NEW ZEALAND'S BIOLOGICAL HERITAGE

Ngā Koiora Tuku Iho

National Science Challenges

Contracting in the BioHeritage NSC

iPEN Webinar, February 2024

Aaron McGlinchy

NEW ZEALAND'S BIOLOGICAL HERITAGE | Ngā Koiora Tuku Iho | National SCIENCE Challenges

Background

- The New Zealand's Biological Heritage National Science Challenge | Ngā Koiora Tuku iho (BioHeritage), is one of eleven National Science Challenges (NSCs) established in 2014.
- Mission-led research, devolved funding in two 'tranches' (T1: 2014-2019 and T2: 2019-2024), to a total of $63.7m.
- Hosted by Manaaki Whenua Landcare Research, comprises 18 Challenge parties (all CRIs and Universities, Cawthron, DOC, MPI), plus many independent researchers

Our Mission

Reverse the decline of New Zealand's biological heritage, through a national partnership to deliver a step change in research innovation, globally leading technologies and community and sector action

Our Objective

Protect and manage our biodiversity

Improve our biosecurity

Enhance our resilience to global threats and pressures

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National SCIENCE Challenges

Impact 1: Whakamana • Empower

1. BioHeritage Scorecard(s) for Aotearoa
2. Empowering Kaitiakitanga & Environmental Stewardship

Impact 2: Tiaki • Protect

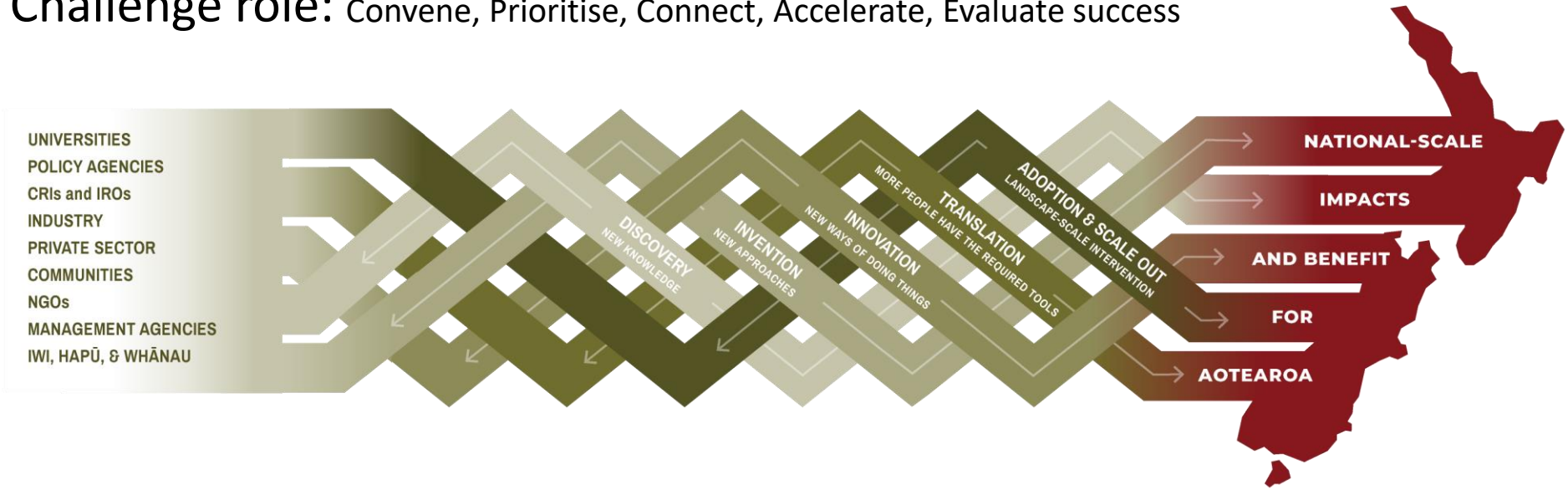
3. Predicting Current & Future Threats
4. State-Of-The-Art Surveillance
5. Novel Tools & Strategies

Impact 3: Whakahou • Restore

6. Pathways to Ecosystem Regeneration
7. Adaptive Governance & Policy

The need: create **greater impact** from science

Challenge role: Convene, Prioritise, Connect, Accelerate, Evaluate success



Our Approach: Collective Impact

The commitment to a common agenda of a group of important actors from different sectors for solving specific strategic problems that will deliver enduring national benefit.

