

# A sustainable rural Landcare resourcing model ?

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# Why do we need a resourcing strategy for Landcare ?

We all know there is a serious resourcing problem.

- If your car has no fuel in the tank, you aren't going to make it to the party (no matter how much you want to get there).
- Great strategy thinkers (Sun Tzu, Caesar, Von Clausewitz etc) focus on creatively winning and using resources.
- Great strategy not about “the vision thing”, it is about using cunning and skill to win and use resources to achieve goals.

# Many problem types, strategies and resource needs.

Archetype	Governance requirements
Individual, accumulating harm-doing	Control of individuals – regulation, incentives, social interventions
Complex collective harm doing	Control plus collective action institutional change interventions
Autopoietic systemic proceses	Coordinated, ongoing positive investment and action
Boundary-spanning problems	Boundary spanning consensus and new institutions

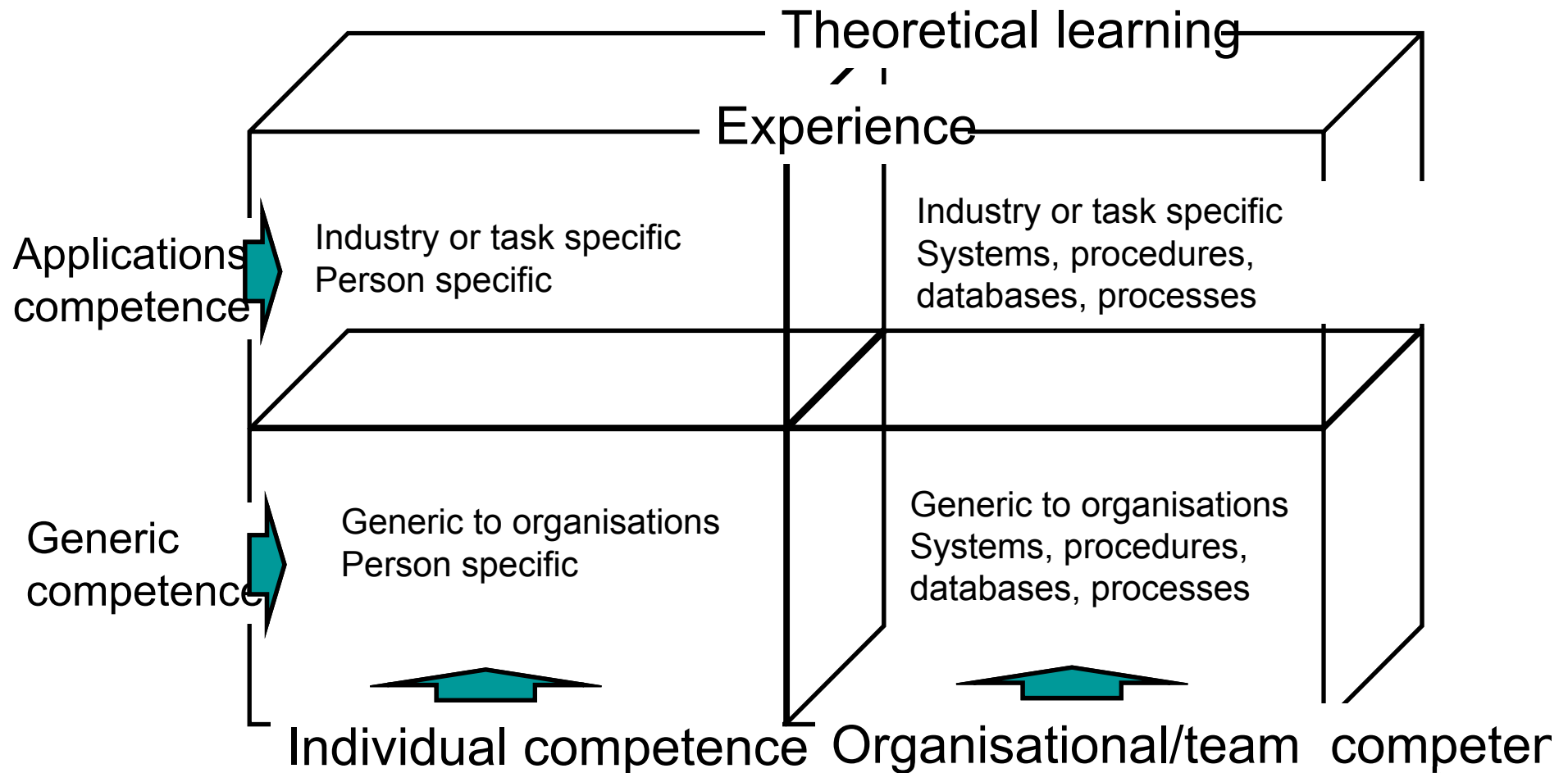
Normal thinking assumes simple problems.

