

## CONTESTABLE FUND: REQUEST FOR PROPOSALS

### Background

The Our Land and Water (OL&W) - National Science Challenge: has the objective *“To enhance primary sector production and productivity while maintaining and improving our land and water quality for future generations”* and the vision that *“New Zealand is world-renowned for integrated and successful land-based primary production systems, supported by healthy land and water and capable people”*.

The Challenge has three research Themes:

- Greater Value from Global Markets
- Innovative and Resilient Land and Water Use
- Collaborative Capacity

The OL&W Challenge funds programmes that align to its Strategy (Appendix I). However, part of this strategy is to be inclusive of new innovative science and providers from the entire New Zealand science spectrum. Therefore, in addition to the existing funded programmes, the Challenge has an open “Contestable Fund”. The following information outlines the scope and timetable for the Contestable Fund process.

### Funding

Up to 2 million dollars (excluding GST) will be split over two rounds (Jul, 2016 and Jan, 2017). It is envisaged that the available funds will be divided evenly between the two calls, but may vary depending on the size and number of projects. Individual projects to a maximum value of \$400,000 will be considered. Applicants should note that projects of lesser value are encouraged.

### Eligibility

Any New Zealand-based research organisation or end-user may apply. However a minimum of 75% of any funds approved through this funding round must remain within New Zealand. . To encourage new researchers to engage with the challenge those researchers already contracted with the OL&W Challenge at an FTE allocation of 0.15 or more per annum will not be eligible. We are looking for new and innovative research so the project (or a close variation) cannot already be funded by MBIE or another funding agency and any parallel application(s) must be declared in the proposal.

## Scope

Proposals are invited that will show measureable and significant progress towards the Challenge Mission and are aligned to one or more of the Challenge Themes. Projects are to be innovative, can be of high risk, and should comprise research which would not be expected to be supported through other funding mechanisms. Projects should also connect directly with stakeholders. Applicants are encouraged to contact the Chief Scientist or relevant Theme Leader to ensure their proposal is cognizant of existing Challenge programmes and Mission.

### Our Land and Water Interim Science Leadership Team

Name	Programme	Email
Rich. McDowell	Chief Scientist	<a href="mailto:Richard.mcdowell@agresearch.co.nz">Richard.mcdowell@agresearch.co.nz</a>
Caroline Saunders	Greater Value from Global Markets	<a href="mailto:Caroline.saunders@lincoln.ac.nz">Caroline.saunders@lincoln.ac.nz</a>
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Mike Beare	Innovative and Resilient Land and Water Use	<a href="mailto:Mike.beare@plandandfood.co.nz">Mike.beare@plandandfood.co.nz</a>
Bruce Thorrold	Innovative and Resilient Land and Water Use	<a href="mailto:Bruce.thorrold@dairynz.co.nz">Bruce.thorrold@dairynz.co.nz</a>
James Turner	Collaborative Capacity	<a href="mailto:James.turner@agresearch.co.nz">James.turner@agresearch.co.nz</a>
tba	Collaborative Capacity	-

## Assessing Proposals

**Proposals are to be sent to the Challenge e-mail by 5 pm, 31 August, 2016 or 3 March, 2017:**

[ourlandandwater@agresearch.co.nz](mailto:ourlandandwater@agresearch.co.nz)

If there are a large number of proposals, the Challenge Directorate (Director and Chief Scientist) reserves the right to filter proposals by 'goodness of fit' to the Challenge Mission and alignment with one or more of the Challenge Themes.

Proposals will be reviewed by the Science Leadership team and at least one external expert.

Projects will be assessed on a scale of 1 (poor) – 5 (excellent) in the following areas and weightings.

1. Fit with the Challenge Mission and Themes (10%)
2. Science excellence expressed as niche, novelty, hypothesis and methodology (40%)
3. Ability of the team to deliver, risks and capability development (10%)

4. Implementation pathway, stakeholder interaction, relevance to Māori, and co-funding (20%)
5. Outcome, expressed as progress towards the Challenge Mission (20%)

Assessments will be communicated by the Chief Scientist to the Director who will make recommendations to the Challenge Board.

Note that a recommendation for funding may be subject to reviewer feedback being addressed in a proposal.

