
Reaching across boundaries – evaluation of high stakes collaboration

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Presenters:

Kate McKegg, Director, The Knowledge Institute – a member of Kinnect Group

Judy Oakden, Director, Pragmatica – a member of the Kinnect Group

Vivien Twyford, Director, Twyfords



What we will cover today

01

Mindsets for organisations to collaborate

02

Why collaboration is appropriate in complexity

03

Power of Co

04

New Zealand case study - Introduction

05

What we did

06

Wrap up

Mindsets for organisations to collaborate

A way of thinking

Starting point



"With the right shifts in attention, networks of collaboration commensurate with the complexity of the problems being addressed emerge, and previously intractable situations begin to unfreeze" – *Peter Senge*

The Importance of Mindsets

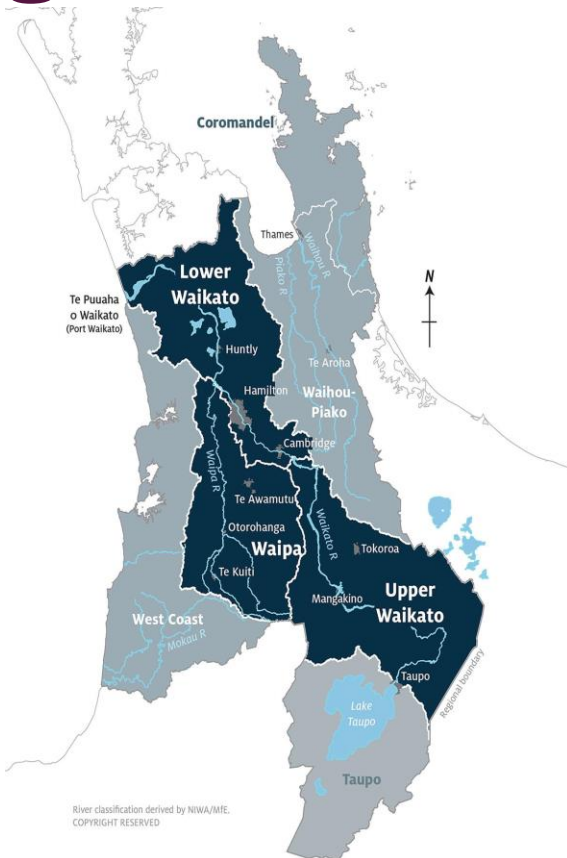
Whether we actually collaborate, or just think we do, essentially depends on **HOW** and **WHAT** we think
.....it's all about mindsets



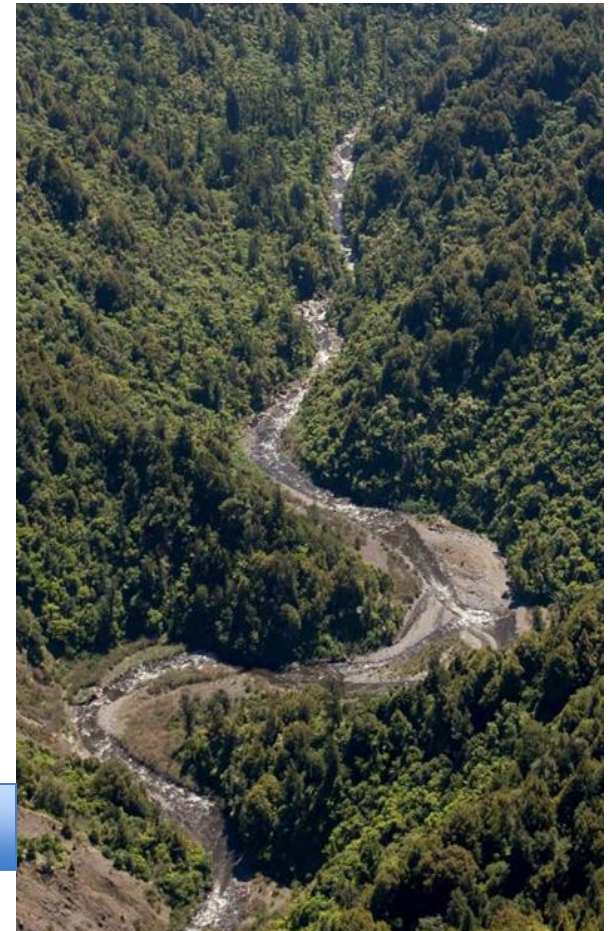
Source: <http://www.gapingvoidart.com/gallery/without-collaboration/>

Context of the Waikato River and its governance

The three catchments



The Waipā River



The River's economic importance

Sustains agriculture; horticulture;
industry; recreational activities and ...