Does Landcare need different resources?

# Concepts for a good strategy.

- The weakest link sets the limits of a system
- Landcare, volunteers and landholders all need enough of the right resources to do their jobs.
- Funds should not be the central focus.
- Being specific helps to focus resourcing effort
  - What specific labour/skills does each actor need?
  - What consumables, capital and technology?
  - What intangible resources are needed?
- Institutions determine how resources flow, and so are critical to Landcare.

# Understanding the competences we need



**Plus** linkages, relationships and information

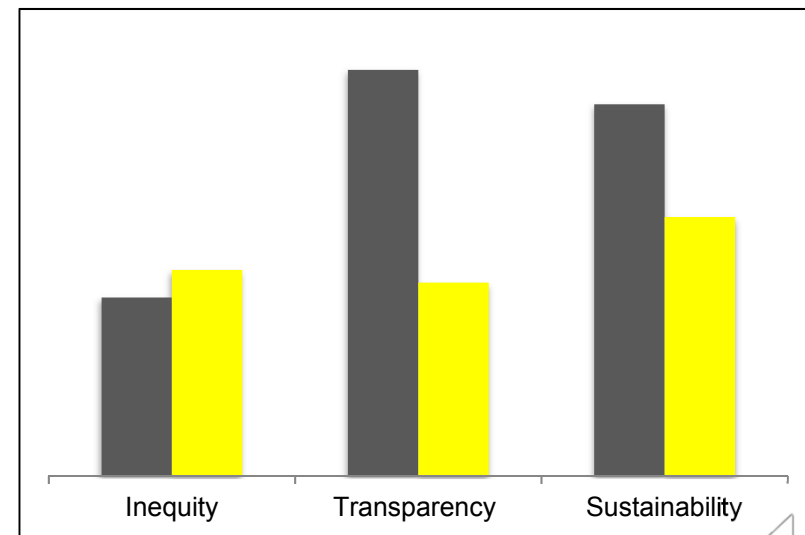
# Resourcing is more difficult for rural issues

