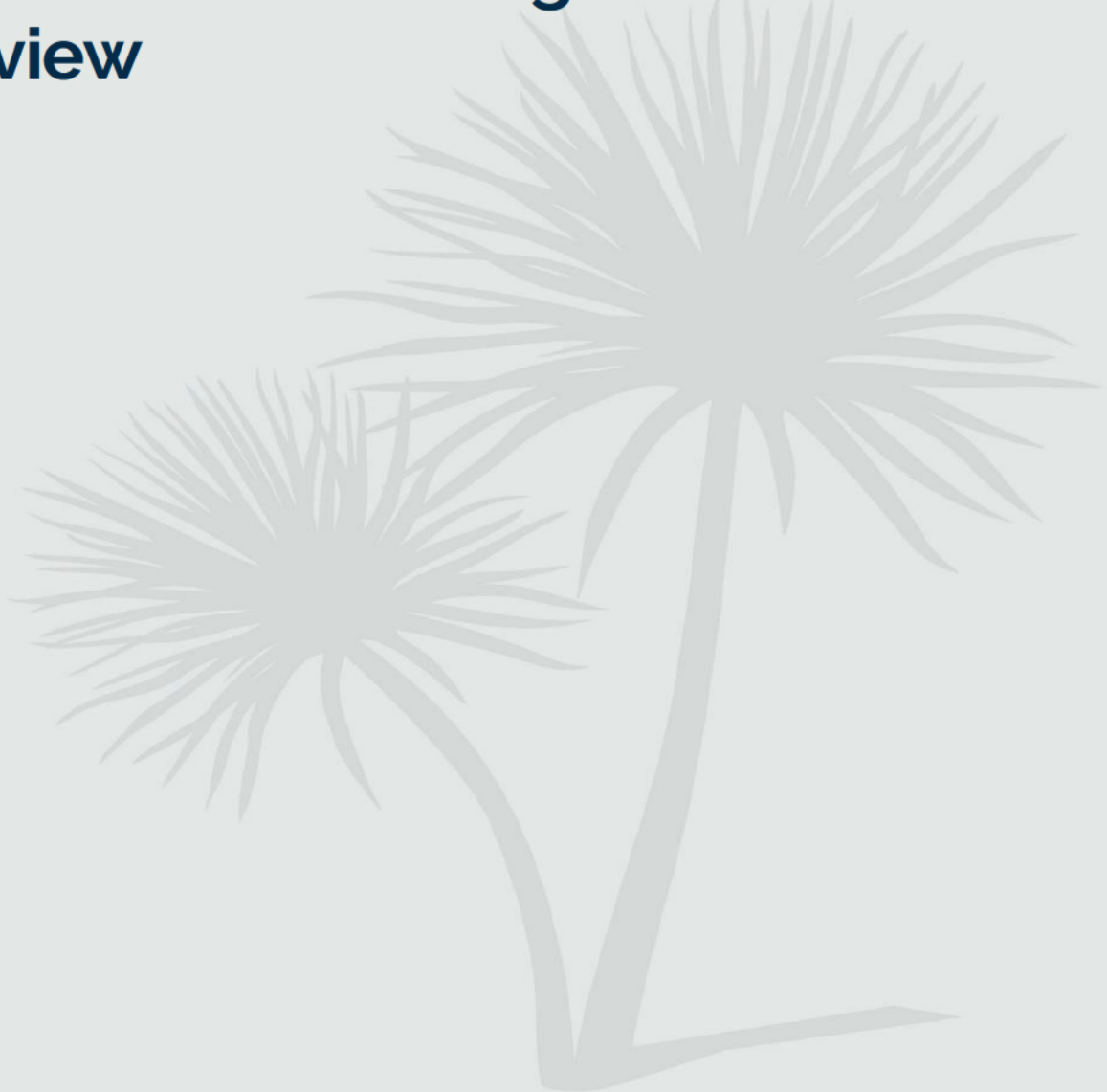


24 May 2021

Final Report

Jobs for Nature Programme Review



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Executive Summary

Our recommendations:

SLU Ministers and Reference Group

1. That SLU Ministers endorse the role of the Reference Group for the length of the funding period through 2024.
2. That the SLU Ministers recognise that delivery of environmental outcomes and sustained related employment opportunities extend beyond the Programme's funding period in 2024.
3. That the SLU Ministers endorse the Reference Group's role to carry out oversight and assurance and its requirement that the agencies and delivery partners will cooperate with the Reference Group and Secretariat in this role.
4. That the SLU Ministers recognise the value of an overall accountability framework for the Programme as a whole, consistent with the views expressed by the Office of the Auditor -General

Developing the accountability for the Programme

5. That the Senior Responsible Official establishes the accountability requirements for the Jobs for Nature Programme as a whole. It would be helpful to include whether future arrangements through to 2024 may be better established under the arrangements possible through the provisions of the Public Sector Act 2020.
6. That the Senior Responsible Official works with the Secretariat and agencies on the implications to adequately achieve collective accountability to demonstrate how well this significant multi-agency initiative is delivering for New Zealanders.

The Secretariat

7. That the Secretariat continue its coordination role to assist the Reference Group to fulfil its role.
8. That the Secretariat's role be strengthened to enable it to support the Reference Group in undertaking the oversight and assurance role by engagement of a risk and assurance expert to work with the agencies and delivery partners.

Operational efficiency and effectiveness

9. That the Ministry for the Environment and Department of Conservation confirm if there are opportunities within the remaining allocation to align application processes to minimise participant costs of entry.
10. That the Secretariat review the range of contracts let to ensure:
 - There is a common definition of Full-Time Equivalent.
 - Compliance costs with contract monitoring are fair and minimised.
11. That the Secretariat works with the agencies to develop flexibility in the remaining funding to enable further support of an existing delivery partner if warranted.

12. That the Secretariat advise the Reference Group and SLU Ministers on how to establish an approach focused on deployment of the Programme in an urban setting targeting the residual group of unemployed can be implemented.

A Transition Plan to the post 2024 period

13. That the Reference Group develop a transition plan which aids delivery partners preparing for the period after 2024 where projects to deliver environmental outcomes require ongoing action by them, their own governance and management and resources.
14. That the transition plan includes:
 - Creation of a community of practice or centre of excellence that captures and shares good practice with all delivery partners with the objective of developing their governance, and risk management capability and long-term sustainability.
 - Considers future funding possibilities for delivery partners.

Introduction

The \$1.245b Jobs for Nature (J4N) Programme was one of a number of NZ Government-initiated programmes in a response to COVID-19 and the estimates that the New Zealand workforce would suffer significant unemployment.

Its objectives are:

- creating employment opportunities for 11,000 to 13,000 people, at pace and with regional spread
- enduring benefits for freshwater ecosystems and water quality, biodiversity, climate change and cultural values
- supporting sustainable land use and the implementation of new regulatory requirements, including for freshwater, biodiversity, and climate change.

The Programme requires 5 government agencies - Department of Conservation (DOC), Land Information New Zealand (LINZ), Ministry for the Environment (MFE), Ministry of Primary Industry (MPI) and the Provincial Development Unit (PDU) of the Ministry for Business, Innovation and Employment (MBIE) - to develop and deliver on a shared approach. An advisory body, the Reference Group, supported by a Secretariat, was set up to support the Sustainable Land Use (SLU) Ministers oversee the delivery of the Programme.

This review comes approximately 9 months into the first year of the Programme. The reviewers were asked to consider whether the arrangements were fit-for-purpose. They were also asked to review a sample of 6 projects to better understand the adequacy of Programme arrangements.

Several conclusions have been reached based on the limited scope of the engagement:

- The arrangements for the J4N programme are reasonable. The Reference Group and Secretariat have done a credible job to develop the maturity of the J4N Programme. The current state is considered reasonable, allowing for the circumstances in which the Programme was 'stood up' but enhancements are recommended.
- There are opportunities to improve the Programme's arrangements for both the future approval of funding applications and the ongoing oversight of the Programme's delivery. This would improve the fit-for-purpose systems and arrangements for the Programme and better enable management of risk at a Programme level.

- A high-level review of 6 projects was undertaken as part of this review. Our observation is that they display a varied but positive development path to delivering on the Reference Group Investment Framework. Overall and within the limited scope of this review, we consider that the projects are soundly managed and capable of delivering. Clearly, the nature of environmental outcomes means many projects will not show enduring environmental benefits until well after the funding has ceased and can only be confirmed then.