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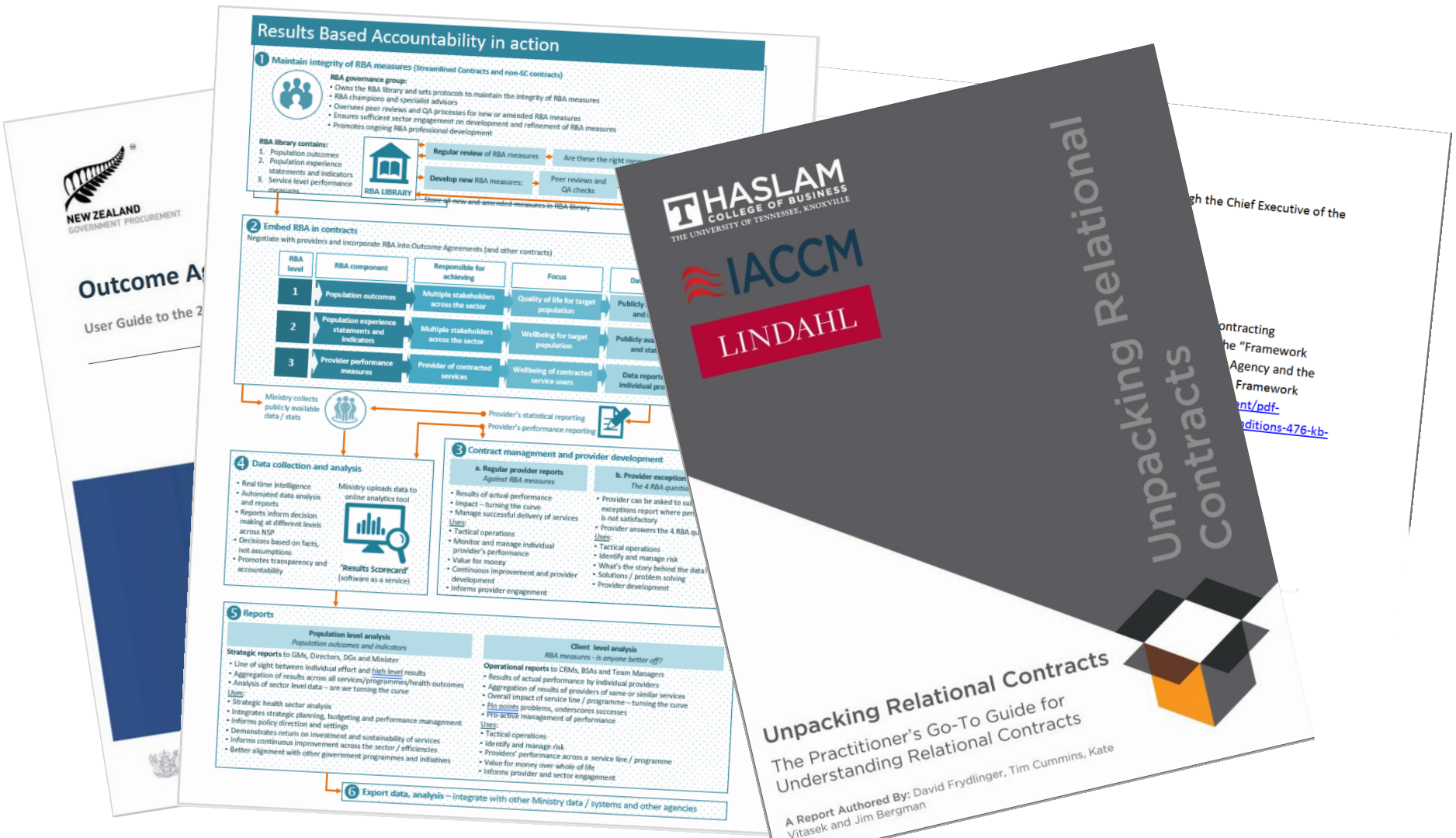
Contracting approach

- In Tranche 1 we ran a fairly 'traditional' MBIE style of contract
- Lots of detail, tables of milestones from year one stretching to year 4 or 5.

- In Tranche 2 we wanted to do things differently
  - doing science differently
  - contracting science differently => more flexibility, ability to pivot, better suited to the highly collaborative nature of the Challenge, more in keeping with the BioHeritage values

"It's a pretty standard contract – just sign here, below, '. . .and hung by the neck until dead.'."


