

‘Account-ability for Collaboration’

Workshop held on June 6, 2013

Executive Summary

The Integrated Freshwater Solutions (IFS) research team organised this workshop to provide an opportunity to reflect on the ‘ability to account for collaborations’ and provide a space for the stakeholder community to come together to reflect on the achievements of the MRLF and the Action Planning and Implementation. The aim was also to think about Monitoring systems and how to align outcomes with the Vision and Goals of the Accord. The morning session focused on progress and the changing operating context. The afternoon session reflected more deliberately on a range of available assessment tools.

Throughout the workshop we aimed to record ‘common ground’; i.e. statements all participants agreed on. Similarly, ‘parked issues’ were recorded to acknowledge important ideas that required follow up. This summary first provides the ‘common ground and parked issues’ as the highest level of agreement/disagreement. This is followed by detailed narratives of workshop discussion, outputs from small group discussions answering specific questions, and results from feedback on one of the models presented during the workshop.

Common Ground from Morning Plenary Session

1. Collaboration needs to be adequately resourced by government and members within the group.
2. All group members need to be treated as equals in the collaborative process.
3. If you are involved in collaboration and it is not your paid job, it is a struggle. Volunteers need support.
4. Maori have a kaupapa on how to interact in a group which needs to be followed. Respect for this and time needs to be allowed for Maori and (others if required) to work through their ‘kaupapa’ as part of any collaborative process.
5. Collaborative workshops provide a means for deeper thinking and thereby add greater value than a forum.

Common Ground from Small Groups Morning Session

1. Evaluation is an important part of the collaborative process. Report cards were suggested as a way of assessing progress.
2. Honest feedback is needed on outcomes so the group can support those not achieving. The trust built in the group makes asking for help possible.
3. Honest communication of progress is important. There is a need to communicate technical information in a way that can be understood. Communication is part of education and awareness building and requires utilising various media types to involve/reach many people.
4. Goals need to be revisited (every 2 years) as part of collaborative process to ensure relevance and bring new people on board. The vision of ‘our healthy river’ should hold.
5. Capacity to collaborate is important (volunteers time, money, people with the required skills e.g. facilitators, iwi, government, Non-Government Organisations etc)

Common Ground from Small Groups Afternoon Session

1. Visualisation and story-telling are important to communicate the river story
2. Interactive models can articulate the benefits of different strategies
3. Wananga/Education/Monitoring tool kits are ways to learn
4. Base data and a level of knowledge are needed at the outset
5. Guidelines for collaboration are important
6. User friendly language is required. Non-technical but not dumbing down; no jargon
7. Environmental levies are an option

Parked issues for the day

The flood of 1880 was the worst experienced in the Manawatu. It should be established the extent of forest cover at the time.

Summary of Discussion

This summary documents the responses of stakeholders to the [‘Account-ability of Collaboration Powerpoint Presentation’](#) material provided during the workshop.

The objective of the morning session was to identify the gains generated from collaboration and address the challenge of Account-ability. Account-ability- to whom or to what and in what way - is the question. One assumption/interpretation made by IFS and therefore discussed by the participants, is as the Ministry for the Environment (MfE) is seeking to institutionalise collaboration and rigorous economic evaluation the MRLF/IFS workshops have the potential to provide insights for the rest of New Zealand.

The focus of the afternoon session at the workshop was the various tools developed during the IFS project, some of which are on the MfE agenda. The pros and cons of their use was reviewed based on the experience of the workshop participants.

Ministry for the Environment (MfE) Framework for Freshwater

The MfE framework for collaboration was presented (National Objective Framework – Appendix 1). The iwi response was, for them, the framework is incomplete as the freshwater system is connected to the coastal system and this was not shown. Iwi, therefore, see the process differently from MfE and the question was asked about the role of iwi in Freshwater Reform 2013 and beyond. Participants familiar with the MfE process thought that MfE is clarifying iwi involvement and the role of iwi. RMA reform has big implications for freshwater and the MfE discussion document has to be considered alongside the RMA reform documentation.

MfE Clean-up fund

It was pointed out there is a discrepancy between what was agreed on through collaboration and in the Action Plan (AP), and what was funded by the Clean-up Fund. Funding went to:

1. Wastewater treatment (bulk of funds)
2. Stream fencing on Sheep and Beef farms. Horizons Regional Council has 110 km signed up and more fencing is being done under SLUI. In addition Horizons Regional Council is working

with Fonterra doing planting, Massey University, the Defence Force and Tanenuiarangi Manawatu Inc in specific locations.

