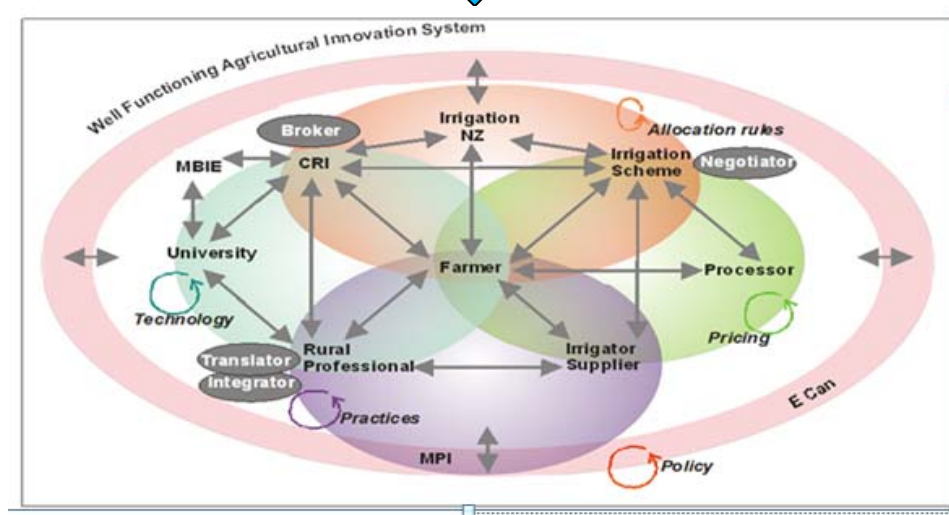
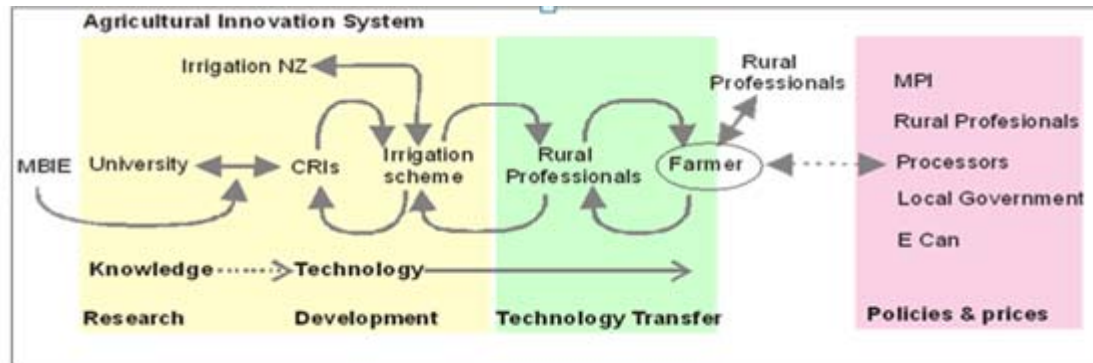


Applying a theory of change in a developmental evaluation project to influence system-level change in New Zealand's Agricultural Innovation System

Tracy Williams, Jeff Foote, James Turner, Akiko Horita, Graeme Nicholas, Tim Barnard & Toni White



Agricultural Innovation Systems thinking



PRIMARY INNOVATION
MAXIMISING ECONOMIC BENEFIT

Building a Community of Practice – agents of change

The opportunity

- A network of influencers in the primary sector
- Identifying shared challenges and opportunities
- Learning about approaches to innovation in their sectors
- Identifying shared barriers to co-innovation
- Thinking systemically

Taking action ...

The challenge

- Sustaining momentum and a shared sense of purpose

Taking action ...



Devising an agenda for change – harnessing power and mobilising action

The Value-Add documents

- Capture recurrent themes in CoP interviews that became discussable objects for reflection and forward action