## Timeline

Event	Key Dates
<b>Call 1</b>	
RfP released	1 July, 2016
RfP closes	31 August, 2016
Projects assessed	1-16 September, 2016
Board make recommendations known	October, 2016
Sub-contracts set-up	November/December, 2016
Projects commence	1 January 2017, unless otherwise agreed
Projects completed	Any time up to 31 December, 2018
<b>Call 2 (proposed dates)</b>	
RfP released	9 January, 2017
RfP closes	3 March, 2017
Projects assessed	6-11 March, 2017
Board make recommendations known	April, 2017
Sub-contracts set-up	May, 2017
Projects commence	1 June 2017
Projects completed	Any time up to 31 May, 2019

## Template for: Our Land and Water Contestable Fund Project Proposal

Delete all instructions before submitting. Note that the sections numbered 1 to 5 can be no longer than 4 pages in total (Calibri, font size 11 pt). Please send your application to the Challenge e-mail by 5 pm, 31 August, 2016 (Call 1) or 5 pm, 3 March, 2017 (Call 2): [ourlandandwater@agresearch.co.nz](mailto:ourlandandwater@agresearch.co.nz)

### Project title

No longer than 20 words

### Short title

2 – 3 words preferred

### Project duration

Months

### Funding requested

Insert funding requested by quarters, beginning no sooner than January, 2017. Payments will be made quarterly in arrears unless other-wise agreed.

<b>2017 Quarters</b>	Funding requested (excluding GST)
Jan/Feb/Mar	\$
Apr/May/June	\$
Jul/Aug/Sept	\$
Oct/Nov/Dec	\$

<b>2018 Quarters</b>	Funding requested (excluding GST)
Jan/Feb/Mar	\$
Apr/May/June	\$
Jul/Aug/Sept	\$
Oct/Nov/Dec	\$

Total	\$
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### Primary Contact

Name, address and e-mail for the person submitting and receiving notice of the proposal's success.

## **1. FIT WITH THE CHALLENGE MISSION AND THEMES (WEIGHTING, 10%)**

Refer to the Challenge Strategy and outline of Research Themes to show how the project fits with the Challenge Mission and will contribute to, complement, or extend one or more of Challenge-funded programmes.

## **2. SCIENCE EXCELLENCE (WEIGHTING, 40%)**

### **Introduction**

Using supporting literature, outline the background, niche and novelty of the research.

### **Aim and Hypothesis**

Provide up to two aims and hypotheses

### **Methodology**

Describe the research methods and geographic location (if applicable).

## **3. ABILITY OF THE TEAM TO DELIVER, RISKS AND CAPABILITY DEVELOPMENT (WEIGHTING, 10%)**

Please identify your team and their roles in this project (e.g. Principal Investigators, Project Manager, Research Team etc). Include a statement about your ability to undertake the work, capability being developed (if applicable) and a statement on risks (including ethics) and how they will be mitigated. It is important that the Challenge is able to make best use of the funds it invests in research. While we would like to support innovative and high risk proposals, we also want to be able to redeploy resources quickly within funded programmes if particular lines of enquiry show that little useful progress can be made. Accordingly, you should also identify critical “stop/go” milestones in your timetable. Please indicate any potential mentoring, capability development or educational opportunities that will result from the project.

## **4. IMPLEMENTATION PATHWAY, RELEVANCE TO MĀORI, AND CO-FUNDING (WEIGHTING, 20%)**

### **Implementation Pathway**

Describe the way in which you will create opportunities for co-development of research with stakeholders, who you are working with (including Challenge-funded programmes), and how the knowledge gained from your research will be translated into action “on the ground” for better uptake and impact.

### **Māori**

Outline opportunities within the project for Māori knowledge and insights to contribute to the Challenge mission. In this context indicate who you would be working with.

### **Co-funding**

Describe the amount and source of co-funding (in-kind or cash). Co-funding will be viewed positively in project assessments.

### **5. OUTCOME, EXPRESSED AS PROGRESS TOWARDS THE CHALLENGE MISSION (20%)**

What outputs are expected from the research? What outcomes are expected, and how do you measure their progress towards the Challenge Mission (especially those that are co-developed with stakeholders)?

## TIMETABLE

Please supply a list of milestones and deliverables aligned to the quarterly periods.

