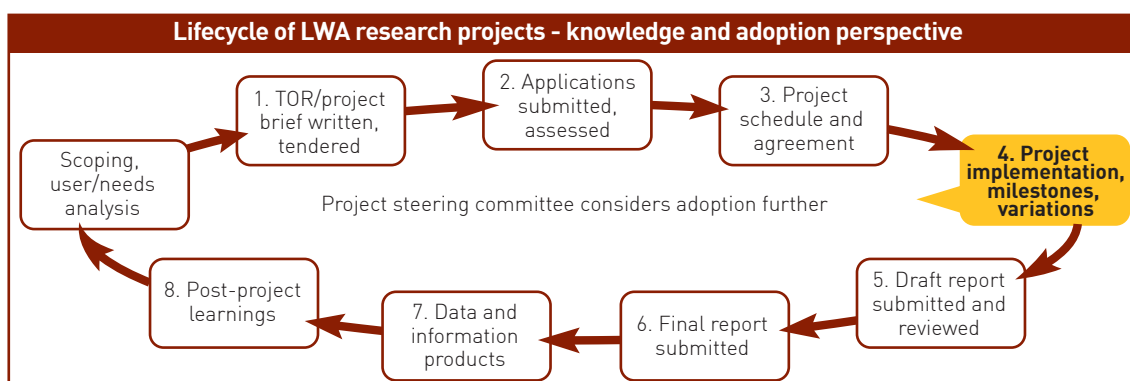
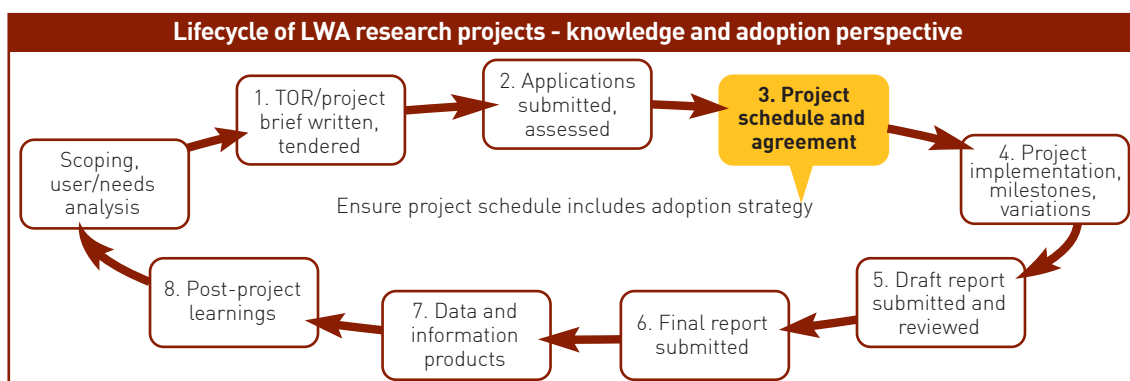
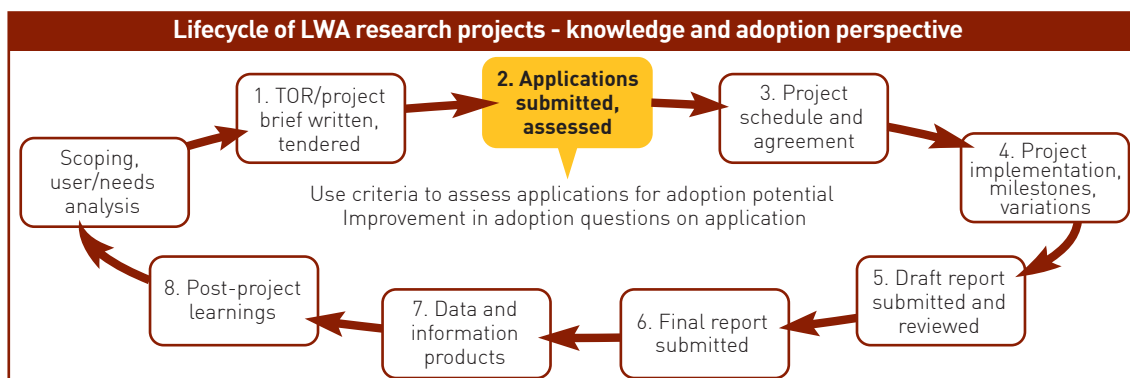
- State and Australian Government Agencies such as BRS, Victorian DPI
- CSIRO
- Universities, Tertiary Education Providers
- CRCs such as CRC for Plant Based Solutions to Dryland Salinity
- Other Rural Research and Development Corporations such as RIRDC, GRDC, AWI etc

