



Raumanga Rōnaki Mahingakai

A sustainability assessment and learning tool for Māori in the collectively-owned asset sector

6 August 2015



The Collectively-Owned Asset Sector

- Kin- based
 - Essentially owned by large extended families connected by common ancestor/s

SOCIAL STRUCTURE		LEGAL STRUCTURE		ASSET
TRIBAL	Iwi (Tribe) Hapū (Subtribe)	Ownership Vested in Tribal Entity	Runanga, Charitable Trusts - manage assets in the interests of beneficiaries	Settlement Assets
FAMILIAL	Descendants of a common ancestor with Māori land title	Ownership Vested in Individual Shareholders	Incorporations, various forms of Trusts (eg. Ahuwhenua Trust)	Māori Land

- Assets/Industry Sectors
 - Farming
 - Forestry
 - Fisheries
 - Minerals (eg. pounamu)

Why Develop a Learning Tool For This Sector?

- Knowledge Extension
 - There are many successful Māori organisations that exhibit best practice across social, economic, environmental themes – extend this success
- Build Capacity
 - Organisations governed by elected representatives often with limited knowledge of the sectors they commercially operate within
- Managing Interests
 - Diverse goals and interests among owners/constituents eg. Land a source of identity rather than an asset delivering an ROI
- Supporting Sustainability Accreditation
 - Market Access
 - Regulatory Demands
 - Value-Adding
- Identifying Unique Indigenous Sustainability Credence Attributes

Tool Design – STAGE ONE

Design a Practice Based Learning & Assessment Tool

WHY? Practical & Low Cost

A practice-based tool assesses an organisations current practices against best practice

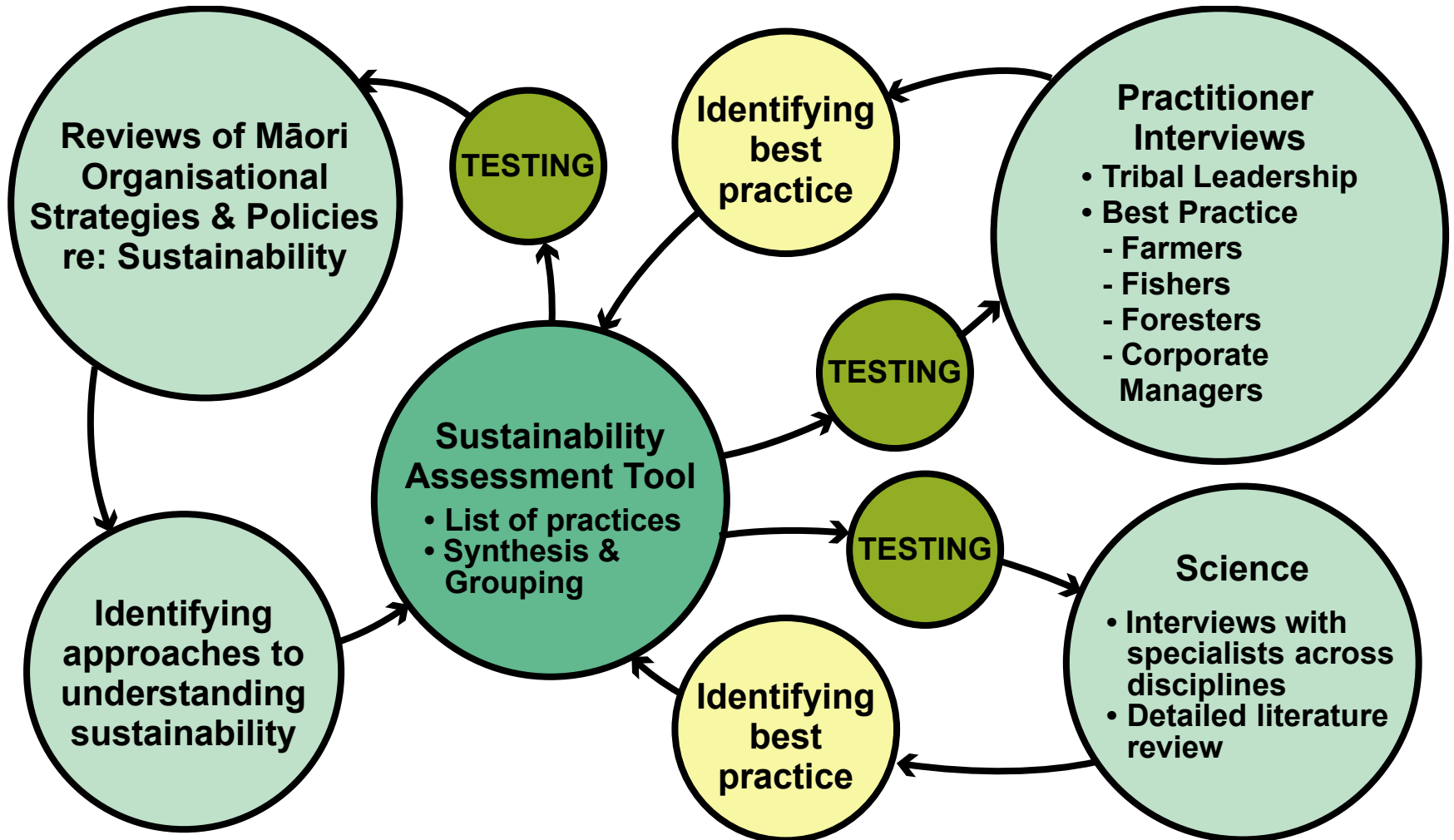
- Very quick to undertake for an organisation
- Costs the organisation very little (eg. No monitoring costs etc.)
- Identifies gaps between current and best practice
- Perfect for LEARNING

