Partnering for Change

Pilot and replicable model

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Scarlatti.co.nz

Contents

Definitions

This project was based on the following concepts. For clarity purposes, we are providing the definitions used for this project but understand that other definitions might exist.

- **Social license to farm:** The urban community's perception of the legal, environmental, moral and social acceptability of farming businesses.

- **Shared responsibility:** Urban and rural businesses working together and supporting each other to reduce their environmental footprint by:

- Acting collaboratively

- Having shared outcomes

- Allocating obligations

- Holding each other accountable.

- **Collective responsibility:** Urban and rural businesses are held accountable for the actions and decisions of the group / community as a whole.

- **Rural-urban divide:** Phenomenon in which differences of opinions are noted between urban and rural people and areas, primarily regarding political views and the state of the environment.

Executive summary

Context

Partnering for Change is a Think Piece funded by the Our Land and Water National Science Challenge under the Pathways to transition research theme. It is based on the hypothesis that: *If farmers could see urban groups making equal change to improve the environment, they would be more motivated to make change themselves*.

The research brought urban and rural businesses together to co-design outcomes and agree on actions that are individually applicable and collectively relevant under a shared responsibility approach. The desired outcomes were to increase the social license to farm, reduce the rural-urban divide within the group, and increase farmers' motivation to make environmentally sustainable practice change.

The ultimate objective of this research was to equip the primary industry with a tested, shared-responsibility approach for creating environmental practice change on-farm. A model has been developed and shared alongside this report.

Implementation

Four rural and four urban businesses participated from Te Tai Tokerau / Northland, Dannevirke, Kāpiti, Te Whanganui-a-Tara / Wellington, and Ōtautahi / Christchurch.

Participants met to co-design their collaboration and decide on a shared vision. They decided they would like to learn from each other by visiting each business to increase mutual understanding.

Over the course of six months (Feb-Aug 2023), they came together during four in-person hui across Aotearoa and three online hui; they also stayed connected via group chat.

Conclusion & Recommendations

This project provides evidence that physically connecting urban consumers with farmers and growers can positively influence beliefs and attitudes of all involved parties and as a result, urban consumers have a more accurate view of farmers and growers, which leads them to have more realistic expectations and be more supportive of food and fibre industries. Moreover, farmers and growers feel empowered, heard and valued, when they are in control of the narrative about environmentally sustainable practices in their businesses and industries.

The initial hypothesis, that *if farmers could see urban groups making equal change to improve the environment, they would be more motivated to make change themselves*, is supported by the evidence presented in this report. However, the greatest realisation of this project, is that a shared responsibility approach works as a catalyst to creating changes to improve the environment, as can be seen by the multitude of changes made by participants that would not have been made otherwise.

Recommendations for those interested in replicating the Partnering for Change approach include, using existing rural groups, providing rural businesses with opportunities to lead and inspire, having a clear value proposition to maximise recruitment efforts, managing expectations from the onset, embracing diversity while maintaining a common thread, meeting face to face and visiting each business, tracking progress and providing participants with feedback, providing leadership and structure, and keeping momentum without overwhelming participants.

Introduction

Context

Our Land and Water National Science Challenge

The Our Land and Water National Science Challenge (OLW) aims to preserve the most fundamental treasures of Aotearoa – our land, water and associated ecosystems – while producing value from those same treasures. OLW funds research to identify transformative solutions on the assumption that consumers will reward sustainable production and that this can incentivise producers to secure better environmental, social and cultural outcomes through their activities.

One of OLW three key research themes is 'Pathways to transition'. This is focused on increasing social capital to have a well-informed debate about alternative futures; on acting as kaitiaki responsible for our actions within enterprises, in catchments and beyond; and managing pressures and removing barriers to transition.

Scarlatti proposed a Think Piece under the Pathways to transition theme: Partnering for Change.

Motivating practice change on farm

OLW are interested in knowing if the social license to farm could support practice change on farm to reduce environmental impact.

'Social license' is a term that has become common amongst the primary industries. While there are various definitions, the concept is generally understood to refer to the approval, acceptance and tolerance of a community for an industry or operation. The idea of social license to form implies mutual understanding and appreciation of different perspectives which decrease conflicts by aligning social values across businesses and communities (Edwards, et al., 2018).

As is well known, farmers and growers in Aotearoa are required to comply with many environmental regulations. While many are voluntarily taking steps for their operations to become more sustainable, some feel more reluctance.

The consensus in New Zealand currently is that urban consumers hold generally positive views about farmers and the primary industry (Ministry for Primary Industries, 2017; Walters, 2021). However, farming is perceived to be one of the main causes of damage to freshwater and groundwater, soil, and wetlands. Farm effluent and runoff is perceived as the most poorly managed environmental issue in New Zealand (Hughey, Kerr, & Cullen, 2019). As well, New Zealanders have a lower sense of personal responsibility for water quality, considering it is mainly the responsibility of the government, farmers and businesses (Ministry for the Environment, 2022). This is perceived as unwarranted pressure and generates negative feelings in the primary industries about regulations imposed upon them (Peacock, 2021).

One possible reason farmers are not making more system changes to benefit the environment could be a weakening social license and 'person-blame' approach. This means that farmers feel only they are seen as responsible, rather than the wider community using a 'shared responsibility' approach, where everyone contributes to a shared vision. This leads to farmers feeling that they carry a bigger environmental burden than other industries.

Better understanding how different parts of society can support one another in this joint challenge to manage our environment is vital.

Proposed research

Concept and hypothesis

Scarlatti has worked with a number of farmers and growers throughout the years. During that time, we have found that many of them express frustration about people with no "skin in the game" telling them to make difficult changes on farm, and about the unfairness of having to make what seems to be greater sacrifices than urban businesses in the journey to reduce their environmental footprint.

The main hypothesis that led Scarlatti to propose the Think Piece to OLW is:

> If farmers could see urban groups making equal change to improve the environment, they would be more motivated to make change themselves.

Other research projects and initiatives, such as OLW-sponsored New Models of Collective Responsibility, have been promoting collective responsibility among farmers and aiming to bring interconnections between urban and rural people to the forefront.

Rather than relying on, or promoting, collective responsibility (i.e., collaboration towards a collective outcome), the concept proposed is that of shared responsibility (i.e., side-by-side contribution and accountability). **Scarlatti proposed to bring urban and rural businesses together to co-design outcomes and agree on actions that are individually applicable and collectively relevant.**

Scarlatti believes than an important piece that is missing from recent and current initiatives with similar aims is that the interests and motives of individuals are not sufficiently considered prior to committing to action. These initiatives also tend to focus on community rather than individual stakes, which is arguably where the catalyst for change lies. An expected point of difference will be to determine individual incentives and harness them to create collective change.

Research questions

There are three main research questions[1]. The first originates from OLW and the last two were developed specifically for the proposed research.

1. Can the evolution of farming methods over the last 50 years and changing urban consumer views be used to create increased social license for future farming?

2. If farmers can see urban groups making equal change, will they be more motivated to make change themselves?

3. Can initiatives to physically connect consumers with farmers change hearts and minds of urban consumers, and if so, what is the best mechanism for this?

Research objectives

The ultimate objective of this research is to equip the primary industry with a tested, shared-responsibility approach for creating environmental practice change on-farm. Proving the effectiveness of this approach will provide a process for catchment groups and industry initiative leaders to use in the future to boost their ability to create change while simultaneously aiding our understanding of the social license to farm.

A secondary objective is to make the findings from this project relevant to other industries and create a process guide that can be implemented within diverse sectors.

Expected outcomes

To test our hypothesis, Scarlatti proposed a pilot project mixing rural and urban businesses using a shared responsibility approach. The expected outcomes from the pilot were:

- Participants increase their understanding of the sustainability journeys undertaken by both urban and rural businesses, including:

- Learn more about farming (urban participants)

- Understand why the farming sector is under the spotlight

- Understand each other's motivations for increased sustainability

- Participants identify potential changes they could make within their business to reduce environmental impact

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[1] Note that Scarlatti included the research question "*Can a more prescribed development of the peri-urban zone foster mutual awareness and understanding, and what would this look like?*" in the initial proposal. However, once the project was further refined, the development of the peri-urban zone was found to be out of scope.

- Participants commit to, and implement, practice changes within their respective businesses

- Participants share their journey with other businesses and keep the momentum of change.

Scarlatti anticipated that the shared responsibility approach could increase the social license to farm and reduce the rural-urban divide within the group.

About this document

This document provides an overview of the activities undertaken during the Partnering for Change project and the results from the monitoring and evaluation. The report will capture insights throughout. These were useful in the development of the suggested approach for replicating the shared responsibility approach. The document closes with recommendations and a conclusion.

Design and planning phase

Methodology

Approval for the following methods in relation to this project were obtained from Scarlatti's internal ethics committee on 7 November 2022.

A literature review was started while writing the project proposal and continued following its approval by OLW. It focused on shared responsibility, rural-urban partnerships and collaboration.

In addition, Scarlatti conducted seven interviews with professionals and researchers who are working with catchment groups, to increase motivation and / or foster practice change for better environmental outcomes in the food and fibre sector.

From the review and interviews, we identified seven foundational principles that informed the design of the pilot, as visualised in Figure 1.
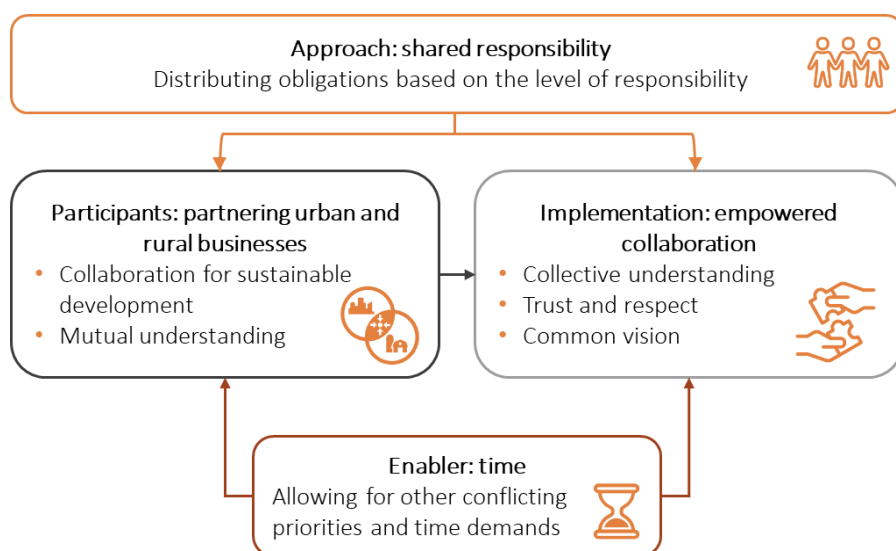
Figure 1: Foundational principles

Approach: Shared responsibility

Shared responsibility can be defined as distributing obligations between people to encourage collective action toward a shared goal (Lukasiewicz, Dovers, & Eburn, 2017). The concept is based on the idea that everyone who contributes to the same harmful outcome should be held responsible for it.

However, this does not mean that everyone is expected to contribute at the same level toward mitigations or solutions (Tempels, Blok, & Verweij, 2017). The "level of responsibility" one has in a shared responsibility approach is dependent on:

- The capacity that someone has in changing the situation

- The impact that the situation has on someone, either positive or negative

- The collective ability of the group to address the situation.

- Under a shared responsibility approach, members of the group decide together what is fair for each to contribute and what feels equitable, rather than equal.

- The concept also suggests that members are jointly accountable to each other for the tasks they committed to and the consequences of not completing them.

Participants: Partnering urban and rural businesses

Collaboration for sustainable development

At a high-level, rural-urban partnerships are beneficial for working on environmental issues (OECD, 2013). These partnerships enable public awareness around the issues to increase. Sharing information and knowledge helps empower communities and enhances initiatives. Rural-urban partnerships are an important tool for regional sustainable development (Mitra, et al., 2021).

Examples found in the literature were mostly large scale and focused on economic development or circular economies. Interviewees thought that bringing together urban and rural businesses in the proposed pilot was innovative. Several believed the proposed concept was valuable and could generate positive outcomes.

Mutual understanding

The so-called rural-urban divide represents the stark differences in political and social attitudes that appear in predominantly urban versus rural areas (Accordino, 2019). According to the literature, this divide is fuelled, in part, by different economic realities and misunderstandings.

OLW suggests that our understandings of a simple rural-urban divide in Aotearoa are unsophisticated and that we need to move towards understanding the pressures farmers experience and how "customer, industry and policy power can be redirected to support farmers make positive changes" (Our Land and Water, 2020). The us versus them mentality from urban dwellers towards farmers overwhelms farmers, reducing "their ability to evaluate evidence, think long-term and be part of positive change."

There is evidence that, in New Zealand, the "divide" is mostly fuelled by the media and that the majority of urban dwellers are supportive of the primary sector (Ministry for Primary Industries, 2017; Clark-Reynolds, 2018). In March 2011, OLW conducted a survey during the Open Farms Day which identified that "urban visitors and host farmers generally share a vision of more diverse landscapes, fewer chemical inputs, and farming practices that improve soil and water health" (Our Land and Water, 2021).

Implementation: Empowered collaboration

Empowered collaboration is based on having:

- A collective understanding of the situation and each other

- Mutual respect and relationships grounded in trust

- A common vision and a plan to achieve it.
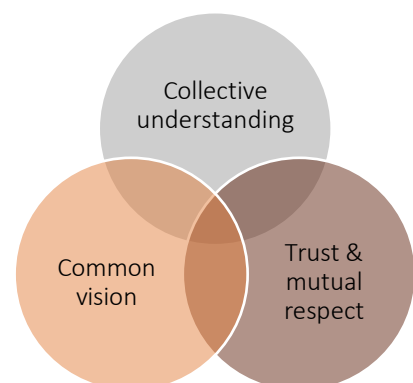
Collective understanding

In examples of projects that implemented shared responsibility, the primary steps often undertaken for a successful outcome were to build collective understanding and a "common ground" (Waka Kotahi, 2019). The intention is that increasing public awareness and situational awareness will increase support for the issue and related actions.

Ensuring that all stakeholders are equally aware of the challenges and focused on the opportunities that may be available can prevent the outcome being negatively impacted (Curnock, Farbotko, Collins, Robinson, & Maclean, 2017).

However, collective understanding is not limited to context. Interviewees unanimously agreed that the more people understand each other, the more curious and open minded they are about what others are doing, increasing their readiness to learn.

Trust and respect

Collective understanding helps create a shared motivation between group members (Emerson, Nabatchi, & Balogh, 2012). It is an important basis for building trust among group members. For a shared responsibility approach to be successful, interviewees indicated that members need to have strong relationships which rely on trust. This is particularly important if bringing together people who have never met and have very different backgrounds, as people might fear the unknown and the judgement of others.

From their experiences, interviewees shared that trust would increase commitment and how accountable to the group members might feel. If there is trust and mutual respect, group members will view the time spent together as valuable and, therefore, a well-spent investment in their business and themselves.

Spending time together learning from each other is an essential part of relationship-building and trust-building. This is why interviewees recommended that face-to-face interactions were necessary for the project to meet desired outcomes.

Common vision

Interviewees and findings from the literature review both identified having a common vision as an important part of bringing people together. As people get to know each other, they identify their shared values and common objectives, which increases motivation and engagement (Singh-Peterson, Salmon, Baldwin, & Goode, 2015).

A couple of interviewees used the example of catchment groups where people work together in a way that provides increased motivation, and where change happening through the group dynamic was greater than the sum of what individual members could have done on their own.

However, it was noted that a vision alone would not be enough. The group could have limited effectiveness if members do not know how objectives could be achieved (UNDRR, 2015).

Enabler: Time

The literature did not explicitly identify time and timing as success factors in examples of shared responsibility. However, it identified the importance of ensuring a common understanding (of the situation and each other) and strong relationships.

This was reflected in what the interviewees highlighted as key success factors:

- The timing of activities during the pilot would need to be flexible and fit around the existing responsibilities of the participants.

- The time that participants might be willing to dedicate to the pilot activities will be linked to the direct benefits they receive from engaging.

- People are time-poor and have high expectations of how they spend their time. This affects their decisions to engage and stay engaged in what they commit to. In addition, people are often unable to commit to new endeavours on short notice.

- This meant that the pilot needed to happen at a time that suited the participants, and they needed to decide what would be the right time commitment. Furthermore, it needed to allow time for relationship building, identifying aligned values, and agreeing on relevant common outcomes.

Planning

Projected timeline

Scarlatti originally intended to establish two pilot groups, one co-located group and one national group. We planned to recruit eight participants within each of the two groups, four rural and four urban businesses. It was anticipated that the co-located group would be composed of members of a catchment group and businesses from a nearby urban centre. We aimed for participants to be representative of the diversity of Aotearoa's population, including diverse industries, age groups, genders, ethnicities. We wanted to include Māori participants and specifically planned to have time to build strong relationships with them, as well as all other participants.

Initially Scarlatti applied to OLW for a project to be delivered over three quarters – from October 2022 to June 2023. We committed to deliver pre-project work prior to October, including recruitment and relationship building activities. The initial workplan prepared for the project is captured in Figure 2.

	Pre-project	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23
Recruit participants	■									
Relationship building with participants	■									
Literature review		■								
Interview subject matter experts		■								
Identify environmental changes needed (shared and individual)		■								
Develop co-design and evaluation approach		■	■							
Deliver co-design process with partnership groups			■	■	■					
Support groups making change commitments, evaluating impact and sharing progress						■	■	■	■	■
Write end of project report										■
Disseminate findings										■

Figure 2 : Initial project timeline

Desired outcomes

Scarlatti developed an initial logic model that captured the intended outcomes of the project (see Figure 3 on page 13).

We anticipated that both urban and rural participants would undergo a motivational change through their participation. This change would mean that participants would see the value in a shared responsibility approach and be in a position where they could commit to, and implement, environmental changes.

The participants' motivation and ability to make changes in their businesses through a shared responsibility approach could eventually lead to an increased number of businesses, both urban and rural, realising sustainability goals. We expected that the shared responsibility approach and the common environmental goals would:

Enable increased understanding of the urban and rural spheres

Increase the social license to farm

Create a sense of community across the urban and rural border

Ultimately, these outcomes can have a positive influence on the production and productivity of the primary sector as well as improving the quality of Aotearoa's land and water for future generations.