3. Whitebait restoration. The spawning area at Whirokino Bridge is the biggest in NZ. Foxton community group is doing great work also, especially for whitebait.
4. Fish Barriers - co-funding has been received to fix six fish barriers. Projects put forward for Clean-up funding have to get a third or more co-funding but are typically getting half.
5. Environmental farm plans for the Mangatainoka area. 80 out of 90 farmers have signed up for plans.
6. Community involvement – 10 projects underway in first funding round and going well. Community project about the river in the Reel Earth film festival.

It was stated that the Clean-up Fund has allowed a ten year work programme to be consolidated into three years. The bulk of funding went to point source discharges and Mangatainoka farm plans. It was noted by all present that the Councils that got the most funding were not in attendance at the workshop. The participants reflected on the notion that MfE now realise that community monitoring is a project important to fund. The reason given for the Clean-Up fund including additional projects to those in the AP is many AP projects did not meet the MfE funding criteria. This illustrates the need for consistent vertical integration when promoting collaboration. Central government support needs to align with collaboratively agreed decisions.

Nitrogen Leaching and Ecoli

The interaction between point and non-point source discharge needs synergetic solutions going forward. The point sources being addressed will give improvements. It is anticipated that if Dannevirke wastewater issues are resolved this will have a big impact. Dannevirke and Kimbolton show up as spikes on the Horizon's graph because of the relative size of the receiving waters. Palmerston North remains the biggest point source discharger in absolute terms. Bacteria is improving with fencing but EColi readings at Foxton remain very high (13,000). The point was made that complying with consents might not be enough to achieve the Accord Goals as most Nitrogen leaching in the Manawatu Catchment is from land-use.

Environmental Farm Plans (Nutrient Management Mangatainoka)

There are 24 Environmental Farm Plans completed. Only 3 can meet One Plan limits in year 1 and none can meet the 20 year limit. The 4th goal of the Accord is sustainable use of the land and water resources underpinning economic prosperity. If One Plan limits prove unworkable a suggestion was to use collaboration to rework them. A benefit of farm plans is getting information together to inform discussion. This is a voluntary process and fits with the view expressed that voluntary and collaborative spaces should be used to create a shared vision which regulatory processes help to enforce, rather than the other way round.

Collaboration

A goal for this workshop 'Account-ability for Collaboration' is exploring what can and cannot be done using collaboration. Another aim is to explore how we can do things better in the next iteration to foster the adaptive capacity of stakeholders in the region. About half of the group present at the workshop was also part of the AP process and interviewed before the workshop. The feedback regarding the collaborative process was generally reported as positive. The MRLF/IFS workshops built human capital and most people interviewed expressed a desire for the workshops to continue.

The point was made that while there was enthusiasm for collaboration there is also a cost. Collaboration needs to be resourced and outcomes accepted at all levels otherwise it is just a waste of people's time. It was commented that the interview outcomes show there is wisdom in the group and learning can be passed on to others.

Research into collaboration in the USA indicates that the outcomes reached are not necessarily the right ones and that people give too much away to reach a negotiated agreement. In addition, collaborations can make people feel pressured. The view was put forward that collaborations also provide a way for everyone to say 'yes' we will do this which, while not being 'best', maybe what is 'possible'. For this group actions for the river are key and it is accepted this may require compromise. A focus on 'what's possible' is important to move forward in the short run. Space to reflect on 'what's best' needs to be created as well, to achieve the long term goals.

For iwi there are additional components of collaboration that need to be taken into account. The first is the need for Maori stakeholders to account back to hapu/iwi on what they are doing to make the river better based on a set of principles (whakapapa, mana, mauri, others?). The second is to understand the nature and extent of relationships. Iwi have a set of values and if it is possible to establish those at the outset iwi can work with anyone.

While collaboration was regarded positively overall, concern was expressed as to whether 'community' can be damaged by collaboration. While collaboration involves representative stakeholders of the general public it is a different process from the consultation process. Consultation provides the general public with the opportunity for input.

Morning - Small group break out to address 4 questions:

Note: All points reported are listed below. Those mentioned more than once are also listed under 'common ground'.

