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*Ministry for the*  
**Environment**  
*Manatū Mō Te Taiao*

Te Mana o Te Wai Fund Review

for

Ministry for the Environment  
Freshwater Investments

August 2020

## REPORT INFORMATION AND QUALITY CONTROL

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## EXECUTIVE SUMMARY

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### Introduction

The Te Mana o Te Wai Fund (the Fund) was established to help Māori improve the water quality of freshwater bodies (including lakes, rivers, streams, estuaries and lagoons) that are of importance to them by:

- Supporting iwi/hapū to play an active part in improving the water quality of their local freshwater bodies.
- Enabling iwi/hapū to actively participate in managing their local freshwater bodies.
- Developing partnerships and working in collaboration with others.
- Assisting iwi/hapū and the wider community recognise the importance of fresh water in supporting a healthy ecosystem, including supporting human health.

A total of \$4.6 million was allocated to nine projects that were targeted at delivering a range of environmental restoration, community and iwi/hapū outcomes.

4Sight Consulting (4Sight) and Matana Consulting have been commissioned by the Ministry for the Environment (Ministry or MfE) to undertake an independent evaluation of the Fund and provide:

- An understanding of the outcomes of the Fund.
- An understanding of the challenges and successes experienced by the Fund recipients, and the outcomes of the funded projects.
- Recommendations to inform future rounds of the Fund and other funds that enable Māori to improve water quality of freshwater bodies.

### Review

The review comprised an assessment of:

- Project closure reports for all projects.
- The results of an on-line survey that sought additional information to that of the closure reports.
- Three case studies, which explored key project successes, challenges and opportunities to improve the Fund in more depth.

However, despite multiple efforts to contact the relevant iwi and achieve a greater response to the on-line survey, only three completed surveys were received. This limited the ability of this assessment to fully explore the successes and challenges of the projects.

### Key Successes

#### Financial

The projects reported a total expenditure (including other funding and 'in-kind' contributions) of \$8.28 M compared to a funding contribution of \$4.43 M. This represents leveraging of \$3.85 M or 87% across the projects.

#### Natural Environment

The projects delivered a wide range of environmental enhancement works including: stock exclusion/stream fencing and riparian planting; sediment reduction/retirement of erosion prone areas; plant and animal pest control; restoring whitebait habitat and fish passage. However, the relatively short-term (2-year) nature of the projects means that it is too early to assess the benefits in terms of water quality and ecosystem improvements.

Our assessment of each project against its deliverables is provided in Appendix B. In our opinion, each project was successful in meeting all, or the significant majority of, its intended deliverables – recognising that some projects evolved as they were implemented.



## Culture and Community

We consider 'Culture and Community' is key in terms of the effectiveness of the Fund in achieving its outcomes (as embodied in the purpose of the Fund). All of the projects highlighted the benefits of the projects to their iwi and provided for iwi and hapū to be actively involved in restoring their freshwater taonga while undertaking their role as kaitiaki over the freshwater resources, strengthening cultural connections and identity and learning new skills.

In addition to these aspects, most of the projects reported substantial engagement with, and buy-in from, stakeholders including their iwi members, landowners, schools, local authorities and science providers. The momentum, goodwill and potentially changed practices that have resulted from this engagement will likely further contribute to ongoing environmental improvements.

In our view, the projects supported by the Fund provided a significant opportunity for iwi/hapū to play a more active role in the management of their freshwater taonga, consistent with the Fund objectives.

## Collaboration/Partnerships

Collaboration and partnerships were a feature of all projects. Substantial engagement, input and partnerships were established with regional and local councils, local schools, environmental agencies and science advisors (particularly NIWA) and industry groups (e.g. forestry). A strong theme from the projects was the importance of engaging with the farming community and landowners. While this was identified as a challenge and resource intensive, in part due to seasonal timeframes and commitments, achieving good landowner buy-in was identified as being critical to achieving good and enduring outcomes.

In our assessment, the establishment of trusting and productive relationships has been a key positive and enduring outcome of the Fund and the projects delivered through it.

## Upskilling

Most Fund recipients identified a range of training opportunities for their iwi and hapū. In some instances these were informal, experience based upskilling – for example plant and animal pest control, water quality monitoring and tree management. In other instances, funding associated with the projects provided the opportunity for more formal qualifications and learning to be sought. Additionally, the experience gained by those in senior roles (for example Project Managers) in administering and delivering major projects, dealing with central government, and developing and managing constructive relationships with local government, stakeholders and landowners was invaluable. This will better enable these iwi/ hapū to take on similar large projects in the future.

## Key Challenges

The following common themes were highlighted:

**Iwi/hapū Capacity.** There are significant capacity and capability challenges within small iwi/hapū organisations. Often iwi/hapū have substantial demands on their time and resources and much of their work is carried out by volunteers who are not necessarily skilled to respond effectively to all of the various demands they face. The disappointing response to the on-line survey and case study requests is in part a symptom of these demands.

**Fund Administration.** All case studies highlighted the difficulties experienced with the administration of the Fund including time consuming and repetitive reporting (and associated costs). An important issue, and perhaps one of the most significant barriers, that was faced by all Fund recipients was the difficulty for small, poorly resourced iwi to carry project costs until reimbursement was received. We address this in our recommendations below.

**Landowner Engagement.** All the case studies identified the challenges in engaging with landowners, which requires substantial time and resources as a one-on-one approach worked best. This was particularly challenging as engagement was required to work around seasonal demands on landowner time, which was difficult in a relatively short duration project that was driven by strict timeframes and deliverables. However, many of the projects highlighted that good engagement and buy-in from landowners was essential to achieving good and enduring outcomes.



## Potential Fund Improvements

As a result of our review, we consider that the Fund has been largely successful in achieving its objectives. However, the following potential improvements have been identified to enhance both the functioning of the Fund and the outcomes that it achieves. We recommend that they be considered should future funding rounds be proposed.

### Fund Administration/Collaboration

It is appreciated that the Fund is providing substantial sums of public money and hence appropriate accounting and auditing is required. However, the feedback from all parties, including experienced project managers, was that the administrative and compliance requirements were unnecessarily repetitive and onerous. In our view there are Fund improvements that can make the process more efficient and 'user friendly'. These include:

- Improved reporting templates and administration and management processes to make this aspect as efficient as possible, and providing resources to assist and support iwi in this task, including:
  - provision of a dedicated administration 'help desk' to assist the groups (who are often new to the process) in understanding reporting requirements and standards and how best they can be met. This resource may only be required for the start-up phase of the projects to help support groups until they are up and running. In our view, well planned and managed projects are more likely to achieve success;
  - ensuring that MfE key project contacts are sufficiently experienced project managers/administrators to be able to effectively liaise and engage with, and support, fund recipients;
  - simplifying reporting and removing repetition, if there are aspects that are unnecessary<sup>1</sup>; and
  - improving guidance on reporting.
- Providing an 'upfront' project payment so that project costs are not carried by iwi by:
  - providing for a proportion of the funding (10 to 15%) to be paid on signing the Deed; and
  - reviewing other central government funding models that provide for such an 'up-front' payment to be made, to assess how accountability is delivered while providing funding for the project to proceed.

This is one of the most important recommended Fund improvements. The requirement to carry costs until reimbursement occurs was a challenge for many groups and is likely to have impacts on project set-up and delivery. We strongly recommend that alternative funding models be investigated to determine how these work in practice, how accountability is ensured and whether such an approach would work for the Fund.