Impact
- Enhance the production and productivity of New Zealand's primary sector
- Maintain and improve the quality of the country's land and water for future generations

Long term outcomes
Social license
Community acceptance of an industry or its operation(s), fuelled by legitimacy and transparency, trust, tolerance, proof and practice

Med term outcome
Increased number of catchment groups, businesses, communities of interest, NGOs are realising sustainability goals

Short term outcomes
- Stronger community networks characterized by trust and reciprocity
- Increased sense of collective accountability and commitment of effort for the common good
- There is more evidence of kaitiakitanga leading to improved environmental outcomes

Practice changes
- Rural practice change (TBC from research)
- Urban practice change (TBC from research)
- Shared responsibility approach between farmers, tangata whenua, communities of interest

Motivational change
- Urban and rural people are **aware** of the benefits of working together to improve the quality of land and water
- Urban and rural people **understand** how land and water issues can be addressed collaboratively
- Urban and rural people have the **skills** to make changes together to improve the quality of land and water
- Rural and urban people are **motivated** to work together to improve the quality of land and water

Activities (pilot)
- Output: Proof that a unified approach creates more farmer changes than a divided one
- Co-designing projects
- Sharing information
- Partnering for shared outcomes
- 3 x Catchment pilot groups (1 control and 2 tests)

Research Input
- Information necessary to run a Shared Responsibility pilot
- Determine the right catchments
- Understand what's been done already
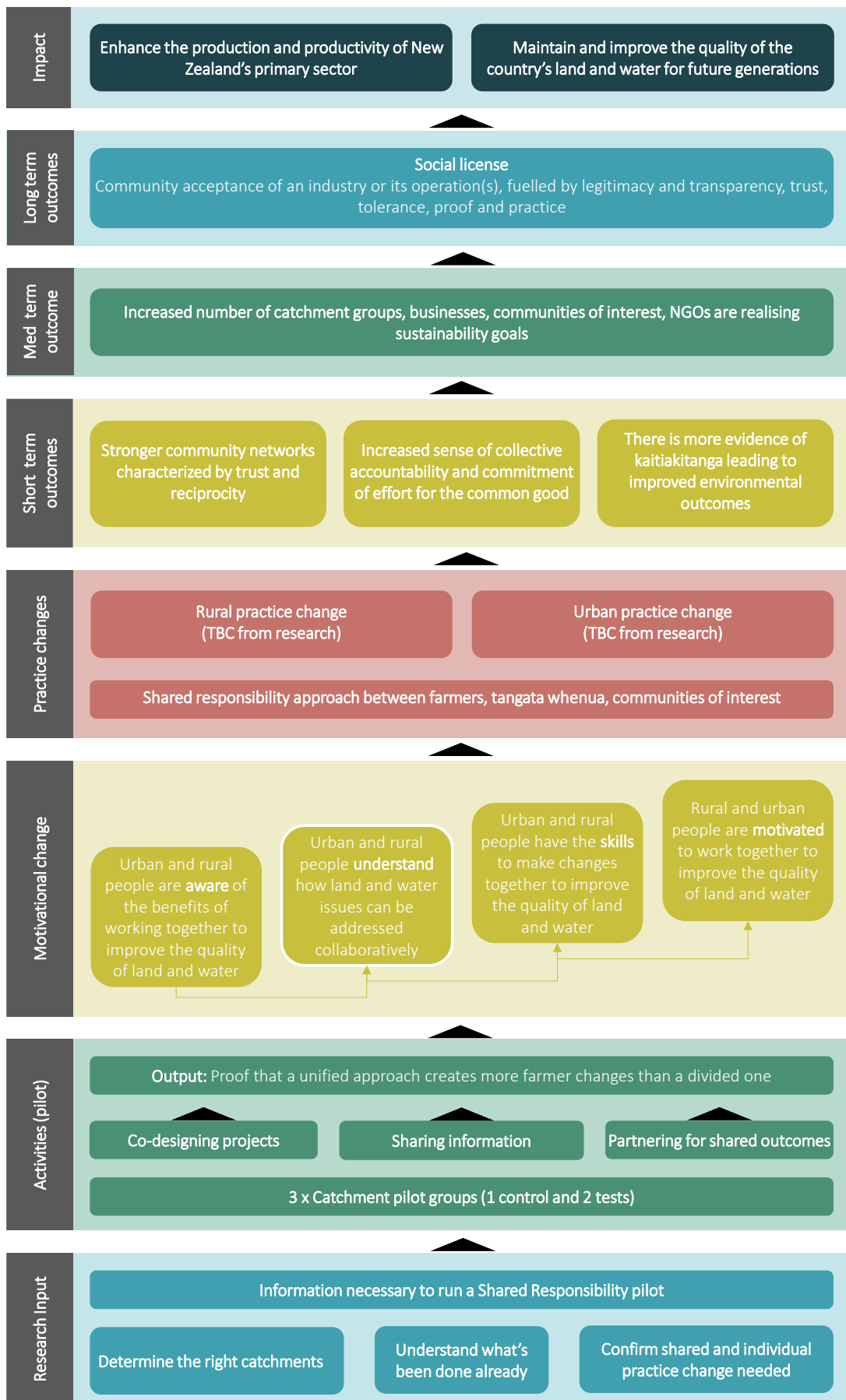- Confirm shared and individual practice change needed

Figure 3: Initial logic model

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Implementation phase

Recruitment

Recruiting the participants can be a challenge in pilot projects, particularly when projects are novel. People are often time-poor and careful about their commitments, wanting to put their time toward activities that match their values or from which they can see a direct benefit. Projects that are novel do not have proof of their values and benefits for prospective participants.

To help with recruiting participants, Scarlatti created a two-page handout (see Appendices) that could be shared with interested parties. It included:

- Rationale and purpose of the project

- Description of types of participants sought

- Details of benefits and commitments.

Once an individual indicated their interest, we further discussed the project with them and shared a list of commitments, or responsibilities, that we anticipated participants would need to agree with (see Appendices).

National group

Due to the anticipated challenges in recruiting participants, Scarlatti decided that it would be more effective to lean into existing relationships.

To get in contact with potential participants, the project team involved the entire Scarlatti staff. We presented the project and described the types of participants sought, then asked them who, in their personal and professional relationships, could be potential participants. Equipped with the handout, we then asked them to contact the identified individuals and businesses. We also asked key individuals from our personal and professional networks to share the opportunity with their own networks.

For the national group, 110 organisations were contacted directly. In addition, thousands more were reached via organisations who offered to send out our project's details via their company's newsletters (see Table 1).

Table 1 : National group recruitment effort

110	were contacted directly
69	did not respond
33	were not interested
5	offered to distribute information
Over 3,000	received information from a third party
3	got in touch with us after getting information from a third party
8	joined the project

A challenge we encountered is many businesses who showed initial interest were often busy, exhausted and did not have the time to engage in such an initiative on short notice. Interested people were put off by the relatively short timeframe for recruitment combined with the relatively important time commitment (i.e., in-person hui) and the prospect of committing to changing practices within the business.

Regional group

Southland

For the regional group, Scarlatti initially relied on existing relationships with Thriving Southland which supports catchment groups in 90% of Southland. One catchment group confirmed their interest in September 2022 and indicated that they were "very keen" to partake.

Over the next three months, Scarlatti worked with Thriving Southland and the catchment group to try and recruit participants. The objective was for the catchment group to invite and select eight participants for a regional group. We expected that local businesses would react more positively and show more interest if they were recruited by someone local, whom they knew or had heard of previously. However, several issues emerged over time, including communication breakdowns and actions not being followed through due to competing priorities. In January 2023, Scarlatti took over the recruitment activities. We contacted a total of 60 urban and six rural businesses. We initially emailed identified individuals with information about the project then followed up with phone calls. Some businesses showed interest in the project but the short timeframe, the pressure to commit without delay, and the lack of awareness about Scarlatti and any existing relationships were hindering. We were unable to recruit enough participants for the regional group to proceed in Southland.

Northland

With the objective of trying to secure a regional group rapidly, Scarlatti then attempted to recruit participants in and around Whāngarei. Māori farms and the construction sector were targeted. Bringing both Māori farms and the construction sector together with representatives from across the respective supply chains aspired to provide a comparative analysis and a point of commonality.

Personal networks and relationships were leveraged to target farming organisations and Trusts in the mid-North who have strong whakapapa, were known for valuing environmental performance and living the concept of kaitiakitanga. Eight stakeholders were initially interested but only two were willing to be part of the project.

At the time these recruitment activities took place (February-March 2023), damage and disruption from recent weather events meant that capacity to take on other kauapapa were severely limited. This was an additional hindering factor in addition to the challenges of short timeframe and conflicting priorities.

Lessons from recruitment

Most businesses we engaged with were interested in the kaupapa and all expressed appreciation for the considered approach to engagement.

By reflecting on the recruitment process, Scarlatti identified three **drivers** that generated the most interest among potential participants (see Figure 4).

Projects and opportunities that aim to **support businesses in meeting their sustainability aspirations and informing their decisions** toward reducing their environmental impact

(For rural businesses) **Engaging with businesses outside of their usual network**
There was a noticeable interest in farmers and growers having a chance to tell their story and showcase their work to urban businesses.

(For urban businesses) **Opportunities to network and learn from other businesses**

There is an apparent lack of opportunities for urban businesses to receive information and support regarding business environmental sustainability; the novel aspect creates an instant appeal.

Figure 4: Participant drivers

The one key **success factor** during recruitment activities was the leverage of personal networks and existing relationships, either directly (i.e., Scarlatti staff contacting businesses in their networks) or indirectly (i.e., businesses contacted by Scarlatti reaching out to their networks). Several potential participants were giving Scarlatti a "vote of confidence" as they had not worked with us before. Using a cold-calling approach, on the other hand, was time-consuming and less effective. However, this negatively affected recruiting for the regional group as it meant staff in-region had a smaller list of contacts they could draw from.

Despite the project likely receiving some initial interest by many individuals, there were strong **barriers to participation** that were largely consistent across all recruitment initiatives (see Figure 5).

Lack of influence on business decisions

Some individuals interested in the project did not have the authority to engage the whole business or did not have enough influence on decision-making.

No perceived need to increase environmental sustainability

E.g., Farmers and growers who feel that they already do enough, individuals who consider the cost of practice change too high, or businesses in industries with little environmental regulations.

Lack of capacity within the business

People are "stretched", and businesses have limited resources for "optional" activities. Many farmers and growers are already involved in several initiatives outside of their core business (e.g., catchment groups, extension activities).

Hesitation to engage without a clear return on investment

There were not "proven" benefits from the novel aspect of bringing together rural and urban businesses, and of the shared responsibility approach.

Negative influence of external factors

The economic downturn and post-covid dynamics, as well as the recent cyclones, put people into a "survival" headspace rather than an "innovate and thrive" headspace.

Figure 5: Barriers to participation

Note that Scarlatti offered to cover travel cost for participants to attend hui. However, time for attendance was not compensated, increasing the cost of the opportunity for businesses.

In addition, no Māori businesses were able to be recruited. Through the project's te ao Māori lead, we engaged with rūnanga but only received a response from one. Unfortunately, they were unable to support or facilitate any engagement from Māori businesses or farmers in their area.

Māori businesses and farming trusts have a saturated engagement calendar and are appropriately selective about what opportunities they agree to. We were aware that if Māori organisations were not involved in the whole journey, helping co-design the process and influence approaches, the project would not meet their needs and result in negative experiences. Likewise, it was identified early that individual Māori businesses do not represent all Māori views, values, and beliefs, and therefore it was important to ensure a culturally safe environment where the burden of solutions for Māori and other businesses was not placed on participants. In lieu of participants, our te ao Māori lead recommended

that we keep rūnanga informed about our project – leaving the door open to them becoming involved at any step.

To mitigate the possibility of responsiveness to Māori perspectives lacking in our group and hui, our te ao Māori lead was expected to be present at all hui. It was discussed whether a planned presentation should be delivered around the importance of collaborating with the land in the same way that we collaborate with people, to bring a te ao Māori approach to how the participants think and approach their sustainability journey during this project. Our te ao Māori lead instead felt that it was better to integrate these perspectives throughout the hui so it felt more organic and not as 'tick-the-box'.

It became quickly apparent that several participants were already engaged in, or were attempting to build, meaningful relationships with local iwi or hapū in their business practices. Therefore, some understanding and knowledge of how to embed Māori perspectives into their businesses, particularly those relevant to their area and environmental context, were already occurring.

Overall, recruitment efforts occurred across nine months, far surpassing what we had anticipated.

Insights

- All businesses, but particularly rural businesses, are involved in a range of initiatives and programmes already. Even if sustainability is important for these businesses, prior commitments and on-going priorities can make engaging with new initiatives difficult. **The lead in phase, where consultation and recruitment occur, needs to allow for a long period of idleness or limited activity**, allowing participants to complete current priorities and plan accordingly for engaging actively in more time-demanding activities.

- People are busy and businesses have many priorities, at times conflicting with one another. One person's interest and motivation for engaging in an initiative does not guarantee formal engagement nor commitment in the long term. **Project leads need to anticipate many people with initial interest might change their minds and lean toward over-recruiting**.

- To overcome barriers to participation linked to a lack of capacity and hesitation surrounding opportunity costs, there should be **clearly outlined benefits of engagement for participants**. This should involve individual benefits (e.g., peace of mind, confidence, expertise) as well as business benefits (e.g., decreased costs, compliance with regulations, increased staff retention).

The participants

The pilot involved one national group composed of four urban and four rural businesses. At times, some of the businesses had more than one representative attending hui.

Except two of the rural businesses, the participants did not know each other and met for the first time during the initial co-design meeting (see Co-design on page 23). The businesses were very diverse. The snapshot of participants provides an overview of each participating business (see Figure 6).

It is noteworthy that three of the urban businesses had strong links to the rural sector (forestry, working with farmers, and communication provider in rural areas). We suggest two potential reasons for this but are unable to identify if either or a different reason could be the cause:

- It could be a result of basing the recruitment on Scarlatti's network, which is largely made up of those in the primary industries and related organisations.

- It could be that urban businesses who have strong links with primary industries and the rural sector might be more interested in partnering with rural businesses as they have existing knowledge and appreciation for these businesses.

However, the common thread amongst businesses was that they shared an interest in sustainability and reducing their environmental impact.

We asked all participants to complete a short pre-intervention baseline survey. Rural and urban businesses had noticeable differences in expectations about their involvement in the project. Rural participants wanted to tell their story and hoped that practical solutions would emerge from the group approach. One participant said they were hoping for:

> *"Inspiration and to enlighten others on the rural issues around environments and sustainability."* (Rural participant)

On the other hand, urban participants were seeking inspiration and opportunities to collaborate, one stating they would like:

> *"Wider perspective, ideas, and inspiration. Network to draw on expertise in other fields. Help us define our business direction."* (Urban participant)

Rural participants were almost twice as likely to feel that there are expectations on their businesses to make environmental changes than urban participants. The difference was most obvious when we asked them about expectations from the wider public and from the "other side of the divide" (i.e., urban businesses for rural participants, and rural businesses for urban participants). Rural participants perceived a lot of expectations from both, while urban businesses perceived little expectations in both cases.

Childspace

Business type	Early childhood education
Details	Four ECE centres, an institute leading professional development programmes, a workshop offering playground design, equipment and furnishing.
Location	Wellington
Number of employees	70

Mills Albert

Business type	Civil construction and forestry
Details	Contracting and forestry business, focused on construction, excavation, drainage, roading, landscaping and general contracting.
Location	Kapiti
Number of employees	108

NZ Young Farmers

Business type	Non-profit for young rural people
Details	Nation-wide organization, focused on connecting, nurturing, and empowering young rural people.
Location	Christchurch
Number of employees	12

Wombat NET

Business type	Broadband and communication service provider
Details	Youth-led, community-driven broadband and communication service provider built for the people of Wellington.
Location	Wellington
Number of employees	3

Kaimahi North Ltd.

Business type	Kiwifruit and citrus orchard
Details	Avocado, citrus, kiwifruit, berries; planting, plant establishment, canopy management, pruning, harvest
Location	Kerikeri
Number of employees	58

Longview

Business type	Sheep and beef farm
Details	109ha effective; breeding & finishing
Location	Dannevirke
Number of employees	2 (owners)

Te Karoa Farms

Business type	Beef farms
Details	Three farms totalling 435ha with 258ha effective; working passionately with an eye for a sustainable future.
Location	Kerikeri
Number of employees	3 (owners + 1 employee)

Waka Dairies

Business type	Dairy farm
Details	400ha over three blocks and two entities; aims to be a leading producer for the betterment of our environment and society.
Location	Dannevirke
Number of employees	8

Figure 6: Participants snapshot

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The charts below (see Figure 7 to Figure 10) capture the participants' responses to the question "*To what extent do you feel like there is an expectation for your business to make environmental changes from…*"

The following legend is used: ■ None ■ A little ■ Somewhat ■ A lot

Figure 7: Perceived expectations from industry (n=10)

Rural participants were more likely to feel that their industry had expectations of them making environmental changes.
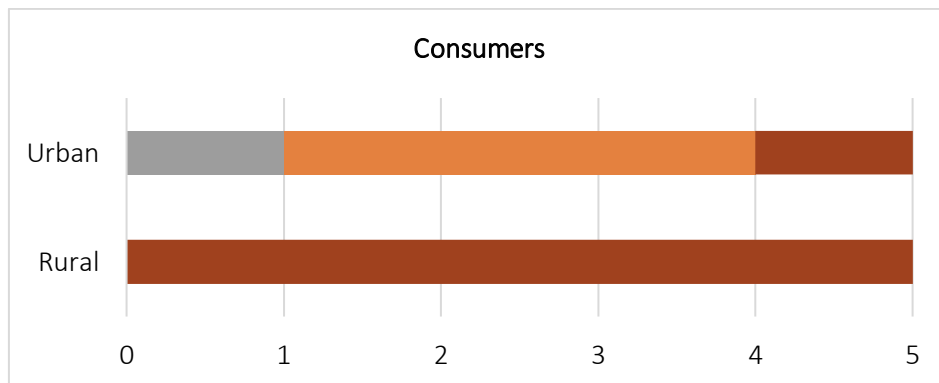
Figure 8: Perceived expectations from consumers (n=10)

They were also more likely to feel that consumers had expectations of them making environmental changes.
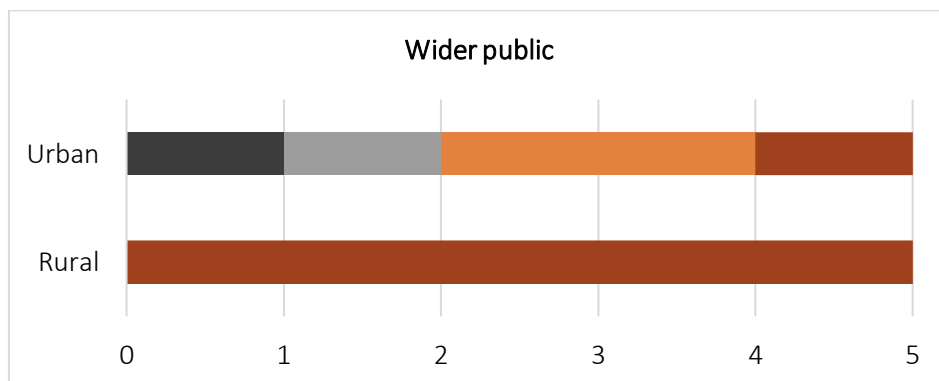
Figure 9: Perceived expectations from the wider public (n=10)

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They were much more likely to feel that the wider public had expectations of them making environmental changes.
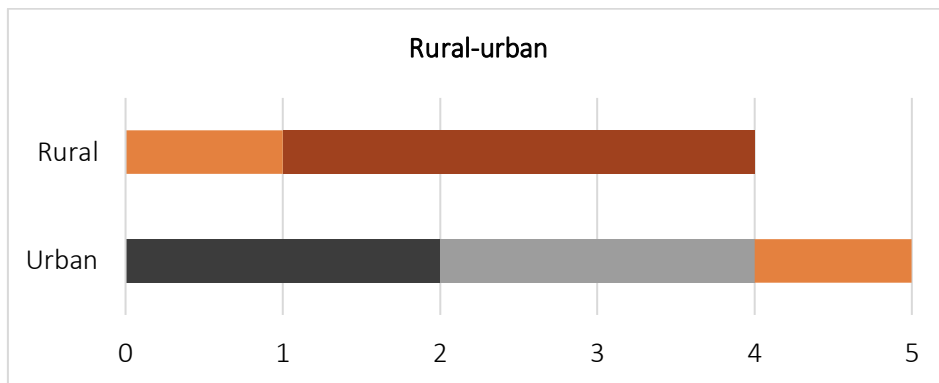
Figure 10: Perceived expectations from urban and rural businesses to each other (n=9)

Rural participants were also more likely to feel that urban businesses expected them to make environmental changes than the other way around.