1. Reflecting on the context presented this morning are there any additions or observations you would like to make?
 - Evaluation is an important part of the collaborative process. This is required to know if outputs are achieving outcomes. Evaluation is a way to link/demonstrate progress towards goals and determine if the AP is delivering. Evaluation comes out of monitoring and drives the adaptive process of change we are talking about. Evaluation could be based on i) on-the-ground difference ii) Completion of the MRLF Accord tasks.
 - Graphic/ visual communication of technical information is needed to get everyone on-board and understand issues. Information needs to be simplified, but not dumbed down. E.g. use of term 'aquatic bugs' instead of 'macroinvertebrates'.
 - Involving and resourcing participants is needed for collaboration to be effective both in the short term and long term.
 - Collaborative process early on has benefits but (i) may not always be possible/appropriate (ii) a mix of methods may work better (e.g. side rooms) (iii) can result in stakeholder fatigue (iv) there is limitation in NZ regarding collaboration capacity (e.g. lack of facilitators, available Non-government representatives, demands on iwi etc.)
 - Voluntary initiatives are not captured when reporting on Accord achievements. These early adopters are outside/additional to the AP tasks. There is a need to capture what's

happening collaboratively for ‘innovators / early adopters’ and reserve legislation for the ‘laggards’. Examples of voluntary initiatives are i) SLUI ii) Taranaki Riparian Initiative.

- A system needs to be in place for regular progress reports on actions. Who to report to needs to be determined as there is a distinction between the Action Plan workshop group and the MRLF. Who is the reporting to and on what needs to be decided.
- MfE diagram ends at water-take and not at the sea. What about estuarine health e.g. taonga species?
- Underground aquifers water quality and quantity need to be included going forward. [This addition was made post-workshop by email]
- There is a need to understand each other better, for example, culturally and in terms of economic/ecological/corporate/global expectations.

2. Is there a need to revisit the vision for the river (as in the Accord Goals)? Should there be future iterations of the action planning process (working through the adaptive management cycle)? If yes, when and how should this happen?

- Vision ‘for a healthy river’ is unlikely to change but should be continually referenced and revisited. Vision represents the key things people want to see; that is what motivates people at a deep level.
- Goals need to be revisited more often. Ways of implementing the Accord Goals should change over time as new solutions are developed. Therefore, goals have to be more flexible as they might need to change according to the checkpoints.
- The AP process should be revisited as part of Adaptive Management (AM) process. ‘When’ such a revisiting should take place should tie in with evaluation and timing of evaluation.
- Revisiting the Accord is needed to integrate mountains-to-sea into goals/actions. There are freshwater-seawater interactions and not just ‘fresh’ water effects.
- Need to aim for over-compliance (the innovators) as voluntary actions can be greater than regulatory requirements (geared toward the laggards).
- New fora, will need new sources of funding e.g. polluter pays, rates, levies. Therefore there needs to be prospects for new institutions and ways of developing new sources of revenue. Contributions from central government?

3. What mechanisms provide the ability to account for outcomes from the collaborative process?

- The AP provides a check list of actions for accountability. Accountability requires articulating progress - outputs and outcomes. For accountability: (i) Need to ensure a timeframe is incorporated, for example, the Clean Stream Accord with a date required by and financial impacts. (ii) Need measures and monitoring to account for what is also being done by others to achieve the overall goal. For example, the Green Ribbon Award does not capture the work others are doing. (iii) An audit process with an independent body (with no attachment to region or Accord) could be put in place.
- Accountability can be achieved with regular meetings and report back. Bench marks need to be set so that in, say two years, it is possible to measure what has been achieved.