This report focuses on reporting on the initial phase of the \$1.245b Jobs for Nature Programme – an ambitious programme to deliver jobs at pace in a response to COVID-19 while delivering enduring environmental outcomes.

1. Background and context

The Jobs for Nature Programme was initiated as part of the Government's COVID-19 response and recovery plan. The programme presented a new approach to government support for economic recovery, having a direct focus on nature-based employment. The total value of funding across the J4N programme is \$1.245 billion. When Cabinet established the programme, three overarching initial objectives were set out:

- creating employment opportunities for 11,000 to 13,000 people, at pace and with regional spread
- enduring benefits for freshwater ecosystems and water quality, biodiversity, climate change and cultural values
- supporting sustainable land use and the implementation of new regulatory requirements, including for freshwater, biodiversity, and climate change.

This Programme is a unique multi-agency collaboration overseen by 'Sustainable Land Use' (SLU) Ministers who have shared oversight of the J4N Programme. A Ministerial appointed Reference Group provides advice to Ministers on the Programme.

The Reference Group supports SLU Ministers by providing oversight and assurance on the Programme. The non-central government members of the Reference Group were selected to encompass a broad range of perspectives (including Māori landowners, regional councils, recovery experience, the primary sector and NGOs).

The SLU agencies are using both pre-existing and innovative approaches to deliver projects at pace.

Funding is also being delivered in a variety of ways, including:

- targeted contracts with organisations
- upscaling existing operations
- partnering with distressed businesses to allow them to retain their workforce by temporarily redeploying workers into nature-based projects
- contestable funding rounds and expressions-of-interest
- targeting funding through partnerships.

The programme was established in July 2020 with an emphasis on job creation at pace due to forecast unemployment figures. At the time of this review, 60% of the programme funds have been allocated across 217 projects, with 34% of funds in contract.

The Reference Group's oversight and assurance role is the genesis of this review. Their desired outcome was to gain an independent view of the Programme as a whole and to

undertake 'deep dives' into a selection of contracts. Their concern was whether the programme outcomes were able to be attained and programme risks identified and managed.

2. Scope and purpose of the review

The current outturn on national unemployment figures has been more favourable than anticipated. This has provided an opportunity for the Secretariat (on behalf of the Reference Group) to seek an early programme audit review to assess the Programme's ability to realise benefits and confirm whether it is fit-for-purpose.

The audit is expected to be based on the principles of the OECD on long-term investment [G20/OECD High-Level Principles on Long-Term Investment Financing](#) and to consider the challenges faced by similarly complex programmes of work such as the Provincial Growth Fund, where the Office of the Auditor-General has provided several reports in recent times.

In scope of the audit:

- Programme structure and governance
- Decision-making framework
- Reporting and transparency
- Risk management
- Conflict of interest management
- Application management
- Procurement and contract management
- Fund management
- Systems and processes
- Implementation challenges.

In the course of our work, we sought to obtain a high-level overview of the process to engage and contract external delivery providers. Our work included contact and interviews with all the agencies. However, we did not undertake any assurance work in relation to the agencies' formal systems or processes. That remains a matter for the agencies and their internal audit assurance programmes and their external auditors.

3. Approach

Due to the breadth of the Programme and diverse range of delivery mechanisms, the Secretariat proposed a tiered approach to the audit. This approach will enable us to provide the required assurance consistent with the External Reporting Board's standard; SAE 3100 Assurance Engagements on Compliance. Our work and reporting will also take into account the OECD principles and OAG findings on the Provincial Growth Fund.

The approach includes:

Foundational level: establishing a sound understanding of the collaborative and system arrangements for the Jobs for Nature programme, recognising the individual and collective responsibilities of the agencies involved, including arrangements to ensure the Programme's success. This work will primarily be undertaken through interviews and inquiries with the Secretariat supplemented by contact with the relevant agencies.

High-level: undertaken primarily by interviewing a broad range of key stakeholders (via phone/zoom/in person) including central and local government, delivery partners and fund recipients to develop a view of the current operation of the Programme and how it contributes to the Programme's overall effectiveness.

Medium level: further enquiry and information gathering into specific themes/areas highlighted for validation. This will be determined by the outcome of the prior two levels of work.

Deep dive: Detailed audits on up to 6 projects across the Programme selected from risk factors identified in the programme level risk register and the high-level audit findings. The deep dive project audits are expected to cover:

- Application process
- Approval process
- Procurement / contract management
- Project management
- Implementation
- Project reporting including risks, issues, outputs, actual outputs, and outcomes achieved compared with targets/forecasts
- Risk management
- Monitoring and verification
- Value for money and efficiency
- Project evaluation
- Plans to maintain investment following cessation of jobs for nature funding.

4. Limitations

The review seeks to provide the Reference Group and Secretariat with relevant assurance about the J4N programme. Given the scope of the planned approach, noted above, the assurance is limited and not of the nature of audit assurance. The work undertaken is of similar nature to an independent 'snapshot' of the current state of the Programme.

Under SAE 3100 Assurance Engagements on Compliance, the review has been designed to ensure the conclusions drawn are "meaningful"; which SAE 3100 (Revised) defines as *"the level of assurance obtained ... is likely to enhance the intended users' confidence about the compliance outcome to a degree that is clearly more than inconsequential"*¹.

5. Acknowledgements

The work for this assurance review has required substantial assistance from the Reference Group, Secretariat, the funding agencies, the EET secretariat and particularly from the busy entities contracted under the J4N programme. We also made contact with many other people or organisations who have either had involvement or a valid perspective on the Programme. This included members of the public.

We appreciate their input and record that all parties fully engaged with us and sought to answer our questions to the best of their ability. We were not restricted or hampered in making our inquiries for which we are grateful.

¹ Refer AE 3100 (Revised), paragraph 17 (o).

The Jobs for Nature Programme

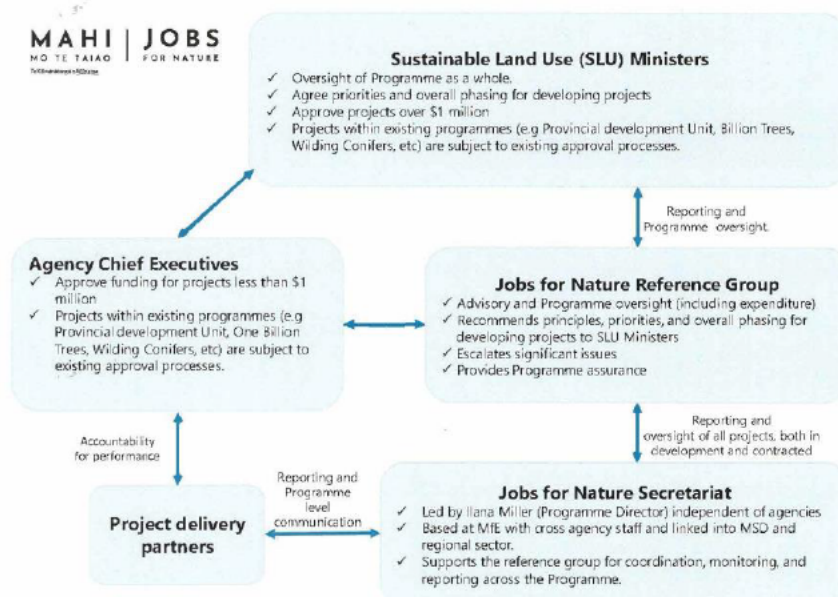
6. Facts and Figures

6.1. A description of the core arrangements to implement the J4N initiative

The diagram below sets out the core arrangements for decision-making and accountability for the \$1.245b J4N Programme.

Key features are:

- The intention is for the 5 agencies (DOC, LINZ, MFE, MPI and the PDU) to have a shared approach to the common objectives set under the J4N Programme.
- The programme funding is for environmentally-focused COVID-19 related projects.
- The individual agencies retain the decision-making responsibility and accountability while the SLU Ministers make decisions on projects over \$1m. Individual agency heads have delegated authority for any decisions under \$1m.
- SLU Ministers have strategic oversight of the Programme assisted in an advisory capacity by the Reference Group and its Secretariat. The Reference Group is independently chaired and other external members bring knowledge and understanding of conservation matters within the community. The Reference Group has no delegated decision-making ability.



The Reference Group has the following functions:

- Advising the SLU Ministers on the principles, priorities and phasing of programme funding.

- Reporting to the SLU Ministers on cross-agency coordination and their oversight of the overall Programme and subsequent spending. The Reference Group's Terms of Reference aligns the word oversight with assurance on the Programme.
- Escalating significant issues.
- Advising on how best to engage locally – including with iwi, regional councils and the primary sector.
- Advising on inter-agency joined-up communication.

