

OUR LAND AND WATER SYMPOSIUM

Kia Mauri Ora te Whenua



CAPACITY FOR TRANSITION

Enabling collaborative practice: a practical model

Graeme Nicholas



FUTURE LANDSCAPES

In the future landscapes contain mosaics of land use that are more resilient, healthy and prosperous than today.

Strategic Area 1

Be able to see what diversity is possible and match land use to what it is suitable for.

Strategic Area 2

Understand and model the management of land and water quality.

Strategic Area 3

Provide the novel production systems that use healthy land and water to generate high-value products.



INCENTIVES FOR CHANGE

New Zealand's primary producers are well-rewarded for producing high-value products in sustainable ways.

Strategic Area 4

Capture and share with the producers more of the value consumers associate with our products.

Strategic Area 5

Increase and share value based on mechanisms that rewards sustainable land use and high-value products.

Strategic Area 6

Enable communities to identify and adopt sustainable land use practices.



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We understand what it will take, and have the tools to help us, transition to resilient, healthy and prosperous futures.

Strategic Area 7

Increase our social capital so that we can have well informed debate about alternative futures.

Strategic Area 8

Act as kaitiaki, being responsible for our actions within enterprises, in a catchment and beyond.

Strategic Area 9

Manage pressures and remove the barriers to a transition.

What is the problem?

What makes for effective collaboration in guiding decisions (policy and practice) about contested natural resources?



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What is the solution?

1. Learn from practitioners

Immersive and dialogical study with those who play a direct role in attempting to make collaboration happen

Application of **social practice theory*** (augmented) –
materiality, competence, meaning and history

* Shove, E., Pantzar, M., & Watson, M. (2012). *The dynamics of social practice: Everyday life and how it changes*. Sage publications.



What is the solution?

2. Enabling collaborative practice

Practical model of key variables

Framework for ‘critical collaboration’

Four related papers:

- Enabling collaborative practice: a practical model
- Interpreting practice: producing practical wisdom from qualitative study of practitioner experience
- Helping science take root: addressing the influence of context on science impact and scaling
- Transformation Is ‘Experienced, Not Delivered’: Insights from Grounding the Discourse in Practice to Inform Policy and Theory



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Practical model of critical variables

MATERIALITY

- Sufficient resources
- Receiving system
- Design, strategy, administration
- Host/Kaitiaki governance and management protection
- Alternative structures of accountability
- Room for emergent practice
- Participation of key parties

MEANING

- Conceptual underpinnings
- Participants identification with kaupapa
- Group sense of ownership and agency
- Sense of legitimacy
- Participant sense of identity, responsibility and mandate
- Focal issue is seen as complex

COMPETENCE

- PERSONAL:**
- Openness
 - Commitment
 - Strength/Confidence
- GROUP:**
- Ability to reflect on questions and the 'frame'
 - Social capital between participants
 - Facilitation
 - Technical expertise
 - Patience to take time
 - Ability to respect and discover differing worlds and knowledge
- ORGANISATIONAL:**
- Governance and management trust the process
 - Openness to change and re-framing
 - Distinction between collaboration and consulting
 - Available fit for purpose technical expertise

HISTORY

- Development and implementation of scope, horizon, composition
- Credible and legitimate partners providing mandate and sponsorship
- Perceived system failure or system frustration
- Decision and commitment to share power
- Commitment to Te Tiriti o Waitangi and relationship with Mana Whenua
- History between parties
- Political mandate and opportunity for key parties
- Positive experiences of engaging community-based expertise
- Bounded opportunity – temporal imperative