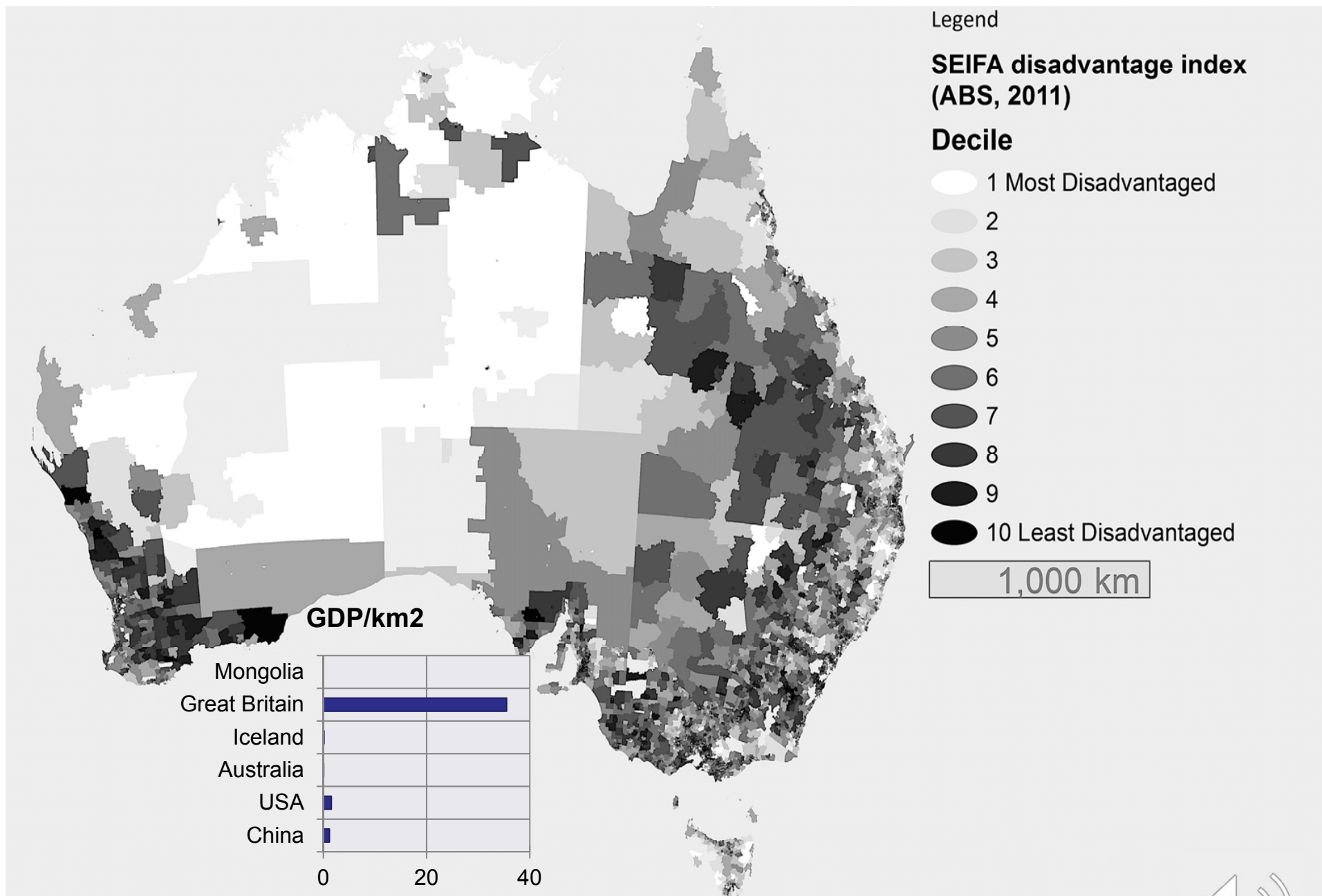
Country	People./h a.	Employ't % Ag.	GDP % Ag.
Switzerland	2	3	1
UK	2.62	1	1
USA	0.35	1	1
Canada	0.04	2	2
France	1.2	4	2
Iceland	0.03	5	6
Argentina	0.16	5	9
China	1.41	35	10
Thailand	1.32	38	12
Indonesia	1.39	39	14
Ag-independent	1	2	1
Ag-Dependent	1	24	10

Natural resources	Biodiversity Benefits Index	Renewable water (GL1000)	Extraction per person (L1000/y)
Ag-independent	30	1543	936
Ag-Dependent	35	860	635

National accounts	Gov't revenue/p (US\$1000)	GDP/ha (US\$1000)	GDP/p (US\$1000)	Net Public Social \$ (%GDP)
Ag-independent	17	69	44	18
Ag-Dependent	5	5	16	4