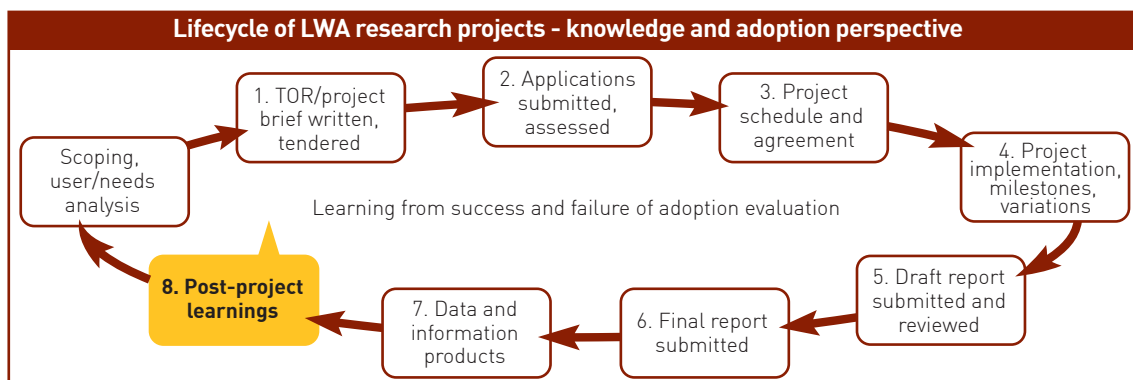
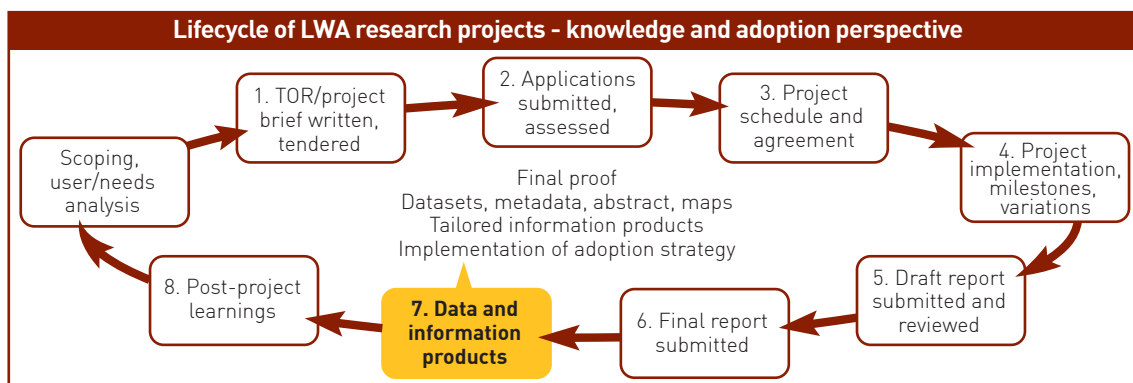
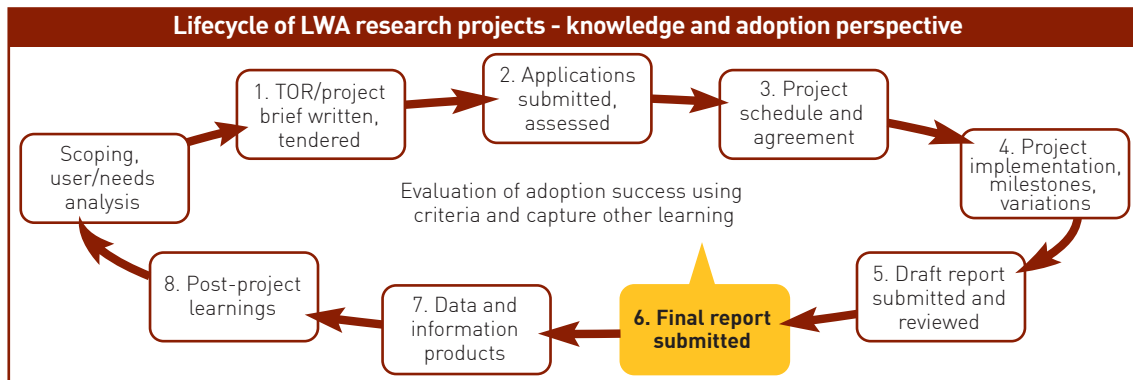