- Enable minor project changes to be approved and not subject to substantial changes processes:
  - establish criteria relating to the extent of change that can be accommodated within a project without the need to prepare a revised Deed;
  - provide a streamlined process for approving change – recognising that the detail of most projects will change as the project is implemented; and
  - retain a more formal process for major project changes to ensure accountability and transparency.
- Encouraging projects to be undertaken in partnership with regional councils, to assist in project management and to help build relationships, including:
  - revising Fund guidelines to promote discussion and collaborative projects with regional councils in the planning stage of projects, and providing examples of the benefits that may result; and
  - communicating with regional councils prior to fund rounds to signal potential requests for involvement / support to enable councils to decide whether they are able to assist and to what extent.

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<sup>1</sup> Note that we have not reviewed specific reporting templates to determine what improvements could be made.



## Project Funding Timeframes and Multi-Stage Projects

Project timeframes were identified as a challenge in all case studies and some project reports. Whilst tight deadlines put pressure on getting work done and producing deliverables, there were instances where more time would have been useful where projects had developed significant momentum. At the same time, if more time is available, there is a risk that projects will simply expand into the time that is available and take longer. A challenge for the Fund is therefore how to provide some flexibility where there is a valid basis for doing so, without simply extending project length.

Aligned to this is the issue raised by the successful case study projects that additional support/funding is required to maintain momentum, cement achievements and progress to more significant and enduring outcomes. The relatively short Fund project timeframe of two years does not encourage sustained effort and there was a desire to have more long-term and multi-stage projects. Longer multi-stage projects are also more likely to provide opportunities for improved training/skills outcomes. Identified opportunities for improvement to this aspect of the Fund include:

- Enabling funding to be applied for multi-stage projects, possibly up to four years' duration, in addition to the current two-year project timeframe. Due to the extended timeframes and potentially larger funding sought, multi-stage project proposals should be subject to a greater level of detail and rigour including:
  - a higher level of detail in Fund applications including project planning with clear stages, milestones and fund deliverables, and integrated training/skills enhancement programmes;
  - progression to subsequent stages on completion of stage outcomes and milestones and training objectives with additional funding being tied to successful project delivery; and
  - a demonstrable level of stakeholder support, with the aim of longer-term projects becoming independent and self-sustaining at the end of the funding.
- Providing flexibility to extend the term of a project, subject to:
  - an extension being limited to a fixed maximum period, for example 6 months;
  - evidence of issues/problems that have caused any delay(s);
  - projects demonstrating that they have (substantially) met KPIs to date;
  - evidence that the extension will lead to additional benefits and is able to be undertaken within existing budgets; and
  - the provision of a clear plan and steps to completion.

## Greater Provision for Training

Achieving long term change is not just about what restoration or on-the-ground works can achieve, but also the skills, capability and capacity that can be developed and directed to other projects and initiatives. As one recipient indicated, the iwi wanted to invest in people and programmes with a vision of long-term planning and management over decades.

While it may not be achievable to fund projects over such a long term as a decade, a focus on training people and developing expertise is inherent in the aims of the Fund and a good investment in the future. We consider this to be an area where the effectiveness of the Fund can be enhanced, although we appreciate that this might add to the complexity of the Fund process. We also note that enhanced training and skills development may be better aligned with multi-staged projects, where there is a greater opportunity for skills to be developed and embedded over a long term. In our view potential enhancements and opportunities include:

- Incorporating skills and qualifications development and training into the purpose of the Fund. This will create a clear mandate and expectation for funding proposals/applicants.
- Incorporating skills development and training as an aspect of multi-stage projects (see above) – if adopted. As previously indicated, the expectation is that these projects will be subject to more detailed proposals and provide an opportunity for more defined skills, training and education opportunities.
- Encourage applicants to engage with educational institutions, prior to submitting proposals, if the project includes formal training opportunities.

# 1 INTRODUCTION

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## 1.1 Introduction

4Sight and Matana Consulting have been commissioned by the Ministry to undertake an independent evaluation of the Fund. The Request for Proposal (RfP) sought an evaluation report that gives the Ministry:

- An understanding of the outcomes of the Fund.
- An understanding of the challenges and successes experienced by the Fund recipients, and the outcomes of the funded projects.
- Recommendations to inform future rounds of the Fund and other funds that enable Māori to improve water quality of freshwater bodies.

This report provides the outcome of this evaluation.

## 1.2 Te Mana o Te Wai Fund

The purpose of the Fund is to help Māori improve the water quality of freshwater bodies (including lakes, rivers, streams, estuaries and lagoons) that are of importance to them by:

- Supporting iwi/hapū to play an active part in improving the water quality of their local freshwater bodies.
- Enabling iwi/hapū to actively participate in managing their local freshwater bodies.
- Developing partnerships and working in collaboration with others.
- Assisting iwi/hapū and the wider community recognise the importance of fresh water in supporting a healthy ecosystem, including supporting human health.

The concept of Te Mana o Te Wai reflects the recognition of fresh water as a natural resource whose health is integral to the social, cultural, economic and environmental well-being of communities.

The Government budget for 2014 provided \$5 million (over two years) to create the Te Mana o Te Wai Fund and a total of \$4.6 million was allocated. The minimum funding level for projects was \$200,000.

## 1.3 Te Mana o Te Wai Projects

The following projects were awarded funding:

### **Nga Roto Tāpokapoka – Te Hiku o Te Ika Iwi Development Trust**

The original purpose of this two-year project was to start the long-term restoration, enhancement and protection of three prioritised Te Hiku o Te Ika dune lakes/wetlands – Wahakari, Waiparera and Te Wai o Tikiahi (Split). Permission to fence at Lake Wahakari was subsequently denied and was replaced with nearby Lake Onepū (Bulrush). All were of ecological and cultural significance. Remedial work planned included riparian fencing, planting buffer zones, pest control, weed eradication/control and monitoring to track changes over time. The approach was underpinned with an educational training and qualifications component to increase Te Hiku capacity and capability in the environmental arena.

### **Te Kaahui o Rauru Waterways Restoration Project – Te Kaahui o Rauru Trust**

This project supported hapū and whānau to become actively involved in the monitoring and restoration of seven culturally significant waterways. restoration and monitoring of seven culturally significant waterways. The project included fencing off waterways from stock; clearing channels and banks of willows, poplars and waste; and establishing riparian margins. A waterway health monitoring framework was also developed with regional council partners and then implemented.



### **Ngā Puna Rau o Rangitikei – Ngā Pae o Rangitikei (via the Te Maru o Ruahine Trust)**

This project sought to enhance the water quality and mana of the Rangitikei Awa and catchment. Activities included stock exclusion through fencing, re-vegetation of riparian zones, pest control, reconnecting iwi and others to the Rangitikei Awa and the development/implementation of a cultural monitoring framework which utilises mātauranga Māori and western science. The project is part of a long-term strategic approach to the management of the catchment.

### **Tū te Manawa – Rangitāne o Tamaki Nui a Rua Incorporated**

The overall purpose of the Tū te Manawa project was to enhance hapū/iwi involvement in restoring the Manawatū River and also to increase the mana of the Manawatū River through communicating stories that reconnect iwi/hapū and the wider community to the Awa. As a part of the project, eight whare were planned to be constructed at culturally important sites to house information and provide a place for people to engage in the stories of the Awa. An extensive riparian planting and fencing programme was also undertaken.

### **Uawanui A Ruamatua - Healthy River - Healthy People – Te Aitanga a Hauiti Centre of Excellence Trust**

This project sought to strengthen Te Aitanga a Hauiti as Kaitiaki of the Uawa River at Tolaga Bay by restoring the Kaitawa Estuary and Uawa River. Activities included weed control, predator control, fencing, planting and enhancement of whitebait spawning areas and trialling sediment management methods. The Project was able to progress despite suffering a significant drought period over the summer periods that had some impact on plantings and completion of an area of mechanical weed clearance and major floods in 2018.