contributes to
drinking water
for about
2 million people

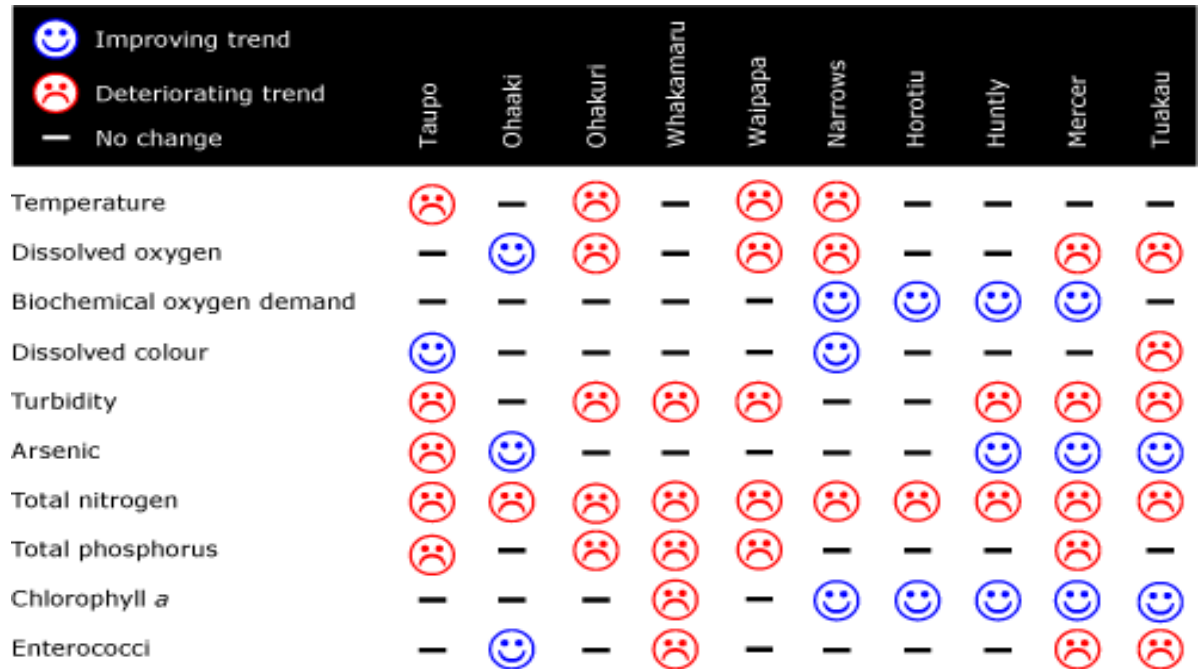
feeds 8 dams and
9 hydro-electric power
stations, generating
approx. 10% of NZ's
electricity

cooling water
for Huntly and
Wairakei
power stations

contributes to hydro,
thermal and
geothermal generation
of approx. 20% of NZ's
electricity

The intractable water quality problem

Water Quality Trends between 1992 and 2001 show **more deterioration** than improvement, especially in **nitrogen, turbidity and phosphorus**



Water quality trends in the Waikato River between 1992 and 2011 (based on methods in Environment Waikato Technical Report 2008/33)

*Note: Turbidity data is for the period from 1995. Results for total nitrogen and total phosphorus at Taupo are from NIWA's site at Reids Farm.