Appendix B: Project Lifecycle

Eight steps of the lifecycle of a research project and opportunities for enhancing communication and adoption at each steps.





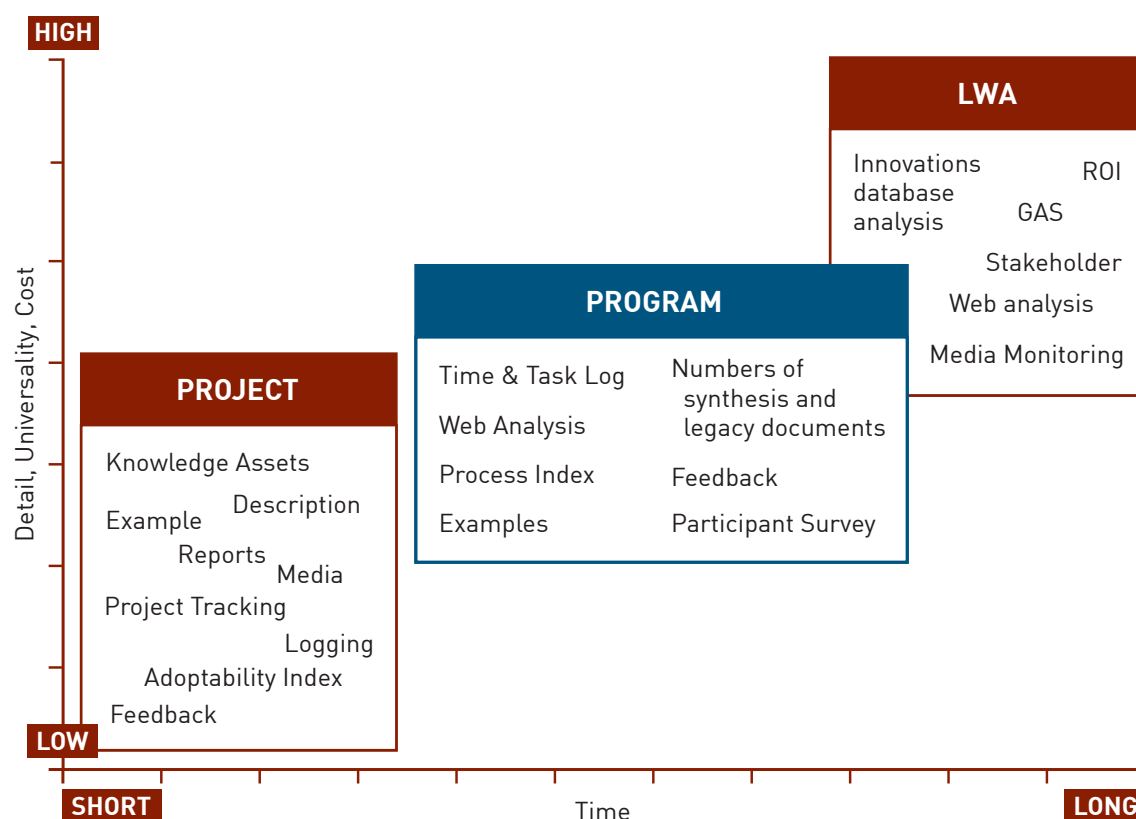


Appendix C

Knowledge and Adoption Monitoring and Evaluation Plan

The schematic below shows how the monitoring and evaluation for the Knowledge and Adoption Strategy occurs across all Land & Water Australia activities. The Corporate level evaluation is a sizeable investment and is typically based on long-time frames during which the activities and investment of Land & Water Australia is influenced by externalities. For example, the use of Return on Investment through the Innovations Database is a complex evaluation of Research Investment and is managed at Corporate level whereas the stakeholder survey evaluates the Corporation and its product performance and is managed by the K&A team. At the scale of projects the outputs are more modest. The outcomes are often not detected in the lifetime of the project so the project monitoring captures the short-term outputs and the Corporation captures the longer term outcomes.

Hierarchy of knowledge and adoption monitoring and evaluation



Monitoring & Evaluation plan for Knowledge & Adoption across Land & Water Australia

LWA's role in the national NRM system				
Objectives	Strategic rationale for Key M&E Activities	Performance Indicator	M&E Tool, Data	
1 Leadership in the adoption of NRM research and development	Managing NRM Knowledge at a national level through... All the following strategies and activities contribute to this objective. Investing in relevant research on adoption and encouraging collaborative investment.	Increased adoption of LWA R&D outputs Stakeholders recognising LWA as a leader in this regard More projects and programs addressing adoption as a goal	Annual evaluation of results from all monitoring and evaluation tools incl targeted stakeholder survey and GAS	
2 Efficient pathways for adoption established in the regional framework	Targeting regional bodies and networks by... Improving access to national NRM research and information through both hard and soft systems changes eg. Feasibility and options study for the "First Stop Knowledge Shop". Working with regional NRM and the Australian Government facilitators to help them access national research and to build their skills in knowledge brokering eg. National Knowledge brokering for regional NRM project.	