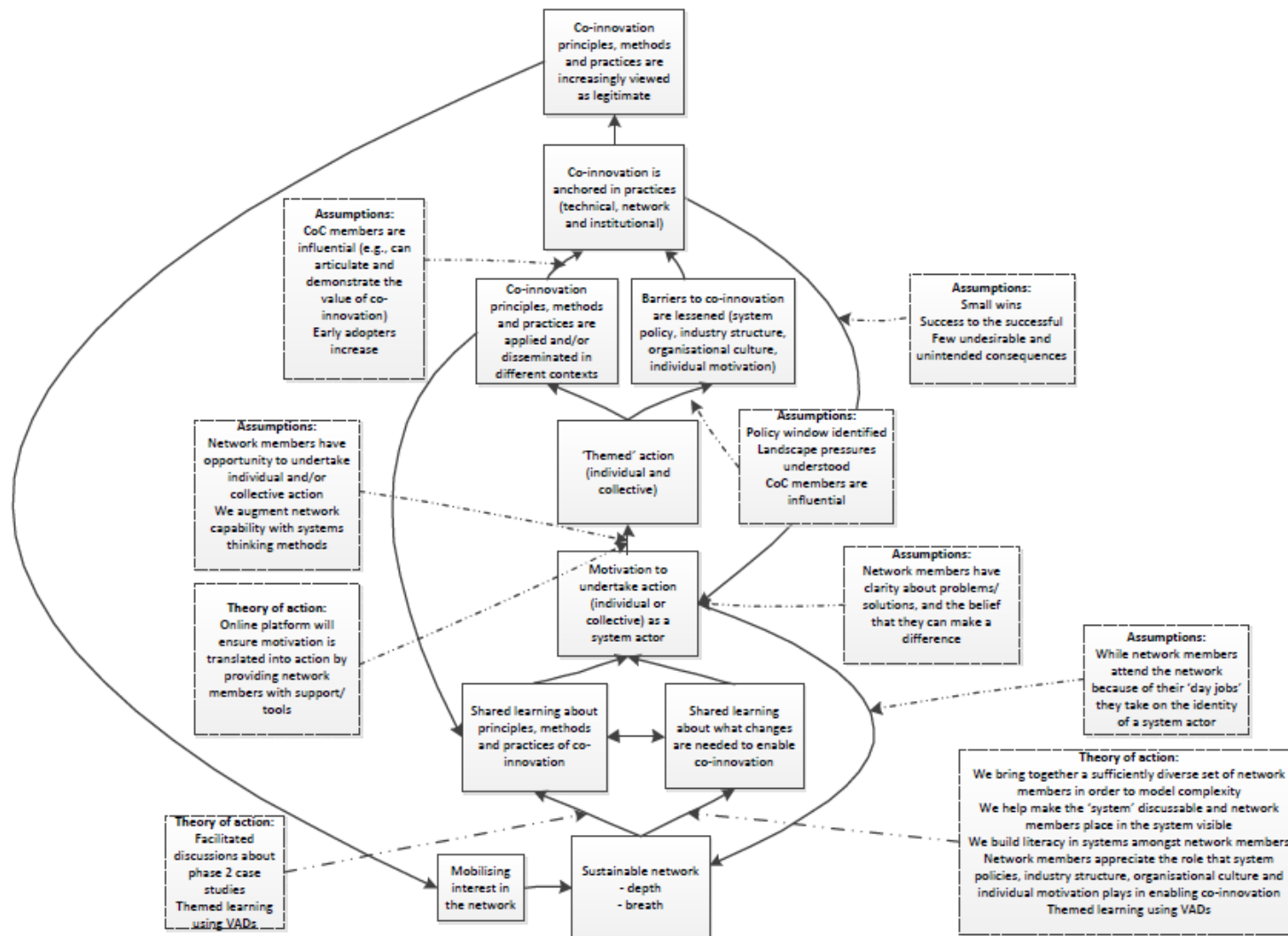
VAD 1. Improving knowledge development and exchange

VAD 2. Improving entrepreneurial activity in policy, science & industry

VAD 3. Co-ordinating innovation activities through national strategy development

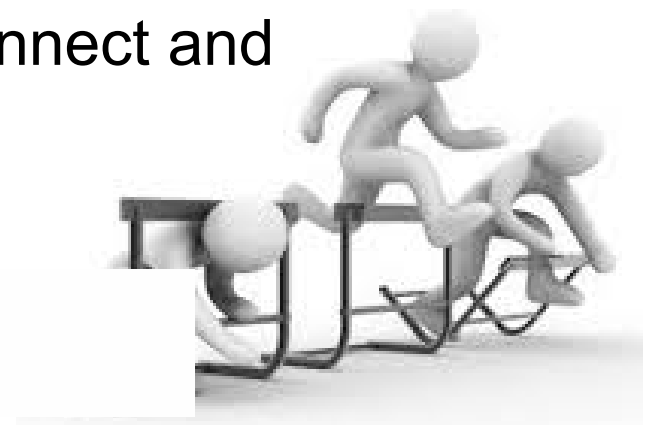


Time for some evaluation: so what WERE we thinking?!