6.2. Description of allocation process to date and state of delivery

The Programme is substantial at \$1.245b. It is a combination of either \$486m of "quick start" funding or funding already committed in existing programmes and new money of \$757.2m. The current state (as at 28 February 2021) of allocated and contracted funds is:

Agency	approved	contracted	Paid	No. approved projects	No. contracted projects	actual FTE		Employment Starts	FY 20/21 estimates	Lifetime FTE estimates
						actual hours worked	(hours worked/ 1560hrs)			
DOC	266,878,398	126,743,992	17,877,579	68	30	139332.85	89.39	619	930	2,744
LINZ	36,676,255	7,700,050	1,089,347	15	15	14204.11	9.09	150	73	-
MFE	238,939,182	172,955,034	18,079,430	46	26	54345	34.86	435	427	2,861
MPI-AIS	9,543,821	9,543,429	1,449,248	8	8	9831.4	6.31	0	6	-
MPI-BNZ	127,350,288	40,062,119	40,638,827	16	14	167490.22	107.36	719	234	313
MPI-TUR	36,805,636	31,688,462	4,142,584	29	25	51239.5	32.85	118	-	331
PDU	40,931,781	40,931,241	17,396,426	35	35	16360	10.5	0	49	106
Grand Total	757125360	429,624,326	100,673,441	217	153	452803.08	290.36	2041	1,719	6,355

At the time of this review, there was still a balance of \$458m to be allocated and contracted.

The Programme was created in July 2020 and to date, the equivalent of 290 annual FTE have worked (based on hours reported) with this number expected to ramp up as entities contracting under J4N complete their set up phases and further funds are allocated/contracted. The table above shows that just over 60% of the total Programme funding has been allocated. The estimated "lifetime FTE" - taking into account the acknowledged data gaps - suggest the approved projects will deliver on the overall employment objective of 11,000 to 13,000 FTEs.

6.3. The Reference Group Investment Framework

Appendix 1 contains the Reference Group Investment Framework established by the Reference Group.

The framework sets out the basis for the entire programme and on which the Reference Group undertakes its review and provision of advice to Ministers. Based on ongoing oversight, the framework is also one of a future assessment of project and programme achievement.

As we undertook our deep dives, we used these principles to guide our assessment of the individual projects.

Analysis and Assessment

7. Institutional arrangements

7.1. The role of the agencies

The Cabinet paper described the J4N programme as a 'shared approach' although this is within the context of individual agencies maintaining their individual decision-making rights for contracts under \$1m and accountability. To date, decisions on approval of funding greater than \$1m have been made collectively by the SLU Ministers, noting \$486m had already been allocated (refer Cabinet Paper paragraphs 4, 11).

While the Cabinet Paper indicated a possibility of a collaborative approach to either contracting or joint procurement, generally, contracts are with a particular agency.

The nature of the shared approach is primarily that the 5 agencies operate under a common investment framework and outcomes.

The approach of agencies to regional presence and engagement have differed. For example, the PDU has an established presence and worked through its existing system. DOC sought to innovate through what has morphed into regional partnership groups bringing together DOC regional operations with local government and other parties.

We visited two regions where the Alliances (now called Regional Partnership Groups) operate. It seemed apparent that in both cases the local regional council was effective in assisting the direction of the group or the regional council was assuming the role itself. Generally, this input was crucial.

While not part of our fieldwork, we received advice that suggested in some areas (for example the Waikato Region) there is cross-agency collaboration where the result is a more effective project than possible if only one agency is involved by itself.

However, the overriding impression is that individual agencies are largely engaging in the J4N programme individually in accordance with their own accountability under the common investment framework and Programme objectives.

7.2. The role of the Reference Group and Secretariat

The Reference Group (supported by a Secretariat) was set up for an initial 8 months as an advisory body and is formally constituted under its own Terms of Reference (TOR). Along with advising the SLU Ministers, the role of the Reference Group includes to "coordinate across agencies and have oversight/assurance of the overall programme and spending under it, reporting to the SLU Ministers".

Strengths:

- The Reference Group has been able to add substance to the coordination of the programme and bring a level of local knowledge to contractual arrangements. The Investment Outcome Statement has been an important tool in galvanising decision-making for the Programme.
- The Secretariat is playing an effective role in retaining corporate knowledge of the Programme. Of note is the Secretariat's ability to develop a reporting dashboard (refer Appendix 3 for the latest version of its reporting on 28 February 2021). This has included the standardisation of the FTE count and overall strategic oversight of programme progress. The information produced will be critical in accountability for the Programme as a whole.

Challenges:

- The Reference Group has limited ability to provide assurance to the SLU Ministers and is largely reliant on agencies' internal processes and audits.
- The TOR give the Reference Group and Secretariat an uncertain timeframe for existence and operation.
- Its strength is gained from its ability to influence and the commitment of partner agencies to work with it, in contrast to having any delegated authority or a requirement to act.

The Reference Group does add value to the allocation process and could be retained to see through the allocation/contracting period. The funding horizon for the Programme is through to 2024. To disband it earlier would prevent the SLU Ministers from having an advisory group providing a level of assurance over that period, as it appears anticipated in the TOR. In terms of oversight and assurance, there is a potential role it can fulfil as long as it has the ability to inquire (this is developed in the following section 7.3).

7.3. Analysis and assessment of institutional arrangements

Should the Reference Group's role, supported by the Secretariat, be extended to enable it to fulfil its intended oversight and assurance role?

The Reference Group is an advisory group with no delegated authority and is yet to provide a level of assurance to the SLU ministers. Currently the Reference Group has few "tools" to be able to do this (and this review itself, albeit high-level review, may be indicative of that lack of formal assurance capability).

And yet oversight is important to provide assurance that the Programme's strategic risks are being managed appropriately and its objectives achieved.

Our strong recommendation is that the Reference Group is enabled to carry out this role through to 2024:

- The funding horizon and life of the Programme continues through to 2024.
- Many of the contracts are still in their establishment phase (refer Appendix 2 and the discussion on our deep dive work) where it is critical oversight is maintained to ensure the intent of each project is achieved and that the overall integrity of the Programme is maintained.
- For many projects, the period to 2024 is formative in establishing process and method of operation, engaging the unemployed and taking steps to cement their own operations beyond 2021.
- There are steps the Reference Group could make that would assist in developing many of the delivery partners cementing in their ability to deliver.

Are there improvements to institutional arrangements which could be made?

There is a possible range of responses:

- The Secretariat support for the Reference Group oversight role could be strengthened by the inclusion of an assurance expert within its team. We believe that this should happen. Their role would include coordination with agencies' internal auditors on regular review of projects (consistent with grant good practice criteria).
- Working with the agencies and their Audit and Risk Committees (ARC) to provide for ongoing monitoring.

- The Reference Group's oversight could be supported by cyclical reporting by the ARC chairs to the Reference Group to better enable it to provide oversight and assurance of programme risks.
- Consider the lessons learned by the PDU model which is strongly centralised, has substantial experience in contract delivery and a strong regional presence.
- Consider other developing approaches such as in the Public Service Act 2020 which sets out arrangements for a strategy Joint Venture (JV) as a mechanism to support cross-agency efforts. There is currently one JV created which is the Border Agency Leadership Board.

These comments are made on the basis that it is reasonable to expect a level of accountability and public scrutiny at a Programme level and not just at an agency level. The Reference Group's TOR includes oversight and assurance on the programme and spending, which clearly assumes a role through the life of the funding programme².

Programme accountability

We also considered the Controller and Auditor-General's (OAG's) report³ into the work of the Provincial Growth Fund (PGF) through the Provincial Development Unit. As noted above, the PDU provides a counterpoint to the distributed approach under the J4N Programme.

The OAG report stressed the importance of reporting and accountability on the PGF as a programme as a whole.

We have received informal advice from the Office of the Auditor-General (OAG) that there is no formal basis for accountability at a Programme or aggregate level. Formally, accountability will be through each agency.

While technically this is adequate, their advice also suggests that there can be better accountability. The Office has previously opined in similar situations that "the formal, statutory basis for accountability reporting is necessary but not enough to provide Parliament and the public with meaningful information about Covid-19 spending. It is useful and informative in some ways and for some purposes, but it does not serve the public interest well when it comes to accountability for large funding decisions spread across many initiatives, many departments and many appropriations".

