

# Our Land and Water National Science Challenge

*Toitū te Whenua Toiora te Wai*

The Collaboration Lab:  
The transformative role of collaboration in managing  
our land and water

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# Why is the work needed from practice and research?

There is a lack of long term evidence on the contribution of collaborative approaches<sup>1</sup>

There is a paucity of studies of the practice of researchers supporting complex problem solving<sup>2</sup>

Translating concepts of collaboration into practice is difficult and under-researched and implementation challenges considered as barriers rather than areas of research<sup>3</sup>

*“We need to collect on-going evaluation otherwise things that were a big deal at the time become part of the wallpaper”*

*“There is so much knowledge in people’s heads at the leading edges of collaborative practice”*

*“Whakawhanaugatanga - Collaboration brings us into relationship with each other”*

*“Collaborative processes seem difficult and expensive, do they deliver better outcomes?”*

*“We have already started... to change the role of science and scientists... but there is more needed in terms of integration... other knowledge sources, and translation ... and... we are not documenting how we are doing this interdisciplinary work, only the results of it”*

# The research and capacity-building aims

Hypothesis 1: Collaboration yields successful outcomes for land and water management in New Zealand

Hypothesis 2: Integrative applied research is better able to address issues of concern to communities in the management of land and water in New Zealand, than single disciplinary and multi-disciplinary research (that is not integrative or applied).

- i) to understand how collaborative practice can lead to transformation
- ii) to build evidence on whether collaborative policy processes are successful in delivering multiple outcomes
- iii) to enhance understanding of critical factors that affect the impact of research in land and water
- iv) to build collaborative practice and capacity in New Zealand for both collaboration practitioners and researchers