<b>2017 Quarters</b>	Milestones	Deliverables
Jan/Feb/Mar		
Apr/May/June		
Jul/Aug/Sept		
Oct/Nov/Dec		

<b>2018 Quarters</b>	Milestones	Deliverables
Jan/Feb/Mar		
Apr/May/June		
Jul/Aug/Sept		
Oct/Nov/Dec		

## BUDGET

Please fill out the following tables

### PROJECT BUDGET

Component	Cost (\$)
<b>Personnel</b> (Give names)	
Contact Principal Investigator:	
Other Principal Investigator(s):	
Associate Investigator(s):	
Research/Technical Assistant(s):	
Postgraduate student(s):	

Others (name)
Total Personnel (1)
<b>Operating</b> (e.g. Travel, Consumables)
Total Operating (2)
Sub-Total (1) + (2)
GST
<b>Total</b>

### Co-funding

Organisation	Purpose	Amount (list cash and in-kind separately)
		\$
		\$

### REFERENCES

### CURRICULUM VITAE

Supply the CVs of all principal and associate investigators.

## OUR LAND AND WATER

Toitū te Whenua,  
Toiora te Wai

National  
**SCIENCE**  
Challenges

### OUR LAND AND WATER STRATEGY

The **objective** of the Challenge is to enhance primary sector production and productivity while maintaining and improving our land and water quality for future generations.

The **mission** is to achieve the objective by delivering on the following aspirational impacts:

1. Individual land and water users, communities, and iwi will have the social processes, data, tools and increased capacity to agree and implement co-developed solutions. These solutions will produce mutual benefits to meet their aspirations and achieve sustainable outcomes by operating within agreed resource limits.
2. New Zealand land users and regulators have a menu of tested technologies coupled with new innovative land use options and land and water use practices that achieve primary production growth targets within community and regulatory limits.
3. The New Zealand primary sector will sustain higher economic growth through participation in global value chains that are generating new products, services and market segments that are aligned with and validated against stakeholder environmental, social and cultural values.

The **vision** for the Challenge is that New Zealand is world-renowned for integrated and successful land-based primary production systems, supported by healthy land and water and capable people.

### CHALLENGE DRIVERS

In order to achieve our mission, the Challenge needs to provide the processes and tools that best create, share, balance and preserve value (economic, environmental, social or cultural) from consumer to communities and producers. Assessing and ranking the domestic and international drivers that place competing pressures on our land and water resources will be a key output of a research area called “the Nexus” (Figure 1). The ranking (e.g. low, medium, high impact) will take the form of a project “Matrix” of different international and domestic drivers.

Domestic drivers will be taken from the relevant components of National, Regional and Industry strategies (e.g. Animal Welfare Strategy, Dairy Water Accord [1, 2]). International drivers will be input from foresight research into, for example, consumer preferences on animal welfare or water footprinting. All drivers will be examined through a Māori lens to ensure that Māori perspectives can contribute to Challenge outcomes for New Zealanders. The focus on strategy at the domestic level is consistent with the Challenge’s wish to ensure research is prioritised according to impact, showing relevance to the aim of different sectors or groups; and articulating and influencing how these aims can be modified to capitalise on international drivers.

The Nexus is where much of the Challenge Strategy is actioned. For example, taken in tandem, the biennially-updated Research Landscape Map [3] and The Matrix will:

- Provide a record of what is being done;
- Help articulate the relevance of drivers to different groups (e.g. of national strategies to community, consumers, or producers);
- Highlight where gaps (e.g. where industry strategies do not address international drivers) and tensions between drivers are greatest;
- Assist the Challenge Directorate and Leadership team in prioritizing research, formulate research questions and commission potential solutions within the Nexus (see working groups) and subsequently within Themes; and
- Inform the measurement of impact towards the Challenge mission to be done later in the Nexus as part of the Monitoring and Evaluation plan.