Their advice continues "as we noted in our reports on the Provincial Growth Fund and Whanau Ora, people also want to understand how well significant multi-agency initiatives are delivering for New Zealanders".

It was not contemplated this review would establish if there should be a level of multi-agency accountability for the Programme as a whole. However, our view is that it is desirable and would be valuable for the reasons noted by the OAG. We consider it important that there be discussion and agreement on the nature of the overall public accountability with the Ministers and the Programme's Senior Responsible Official. It would also be prudent, in our view, to formally include consultation with the Controller and Auditor-General.

The programme 'legacy'

The programme has already and will continue to add to substantial jobs in the environment sector and enable new environmental initiatives to be undertaken. The funded delivery

² The TOR state: "b. Coordinate across agencies and have oversight/assurance of the overall programme and spending under it, reporting to the SLU Ministers."

³ Managing the Provincial Growth Fund, 31 July 2020. <https://oag.parliament.nz/2020/managing-pgf/docs/managing-pgf.pdf>

partners (based on the deep dive sample) are all long-term entities and the nature of the projects funded are long term and most environmental outcomes will only be delivered after the completion of the current funding in 2024.

The Programme should have regard to two key aspects:

- Performance against the contract over the funding period
- The corporate viability/sustainability of the delivery partner itself

Corporate viability is not about future funding from the agencies. It is about recognising the delivery of enduring environmental benefits is in part dependent on the effective continued operation of these delivery partners. Future corporate viability could be encouraged now by a community of practice that enables delivery partners to consider how to ensure their own futures, which will benefit the jobs-related environmental projects initiated by the J4N Programme.

Effective institutional arrangements should consider this aspect delivery as well as the effectiveness of the actual spend within the funding period.

7.4. Other system observations through the agencies

There is a substantial opportunity at the current point in the allocation cycle to consider the joint experience of all agencies in establishing a collaborative sense of good practice in funding and contract arrangements. This seems particularly appropriate for the two major J4N agencies - MFE and DOC – which have substantial funding yet to be allocated.

While only a small sample was tested, there is an indication that the different approaches between the agencies have created a reasonable cost for community trusts and other NGOs in applying. These costs are most keenly felt when applications are unsuccessful.

Deep dive visits identified bespoke application processes dependent on the agency the applicant was seeking to work with. Most applicants talked about the number of meetings required and the extent of the information required to complete an application.

While each agency must ensure a funding decision is based on sound evidence, a more common and consistent approach to application and assessment procedures between agencies may help within the context of the common objectives of the J4N programme, while not discounting the different initiatives within the total programme and their bespoke needs.

8. Deep dive outcomes

8.1. Basis for selection

The final phase of our approach to this assurance review included 'deep dive' audits on up to 6 projects across the Programme selected from risk factors identified in the Programme level risk register and the high-level audit findings. The deep dive projects were selected in conjunction with direction from the Secretariat and through conversations with each agency. They were chosen on the basis of the following:

- Representation of a range of funding levels
- With a cross-section of environmental focus (pest control, weed control, freshwater quality etc)
- Across a range of regional location within NZ
- Representative of varying stages of set-up/delivery.

8.2. Approach to use of investment outcomes and our core questions

In interviewing the delivery partner during the deep dive, our line of inquiry centred around the core components of the Reference Group Investment Framework namely:

- The creation of jobs at pace
- Enabling sustainable environmental benefits
- Preparing for and having regard for future resource regulatory requirements.

We looked to understand at a high level, the systems and operations of the delivery partner reflected broadly in the areas consistent with the CSO, under the topics of governance, systems and future challenges.

8.3. Summary of deep-dive observations

In Appendix 2 we diagrammatically show how we see the 6 deep-dive projects fit with meeting the core investment objectives of employment at pace and delivering sustainable environmental outcomes.

Also refer Appendix 4 for a summarised table on our observations from the 6 deep dive visits undertaken in relation to the reviews detailed objectives.

At a high level for each project, we note:

WAI Wanaka (WW)

We assessed this initiative as a mature project that was invest-ready. WW already had established relationships extending into the community and with such agencies as Otago Regional Council. Its Upper Clutha Environmental Plan was supported by action groups with affected landowners. Further, it has an established governance framework and an operating framework which enabled it to activate quickly and step towards the investment objectives of the J4N Programme.

We considered this approach to be an exemplar and noted that the group was also offering advice and support to other regional applicants. The strength of their approach also confirmed the value in the Reference Group establishing a "community of interest" to develop the ability of all delivery partners.

Fiordland Weeds Buffer Zone – Environment Southland (ES)

This project enabled augmenting an existing ratepayer funded scheme which will continue after the cessation of the 2024 funding window. It was activated quickly in support of several Te Anau tourism-based businesses.

We did hear some unsolicited concerns with the community about how DOC with ES ("they consulted us but then just went ahead and did their own thing") but overall, we assessed this project as valuable.

It built on an existing programme and was supported by an existing and mature agency – ES. We received comments from ES about the cost of providing near daily data on employment the transactional costs of reporting.

We also noted that ES was enhancing its own in-house procedures to ensure effective management of all its J4N and other government funded projects through enhanced project governance reporting to ES's Audit and Risk Committee.

Pukenui Wetlands/Makarora Catchment

These two projects are relatively small groups undertaking valuable local and localised environmental projects – again, both existing and on-going projects which J4N funding has enabled to be enhanced and to continue. Overall, these were low key and competently run.

Korehāhā Whakahau

This is an iwi-based project. It shows a careful and methodical approach to its objectives of securing a possum-free 'island' zone in the land surrounding Whakatāne and Ohope. It aims to develop a toxic-free approach to possum eradication and develop a core team to undertake the work and become proponents for its on-going work.

This project reflects a programme requiring substantial investment to enable it to meet the investment objectives:

- Establishing its toxic-free methods are effective
- Building the capability of its employees to be reliable, effective members of a working team

The project also has further establishment needs which is to liaise and establish effective relationships with private landowners and other voluntary environmental groups working within the planned area for eradication.

Once the staff training, confirmation of methods and full engagement with all groups is completed, it should be able to successfully increase the environmental gains intended in the project. This Ngāti Awa-led project reflects the formation needed in many projects to enable the Programme's investment objectives to be achieved.

Kaipara Moana

This scheme is seeking to restore the mauri of a major harbour. It is an ambitious project with an initial 10-year horizon. It is a multi-group (iwi, local authorities, landowners, private sector business and voluntary groups) initiative which is in its formative stages. The amount of the investment - \$200m over its first 6 years – and its breadth means that it is still in a significant formative stage. While it had an existing professional business case which established the basis for MfE investment, it needs time in establishing a sound approach to such a large project.

We noted their methodical approach and there is much of value – for example, their policy on nurseries for native plants. (Again, we would see such thinking and policy potentially valuable to many of the projects in a "community of interest" sense).

They have also been able to get some early gains such as working with Fonterra on initial farm environmental plans, which have created some employment.

However, the project does reflect the extensive and necessary planning that is needed before either of the core investment objectives can be met. The project also has the challenge of establishing longer term funding after the first 6 years. A number of the projects have a similar challenge but obviously the scale is significant and pivotal to ensuring environmental gains made in the first 6 years are secure.

There are other risks – we heard from some voluntary groups which may benefit from working with this initiative but are yet to have any contact with the project, largely in part we assess due to its formative stages, working on many fronts and yet to establish effective community communications.

8.4. Conclusions drawn from deep dives

The 6 projects (out of a total current 153 contracted (28 February 2021)) provide a high-level insight into the effectiveness and impact of the J4N initiative. Equally, there are limits to what can be concluded and generalised on such a limited sample size.

Core conclusions drawn are:

- The J4N Programme is still in an overall development phase. Some projects are more mature than others and are delivering more completely against the Reference Group Investment Framework. This is not considered unreasonable in light of the context of the post-COVID-19 environment, the actual outturn on overall unemployment numbers and the objective of sustainable environmental gains.
- The least developed was Kaipara Moana, which is also the largest project under the J4N initiative. It is ambitious, complex and we considered the Joint Committee was taking a considered approach to create an enduring project and deliver benefits. To bring a pan-Kaipara Moana perspective, it has needed the most complex governance rearrangements of the sampled projects. The corollary for this though is a lesser gain on jobs at pace.
- Within the differing development cycles, we had no evidence of concern that jobs would not be created, nor enduring environmental benefits be obtained. The assessment of investment outcomes can only be reached at this point on the individual projects in terms of their set up and their initial implementation to this point.