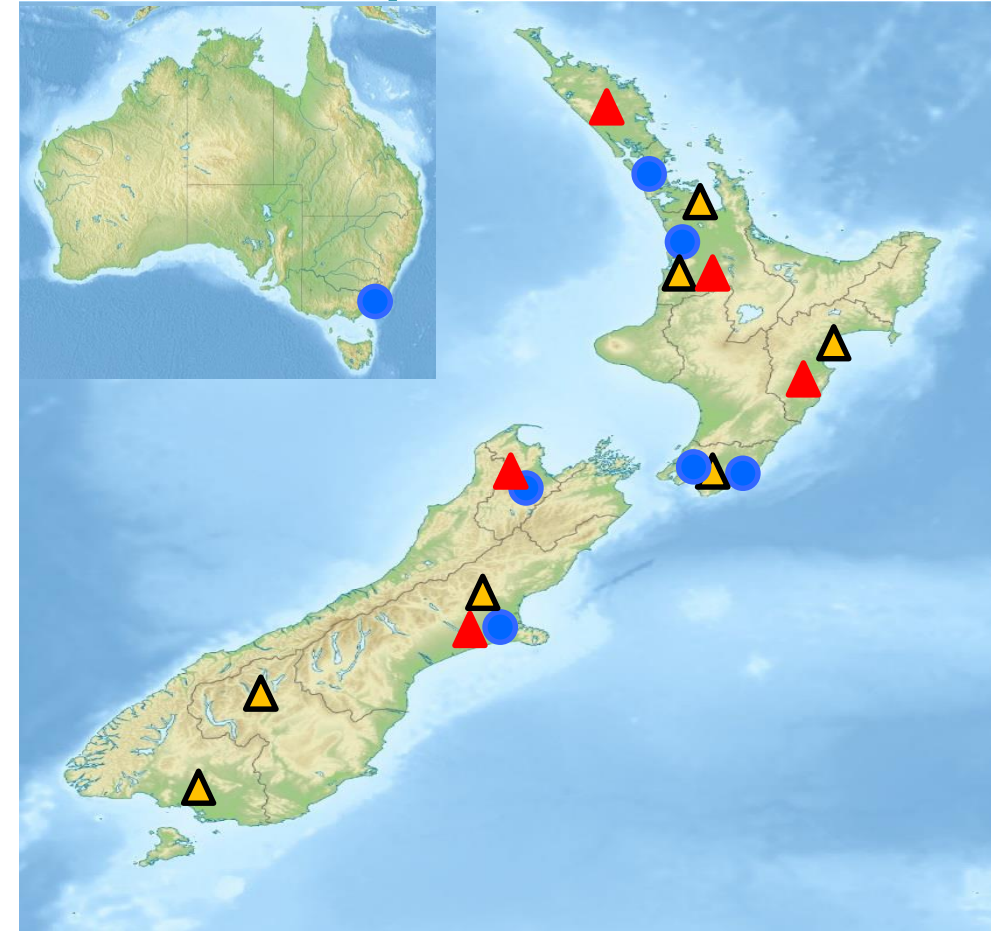


# The research team and participants and case study locations

*“To get change we have to connect science with people on the ground”*

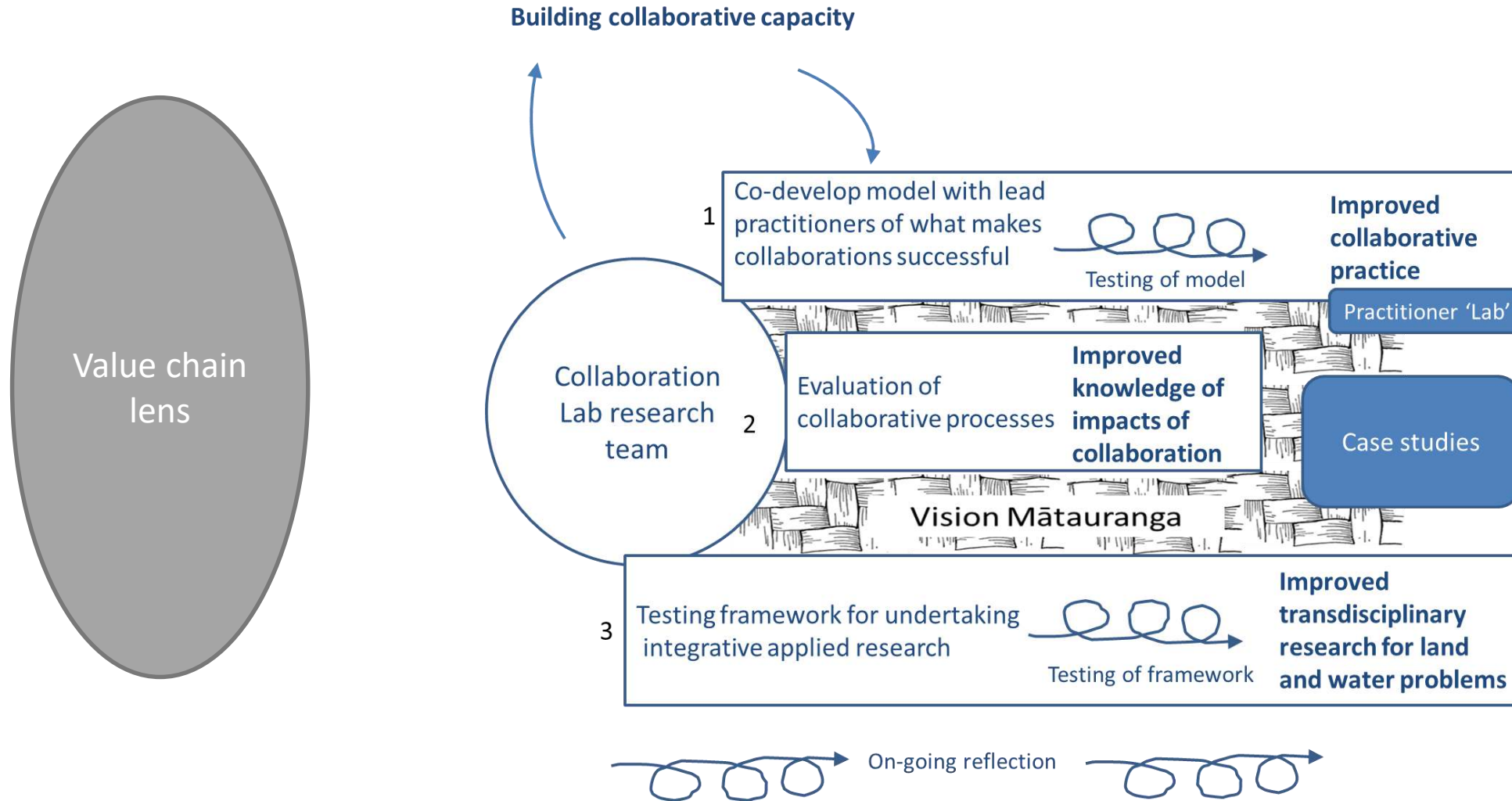
*“There is a need to redefine who the researchers are in the area of collaborative practice”*