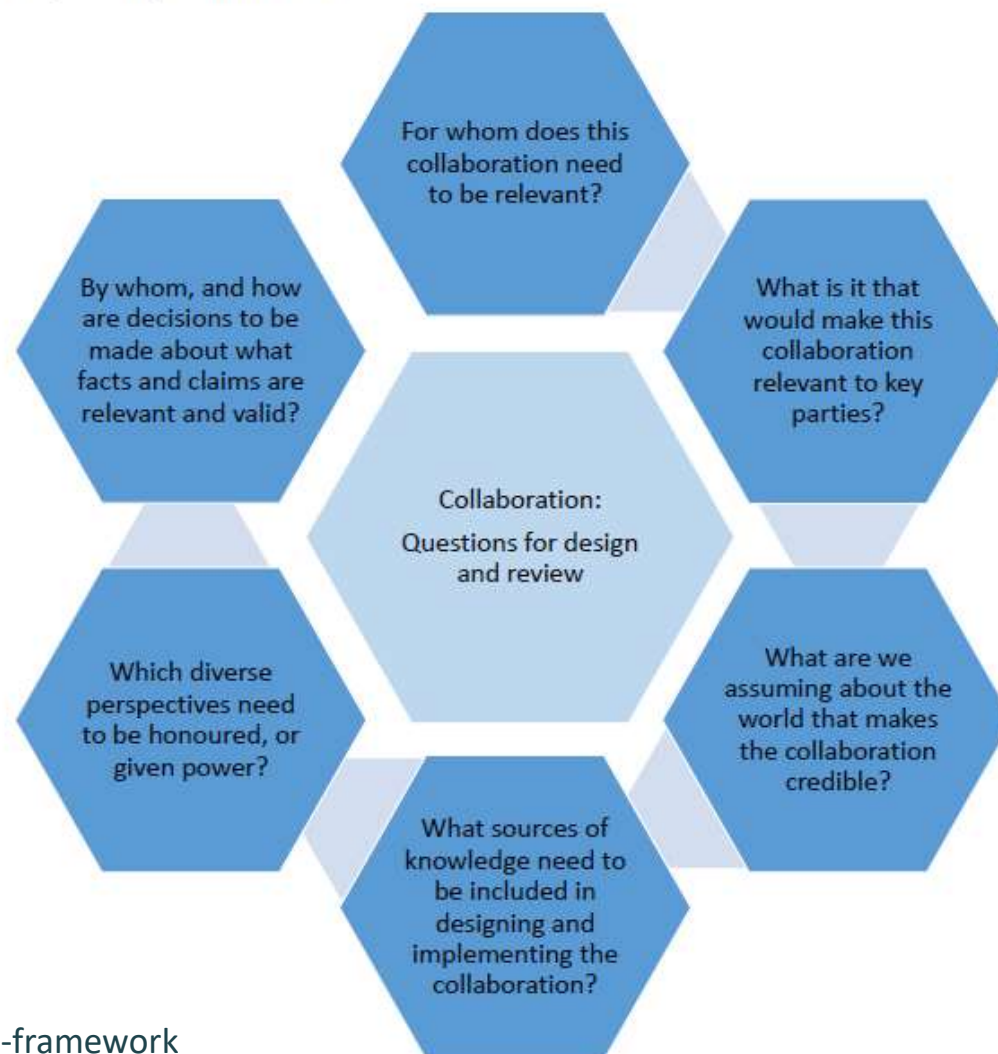


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Framework for Critical Collaboration

A framework for building and improving collaboration



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ourlandandwater.nz/collab-framework

Who is using the research to make a difference?

Early indications and active dissemination:

- Regional council decision-makers
- Department of Conservation
- Designers and facilitators of collaborative processes
- Evaluators of collaborative processes
- Stakeholders considering or participating in collaborative processes



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How is it building towards the Our Land and Water goal?

- Land and water has *special but differing significance* for communities
- *How we think* about land and water, and about land and water ‘problems’ shapes decision-making and leads to conflict
- Collaborative processes provide a powerful pathway for working with *diverse values, perspectives and ‘competing’ solutions*
- Understanding the *experience* of attempting and sustaining collaborative process will support future collaboration to be *effective, efficient and meaningful* – and therefore:
- Help “*to preserve the most fundamental treasures of our country – our land, water and associated ecosystems – while producing economic value from those same treasures*”



Publications

Nicholas, G., Hepi, M., & Duncan, W. (2019). Enabling collaborative practice: a practical model. *Submitted for publication*.*

Nicholas, G., & Foote, J. (2019). Interpreting practice: producing practical wisdom from qualitative study of practitioner experience. *Submitted for publication*.*

Duncan, R., Robson-Williams, M., Nicholas, G., Turner, J., Smith, R., & Diprose, D. (2018). Transformation Is 'Experienced, Not Delivered': Insights from Grounding the Discourse in Practice to Inform Policy and Theory. *Sustainability*, 10(9), 3177.*

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