- A report card system could be used. Specific report cards could be designed for different groups e.g. iwi report cards could include mauri and mana.
 - When reporting back (factually not for PR purposes) to the wider community a range of tools such as media, social media, websites, Horizons communications can be used. Technical information needs to be understandable. There is a need to understand and report on context and emerging constraints for evaluation as well as deal with the spin.
 - Openness and honesty about the on-going challenges and the nature of the message need to be communicated. This is part of 'trust-building'
 - There is shared responsibility between the private and public sectors. Public good/Private good is often a shared cost and how budgets are set needs to be discussed openly.
 - Facilitate science/indicators with (i) funding (ii) LT monitoring of key species (iii) social environmental research (iv) public GIS maps and information. These will provide evidence for evaluation.
 - There is a need for new knowledge/ indicators for e.g. eels/mana/mauri/the Genuine Progress Indicator. A collaborative process needs to be used for shaping the new measures/indicators.
4. What additional mechanisms would strengthen the ability to account for outcomes from the collaborative process?
- Actions taken in addition to the AP inspired by work in progress.
 - Stock take/honest appraisal. Find ways to measure progress towards goals. Could do by measuring perceptions of groups in the community e.g. iwi/other groups/ local government/ Non-government organisations and repeat this at regular intervals
 - Community based monitoring.
 - Use media as a tool – uncompromised. Boost communication and educative package of Accord which has fallen by the way-side.
 - Political and moral accountability e.g. a set date to account is established at the outset.
 - New iwi roles in council
 - Build up trust and maintain it with two-way communications.
 - Small scale collaboration for each action. Identify all partners.
 - A central government that listens and sets appropriate rules/regulations/funding provisions. For example a national policy statement could be used to enforce implementation of Shannon's wastewater system.
 - IFS research continues for on-going 'monitoring' at a holistic level.
 - Revisit where consultation fits into the collaboration/communication timeframe? Provide information that is up to date and current and well presented. Allow time and value silence (people are thinking!!)

Report Cards

How report cards, if implemented, would work was discussed. If a report card indicates a group is not doing well there is no way to impose punishment when the commitments are voluntary. The main 'stick' is the power of peer pressure which should not be underestimated. Not judging is important as there could be all sorts of reasons for non-completion. Also there are different levels

for targets with some easy to achieve, others very difficult. If committed group/s front up and say they need support to deliver this is an opportunity to pull together and help each other. It is possible others are in a similar position and this provides a space to examine underlying resources, collaborate on understanding and think about how to do things efficiently/differently. If this approach is not used, the group will break down. The collaborative process is about providing a safer environment and enhancing people's mana not making them feel small. The goal is to help solve problems as opposed to taking an adversarial approach where you only tell what is good and opponents only tell what is bad. A question is who would the report cards go to?

Economics of Collaboration

The view was expressed that problems go away if there is sufficient money. The question was then asked if the issue was the desire for people to 'have money' or 'money being available' to solve a problem. Iwi expressed the view that while money is important it is not the only thing. For Maori the awa is important.

Affordability is an issue. Putting up fences is relatively easy but removing cows may not be affordable. Cows contribute to nitrogen – taking them off at the right time of the year costs \$30 a head, feeding palm kernel only cost \$ 20 a head. Spending money on a river that is not that bad is difficult for farmers, industries and some Council in the current economic environment. As money spent, and money not earned, by farmers has an impact on the wider economy this will affect the income of everyone. One offered answer is to just accept things will change overtime and keep building on progress.

Herd homes as an option introduces more intensive farming to New Zealand. Intensive farming is possible but is the food as safe? Other issues arise such as animal welfare. If you focus solely on one aspect, you are locking people into investments over long periods of time for a solution that may only fix one part of the problem. The solution for nitrogen might not be the solution for other issues. There are 'time lags' in the system. Solutions and investments need to be worked through time together taking 'time lags' into account.

Long Term Vision for New Zealand

When planning long term New Zealanders need to value what they want and how they pay for it. When you put up a vision this is what you do.

One view presented is that demands people put on the region to supply goods has to be taken into account in decisions regarding the river. People demand a life style where you can get in your car and drive to buy what you want. This is called a better standard of living and progress.

Are people ready for the Chinese factory model of farming in New Zealand? There would be sustainability issues with herd homes such as the need for energy. It is possible to create energy from effluent using highly engineered systems. But is this just shifting the problem? Would New Zealanders prefer to sacrifice a bit of leaching for grass fed cows and high animal welfare? Otherwise New Zealand might get to be a country of foreign owned factory farms.

In terms of a long term vision, government and Maori are looking to the year 2040. Key issues are: clean water, population growth, cultural diversity, more competition for resources. For Maori an issue is how to maintain cultural integrity with current trends?