8.5. Critical success factors

In forming a positive assessment about the 6 projects, the review considered what factors were seen as critical in the positive assessment of the projects.

The review generally found the entities engaged in each J4N contract were reasonably well organised. Within the sample, the entities were engaging in projects where they had:

- "Community reach" - the entities had existing relationships within the local community which included potential parties affected by the planned initiatives – such as landowners.
- Existing systems and processes in place – this included conceptual thinking around the project and in some cases established business cases to support their application. All entities had access to suitable "back office" support such as financial and reporting systems. They appeared capable of supporting staff engagement and in reporting to the relevant funding agency.
- Significant research behind their environmental programme – including proven methods and research.
- A programme to develop new staff at the level they were at. The nature of the support ranged from holistic employee well-being to skills-based training associated with the actual project.
- Where needed external expertise was engaged – this was noted in relation to business case development, establishing effective methods and practical advice on such matters as sourcing of suitable plants.

One project was specifically based within an iwi context. The review considers the project displayed the characteristics noted above but of particular note were the following:

- The project was co-created by iwi but in this case, had specific support of the local DOC office
- The ability to incorporate whakawhanaungatanga and iwi values
- It embraces a holistic view of worker and whanau, and

- There is investment ability within the contract to engage staff and create a team, including "ownership" of their role within the project.

8.6. Programme risk and observations

In our interviews and deep dives a number of matters were raised which indicated some risk with implementing the J4N Programme:

FTE measurement

At the commencement of the J4N Programme, it was understood that there was no common definition of what constituted a 'job' or as is now being measured – Full-Time Equivalent (FTE). This is now interpreted by the Secretariat as taking total hours delivered in a project and calculating an FTE based on 1560 hours per annum. There are other measures as well such as 'new starts' which is helpful.

We were told that initial contracts from agencies had their own definition of FTE and while this has been regularised with a common definition at Secretariat level, the entities on the ground told us that different agencies still have different requirements for job measurement and some providers need to maintain multiple systems to record FTE data. In addition, there appears to have been changing requirements for additional or different employment information (especially new requirements from the Employment, Education and Training Secretariat), which came after a number of contracts were signed. It raises the question of whether the contract allows for such information to be gathered or whether some contract variation is required.

There is a need for a common definition and other supporting information needs, and this is arguably covered by the work of the Secretariat. However, it appears there is an unnecessary transaction cost to projects to meet separate definitions or additional information requirements.

Who is employed?

We inquired where staff were coming from. While one project (Fiordland Weeds Buffer Zone) was deliberately aimed to assist struggling businesses and their employees, most projects reported to us that the majority of the employees were not registered as unemployed. They reported being approached by individuals interested in conservation generally and saw a project as a chance to be involved and/or be trained, and often they represented people who were under-employed.

This is noted as an outcome of the projects sampled. It raises questions about the qualitative nature of the unemployment factor being addressed and whether this represents a risk to the J4N Programme outcomes being achieved.

Allied with this outcome was some question about the level to which agencies and the Ministry of Social Development (MSD) have been able to 'join up' over these projects. In our interviews, we did hear of other projects where such cooperative arrangements did work.

Cost of failed applications

Project managers have been attempting to access funding from different agencies where relevant, or additional funding for other initiatives. From an applicant perspective, they noted a significant variance in the nature and extent of information required to satisfy any one application. The inconsistency was noted and came for some, with a high transactional cost, particularly if they were unsuccessful.

Agencies must have due regard for probity and prudence in approving applications that should be able to withstand scrutiny. However, there should be a level of consistency between agencies on what is required so a commonality of information exists.

Risk/cost of 'reinventing the wheel' by contracting parties

Each project in our sample had 'invented' or created its own approach and have its own systems and processes in place. While this is understandable it does raise the question of an increase of costs on many participants in these cases.

As the Programme has progressed, we were told of a greater sharing of information and approaches to application and methods of operating between potential delivery partners. However, there is also a level of commonality to project management, systems and methods which might usefully be shared to enable greater consistency and less cost to participants whether as an applicant or in project delivery. This could be established as a 'community of practice' where knowledge and systems can be shared within projects.

Supply risk and competition with nurseries

Many of the projects involve planting, especially on riparian margins. Projects need to be able to source appropriate eco-sourced plants including a range of varieties not necessarily easily or commercially available.

In relevant projects in our sample, we did make inquiries about the supply risk and sourcing of native plants. While not necessarily in our sample there was no firm proposal for a project to establish its own nursery, which might be seen as being in competition with the private sector.

In the projects where sourcing native plants material was required, we noted care by delivery partners in terms of existing private sector nurseries. Either the private sector is being consulted by projects or as noted in the case of Kaipara Moana a specific policy and approach to nurseries was being developed, where between 350,000 and 480,000 plants will be required per annum.

Fraud risk

We considered the risk of fraud in the contracts and did not find any instances of fraud.

In undertaking work, we did receive comments from the public about project processes being unfair, but not fraudulent. In one instance there was a complaint about the pay rates associated with a project which was encouraging some staff to prefer engagement on the J4N project in preference to working with local firms.

This matter is not necessarily fraudulent, but it does show the need for project managers to continually review how a project may be perceived or how it works out.

8.7. Tackling residual unemployment – urban, Maori, Pasifika and women

A key contextual factor for this review is the better than anticipated unemployment rate. However, we were informed that while favourable a core of predominantly urban Māori, Pasifika and women remained in unemployment.

We inquired whether there was flexibility in the Programme to reorient it to focus on this "core" group. It is recognised that prior to the announcement of the more than favourable unemployment rate, many approvals and contracts had been made. In February there was still \$488m to be allocated. This raises the question of whether the agencies – primarily DOC and MFE – could either individually or collectively target projects that address this employment need – the priority being jobs for this group which also have demonstrable environmental benefits.

We discussed this matter with the Sustainable Business Network, given our understanding of their work. The question we asked was whether there are potential projects which could meet the investment framework outcomes. It was affirmed that this is possible, and a number of potential projects were cited.

We have no comment on the merits of any programmes, including that which Sustainable Business Network may pursue in their own right. However, we reached the view the Secretariat, in conjunction with the Reference Group, could work with the agencies and SLU Ministers to consider the ability to target this group of unemployed as a priority.

9. OECD High-Level Principles

G20/OECD High-Level Principles on Long-Term Investment Financing

We sought to match the lessons taken from our fieldwork with the principles outlined in the OECD guidance. There is a limit to the application of the standard to the J4N project. However, there remains the question of how a programme such as J4N can be effective in investing in programmes that include especially long-term environmental objectives.

The core principles of the standard are:

Principle 1: Preconditions for long-term investments.

Principle 2: Development of institutional investors and long-term savings.

Principle 3: Governance of institutional investors, remuneration and asset management delegation.

Principle 4: Financial regulation, valuation and tax treatment.

Principle 5: Financing vehicles and support for long-term investment and collaboration among institutional investors.

Principle 6: Investment restrictions.

Principle 7: Information sharing and disclosure.

Principle 8: Financial education, awareness and consumer protection.

Drawing on our findings in section 7 and 8 above we note:

- The J4N Programme itself was 'stood up' quickly. The Reference Group and Secretariat were able to add robustness to the initial approach mapped out in the Cabinet paper. This included the Reference Group Investment Framework and its role in monitoring both the agencies work and advising the SLU Ministers on applications greater than \$1m. This helped create the current conditions necessary for the Programme to operate and agencies, effectively as institutional investors, to operate.
- We have also noted the need for the Reference Group's ability to have oversight and provide assurance needs to be revisited and enabled. If this is the case it will be in a better position to maintain oversight of the agencies and the delivery partners.
- The quality of the delivery partner is critical. From our sample above we generally formed a favourable view of the contracting parties. They were either local authorities subject to normal financial and service delivery controls and governance or trusts and other independent entities which displayed good professionalism in their approach.
- The agencies however need to be able to monitor both service delivery (through the contract) but also be able to maintain a current understanding of the ongoing capability and capacity of the delivery partner they have contracted with – for the length of the contract. This would normally mean having the capacity to monitor core accountability documents of the delivery partner such as audited financial information and other relevant governance information.
- This leaves the question of the post-contract period where a level of assurance of the sustainability of the delivery partner given the long-term nature of

environmental outcomes. It raises the question of whether the agencies should have any concern or role in establishing the sustainability of the delivery partner in the long term. From our review, most parties had turned their mind to how to sustain their projects over the long term for sustainable environmental gains. The key risk for some was financial and the risks could not be discounted. The Reference Group and agencies could assist with this during the current funding period by identifying good organisational practice - especially for trust and NGOs and sharing this information among the delivery partners. For example, we noted the planning and approach of WAI Wanaka, which appeared to us as being robust, was replicable. Working with WAI Wanaka to share their approach may help ensure that other entities can adopt system and processes which may enable them to sustain good practice after the current funding round ceases. It may also prevent or limit "reinvention of the wheel".