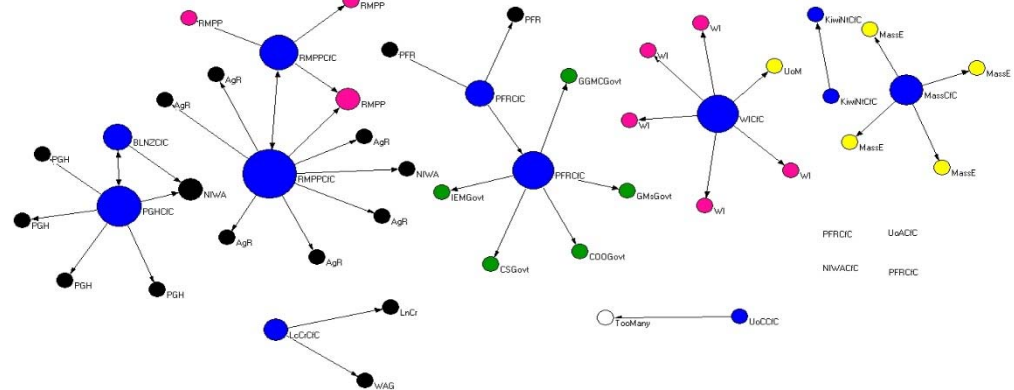
ToC – where did it aid navigation and guide developmental evaluation?

1. Created probes for SNA – where had productive **connections** occurred?
2. The final CoP workshop – reflect and learn to build **commitment** to act
3. Final evaluation interviews – evidence of **significant change**
4. Learning Hub activity – hoping to connect and **influence**



What happened – testing for a sustainable network using SNA

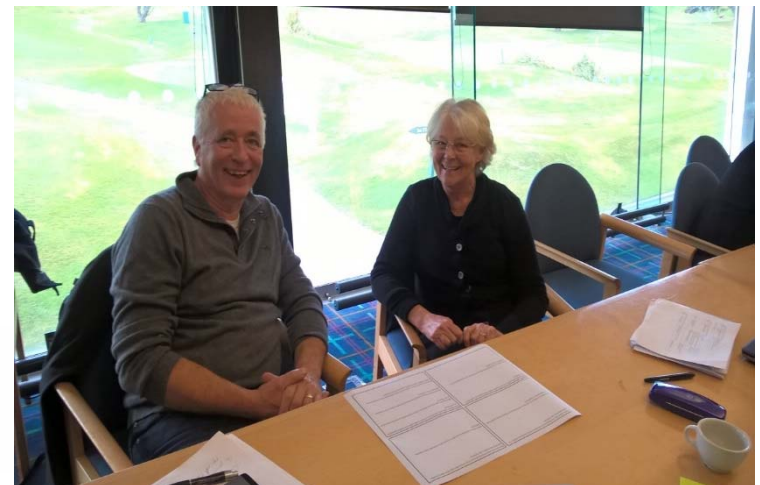
1. Some CoP members are 'sole' sharers of information about co-innovation and need support to connect to other organisations that are co-innovation advocates and practitioners
2. Co-innovation is being embedded among primary industry stakeholders
3. Need resources to embed the legacy of Primary Innovation in industry by supporting researchers to continue to communicate concepts
4. More research to understand processes that enable co-innovation in practice



What happened – interviews to probe for collective action

Evidence of:

1. Individual actions being taken across and within organisations to accelerate innovation
2. Individual actions being taken to develop co-innovation and influence change
3. Ongoing challenges facing co-innovation – it's still hard championing the concept, aligning drivers and changing behaviour
4. Going to the next level – consolidating the concept, spreading the co-innovation message, developing prototypes, having influence



What happened – interviews

The most significant action I've taken I think is to be a part of the development of the extension framework and to get that incorporated into some standard documents within my organisation, which then gives leverage to the other things that I was talking about.