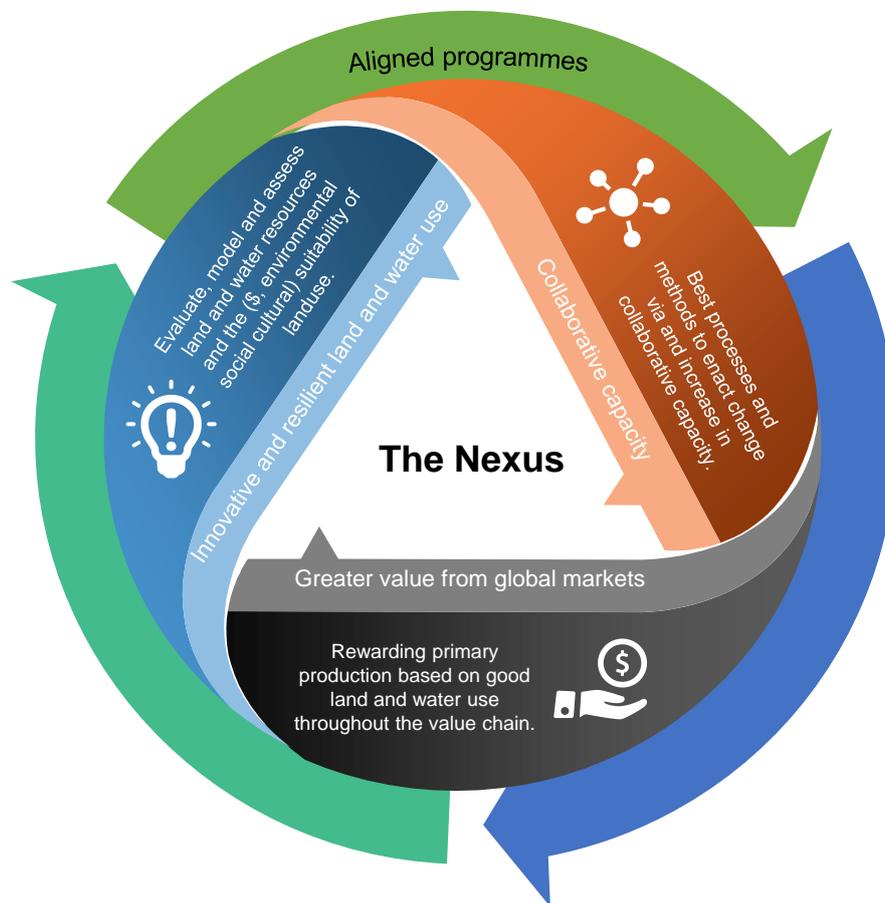


The Nexus sits at the centre of the Challenge. Once a high priority research area has been identified we have several options to alleviate tensions and deliver the Challenge mission. These options reflect the implementation of work in the three Themes across spatial and temporal scales (Figure 2), i.e.:

Theme 1 (Greater Value from Global Markets): Research to show how market signals and value chains can reward and share wealth with New Zealand communities, individuals and iwi for primary products and services produced with desirable environmental, social and cultural values;

Theme 2 (Innovative and Resilient Land and Water Use): New technologies, concepts (e.g. landuse suitability) and enterprises that enable individual and collective land and water users and regulators best adapt to market signals, derive optimal value chains and achieve primary production targets within community and regulatory limits; and

Theme 3 (Collaborative Capacity): Individuals, communities, and iwi have the social processes, data, tools and capacity to agree and implement co-developed<sup>1</sup> solutions to adopt new technologies, concepts and enterprises that fit optimal value chains and achieve primary production targets within community and regulatory limits.



**Figure 2.** Integration of Challenge Themes with the Nexus and aligned programmes.

It is the intent of the Challenge to commission research aligned to these Themes from science providers across New Zealand and internationally (if applicable).

<sup>1</sup> Involves a partnership where two or more parties have a mutual working relationship in creating a new product, technology or service that reduces research and development costs, increases innovation output and opens up new, previously inaccessible markets.

## EXPLANATION OF THE THEMES

### The Nexus

The Nexus sits at the centre of Challenge Themes operationalizing much of the Challenge Strategy. The Nexus aims to:

1. Improve focus and coordination of research activities and resources;
2. Enhance integration, co-development and trans-disciplinary capacity building; and
3. Result in greater delivery and impact

It is recognised that the portfolio of activities will vary over the life of the Challenge and will respond to the Challenge Strategy.