WEAKNESS: Doesn't measure outcomes from practice (ie. performance

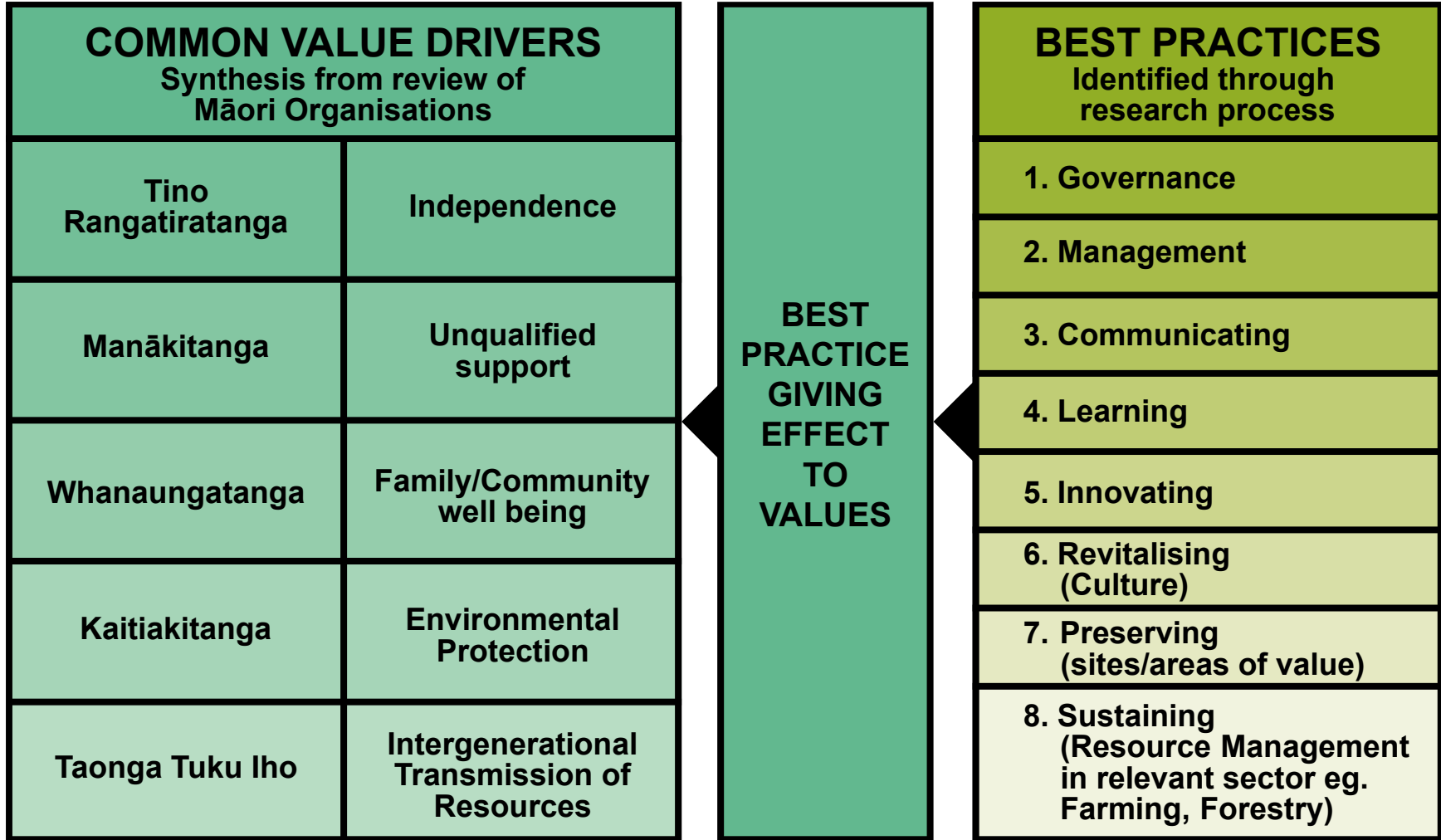
= STAGE TWO - NZDP



METHODOLOGY – Developing the Tool



VALUES-DRIVEN PRACTICES



MODULES

BEST PRACTICE	Questions
Governance	54
Management	54
Communicating	20
Learning	8
Innovating	11
Revitalising	13
Preserving	346
Sustaining	

BEST PRACTICE	Questions
Elections	3
Appointments	7
Skills & Experience	7
Relations with Owners	7
Board Process	12
Planning, Policy, Legal Compliance	18



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Tier 1 - Iwi/Trust Board Governance

OR

Elections of Representative Board:

1. Does your organisation have a written and transparent policy about how elections for the representative board will be conducted?

- Yes
- No

1. (a) Does this policy include details about the following:

	Yes	No
i) How often elections will be held?	<input type="radio"/>	<input type="radio"/>
ii) The way in which the voting process will be carried out?	<input type="radio"/>	<input type="radio"/>