Flow-adjusted data, $n \leq 240$

LOWESS span 30%

Seasonal Kendall slope and test

Significance: $p < 5\%$

Dairy



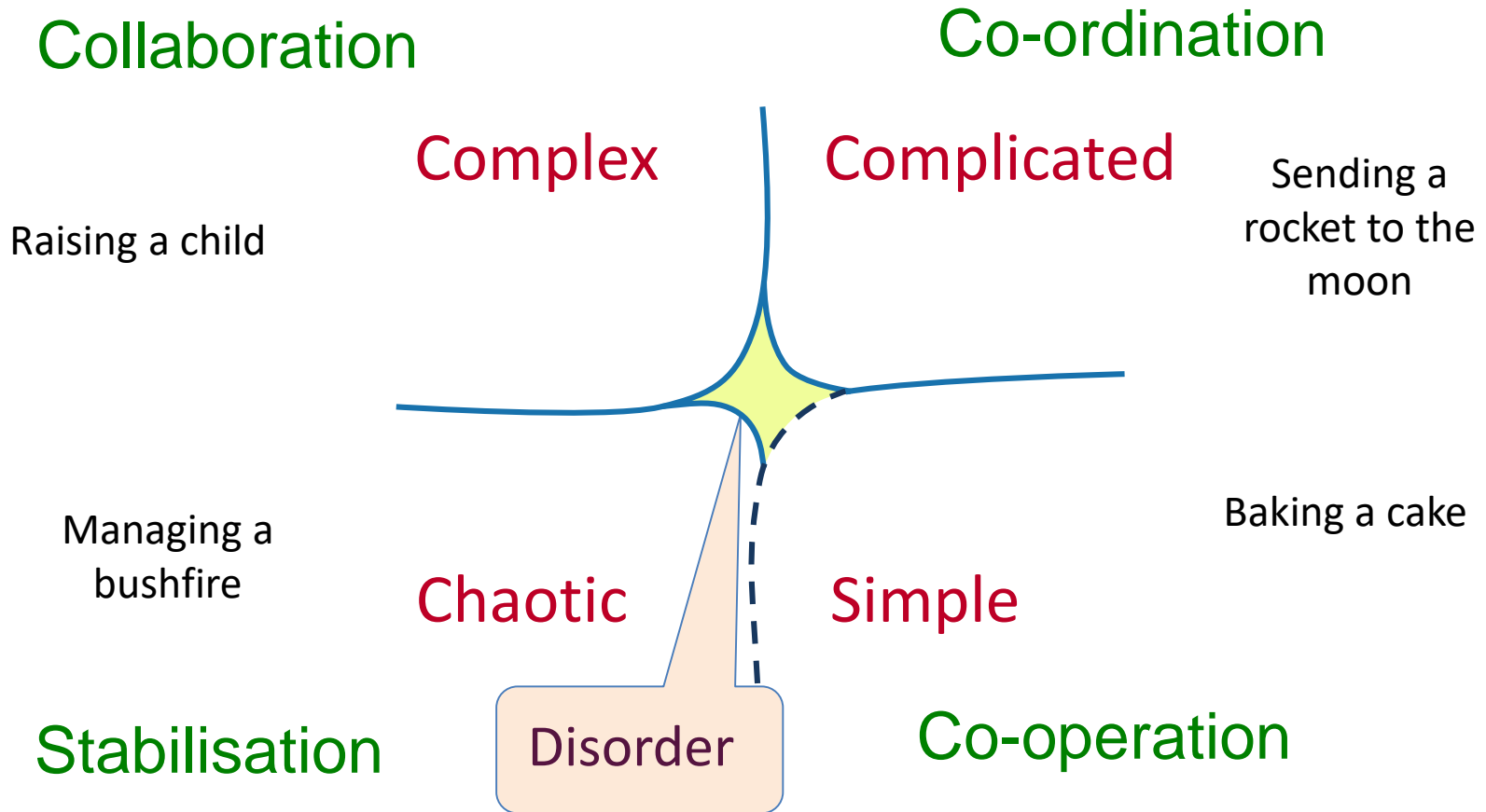
Sheep



Why
collaboration
is appropriate
in complexity

**What is special about
complexity?**

Cynefin – A model exploring complexity




The Waikato project was identified as a complex problem.

8 Characteristics making situations complex

- New and novel, unfamiliar, can't use past experience
- Nobody knows everything but lots of people know something
- Contradictory data coming from different sources
- Unequal power between stakeholders
- Poor relationships and lack of trust
- Inescapable interconnections
- Emerging solutions are never silver bullets, just 'better' or 'worse' or 'good enough'
- All solutions will require changes in behaviour

What is needed?