The next strategy that we're developing now in our project we've actually adopted the word 'innovation' to describe that broad area, which we probably wouldn't have otherwise. We were always going to do that sort of approach to work but to actually capture it by using that language I think was really good. You can probably quite easily attribute it to this Community of Practice, which I think sets us up well too in the future because now when we look more carefully at that whole area, the key word is going to be 'co-innovation', which is going to lead the organisation in the right direction.

What happened – anchoring co-innovation practices at the final CoP workshop

Timeline analysis ...



Impact pathway
development ...

Designing prototype action plans

<p>What tools, relationships, and organisational arrangements will be necessary to support a co-innovation approach in your situation?</p> <p><i>business and science streams</i></p> <p>PROPER STRUCTURING OF MAORI WITHIN AGREEMENT</p> <p>PROPER SUPPORT FOR MAORI</p> <ul style="list-style-type: none"> ↳ financial ↳ capability ↳ long-term (sustained) <p>CONTINUITY OF WORK, PERSONNEL etc.</p> <p>What actions or initiatives can you take to ensure you have the necessary tools, relationships, and organisational arrangements?</p> <p>PROPER PLANNING</p> <p>KNOWLEDGE OF SYSTEMS, BUDGET, RESTRICTIONS, BARRIERS</p> <p>NETWORKING & STRATEGY</p> <p>SUPPORT FROM COMPANY</p> <p>PROMOTION OF IDEAS INTERNAL & EXTERNAL</p> <p>NOHO MARAE, TREATY OF WAITANGI INFORMATION/WORKSHOP</p> <p>IMITATE OTHER SUCCESSFUL CRI APPROACHES TO WORKING WITH MAORI</p>	<p>What processes and procedures will ensure that co-innovation approaches work smoothly, efficiently and reliably in your situation?</p> <p>EQUAL KNOWLEDGE & TREATMENT OF PEOPLE</p> <p>OPEN COMMUNICATION - ALLOWING ALL TO SPEAK (COMMUNICATE)</p> <p>SHARING KNOWLEDGE FROM ALL PARTICIPANTS</p> <p>STRUCTURING COMPANY MAORI PROPERLY IN FUTURE</p> <p>SUPPORTING COMPANY MAORI PROPERLY IN FUTURE</p> <p>What actions or initiatives can you take to ensure that co-innovation works smoothly, efficiently?</p> <p>WRITE A VERY GOOD FINAL PAPER -</p> <p>WORK WITH THOSE THAT REMAIN - ALL THE BEST</p> <p>I HAVE 3 MONTHS LEFT - ANY SUGGESTIONS WOULD BE APPRECIATED</p> <p>INFORM THE PEOPLE WHO WILL CARRY ON</p> <p>COLLATE LEARNINGS FROM AGREEMENT - THERE HAS BEEN MUCH WORK DONE.</p> <p>BUILD UPON LEARNINGS</p>
<p>What would make the greater use of co-innovation approaches important or meaningful in your situation?</p> <p>IF MORE PEOPLE ADOPTED THIS WAY OF WORKING</p> <p>PEOPLE ACKNOWLEDGING THE VALUE OF CO-INNOVATION</p> <p>REWARDING CO-INNOVATIVE BEHAVIOUR</p> <p>PUBLICISING THIS WAY OF WORKING - SUCCESS</p> <p>INVOLVING & ENGAGING WITH LOTS OF PEOPLE</p> <p>MAORI WANT TO WORK THIS WAY</p> <p>MORE BENEFIT TO A BROADER RANGE OF PEOPLE</p> <p>How could you communicate and reinforce the importance and meaningfulness of co-innovation in your situation?</p> <p>(KPIs)</p> <p>PAPERS & PRESENTATIONS</p> <p>DIALOGUE</p> <p>COMMUNICATING IN APPROPRIATE FORUMS</p> <p>HIGHLIGHT & PROMOTE SUCCESS STORIES</p> <p>DEMONSTRATIONS</p>	<p>What expertise, experience, and influence or power would enable co-innovation approaches in your situation?</p> <p>IT IS THE ONLY WAY THIS WILL HAPPEN - COMBINE THEM ALL</p> <p>CONTINUITY, BUILD ON WHAT HAS BEEN DONE</p> <p>USE EXPERTS</p> <p>What expertise, experience, and influence or power would inhibit co-innovation approaches in your situation?</p> <p>TO KEEP WORKING THE WAY WE ARE</p> <p>POOR STRUCTURES OF MAORI</p> <p>INTERRUPTIONS, LIAISON, NON EXPERTS</p> <p>Who (or what perspectives) would be empowered by greater adoption of co-innovation approaches in your situation?</p> <p>ALL MAORI</p> <p>INDIVIDUAL MAORI</p> <p>MAORI COLLECTIVES</p> <p>Who (or what perspectives) would be at risk of being disempowered or marginalised by greater adoption of co-innovation approaches in your situation?</p> <p>THOSE WHO HAVE GROWN FAT OFF THE STATUS QUO</p>