NEW ZEALAND
GOVERNMENT PROCUREMENT
Outcome A
User Guide to the 2
Results Based Accountability in action
1 Maintain integrity of RBA measures (Streamlined Contracts and non-SC contracts)
RBA governance group:
• Owns the RBA library and sets protocols to maintain the integrity of RBA measures
• RBA champions and specialist advisors
• Oversees peer reviews and QA processes for new or amended RBA measures
• Ensures sufficient sector engagement on development and refinement of RBA measures
• Promotes ongoing RBA professional development
RBA library contains:
1. Population outcomes
2. Population experience statements and indicators
3. Service level performance measures
RBA LIBRARY
Regular review of RBA measures
Develop new RBA measures:
Peer reviews and QA checks
Store all new and amended measures in RBA library
2 Embed RBA in contracts
Negotiate with providers and incorporate RBA into Outcome Agreements (and other contracts)
RBA level
RBA component
Responsible for achieving
Focus
1
Population outcomes
Multiple stakeholders across the sector
Quality of life for target population
2
Population experience statements and indicators
Multiple stakeholders across the sector
Wellbeing for target population
3
Provider performance measures
Provider of contracted services
Wellbeing of contracted service users
Ministry collects publicly available data / stats
Provider's statistical reporting
Provider's performance reporting
3 Contract management and provider development
a. Regular provider reports
Against RBA measures
• Results of actual performance
• Impact – turning the curve
• Manage successful delivery of services
Uses:
• Tactical operations
• Monitor and manage individual provider's performance
• Value for money
• Continuous improvement and provider development
• Informs provider engagement
b. Provider exception
The 4 RBA questio
• Provider can be asked to su
exceptions report where per
is not satisfactory
• Provider answers the 4 RBA qu
Uses:
• Tactical operations
• Identify and manage risk
• What's the story behind the data?
• Solutions / problem solving
• Provider development
4 Data collection and analysis
• Real time intelligence
• Automated data analysis and reports
• Reports inform decision making at different levels across NSP
• Decisions based on facts, not assumptions
• Promotes transparency and accountability
Ministry uploads data to online analytics tool
'Results Scorecard'
(software as a service)
5 Reports
Population level analysis
Population outcomes and indicators
Strategic reports to GMs, Directors, DGs and Minister
• Line of sight between individual effort and high level results
• Aggregation of results across all services/programmes/health outcomes
• Analysis of sector level data – are we turning the curve
Uses:
• Strategic health sector analysis
• Integrates strategic planning, budgeting and performance management
• Informs policy direction and settings
• Demonstrates return on investment and sustainability of services
• Informs continuous improvement across the sector / efficiencies
• Better alignment with other government programmes and initiatives
Client level analysis
RBA measures - Is anyone better off?
Operational reports to CRMs, BSAs and Team Managers
• Results of actual performance by individual providers
• Aggregation of results of providers of same or similar services
• Overall impact of service line / programme – turning the curve
• Pin points problems, underscores successes
• Proactive management of performance
Uses:
• Tactical operations
• Identify and manage risk
• Providers' performance across a service line / programme
• Value for money over whole of life
• Informs provider and sector engagement
6 Export data, analysis – integrate with other Ministry data / systems and other agencies
HASLAM
COLLEGE OF BUSINESS
THE UNIVERSITY OF TENNESSEE, KNOXVILLE
IACCM
LINDAHL
Unpacking Relational Contracts
Unpacking Relational Contracts
The Practitioner's Go-To Guide for Understanding Relational Contracts
A Report Authored By: David Frydlinger, Tim Cummins, Kate Vitasek and Jim Bergman
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Framework
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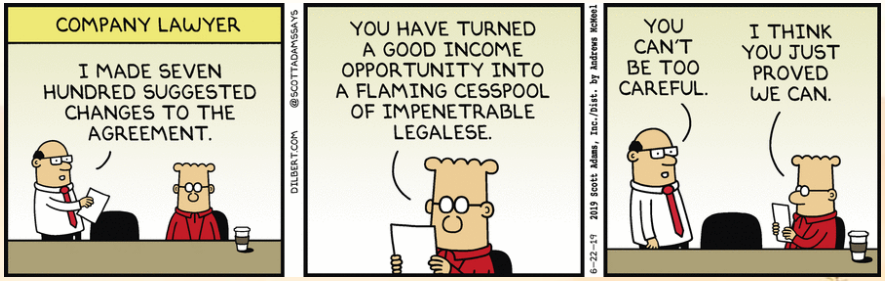
Relational contracting

- Today there is a growing use of **relational contracting** – a formal contract based around a highly collaborative relationship where the parties consciously choose to make social norms contractually binding.
- Not a new thing – the term dates back to the 60's, when much of the business world ran on 'handshake deals' : a 'man's* word' in a brief letter, a handshake, or common 'honesty and decency' (as it had done for centuries).