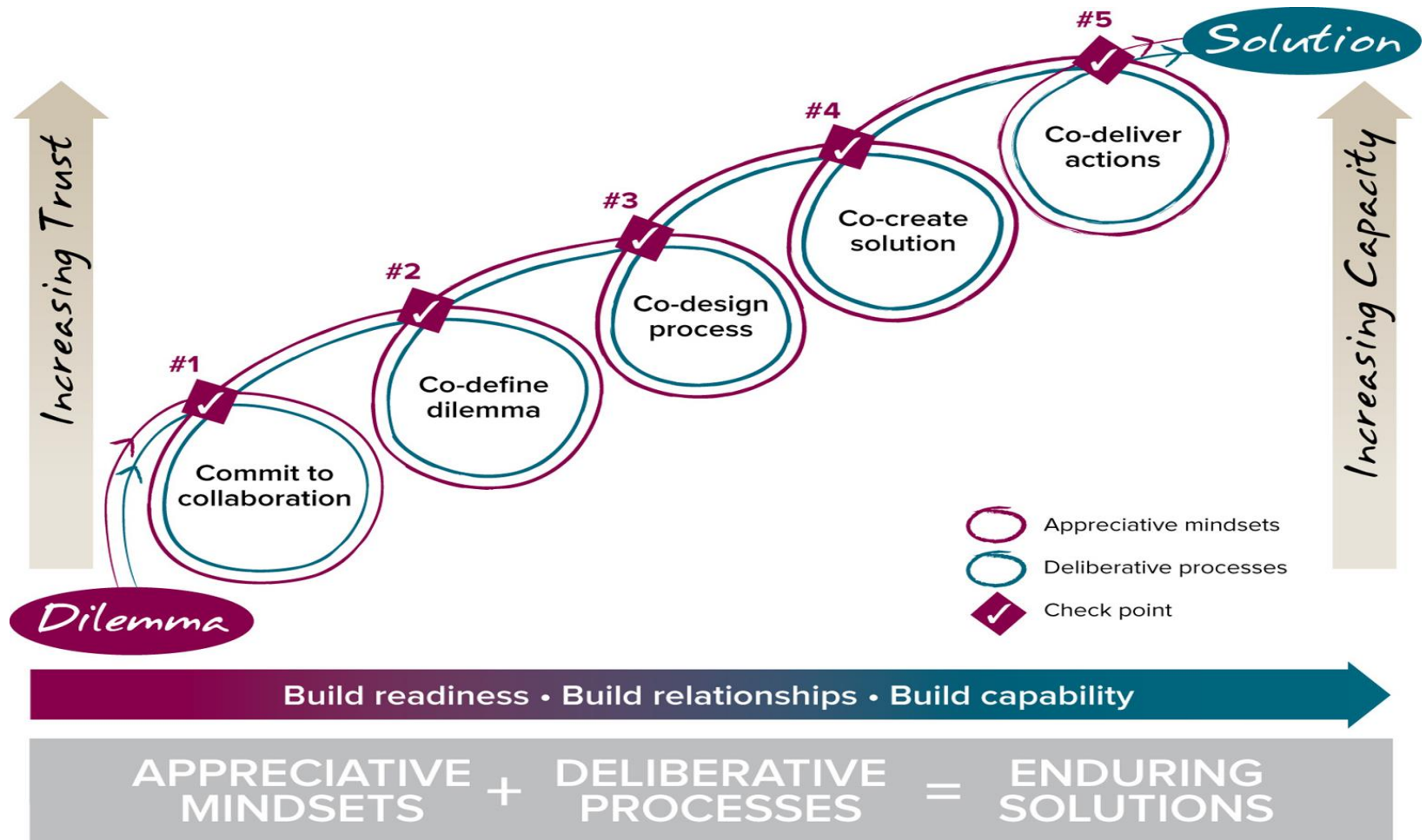
- A willingness to start when the end is unknowable
 - Getting the right people in the room (the whole system)
 - A shared language around complexity and collaboration
 - A robust pathway that maps a way forward and provides a starting point
 - Manageable uncertainty
 - Courage to try something new
 - Confidence in a process
 - Willingness to learn from others
- 



Power of
Co



The Power of Co



The Business as Usual mindset

BAU - my experience of how work gets done in many organisations:

- We know the answers
- We control situations
- We compete for resources and status
- We comply with rules and regulations



A collaborative mindset - ADEPT

The Appreciative Principle

The Diversity Principle

The Emergent Principle

The Participatory Principle

The Thoughtful Principle

Initial large stakeholder workshop 2013

Focus of the workshop: How can we best establish a Collaborative Stakeholder Group that is representative and effective, so that it provides useful information to decision makers?