Increased number of - regional groups accessing and using LWA products and products being accessed by each regional group over a period - adaptation of LWA program products for new local or industry use - new LWA product ideas Narrative examples of use of LWA products by regional groups Number and usefulness of new pathways and processes developed Improved existing pathways	Logging of access to products and participation in events User and participant evaluations Targeted stakeholder survey Feedback from regions – formal and informal Examples and narratives on what has been improved or developed. ROI data	

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M&E plan for K&A across LWA (Continued)

LWA's role in the national NRM system				
Objectives	Strategic rationale for Key M&E Activities	Performance Indicator	M&E Tool, Data	
3 Productive partnerships with industries to increase adoption of NRM R&D outputs	Designing research in collaboration with industries and stakeholders by... Working with collaborative industry programs Identifying new industry pathways, such as private agricultural consultants, and propose methods for using them more efficiently for NRM R&D uptake. Identifying needs for specific industry targeted guidelines (eg. Riparian Guidelines for Cotton) and tools from LWA research and access funds to undertake these.	Number of partnerships explored, number established by industry partners Increased numbers and uptake of industry targeted products	Records kept by Arena Managers and/or K&A team Industry surveys/reviews that include questions regarding adoption of LWA R&D outcomes	
4 Successful sharing of and investment in intellectual capital for adoption across R&D organisations	Managing NRM Knowledge at a national level by... Establishing networks across R&D organisations between relevant staff to identify shared priorities, knowledge resources and gaps, agree on mechanisms for sharing and investing in intellectual capital. Participating in joint RDC activities Working through the Cooperative Venture for Capacity Building (refer SIRP) Promoting and marketing of AANRO to researchers, research users and contributors within LWA and beyond.	Increased number of networks established and richness of knowledge sharing Increased use of AANRO by LWA researchers and stakeholders Increased number and application of new approaches identified and shared between RDCs	Records kept by K&A Team Narrative examples assembled by K&A Team of successful use of new approaches by R&D organisations Statistics on AANRO usage	