#### Focus and Coordination:

The Matrix project (see Challenge Strategy and Research Plan) aims to highlight issues and research questions associated with domestic and international tensions, measured in economic, environmental, social and cultural indicators. These issues, along with the Research Landscape Map will determine if work is being done to resolve the tension and focus investment if not.

#### Enhanced Integration, Co-Development and Trans-Disciplinary Capacity Building.

The Matrix will likely highlight many issues and possible research questions. However, it is unlikely that Challenge funds will be able to provide high impact solutions to all of these, or indeed a few, using traditional processes. A new way of working is required that is highly collaborative and interlinked. This will be captured in **working groups** that will work on specific research questions set to address tensions identified by The Matrix project. The goal of working groups is to give time to think, dream, and be creative. Working groups will involve two phases. The first phase will see a team funded to produce a think-piece. These will be short, focused reflections (e.g. high-impact review journal and/or policy white paper) to issues raised via The Matrix. The second phase will be a workshop that together with the think-piece could be used as a foundation for proposals for new work (e.g. from the remaining funds in the contestable pool, the second tranche of Challenge funding or non-Challenge funds).

#### Nexus Delivery and Impact:

The Nexus aims to improve Challenge Integration and accelerate Impact towards the Challenge mission. We will bring the delivery of the Challenge Monitoring and Reporting plan into the Nexus to work alongside Working Group 4. The impact of Challenge activities and outputs will be measureable as Challenge-specific performance indicators, aiming to relieve tensions identified in The Matrix, but also compatible with external networks, industry and government agencies and reporting bodies. In other words, the Challenge will develop a common set of indicators to show the impact of the Challenge, and the benefit a specific agency is receiving directly (by participation) or indirectly from the Challenge.

#### What difference will the Nexus make?

The Nexus provides an opportunity and innovation space to interconnect the three Themes and demonstrate the delivery of the Challenge Mission through funded and aligned research investment. Output will be an increase via integration across disciplines, in the return on research investment from the current baselines of 10-32 times [4], and a decrease in the lag between investment and return from the baseline of 24 years [5] by taking a transdisciplinary and collaborative approach to research [6].

## Funded Research Programmes

In the short term, working Groups are being established to work on the following research areas:

1. What value chain best shares value (economic, environmental, social and cultural) from consumer to producer and incentivises land use practices that relieve tensions between national and international drivers?
2. What are the best data structures for land and water information to achieve the Challenge Mission?
3. What simultaneous improvement in productivity and reduced environmental footprint can be gained from the interaction of soil-plant-animal genomics?
4. What is the most appropriate suite of land and water indicators to show progress in meeting domestic and international drivers and commitments?

If work in these areas leads to research programmes, these would align to Themes 1, 2, 2, and 3, respectively.

### Theme 1: Greater Value from Global Markets

The scientific hypothesis is that New Zealand producers, processors and manufacturers in the land and water sector can capture better value by participating in collaborative value chains that deliver desirable 'attributes' and/or qualities of production systems to targeted consumers and provide an incentive for change to desirable land use practices and/or uses.

These values need to be consistent with the values that New Zealand producers and citizens see as important, as explored in the matrix in the Nexus. They also need to be translated into attributes that are communicated to participants in the value chain so that data can be provided to tell an acceptable New Zealand story to consumers [7].

Tools are required to identify where in the value chain that increased participation can extract more value. These tools will use metric(s) of the value (economic, environmental, social and cultural) of New Zealand products in international markets. Relevant to New Zealand, this approach to creating shared value mirrors the approach taken in modern Māori agribusiness where traditional values/tikanga are incorporated into contemporary business organisations and processes [8]. Mātauranga Māori is providing a unique lens for both Māori and Non-Māori organisations to better understand the relationship between people and the land to develop and brand products and services valued by consumers.

The research up to 2019 has three main aims. Firstly to further identify with the key attributes and/or qualities which could be used to construct the NZ story, by market; secondly to conceptualise the key factors in a collaborative market orientated value chain structure which would ensure shared value; and finally a review of techniques to ensure these attributes/qualities are transparent and traceable.

