EFFECTIVENESS FOR MĀORI FRAMEWORK: MEASUREMENT AND REPORTING

This framework has been designed to assist government agencies to identify and implement improvements to their current practice in measuring and reporting on the effectiveness of their activities for Māori. Robust measurement and reporting on the effectiveness of a sector, agency or programme are important in many areas of government where Māori are significant consumers of mainstream social services or are important stakeholders in policy or regulatory decisions.

The government's Better Public Services reform programme focuses the state sector on achieving targets in ten result areas of importance to New Zealanders. Outcomes for Māori in most of the Results Areas are significantly lower than for other New Zealanders. Achieving traction in these result areas will require a focus on achieving and reporting results for Māori.

The measurement and reporting process can enable a deeper understanding of what works for Māori and where shortfalls are occurring. The agency or sector can then work to:
- understand the complexity of the diverse Māori groups they are working with;
- improve understanding of their effectiveness in terms of their policy analysis and services for Māori; and
- identify any areas requiring attention in terms of internal capability for Māori.

Example: The Ministry of Education's reporting on progress against *Ka Hikitia – Managing for Success: The Māori Education Strategy 2008–2012* through its Measurable Gains Framework enables the Ministry to: gain a better understanding of what works for and with Māori learners; inform the evaluation of programmes; and improve strategy development, policy and practice.
Ministry of Education (2011). *Ka Hikitia – Managing for success: Measuring and reporting progress.*

- Communicate about priorities, targets, challenges and successes;
- gain buy-in from stakeholders by demonstrating that their interests and needs are understood; and
- disseminate the reports in the best possible way(s) to reach as many stakeholder groups as possible.

Example: The Education Review Office (ERO) reports on Kōhanga Reo are published in both te reo Māori and in English. They are published on the ERO website and in hard copy. This makes them appropriate and accessible to a variety of stakeholders.
ERO (2012). *Review process for Early Childhood Services and Ngā Kōhanga Reo.*

EFFECTIVENESS FOR MĀORI (EFM) MEASUREMENT AND REPORTING CYCLE
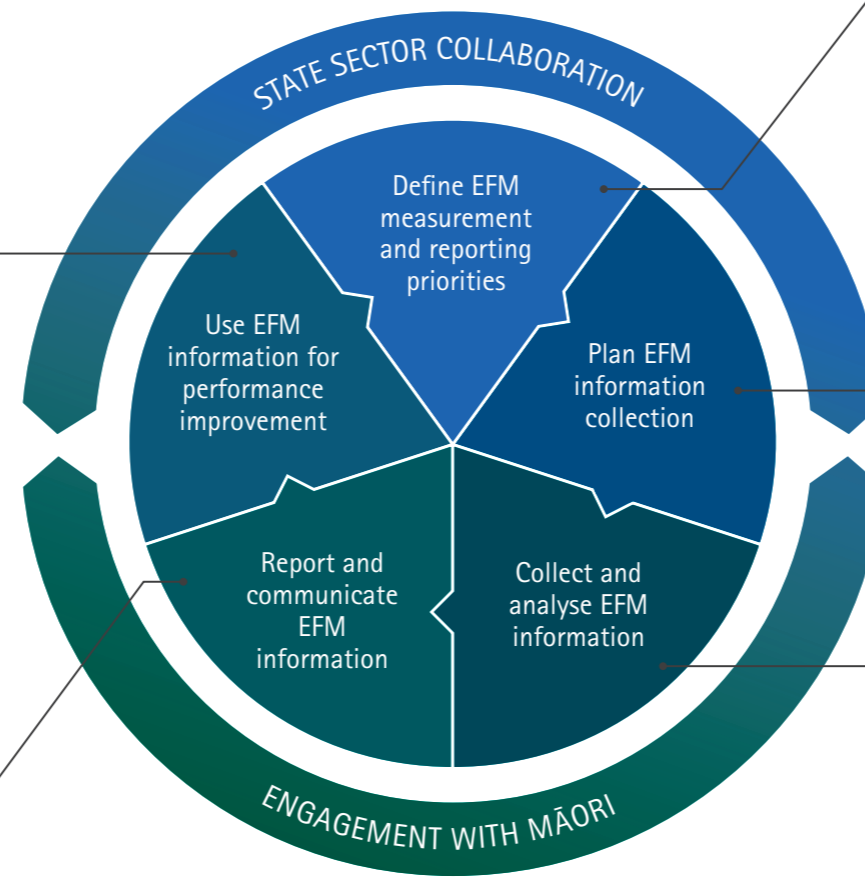
Each phase of the measurement and reporting cycle incorporates engagement with Māori and state sector collaboration as overarching principles.

At this stage, it is important to:
- decide what is most important to measure and report on, based on an understanding of what agency and/or sector effectiveness for Māori would look like;
- identify priority indicators and measures; and
- decide on priority audiences for reported information.
Example: The Ministry of Education's Statement of Intent specifies its priorities and outcomes for Māori, and outlines how it will work towards these. Ministry of Education. *Statement of Intent 2011/12–2016/17* (see pages 32-35).

At this stage, an agency or sector will ensure it has appropriate data sources and has dealt with technical issues. The utility of the data collected is enhanced by considered selection of:
- the indicators and measures to be used for reporting and performance improvement;
- the data sources required;
- having appropriate measurement systems; and
- identifying appropriate and responsive data collection methodologies.
Example: The Ministry of Fisheries *Statement of Intent 2011-14* demonstrates considered use of proxy measures to measure the success of delivering the Crown's fisheries and aquaculture obligations to Māori.

An agency's measurement and reporting priorities and subsequent planning will steer the collection and analysis of data. Comparative information that highlights differences between Māori and other ethnicities can be useful when determining the effect of services on different groups.
Example: In 2007 the State Services Commission (SSC) carried out a survey that identified the key factors that influence New Zealanders' satisfaction with, and trust in, public services. Booster samples of the key ethnic groups, including Māori, were used in the survey to increase the accuracy of results and to allow for separate analysis.
State Services Commission (2011). *Satisfaction and Trust in the State Services* (see pages 6, 19-22).

POUTAMA: APPROACH TO IMPROVING STATE SECTOR MEASUREMENT AND REPORTING OF EFFECTIVENESS FOR MĀORI

The Poutama (staircase) model illustrates the idea that state sector agencies or sectors are at different steps in terms of their measuring and reporting of effectiveness for Māori.

Puāwaitanga Realisation
Whanaketanga Development
Tipuranga Activation
Te Kākano Potential

Puāwaitanga: An agency is measuring and reporting its results for Māori, and is recognised as a leader in the state sector in terms of its effectiveness for Māori measurement and reporting practice.

Whanaketanga: An agency has clear measurement and reporting systems that focus on effectiveness for Māori, and has engaged with Māori in the development of these systems.

Tipuranga: Discussion, planning and some implementation has taken place in terms of an agency's effectiveness for Māori measurement and reporting.

Te Kākano: An agency has the desire and motivation to improve its overall measuring and reporting on effectiveness for Māori.