- Around the same time lawyers began a trend to create more formalised "complete" contracts. We moved to **transactional contracts**, including **more and more detailed plans** trying to deal with an endless list of "what-if?" questions.



* Or woman's (forgive me, this was the 60's)

Frydlinger *et al.* Unpacking Relational Contracts

However...

- Psychological research shows that we are not really that good at planning, **but** at the same time we *believe* we are good planners.
- If we try to build detailed plans into our contracts, but our plans are often flawed, we might not get the best result.
  (Frydlinger *et al.* refer to a 'contracting fallacy')

- Add to this that in research we are working with *unknowns*, the notion of contracts detailing plans 4-6 years into the future becomes even more questionable.
- Supported by research showing how and when relational contracts out-perform conventional transactional contracts in terms of cost advantages, time, quality and innovation.

- Workshop with Challenge Parties: High degree of trust, everyone was happy with the legal stuff
  => Keep the basics (high level research aims, funding, timeframe...) and split out the research detail from the legal elements.

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Leading into Tranche 2…

- At the end of Tranche 1 we ran an extensive 'Scoping' process – took a year (longer than anticipated), and ended up a research output in it's own right (report & paper*)
- EOIs invited from a wide variety of people, not just scientists
- People took part as individuals, not representing organisations, and brought input from their wider networks. Paid people for their time.
- Each scoping group produced a report identifying research priorities for Tranche 2

- Process also helped us meet a lot of people, and informed choices of co-leads

*paper: https://doi.org/10.1080/1177083X.2023.2227675

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Mark Reed
@profmarkreed

What happens when a research funder gets serious about impact? They might not actually fund a lot of research. New evaluation of a @MBIEsci programme in New Zealand shows the rest of the world how to fund genuinely co-productive, impactful research
tandfonline.com/doi/pdf/10.108...

7:29 PM · Jul 3, 2023 · **3,460** Views

*paper: https://doi.org/10.1080/1177083X.2023.2227675

THE PROCESS RAN FROM

DECEMBER 2018 TO DECEMBER 2019

EXPRESSIONS OF INTEREST:

237 APPLICATIONS FROM PEOPLE ACROSS 64 ORGANISATIONS

APPOINTED:

87 PEOPLE FROM 34 DIFFERENT ORGANISATIONS INTO 11 SCOPING/DESIGN TEAMS

OF THESE:

55% MALE
45% FEMALE

24% SELF-IDENTIFIED AS HAVING MĀORI WHAKAPAPA

16% SELF-IDENTIFIED AS BEING EARLY CAREER

63% WERE FROM A RESEARCH ORGANISATION

16% FROM A GOVERNMENT ORGANISATION

8% INDUSTRY

3% NGO

9% INDEPENDENT

OF THESE:

16% IWI/HAPŪ REPRESENTATIVES

12% NGO

12% COMMUNITY REPRESENTATIVES

21% INDUSTRY

21% WERE FROM A RESEARCH ORGANISATION

18% FROM A GOVERNMENT ORGANISATION

PRODUCED 10 REPORTS

AND PRESENTED 9 INVESTMENT PITCHES TO OUR TANIWHA PANEL (DRAGONS DEN)