New Zealand case study – introduction

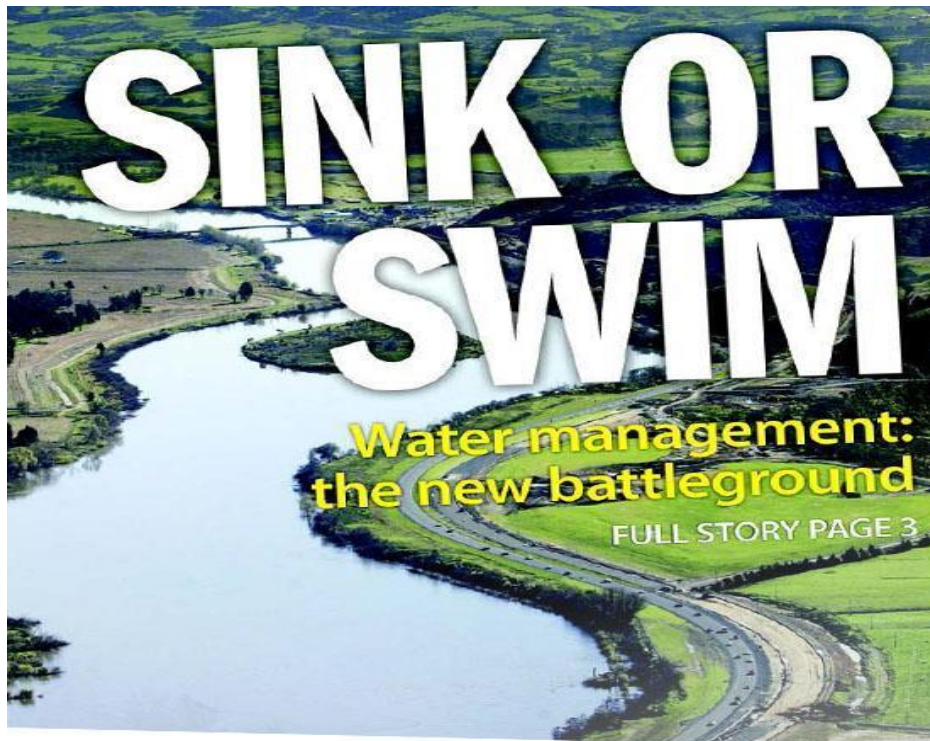
**Evaluating the
Collaborative Stakeholder
Group – Waikato Regional
Council**

Healthy Rivers: Plan for Change/Wai Ora

- Purpose of plan change
- Community and Stakeholder expectations
- The Collaborative Stakeholder Group
- Council's commitment to collaboration and evaluation



Purpose of plan change



Farming leader offers 'sincere hope' that dirty dairying will decline

Marty Sharpe

The unlawful discharging of dairy cow effluent into waterways or on to land has taken its toll on the environment, on farmers and on regional councils.

Even Federated Farmers president Bruce Wills admits new figures make for

Wills vows the industry will lift its game.

"My sincere hope is that if you look at these numbers in another two to three years they will be significantly down."

"We absolutely acknowledge the effect dairying is having on the environment and there are some areas that have not been managed as well as others."

there have been 151 prosecutions involving more than 300 charges against 198 companies or individuals for unlawful discharges of dairy effluent affecting land or water.

Environment Court-imposed fines collected from offending parties totalled at

For lesser offences involving dairy effluent discharges councils have issued 1698 abatement notices and 1564 infringement notices.

Prosecutions are taken only in the most serious cases after councils have weighed various factors, including the

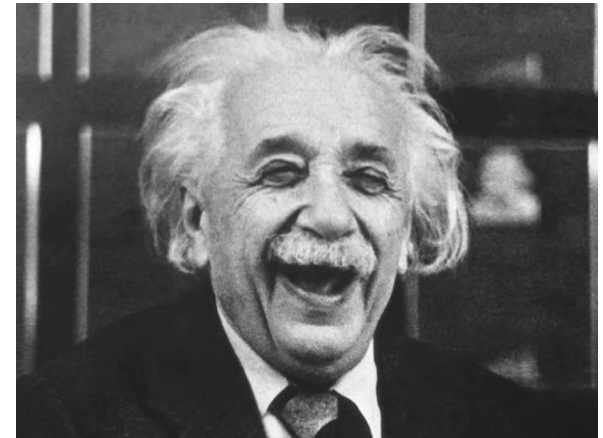
The highest fine was \$120,000 handed down to Petae and van der Poel Ltd on eight charges of discharging effluent to land and water on three separate farms in 2010.

The company was prosecuted by West Coast Regional Council.

down to councils taking a more vigilant approach, in recent years and the "explosion in dairy farming" that has seen the number of dairy cows balloon from 5.4 million to 6.1 million over the past 20 years.