- Inherent in the OECD standard is a regulated system. It is difficult to envisage how this would operate in the J4N Programme. However, we have found the delivery partners in the Programme are motivated and seeking to perform. It may be possible, at minimal cost, that a sector interest group could be maintained during the length of the Programme that shares and encourages good organisational practice. For example, the Controller and Auditor-General maintain an interest group for good practice with Chairs of public sector Audit and Risk Committees, which enables individual Chairs to consider their practice and to adopt approaches that may enhance Committee management and outcomes. The interest group approach may be a way to enable the Reference Group to have greater assurance that the delivery partners are sustainable and able to deliver into the future.
- We note in this review the importance of establishing the accountability arrangements for the programme. The OECD principles are based on effective transparency as enabling trust and confidence in arrangements. The matter of overall transparency of the J4N programme is unclear and we consider needs to be clarified. Currently, we do not consider individual agency accountability for their part of the J4N Programme would meet the intent of the OECD standards.

10. Assurance taken from the review

The arrangements for the J4N programme are reasonable. The Reference Group and Secretariat have done a credible job to develop the maturity of the J4N Programme. The current state is considered reasonable allowing for the circumstances in which the Programme was 'stood up' but enhancements are recommended.

There are opportunities to improve the Programme's arrangements for both the future approval of Programme applications and the ongoing oversight of the Programmes delivery. This would improve the fit-for-purpose systems arrangements for the Programme and better enable management of risk at a Programme level.

We undertook a high-level review of 6 projects. Our observation is that they display a varied but positive development path to delivering on the Reference Group Investment Framework. Overall and within the limited scope of this review, we considered that the projects were soundly managed and capable of delivering. Clearly, the nature of environmental outcomes means many projects will not show enduring environmental benefits until well after the funding has ceased and can only be confirmed then.

Recommendations

11. Recommendations

Our recommendations:

SLU Ministers and Reference Group

1. That SLU Ministers endorse the role of the Reference Group for the length of the funding period through 2024.
2. That the SLU Ministers recognise that delivery of environmental outcomes and sustained related employment opportunities extend beyond the Programme's funding period in 2024.
3. That the SLU Ministers endorse the Reference Group's role to carry out oversight and assurance and its requirement that the agencies and delivery partners will cooperate with the Reference Group and Secretariat in this role.
4. That the SLU Ministers recognise the value of an overall accountability framework for the Programme as a whole, consistent with the views expressed by the Controller and Auditor-General.

Developing the accountability for the Programme

5. That the Senior Responsible Official establishes the accountability requirements for the Jobs for Nature Programme as a whole. It would be helpful to include whether future arrangements through to 2024 may be better established under the arrangements possible through the provisions of the Public Sector Act 2020.
6. That the Senior Responsible Official works with the Secretariat and agencies on the implications to adequately achieve collective accountability to demonstrate how well this significant multi-agency initiative is delivering for New Zealanders.

The Secretariat

7. That the Secretariat continue its coordination role to assist the Reference Group to fulfil its role.
8. That the Secretariat's role be strengthened to enable it to support the Reference Group in undertaking the oversight and assurance role by engagement of a risk and assurance expert to work with the agencies and delivery partners.

Operational efficiency and effectiveness

9. That the Ministry for the Environment and Department of Conservation confirm if there are opportunities within the remaining allocation to align application processes to minimise participant costs of entry.
10. That the Secretariat review the range of contracts let to ensure:
 - There is a common definition of Full-Time Equivalent.
 - Compliance costs with contract monitoring are fair and minimised.

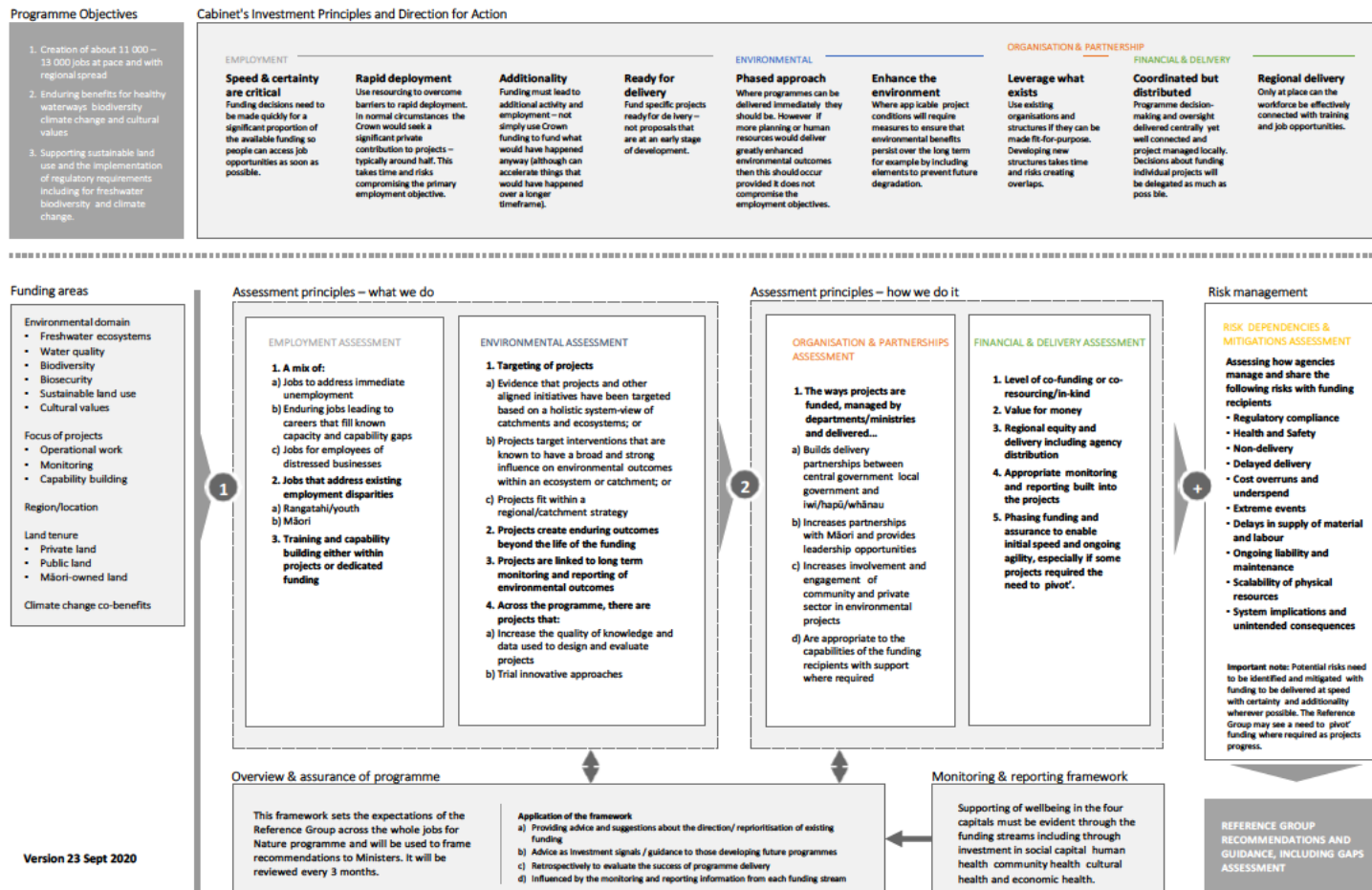
11. That the Secretariat works with the agencies to develop flexibility in the remaining funding to enable further support of an existing delivery partner if warranted.
12. That the Secretariat advise the Reference Group and SLU Ministers on how to establish an approach focused on deployment of the Programme in an urban setting targeting the residual group of unemployed can be implemented.