*“Raranga is a key concept for the Lab, both the form and content: weaving people and knowledge to create new knowledge and capacity”*



- Research team members
- ▲ Locations where we are working now
- ▲ Potential participants or case studies

# The research and its impact and the value chain lens



# Finding Māori In Collaborations

In collaborating with all our citizens

- Why were Māori involved?
- How did Māori participate?
- When were Māori in the process?
- What were Māori doing?
- How did Māori involvement change?
- Could change occur for Māori?
- What results were for Māori?

**Kua takoto he manuka**

**The challenge to engage has been laid down**

Collaboration  
Lab for NSC  
Labs, evaluations, I2S



After a millenia of collaborating brought Māori across the oceans, helped to survive Aotearoa's winter, created a treaty, the NSC asks, "How are Maori collaborating?"

# What is the Māori Experience?

In the collaboration lab the Māori involvement is being observed to understand how citizens join for collective responsibility, for creativity and for building community



Ehara taku toa, he takatahi, he toa takatini

My success should not be bestowed on me alone

As it was not individual success, but collective success

Vision Mātauranga values the Māori citizen's asset that is brought to the process of weaving researchers and neighbours into working communities

Collaborative  
Lab for NSC  
Labs, evaluations, I2S

## A New Zealand way of Collaboration

If we manage a collaborative process can we build a NZ style that includes all of our citizens, what would be the Māori place in this model? Creating the environment for all citizens to weave their lives in strength has been the role of our rangatira.

**Our unity a community:  
A woven New Zealand**

Naku te rourou, nau te rourou, ka ora te iwi  
With your basket and my basket the nation is healthy