Council's commitment to collaboration and evaluation

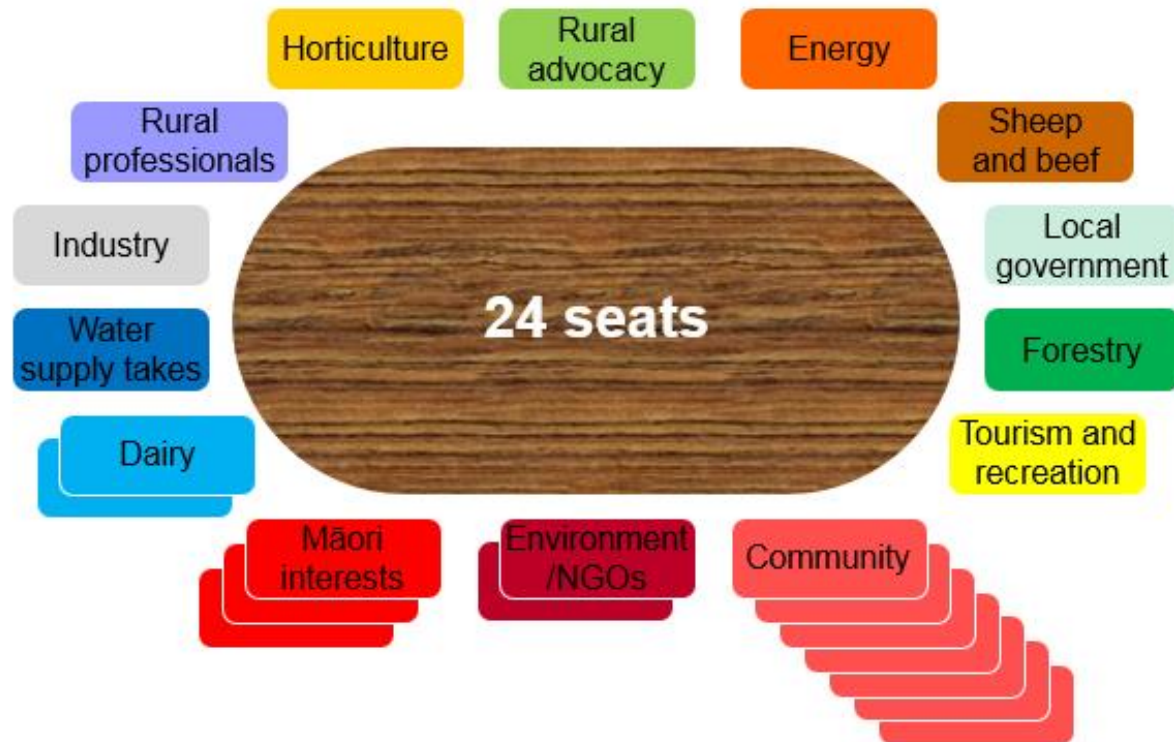
- Problems seemed intractable (ended in court)
- Hadn't solved them in the past
- Needed a new way
- Believed that evaluation could help keep the process on track



"Insanity: doing the same thing over and over again and expecting different results."

The Collaborative Stakeholder Group

“You have to find people who have the time to put toward the CSG and who live and breathe the real world”.



Community & Stakeholder expectations

Long....and
challenging!

Whoever does the job
needs to have the skills

It's very important for people
to be able to listen to each
other

Big expectations – to find common
ground and to guide policy
development to meet community
needs