The difference in perceived expectations to make environmental changes helps make sense of the different expectations about their participating in the project. Rural participants are interested in telling their side of the story and "setting the record straight", while urban participants are self-motivated about their environmental journey without much perceived external pressure. Rural participants expected that working alongside urban businesses would have a positive impact on the social license to farm.

> **Insights**
>
> - Any business might see value in partnering with other businesses under a shared responsibility approach. However, **business characteristics** that could motivate participation include:
>   - **Awareness of negative environmental impact but no clear framework about mitigations**
>   - **Interest in sustainability but lack of support and direction**.
> - **Rural businesses have strong extrinsic drivers** to implement practice change to reduce environmental impact, including regulations and perceived expectations from stakeholders, consumers and the wider public. Depending on their industries, **urban businesses might require stronger intrinsic motivation** to implement practice change as they face fewer regulations and perceive less expectations.

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The journey

With a longer than anticipated recruitment period, Scarlatti obtained a first extension from Our Land and Water, postponing the end of the project from June to September 2023.

Over the course of six months, from February to August 2023, the participants were brought together during four in-person hui and three online hui.

A visual timeline of the journey is included – see page 24 and 25.

Co-design process and outcomes

For a shared responsibility initiative to be successful, the participants needed to co-design their collaboration and jointly decide on their goals. The eight participants met for the first time in February 2023 during the initial planning hui, hosted in Wellington.

The objectives of this initial hui were to:

- Provide some context to the project by:
- Introducing Scarlatti
- Introducing Our Land and Water
- Explaining the concept of shared responsibility
- Sharing findings from the literature review and preliminary interviews
- Discussing the concept of sustainability
- Enable participants to connect and learn about each other
- Decide what collection action and shared goals look like
- Decide how participants will work together to achieve these goals.

To ensure co-design occurred, the hui provided the group with opportunities for discussion so they could come to shared agreements instead of the facilitators bringing them ideas or solutions to approve or reject. Discussions included:

- What does sustainability mean to you?
- What is the group's shared vision and goal?
- How often should the group meet?
- How will the group hold each other accountable?

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January

Recruitment completed

February

Initial Wellington hui

- Shared stories
- Co-designed goal
- Realised the most beneficial way to progress sustainability journeys was to learn from each other

First online hui

- Reviewed project outcomes
- Discussed potential environmental changes
- Confirmed plan to do on-site visits
- Answered research questions

March

Dannevirke hui

- Visited two rural businesses
- Discussed aspects of sustainability, operations, future plans, history etc.
- Organic conversations around sustainability of operations, impact & outcomes
- Connected with mana whenua

April

Second online hui

- Confirmed timeline
- Discussed lessons from the site visits and environmental changes implemented, anticipated or considered
- Commitment to regional dissemination

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June

Kerikeri hui

- Visited two rural businesses
- Greater connections and understandings of rural businesses
- Increased understanding of the concept of sustainability and the holistic approach to sustainability

July

Third online hui

- Reflected on journey so far and progress towards goals
- Review environmental changes implemented and anticipated across the group

August

Wellington hui

- Visited three urban businesses
- Heard a presentation from fourth urban business
- Greater understanding of urban businesses
- Discussed the project and its impact / legacy for participants
- Provided feedback on implementation and recommendations for replication

November

Regional dissemination

- Two participants held regional hui
- Positive feedback shows interest in the Partnering for Change concept

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Figure 11 below presents the common objective, scope and principle that the participants agreed to.

Objective: Gather new perspectives and facts which will change culture and behaviour.

Scope: Holistic approach to sustainability, including an ecological, cultural, political, institutional, social, and economic focus. The group will focus on shifting mindsets, relationships, and culture.

Principle: Celebrate when something good is done, even if it is small as it will motivate you to do another action in the future.

Figure 11: Objective, scope and principle agreed upon by national group

Through the literature review and preliminary interviews, we found that the importance of a group having a common vision for a successful shared responsibility approach. The first hui was aimed at establishing this vision, or its inception at least.

Together, the participants decided that they needed to learn from each other face-to-face and have shared experiences. They hoped to learn from diversity and reduce misunderstandings that exist between urban and rural businesses.

From this hui, the project's logic model (see Figure 3 on page 8) was modified to fit the group's decisions and agreed-upon direction (see Figure 12). It aimed to guide activities to achieve the group's intended outcomes and to feed into the final output of a replicable model.

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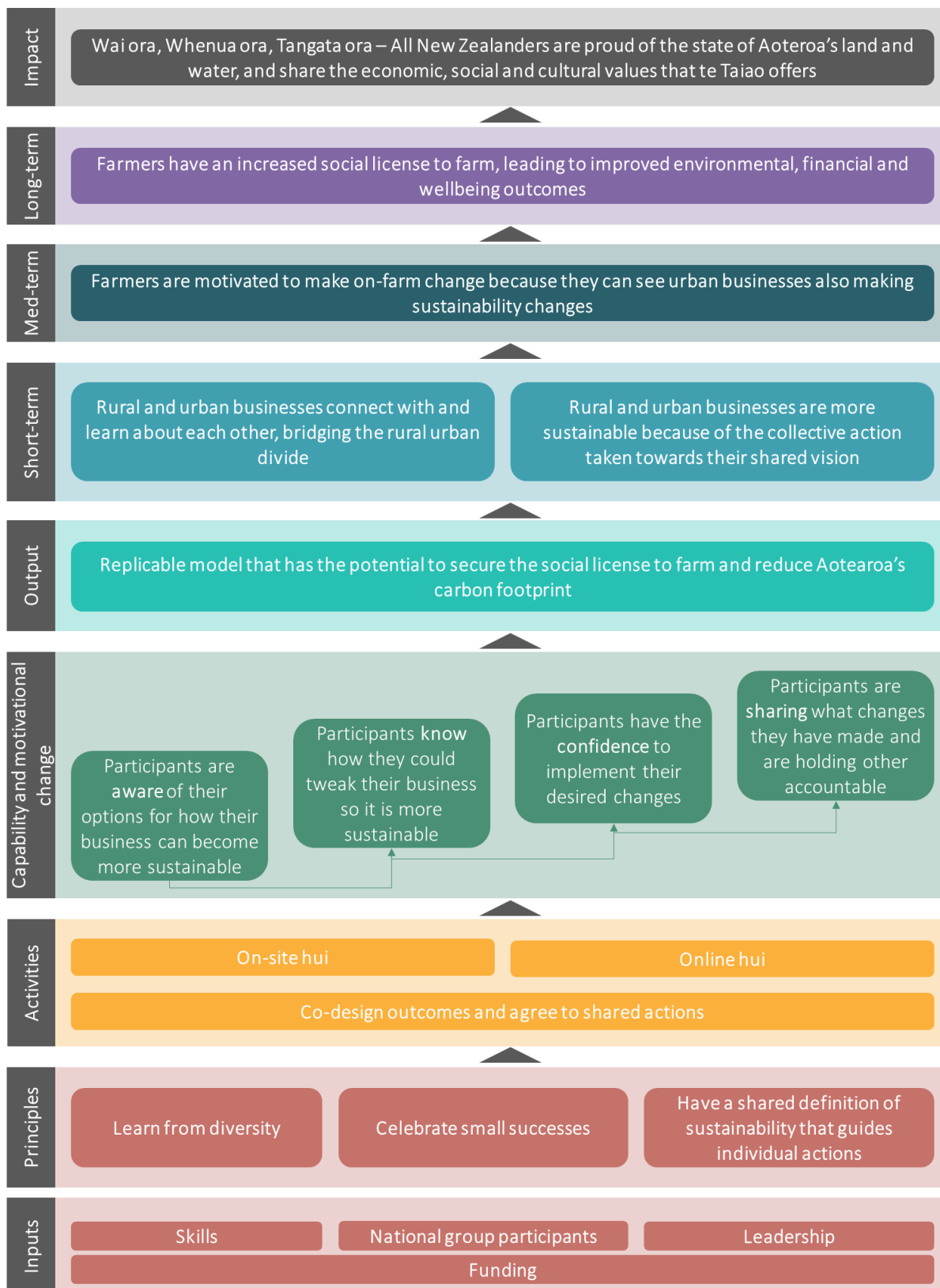
Figure 12: Participants' logic model

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All the participants felt that this hui was worth their time and all but one felt more motivated as a result. When asked what they enjoyed the most about the hui, being on a journey with others and learning about others were the most frequent responses (see Figure 13).

"Learning about different challenges and barriers that people face in different sectors [was interesting]. I think also the different people and businesses involved and hearing from their ideas and having a shared understanding of sustainability."

"Knowing that there are other business that are like minded and on the same journey [was helpful]."

Co-designing the collaboration created a sense of community and interest in widening their perspective

Collaborating with others and knowing we're on this journey together	Learning about other businesses / widening my perspective	Coming up with ideas of how to be more sustainable
7	6	2
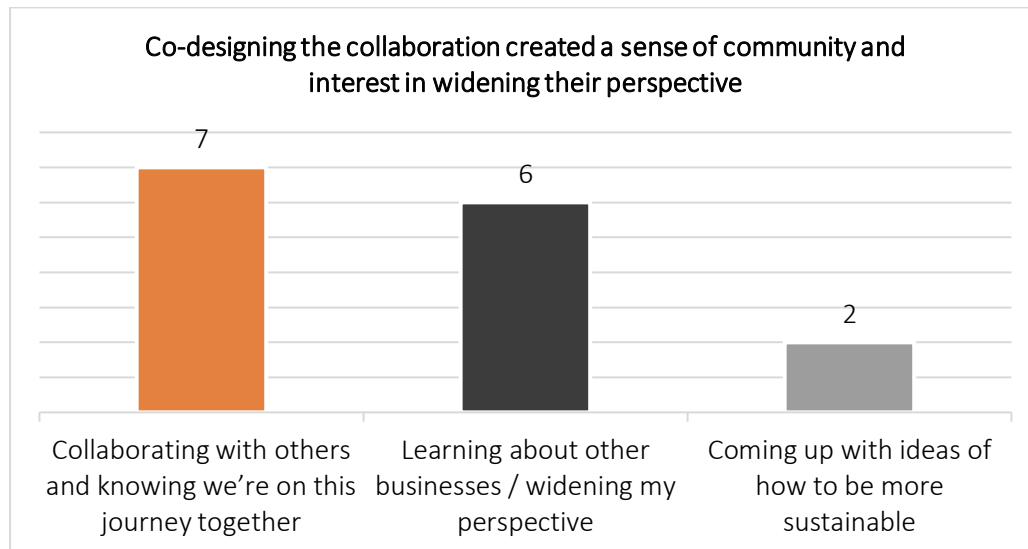
Figure 13: What did you enjoy the most about today? (n = 10)

Insights

- Embracing a co-design approach to the project empowers participating businesses and promotes a shared leadership. **The co-design process aligns with the shared responsibility approach and enables members to agree on a truly shared vision and objectives that are relevant individually and as a group**.

- **The first hui should focus on deciding on a shared vision, objective(s) and any other element that is relevant to the group**. For example, the pilot group included a principle that resonated with them (*Celebrate when something good is done, even if it is small as it will motivate you to do another action in the future*).

- **An external facilitator might be beneficial to support a co-design process**.

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Schedule for engagement

Following the planning hui, three in-person hui were scheduled over the next few months, interspersed with three online hui to reconnect, discuss lessons and actions, and share successes (see Table 2). Scarlatti covered travel costs for in-person hui for one person per business to make this possible.

Table 2: Schedule for national group

Date	Location		Focus
Tuesday 28 February		Online	Connect, review researched questions
Tuesday 28 March		Dannevirke	2x rural participants' journeys • Waka Dairies • Longview
Wednesday 26 April		Online	Connect, review researched questions
Wednesday 14 June		Te Tai Tokerau (Kerikeri)	2x rural participants' journeys • Kamahi North Ltd • Te Karoa Farms
Wednesday 19 July		Online	Connect, review researched questions
Thursday & Friday 3 and 4 August		Pōneke (Wellington)	4x urban participants' journeys • Mills Albert • WombatNet • Childspace • NZYF (presentation)

The in-person hui aimed to offer an opportunity for each participant to host the others. The objectives were to understand the challenges faced by other businesses, whether unique or similar to that of challenges faced by other participants. Guidelines were provided to hosts to help them plan the visit. In line with the group's objectives, these included:

- Sharing goals, challenges, successes

- Showing people the unique and interesting aspects of the business

- Showing examples of changes made before the project and since the start of the project

- Explaining planned changes.

Through these visits and discussions, participants were expected to gain new ideas for how businesses could move forward on their sustainability journey. This could include identifying a solution or mitigation that would be relevant to one's business, or being inspired by an approach or initiative.

Unfortunately, only one rural business was able to attend the last in-person hui in Wellington which included the visits to three of the urban businesses and a presentation from the fourth urban business. Therefore, the three other rural businesses were not able to benefit as much from the work group. They did learn from urban businesses through interactions and discussions during the other hui, but were

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not able to attend the site visits which were arguably the best way to gain an understanding of each business.

The online hui aimed to increase connections between participants and allow them to strengthen relationships by providing an opportunity to "get together", albeit virtually. These hui were used to check in with each other, provide project updates and plan next steps. Project updates included information about funding, discussions regarding direction and implementation, progress tracking and celebrations, etc. Keeping participants informed and engaged in the implementation decisions was an important part of having a co-design approach.

In-person hui were prioritised in the pilot as participants did not have existing relationships. However due to limited resources and the participants being spread across Aotearoa, the combination of in-person and online hui was a good compromise for this group.

There is evidence that in-person engagement is a beneficial for relationship building, effective collaboration and shared responsibility initiatives (Guetter, et al., 2022). However, online hui are often more flexible and less time consuming for participants, which can be more attractive when a project has time-poor participants. Table 3 highlights the recommended purpose of in-person and online hui and highlights the key benefits of each method.

Table 3: Recommended purpose and benefits of in-person vs. online hui

	Purpose	Benefits
In-person hui	• Relationship building / increasing connection • Authentic experience of a situation / context • Creating shared experiences • Knowledge transfer (sharing and learning from each other) • Problem solving	• Limited distractions • Non-verbal cues • Good to cover sensitive issues • Ideation / brainstorming • Purposeful small talk
Online hui	• Keeping in touch • Admin / project management • Giving information • Progress tracking	• Cost-efficient • Time saving • Convenience and flexibility • Less disrupting to productivity and work-life balance

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In addition to in-person and online hui, all participants and Scarlatti communicated through a group chat on WhatsApp. The chat was used to communicate regarding logistics before in-person hui, to check in with each other, as well as to share interested articles and relevant information with the group.

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Insights

- The frequency and type of communication and hui between participants need to be agreed on and reviewed regularly. Availability of participants will vary over time, so blanket "meet once a month" might not be realistic. **Agreeing on dates, hui type and content as early as possible is advisable.**

- **Face-to-face hui should be prioritised, however not to the detriment of engagement and enjoyment.** Ways to keep in touch between more involved hui can include coffee catchups, phone calls, online hui and group chats.

</div>

Processes

Leading without interfering

Scarlatti facilitated the initial Wellington hui and the co-design process during that day. Part of this hui involved giving participants some background around the research project surrounding the pilot. Scarlatti was also the one common connection between all the participants and the project personnel included trained facilitators who were able to support the co-design approach.

A key objective of the research was to investigate whether the proposed shared responsibility approach could be developed into a replicable model. This meant that while Scarlatti initiated the pilot, we did not intend to be a permanent facilitator throughout implementation. Rather, we aimed to empower the participants to take charge of "their" project. We anticipated that this might include, but not be limited to:

- Agreeing on a meaningful direction for the project

- Holding each other accountable to commitments

- Taking turn leading discussions

- Sharing relevant information with each other.

Once the participants decided that they wanted to combine in-person and online hui, the intent was for each in-person hui to be led by the hosts, while Scarlatti would lead the online hui to provide general project updates and manage administrative tasks.

A challenge emerged over time as some participants requested the hui and project have more structure. This request was first made after the Dannevirke hui. The project's te ao Māori lead attended the hui but tried to step back and be an observer rather than a facilitator on the day. To accommodate the request, Scarlatti gave the group and hosts more specific objectives, organised a designated facilitator for the Kerikeri hui and provided them with prompts.

Following the Kerikeri hui, two participants still expressed that they would like more direction. Scarlatti was concerned that this might mean stepping into the project in a leadership position which would diminish the ability for this approach to be a replicable model – the project would become researcher-driven rather that participant-driven.

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Therefore, the decision was made not to step in. This reasoning behind the decision was shared with the group. However, it may have led to these two participants decreased engagement as the project carried on. One explains that:

> *"It wasn't nice to not have consistency within people. There were reasons [cost saving], but I think it came at a cost. The group needs a facilitator, and it needs a consistent facilitator. Otherwise, you get groupthink and the stronger personalities coming through and not focusing on the right things necessarily."* (Rural participant)

But another liked the self-driving approach:

"I think it was useful for us. More so because it felt like we had full autonomy over the project in terms of the direction that it could go in. It was mutually beneficial, we were pretty good at that shared responsibility, making sure all of us benefited in a way that was equal." (Urban participant)

Insights

- There needs to be one person that leads the work group. This **one leader is key to the entire group, and they must be well resourced** (time, support and / or money). The leader's **responsibilities include facilitating discussions and decisions, communicating with all members and resolving conflicts**. Other group members should have defined roles and responsibilities as well. A leadership model similar to that of catchment groups could be used.

- Each individual participants will have their own personality and preferences. **A co-design process will help manage expectations and meet diverse needs**, however there is no one single approach that can satisfy all people all the time. **Compromises** need to be made.

Sharing information

As indicated above (see Figure 11 on page 26), the participants wanted to *gather new perspectives and facts which will change culture and behaviour*. To achieve their objective, they planned to visit each business in turn and learn from the host about their practices and challenges.

They were also interested in doing some deeper dives into topics of interest. Being part of this project was an opportunity to take the time to focus on these topics and put the "nice to have" ideas and questions at the forefront. This was also something that Scarlatti could undertake to support project participants. In total, 12 research questions were raised by the group (see Figure 14). Informed and referenced responses were provided at each hui by Scarlatti.
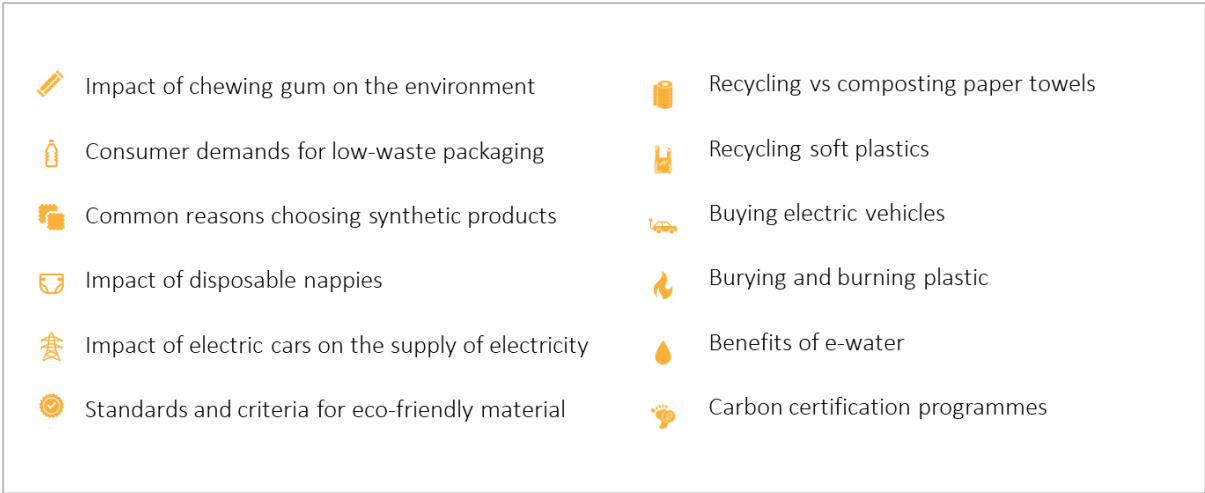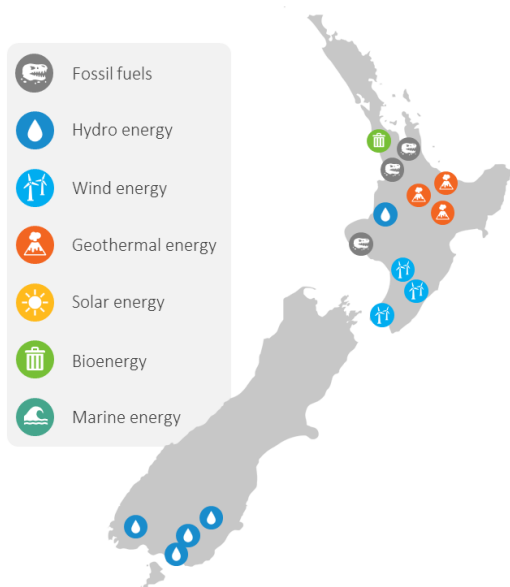
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✏️ Impact of chewing gum on the environment	🧴 Recycling vs composting paper towels
🧴 Consumer demands for low-waste packaging	🧴 Recycling soft plastics
🧱 Common reasons choosing synthetic products	🚗 Buying electric vehicles
🧷 Impact of disposable nappies	🔥 Burying and burning plastic
⚡ Impact of electric cars on the supply of electricity	💧 Benefits of e-water
🏅 Standards and criteria for eco-friendly material	👣 Carbon certification programmes

Figure 14: Research topics

For each question, a short overview of the insights or evidence was provided (see Figure 15 for example). The information was used by respondents to inform their decisions and planning.