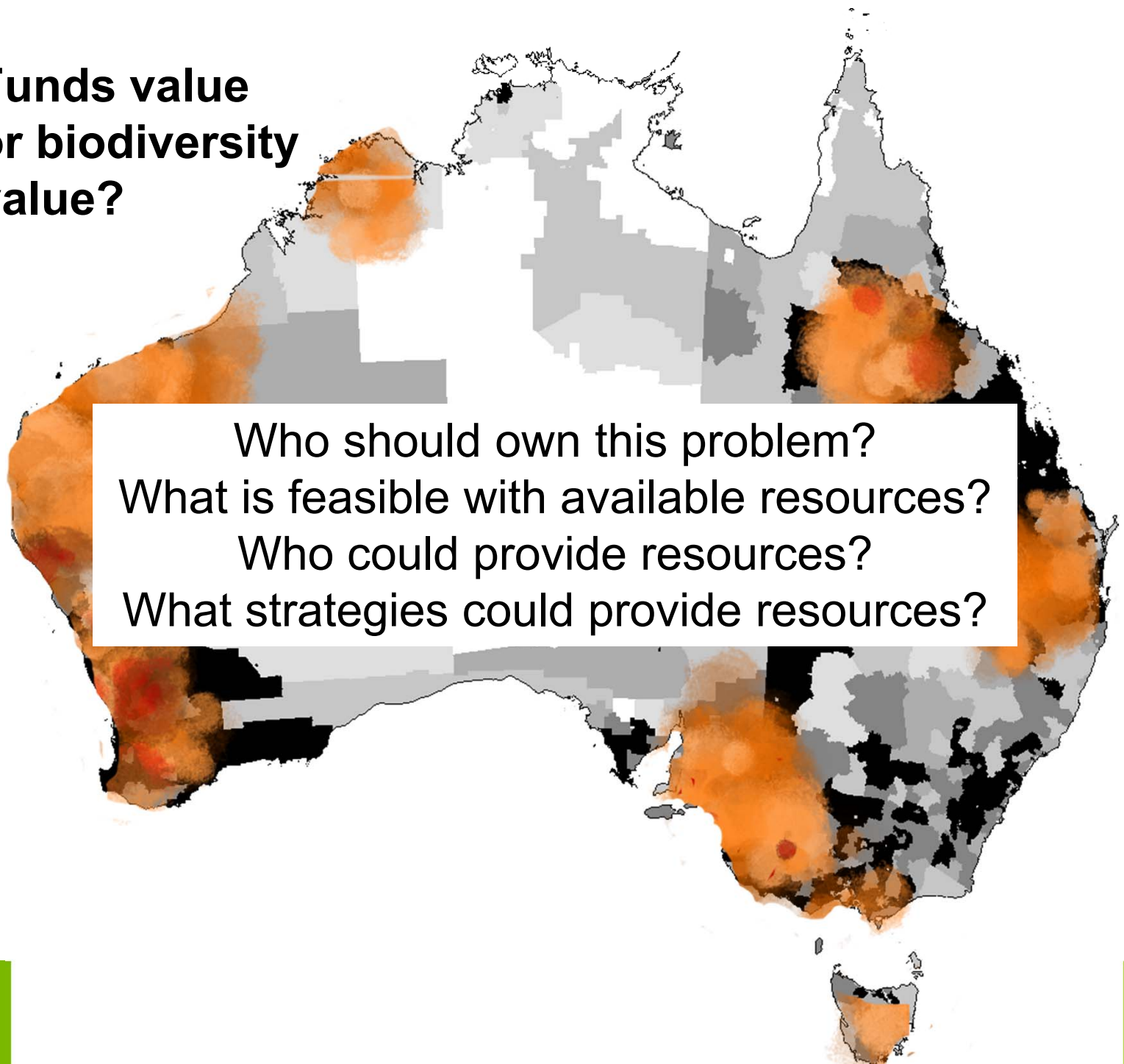
Social welfare	Schooling	Child Labour (% 5-14)	Health \$ (%GDP)
Ag-independent	17		12
Ag-Dependent	14	7	6





Strategy without resources = failure ?