The next stage of the research to 2025 is to develop the components of the New Zealand story that have the potential to encourage land use and land use practices and how to communicate this into market, for selected case studies. This would draw on the research in themes one and two, as well as the Nexus, to assess what are key qualities of New Zealand products under current and potential land use practices. The research will then test the value of the New Zealand story in key markets and methods of communication. The optimal value chains will be constructed to ensure value is shared across the chain and this will link with the collaboration laboratory to determine implementation pathways. The authenticity of New Zealand products and qualities will be assessed through various traceability options.

## What difference will the Theme make?

We can get more value from our exports, but are impeded by the fragmented nature of our current value chain structures. Participation in collaborative value chains will ensure that value is obtained and shared from consumers down to producers and will achieve the aspirational target set by primary industry thought leaders of a 20 per cent premium across the primary sector.

## Funded Research Programmes

A programme focusing on the optimal value chain to share value from consumer to producer and communities and incentivising suitable land use and practices will evolve out of a Nexus Working group.

## Theme 2: Innovative Land and Water Use

The potential for water quality limits (via the National Policy Statement on Freshwater Management; NPS-FM) to impact on primary production has been at the forefront of public and government debate [9]. This has raised questions from producers and industry such as: how far can I reduce my contaminant loss and still be profitable; if this loss is still too much, then what other land uses can I change to and where is this most profitable? [10].

To solve these questions, we need an understanding of our unique land and water resources, and of how New Zealand-developed enterprises interact with these resources. Using this knowledge we need to develop new technologies to aid in the performance of these enterprises, and the appropriate tools by which we can measure, model and manage enterprises across spatial and temporal scales. Collectively, these tools and technologies will enable economic, environmental, social and cultural factors to be balanced and the trade-offs made evident. Once an objective has been set, knowledge can be used to plan for the right enterprise to be in the right place at the right time, resulting in the right outcome; for example, maximising employment and value within environmental limits.

Planning at the enterprise and catchment scale in New Zealand is not new and has been well served since the early 1950s by the Land Use Capability system [11]. This system classifies land according to its capability for long-term production, based on its physical limitations and site-specific management needs. However, by considering a wider set of environmental, social and cultural factors associated with enhanced tools we aim to create the right outcome across space and time, effectively moving from **land use capability to land use suitability**. There is significant scope to partner with Māori enterprises to further this approach and develop better Māori agribusiness. This is aided by Māori long-term (intergenerational) views on land and water resources that will add depth to the approach. Individual Māori-owned enterprises within a catchment will be excellent case studies to plan land use (and change) as a collective, with mutual benefit.

Over the life of the Challenge, three broad areas have been identified for research: 1) Knowledge of critical resources and processes, including their spatial and temporal properties, most important for optimal management; 2) Tools to better match suitable land and water use with the productive, environmental, social and cultural potential of land and water resources; and 3) unlocking and integrating our knowledge of New Zealand primary production systems to create the next generation options for land and water managers.

From 2016-2019, objectives will focus on the development of land use suitability classification derived from pressure-state-response relationships; seeding the linking and enhancement or development of tools to trade-off multiple objectives via common metrics; and working with rural entrepreneurs to unlock and join multiple disciplines (e.g. soil biology, animal science) to develop the next generation of land uses.

From 2019-2024, objectives will focus on the testing and validation of land use suitability classification across spatial scales, and embedding this in tools used by communities (e.g. Iwi, freshwater management units). The tools and classification will aid investment decisions, such as the use of new technologies that give significant headroom to existing operations or the conversion of land use to high value and resilient, but low loss systems, and provide confidence that outcomes will be favourable at the farm and catchment scale.

### What difference will the Theme make?

Moving from land use capability (and a similar production focus) to the concept of land use suitability will derive a new way of valuing land according to its economic, environmental, social and cultural potential. The suitability of land will be used to place and time land use practices, interventions and enterprises to create headroom to operate while meeting catchment outcomes (e.g. enterprise profitability versus catchment water quality). The redesign of enterprises, which includes the use of next generation primary production systems, will give us more options to achieve a range of individual and community goals. Collectively, these outcomes will double the total value of production, the profitability of individual enterprises, and the performance of targeted land and water quality indicators (see the Nexus) for an average enterprise (in the catchment) within a generation.

### Research Programmes underway

There are three programmes within the Theme that have been given the go-ahead. These are “Sources and Flows”, “Suitability”, and “Next Generation Systems”. They focus on the development of empirical data, a land use suitability classification, and next generation systems (from current knowledge).

