Producing Agreements and Innovation in Collaborative Governance
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Acknowledgments:


Today’s Wicked Problems

**Backdrop:**
- Climate change
- Increased economic competition and policy complexity
- Technological change
- Political polarization

**Requisites:**
- Agreements among polarized parties – on problems *and* solutions
- Policy and management innovations – that address problems on the ground *and* disagreements among parties
Research Question

How do inter-organizational collaborations generate innovations and agreements when faced with:

- policy stalemates
- political contention
- cross-pressures between factors that support:
  - innovations – while hindering agreements – and…
  - …agreements – while hindering innovations?
### Drivers & Hypotheses

**Table: Relationship between Innovations and Agreements**

<table>
<thead>
<tr>
<th>Resources</th>
<th>Synergistic</th>
<th>Independent</th>
<th>Borrowed</th>
<th>In Principle</th>
<th>Implementation Agreements</th>
<th>Implementation Fidelity</th>
</tr>
</thead>
<tbody>
<tr>
<td>Trust ($H_{1,1}$)</td>
<td>+</td>
<td>+</td>
<td>-</td>
<td>+</td>
<td>+</td>
<td></td>
</tr>
<tr>
<td>Process Legitimacy ($H_{1,2}$)</td>
<td>+</td>
<td>+</td>
<td>-</td>
<td>+</td>
<td>+</td>
<td></td>
</tr>
<tr>
<td>Time ($H_{4,1}$)</td>
<td>+</td>
<td>+</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Legal Authority ($H_{4}$)</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Funding ($H_{4}$)</td>
<td>+</td>
<td>+</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Expertise ($H_{9,1,1}$)</td>
<td>+</td>
<td>+</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
</tr>
<tr>
<td>Facilitation ($H_{9,3}$)</td>
<td>+</td>
<td>+</td>
<td>-</td>
<td>-</td>
<td>-</td>
<td></td>
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<tr>
<td>Diverse Interests ($H_{13,1}$)</td>
<td>+</td>
<td>-</td>
<td>-</td>
<td>-</td>
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</tr>
</tbody>
</table>

**Beliefs**

- Diverse Deep Core ($H_{0,1}$)
- Diverse Policy Core & Secondary ($H_{13,13}$)
- Comprehensive Discovery ($H_{0,2}$)
- Deliberation ($H_{0,2,3}$)

*Conditional on the production of agreements in principle and implementation agreements.

*Conditional on the production of borrowed innovations.

*Conditional on a comparison to the number of synergistic innovations produced.
### Cross Pressures in Collaborative Governance

<table>
<thead>
<tr>
<th>INNOVATIONS Benefit From:</th>
<th>Beliefs</th>
<th>Principled Engagement</th>
</tr>
</thead>
</table>
|                          | Expansive Boundary Rules  
(to include diverse policy-core and secondary policy beliefs) | Expansive Rules  
(for information in discovery, scope of deliberation, or decision making) |
|                          | Restrictive Boundary Rules  
(to limit diversity of deep core and policy-core beliefs) | Restrictive Rules  
(for information in discovery, scope of deliberation, or decision making) |
Map of Walla Walla Basin
Walla Walla Water Management

Water uses, governance, and initial context
Walla Walla Water Management

Finding a new approach
Walla Walla Water Management
The Partnership and the Water Center
Case Study: Innovations and Agreements in Walla Walla Water Management

• Water Bank (borrowed innovation, agreement fidelity)
• Water Rights Acquisition (borrowed innovation, agreement in principle)
• Local Water Plans (independent innovation, implementation agreement?)
• Agreements Not to Divert (synergistic innovation, implementation agreement)
Academic/Practitioner Research