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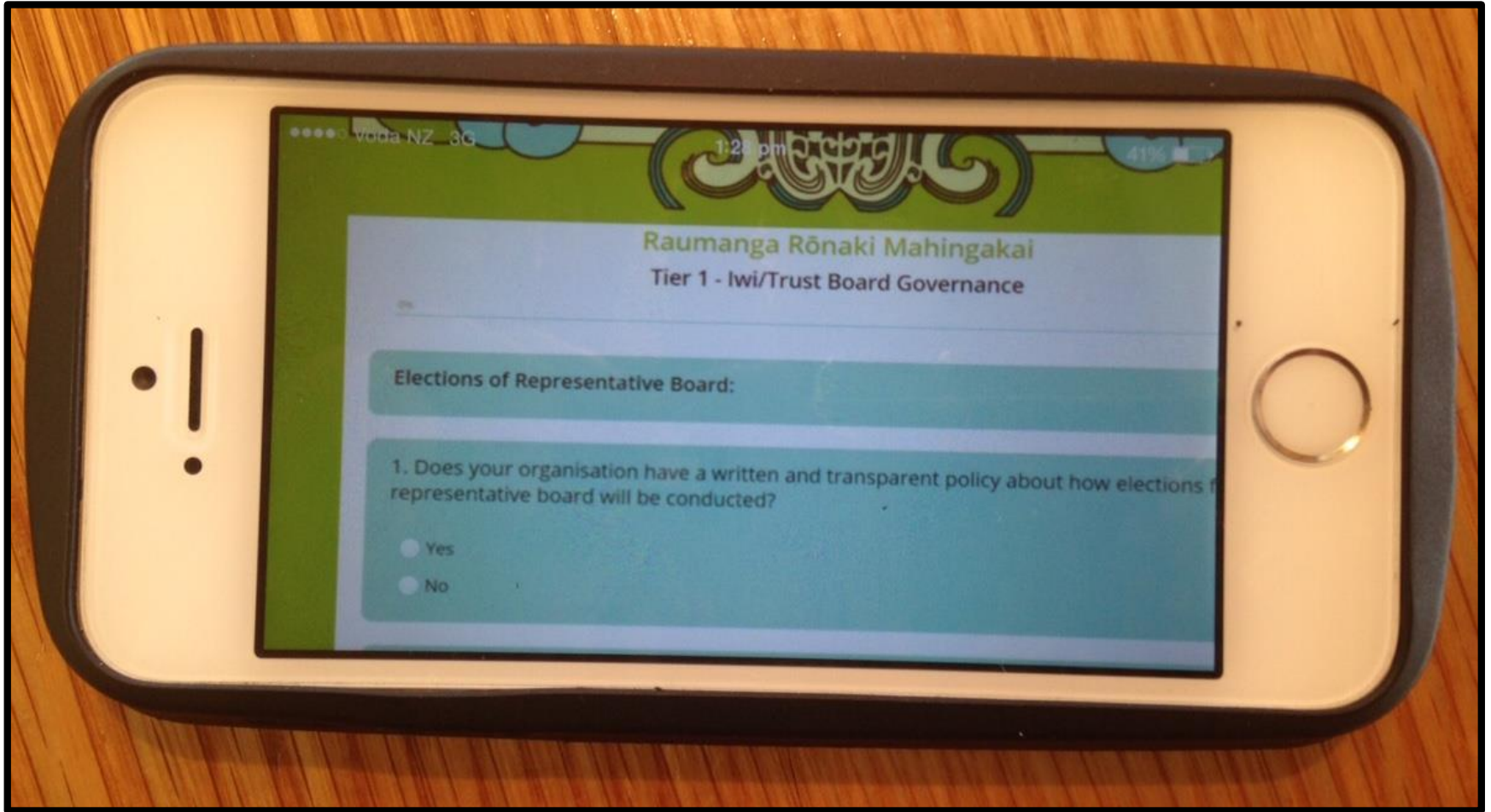
Tier 1 - Iwi/Trust Board Governance

52%

Building and Revitalising:

1. Does your board have effective processes for identifying the needs and aspirations of owners?

- Very ineffective
- Ineffective
- Neither effective nor ineffective
- Effective
- Very effective



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BEST PRACTICE	Questions
Financial Practices	13
Employees/Human Resources	25
Health & Safety	6
Business Practices/ Operations	10





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Tier 1 - Management

2. In general how often does management review the business's financial performance:

	Never	Seldom	Sometimes	Often	Always
Weekly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monthly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
3 monthly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Every 6 months	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Annually	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. (a). Does management produce monthly financial reports?