### **Tūtira mai ngā iwi – Maungaharuru-Tangitū Trust**

This project sought to develop an integrated community management programme for Lake Tūtira. Activities include culturally appropriate and practical on-the-ground remedial actions such as riparian planting and fencing of priority riparian 'hot spots'.

### **Te Kakapa Manawa o Muaūpoko – The Heartbeat of Muaūpoko – Horowhenua 11 Part Reservation Trust**

This project sought to extend the achievement of the vision of the Lake Horowhenua Accord – He Hokioi Rerenga Tahī to progress the restoration of the mauri of Lake Horowhenua including its waters, environment and fishery. The project builds upon previous restoration projects with planting, stream fencing, storm water upgrades, community outreach and education, assisted eel reproduction and scientific analysis of lake water quality.

### **Te Mana o Te Wai Wainono Lagoon Restoration – Te Rūnanga o Waihao Incorporated**

This project set out to undertake practical on the ground actions to improve water quality and the characteristics of the Wainono Lagoon that maintain, rehabilitate or restore cultural values, and to develop additional rūnanga capacity and influence in the management of freshwater issues. Activities included stream fencing and battering, construction of sediment traps, and planting of denitrifying riparian species.

### **Whangawehi Catchment Restoration Project – Whangawehi Catchment Management Group**

This project sought to support landowners, marae and local agencies to protect and enhance the rare and endangered freshwater and coastal ecosystems along the Whangawehi stream. This includes substantial riparian fencing and planting, weed management, soil conservation (including land retirement) and erosion protection.

The location of these projects is shown in Figure 1.

## **1.4 Disclaimer**

4Sight and Matana Consulting have based this evaluation on information provided by fund recipients in project reports and through an online survey, and more detailed discussions with project management/executives on three of the projects. The information provided in these reports and discussions has not been subject to independent verification.

Matana Consulting was involved in a project management role for one of the restoration projects. To ensure the independence of this review, Matana Consulting did not take part in the review of that project or subsequent discussions/interviews with project executives.

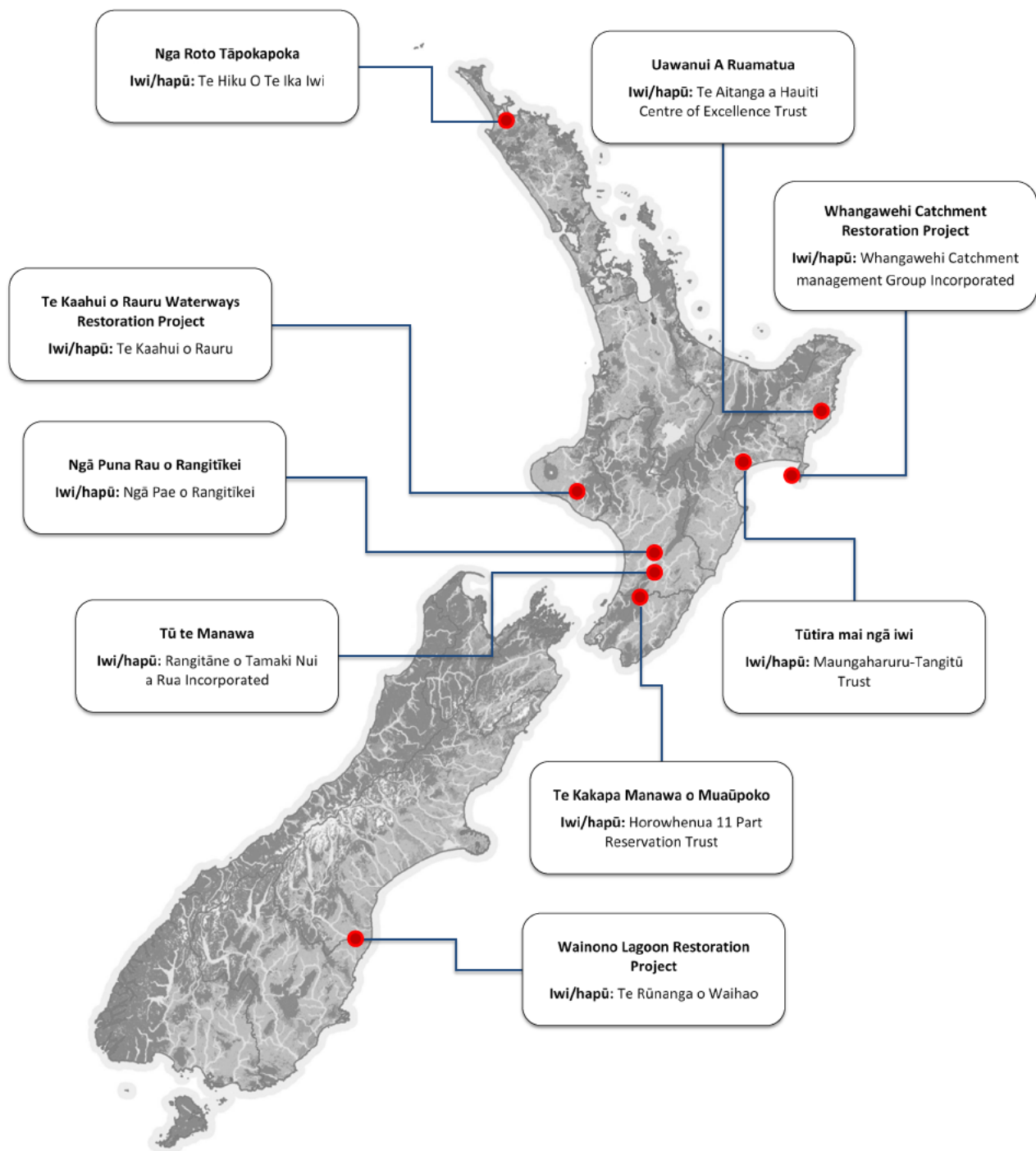


Figure 1: Te Mana o Te Wai Fund Projects



## 2 EVALUATION FRAMEWORK

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### 2.1 Introduction

The aim of the Fund evaluation is described in the RfP as needing to provide:

- An understanding of the outcomes of the Fund.
- An understanding of the challenges and successes experienced by Fund recipients, and the outcomes of the funded projects.
- Recommendations to inform future rounds of the Fund and other funds that enable Māori to improve water quality of freshwater bodies.

The outcomes delivered by the projects are multifaceted – contributing to a range of environmental, community and cultural outcomes – and can be enduring (e.g. establishing groups or infrastructure that have a life that extends well past the end of the project). However due to the relatively recent nature of the projects, which were specified in the funding eligibility criteria as having a discrete timeframe of up to two years, most projects do not have sufficient monitoring to conclusively identify environmental improvements.

To provide a robust indication of the success of the Fund, the evaluation framework should evaluate both outputs and outcomes, and provide both quantitative and qualitative evaluation to assess not only the measurable outputs but also the likely future success of the initiatives that have been implemented.

Additionally, as described in the RfP, a key element is to extract the ‘learnings’ of the various groups through the funding process and the delivery of the projects – both positive and negative. This will be of benefit to future funding rounds, should additional funding be made available, or to other central government assistance funds.

### 2.2 Approach

In evaluating the successfulness of the Fund, this evaluation addresses three key questions:

- 1) Did the individual projects deliver on the objectives and outcomes for which funding was granted – that is, did they achieve (or exceed) what they set out to achieve and agreed in the project deed?
- 2) To what extent did the projects collectively contribute to the outcomes sought by the Fund – what were the key successes and challenges?
- 3) What aspects of the funding process can be improved (more efficient/effective) for future funding rounds?