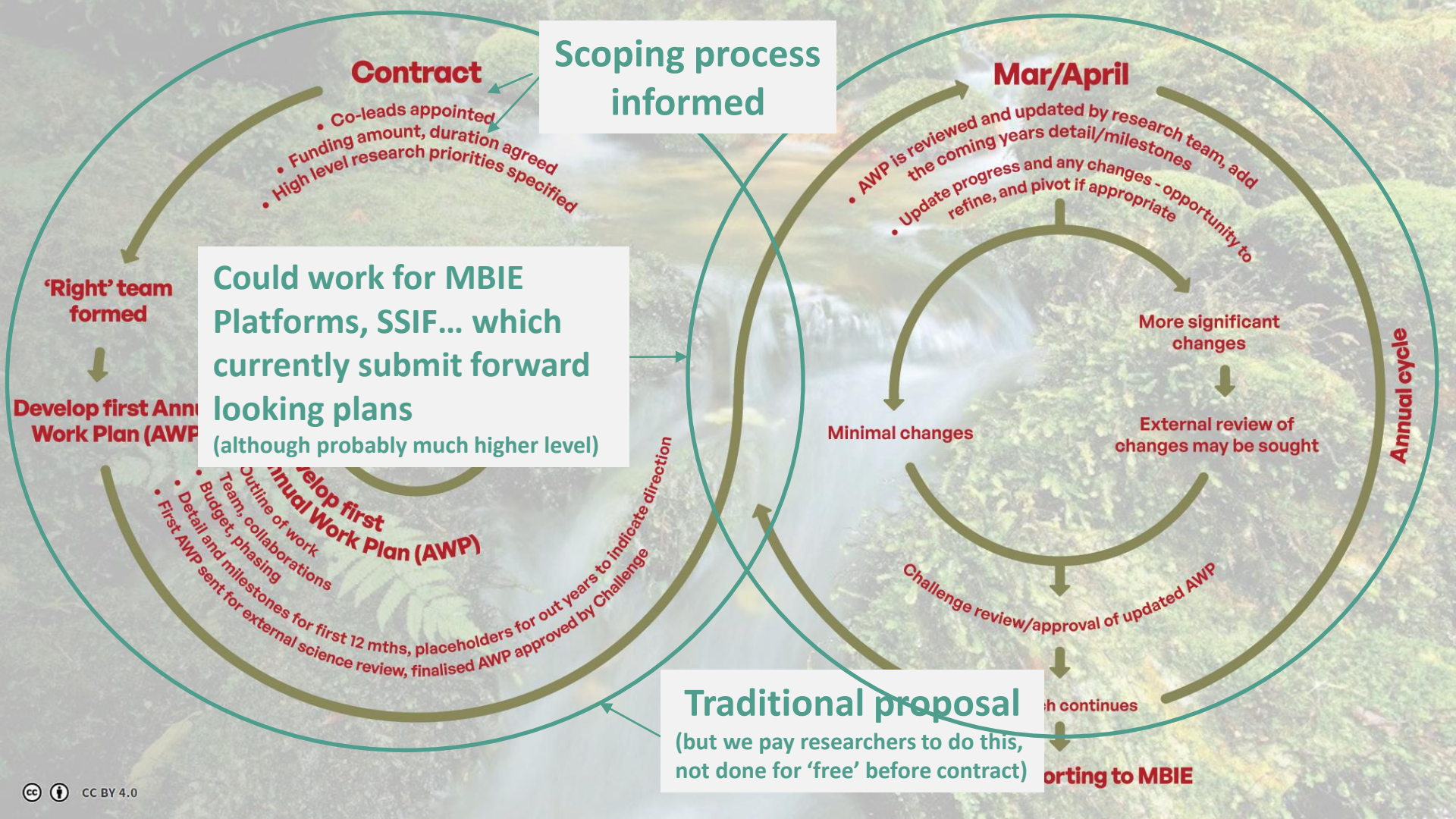
WE SPENT:

280 HOURS IN 25 HUI

THE TEAMS:

'EMPATHY MAPPED' 56 DIFFERENT PEOPLE FROM MANY ORGANISATIONS

INTERVIEWED 250 PEOPLE FROM 130 ORGANISATIONS


Scoping process informed
Contract
• Co-leads appointed
• Funding amount, duration agreed
• High level research priorities specified
'Right' team formed
Develop first Annu
Work Plan (AWP
Could work for MBIE Platforms, SSIF… which currently submit forward looking plans
(although probably much higher level)
velop first
nual Work Plan (AWP)
• Outline of work
• Team, collaborations
• Budget, phasing
• Detail and milestones for first 12 mths, placeholders for out years to indicate direction
• First AWP sent for external science review, finalised AWP approved by Challenge
Mar/April
• AWP is reviewed and updated by research team, add the coming years detail/milestones
• Update progress and any changes - opportunity to refine, and pivot if appropriate
More significant changes
Minimal changes
External review of changes may be sought
Challenge review/approval of updated AWP
h continues
orting to MBIE
Annual cycle
Traditional proposal
(but we pay researchers to do this, not done for 'free' before contract)