**Funds value  
or biodiversity  
value?**

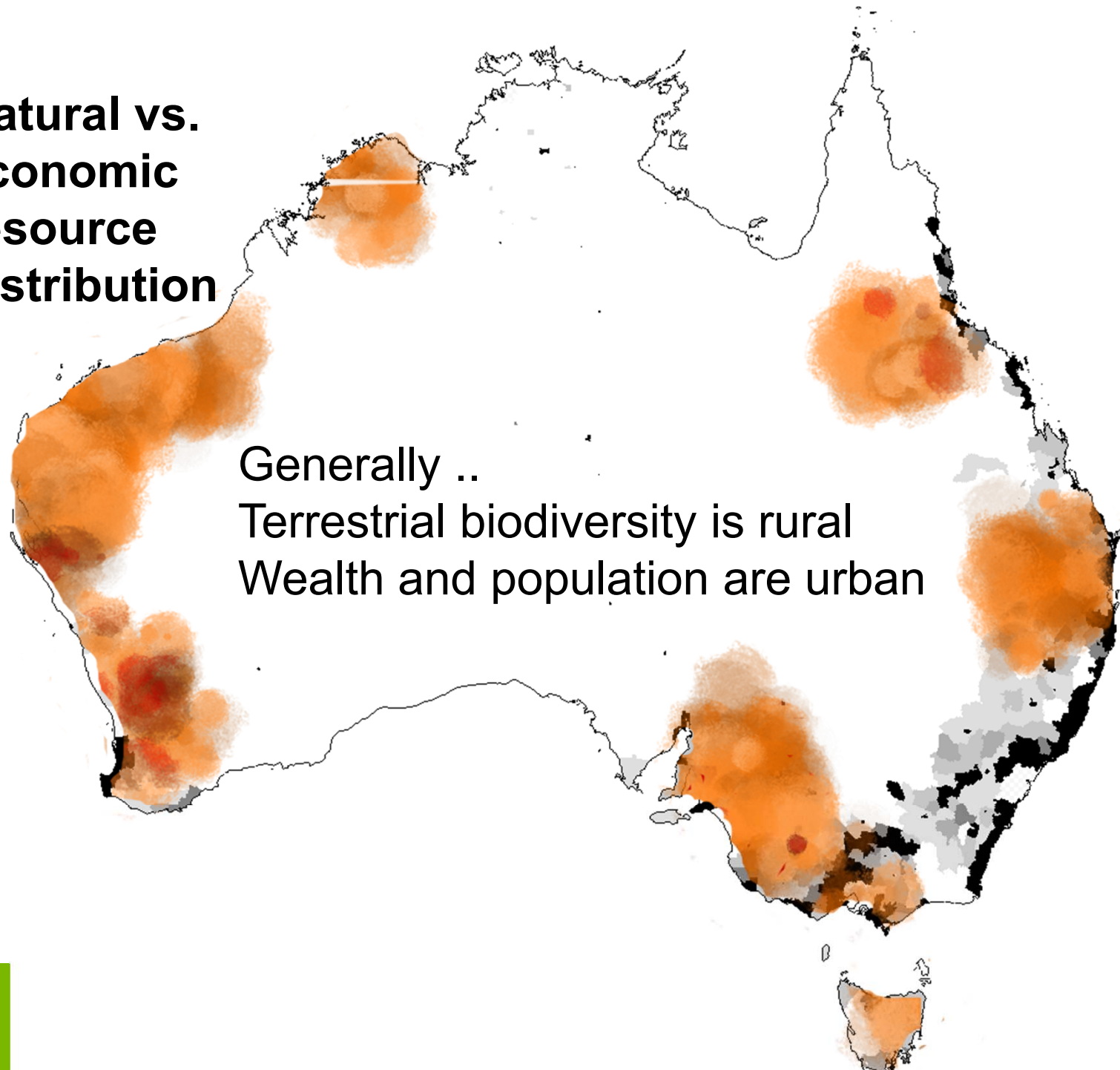


Who should own this problem?  
What is feasible with available resources?  
Who could provide resources?  
What strategies could provide resources?





## Natural vs. economic resource distribution



Generally ..  
Terrestrial biodiversity is rural  
Wealth and population are urban

# A resourcing strategy priority for Landcare?

- Should we make it a priority to properly tackle the institutional causes of resource inadequacy?
- Creating resourcing cocktails
  - Labour: engagement, (eg Victoria systems strengthening); behavioral communications, voluntarism strategies.
  - Specialist skills: pro-bono programs, traineeships
  - Consumables and technology: sponsorship, promotion, loan programs
  - Technologies: research partnerships, trials, partnership.
  - Intangibles: Varying by intangible gap type
- Hierarchy of options: cash budgets and grants may be best seen as last, not first resort.

# How might we proceed?

- Landcare could position itself as the key political catalyst.
- Based on the studies, develop consensus on the need for a national eco-investment strategy.
- Different political/institutional responses to fit the jurisdiction.
- Share the lessons and innovations internationally, with a specialist network group.