A programme is also being seeded to leverage CRI core funds in a collaborative modelling effort. This programme will see the integration of tools with the land use suitability classification.

Additional programmes may arise out of the Nexus Working groups that could account for funds from the contestable pool. These focus on data structures, and the ability to integrate soil, plant and animal genomics for productive and environmental gains.

## Theme 3: Collaborative Capacity

The complex challenge of growing our land-based sectors while working within environmental limits is changing the way in which science and society interacts. In New Zealand, traditional methods of achieving outcomes rely on outputs being taken up and translated for adoption in, often sector-specific fields [12]. However, because individuals have different opinions and levels of understanding of what is important at a catchment scale, the efficient use of science outputs to meet a catchment objective can be poor, or lead to a few winners and many losers. International research indicates that outcomes encompassing complex environmental and economic issues are best achieved when communities are part of the process [13]. Processes to manage participation by communities have been developed [14, 15], but are often country- and context-specific (e.g. due to different rules). Two areas where collaboration has worked well are the New Zealand Land and Water Forum<sup>2</sup> that brought together stakeholder groups to tackle land and water quality and quantity issues, and the way many Māori-owned primary production systems see the role of tangata whenua (people) acting as kaitiakitanga (guardians) to protect, manage, and enhance papatuanuku (land and water) resources.

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<sup>2</sup> <http://www.landandwater.org.nz/>

These examples give an indication of some of the methods by which the Challenge Mission can be achieved. Without an increased ability to collaborate well, outcomes driven only by research from the other Themes cannot be achieved. Hence, the Challenge has decided to focus on the following areas for research: 1) increasing the ability of communities to collaborate; 2) comparing solutions individually or in combination to help achieve community aspirations related to land and water; and 3) designing incentives for change.

From 2016-2019, objectives will focus on increasing the capacity of organisations and communities to lead and participate in collaborative land and water planning and management (e.g. NPS-FM and Māori economic development) in New Zealand. The processes, tools and practices will be developed to support the many roles that different organisations play in collaborative processes, e.g. scientists as providers and translators of technical knowledge, iwi as holders of mātauranga Māori, Regional council planners and process facilitators.

From 2019-2024, objectives will focus on continuing the testing and evaluation of the processes, tools and practices developed in the first period of the theme. Evaluation will pay particular attention to (i) building evidence of the emerging longer-term economic, environmental, cultural and social outcomes from collaborative planning and management, and (ii) developing incentives, with stakeholders, to enable change from these collaborative processes and to address barriers (e.g. organisational rules) to embedding processes, tools and practices in their respective organisations and communities. The theme will also extend to the development of integrated processes, tools and practices that focus on new value chains that are based on collaboration along the supply chain and across supply. This will build on the knowledge developed in Theme 1.

### What difference will the Theme make?

By 2024, there will be a doubling of hapū/iwi, Māori and non-Māori economic entities and agribusinesses, communities, and regions that have collaboratively designed solutions balancing the many individual and collective goals of these groups. This will be achieved by using improved collaborative approaches implemented in organisations and communities with improved social capital and capacity to support these approaches. The result will be solutions that are developed within 80% of the time and resources of current adversarial approaches, such as the Environment Court. In addition, these collaboratively designed solutions by being more fit-for-purpose for communities will be 10% less costly to implement, taken up 40% more widely, 10% quicker, and result in better and broader economic, social, environmental and cultural outcomes important to these groups and wider communities. Beyond 2025, collaboratively developed solutions will be more enduring and communities will be faster in developing solutions to future challenges in land and water. This will result in efficiently delivered, and more enduring outcomes against agreed local to international indicators.

### Research Programmes underway

Two programmes have been funded. The first (Mauri Whenua ora) focuses on the improvement of Māori agribusiness and outcomes at a farm to regional scale – exploring new value chains and utilising mātauranga Māori embedded within collaborative processes to extend results nationally. The other programme (The Collaboration Lab) assesses whether collaborative processes are the best way to improve outcomes and what aspects of these processes work best under different circumstances.

An additional programme may arise out of a Nexus Working group that could account for funds from the contestable pool. This would focus on those land and water indicators that best show progress in meeting domestic and international drivers and commitments.

## References

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