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Wording from contract

Since details of the Work Plan will not be determined before this contract is signed, the parties agree ***that their relationship will be governed by good faith, mutual trust*** *and confidence and that the Services will be provided in accordance with the BioHeritage Operating Principles and Values...*

Our Values

Mahi whaipainga

Ngākaunui / Uekaha / Ngakau Whakapuke

Whanaungatanga

Manaakitanga

Mana Motuhake / Tino Rangatiratanga

Whakapapa

Kaitiakitanga

Mātauranga

Tohungatanga / Ngā tiketiketanga o te pai

Mahi rangapū

How We Apply Our Values

We care about making a difference for Aotearoa

We are passionate and enthusiastic about our work

We work as a family
We have fun together

We build trust and create a place that others want to be a part of
We build mana in others around us to enhance the mana of the whole

We recognise and empower sovereignty and autonomy

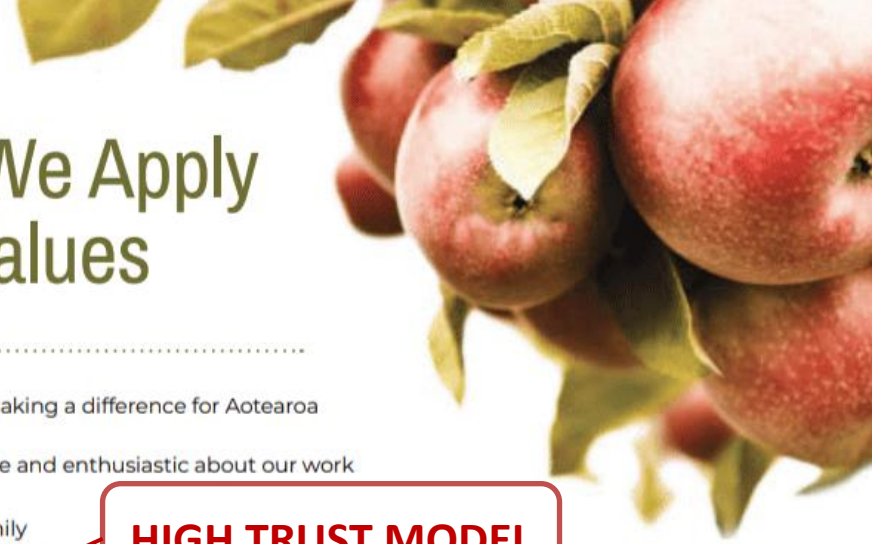
We recognise interconnections
We have an intergenerational vision

We enable stewardship of our biological and cultural heritage

We recognise the value of blending traditional and modern knowledge

We apply excellence to everything we do

We work respectfully in partnership



HIGH TRUST MODEL

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National SCIENCE Challenges

"The flexibility and trust offered by the Challenge enabled us to work responsively to the timelines of our communities, work to needs on the ground, and build capacities when and where they are needed, which we think delivered much more appropriate and effective research outcomes"

Ocean Mercier

(Co-lead SO5 Novel tools for invertebrate control,
4S Conference, Honolulu November 2023)

"The BioHeritage contract model enabled the Eco-index to take an agile approach to its research and product development design. Applied research rarely follows a linear pathway, with avenues of discovery shifting according to trial-and-error learning, new discoveries, and shifting technical, economic, and political contexts.

The Eco-index relished the opportunity of being able to shift direction as needed based on open and flexible contracting arrangements and excellent feedback processes between the research team and challenge leadership. This approach enabled us to exceed our original contracted deliverables by some margin as we were not 'locked' into 'dead ends' that would have otherwise wasted time and resources."

John Reid
(Co-lead SO1 Eco-Index)

Eco-index™
Guiding Biodiversity Investment

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BioHeritage approach, aims to…

- Trust and empower researchers - ability to adapt as new knowledge and opportunities arise
- Discourage a locked in mindset – *that's what the contract says, so that is what we will do…*
- Encourage (and enable) regular review/refinement of approach and direction
- Shift from 'fortune teller mode' – *make detailed plan with critical steps/milestones many years into the future – follow plan ;* to…

- … a focus on desired outcomes, and actively planning and adapting to give the best chance of delivering the best outcomes and impacts

National
SCIENCE
Challenges

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Hosted by

Manaaki Whenua
Landcare Research