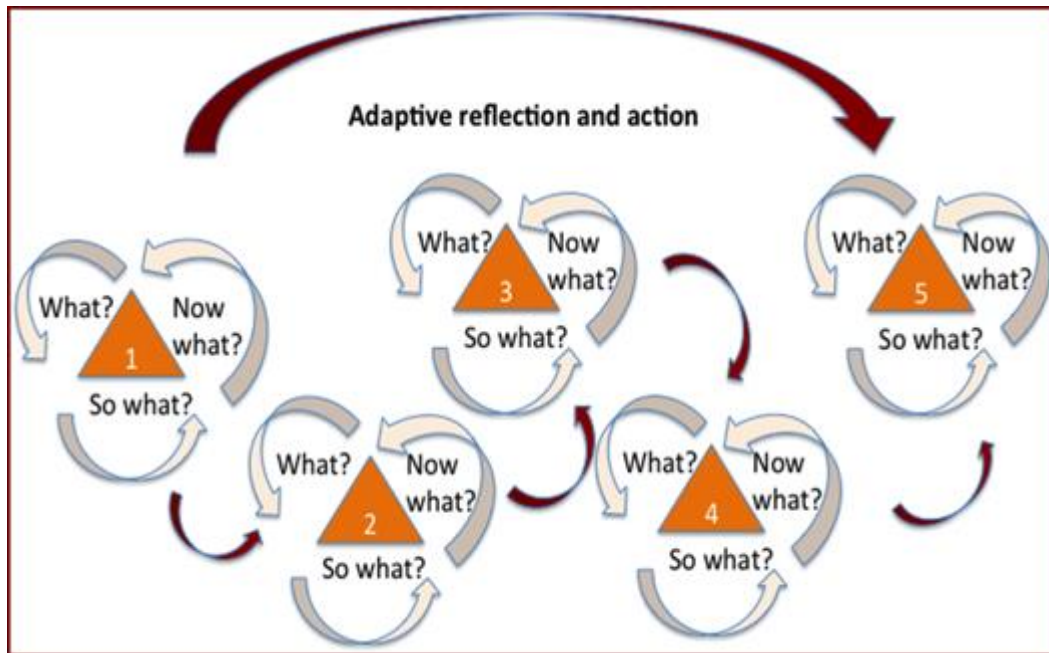
Major
protagonists
have to be
involved

What we
did



The evaluation approach

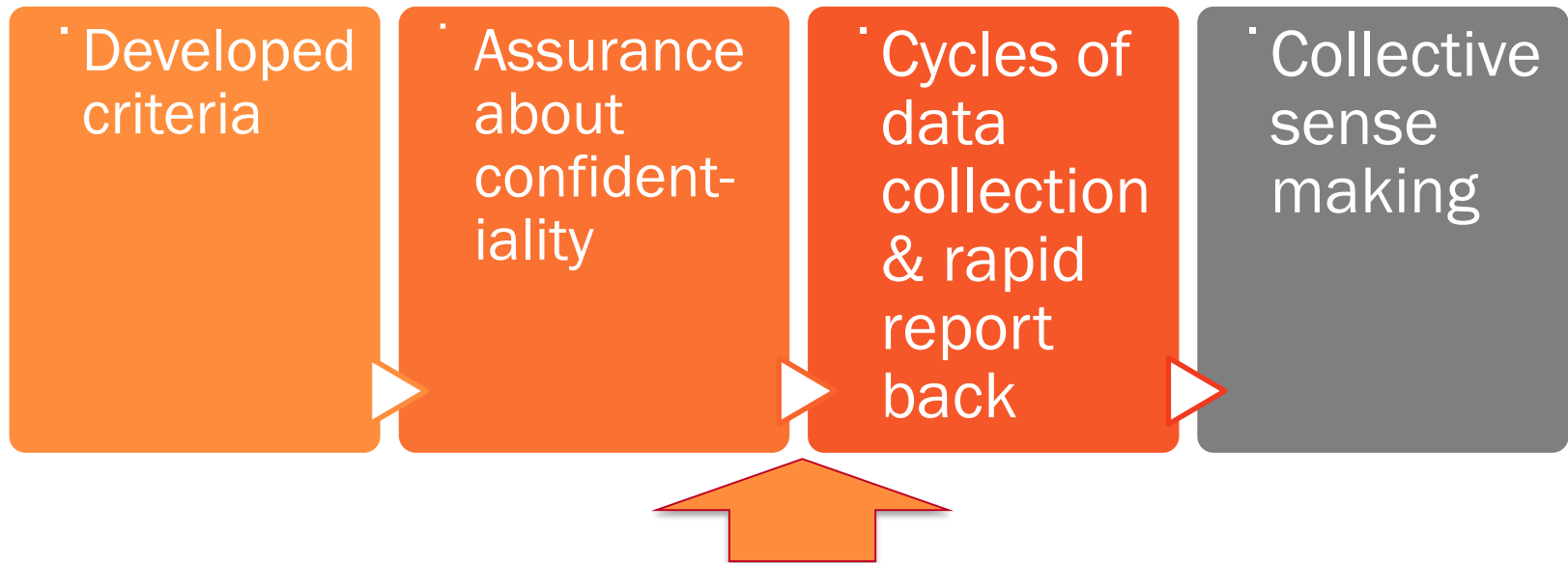
Developmental evaluation - supported the development of innovative processes and initiatives.



**Responsive, real time
evaluative feedback really
important role in supporting
the collaborative process**

**As the process or initiative
develops, learning can be fed
back as part of ongoing
continuous improvement and
adaption.**

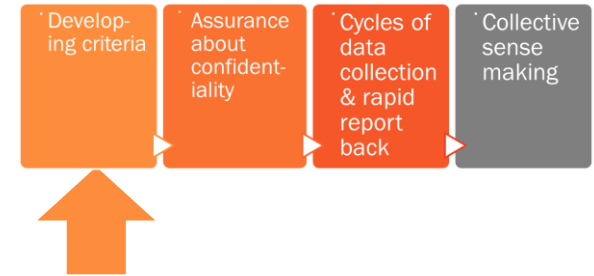
The process overall



Underpinned by short cycles of contracting

Reflections

Developed criteria



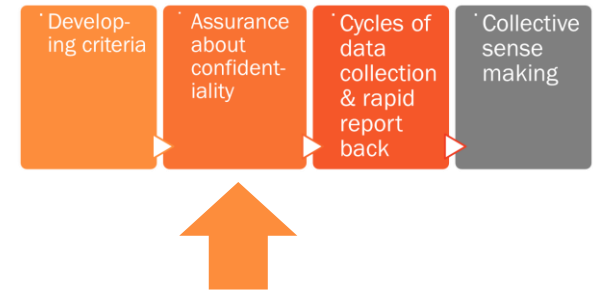
- Created shared understandings about what collaboration means to all stakeholders – began the relationship building
- A vital valuing exercise
- Created an anchoring framework for the evaluation