As we move to electricity over fuel (e.g., cars) is there a chance we will run out of electricity?

As long as we generate electricity from renewable, green energy sources instead of non-renewable sources (like gas or coal), **we will not run out of electricity**. If we solely relied on non-renewable energy sources to generate electricity we would one day run out.

Currently, Aotearoa uses renewable sources to generate 77% of its electricity.

🚂 Fossil fuels
💧 Hydro energy
🌀 Wind energy
🌋 Geothermal energy
☀️ Solar energy
🗑️ Bioenergy
🌊 Marine energy

Hydrogen is an important part of Aotearoa's environmental sustainability plan. Green hydrogen may play a big part in our future energy system. For example, hydrogen fuel could be used for both airplanes and cars:

- Airplanes could run on methane made from hydrogen and CO2, or ammonia made from hydrogen and atmospheric nitrogen, which can both be created by green electricity.

- Cars can be powered by hydrogen, with Hyundai, Toyota and BMW already investing in bringing hydrogen vehicles to market. Hydrogen cars require you to fill you car up at a hydrogen station which takes only minutes.

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Figure 15: Example of research question answer provided to participants

> **Insights**
>
> - As part of their involvement in the work group, participants should feel empowered to **investigate options and potential opportunities**. This means that their **time-commitment** to the project extends beyond group hui and includes the capacity to research, draft, plan, and implement changes.
>
> - Participants should be encouraged to **share information with the whole group along the way**. This could include steps on their journey, challenges and successes, information they have found interesting or relevant, etc.

Progress tracking and accountability

Over the course of the project, participants discussed with each other the changes they had implemented and their future plans to reduce their environmental impact. These conversations were prompted during visits to the different businesses, either with the whole group or as casual small talk with fewer participants. During the in-person hui these discussions were mainly spontaneous. The online hui also included discussions about actions and commitments which were prompted and/or facilitated by Scarlatti.

Over the course of the pilot, Scarlatti conducted surveys, observed attendance and engagement at hui and interviewed participants. Findings from these were shared as necessary with the participants, providing a feedback loop and point of reference for the participants.

Final interviews with each participant were conducted by Scarlatti, focusing on their thoughts on being involved in the project, whether the project affected their motivation or changes made, their opinion on the shared responsibility approach, if they found engaging with rural and urban businesses beneficial, and the replicability of the project's approach.

> **Insights**
>
> - A process to track interests, changes and plans is beneficial for the participants to **monitor their own progress as well as that of the group** against their vision and objective(s). It should be integrated within regular hui and project administration tasks.
>
> - Monitoring and evaluation enable successes to be celebrated, stories to be shared with stakeholders and the wider public, as well as self-reflection and continuous improvement, which will help maximise **engagement and motivation**.

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Maintaining te ao Māori perspectives and growing understandings

Local iwi accepted invitations to attend and talk about kaitiakitanga and foster whanaungatanga for both the Dannevirke and Kerikeri hui. Unfortunately, other commitments arose on the day and iwi could not attend in Kerikeri.

Participants found value in having iwi engagement in Dannevirke – it inspired them to establish relationships with their local iwi and hapū. This was obvious when asked if they were prompted to do something differently as a result of the hui:

> *"I am eager to connect more with local iwi in our area to seek more local knowledge and find out how to involve them more in our business, and also gain support for taking care of our environment."*

> *"Consider a wider perspective on our sustainability journey re. neighbours, iwi, family, succession."*

The low level of engagement with iwi and hapū was a challenge for the project as we had set out to have strong te ao Māori perspectives. Scarlatti's te ao Māori lead supported recruitment activities as well as the design and implementation of the pilot. They enabled the project to promote te ao Māori principles and preserve this perspective throughout the project, but there is room for development and growth to ensure the outcomes of this project appropriately reflect the needs and aspirations of Māori.

Figure 16 provides the results of a few questions that were asked to participants to reflect on the role of te ao Māori principles in sustainability and within their business. All but one of the participants who answered the question agreed that te ao Māori principles play an important role in sustainability – here the participants' views align with that of the project. Participants were slightly less likely to agree that te ao Māori principles play an important role in their business' sustainable practices, but the majority still agreed or strongly agreed.
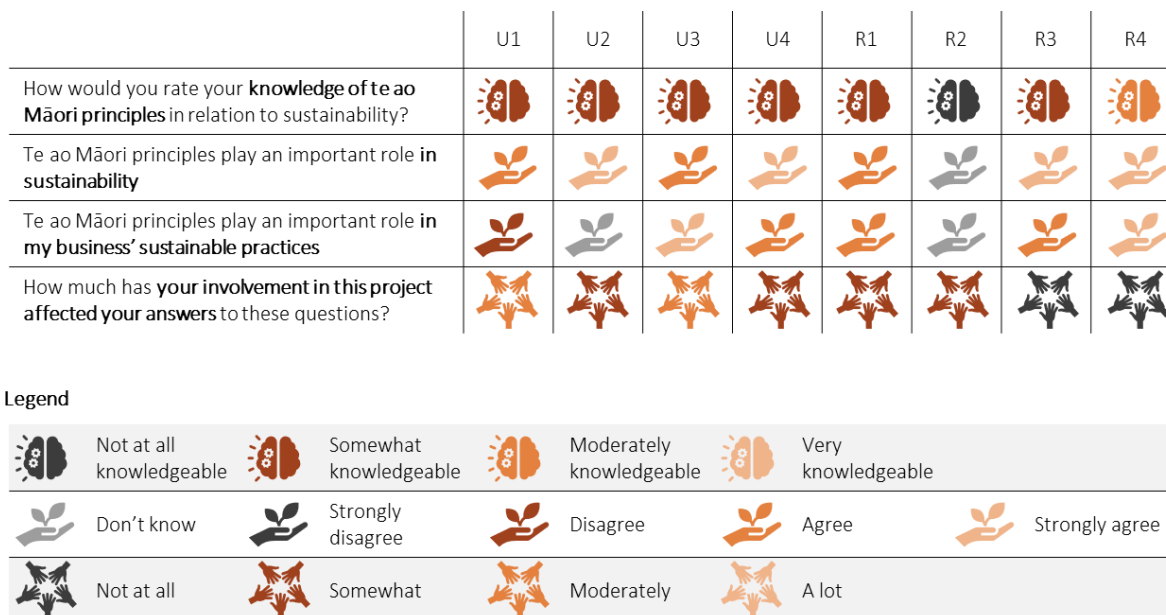

Figure 16: Results from te ao Māori survey

Overall, the participants understood why the project aimed to embed te ao Māori principles in its implementation. The project's te ao Māori lead and Scarlatti's social researcher – Māori attended the Pōneke (Wellington) hui. There was time during the two-day hui set aside to reflect on different parts

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of the project and journey. This included a discussion on te ao Māori principles and their relevance to environmental sustainability. Many indicated at that time that they were unfamiliar with te ao Māori principles. There was a fear that they would do something "wrong". Several also noted that they did not know how to engage with iwi or hapū. This is reflected in the six out of eight participants who said they were only *somewhat* knowledgeable about te ao Māori principles at the end of the project (see Figure 16).

Despite the difficulties experienced during the recruitment and implementation of the project in this area, six out of eight participants indicated that their involvement in the project influenced their views on the topic (see Figure 16). The two participants who said the project did not have an impact already embedded te ao Māori principles in their business' sustainability practices. To further support participants on embedding te ao Māori principles in their sustainability journey, Scarlatti provided a summary of te ao Māori values and recommendations for engaging with Māori iwi and hapū (see Appendices).

Insights

- Te ao Māori principles are relevant and applicable to shared responsibility initiatives aiming to reduce environmental impact. The values of **kotahitanga and kaitiakitanga** are particularly significant and any group aiming to nurture shared responsibility towards sustainability goals would benefit from embedding them in their approach.

- Iwi and hapū often receive many requests for their time and are not always able to engage with all requests. In addition, relationship building takes time. **Building mutually respectful and beneficial relationships with local iwi and hapū is encouraged** for all businesses. However, there should be **no expectations** regarding their involvement in any initiative.

- **Keeping iwi and hapū informed**, through appropriate communication channels, of initiatives related to sustainability and shared responsibility is the recommended approach, even if they have declined to be directly involved. Plans, activities, and progress tracking are all relevant information to share.

- If Māori participants are recruited, **the cultural burden should not fall on their shoulders**. One Māori individual or business are not representative of all Māori.

- Engaging with local Māori leadership (e.g., iwi, hapū, rūnanga) is important in **ensuring alignment of practices with aspirations for Māori in that area**. Generic or blanket approaches can be perceived as tokenistic and unresponsive to change or transformation.

Regional hui

The plan

In April, a proposal was put forward to the work group by Scarlatti. Initially, Scarlatti intended to deliver a national and a regional pilot. However, we were unable to secure a group for a regional pilot. During

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the hui, Scarlatti asked the participants if the funding tagged for the regional pilot should be returned to OLW, or if the group wanted to use it to deliver their own regional projects. The goal of these regional projects was for each participant to share their journey with a group of local urban and rural businesses. The objective was to identify local businesses who might be interested in creating a regional group with a shared responsibility approach and undertake a similar journey – i.e., replicating the approach.

Everyone was aware and interested in taking the model to their regions. At the time, the participants unanimously committed to delivering regional projects. As a group, they agreed that the October-November period was the best time to implement a regional project based on their availability and workloads.

To support participants, Scarlatti held individual calls with each business to determine how they envisaged a hui within their region to promote the group's approach could look. Topics discussed during these calls included:

- Who could attend

- Where it could be held

- How long it would be

- What the content could cover

- What messages would attendees hopefully leave with.

Aware that our participants are time-poor and that taking on a leadership role can be intimidating, Scarlatti provided the group with support material, including:

- Promotional flyer and invite email content for recruitment

- Standardised slide deck with some slides left for the business to detail their journey

- Evaluation forms for businesses to use and feed back to us.

However, over time, the number of participants who remained committed to delivering regional hui decreased. Eventually, only two regional hui were held, both by urban businesses. We investigated this "change of mind" and found that:

- **Regional hui aligned well with the approach**: Most participants believed the regional hui were a good idea and that a shared responsibility approach could be successful at a regional level; someone explained:

  I thought the project was a great success and that a regional huis would work well; when talked to people in our community about the project as a whole, they thought it was a wonderful idea.

- **Participants remained engaged with the project:** Only one participant said they felt less engaged over time and did not support the idea of regional hui; they said:

  I didn't personally find realisable value from my own involvement.

- **Barriers to delivering regional hui included lack of time and clarity, as well as lack of confidence**:

- Participants were unsure about what a "regional hui" would entail, and what their individual role and responsibilities would be, despite the support provided by Scarlatti

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- Participants worried about how to get others involved, how to organise such an event, and were hesitant about taking on a leadership role

  I think the overall idea for regional huis is excellent, but more support in terms of content and material preparation would be needed before we could make it work. Clear direction is required.

Insights

- Once a work group's active engagement period has ended, there is an opportunity for each participant to **share their experience and learning** with others, from their own network. Expected benefits include:

  - **Increasing the reach** of the project, and thus its **impact**

  - **Attracting interest** and potentially funding from stakeholders

  - **Establishing new work groups** inspired by what they learned.

- Moving from a participant to a leadership role may be challenging for individuals. It requires each to have the **capacity and capability to organise and facilitate an interactive and engaging presentation**. Businesses could collaborate in sharing their experience and learning to mitigate some of the perceived challenges and concerns.

The hui

Mills Albert and Childspace delivered regional hui. They reached out to their networks and the wider public and invited interested individuals to hear about their experiences and learnings from the journey they had been on.

Each hui had a small number of highly engaged attendees. From the feedback forms that attendees were asked to fill, we found that:
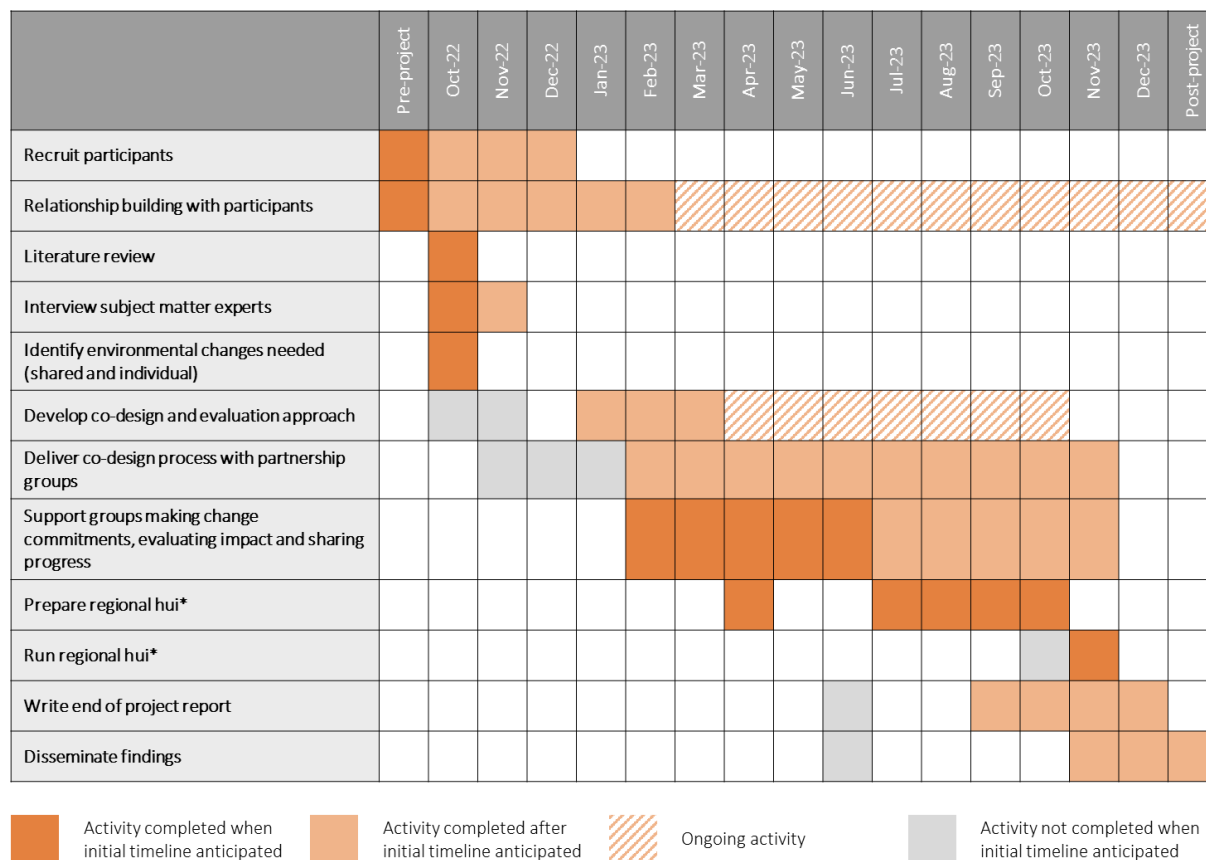
- 8/8 *strongly agree* or *agree* the information was interesting

- 7/8 *strongly agree* or *agree* they feel more motivated to make environmental changes

- 8/8 *strongly agree* or *agree* the shared responsibility approach was an appealing model and valuable approach.

In addition, half of the attendees (4/8) indicated they would be *very likely* to join a Partnering for Change group if one was to be created. Three more said they would be *somewhat likely* and only one said they would *not likely* want to join.

It should be noted that the two businesses who ran the regional hui were urban businesses, and that the majority of attendees were also urban businesses. However, two of the attendees commented on the value of connecting rural and urban businesses specifically. All attendees felt inspired by the project.

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Final timeline

In Figure 2 on page 11, we introduced the initial project timeline predicted for the project. In Figure 17 below, we have captured the actual project timeline.

Activity	Pre-project	Oct-22	Nov-22	Dec-22	Jan-23	Feb-23	Mar-23	Apr-23	May-23	Jun-23	Jul-23	Aug-23	Sep-23	Oct-23	Nov-23	Dec-23	Post-project
Recruit participants	██	▓	▓	▓													
Relationship building with participants	██	▓	▓	▓	▓	▓	░	░	░	░	░	░	░	░	░	░	░
Literature review		██															
Interview subject matter experts		██	▓														
Identify environmental changes needed (shared and individual)		██															
Develop co-design and evaluation approach		▒	▒		▓	▓	▓	░	░	░	░						
Deliver co-design process with partnership groups			▒	▒	▒	▓	▓	▓	▓	▓	▓	▓	▓	▓			
Support groups making change commitments, evaluating impact and sharing progress						██	██	██	██	██	▓	▓	▓	▓			
Prepare regional hui*								██			██	██	██	██			
Run regional hui*														▒	██		
Write end of project report										▒			▓	▓	▓	▓	
Disseminate findings										▒					▓	▓	▓

Legend:
- ██ Activity completed when initial timeline anticipated
- ▓ Activity completed after initial timeline anticipated
- ░ Ongoing activity
- ▒ Activity not completed when initial timeline anticipated

*These were not included in the initial timeline as they were not part of the original plan. In this case, dark orange cells represent where an activity was completed in line with the contract.

Figure 17: Actual project timeline

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What difference did it make?

This section follows the different elements from the logic model (see Figure 12 on page 27).

Participation and engagement

The activities section of the logic model captures participants engaging in the hui, including the co-design initial hui. It is the participants' motivation to participant and their continuing engagement which are evidence of how well the activities went.
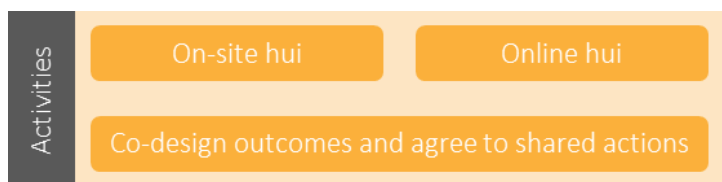
Initial motivation to participate

The initial motivation for each participant varied, however there were common trends as well as some noticeable differences between urban and rural participants (see Table 4).