- Never
- Seldom
- Sometimes
- Often
- Always

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BEST PRACTICE	Questions
Farm Overview	
Nutrient Management	10
Soil Management	34
Pasture, Silage & Crop	16
Pesticide & Agrichemical Use	68
Waste Management	6
Water Issues	40
Dairy Farm Issues	20
Livestock	35
Energy Efficiency	8
Biodiversity	66
Mahinga Kai	10



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Farm Overview, Nutrient, Soil & Pasture Management

23%

Nutrient Management

7. Has N (nitrogen) fertiliser been applied within the last 12 months?

Yes

7.1 On average how many kilograms of nitrogen per hectare has been applied in the past 12 months (kg N/ha/yr)?

Type here

8. Is the amount of Nitrogen used determined by:

A. Soil testing and/or Plant analysis?

- To a very great extent
- To a great extent
- To a moderate extent
- To a small extent
- Not at all

Different Module Designs for Organisational Scale

TIER 4

TIER 3

TIER 2

TIER 1

Governing Board
(eg. Trust)

Governing Board
(eg. Incorporation)

Governing Board
(eg. Ahuwhenua Trust)

Owner-Operator

Corporate Board

Management

Manager
(eg. Farm Manager)

Management

Staff

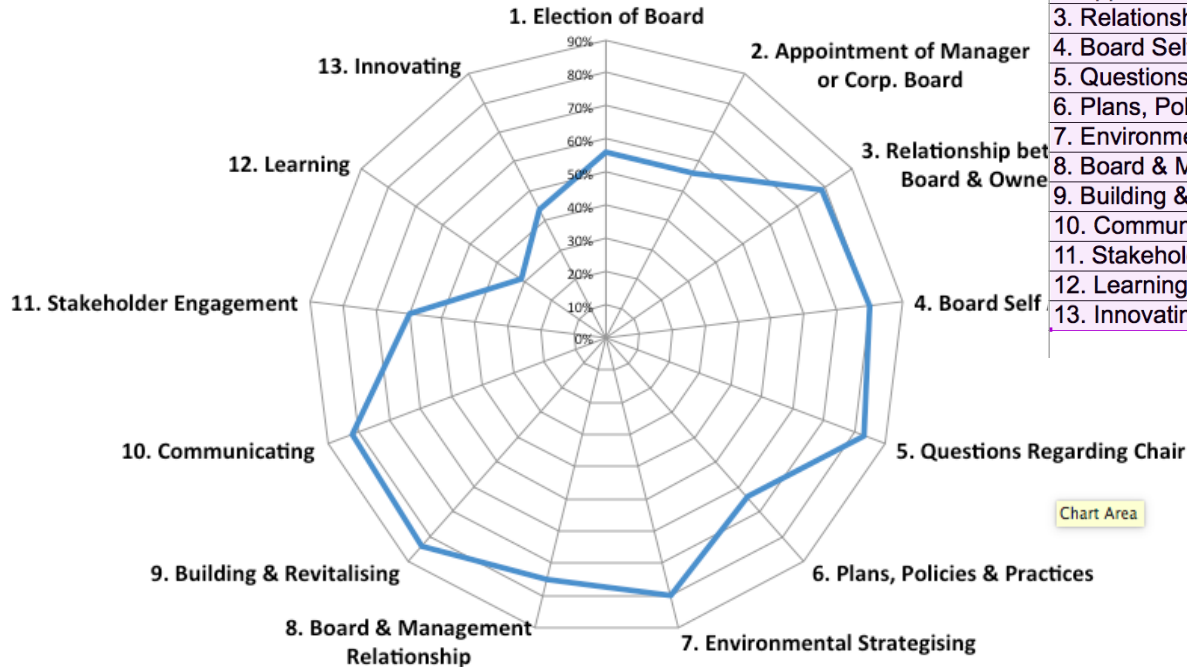
Staff



Results – Governing Board

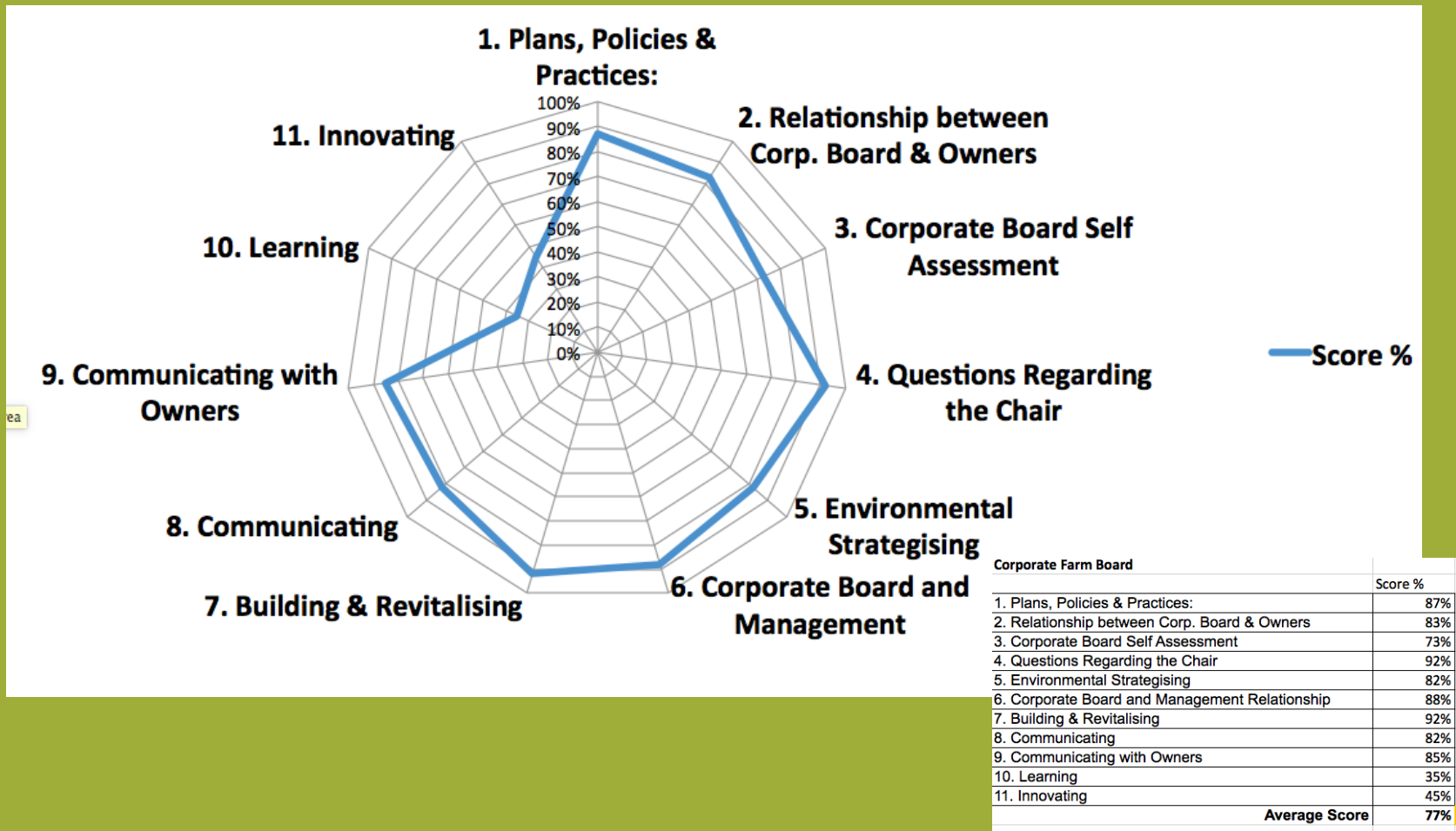
Percentage of Practice as Best Practice

Governance Survey Summary	Score %
1. Election of Board	56%
2. Appointment of Manager or Corp. Board	56%
3. Relationship between Board & Owners	79%
4. Board Self Assessment	80%
5. Questions Regarding Chair	83%
6. Plans, Policies & Practices	64%
7. Environmental Strategising	80%
8. Board & Management Relationship	75%
9. Building & Revitalising	34%
10. Communicating	82%
11. Stakeholder Engagement	60%
12. Learning	31%
13. Innovating	44%
Overall Average Score	66%