A Transition Plan to the post 2024 period

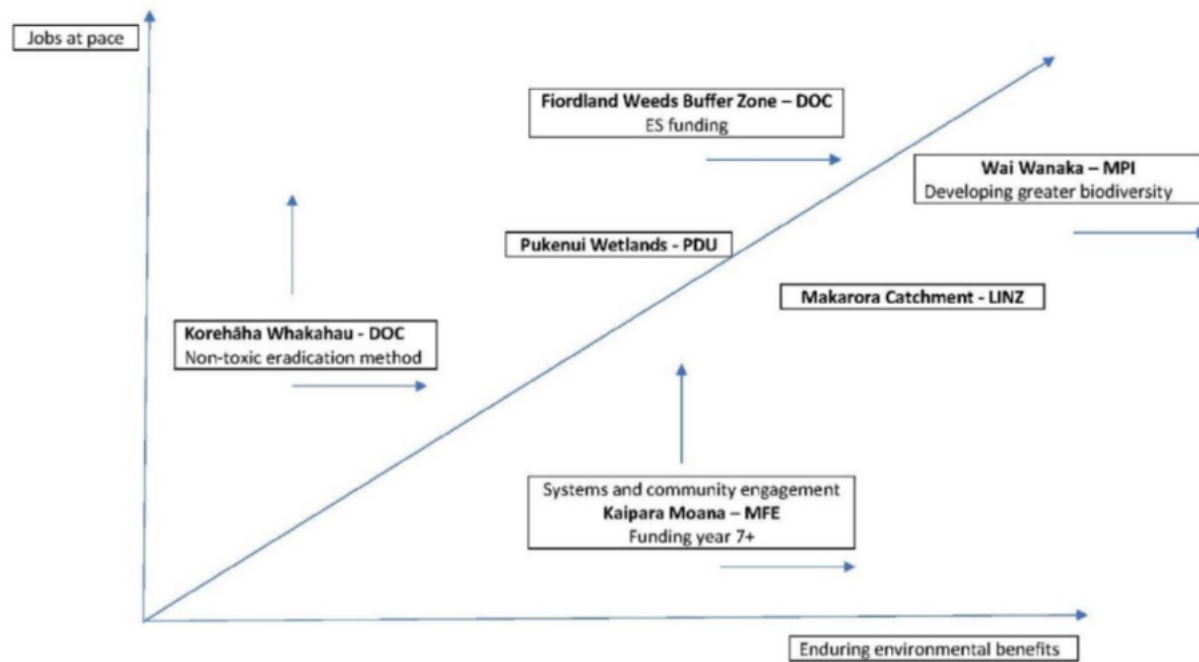
13. That the Reference Group develop a transition plan which aids delivery partners preparing for the period after 2024 where projects to deliver environmental outcomes require ongoing action by them, their own governance and management and resources.
14. That the transition plan includes:
 - Creation of a community of practice or centre of excellence that captures and shares good practice with all delivery partners with the objective of developing their governance, and risk management capability and long-term sustainability.
 - Considers future funding possibilities for delivery partners.

Appendix 1 – Reference Group Investment Framework

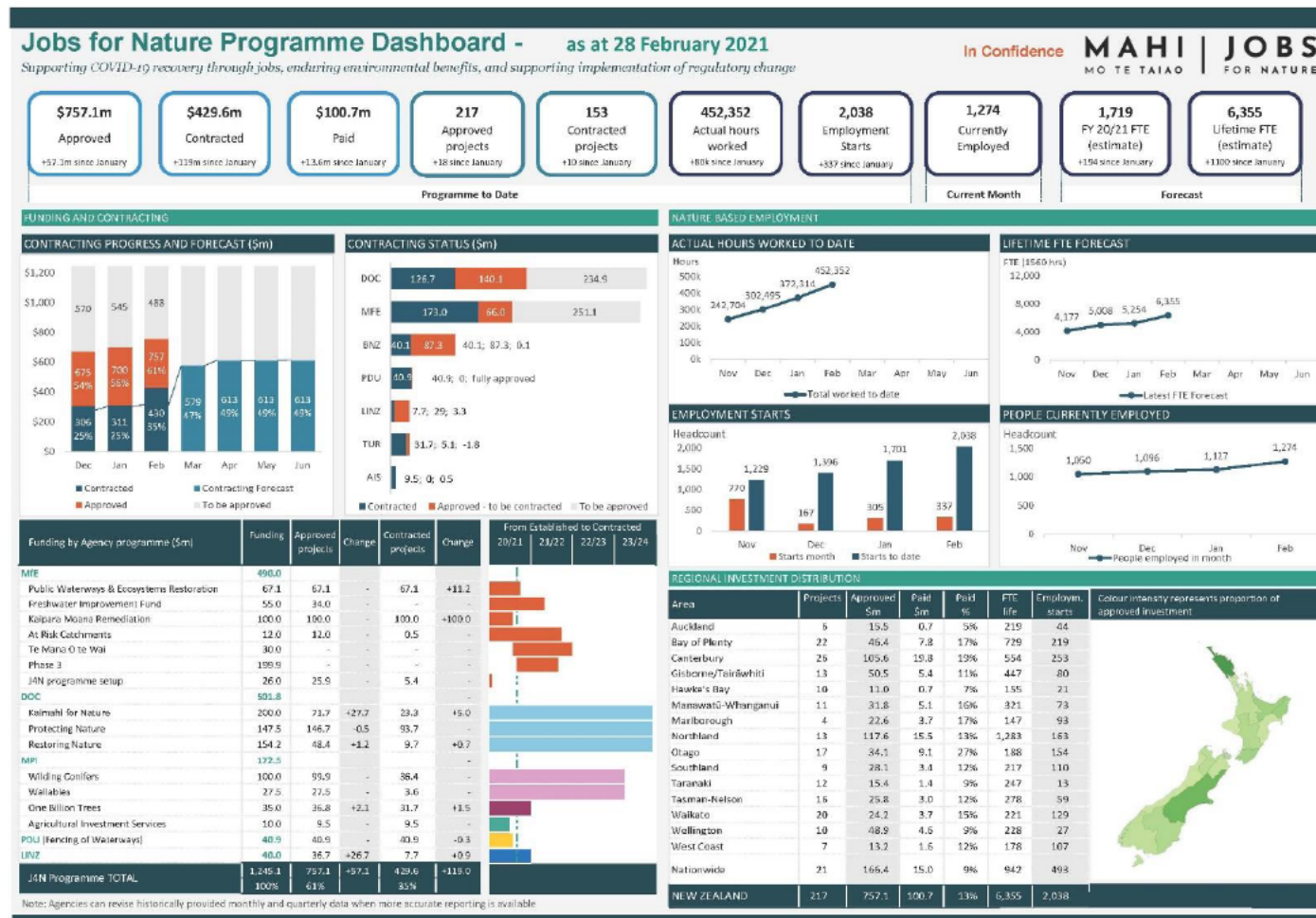
Jobs for Nature Reference Group Investment Framework



