

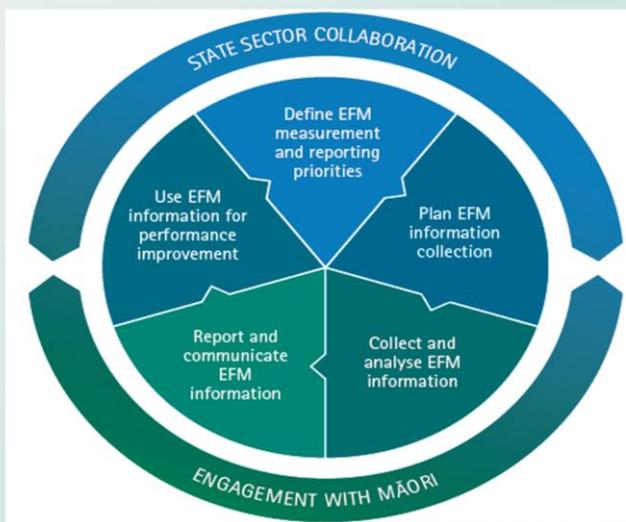
Effectiveness for Māori Measurement Framework and Case Study

10 July 2014

Kia ora koutou

The Framework was developed from drawing upon findings from our *Measuring performance and effectiveness literature review*, and with the support of Susan Hitchiner (who is an independent public management consultant and expert in performance management and measurement). Careers NZ kindly agreed to assist us with trailing the framework and which Alisa will talk about.

EFM Measurement and Reporting Cycle



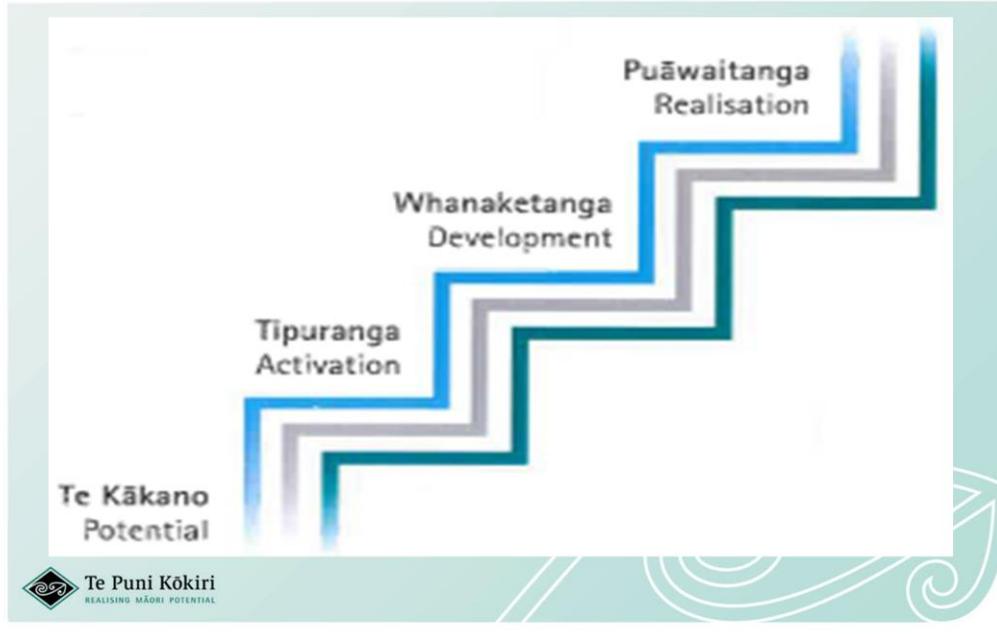
We know that some agencies find it difficult to measure how their services or activities improve outcomes for Māori. Even we find it difficult. We also know that how some agencies and sectors report on the performance of their services for Māori in the public domain could be improved. We produced the framework as a practical tool to help agencies improve how they measure and report on their activities and services' performance for Māori, for continuous improvement.

There are two elements to it the: Effectiveness for Māori (EFM) measurement and reporting cycle; and Poutama.

The EFM cycle covers:

- Defining effectiveness for Māori measurement and reporting priorities – working out what is most important to measure and report on – considering the benefits of comparative ethnicity measures and Māori specific measures (which reflect Māori cultural specific needs, values and aspirations);
- Planning for collecting effectiveness for Māori information – ensuring appropriate data sources and collection methods are in place and complying with Statistics NZ's standards;
- Collecting and analysing effectiveness for Māori information - information about Māori affected by the service or policy;
- Reporting and disseminating that information to multiple audiences including Māori impacted by the service or activity and other stakeholders;
- Using effectiveness for Māori information for improving service or activity performance for Māori - continuously improving an agency's knowledge about diverse Māori customer needs and aspirations; and using that information to make improvements in service delivery to better meet diverse Māori needs and aspirations.