Table 4: Initial aspiration for project involvement

Urban participants' motivations	Rural participants' motivations
Identifying practical solutions for my business	
Finding inspiration on the sustainability journey	
Networking and building new relationships	Sharing my story

Results from the baseline survey completed by those who attended the initial hui show that:

- 3/5 rural participants (but no urban participant) wanted to share their story

  "Enlighten others on the rural issues around environments and sustainability." (Rural participant)

- 2/5 rural and 2/5 urban participants looked for practical solutions

  "Implement practical support for those actioning change." (Rural participant)

  "To assist our industry in the acceleration of adoption of strong environmental strategies and policies / technology." (Urban participant)

- 3/5 urban participants (but no rural participants) were focused on relationship building and networking

  "Relationships across the country to increase resources, gather with like-minded individuals and lead the change to be better humans." (Urban participant)

  "Shared experiences and future collaboration with businesses in different areas of expertise." (Urban participant)

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- 3/5 urban and 2/5 rural participants sought inspiration

"Improved and advanced thinking as a group." (Rural participant)

"Wider perspective, ideas and inspiration." (Urban participant)

Participation over time

Engagement levels varied over the course of the project. Attendance at in-person and online hui is summarised in Table 5:

Table 5: Attendance over the course of the project (by business)

Hui	Date	U1	U2	U3	U4	R1	R2	R3	R4
Pōneke (Wellington)	9 February	✓	✓	✓	✓	✓	✓	✓	✓
Online	28 February	✓	✓	✓	✓	✓	✓	✓	✓
Dannevirke	28 March	✓	✓	✓	✓	✓	✓	✓	✗
Online	26 April	✓	✗	✓	✓	✓	✓	✓	✗
Te Tai Tokerau (Kerikeri)	14 June	✓	✓	✓	✓	✓	✓	✓	✓
Online	19 July	✓	✓	✓	✓	✗	✓	✗	✓
Pōneke (Wellington)	3 & 4 August	✓	✓	✓	✓	✓	✗	✗	✗

Overall, rural businesses' attendance was less consistent than for urban businesses. This could be due to several factors including, but not limited to:

- Logistics and availability challenges

    – Having staff off-site for a day or more is more challenging for rural businesses

    – Planning availability ahead of time is more challenging for rural businesses

    "Everybody is under time pressure. [Some urban businesses], they have dedicated people to that job, so it's a little bit different. But with farming you are trying to do it with the same people, often the owner." (Rural participant)

- Low perceived return on investment

    – Not being able to identify relevant solutions for rural businesses'

    – Not valuing building relationships with urban businesses.

    "At times it felt that we were not making as much progress as we probably could have." (Rural participant)

Those who attended the in-person hui mostly felt that it had been worth their time (see Figure 18), which suggests that the participants did enjoy the hui.
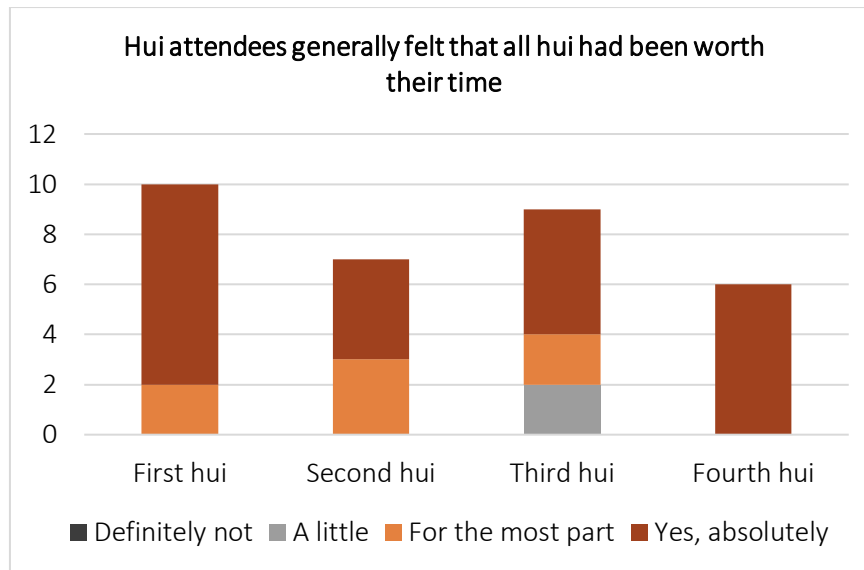
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Figure 18: Was this hui worth your time?

Visiting each business and being on site was a highlight for all participants. The online hui were useful to keep in touch and provide project and administrative updates. However, visiting each business and meeting people face to face were key to making the project enjoyable and increasing perceived value from participation, as shown by the comments of two participants:

"I think that the visits and actually physically going and talking and seeing everything was a really big thing. If we were just locked in office and shown PowerPoint, I don't think we would have understood nearly as much." (Urban participant)

"Visiting all the businesses, I really enjoyed. I feel like we made some strong connections during that time. Because they were explaining their businesses which built rapport." (Rural participant)

While urban businesses were more likely to attend the hui, urban and rural businesses alike at times questioned the apparent lack of focus and structure of the work group. This affected participants' enjoyment and engagement, and had a negative impact on expected outcomes, as captured in these quotes from participants:

"We want to be ready, so when they ask us "What's your carbon footprint?", we can go here it is. We didn't get that, and I was kind of expecting that a little bit. A little bit more direction as far as "Here is a link to a spreadsheet you can use to capture all that." (Urban participant)

"There was some negative feedback from some of the participants, "Why are we here and what are we doing here" ... It was a general feeling from participants that it was all well and good to travel around the country and visit each other, but why are we doing it?" (Rural participant)

As discussed above, the initial motivations varied between participants. When their expectations were not met, some participants disengaged from the project over time. Someone said:

"I wanted to be involved because I wanted to tell my story. I believe I did that to a certain extent. Just practicing that for myself, that was all good. But I didn't have a void of skillset, a gap of services, something I needed to find, some answers to something I needed to find. So that wasn't what I needed and my approach to it." (Rural participant)

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Recruitment material and initial discussions with potential participants covered the project intent and objectives, including the co-design element. However, not all participants joined with the same understanding and expectations which impacted the project overall.

> **Insights**
>
> - Initial motivation and intent for each participant will determine their engagement with the work group and the consistency of their attendance at hui. It is important that the **recruitment approach as well as the co-design session(s) address individual motivations as well as the group's vision and expected outcomes**. In addition, the group should regularly reflect on how and if expectations are met.
>
> - There should be **clarity about the purpose of the work group**, whether inspiration, relationship building, or practical solutions, from the co-design sessions. Everyone should be given the opportunity to leave the group if they are not confident it can meet their expectations.
>
> - Engagement and attendance of each participant will influence the perceived value of the work group not only for the individual in question, but also for the other participants. The group should **work together to maximise engagement and attendance at each hui**, deciding on schedules that are realistic and specifying key principles such as respect and reciprocity.

Capability and motivational change

We were guided by Bennett's Hierarchy through our approach and incorporated a version of it within the logic models. We propose that individuals can implement practice change, through their participating in the project, they need to experience changes in four main areas:

- Awareness: Understand opportunities and options

- Knowledge: Know what to do

- Confidence: Trust their decisions and actions

- Sharing and accountability: Discuss intentions and achievements.

- Together, they can increase motivation to implement practice change.

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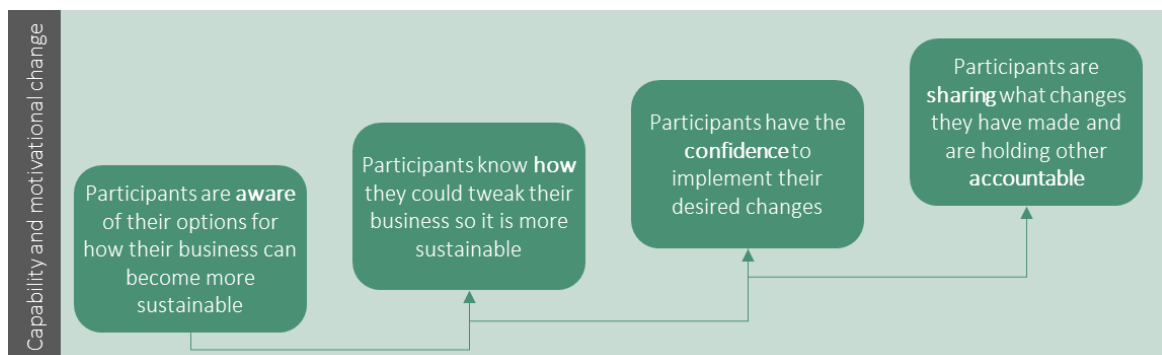
Awareness, knowledge & confidence

Because of the wide range of businesses involved, a practice successfully implemented in one business was unlikely to be directly applicable to another. Nevertheless, by learning about and from each other during the hui, through the research questions, and from their own subsequent investigations, the participants were able to increase their awareness about what they might consider on their sustainability journey as well as the potential changes they might implement. Figure 19 and Figure 20 show the results of two post-hui surveys. The results show variation which can be attributed to the content and attendees of each hui.
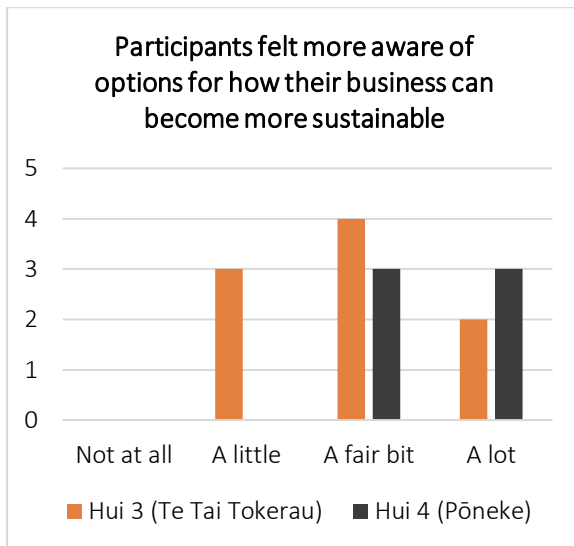
Figure 19: How much has collaborating with and getting to understand rural / urban businesses in this project increased your awareness of your options for how your business can become more sustainable?
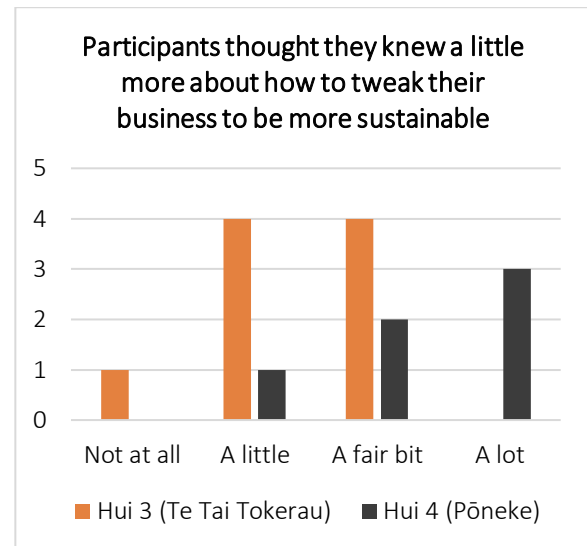
(Hui 3 n=9; Hui 4 n=6)

Figure 20: How much has collaborating with and getting to understand rural / urban businesses in this project increased your knowledge of how you could tweak your business, so it is more sustainable?

(Hui 3 n=9; Hui 4 n=6)

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Participants also gained understanding of "new to them" concepts which informed their thinking and planning. Some of their learning included:

- Sustainability as a holistic principle with wide-ranging impact

  "Consider a wider perspective on our sustainability journey re. neighbours, iwi, family, succession."

  "Supporting your local whānau / produce / companies has multiple benefits to both you and the community"

  "Social responsibility and wellbeing. The little things can make a difference."

  "Think about the youth and what environment is being left to them."

- Value of sharing stories and sharing the load

  "Seeing that other businesses are on the same journey to do what they can in their own business towards a sustainable future."

  "Working more with community and collaborating, reaching out to local community groups."

- Challenges faced by other businesses and industries, or the opportunities they sought

  "Gaining understanding of where our food is sourced from and are we able to incorporate at our own place the cycle of waste to compost to growing."

  "Encouraged to look at things from different points of view."

  "Look at some of the products that we use and how we could use either another biodegradable or recyclable product instead."

  "Reversing narrowed mindset - making small but difficult changes for long-term business and environmental success."

- Te ao Māori values and principles and how they apply to sustainability

  "I am eager to connect more with local iwi in our area to seek more local knowledge and find out how to involve them more in our centre community, and also gain support for taking care of our environment."

At a higher level, the project enabled participants to better understand the value of approaching sustainability as a group and learning from others. Engaging with businesses that were very different from their own allowed them to widen their perspective in ways that they had not experienced previously.

> *"Now I see that there are people out there that are all on the same page. And they might not be able to help, but it's just that ability now to think "There is a person in a completely different sector that could potentially have a similar problem, and I wonder if they have potential solutions for me." You've got this gateway now."* (Rural participants)

> *"It's definitely widened my perspective. I think we end up in a little bubble in our sector. If those are the only businesses we are talking to, then those are the only ideas we are sharing. So it definitely broke that groupthink in terms of our businesses vision, goals and strategies, in terms*

of what we could do. It created a lot of dialogue which was really awesome." (Urban participant)

Participants' confidence about implementing changes within their businesses increased throughout the project (see Figure 21). Learning about the changes that other businesses implemented through the years, including leaps of faith in some cases, prompted them to act.
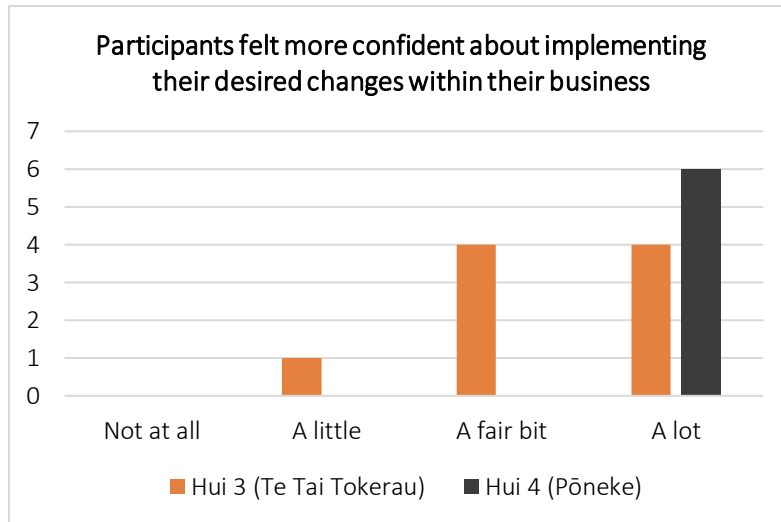

Figure 21: How much has collaborating with and getting to understand rural / urban businesses in this project increased your confidence to implement your desired changes?
(Hui 3 n=9; Hui 4 n=6)

Sharing & accountability

There are three ways in which the participants communicated about their changes and held themselves accountable:

1. **Within the group:** Participants shared their business' story, challenges and successes. They also shared the different actions they had taken, and what changes they planned to implement in the short and long term. All participants enjoyed sharing their experiences and showcasing what they did; one participant explained:

   "Getting context from other rural businesses and urban businesses particularly. Getting context on what other people are up to, and also sharing what we are up to. It does help with motivation." (Rural participant)

The hui were an opportunity to have some accountability, however participants did not actively follow-up on each other's commitments and there were no negative repercussions from not meeting individual goals. Accountability was mostly self-driven, as one participant recalled:

   "It's more been holding ourselves accountable. We set some ambitious goals, I'm not sure we are going to achieve them, but having the group has actually held us accountable. So, we've been like "oh the visit is coming, we need to get this done before the next visit." Or before or next meeting or whatever. So that has actually been a good thing" (Urban participant)

2. **Within their organisation:** A few participants indicated they had shared their learnings within their business. However, this was not specifically monitored across the group. Some of the participating

businesses had limited personnel to share any learnings with. However, both businesses which did run regional hui each had two individuals involved in the pilot and had the largest number of staff. Thus, it is possible that having a wider team to report to, share learnings and aspirations, helps maintain interest and momentum. One participant explained the change they have noticed in their workplace:

"I've been around this morning and met [people] to talk about our next steps within the company about recording our reusing, recycling, reducing of materials and they're on board with it. [...] They have said "I'm really on board with this, I really like what you guys are doing, thanks so much, it is good to see." So it's kind of sparked a whole interest right through the whole company that would have happened but what we've done with you guys has just made it happen a lot sooner." (Urban participant)

3. With a wider network of stakeholders:

   a. Two businesses (both urban) held regional hui which received positive feedback.

"I hope that I can inspire people to do a little something, so that they get more intrigued to keep going and do a bigger piece. So that's something I definitely want to accomplish." (Urban participant)

   b. One business saw the value of communicating more openly about their journey with their stakeholders and wider network

"A key benefit from me is really going to come from how I integrate bringing other people along on the journey in my business. And that's going to mean that people understand that what I'm trying to do is actually for the benefit of others as opposed to just myself. When I go and do something for sustainability, it's likely I would try to bring along other stakeholders, and just the general public." (Rural participant)

   c. One business received positive feedback from changes implemented

"I think that maybe I've lost some people along the way, but I also have had sponsors be really proud of their sponsorship because of what I'm doing. No matter what you're doing, if you're doing it in the right way, that will spread. And then people will be proud and share that responsibility." (Urban participant)

Motivation

Learning from and about each other increased participants' awareness and knowledge, but also created a community based on mutual understanding and respect within the work group. As shown in Figure *22*, what participants enjoyed most about the in-person hui was widening their perspective and the sense of community they experienced from sharing their sustainability with each other. Unlike "ideas about how to be more sustainable", these are not linked to tangible and immediate solutions but are rather expressions of soft-skills and mindset changes.
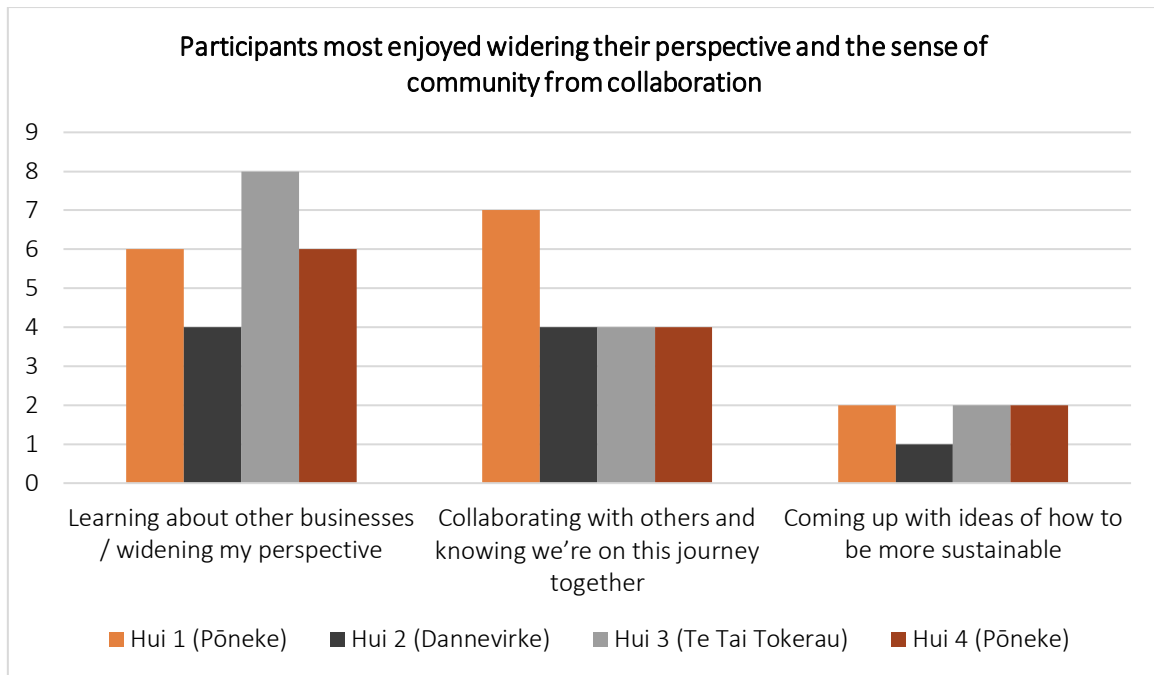
Figure 22: What did you enjoy most about today? (Hui 1 n=9; Hui 2 n=7; Hui 3 n=9; Hui 4 n=6)

The pilot resulted in participants experiencing a sense of community about their sustainability journey which reached outside of their "regular" professional and personal communities. The effect of this on participants' motivation about their sustainability efforts was slightly different for urban and rural businesses.