Results – Corporate Board

Percentage of Practice as Best Practice

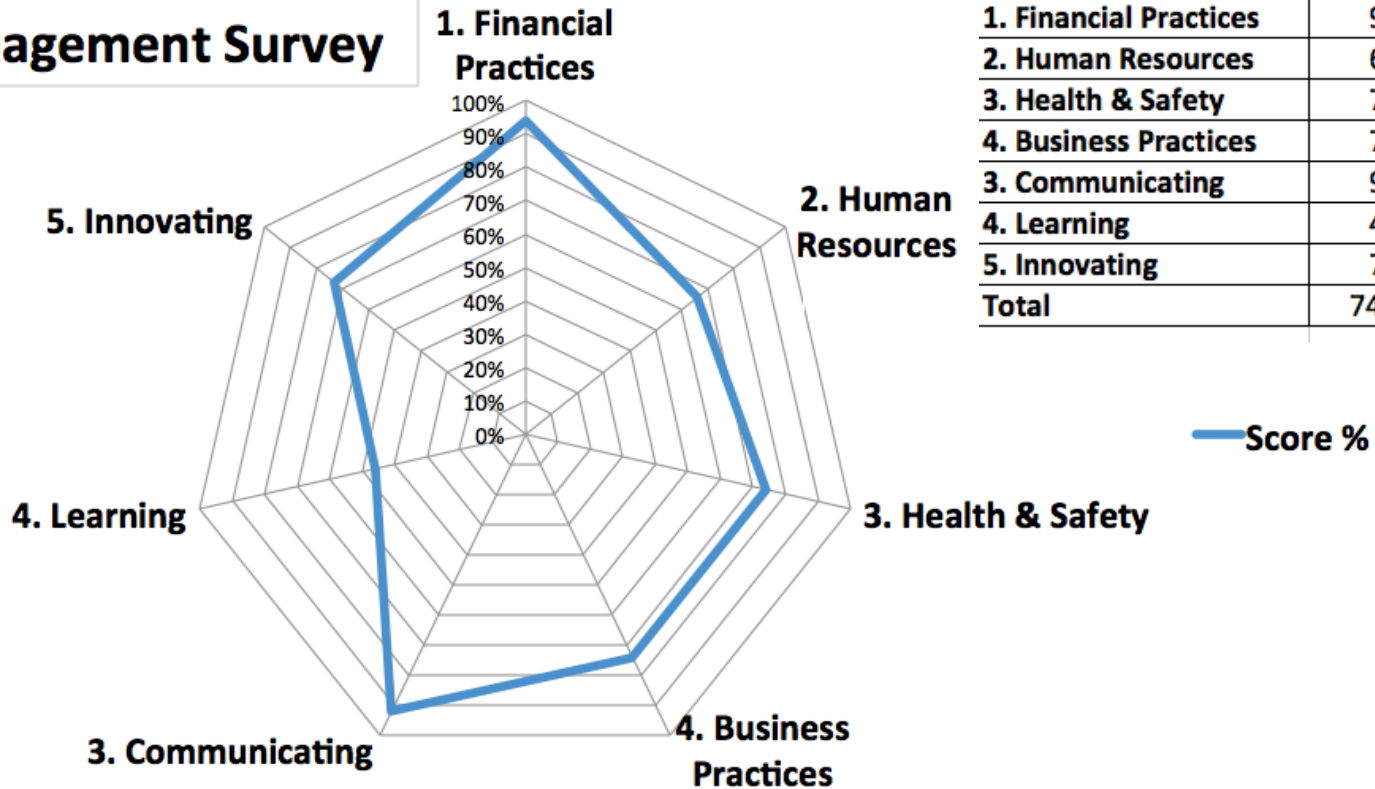


Corporate Farm Board	
	Score %
1. Plans, Policies & Practices:	87%
2. Relationship between Corp. Board & Owners	83%
3. Corporate Board Self Assessment	73%
4. Questions Regarding the Chair	92%
5. Environmental Strategising	82%
6. Corporate Board and Management Relationship	88%
7. Building & Revitalising	92%
8. Communicating	82%
9. Communicating with Owners	85%
10. Learning	35%
11. Innovating	45%
Average Score	77%