Ecosystem Services and how do you value them

Ecosystems Services (ES) are broadly defined as the goods and services humans get free from nature. These include: hydrological cycle, water purification, storm protection, pollination, soil formation, carbon and nitrogen cycling etc. Ecosystem Services have been briefly discussed over the course of the IFS project. The question was asked as to how you come up with values for Ecosystem Services? New York city saving billions of dollars by protecting the Catskills catchment that provides water for the city rather than treating polluted water is a well-known example. Also there are tools like; Contingent Valuation, Travel Cost, Payment for Ecosystem Services etc. With Payments for Ecosystem Services these are usually considered for activities over and above what you need to do under the RMA. This is a way of compensating for the opportunity costs associated with, for example, protecting wetlands rather than converting to pasture.

Property Rights

There are different ownership models (Private/Public/Common) each with property rights. The need to develop a rights system for 'Common' assets (those shared by both the private and public sectors) was touched on. The view was expressed that if this collaborative continues, this would be a good topic to work on.

Cost benefit Analysis (CBA)

The government is asking for tools like CBA to be deployed for decision-making about freshwater in New Zealand. Therefore, there is a need for collaborators to be informed about their strengths and limitations to enable them to ask the right questions. When completing a CBA the direct and indirect costs of an activity need to be understood and included and you need to be aware of *who* the costs and benefits get attributed to. In general, benefits tend to be private whereas costs are public - though this can be vice versa. CBA are useful for small, confined cases when assumptions can be explicit; not for a more holistic situation. For example, you cannot include iwi health etc. in a CBA.

The view was expressed that CBAs are just a means of playing 'economics' and this level of detail was not needed at this workshop. It was re-iterated that the reason for over-viewing available tools at the workshop is the government is asking for tools like CBA to be deployed for decision-making about freshwater in New Zealand.

Another view was expressed that we don't need to spend lots of money on a river that is not so bad. While improvements are needed the region also need jobs... it is not important who benefits. The bigger debate will come when people are hungry because of the economic compromises made by the country. NZ also needs a trade surplus. If we take the pressure off exports, imports will not be sustainable.

A contrasting opinion was "economics is just one view". Alternative paradigms to economic growth exist. Applying an 'economic' approach in the Horowhenua has been very detrimental. Some areas can move Nitrogen quickly (such as rivers) but lakes like Horowhenua capture Nitrogen. This is now a

cost to the economy and to cultural values. Some farmers have fully contained ponds and iwi would like to see all do this.

Mediated Modelling (MM)

Reflecting on the 'big picture' the MM model provides a question was whether 'targets' can be put into the mediated model and then different ways to get to the targets explored taking into account interconnections. A participant thought in the case of Nitrogen it would be good to see where the targets need to be per ha.

Eels

The IFS project for Rangitaane was co-governance. A down-sized mediated model was constructed for the Pohangina sub-catchment to see what would happen to eel stocks with greater iwi input. Eel numbers in the Pohangina continued to decline in the model.

In the sub-catchment indications are eel numbers have decreased. Possible causes are commercial eeling, dairy herd size increases and farming marginal land. The point was made there used to be eels and pollution in the 1970s. It may be what has changed is communication and people over-react as now they have data and benchmarks. The Ministry of Primary Industry reports commercial eel catches are increasing but Rangitaane find customary takes are no longer sustainable.

Flood Model

Discussion on the flood model touched on the following points: 1) The need for climate change to be included. 2) Can you correlate forests and flooding? 1880 was the greatest recorded flood in the Manawatu and what we need to know is the extent of forest cover then¹. 3) Regardless of flood protection efforts there is still a risk from weather bombs. 4) SLUI investment was partly for flood protection because of the realisation stop banks cannot be raised again. 5) There is a difference between a model and theory and the data that goes into it. Data used needs to be valid. 6) Is it credible to depend on ecosystems services? 7) The biggest problem is the assets behind the stop banks. 8) Lack of possum control on the Department of Conservation estate is destroying the canopy and will cause major erosions as trees fall off and root systems lose their grip. 9) The value of

¹ *Follow up from Parked Issue:* "Horizons Regional Council group manager Allan Cook said the largest flood recorded in Manawatu was in 1880, with 4000 cumecs of water flowing down the Manawatu River. In 2004, it was 3500 cumecs."¹. According to Warr¹ for early settlers in the Manawatu timber was the principal source of income. When the Wellington-Manawatu railway was completed in 1886 flax and timber were the main products of the district. "A widely held view in the [1870s] seventies was that the Manawatu possessed almost an inexhaustible supply of milling timber – it took but ten years to prove the fallacy of such an assumption!" (1964, 153) By the early 1900s sediment build-up in the Foxton Estuary made the river unnavigable¹. Fires were widely used for land clearance, and often got away.