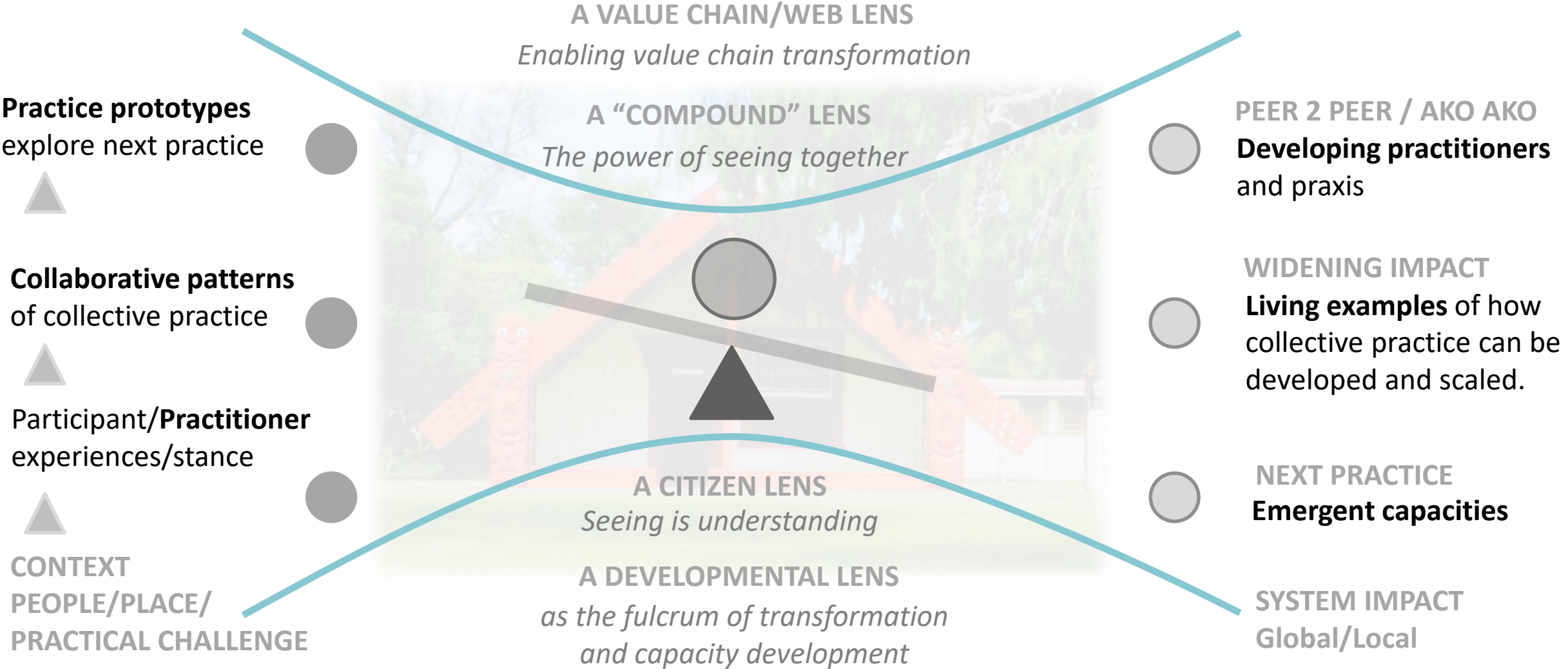


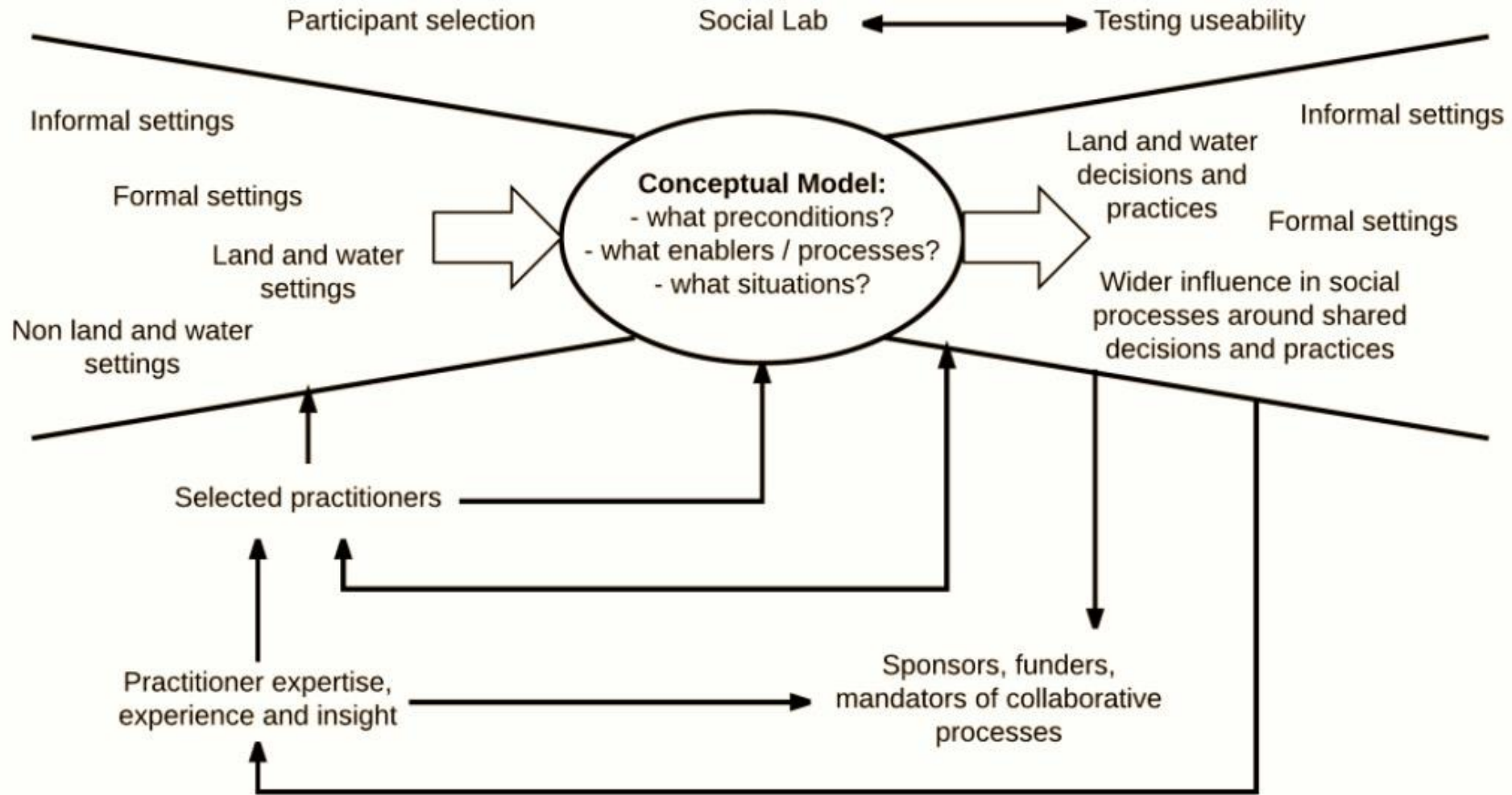
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# Research project 1 – The practitioner Lab