To answer these questions, the evaluation was undertaken in three stages as discussed below.

#### 2.2.1 Desktop Review

The first stage of the evaluation was a review of all the closure reports and other information. As part of the requirements of the funding, all projects were required to provide regular progress reports and a final ‘closure report’ that documented all key aspects of the project in a consistent template format. In accordance with the reporting requirements, these reports were focused on demonstrating performance against key performance indicators (KPIs) and outcomes of the project – essentially focussing on question 1 above.

Accordingly, the primary purpose of the desktop review is to extract and assess the provided information and provide an initial evaluation of:

- Financial performance, particularly ‘in-kind’ contribution against that anticipated by the project.
- Outputs (KPIs) measured against those agreed in the initial project deed (and any variations).
- Broader outcomes (to the extent they are measurable) including:
  - environmental, social and cultural outcomes;
  - project collaboration; and

- the extent to which outcomes, including relationships, community groups and infrastructure have endured beyond the project itself – that is, the extent to which the funding provided the seed to bring about longer term change.

While project reporting also includes a brief response on the satisfaction with the funding process, this was not a focus of the closure reports and this component was not always completed by the Fund recipients. Where comments were provided, they generally did not provide sufficient detail to identify potential opportunities to improve the funding and administration process. Accordingly, additional information on this aspect was collected through the online survey and case studies as discussed below.

### 2.2.2 Online Survey

The second stage of the evaluation was an online survey, using the Survey Monkey platform, which was provided to all Fund recipients. The aim of the online survey was to obtain additional information on the project. Given that performance against KPIs was consistently well reported in the project reports, the survey focused on engaging with the project teams to obtain more detail and feedback in respect of the broader outcomes that the projects contributed to. This included exploring the projects and outcomes they achieved in more detail, particularly those aspects that are more difficult to quantify or not expressed by specific KPIs. Additionally, the online survey sought information on issues with the administration of the Fund and how this could be improved (as necessary).

Factors that were explored in more depth include:

- Project successes and the key elements that drove the success.
- Project challenges and how these were overcome.
- Project benefits for iwi, particularly those benefits that are on-going beyond the project including:
  - jobs and infrastructure that were created;
  - upskilling of iwi members;
  - greater awareness of, and involvement in, environmental management and enhancement projects;
- Key relationships that were developed, and how these may benefit iwi/hapū and environmental outcomes in the longer term.
- Feedback on the Fund process and how it could be improved (from a recipient perspective) in the future.

The survey was conducted between 9<sup>th</sup> and 19<sup>th</sup> June. However, due to the limited response to the initial survey, survey reminders were sent out and responses were accepted up until 30<sup>th</sup> June 2020.

Notwithstanding this extended timeframe, only three completed survey results were received. We understand that this was largely due to a lack of capacity to respond and competing priorities for time. As is discussed in the report below, iwi groups have limited staff/resources and multiple demands on their time.

### 2.2.3 Case Studies

The final stage of the assessment was more in-depth case studies that included discussions with selected fund recipients. These discussions built on the information sought through the survey, as described above, and provided the opportunity to explore aspects (particularly successes, challenges and potential improvements to the Fund) in more detail through interactive discussions.

Case study projects were selected on the basis of:

- Geographical spread.
- Outcomes that were achieved – particularly for iwi/hapū and communities.
- Availability of the Fund recipients to partake in the case study interviews.

Three case studies were selected for more detailed analysis:

- 1) Te Mana o Te Wai Wainono Lagoon Restoration – Te Rūnanga o Waihao Incorporated (Canterbury - South);
- 2) Ngā Roto Tāpokapoka – Te Hiku o Te Ika Iwi Development Trust (Northland - Far North);
- 3) Ngā Puna Rau o Rangitikei – Ngā Pae o Rangitikei (Manawatū-Whanganui).

Participants were interviewed between 24 and 26 June 2020. Notes from the interviews, and the case study assessments, were provided back to the interviewees for review and verification.

In addition to the above, a telephone discussion was held with a Project Executive from Uawanui A Ruamatua on 28 July 2020. Given the late timing of this discussion, the focus was on their perception of the Fund and opportunities to improve how it functions.

## 2.3 Evaluation

### 2.3.1 Assessment Stages

The overall evaluation of the Fund, and the specific outcomes sought through the review, is derived from a combination of the three assessment stages discussed above. The extent to which each assessment stage contributed to the overall assessment is depicted in Table 1.

Table 1: Assessment Stages

	Desktop Project Reviews	On-line Survey	Case Studies and Interviews
<b>Understanding of the outcomes of the Fund</b>			
Financial/In-kind			
Environmental			
Culture and Community			
Collaboration/Partnerships			
Upskilling			
<b>Challenges and Successes</b>			
<b>Recommendations to improve the Fund</b>			

<b>Key</b>	Low Contribution	Moderate Contribution	High Contribution
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### 2.3.2 Fund Evaluation Summary

The overall evaluation provides a summary of the information that has been gained from the three sources of information identified above and is structured to respond to the brief for this evaluation that is outlined in Section 2.1 above.

## 3 PROJECT ACHIEVEMENTS

This section provides an aggregated summary of project achievements as a result of the Fund (as reported in closure reports and survey response). A high-level assessment of each project against its KPIs is provided in Appendix B.

### 3.1 Financial

The project closure reports documented a total expenditure (including other funding and 'in-kind' contributions of \$8.28 M compared to a funding contribution of \$4.43 M. This represents leveraging of \$3.85 M or 87% across the projects. This demonstrates substantial additional financial value above the contribution provided by the Fund.

### 3.2 Outputs/Outcomes

The nine projects contributed to a range of environmental, cultural, community and other outcomes. Given the substantially different nature of the projects, it is not possible to aggregate all of the project achievements. However, some aspects were subject to common reporting requirements.

#### 3.2.1 Environmental

Due to the recent timing of the projects, it has not been possible to demonstrate tangible environmental improvement, although some projects have noted some initial improvements. Accordingly, below are some of the key outputs and deliverables that will ultimately lead to environmental benefits.

##### *Aggregated Totals*

Stock exclusion from riparian margins:	<b>98 km of fencing;</b>
Planting (typically native):	<b>278,141 plants;</b>
Area subject to pest control (plant and/or animal):	<b>187 ha.</b>

##### *Miscellaneous additional achievements (project specific)*


- Restoration of whitebait spawning habitat.
- 7 fish passes installed.
- Rubbish removals.
- Installation of a lake aeration unit (on-going).
- Stream battering and bank stabilisation, culvert clearance and installation of sediment traps and debris dams.
- A range of on-going pest trapping/control programmes.
- Development of alternative water sources.
- Construction of whare with signage installed covering cultural, community and science narratives.