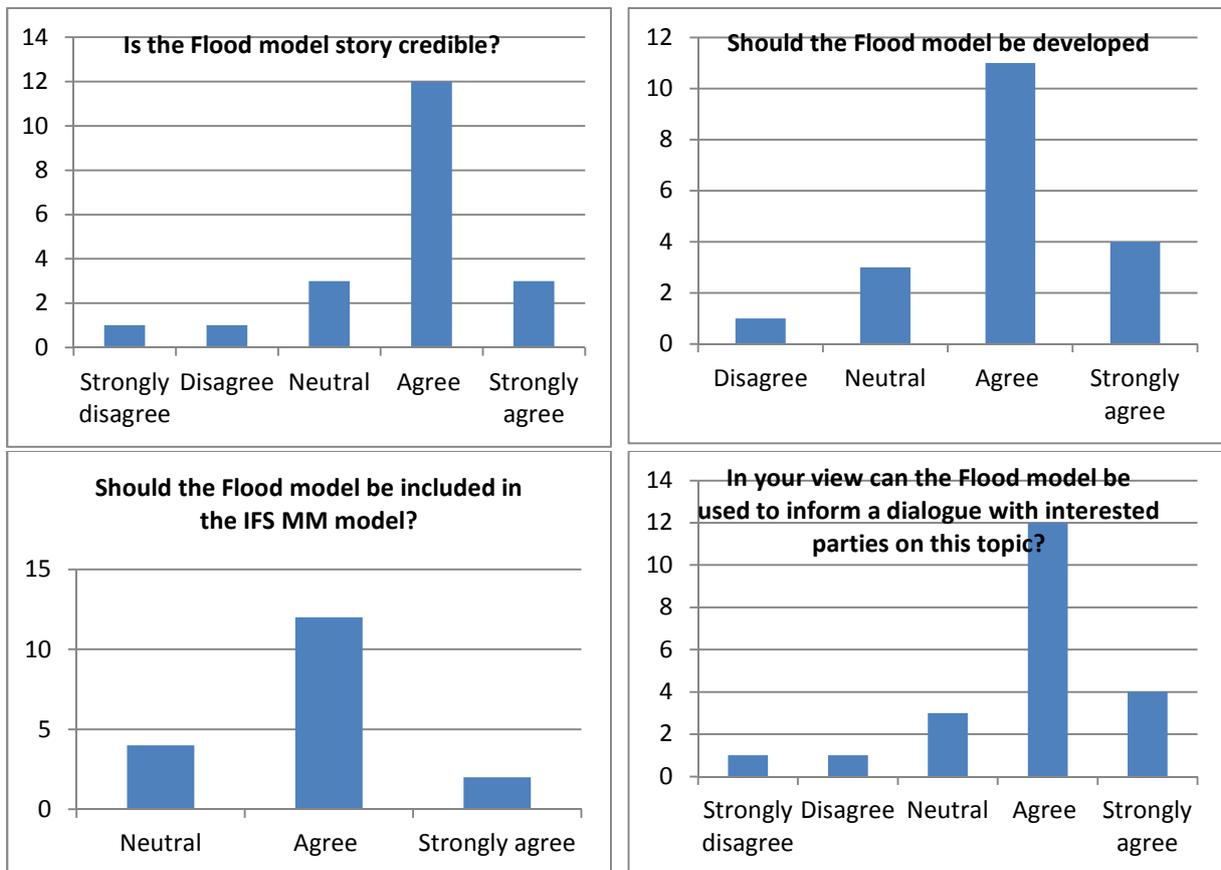
¹ <http://www.stuff.co.nz/manawatu-standard/news/4541564/Horizons-flood-protection-work-going-well>

¹ Warr, E. (1964) The Rise of Pastoral Industries. In B Saunders and A Anderson (EDs) *Introducing the Manawatu*. Geography Dept Massey University

¹ Parliamentary Commissioner for the Environment (2012) *Water quality in New Zealand: Understanding the Science*

assets/land is not necessarily increasing in line with engineering costs. Are the costs of maintaining flood banks to protect unproductive land worth it? 10) Do you continue to drain or do you keep natural sponges? 11) Do engineers at Horizons Regional Council agree that wetlands provide flood protection services? Soft engineering has been part of Horizons Regional Council language for some time. 12) In other places around the world, Europe for example, it is accepted wetlands act as sponges. 13) Better urban design could reduce flooding. 14) People who have been paying rates for flood protection in the expectation of getting it further down the track could feel hard done by if things now change. 15) People have the right to be involved in flood protection planning. 16) The model is about starting a different conversation that includes ‘time lags’.