PRIMARY INNOVATION

MAXIMISING ECONOMIC BENEFIT

The value of a ToC in developmental evaluation

A thinking tool – to identify what we thought was going to happen, what we saw, what it means and what we learned

ToCs can help clarify plans, progress and intentions

Not a recipe or a formula – a living document

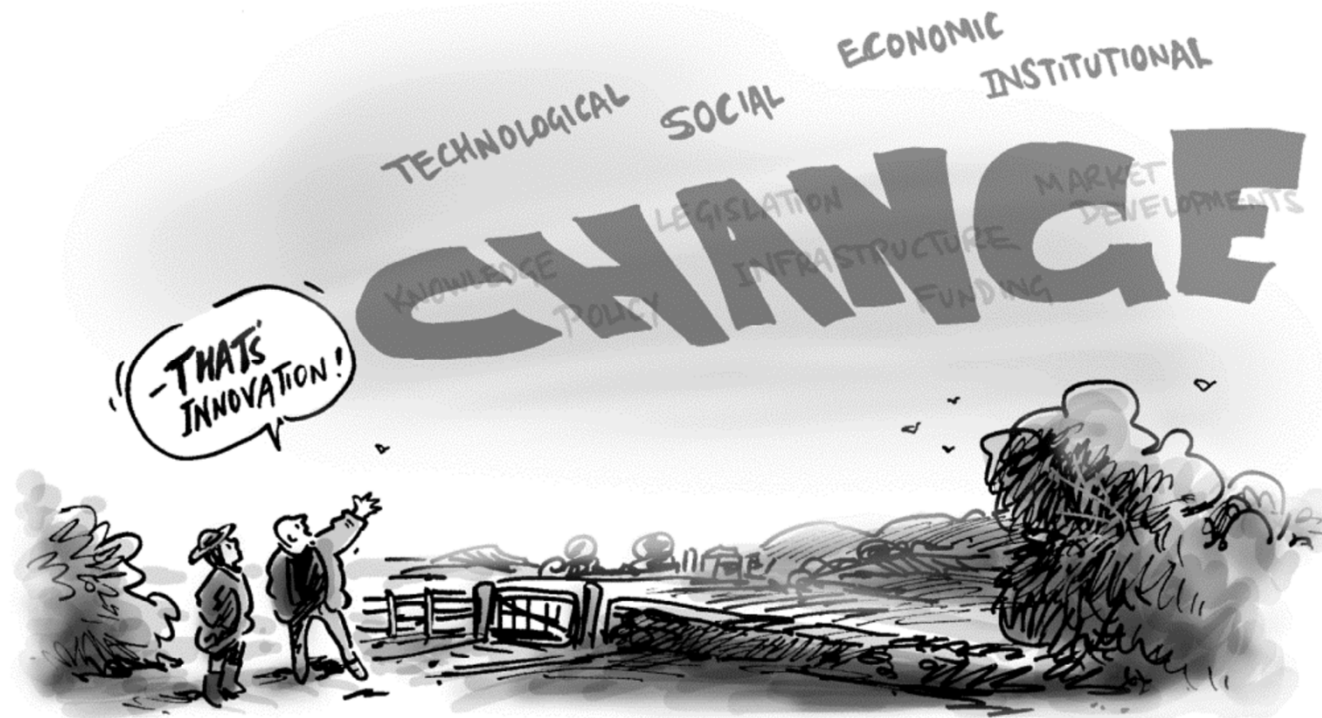
Would/Could/Should we do it earlier?

Never too late to construct one – it had immense value in Primary Innovation



Thank you ...

Questions?



PRIMARY INNOVATION

MAXIMISING ECONOMIC BENEFIT