Through the survey, respondents identified several key environmental outcomes. As would be expected given the integrated nature of the projects, these were not just focussed on the natural environment, but also on broader outcomes for their iwi and community:

*"Fencing off three lakes previously accessed by stock, and better whānau, hapū, iwi, community understandings and interest in these ecosystems, and restoring and protecting these environments. This is expected to lead to Improved water quality in the three project lakes and improved habitats for lake species."*

*"The tributaries, making up the catchment that feed into the Rangitīkei River within our wider rohe, were able, for the first time, to receive resources and funding that enabled our NPRR rōpū to commence the provision of a long overdue restoration work programme, and the development of a long term strategy plan for the future."*

*"The project resulted in a reduction in sediment and nutrient inputs into target water-bodies; wetland and other catchment habitats secured and enhanced through fencing, weed control and planting; improved community understanding of environmental impacts and improved participation in restoration activities. This will contribute to a*



*sustained reduction in sediment input and improve catchment resilience to weather events. The integrated management plan completed as part of the project will have enduring positive effect in planning processes for freshwater management in the catchment. Individuals within the rūnanga have developed greater knowledge of freshwater management and through this experience one is now permanently employed in an influential central govt role.”*

### **3.2.2 Culture and Community**

As indicated in section 1.2, one of the key aims of the Fund was enabling iwi/hapū to actively participate in managing their local freshwater bodies and developing partnerships and work in collaboration with others. All of the Fund recipients reported significant involvement by their iwi/hapū and the wider community in achieving improved outcomes. These outcomes included:

- Community based initiatives such as:
  - working with the local school to engage students with projects and fieldtrips, involving students in restoration initiatives, and some schools are interested in including the activities in their curriculum;
  - planting days – one project identified ‘hundreds’ of people being involved and this is likely to be common across a number of the projects;
  - workshops for the community on water quality monitoring, insect monitoring, tree planting and sharing knowledge and skills across a range of organisations;
  - signage erected at a variety of sites.
- Ongoing employment and volunteer work:
  - one project reported a team of 18 kaimahi (personnel) being employed or in volunteer work;
  - part-time employment of locals over summer periods for weed control and pest management tasks;
  - hapū members employed in various administration roles and to deliver practical actions.
- Educational initiatives including:
  - wānanga carried out to develop hapū and iwi tikanga by looking at cultural health indices and dialog for articulating historical community and science narratives;
  - a bus tour with 100 whānau attending + a website, magazine and video production made to raise awareness of issues;
  - a range of Marae based educational initiatives;
- Development of cultural indicators across a number of the projects, including:
  - development of a community and iwi/hapū-led freshwater monitoring regime, including research on the use of freshwater cultural indicators/taonga;
  - development of the Mauri Monitoring Programme 'Tūtira Mauri Ora';
  - a Takiwa tool developed to produce scientific and cultural reports;
  - a Cultural Health Index developed identifying culturally significant/sentinel species to monitor at whare sites;
- Cultural/kaitiakitanga outcomes were also reported including:
  - the project re-connected and re-asserted the role of Te Aitanga a Hauiti as kaitiaki over their freshwater resources;
  - enhanced access to harakeke, rongoa and mahinga kai;
  - iwi working together, strengthened cultural connections and identity, and demonstrated kaitiakitanga practices over natural resources; and

- promoting the participation of Ngaa Rauru Kaitahi marae, whaanau and uri to become actively involved in the restoration and monitoring of seven waterways that are culturally significant.

All survey respondents indicated that the project was successful or very successful in assisting iwi/hapū and the wider community to understand the importance of freshwater. Respondents indicated:

*'We were able to communicate clearly to our wider iwi groups what was expected of them, which made them feel part of the projects and encouraged them to be involved in the planting days and water quality monitoring days. We were able to achieve this positive response with a good communication programme amongst our people.'*

*'It has provided our people with the enthusiasm and motivation to continue to take a greater interest in their individual roles as kaitiaki of our environment and in particular the protection of our awa and its tributaries. It has also encouraged them to become more involved in this environmental protection work.'*

However, the Fund was seen as being less successful in terms of building capacity within the iwi/hapū, with survey responses ranging from 'not-successful' through to 'successful' in assisting the building of capacity. The reasons as to why the funding did not contribute to this outcome generally related to the short-term nature of the projects/funding:

*"It takes time to build sustainable capacity and capability and this was just a short-term project."*

*"While the project was successful and taught us skills that we did not have previously, it did not improve the employment situation for our people. The funding did not allow enough scope to bring on people to assist our project - it was designed to fund the work not build capacity for our Iwi."*

In order to better build iwi/hapū capacity, survey respondents suggested:

*"Extending the funded period if good outcomes are being achieved or providing longer term funding to sustain capacity development."*

*"Include a component in the funding that allows iwi/hapū members to be trained to carry out all aspects involved in the protection of our freshwater streams and rivers, so that what they learn can continue to be utilised in the ongoing work in the environmental needs of iwi projects."*


### **3.2.3 Collaboration/Partnerships**

All funding recipients identified a range of parties with whom collaboration was undertaken or strengthened. These included:

- Councils – regional and district. A number of projects were undertaken in close collaboration with regional councils, who provided science support, project management, funding and other assistance. District councils also contributed to funding and support in some projects.
- Science advisors – NIWA in particular were highlighted by several groups.
- Environmental agencies/interest groups, including Department of Conservation, Forest and Bird, Fish and Game and local interest and catchment groups.
- Catchment stakeholders:
  - forestry industry;
  - farming community; local landowners; and
  - plant nurseries.
- Other iwi and hapū.
- Schools.

Funding recipients reported the following benefits of multi-party collaboration:

*'Collaboration with other parties saw the NIWA report, Whānau Priorities Document, Hapū Action Plan and Mauri Monitoring Programme produced as key outcomes.'*



*'The project demonstrated what could be achieved by working together and sharing expertise and resources, that we respected and appreciated others input, and proved to be credible and serious about doing a good job.'*

Survey respondents stressed the value of this ongoing collaboration, highlighting that:

*'Further work is proposed and existing activities will require follow up and relationship maintenance to ensure ongoing benefit. The project developed momentum and expectations for further work and continued strong community relationships.'*

*'The trust that developed between the whole council governance team during the course of Te Mana o Te Wai funded programme, gives me every reason to believe that it is vital that we will continue to work well together, in any future environmental projects.'*

Clearly, the establishment of trust and productive relationships has been a key positive and enduring outcome of many of the projects.

### **3.2.4 Upskilling/Training**

Fund recipients reported a wide range of training opportunities for iwi/hapū members. Training identified included:

- Weed and pest management.
- Undertaking water quality and stream health monitoring, including applying a cultural health index.
- Restoration activities:
  - training in locating whitebait spawning habitat;
  - rearing and transportation of glass eel to elver stage;
  - native nursery work; and
  - riparian planting techniques.
- Formal and informal training:
  - kaimahi were enrolled at NorthTec and obtained qualifications in relevant studies such as: Primary Industry Skills Level 2 Certificate (Horticulture), Land Based Sustainability Level 3, Vehicle, Maintenance and Infrastructure Level 3, Occupational Health & Safety Level 3; and
  - soft skills/certificates earned e.g. driver licenses, pest control, plant identification, native nursery work, Grow Safe certificate, CV development workshop etc.

One Fund recipient advised that the:


*'Training of the environment committee chair through involvement in the operational project work and communications training, resulted in them now being in full time employment as an environmental advocacy and liaison role.'*

This demonstrates a wider benefit of the projects – not just in terms of upskilling, but also in being able to undertake a more 'hands-on' role in the management of natural resources.

### **3.2.5 On-going Outcomes**

When reviewing the outcomes from the Fund, it is important to not just consider the direct contributions but also those outcomes that the Fund 'seeded'. That is, where the Fund has resulted in the development of tools or facilities that will provide ongoing benefits beyond the life of the funding. Examples include:

- Monitoring tools, particularly those associated with cultural health/indicators as discussed above.
- Facilities including:
  - the development of a plant nursery;
  - eel aquaculture facility developed to repatriate eels;

- 
- restoration area near Tolaga Bay Area School to be used as an ongoing outdoor classroom.
  - On-going work programmes:
    - continued predator control managed by Uawanui Cadets and logged using Trap NZ;
    - maintenance Plans developed to maintain planted areas and riparian margins in a number of projects; and
    - retired areas completed under the TMOTW Fund have been protected under the Whangawehi Conservation Management Agreement (25 years).

