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M&E plan for K&A across LWA (Continued)

Objectives	Strategic rationale for Key M&E Activities	Performance Indicator	M&E Tool, Data
5 Increased relevance and adoptability of LWA applied research	Assessing research on adoption & promoting its key messages through... Building capacity using K&A toolkit and improving understanding of the issues of adoptability The 'Knowledge for adoption' toolkit and guidelines will be publicly available on our website and supported by training workshops	Increase recognition by target users of relevance Increase in adoptability index across the portfolio Proportion of projects and programs that adopt procedures to improve the adoptability of LWA research Increased capacity for K&A across LWA	Participant and user surveys Feedback from people who receive program and product support Feedback from stakeholders about relevance and adoptability of LWA R&D outcomes incl stakeholder survey
6 Embedding managing for adoption of R&D into all stages of program and project lifecycle	Facilitating knowledge exchange and adoption by promoting its key messages by... Working with R&D team to identify systems and management opportunities to embed K&A Building capacity using K&A toolkit and improving understanding of the issues of adoptability	Increase in K&A process index across the portfolio Level of uptake of K&A Toolkit Legacy management explicitly incorporated in planning and budget of programs Quality advice to project PIs to improve K&A and legacy management Quality planning by project PIs to improve adoption	Toolkit use and evaluation Increasing average scores of K&A process and adoptability indices for project and programs Time and Task log

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M&E plan for K&A across LWA (Continued)

Managing knowledge and adoption across LWA				
Objectives	Strategic rationale for Key M&E Activities	Performance Indicator	M&E Tool, Data	
7 Capitalise on and value-add to our knowledge base	Synthesising knowledge into forms suitable for uptake through... K&A team members seeking opportunities across programs Responding to user needs for synthesis work Building the cross-publication of fact sheets and value adds and the multiple use of information	More publications (including web) that link whole programs and groups of projects with a clear target audience Increase in synthesis products across programs Increased listings through Google with best examples on LWA site or hot linked to LWA	Benchmarking of use and application of existing synthesis products such as NDSP K&A team reports on arena results and synthesis products Survey clients accessing new products Google search on sample products	
8 Have best available organisational systems to underpin knowledge management and adoption	Facilitating knowledge exchange by... Establishing best practice information management system and e-business processes with the Business and R&D teams	Increased efficiencies in managing information Increased use of web site internally and externally Increase in K&A process and adoptability indices across the portfolio Increased positive feedback	Comparative analysis of LWA processes to those used by other R&D funders and organisations Web use data and analysis Compliant web sites and program sites Average scores of projects and programs using K&A process and adoptability indices	

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M&E plan for K&A across LWA (Continued)