A conceptual model built by a diversity of practitioners and a rich heritage of Māori collaboration means that the Māori perspective in building this conceptual model is critical.

# Research project 2 – Evaluation of collaborative processes

**Project goal:** To build understanding of how collaboration is (or is not) enhancing natural resource management decisions.

**Research focus:** The evaluations being undertaken focus on two key aspects of collaboration for policy development – the dynamics within collaborative groups (people and process) and the wider community understanding and perceptions of collaboration.



Builds on foundation  
from the VMO  
research programme

**Participants:** Participants of regional council collaborative planning processes (Northland, Hawke's Bay, Tasman) and communities in catchments with and without collaborative planning processes (Northland, Hawke's Bay, Waikato).

# Research project 3 – Improving research practice

## Tackling complex real-world problems requires:

- interdisciplinary collaboration among multiple disciplines, stakeholders and end-users
- ability to manage multiple values, interests, worldviews, personalities, approaches to uncertainty
- systems thinking (interrelationships)
- appreciation of context
- understanding of adverse unintended consequences and nasty surprises
- ...

Lots of relevant experience, but poorly documented. No agreed protocols.

As a consequence don't realise full benefits of research

Improved practice more integrated and implementable research and a framework for capacity building



# Research project 3 – Improving research practice

**Project goal:** To test if using the Integration and Implementation Sciences (I2S) framework could lead to improved outcomes in land and water management in NZ through improved research practice.

**Participants:** For each case study, data collection will be through workshops or interviews with research team and end users e.g. iwi, community, policy-makers, to gather project data, insights and reflections.

## Integration and Implementation Sciences (I2S) framework (Bammer, 2013)



Q1 For what and for whom?

Q2 What is needed?

Q3 How?

Q4 Context?

Q5 Outcomes?

# In a nutshell: what we're doing and what will it contribute to?

The Collaboration Lab will:

- Show whether collaborative policy processes lead to improved outcomes
- Show how collaboration can lead to transformation
- Weave people and knowledge to create new knowledge and capacity

This will help build:

- A 20% increase in community confidence and ownership decisions in land and water decisions in 2025 compared to 2016



OUR LAND  
AND WATER

Toitū te Whenua,  
Tōiora te Wai

Thank you