## 5 FUND EVALUATION

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### 5.1 Outcomes of the Fund

#### 5.1.1 Financial

The projects reported a total expenditure (including other funding and 'in-kind' contributions) of \$8.28 M compared to a funding contribution of \$4.43 M. This represents leveraging of \$3.85 M or 87% across the projects, which is consistent with the level of leveraging that was anticipated in the applications and demonstrates substantial additional financial value above the contribution provided by the Fund.

We understand that each project was financially audited and hence do not comment on this further here.

#### 5.1.2 Natural Environment

As described in Section 3 and 4, and the closure reports, the projects delivered a range of environmental enhancement works – although it is acknowledged that the relatively short-term (2-year) nature of the projects means that it is too early to assess the benefit in terms of water quality, ecosystems and cultural benefits (as measured by cultural indices).

Many of these projects will result in on-going tangible improvement in response to the physical works that were undertaken including:

- Stock exclusion/stream fencing and riparian planting.
- Sediment reduction.
- Plant and animal pest control.
- Restoring whitebait habitat and fish passage.
- Other project-specific improvements.

In addition to these improvements, most of the projects reported substantial engagement with, and buy-in from, stakeholders including their iwi members, landowners, schools, local authorities and science providers. The momentum, good will and potentially changed practices that have resulted from this engagement will likely further contribute to ongoing environmental improvements.

Our assessment of each project against deliverables is provided in Appendix A. In our opinion, each project was successful in meeting all, or the majority of, its intended deliverables – recognising that some projects evolved as they were implemented.



Accordingly, we conclude that the natural environmental outcomes anticipated by the projects were achieved and in that regard, the Fund outcomes were met.

#### 5.1.3 Culture and Community

We consider 'Culture and Community' to be a key consideration in terms of the effectiveness of the Fund in achieving its outcomes as embodied in the purpose of the Fund:

*The purpose of the Fund is to help Māori improve the water quality of freshwater bodies (including lakes, rivers, streams, estuaries and lagoons) that are of importance to them by:*

- *supporting iwi/hapū to play an active part in improving the water quality of their local freshwater bodies*
- *enabling iwi/hapū to actively participate in managing their local freshwater bodies*
- *developing partnerships and working in collaboration with others*
- *assisting iwi/hapū and the wider community recognise the importance of fresh water in supporting a healthy ecosystem, including supporting human health.*



As detailed in Sections 3 and 4, the Fund recipients for all of the projects highlighted the benefits of the projects to their iwi/hapū. The projects provided iwi and hapū to be actively involved in restoring their freshwater taonga while learning new skills and establishing new, and strengthening existing, relationships with other stakeholders.

This supported iwi and hapū to:

- Undertake their role as kaitiaki over the freshwater resources.
- Work together, collaboratively, with other iwi.
- Restore and enhance access to mahinga kai.
- Build on iwi mana whenua vision for flora and fauna restoration.
- Strengthen cultural connections and identity.

In the Ngā Roto Tāpokapoka case study it was advised that through community engagement they were able to rediscover the original Māori names for two of the lakes they were working on. This was welcomed by the regional council who indicated that they are going to use these Māori names going forward and will provide a simple, yet tangible and enduring, expression of cultural connection and history.

It is noted that a number of the projects developed and applied their own cultural health index/mauri monitoring tools. Again, this is seen as a positive way of Māori interacting with the environment, demonstrating kaitiakitanga and helping to inform more traditional science views of freshwater and catchment health.

Benefits to iwi and hapū are in part summed up by the following statement:

*'It [the project] has provided our people with the enthusiasm and motivation to continue to take a greater interest in their individual roles as kaitiaki of our environment and in particular the protection of our awa and its tributaries. It has also encouraged them to become more involved in this environmental protection work'*

Community engagement and interaction was also highlighted by all groups and ranged from school projects and field trips, community planting days, workshops to cross iwi and organisational collaboration. One project was seen as:

*'a better means of educating rangatahi about the environment. Outdoor learning and hands-on mahi was a great way of sparking interest in rangatahi and engaging them in science from a young age. It allowed for greater community engagement and meant that the parents were also exposed to the good work being carried out'*

Many of the projects provided opportunities for both paid employment and voluntary work. Unfortunately, the limited response to the project survey means that this was unable to be accurately quantified. It is clear from the information that the projects resulted in a number of paid roles, and a large volunteer base, but the number of paid positions and their duration was not able to be established. Fund recipients reported a number of people employed – either for the duration of the project or for specific aspects of the project (for example over summer). A large number of volunteers, often in the 'hundreds', were also reported.


In our view, the projects provided a significant opportunity for iwi/hapū to play a more active role in the management of their freshwater taonga consistent with the Fund objectives (notwithstanding the improvements detailed below).

#### **5.1.4 Collaboration/Partnerships**

As indicated above, a key aim of the Fund was to develop partnerships and work in collaboration with others.

This appears to have been successfully delivered in all of the projects, and has been highlighted as a key strength and outcome of the projects. All three case studies highlighted the close collaboration with, and valuable role played by, their regional council, which often assisted in funding, technical support, management and administration. Two of the case studies also highlighted the role of the regional council in helping bridge the gap between payment for material and services and the reimbursement of this via the Fund.

Substantial engagement, input and partnerships were also established with local schools, environmental agencies and science advisors (particular NIWA) and industry groups (e.g. forestry). As indicated in the Ngā Puna Rau o Rangitīkei Project, they have partnered with GNS Science and the Cawthron Institute to research some of the lakes in the Rangitīkei catchment, the Fund has resulted in strong enduring relationships, partnerships and collaboration.



Another strong theme from the projects was the importance of engaging with the farming community and landowners. While this was identified as a challenge and resource intensive, in part due to seasonal timeframes and commitments, achieving good landowner buy-in is critical to achieving good and enduring outcomes.

Survey respondents stressed the value of this collaboration and that it was anticipated to be on-going, highlighting:

*'Further work is proposed and existing activities will require follow up and relationship maintenance to ensure ongoing benefit. The project developed momentum and expectations for further work and continued strong community relationships.'*

*'The trust that developed between the whole council governance team during the course of Te Mana o Te Wai funded programme, gives me every reason to believe that it is vital that we will continue to work well together, in any future environmental projects.'*

Clearly, the establishment of trust and productive relationships has been a key positive and enduring outcome of the Fund and its associated projects.

### 5.1.5 Upskilling

Most Fund recipients identified a range of training opportunities for their iwi and hapū. In some instances these were informal, experience based upskilling – for example plant and animal pest control, water quality monitoring and tree management. In other instances, funding associated with the projects provided the opportunity for more formal qualifications and learning to be sought.

Equally as important, the experience gained by those in senior roles (for example Project Managers) in administering and delivering major projects, dealing with central government and developing and managing constructive relationships with local government, stakeholders and landowners was invaluable. This will better enable iwi/hapū to take on similar large projects in the future.

As is discussed below, however, the relatively short term nature of the funding and its focus on outputs was not conducive to effectively building capacity and capability within iwi/hapū. This has been identified as an area where the Fund, or similar funding programmes, can be improved to help achieve more enduring and broader outcomes for iwi/hapū.

## 5.2 Successes and Challenges

### 5.2.1 Successes

The successes of the projects are many and varied as described in Sections 3 and 4 and are not repeated here. The project reports and case studies highlighted key successes that included:

- Significant examples of iwi and hapū being actively involved in restoring the mauri of their taonga, engaging with the natural environment, developing cultural indicators and demonstrating kaitiakitanga over freshwater resources.
- Significant and enduring relationships, partnerships and collaboration; and the development of trust between iwi/hapū and local authorities and landowners.
- Substantial successful restoration work that will ultimately lead to incremental improvements in water quality, ecology and the mauri of freshwater.
- Training and upskilling that can be applied to other projects and roles in the future – including on the ground learning of new skills, the acquisition of formal qualifications and management experience.
- Strategic programme planning for the future.