Urban participants felt inspired and were more motivated to implement changes to reduce their environmental impact and become more sustainable. Urban businesses were inspired by how much rural businesses have already mitigated their impact, and how much their current practices are shaped by a sustainability approach. Two participants explain what this meant for them:

"I definitely do think that seeing the rural businesses and what they are doing particularly because they are protectors of the land in a way, seeing that role that they hold and how they complete that role has been motivating for me in particular, to look at how we can improve." (Urban participant)

"What we've got is motivation to help us along with this and to show that we are part of a group of people on the same journey. [...] We didn't have any expectations going into it that we were going to get some answers on how we could make our business sustainable. We didn't get that. But what we did get is massive motivation to drive our company to sustainability, in different ways, environmental and business sustainability." (Urban participant)

This was not an outcome for rural participants, as captured in the quotes below. It seems that the rural participants were already very motivated and had already mitigated their environmental impact to an acceptable (to them) level. Thus, there were not as many opportunities to make changes, particularly within the short timeline of the pilot.

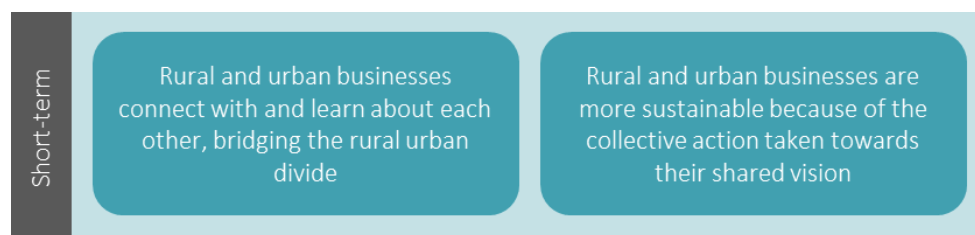*"My drive to make those changes is quite large in the first place."* (Rural participant)

"I wouldn't say it increased my motivation because we are all highly motivated people, given that we are already involved in this project. What it has highlighted is that it's not just a rural thing to think about sustainability, the urban businesses that we operated with are also doing it as well." (Rural participant)

> **Insights**
>
> - Hui and site visits for the work group can **increase awareness, knowledge and confidence**. However, each participant needs to use the work group activities as a **spark** rather than expect complete answers and solutions.
>
> - The **diversity** of businesses is a key factor in the increased awareness and knowledge – a similar approach with businesses that are similar in nature is less likely to result in **thinking outside the box and lightbulb moments**.
>
> - **The level of accountability and tracking against commitments and objectives across the group will be decided during the co-design phrase.** While a degree of accountability is recommended in a shared responsibility approach, a supportive, rather than condemnatory, environment will secure engagement and motivation.
>
> - A shared responsibility approach can be used as a **catalyst to accelerate the sustainability journey of participants and change mindsets**. The effect can be beneficial regardless of each participant's current stage on the journey.

Outcomes

There were two identified short-term outcomes which we anticipated we would be able to observe in the participants during and upon completion of the project.

Short-term	Rural and urban businesses connect with and learn about each other, bridging the rural urban divide	Rural and urban businesses are more sustainable because of the collective action taken towards their shared vision

Bridging the divide by connecting urban and rural businesses

The existence of the rural-urban divide in New Zealand is a divisive topic. However, here we suggest that a divide does exist, created by a lack of understanding rather than opposing values.

This project has highlighted that there are limited opportunities for rural and urban businesses to network and interact outside of commercial relationships (e.g., a service provider, a supplier, etc.). Several urban participants indicated being part of clusters and work groups with similar businesses. Rural participants mentioned catchment groups. Urban and rural participants found the prospect of engaging with the "other side" appealing initially and enjoyed the interactions, as shown here:

> *"I've enjoyed the interactions with people who I would normally not be involved with."* (Rural participant)

> *"You tend to work in a bubble of your own business, and within your industry it's also competition. So, working with people from other businesses where you have a shared goal, but you're not in competition with each other, you're just helping, supporting each other, was very successful in my view."* (Urban participant)

While urban participants might never have thought about engaging with rural businesses as something that might be relevant to them, the rural participants were motivated by an opportunity to be in a joint initiative; as one explains:

> *"The one constant we have, from a rural perspective, is the lack of understanding, the lack of buy-in from rural businesses about what we're trying to do. By joining this [project], it gave me an opportunity to actually sit there and understand why they think the way they do, and to get them to think along to same line as us. Basically, communicating our story."* (Rural participant)

The "divide" between the urban and rural worlds comes from a lack of understanding. Neither side can truly understand the context in which the other operates. The pilot enabled rural and urban businesses to learn more about each other, reducing misconceptions and changing minds. Two quotes provide evidence of this:

> *"I was surprised about what they were actually doing, or their focus on it. I probably took it for granted that what they did was actually name it sustainability as opposed to just business as usual."* (Rural participant)

> *"I think my view has changed from the project. I've been given the privilege to understand more. I think knowledge is power in any shape or form. And so, yes, I think this group has allowed that and a knowledge of urban and rural businesses […], to be able to better understand those farming regulations and those in rural environments and the impact that they have on smaller communities."* (Urban participant)

Rural businesses found the mutual understanding achieved through the project comforting and valuable. Building relationships across the divide provides new opportunities and can increase wellbeing. One participant talked about friendly faces:

> *"If you have those networks, and those fingers into different areas, then, you've got a point of reference, a friendly face on the other side of the fence, and there is also increased understanding."* (Rural participant)

This project shows that mutual understanding between urban and rural businesses can increase through opportunities to connect over a shared vision in a supportive environment. Rural participants in particular valued these opportunities to engage with their urban counterparts, as captured below:

> *"I think it's a very positive thing to have cross-sector involvement and to take one step further, and not just cross-sector within my catchment, but cross-sector within all these different industries."* (Rural participant)

> *"We could see that there would be benefits to it, for the farming community, it's never going to do any harm to have some interaction between urban and rural people. Generally, it's a win-win."* (Rural participant)

Urban and rural businesses are more sustainable

As Scarlatti was responsible for evaluating the project and tracking the changes implemented, we asked each business to share what changes they had made since the start of the project, as well as their short and long-term commitments in May. A document summarising these was created to share with the group to support accountability and progress tracking (see Figure 27, Table 7 and Table 8 in the Appendices section).

Only a few participants indicated that the changes they made or planned on making had been directly informed from another participant. Because of the diversity of businesses involved, solutions relevant in one context were not easily transferrable.

Two participants explain how common solutions are a rare occurrence from one business to another:

> *"I think everyone is pretty aligned and wanting to be more sustainable, and thoughts around what that means. But I don't think you can tangibly come up with answers together that are beneficial across the group because their conditions are so different, they might work for one person but not for the other 15 people."* (Rural participant)

> *"But even between farms, even in the same rural sector, in the same industry, […] everything is so personalised and individual, it can be quite difficult to have synergies between groups anyway. Let alone between rural or urban businesses. […] Not to shy away… [It is important for] the two sides to have conversations but I don't think really the conversations would be helpful in a way of dealing with environmental and social licensing practices and stuff like that."* (Rural participant)

The broad range of businesses included in the project made it challenging to work on joint solutions or workshop shared sustainability topics in an effective way. While providing motivation and inspiration can be useful to spur people into action, it is less likely to keep them engaged over time, as explained by one participant:

> *"I would have liked to learn a little bit more about, [for example] waste management, how to put together a waste management plan. I think at the beginning that's probably where my mentality was; that this group will help put strategies in place. After a couple of the hui, I'm like "actually that's not what this group is for"."* (Urban participant)

However, urban businesses in particular indicated that many of the changes they made or were planning on had been motivated by their participating in the project:

> *"It's just been a lot of inspiration in a way, like I haven't really taken anything in particular from one of the businesses. It's been more just sort of listening to how those businesses owners are working towards meaningful change and thinking about how I can apply that was sort of what I took away from it."* (Urban participant)

Inspiration for potential changes and opportunities could be gleaned from the group and other businesses. Therefore, some businesses became more sustainable and others increased their motivation to progress further on their sustainability journey as a result of the project

Participants explained the value of sharing ideas:

"You can get benefits out of it. Not every single person or sector is going to be able to contribute, or have a solution, or have worked that problem. But all you need is a starting point, and then someone will have a better idea, and then that's how it rolls." (Rural participant)

"I had no expectations […] but I did learnt a lot from them [the urban participants] and I was amazed by how quickly they could develop their policies and start implementing them and it took on a lot of momentum. […] That was quite inspirational." (Rural participant)

Barriers to making practical changes during this project were consistent with known barrier to sustainable practices, including lack of money and time, as one participant describes:

"Currently the issue I have on doing more sustainability stuff is basically time, of my own to apply to it specifically, and money as well too. It's just a huge barrier for everyone all the time. We don't have any money, we don't have time, so it's hard to implement these things when you don't have either of them and you try to survive [keep the business afloat]." (Rural participant)

Rural businesses are motivated to make changes

We considered early signs that motivation to make changes, the medium-term outcome identified in the logic model, were indicators that could be used as evidence.
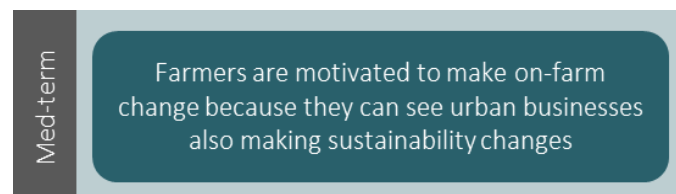
One of the three research questions for this Think Piece was "if farmers can see urban groups making equal change, will they be more motivated to make change themselves?"

- Through the pilot, rural participants felt more connected to others outside of the rural sector. This resulted in them feeling less alone and lowered the pressure they perceive to reduce their environmental impact. They felt that the weight on their shoulders was lightened, as captured here:

"It has shown urban and rural people that they are working towards the same goal, but we are all taking a different pathway. […] What it has highlighted is that it's not just a rural thing to think about sustainability, the urban businesses that we operated with are also doing it as well." (Rural participant)

"How it managed to bring together a diverse group of people to a single understanding – that we are actually all here for the same purpose, and we are all striving for the same thing. Before that we probably didn't realise that everyone was on the same journey as everyone else." (Rural participant)

While some rural businesses explained that they were already very motivated to start with, the project motivated them to carry on their sustainability journey. Their participation in the pilot was a catalyst that accelerated their journey said one participant:
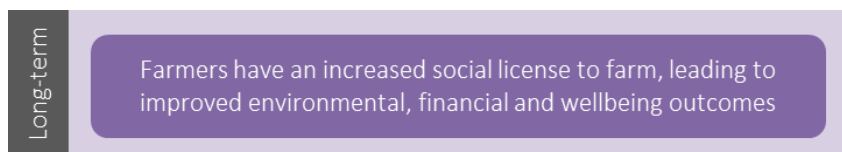
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"It's probably accelerated [our sustainability journey]. Also made us feel we are not the only ones on the journey and every industry have their own issues. Sometimes in farming you feel like you are on your own. The media give the impression that the rest of the country are against us. [This project] has made us realise it's not." (Rural participant)

This motivation resulted among our participants in some new implemented and planned practice changes. It also resulted in rural participants having a more positive mindset regarding sustainability and the changes that their businesses are making or might make. One participant explains how this was a positive experience:

"I got the impression that the original idea from Our Land and Water was to put pressure on farmers to change. And obviously that's not what came from this. I think forcing people to do something is not the way to do it. You want a carrot, not a stick. For me, if that's what their goal was, they've achieved it in that it's spreading the load that will make the difference, not the pressure from the urban businesses for [rural business] to change. And they were not interested in that anyway. They were more interested in how they could help. I thought that was really neat." (Rural participant)

Securing the social license to operate

We suggest that a change in beliefs and attitudes towards farmers and growers were indicators that could capture if the social license to farm was increased through this project.

Long-term: Farmers have an increased social license to farm, leading to improved environmental, financial and wellbeing outcomes

One of the main long-term outcomes expected from this project is that farmers and growers will be able to secure their social license to farm, which will have several positive benefits to the primary sector. This was also a key motivation for some of the rural participants:

"The more people who understand how farming and the environment interact, the better chance we have of continuing our social license. So, they understand the complexities of it." (Rural participant)

We have found that after increasing mutual understanding between urban and rural businesses, all the urban participants are feeling more supportive of farmers. Some examples of what participants said is included below:

"I think farmers are getting a bad rap to be honest. They are getting better at sharing their story, so people can understand their journey. I don't think farmers or any rural businesses get into it to mess up the environment. We just didn't have the resources to better to understand our impact [before]." (Urban participant)

"From a farming point of view, all [people] see and hear about, what they see on the news is that methane gas is caused by cows and nitrate runoff into the rivers is ruining our rivers, which to a certain degree it is, but they're not the, they're not the full reason why. So meeting with the likes of Dan and Helen and all these guys was really good to see that the farming communities [...] were doing as much as what they're doing. [...] I didn't know what they were doing so I think if the general population could see the great things that farmers are doing, [...]

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it would change the way people think about farming. At the moment they just see it as kind of a dirty industry, but we need it for our GDP." (Urban participant)

Interestingly, we have also found that rural participants are feeling more positive about urban businesses – therefore that the urban businesses' license so operate has also been secured, as explained by this participant:

"What [the project] has done it take the two opposing, the urban versus rural businesses, actually sit there and take notice that we are actually all doing stuff. Previously, we probably took it for granted about what each party did. But now that we are aware of it, we can expect that someone is actually doing their part. Then, by default, that license to farm is actually being enabled." (Rural participant)

> **Insights**
>
> - Providing opportunities for rural and urban businesses to engage with each other will:
>
>   – **Increase mutual understanding**
>
>   – **Secure the social license to farm**
>
>   – **Foster a more positive attitude** from farmers and growers towards practice change for sustainability
>
> - Diverse businesses coming together in a work group will **encourage participants to change their thinking and mindsets**. However, the diversity can also make it challenging to work out specific solutions and discuss specialised topics.

Estimating the value of Partnering for Change

We used impact modelling to quantify the potential of the Partnering for Change programme in two key areas:

4. **Reduction of environmental impact:** How many businesses, both rural and urban, will implement sustainable practice changes as a result of participating in the programme or hearing from programme participants over time (could be through presentations, articles, or word of mouth, etc.) – this is the programme's reach.

5. **Social license to farm:** How many urban people are likely to hear an environmentally friendly farmer story as a result of the programme, increasing understanding and therefore increasing the social license to farm.

These feed into the desired outcomes captured in both the initial logic model (see Figure 23) and the participants' co-designed logic model (see Figure 24).
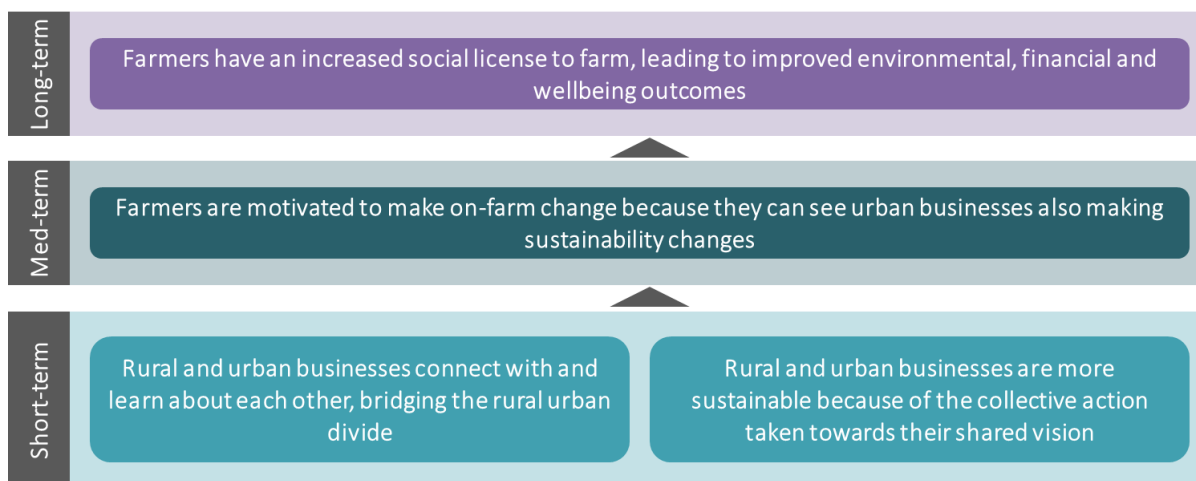
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*Figure 23: Extract of the **initial** project's logic model showing the reduction in environmental impact and the social license outcomes.*
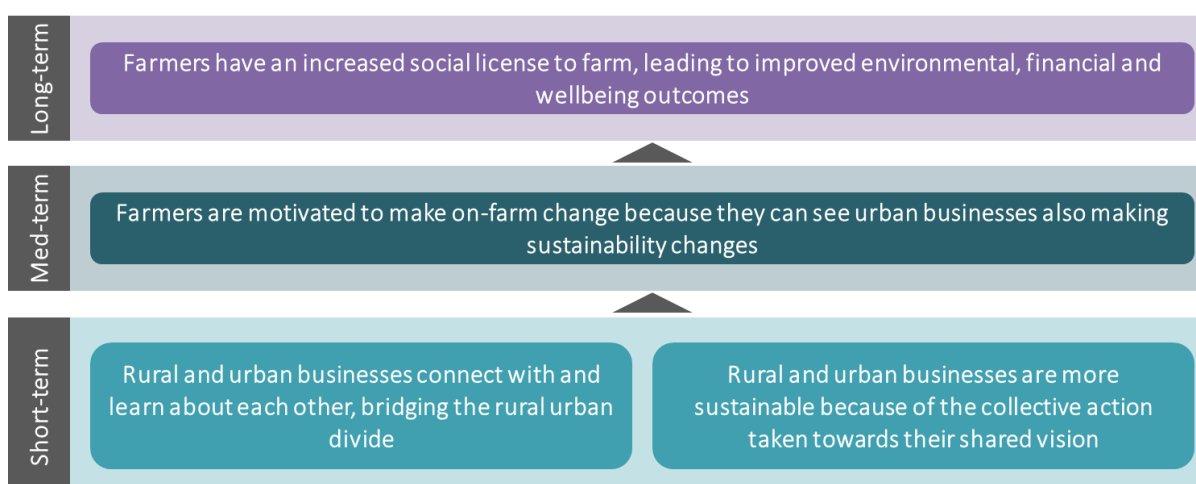