Results – Management

Percentage of Practice as Best Practice

Management Survey



Management Survey	Score %
1. Financial Practices	94%
2. Human Resources	66%
3. Health & Safety	74%
4. Business Practices	74%
3. Communicating	92%
4. Learning	46%
5. Innovating	73%
Total	74.14%

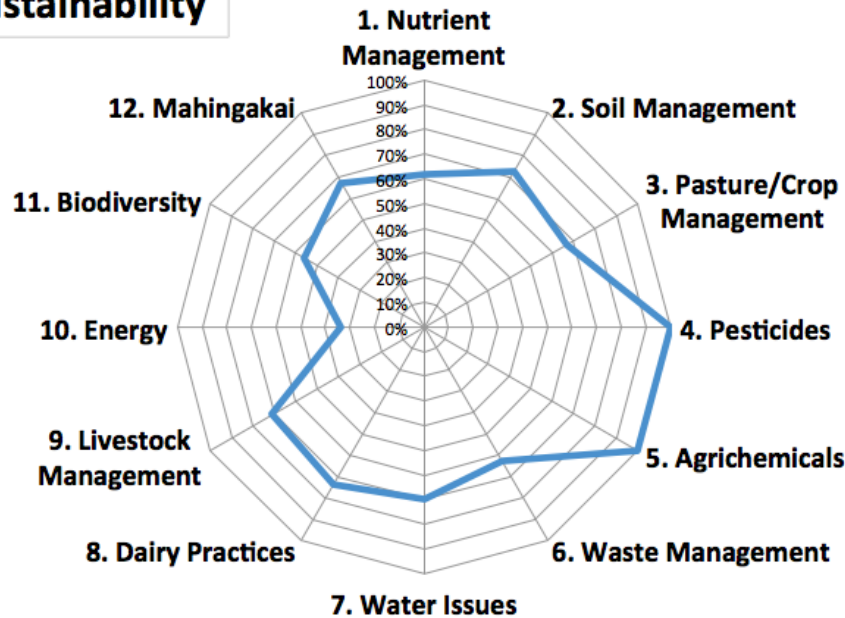
Chart Area

— Score %

Results – Sustain Resources

Percentage of Practice as Best Practice

Farm Sustainability



Farm Sustainability Practices Surveys	Score %
1. Nutrient Management	62%
2. Soil Management	73%
3. Pasture/Crop Management	67%
4. Pesticides	100%
5. Agrichemicals	100%
6. Waste Management	63%
7. Water Issues	70%
8. Dairy Practices	74%
9. Livestock Management	71%
10. Energy	34%
11. Biodiversity	56%
12. Mahingakai	67%
Total	69.75%

— Score %



Comparing Tiers

- Good governance and leadership practices should lead to good environmental outcomes.

Percentage of Practices that are Best Practice	
Elected Governance	66%
Corporate Governance	77%
Corporate Management	74%
Sustaining Resources	70%

Reporting

- Currently reporting via modules
- Also reporting via:
 - Values:
 - Tino Rangatiratanga
 - Manākitanga
 - Whanautanga
 - Kaitiakitanga
 - Taonga Tuku Iho
 - Quadrupal Bottomline
 - Governance
 - Economic
 - Social
 - Environmental
 - Mauri (Life Sustaining Capacity)

On-going Testing & Calibrating

- Multiple Test Users
 - Te Rūnanga o Ngāi Tahu
 - Ngati Awa
 - Māori Trustee
 - Various Incorporations & Trust
- Combining with the performance measures of the wider NZSDP
 - Finding correlations between 'best practice' and actual performance.