Wider project reporting described successes that were unlikely to have occurred had the funding not been available. This demonstrates the substantial and wide-ranging benefits that were derived from the projects.

## 5.2.2 Challenges

The main challenges were largely explored through the case studies and several common themes arose:

- Iwi/hapū capacity and capability

There are significant capacity and capability challenges within small iwi/hapū organisations. Often iwi/hapū have substantial demands on their time and resources and much of their work is carried out by volunteers who are not necessarily skilled to respond effectively to all of the various demands they face.

All of the case studies identified that working closely with their regional council, was of significant benefit particularly assisting with administrative aspects and in some instances funding.

- Fund administration

All case studies highlighted the difficulties experienced with the administration of the Fund including time consuming and repetitive reporting (and associated costs). One case study highlighted issues with the liaison and support provided by MfE – which in one instance led to a breakdown in the relationship and significant frustration.

An important issue, and one of the most significant barriers that was faced by all Fund recipients, was the difficulty for small, poorly resourced iwi to carry project costs until reimbursement was received. This is addressed further below.

- Landowner engagement

All the case studies highlighted the challenges in engaging with landowners, which requires substantial time and resources as a one-on-one approach worked best. This was particularly challenging as engagement was required to work around landowner seasonal demands on their time, which was difficult in a relatively short duration project that was driven by timeframes and deliverables.

However, many of the projects highlighted that good engagement and buy-in from landowners was essential to achieve good and enduring outcomes.

- Aligning project and training outcomes

This issue was highlighted in the Ngā Roto Tāpokapoka Project where there was a clear intention of delivering training and upskilling to iwi and hapū members. This project highlighted the difficulty in trying to align the project's training outcomes with the timeframes of the tertiary education providers and dealing with the multiple agency restrictions in the context of a relatively short term project.

## 5.3 Potential Fund Improvements

As a result of our review, we consider that the Fund has been largely successful in achieving its objectives. However, the following potential improvements have been identified to enhance both the functioning of the Fund and the outcomes that it achieves. We recommend that they be considered should future funding rounds be proposed.

### 5.3.1 Fund Administration/Collaboration

It is appreciated that the Fund is providing substantial sums of public money and hence appropriate accounting and auditing is required. However, the feedback from all parties, including experienced project managers, was that the administrative and compliance requirements were unnecessarily repetitive and onerous.

Additionally, a common issue was the challenge for small iwi to carry costs until they are reimbursed by the Fund. This was raised in all the case studies, and we understand this was an issue for all fund applicants.

In our view, opportunities to improve the Fund administration that should be considered are:

- Improving reporting templates and processes to make this aspect as efficient as possible and providing a help desk/resources to provide assistance/advice to support iwi in this task.



This could include:

- provision of a dedicated administration ‘help desk’ to assist the groups (who are often new to the process) in understanding reporting requirements and standards and how best they can be met. This resource may only be required for the start-up phase of the projects to help support groups until they are up and running. As we have highlighted previously, well planned and managed projects are more likely to achieve success;
  - ensuring that MfE key project contacts are sufficiently experienced project managers/administrators to be able to effectively liaise and engage with, and support, fund recipients;
  - simplifying reporting and removing repetition, if there are aspects that are unnecessary<sup>3</sup>; and
  - improving guidance on reporting.
- Providing an ‘upfront’ project payment so that project costs are not carried by iwi.

This could be achieved by:

- providing for a proportion of the funding (10 to 15%) to be paid on signing of the Deed;
- reviewing other central government funding models that provide for such an ‘up-front’ payment to be made, to assess how accountability is delivered while providing funding for the project to proceed.

This is an important recommended Fund improvement. The requirement to carry costs until reimbursement occurs was a challenge for many groups and is likely to have impacts on project set-up and delivery. We strongly recommend that alternative funding models be assessed to determine how this works in practice, how accountability is ensured, and whether such an approach would work for the Fund.

- Enable minor project changes to be approved and not subject to substantial changes processes.

Methods of achieving this include:

- establish criteria relating to the extent of change that can be accommodated within a project without the need to prepare a revised Deed;
  - provide a streamlined process for approving change – recognising that the detail of most projects will change as the project is implemented.
  - retain a more formal process for major project changes to ensure accountability and transparency.
- Encouraging projects to be undertaken in partnership with regional councils, to assist in project management and help build relationships.

This could include:

- revising Fund guidelines to promote discussion and collaborative projects with regional councils in the planning stage of projects, and providing examples of the benefits that may result;
- communication with regional councils prior to fund rounds, to signal potential requests for involvement/support to enable councils to decide whether they are able to assist and to what extent.

From our review of the case studies, a collaborative approach yields benefits for both Fund recipients and councils alike and was an important factor in the success of projects. Regional councils assisted with project management expertise and reporting, resourcing and in some cases bridging funding. Having a close association with a regional council can assist smaller groups in particular, who often lack capacity and capability, to be involved in larger projects and can help develop capacity for future projects. It is, however, also appreciated that some councils may not be in a position to offer support so this recommendation should be considered in that context.

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<sup>3</sup> Note that we have not reviewed specific reporting templates etc to determine what improvement could be made.

### 5.3.2 Project Funding Timeframes and Multi-Stage Projects

Project timeframes were identified as a challenge in all case studies and some project reports. Whilst tight deadlines put some pressure on getting work done and producing deliverables, there were instances where more time would have been useful where projects had developed significant momentum.

Often the complexities and challenges of achieving actions on the ground, for example landowner engagement, are not fully appreciated from the outset in project planning. Some project flexibility is also desirable as some aspects of projects were inevitably subject to unavoidable delays and constraints. At the same time, it is appreciated that there is a risk that projects will expand into the time that is available – that is, if there is more time available, the project will simply take longer. A challenge for the Fund is therefore how to provide some flexibility where there is a valid basis for doing so, without simply extending project length. We provide some potential criteria below.

Aligned to this is the issue raised by the successful case study projects that additional support/funding is required to maintain momentum, cement achievements and progress to more significant and enduring outcomes. The relatively short TMOTW funding timeframe does not encourage sustained effort and there was a desire to have multi-stage projects. Longer projects are also more likely to provide opportunities for improved training/skills outcomes.

In our view, consideration could be given to:


- Enabling Funding to be applied for multi-stage projects, possibly up to four years' duration, in addition to the current two-year project timeframe. Due to the extended timeframes and potentially larger funding sought, multi-stage project proposals should be subject to a greater level of detail and rigour including:
  - a higher level of detail in Fund applications including project planning with clear stages, milestones and fund deliverables, and integrated training/skills enhancement programmes;
  - progression to subsequent stages on completion of stage outcomes and milestones and training objectives with additional funding being tied to successful project delivery;
  - a demonstrable level of stakeholder support, with the aim of longer-term projects becoming independent at the end of the funding.
- Providing flexibility to extend the term of a project to enable its in limited circumstances, subject to:
  - an extension being limited to a fixed maximum period, for example 6 months;
  - demonstrable delays/problems that have caused the delay;
  - projects being demonstrated that they have (substantially) met KPIs to date;
  - completion will lead to tangible benefits and is able to be undertaken within existing budgets; and
  - the provision of a clear plan and steps to completion.