*Figure 24: Extract of the **participants'** co-designed project's logic model showing the reduction in environmental impact and the social license outcomes*

Initial impact modelling based on the Bass diffusion model and levels of engagement in the pilot programme suggests that **the reach of Partnering for Change could grow substantially in the 10 years following the pilot, based on one new Partnering for Change project each year involving new businesses**. We estimate that the number of people reached by the programme (directly by online and on-site hui) could grow to 170 to 420 throughout its course, all of whom are likely to create sustainable practice changes in their businesses (see Figure 25). These people (particularly those from urban businesses) are also expected to share positive environmental stories about farmers to up to 800 urban people.
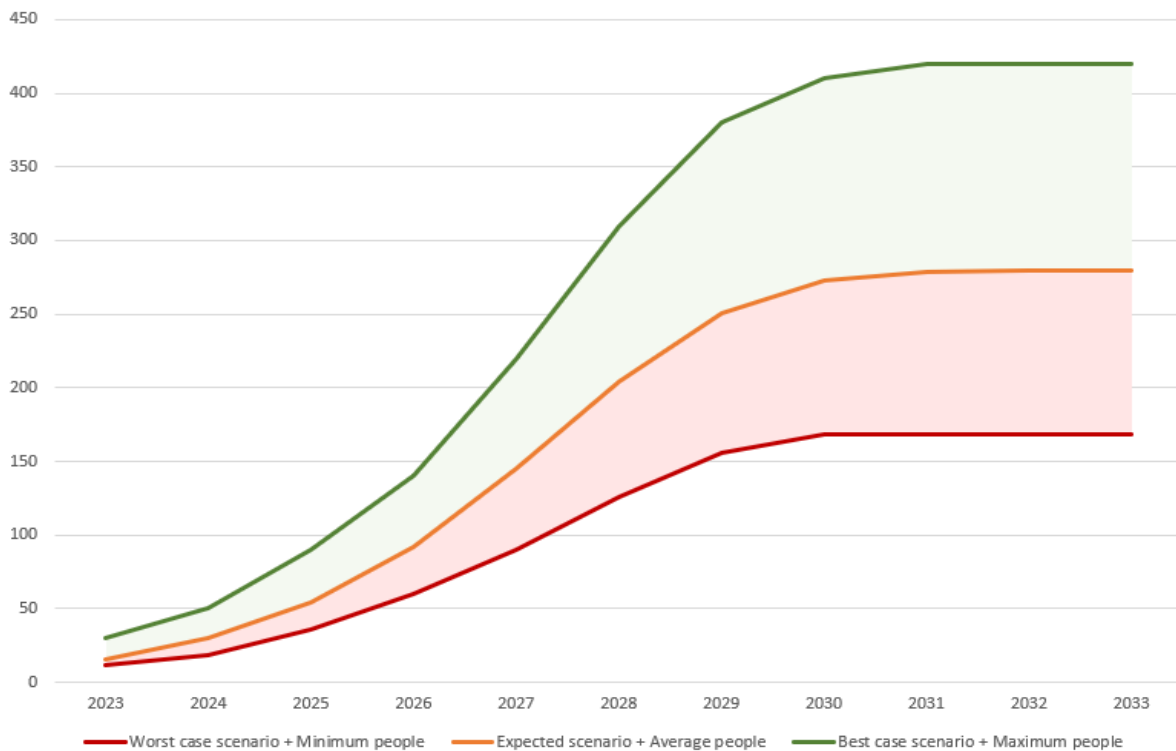
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Figure 25 : Potential number of people engaged in hui over time (cumulative)

Additionally, assuming the number of people reached via other channels follows what was seen in the pilot programme, we estimate a further 120 to 300 people could be reached via presentations and 800 to 1400 people by articles published throughout the course of the programme. These people might be relatively less likely to implement sustainable practice changes but contribute significantly to securing the farmers' social license to farm.

We estimate that the costs involved for one Partnering for Change project would be, $33,500 per annum. The breakdown of this estimation can be seen in Table 6:

Table 6: Estimated cost for one Partnering for change project per annum

Costs for one Partnering for change project
Recruitment: $8,000
Travel: $5,000
Accommodation: $1,500
Food: BYO
Hui facilitation: $12,000
Hui event management: $4,000
Evaluation and research (of the project): ?
Total: $33,500

Therefore, for $33,500 per annum over ten years, a significant cumulative effect could occur.

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- *If* the Partnering for Change approach is replicated and new work groups come together to learn from, and inspire, each other we anticipate:

  - There will be an **increase in sustainable practice change** across different industries, including the primary industries

  - The **license to farm will be secured** through a better understanding and appreciation of farming and growing businesses' activities and values, and those of the individuals involved in them.

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Summary of insights

Insights from each step and outcome of the project have been highlighted throughout the report. In this section, we synthetise these insights into relevant learnings for those working to increase:

- Environmentally sustainable practices

- Mutual understanding between rural and urban stakeholders

- Social license to farm.

Designing clear outcomes is important

- In the Partnering for Change project, the shared responsibility approach, along with the focus on learning about and from other businesses, were a catalyst to accelerate the sustainability journey of businesses and change mindsets among work group participants. Outcomes achieved included:

- Increasing mutual understandings between businesses from diverse industries and backgrounds, including bridging the rural-urban "divide"

- Securing a social license to operate for these businesses, including the social license to farm for rural businesses

- Fostering practice change for increased environmental sustainability by:

- Providing inspiration and enabling outside the box thinking

- Increasing intrinsic and extrinsic motivation

- Promoting more positive attitudes towards practice change to reduce environmental impact.

- These were the outcomes that we set out to achieve at the start of the project and we used to appeal to potential participants. However, having more clarity and evidence to support what achieving them looks like and how they are beneficial for participants individually and collectively will be useful in future projects which might replicate the Partnering for Change approach.

The types of businesses and their motivation influence results

The diversity of businesses participating in the project was a key factor in achieving these outcomes. However, recruiting participants from diverse industries was challenging. We found that relying on existing connections and a snowball recruitment process was the most successful approach.

While there was a strong interest in an initiative that provides support for businesses to meet sustainability requirements and / or inform decisions to reduce environmental impact, potential participants needed a clearly outlined value proposition. The outcomes we were able to measure from the pilot would be helpful to provide clarity about the potential benefits of similar initiatives.

All businesses, but particularly rural and Māori businesses, are involved in a range of initiatives and programmes already. The recruitment and lead in phase of the Partnering for Change project would have benefited from a long lead-in period with limited activity. This might have alleviated a common

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perceived barrier about lack of capacity and the pressure of external factors (e.g., extreme weather events).

Rather than recruiting any willing business, we found there is value in focusing on some key characteristics that could motivate their interest as well as maximise their engagement once the project is underway. We found that rural businesses had strong extrinsic drivers to reduce environmental impact, including regulations and perceived expectations from stakeholders, consumers and the wider public. Their motivations centred around sharing their story and identifying practical solutions. Urban businesses, on the other hand, sought inspiration and support. They were interested in reducing their environmental impact but lacked direction and knowledge.

Co-designing the project's approach secures buy-in

It is important to understand the work group participants, their beliefs and attitudes, their drivers and barriers, and their motivations to join the project. This will influence the direction of the project as well as individual participants' engagement levels. The co-design process involves deciding on how the work group will learn from and about each other, including scheduling in-person and online hui, deciding on on-going communication processes and channels. We found that it was best to agree on dates, hui type and content as early as possible to maximise availability.

The co-design approach was successful in identifying a common vision and defining the scope of the project. It was beneficial for the first hui to focus on co-designing the project. Along with the recruitment approach, we found that the co-design session needed to address individual motivations and provide clarity about the purpose of the work group, whether inspiration, relationship building, or practical solutions. Everyone should be given the opportunity to leave the group if they are not confident it cannot meet their expectations.

While co-designing the project helped manage expectations, we found that the diversity of needs made compromises necessary. Each participant needed to be willing to embrace the entire project, acknowledging that sometimes their individual needs might not be met, but with the confidence that, overall, the project could deliver positive outcomes for all involved.

The co-design process needed to exist alongside a single leader. The leader's responsibilities included facilitating discussions and decisions, communicating with all members, and resolving conflicts. This was an important role in maximising the availability of participants – they did not have to concern themselves with administrative tasks and were provided timely and relevant information.

Te ao Māori principles, particularly the values of kotahitanga and kaitiakitanga, are relevant and applicable to shared responsibility initiatives aiming to reduce environmental impact. We found that there is value in embedding them in the project from the start.

Iwi and hapū often receive many requests for their time and are not always able to engage with all requests. There should be no expectations regarding their involvement. However, keeping them informed through appropriate communication channels was the process we followed and recommend.

Engagement and momentum can be maintained in different ways

Meeting face-to-face and site visits were a priority for our project and worked well. They were key to creating a sense of community, increasing awareness, knowledge and confidence about environmentally sustainable practices. However, it should not be to the detriment of engagement and enjoyment.

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Not all communication needs to be prescribed and informal chats worked well to maintain interest and share updates. In addition, research questions, interesting articles, brainstorms, etc. were valuable outputs of the group. The scope of these should be decided as a group but the group leader was often responsible for delivering the content.

Engaging with local Māori leadership (e.g., iwi, hapū, rūnanga) is important in ensuring alignment of practices with aspirations for Māori in that area. It was greatly valued by our participants.

The level of accountability and tracking against commitments and objectives across the group needs to be decided during the co-design phrase. While participants might not feel that they need to hold each other strictly accountable, we found that tracking process and enabling reflection could help maximise engagement and motivation. Individual and collective progress against the shared vision and initial objectives and commitments should be measured, reflected on, and celebrated.

We found this essential to identify if the project was "on track" and meeting expectations. It enabled continuous improvement, and the findings could be shared with the group but also externally, with funders and stakeholders, including the wider public.

This was also useful for each participant to reflect on their journey and make explicit how their involvement in the project benefited their business and sparked changes in practices, but also mindset and even wellbeing.

Sharing the approach is essential, but requires time and skills

Unless more Partnering for Change projects are implemented, or a shared responsibility approach is embedded in other projects, the positive outcomes our pilot group experienced will stop with them. We encouraged participants to share their experiences and learnings both within their organisation and through their networks at regional hui.

We found these regional hui generated interest in the approach and the potential creation of similar groups. However, each participant needs to have the capacity and capability to organise and facilitate an interactive and engaging hui, which can be challenging.

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Replicable model

A visual summary of the replicable model is shared in Figure 26.

Partnering for Change work group process guide

This guide details how to start a Partnering for Change work group in your region. It details:

1. Key steps to starting, maintaining and replicating a work group
2. All the tools you'll need
3. Some tips and tricks!

Partnering for Change process

1. Recruit businesses
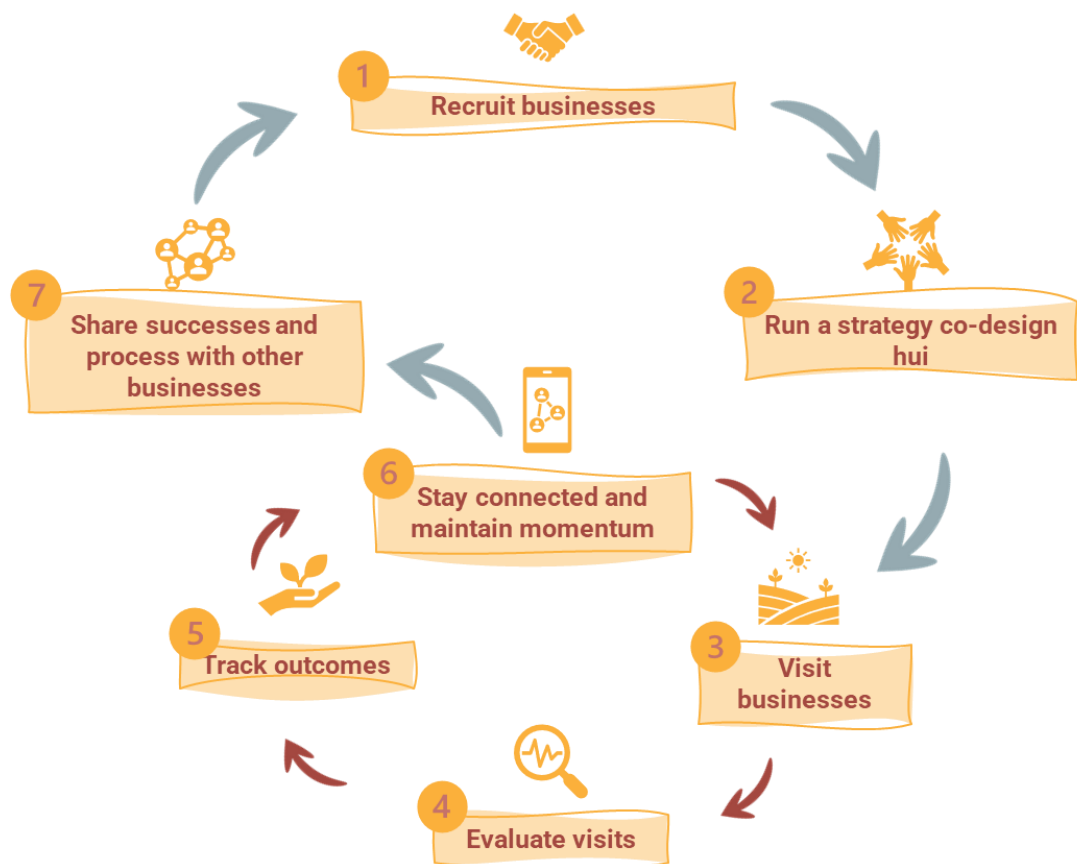2. Run a strategy co-design hui
3. Visit businesses
4. Evaluate visits
5. Track outcomes
6. Stay connected and maintain momentum
7. Share successes and process with other businesses

Figure 26: Replicable model - visual summary

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Recommendations and conclusion

Recommendations

The recommendations captured in this section are intended for anyone who is interested in replicating the shared responsibility approach we used in the Partnering for Change project with the intent to increase sustainability and mutual understanding between urban and rural businesses. This could include funders, catchment groups, or a driven individual who wants to motivate practice change in a range of businesses.

Rely on existing organised rural groups and provide rural businesses with opportunities to lead and inspire

Understanding ways to balance the increasing need for productivity while prioritising environmental responsibility is a journey the primary industries, especially Māori, have been working on for a long time. This alignment and opportunity for shared learning and support, to grow empathetic understanding of each other's sectors and realities was an exciting and unique opportunity we explored in this project.

Catchment groups are organised groups with a captured audience, who sometimes can have existing connections they can rely on as well as access to funding and / or support with facilitation. They are also likely to have members who are interested in engaging with urban communities and businesses.

We recommend that a next step to understand the impact and viability of the Partnering for Change approach would be to implement a catchment group run work group.

Have a clear value proposition to maximise recruitment efforts

Recruiting participants for the pilot was the most time-consuming activity in this project, even though we relied on an extensive network.

However, there is widespread interest in sustainability and in findings avenues to support and inform practice change to reduce environmental impact. The Partnering for Change project has had a proven impact on pilot participants, increasing participants' motivations and leading to practice change in each business. However, these changes were inspired by the work group, rather than targeted solutions informed by experts.

We recommend that recruitment efforts can be supported by having a clear value proposition which should be informed by the findings from this report.

Manage expectations from the onset

Each person has unique motivations and may have presumptions about a Partnering for Change work group. To maximise engagement and return on investment for all participants, it is important to manage expectations from recruitment to completion.

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On average, rural businesses might be ahead of urban businesses on the sustainability journey. This can affect their motivation to participate as well as their needs to further mitigate their environmental impact.

Work groups that combine businesses that are on different stages of the sustainability journey can expect to see outcomes differ between participants – a business who already actively mitigate many impacts is less likely to have "easy wins" to implement.

We recommend that the expectations from each potential participant, and from the group as a whole, should be acknowledged and discussed to ensure that they can realistically be met.

Embrace diversity while maintaining a common thread

The Partnering for Change approach aims to bring together rural and urban businesses that rarely have opportunities to be in the same space and even less opportunity to act as a team.

The diversity of businesses within the work group, reaching across many industries, was a source of inspiration and supported outside the box thinking among participants. However, the degree of diversity also created challenges during the pilot, including logistics (e.g., travelling across the country) and lack of ability to workshop solutions to common issues.

Pilot participants indicated they saw potentials for replications with their businesses stakeholders, at a regional level and / or united around a single value chain or issue (e.g., waste in the construction industry, from forestry to builder). This could increase perceived relevance and engagement and foster common outcomes.

We had a concept of integrated businesses – we happen to know people in the construction industry. We can look at businesses up and down the chain of the industry. Rather than a lot of builders, we might have people who are selling the timber, the forestry guys, the transport guys. They can look at each other's perspective and they can see how they can create a chain of improvement. (Rural participant)

We recommend that future Partnering for Change work groups consider "diversity with a common thread" when recruiting participants, i.e., creating a group around a core common characteristic.

Meet face to face and visit each business

In-person engagement is recommended to build relationships and increase mutual understanding. Business visits were eye and mind-opening for the pilot participants.

The outcomes from the pilot would not have been achievable within the same timeframe without face-to-face engagement and participants taking the time to visit each business in turn and experiencing what it is like on a daily basis.

We recommend that any future Partnering for Change work group needs to prioritise business visits and face-to-face hui.

Track progress and provide participants with feedback

Scarlatti monitored the pilot participants' actions and commitments, as well as collected feedback on the hui and project overall.

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This allowed challenges to be addressed quickly. It also enabled participants to pause and reflect on what they had accomplished and what they planned. In addition, it made it possible to capture the participants' experience as accurately as possible, extract lessons and track progress towards the group's objectives and intended outcomes.

We recommend that monitoring and evaluation activities are included in the implementation of any future Partnering for Change work group to allow continuous improvement and make it possible to celebrate successes and share the impact of the work group externally.

Provide leadership and structure

In a shared responsibility approach, group members should co-design the group's vision and rules of engagement. Giving the group autonomy regarding their objectives and how they want to achieve them will increase engagement.

On the other hand, the group needs a clear leader who will bring the participants together, move the project along, keep track of progress, consult with group members as needed, etc.

In addition, a facilitator who is present during hui can provide structure and redirection as needed, as well as help resolve conflicts.

We recommend that each work group has a clear leader, whether this person is a member of a group or a third party such as a funder, whose role will involve finding the appropriate balance between setting expectations and directions and giving free reins. The "right" balance will vary for each group.

Keep momentum without overwhelming participants

Over a six-month period, pilot participants met seven times, including four times in-person. This was an intense timetable, particularly with in-person hui occurring in three different locations around the North Island.

This schedule meant that participants were able to build relationships fast with each other and it kept the project and its objectives front of mind for everyone. However, it did mean that some participants found the regular time away from their business challenging.

Practice change can take time to implement. Not every practice change is a simple decision and quick action, some require advance planning and securing funds for example. There can also be a gap between intent and action, i.e., what a participants is committing to do in the next year might not come to fruition for a variety of reasons.

We recommend that meeting often, particularly in the initial stages of the project, is necessary to create and maintain momentum; it will direct participants' focus and energy (e.g., for the first six months). A second phase of the project could then spread out hui to check-in on each other and track progress over time (e.g., for the next 18 months).

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Conclusion

Bringing together individuals from a wide range of rural and urban businesses from across Aotearoa enabled them to learn from and about each other. Urban participants were given the opportunity to understand farming and growing businesses, the context in which they operate as well as the extent of their sustainability efforts to reduce their environmental impact and protect the land. The Partnering for Change project improved the social license to farm as urban participants trusted that rural businesses had good intentions and were proactive.