Poutama: Approach to Improvement



As many of you will know the Poutama (stairway to heaven) pattern is found in Māori weaving and plaiting. Poutama has significant spiritual and educational meanings. The stepped pattern symbolises levels of attainment and advancement and the growth of man, striving ever upwards and for betterment. It comes from the mythical origins of Māori society, symbolising the spiritual power of Tāne Mahuta or Tāwhaki (the god of humanity and the forest domain) climb to the top most heavens to bring back sacred knowledge for Māori and mankind, with challenges at each level before he succeeded. We believe the Poutama pattern is useful for agencies to assess where they are at for measuring and reporting on performance for Māori generally, and at each stage of the EfM measurement reporting cycle.

At the beginning is Te Kākano – when an agency has the desire to improve how the measure and report on effectiveness for Māori. Next there is Tipuranga – when discussion, planning and some implementation has taken place to measure and report on effectiveness for Māori. Next there is Whanaketanga (which literally means period of growing up, childhood, youth, development) – when an agency has clear measurement and reporting systems in place and has engaged with Māori in developing those systems. The ultimate stage is Puāwaitanga – when an agency is recognised as a leader in the state sector for their effectiveness for Māori measurement and reporting practice.

However measuring and reporting on performance and effectiveness for Māori for continuous improvement has no end. As Māori aspirations and the Crown-Māori relationships continue to evolve a better practice agency will still be challenged to meet Māori aspirations for the future.

New measurement resources

Families Commission: *Families and Whānau Status Report 2014 & What works for Māori*

Statistics New Zealand: Te Kupenga (Māori Social Survey) & Tatauranga Umanga Māori – Māori authorities

Te Puni Kōkiri: Iwi and Rohe statistical profiles (Te Whakahura a Kupe) – 2001, 2006 & 2013 census data, soon



The Families Commission has just released their second *Families and Whānau Status report* to help agencies be more responsive to the issues that impact on whanau.. It has a draft framework for measuring progress towards whanau rangatiratanga. Next year they will utilise Statistics New Zealand's data from the Te Kupenga survey results released in 2014. Last year they also released a great report on *What Works for Māori: What the people said* which some of you could find useful.

Statistics New Zealand recently released their first *Te Kupenga* (Māori Social Survey) 2013 results with further reports to follow. *Te Kupenga* captures information from 5,000 Māori on their wellbeing in a broad range of cultural, social, economic and subjective wellbeing, and for the first time ever from a Māori perspective. It covered: extent of face to face contact with whanau, and health of their whānau - Whanaungatanga (social connectedness); ability to speak te reo - Te reo Māori; knowledge of iwi and visit to ancestral marae - Tikanga Māori; and importance of involvement in Māori culture - Wairuatanga (spirituality).

Last month Statistics NZ released *Tatauranga Umanga Māori 2014*. It provides a summary of statistics about Māori authorities – using existing data collected by Statistics NZ. (A Māori authority is a business with collectively managed assets and uses IRD eligibility criteria to be a Māori authority or a commercial business that supports a Māori authority).

Te Puni Kōkiri has developed statistical profiles and data sets of iwi and TPK regional boundaries (Rohe) - covering and a range of demographic, cultural and socio-economic areas. The profiles and interactive data set will be released in the coming weeks. They will be particularly useful for iwi and agencies working with iwi, and/or wanting to improve their understanding of local level issues for Māori.

Other measurement and reporting developments

Treasury guidance - how agencies will assess performance and strategic intentions guidance

Annual reports - departments should consider outcomes for different population groups

Departmental chief executives principal responsibilities and EEO statutory obligations



Our *Measuring performance and effectiveness literature review: Key themes from the literature* was included in SSC's guidance for Crown entities and at the end of last year in Treasury's new guidance for how agencies are to assess performance for accountability documents

(<http://www.treasury.govt.nz/publications/guidance/planning/performanceexpectations-assessed>)

That guidance is also referred to for the Treasury's guidance for departments' Strategic Intentions (replacing SOIs) PFA: *Strategic Intentions Content and Checklist* and Statement of Intent guidance for Crown entities (CEA: *Statement of Intent Content and Checklist*). Hence agencies are encouraged by the Treasury to assess and measure their performance for Māori for accountability purposes. Our literature review is not expressly referred to in the Treasury's guidance for annual reports – however 'Departments should also consider how significant achieving outcomes for different population groups is in achieving Ministerial priorities and whether the annual report should specifically cover progress for different population groups'.

Under recent amendments to the State Sector Act – section 32, the principal responsibilities of departmental chief executives include responsibility for how efficient and economical delivery of goods or services provided by the department and how effectively those goods and services contribute to intended outcomes. Agencies are still statutorily required to maintain an EEO good employer policy that includes provisions requiring '*Recognition of the aims and aspirations of Māori*; Employment requirements of Māori; and the need for involvement of Māori as employees of the entity' (Section 56 (2) State Sector Act and Section 118 (2) (d) Crown Entities Act refers).