Shared
values
vital

Reflections

Assurance about confidentiality

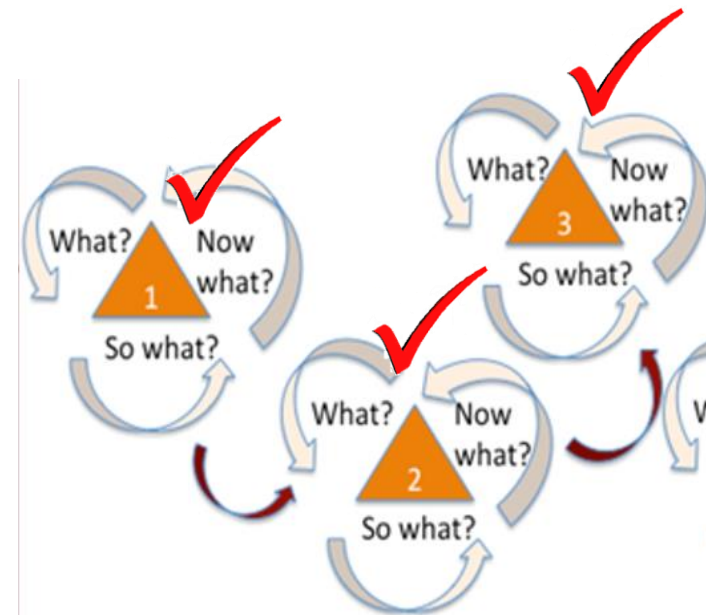
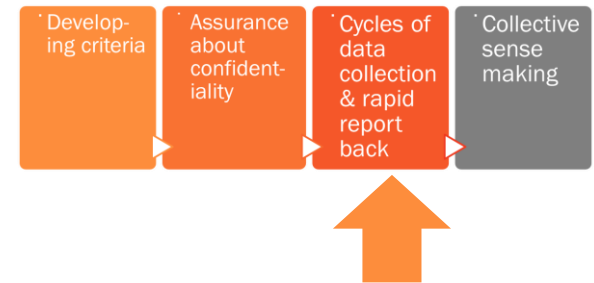
- Trust was established with commitments to each other



Reflections

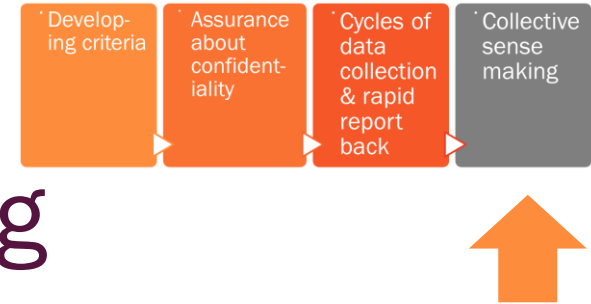
Cycles of data collection and rapid report back

- Repeated opportunities to feedback on the process for CSG members
- High use – by Chair and Facilitator
- Credibility of evaluation to CSG



Reflections

Collective sense-making



- Ownership of evaluation process and data
- Maintenance of trusted relationships



Wrap up



What we've learned

- **Diversity in the evaluation team** - in a collaborative process is a strength, ensures a range of perspectives and ideas, allows change and innovation to occur
- **Engaging with diversity** - engage people across boundaries, work with others in new and different ways, and balance advocacy and inquiry.
- **Short cycles** – of learning, design, doing, contracting are needed to ensure adaptive, responsive evaluation
- **Trusted relationships** – underpin high stakes evaluation

Thank you



To contact



Vivien Twyford
Director Twyfords
vivien@twyfords.com.au

<http://www.twyfords.com.au/>



Kate McKegg
Knowledge Institute – member of
the Kinnect Group
kate@kinnect.co.nz

www.knowledgeinstitute.co.nz
www.kinnect.co.nz



Judy Oakden
Pragmatica Limited – member of
the Kinnect Group
judy@kinnect.co.nz

www.pragmatica.nz
www.kinnect.co.nz

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