This project provides evidence that physically connecting urban consumers with farmers and growers can positively influence beliefs and attitudes of all involved parties. This was effectual because the participants had the chance to spend six-months with each other, including face-to-face, and to be on site visiting each other's businesses. Relationships and trust are necessary to change hearts and minds and require time. Being *in* a business, as opposed to hearing *about* a business, can feel vulnerable for the host but increases trust in the business for visitors.

As a result, urban consumers have a more accurate view of farmers and growers, which leads them to have more realistic expectations; they feel more supportive of food and fibre industries. Moreover, farmers and growers feel empowered, heard and valued, when they are in control of the narrative about environmentally sustainable practices in their businesses and industries. Both rural and urban participants can appreciate how they share similar values and concerns about reducing environmental impact while keeping a business afloat and people employed. Mutual trust and the sense of belonging that the Partnering for Change approach generated led to increased intrinsic motivation and more positive attitudes toward practice change.

Our initial hypothesis, that *if farmers could see urban groups making equal change to improve the environment, they would be more motivated to make change themselves*, is supported by the evidence presented in this report. However, the greatest realisation of this project, is that a shared responsibility approach works as a catalyst to creating changes to improve the environment, as can be seen by the multitude of changes made by participants that would not have been made otherwise. The question that remains is whether the estimated cost of $33,500 per annum is reasonable to create the direct environmental changes and their flow on effects.

As indicated in our recommendations, further research and initiatives replicating the Partnering for Change approach, or applying our learnings, is suggested to provide additional evidence and increase understanding of the mechanisms that can increase sustainability and secure the social license to operate.

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Recruitment handout

Partnering for Change
What is it and how can you get involved?

What is 'Partnering for Change'?

Partnering for Change is about rural and urban businesses sharing responsibility for the changes that need to be made to protect our environment. It is about piloting a new approach that addresses who protects our environment, and how it is protected.

Mō Wai – How will Partnering for Change make a difference?

In Partnering for Change, we will test a shared responsibility approach between rural and urban businesses toward improved environmental practices.

Farmers can feel attacked by a person-blame approach to the protection and regeneration of our environment. They perceive the onus to change business practices to reduce the country's environmental impact disproportionally falls on them. Farms are, first and foremost, businesses and making significant system changes can be scary.

Participants will work together in small groups to allow them to better understand each other, their sustainability efforts, and their incentives and barriers to practice change in their respective businesses.

We hope that this approach will provide a process to use in the future to boost our ability to create change while simultaneously aiding our understanding of how we can work together to improve the environmental health of Aotearoa.

Nā Wai - Who is leading this project?

Scarlatti
Scarlatti is a research, analytics and evaluation consultancy. The majority of our work is for primary sector organisations and businesses. Our Land and Water awarded Scarlatti funding to undertake research on the shared responsibility approach.

Learn more about Scarlatti at scarlatti.co.nz

Our Land and Water
Our Land and Water National Science Challenge is a transdisciplinary science programme which provides funding for research projects across Aotearoa.

Our Land and Water is government-funded and 'aims to preserve the most fundamental treasures of our country – our land, water and associated ecosystems – while producing value from those same treasures.'

Learn more about Our Land and Water at ourlandandwater.nz

Mā Wai – What am I committing to?

We are recruiting rural and urban businesses to get involved in Partnering for Change workgroups. We would like them to work together to co-design environmental and sustainability outcomes and agree to equivalent actions to achieve a sense of shared responsibility for the environment.

The project will start in October 2022, and finish in June 2023. We anticipate there will be up to four workshops that could lead to some tasks in your own business (e.g., updating an FEP, developing a sustainability strategy, etc.).

You will also be interviewed twice to help us understand your approach to environmental protection and regeneration as well as your feedback on the 'shared responsibility approach' across rural and urban environments.
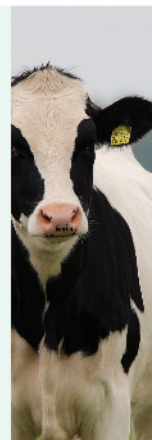
OUR LAND AND WATER | Toitū te Whenua, Toitū te Wai | National SCIENCE Challenges

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Partnering for Change

What is it and how can you get involved?

He Kai – What's in it for me?

There is no financial incentive for participating in a workgroup (although we will reimburse travel costs when necessary). So why should you participate?

- Free mentorship for strategy and action planning, including environmental plan and sustainability strategy
- Free consultation(s) with environmental experts who can inform and support you and your business on this journey
- Free and discounted services and products to support your sustainability journey
- Free publicity about the project, your business and your work, your sustainability efforts
- Access to a network of like-minded businesses and an opportunity to learn from other industries
- Knowledge about co-design process and benefits for decision-making
- Better understanding of environmental regulations for your business
- Better understanding of the 'social license to operate', its conditions and implications

The findings from the project will help develop recommendations for government agencies in supporting businesses to reduce their environmental impact and act as guardians of the environment. Your participation will have an invaluable contribution and can shape the future of catchment groups, government funding, and environmental regulation.

Ko Wai - What rural and urban businesses would we be suitable?

By rural business, we mean forestry and farms – horticulture, dairy, sheep and beef, etc.

By urban businesses, we mean anything in an urban environment.

Some sectors are included here as examples, but it is not an exhaustive list:
- Knowledge work (e.g., consultancy)
- Education
- Health
- Manufacturing
- Construction
- Retail (food or other)
- Hospitality
- Travel
- Not for profit
- Sport and recreation
- Government (e.g., council).

We're open to hearing from all businesses that are interested.

He Wai – Is this a good fit for me?

What you need to bring:
- Decision-making power (you own or lead the business)
- Desire to create or improve a sustainability plan
- Interest in having a support network around environmental practices
- Curiosity about other businesses and industries
- Willingness to invest time and effort to get things right for the environment.

It's okay if you:
- Are not sure what 'shared responsibility' is
- Have lots of questions
- Feel overwhelmed by the amount of "things you could and should do"
- Struggle to motivate yourself

Whakapā Mai – I'm keen! So what's next?

Whether you just have a few questions or are keen to sign up, please get in touch with Kate Gear.

kate.gear@scarlatti.co.nz
027 972 6583

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Commitment and support

What am I committing to?

- Two face-to-face hui over a 6-month period

- Regular participation in an online forum or local coffee catchups

- Monthly 1-hour online check-in meetings with the Scarlatti team

- *Maybe* interviews (with the media and Scarlatti).

How will Scarlatti support me?

- Paying for travel for the face-to-face hui

- Suppling food at hui

- Hui facilitation

- Online forum management

- Meeting organisation

- Stakeholder management

- Sustainability advice
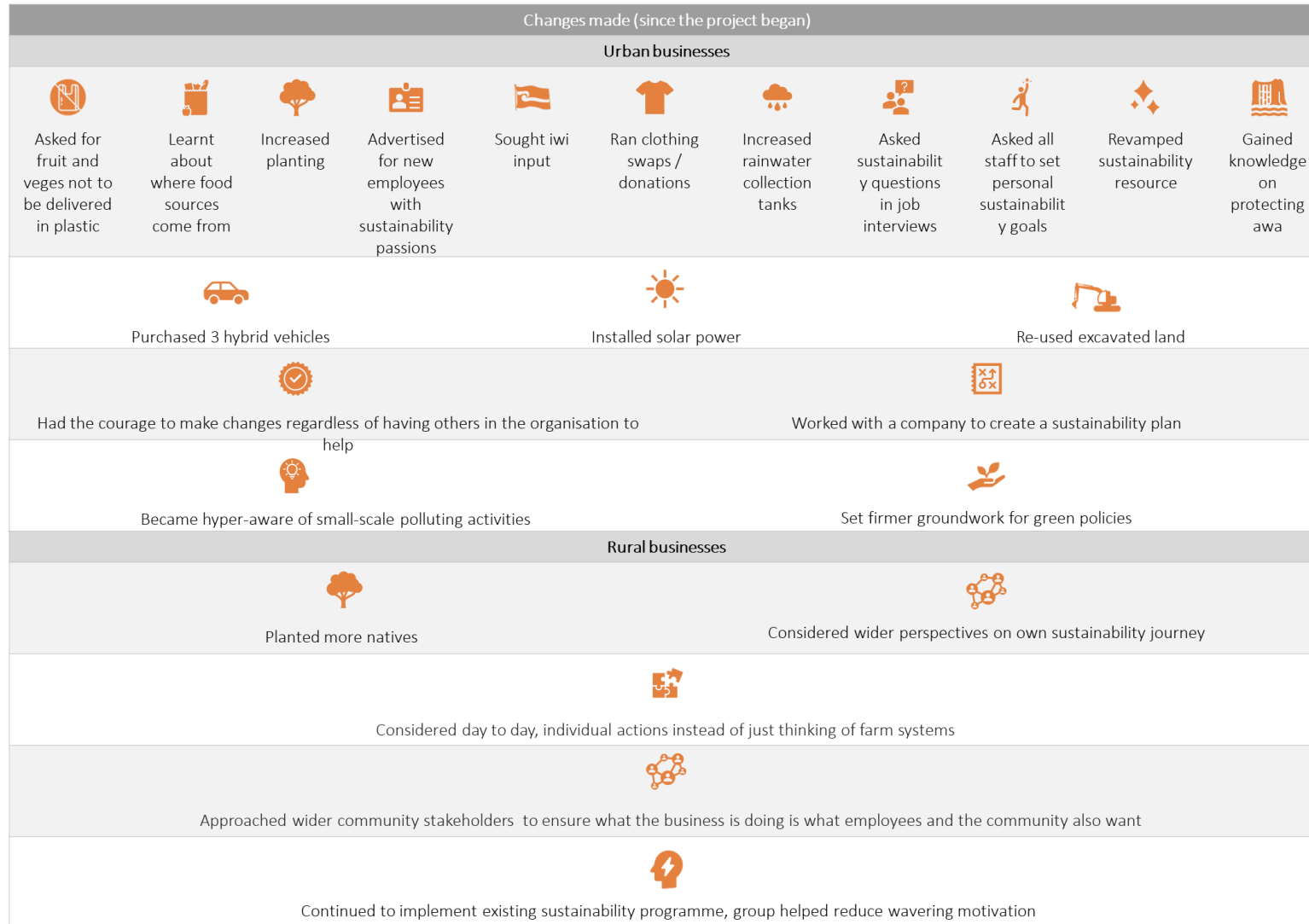
- Support in achieving goals (e.g., technical)

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Changes and commitments

Changes made (since the project began)										
Urban businesses										
Asked for fruit and veges not to be delivered in plastic	Learnt about where food sources come from	Increased planting	Advertised for new employees with sustainability passions	Sought iwi input	Ran clothing swaps / donations	Increased rainwater collection tanks	Asked sustainability questions in job interviews	Asked all staff to set personal sustainability goals	Revamped sustainability resource	Gained knowledge on protecting awa
Purchased 3 hybrid vehicles				Installed solar power				Re-used excavated land		
Had the courage to make changes regardless of having others in the organisation to help							Worked with a company to create a sustainability plan			
Became hyper-aware of small-scale polluting activities						Set firmer groundwork for green policies				
Rural businesses										
Planted more natives						Considered wider perspectives on own sustainability journey				
Considered day to day, individual actions instead of just thinking of farm systems										
Approached wider community stakeholders to ensure what the business is doing is what employees and the community also want										
Continued to implement existing sustainability programme, group helped reduce wavering motivation										

Figure 27: Changes made

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Table 7: Mid-term commitments

	Mid-term commitments						
	Urban						
U1	Ensure excursions to Ōhāriu are regular and ongoing		Review policies and procedures, create a summary of current practices		Reach out to community groups for funding / support and plan logistics		
U2	Engage with other businesses and share journey		Involve team on sustainability journey		Implement and document sustainable changes		
U3	Action sustainability plan				Re-think design and approaches to events		
U4	Create a tangible plan						
	Rural						
R1	Don't leave vehicles running	Plant another 30,000 trees and 1,000 poplars	Diversify planting and consider the way they filter light	Work out exact emissions profile	Use pasture better	Change stocking numbers and policy to match feed supply	Kill animals earlier	Gain efficiencies (methane)
R2	Engage with Food and Fibre sector		Plant $5,000 worth of riparian planting		Understand solar installation		Understand the change out of our diesel irrigation pump to an electric one
R3	N/A						
R4	N/A						

Table 8: Long-term commitments

	Long-term commitments			
	Urban			
U1	Define and set up ways tamariki are actively involved in caring for te taiao at Ōhāriu	Review sustainability practices and look at what could be made more sustainable	Draft a sustainability resource	Have gardens built, first community working bee and started growing produce
U2	Hire subcontractors focused on sustainability		Share results from sustainability changes made to date externally and internally	
U3	Build relationships / partnerships with different suppliers		Inspire someone else to make a difference	
U4	Become carbon neutral at least by end of project		Become carbon negative certified	
	Rural			

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R1	Advocate and try to rebuild from HWEN	
R2	Have an understanding of the development of 25ha's into native bush on Otaria	Understand strategy on position in conservation and restoration of land
R3	Share the message that the interaction between businesses helps people make change	
R4	N/A	

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Te ao Māori values and how to engage

Whanaungatanga
- Relationships and connections are central to Māori and Māori wellbeing. **Whanaungatanga** is about forming and maintaining relationships and strengthening ties between kin and communities. This value is the essential glue that binds people together, providing the foundation for a sense of unity, belonging and cohesion.
- **How to extend Whanaungatanga in your workplace:**
  - Time before hui to check in with staff instead of diving right into work
  - Learn mihi and pepeha and share with the team
  - Weekly learning sessions where team share their learnings
  - Welcome lunches for new staff

Manaakitanga
- **Manaakitanga** means to extend aroha (love and compassion) to others. We may think of Manaakitanga as hospitality. This is one of the most important concepts to Māori people as it secures the strength of our whānau (families) and communities.
- **How to extend Manaakitanga in your workplace:**
  - Showing compassion to people for example, flexibility for whānau time or tangihanga
  - Sharing kai
  - Supporting colleagues with their work when they need help

Kotahitanga
- **Kotahitanga** is a Māori term which means togetherness. It emphasises the concept of unity and working together to achieve common goals. As one whānau, we must extend āwhina (support) to others and unite to protect our environment and uplift each other.
- **How to extend Kotahitanga in your workplace:**
  - Working collaboratively, for example, reach out to local businesses to see how you can support each other
  - Organising community gardens and planting days

Rangatiratanga
- **Rangatiratanga** is often associated with sovereignty, leadership, autonomy to make decisions, and self-determination. This includes leadership within the whānau and community, as well as leadership within business and politics.
- **How to extend Rangatiratanga in your workplace:**
  - Have diverse stakeholders at decision-making table
  - Leadership pathway programme for Māori / Pasifika
  - Empowering diverse kaimahi to come up with ways of working that suit their needs

Kaitiakitanga
- In Te Reo Māori (the Māori language), a kaitiaki is a guardian. Offering **kaitiakitangi** is offering guardianship to the sky, land and sea. Māori believe that the earth is a taonga (gift) from our ancestors, and should be protected as such.
- **How to extend Kaitiakitanga in your workplace:**
  - Reduce, reuse, recycle, for example, sustainably sourcing building materials and responsibly disposing of waste
  - Use solar panels
  - Plant native flora

Wairuatanga
- **Wairuatanga is distinctive** to Māori spirituality. Wairua is the spiritual dimension of all existence; it speaks to the holistic wellbeing of an individual and also the spiritual synergy of the collective with which that individual identifies. Wairuatanga is as an essential requirement to health and therefore vital to the wellbeing and identity of Māori.
- **Wairuatanga is enhanced** when there are opportunities to express and practice tikanga (culture), kawa (traditions) and mātauranga Māori (traditional Māori knowledge) in contexts such as marae and in Māori networks and interest groups.
- **How to extend Wairuatanga in your workplace:**
  - Karakia before kai, and before and after work or hui

*Important note: The suggested actions for all values will only work if you believe in the principles of unity, belonging and cohesion. However, until you experience the power of these things, it may be hard to believe in them. Therefore, when practicing them try to be present, think about the purpose, connect with the actions and people in the room. Then, the beliefs will come and the benefits will soon become apparent.

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Principles of Māori engagement

- **Relationship should be built on te ao Māori principles** including manaakitanga, kotahitanga, whanaungatanga. For example, if you are meeting on a marae, you can show these values by:
  - Learning about the aspirations of the hapū
  - Learning what to do during a pōwhiri
  - Bringing koha.

- **Engage early, be inclusive, think broadly**. Engagement that is early, inclusive and broad will lead to the following:
  - A greater understanding of one another's expectations and aspirations
  - Increased opportunities to co-design processes and systems
  - Increased opportunities to establish shared projects and programmes
  - Improved process based on understanding of one another's priorities, expectations and available resources
  - More efficient use of government and Māori resources
  - Supporting Māori expectations and aspirations.

- **The relationship needs to be reciprocal**: know what support you would like and what support you can offer.

- <u>Remember</u>: So many people are wanting / needing iwi involvement and input, and there only so many iwi to fulfil these needs. There are lots of things they want to work on but just don't have time for. Most of their time is spent engaging with the Crown on decisions that could impact their iwi or resources.

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Practical ways to engage

- **Reach out to your local hapū or marae**, not the umbrella iwi
  - Example: I whakapapa to Te Ātiawa, but my hapū is Ngāti Rāhiri. Reaching out to the hapū is more personal and location specific. An iwi usually covers a larger region.

- **Write to the rūnanga office, or visit.** Introduce yourself. Develop relationship before asking for something.

- **Send pānui / newsletters** to update local iwi on what your organisation is doing to support Māori whether that be encouraging tikanga or te reo, protecting the whenua, or highlighting achievements of Māori staff/students.

- **Invite your local hapū to events**, even if they can't make it. If you are hosting Māori, use karakia and waiata, share where you come from and provide kai.

- **Look out for open days, events or wānanga** at the marae.

Iwi

Hapu

Whanau

Te Ira Tangata ← The Individual

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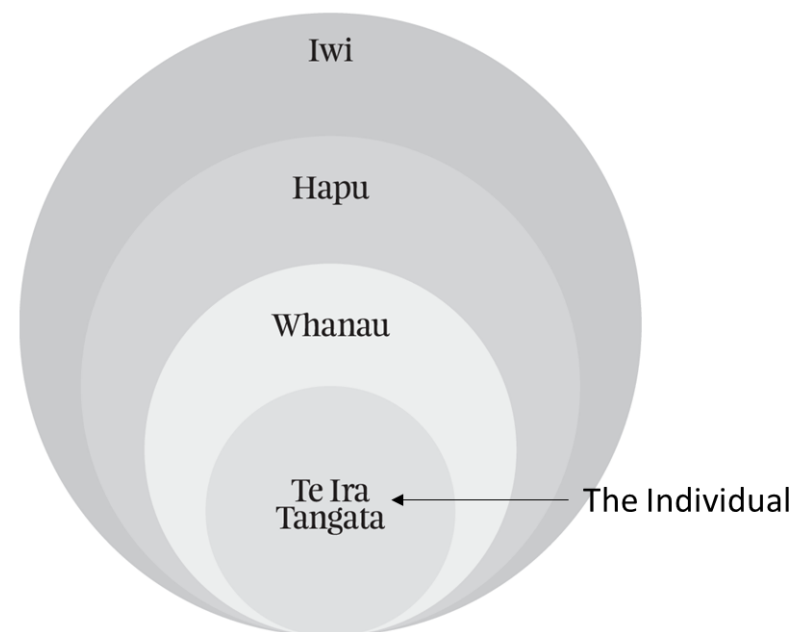
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