While our review suggests that the flexibility to extend project timeframes would be beneficial in some instances, we are cognisant of the additional project and Fund complexity and administration that this might lead to. We are also concerned that too much flexibility may result in the completion date being seen as a 'soft' target. Accordingly, we recommend that some flexibility be incorporated into the Fund – but that this would be closely managed to be an exception rather than the rule.

### 5.3.3 Enhanced Provision for Training

Achieving long-term change is not just about what restoration or on the ground works achieve, but also the skills, capability and capacity that are developed and hence can be directed to other projects and initiatives. As one recipient indicated, the iwi identified that they wanted to invest in people and programmes with a vision of long-term planning and management over decades.

While it may not be achievable to fund projects over such a long term, a focus on training people and developing expertise is inherent in the aims of the Fund and a good investment in the future. We consider this to be an area where the effectiveness of the Fund can be enhanced, although we appreciate that this might add to the complexity of the Fund process. We also note that enhanced training and skills development may be better aligned with multi-staged projects (as discussed above) where there is a greater opportunity for skills to be developed and embedded.



Accordingly, in our view the Fund could be enhanced to achieve better, more integrated skills development/training through:

- Incorporating skills and qualifications development and training into the purpose of the Fund. This will create a clear mandate and expectation for funding proposals/applicants.
- Incorporating skills development and training as an aspect of multi-stage projects (see above) – if adopted. As previously discussed, the expectation is that these projects will be subject to more detailed proposals and provide an opportunity for more defined skills, training and education opportunities.
- Encourage applicants to engage with educational institutions, prior to submitting proposals, if the project includes formal training opportunities.

One case study group highlighted the challenges in having to deal with multiple agencies to maximise opportunities for training. However, this appears to be a project specific issue, where providing opportunities to enhance skills and qualifications was an integral part of that project. While it is considered that utilising projects to enable training and the attainment of qualifications should be enhanced within the Fund, as discussed above, it is difficult to see how this could be achieved at the national level. Accordingly, while a specific focus on training/skills/qualifications development is recommended, the project and organisational-specific nature of training means that it is best considered and organised at a local level as part of individual projects.



## **Appendix A: On-Line Survey**

## Te Mana o Te Wai Fund Evaluation Survey

### Introduction

Kia ora and welcome to the Te Mana o Te Wai (TMOTW) fund evaluation survey.

We appreciate the time you are giving to help with this important independent evaluation of the Te Mana o Te Wai fund. Not only will this provide a better understanding of the outcomes and effectiveness of the fund and the successes that have been achieved, but it will also help inform fund processes and future funding rounds should additional funding be available in the future.

In respect of the information that you provide:

- Any additional project information that you provide will be included as part of our evaluation report alongside a summary of the information you have provided on your closure and other reports.
- Your views on the funding process – both positive and negative – are very important. These responses will be reported ‘generally’ and comments will not be attributed to any individual or organisation. Individual responses will be kept confidential and not shared with any other organisation.

Please note, we have reviewed your project closure reports. The purpose of the below is to get further information on aspects of your project and how it has benefited the environment and your iwi/hapū and what aspects will provide future benefits.

If you have any questions or would like to discuss any aspect of the survey, please feel free to contact us. Our details are in the introductory email.

Kia ora!

1. Please select the TMOTW funded project you were involved with from the drop-down menu:

## 2. What was your role in the project?

- Project Manager
- Group Chairperson

Other (please specify)

## Te Mana o Te Wai Fund Evaluation Survey

### How well did the TMOTW fund achieve its purpose?

The purpose of the TMOTW fund is to enable Māori to improve water quality of freshwater bodies (including lakes, rivers, streams, estuaries and lagoons) that are of importance to them by:

- Supporting iwi/hapū to play an active part in improving the water quality of their local freshwater bodies
- Enabling iwi/hapū to actively participate in managing their local freshwater bodies
- Developing partnerships and working in collaboration with others
- Assisting iwi/hapū and the wider community to recognise the importance of freshwater in supporting a healthy ecosystem, including supporting human health.

3. How effective do you think your project and the TMOTW funding was in:

Assisting your iwi/hapū in managing and improving the ecology and water quality of the water body that your project was focussed on?

- Very successful
- Successful
- Somewhat successful
- Not successful
- Don't know

4. What do you consider to be the key environmental outcomes that your project achieved?

5. In your opinion, what are the key future/on-going environmental benefits that the project will contribute to?

6. How successful was your TMOTW project in developing partnerships and working in collaboration with other organisations?

- Very successful
- Successful
- Somewhat successful
- Not successful
- Don't know

7. What are the key relationships/partnerships with other parties that were formed during the project:

8. Do you expect these relationships/partnerships to continue into the future and, if so, in what way?

9. How successful was it at assisting your iwi/hapū and the wider community to understand the importance of freshwater in supporting a healthy ecosystem, including supporting human health.

- Very successful
- Successful
- Somewhat successful
- Not successful
- Don't know

10. What are the main reasons for your response:

## Te Mana o Te Wai Fund Evaluation Survey

### Developing iwi/hapū capacity and capability in relation to fresh water

Building the capacity and capability of iwi/hapū in relation to fresh water was another objective of the Fund. The aim of these questions is to get a better understanding.

11. How successful was the TMOTW fund in helping your iwi/hapū build capacity and capability within your iwi/hapū?

- Very successful
- Successful
- Somewhat successful
- Not successful
- Don't Know

12. Please explain your response below:

13. Did the project result in the creation of any jobs and/or ongoing roles for members of your iwi/hapū?

Paid full-time roles

Paid part-time roles

Volunteers (approx.)

14. What, if any, of the roles are still on-going?

15. Did the project involve training being given to members of your iwi/hapū, or other community members?

Yes

No

16. If training was provided, please list the organisations that contributed to this training below:

[Redacted area]

17. Did the project result in the development of infrastructure/facilities (for example plant nurseries) that have continued past the end of the project?

Yes

No

18. Please list the key ones below:

[Redacted area]

19. In your opinion, how could the fund be improved to assist with building iwi/hapū capacity and capability?

[Redacted area]

20. Any other thoughts about how the fund has benefited your iwi/hapū and the wider community?

[Redacted area]

## Te Mana o Te Wai Fund Evaluation Survey

### Key challenges and Successes

The aim of this section is to understand any wider benefits of the project, in addition to those already discussed above and in your closure reports.

21. What were the key challenges that you had to overcome to make your project successful?

22. How did you overcome these challenges?

23. In addition to the environmental benefits and those to your iwi/hapū discussed above and in your closure reports, what were the other main successes/benefits of your project from your perspective?

24. What were the key factors that led to these?

25. What do you believe will be the most important legacy of your project?

## Te Mana o Te Wai Fund Evaluation Survey

### TMOTW Fund and Process

The aim of this section is to get your feedback on the fund process, administration and reporting and for you to identify aspects that worked well and those which could be improved from your perspective.

#### 26. Application Process

Were the application processes and requirements clear and able to be met?

- Yes
- Generally
- No

#### 27. Project Administration and Reporting

Once the project was approved, were you happy with the level of reporting and interaction with the Ministry?

- Yes
- No

28. Please explain your response below:

#### 29. General

What aspects of the TMOTW fund did you find of most benefit?

30. What aspects were the most difficult to deal with?

[Redacted response area]

31. What suggestions do you have to improve the TMOTW fund (if any) for future or similar funding rounds?

[Redacted response area]

32. Would the project have been undertaken if the funding was not provided?

- Yes
- Probably
- Unsure
- Unlikely
- No

33. Please explain your response:

[Redacted response area]



## **Appendix B: Individual Project Assessments**





















## **Appendix C: Case Study Achievements**





