Managing knowledge and adoption across LWA				
Objectives	Strategic rationale for Key M&E Activities	Performance Indicator	M&E Tool, Data	
9 High level and continuous improvement of LWA people and partners' capacity to contribute to the adoption of R&D	Building capacity by... Developing the 'Knowledge for adoption' toolkit and guidelines for LWA staff and researchers that will be publicly available on our website Holding training/information workshops on the toolkit and guidelines for researchers and staff Providing strategic advice to program staff Organising guest speakers and workshops at LWA for all staff	Level of Toolkit use (uptake) by non-K&A staff Increase in K&A process index across the portfolio measured continuously over time	Average scores of projects and programs using K&A process and adaptability indices	
10 Increase stakeholder engagement and knowledge brokering with measurable adoption outcomes	Targeting regional networks and facilitating knowledge exchange processes by... Managing the regional engagement work such as National Knowledge Brokering for Regional NRM Project Undertaking knowledge and adoption trials Overview of programs and arenas to identify opportunities for value-adding Trialing of LWA engagement with intermediaries	Number of opportunities identified and developed Evidence that adoption has been increased through these opportunities. Timely responses to user needs. Increased visibility and knowledge management Stronger linkages and understanding of the regional NRM needs Adoption understanding shared in the team	Records on opportunities explored and developed Case studies of most significant opportunities developed Increased skills provision pattern that reflects corporate knowledge rather than service provision Additional user defined products Analysis of trials	

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M&E plan for K&A across LWA with a 5 year horizon (continued)

By the K&A team				
Objectives	Strategic rationale for Key M&E Activities	Performance Indicator	M&E Tool, Data	
11 LWA successfully advised, supported and inspired to generate, broker and exchange R&D knowledge	Facilitating knowledge exchange through... Supporting arena and program's strategic knowledge and adoption development Working with R&D team on determining and targeting their communication and adoption budgets and activities. Training for LWA staff and external program coordinators re managing knowledge for adoption. Providing tools to assist LWA staff and coordinators Maintaining calendar of events across programs and Corporation Maintaining product pipeline across programs and Corporation	Increase in: Average score of adoptability and process indices across the portfolio Use of adoption planning and budgeting from Arenas Use of K&A tools Input into the R&D workshops and grants guidelines Products and advertisement tracking to maintain delivery schedules	Process and adoptability indices Benchmarking and evaluation of products and processes Transaction costs, time allocation, budget allocation and growing skills base of LWA K&A. Workshop evaluations. Product counts	
12 Continuously improved access to, and distribution of, LWA information and products	Facilitating knowledge exchange through... Electronic access - web site with greater functionality including distributed content management system and e-newsletters Maintain and improve the hardcopy distribution system Ongoing displays and attendance at conferences etc Publication of corporate materials eg Fundamentals, Catalogues, Annual Reports Working with and training R&D staff	Increased number of stakeholders reporting LWA products as being accessible Number of publications distributed More people accessing website pages and doing so for more sophisticated reasons and viewing more pages	Targeted stakeholder survey Publication distribution data Web use analysis	

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M&E plan for K&A across LWA with a 5 year horizon (continued)

By the K&A team				
Objectives	Strategic rationale for Key M&E Activities	Performance Indicator	M&E Tool, Data	
13 LWA has a national profile as a credible and respected source of R&D information and knowledge for NRM	Managing NRM knowledge at national level & facilitating knowledge exchange through... Media management Branding/identity management Manage Conference Call process, budget and trade displays Manage Awards and sponsorships Contribute to Corporate Reporting Organise and fund corporate events Reception and switch	Increase in: Key stakeholders recognising LWA in this regard Number of mentions of LWA and its R&D in the media Number of references to LWA information in other knowledge products Uptake and use of style templates	Targeted stakeholder survey Media monitoring Literature survey and its organisation into toolkit for K&A Documentation of uptake branding and protocols	
14 Best practice and efficient monitoring and evaluation processes in place.	Assessing research on adoption & promoting its key messages by... Working across the organisation to establish consistent M&E for adoption process and outcomes using the program logic approach Evaluations to deliver solid baseline data allowing analysis of processes, products, activities, uptake and adoption Targeted stakeholder report Continuing with web use analysis and media monitoring	M&E results influencing and improving K&A teams work M&E plan being implemented. M&E reporting for accountability and adaptive management purposes for K&A Strategy being used	Annual analysis of all M&E results to inform preparation of annual K&A implementation plan. K&A team to perform 6 monthly checks on progress Stakeholder survey Web use and media monitoring	