Survey Results - answers to 4 questions, filled out by 20 respondents after presentation/discussion of ‘flood protection model’



Multi-Scale Modelling of Ecosystem Services (MIMES)

MIMES can add a spatial visualisation to the impacts of solutions/problems over time taking into account interdependencies. MIMES can go to any level of detail, but there are tradeoffs between its ability to integrate and its ability to be precise. An observation was that the relative profitability of land use drives land use change and this cannot be predicted in a model as prices are unpredictable. The purpose of MIMES is to assist in understanding interconnections, e.g. sub-catchment and catchment level, between short and long term, between issues of sedimentation and nutrient runoff, between economic and societal values. It is correct that MIMES is unsuitable to ‘predict accurately’; very few tools have this ability.

Afternoon Small groups break out to address 2 questions:

1. What 'tools' (for information gathering, knowledge creation, visualisation and learning through modelling) would help to adaptively manage river water quality and quantity for the long term?
 - Storytelling and visualisation with visual display and videoing. This allows remembering.
 - Bringing children into the discussion – they are impacted
 - User friendly language. Know how to communicate and who your audience is
 - Use clear definitions at outset. Don't use acronyms as this is dangerous when the same letters have different meaning for different people
 - Foster succession planning for collaborative groups in Non-government organisations, iwi, government and industry
 - Interactive models with baselines for different values e.g. fishing, swimming, mahinga kai
 - Mediated modelling is useful for feedback loops and identifying limitations on growth for industry and farming
 - Mediated modelling is useful for getting dialogue going. The 'flood model' is useful in this regard.
 - Modelling can be used to articulate and understand the issues involved in different investment pathways, without attempting to be predictive.
 - Spatial modelling is good for monitoring/evaluation/action (a cyclical process)
 - Remain open to innovations and efficiencies (in modelling, wastewater, multiple small sewage treatment plants versus one big one etc.)
 - Education tool kits
 - Know what tools are there – avoid duplication
 - Fieldtrips are a great reality check. Practical demonstrations – water clarity at top and bottom of catchment
 - SHMAK (stream health monitoring assessment kit). Can involve kids, be an early collaborative process, community modelling
 - Permeable concrete
 - Improved urban design
 - Environmental levies
 - Adopt specific tools for knowledge creation
 - Continuous sediment flow monitoring to help understand cycles, access volume changes, understand impacts. (Spot monitoring is the current method used).
 - Estuarine habitat/ecological monitoring
 - Core sampling to understand settled sediment
 - Water quality and consent monitoring

2. How do they help?
 - Wananga – builds trust and condenses time
 - Sharing stories enables common themes to drop out (pecha kucha, informal groups)
 - The story-telling/information and envisioning process engages people

- An eco-levy or ecological tax provides funding to allocate to a specific environmental project. Examples: (i) GST on primary produce as the Waikato region has done for Nitrogen into Lake Taupo (ii) Eco-levy on soap powders with phosphate (this requires legislation to do).

How to help Collaboration?

- Survey participants before the start of the process.
- Provide guidelines – be open, agree to disagree, establish base information at the start, guiding principles circulated prior to start, ensure everyone has an equal say
- Strong and sensitive facilitator
- Human activity - working together as a group, small group work, joint solution finding
- Action listening and hearing the stories of others- this makes people more inclined to work together. Searching out the quiet voices.
- Basics plus models
- Model as a conversation starter
- Defining 'accountability' is an on-going goal

Questions that remain: How do we

1. Involve 'time poor' people?
2. Collect good data that is useful?
3. Get buy-in to this data? Need trust/relationships?
4. Take information to people?
5. Remind people of basics e.g. roof water collection, home based sewage treatment?
6. Get acceptance of water metering and pricing as a tool for managing?
7. Create enthusiasm and keep people interested over time?
8. Make the problem real and relevant for people –floods, contact with water bodies, droughts e.g. 20 days of water in Wellington?