Appendix 2 – Deep Dives



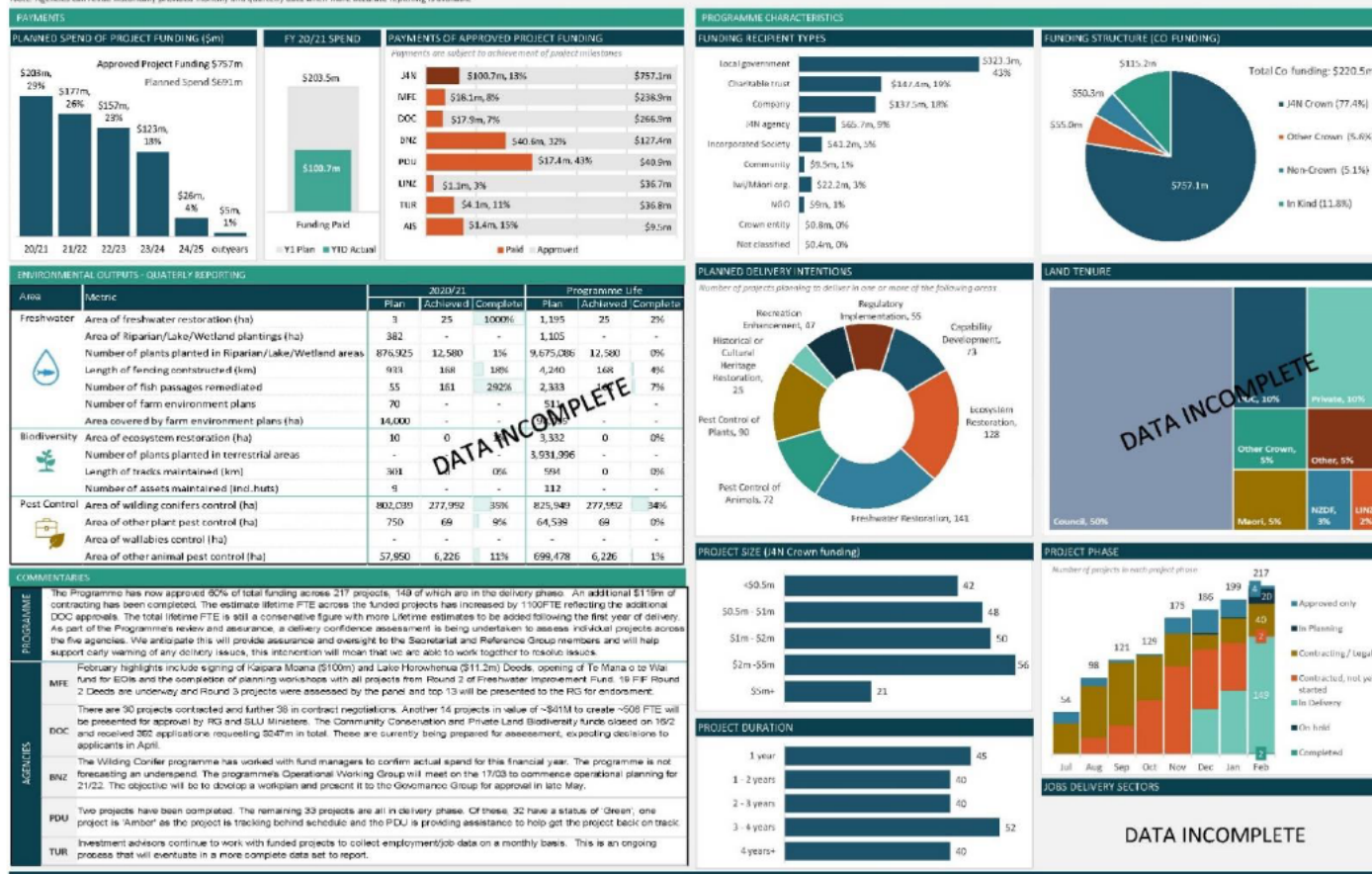
Appendix 3 – Programme Dashboard (February 2021)



Jobs for Nature Programme Dashboard - as at 28 February 2021

Note: Agencies can revise historically provided monthly and quarterly data when more accurate reporting is available


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Appendix 4 – Summary of Deep Dive Observations

Agency	Project Description	Overall \$	FTE	Comparison against Reference Group Investment Framework	Underlying Systems		
					Governance	Systems	Future Challenges
PDU	<p>Pukenui Wetlands Retirement, Māhia Retirement of 12.5ha of wetlands by erecting 3600m of fencing, rabbit control, weed control and riparian planting of 15,000 native plants, over 14 months (end-date Sept 2021). The project was already established prior to J4N and had received funding under the Million Metres umbrella. The Pukenui wetland ecosystem is a significant part of the Māhia Ecological District and it is an Ecosystem Prioritisation site due to its biodiversity values.</p> <p>Delivery partner - Te Tumu Paeroa is the Māori Trustee of Mahanga 2X and Mahanga 2Y land blocks that will be worked on and project partners are HBRC, DOC and Sustainable Business Partners.</p>	\$238,926	11 Currently 2	<p>As a relatively small project with already established activities, they were able to begin work quickly. This was an extension of existing work on the Pa Nui Farm which is next to these land blocks.</p> <p>As the project manager oversees a similar nearby project (Whangawehi Catchment) they have been able to share the resources of the staff for planting. The employees (planters and fencer) are local staff who were employed quickly. The fencer had previously been working on Pa Nui Farm.</p>	<p>The relationship between the Māori Trustee, other stakeholders and project partners is strong due to the solid, open relationships between Programme Manager - Te Tumu Paeroa and Project Manager.</p> <p>Simplified governance arrangements for a short-term contract.</p>	<p>This project builds on existing activities and previous similar work completed on blocks nearby – the wetlands on Pa Nui Farm, adjacent to these blocks have already been retired so there is good local engagement and support.</p> <p>Using local, shared resources/contracting staff has simplified and enabled the process. It is also a clever use of the staff as they can be employed year-round on the various projects.</p>	<p>Further funding to maintain weed control, monitor plant growth and complete any maintenance to the fencing/gates.</p>
MPI	<p>Upper Clutha Catchment Programme - Wai Wanaka, Wanaka Environmental work on 4600km² of the Upper Clutha Catchment including planting, weed management, fencing, pest control, wetlands restoration, biodiversity mapping and freshwater monitoring. End date June 2023.</p> <p>Objectives of the project are to work with the community, organisations and agencies to safeguard and enhance the health & water quality of the upper Clutha Lakes and their catchment water sources, raise awareness of the importance of this, support research, support development of a management plan and monitoring framework, measure the water quality, encourage and facilitate scientific and society activities to enhance the health and water quality and encourage and facilitate educational programmes.</p>	\$3m J4N co-funding from ORC (\$10k) & Sustainable Business Network (\$141,176) plus in-kind contributions from landowners	17 (jobs created) Currently 20 working 11.01 FTE	<p>WAI Wanaka were able to commence operations quickly given their established activities:</p> <ul style="list-style-type: none"> • An Upper Clutha Environmental Plan • Established action groups involving the community, landowners and Otago Regional Council • Established operational systems. <p>The extent of jobs created is limited by the level of funding as their model appeared scalable.</p> <p>Have engaged a significant portion of the community and therefore helping deliver understanding and expertise to sustain environmental outcome.</p>	<p>Capable governance and executive management demonstrating competence and confidence</p>	<p>Wai Wanaka Trust maintains it owns systems including payroll.</p> <p>Appears competent and capable of effective reporting. Committed to substantial research to enable support of project approach and results.</p> <p>It was noted that jobs were over-subscribed. All were people looking for work in conservation. Attempts to engage registered unemployed were not successful.</p>	<p>Meeting demand and limited funding</p> <p>Requests for support in the Wakatipu Basin (outside the Upper Clutha Valley).</p> <p>Developing working relationship with other entities working in the environmental initiatives in the region (for example, the Aspiring Biodiversity Trust)</p>

	Delivery partner - WAI Wanaka, Upper Clutha Lakes Trust.			<p>Have engaged needed experts including private sector on eco-sourced native plants.</p> <p>Model is repeatable and replicable and can scale level of funding to sustain environmental outcomes.</p> <p>WAI Wanaka also attuned and articulate on resource management reform.</p>			
DOC	<p>Korehāhā Whakahau, Whakatāne Ecological restoration including possum eradication over 4700ha in the Whakatāne River/Ōhiwa Harbour area, end date June 2024.</p> <p>Iwi-led initiative providing training & employment opportunities (and career pathways) for Ngāti Awa rangitahi, reconnecting iwi to the land, predator control and plant restoration.</p> <p>Delivery partner - Te Rūnanga o Ngāti Awa (TRONA)</p>	<p>\$2.5m J4N \$2.5m PF2050 \$330k Te Rūnanga o Ngāti Awa</p>	<p>10 FTE in year 1, increasing to 30 FTE (currently 14)</p>	<p>This project is set to achieve sustainable, environmental outcomes as it targets possum eradication in the Whakatāne River/Ōhiwa Harbour area and as a result will promote and preserve native regeneration.</p> <p>It is also enabling employment of predominantly Ngāti Awa people and appears to be an effective example of an iwi-led initiative.</p> <p>Many of the outcomes of this project are based on whakawhanaungatanga, including placing high value on creating a sustainable career pathway for Māori. Training and career enhancement are both vitally important in this initiative.</p>	<p>There is a strong relationship with the local DOC office which enables ease of progression of the project and liaison with the funding/supporting agency.</p> <p>High collaboration opportunity for the scheme and extend to DOC land and private landowners.</p>	<p>TRONA have been able to quickly establish systems, including existing TRONA 'back office' systems for setting up the project and recruiting staff in a manner appropriate and suitable for iwi members. They have also set up successful support and pastoral systems for staff and whanau. Building whakawhanaungatanga is important and can be seen in the support systems and team building within the workforce.</p> <p>In order to ensure credibility and buy-in to this work TRONA have invested resources in thorough systems and project branding to link the work back to the tangata whenua.</p> <p>Opportunity to share their model and experience with other iwi.</p>	<p>Retaining staff throughout the lifetime of the project.</p> <p>Risk of unsuccessful noon-toxin predator control methods and trapping systems that do not work.</p> <p>Securing future funding for ongoing maintenance work and enabling future diversification to eliminate other species, expand the target area and include weed control.</p> <p>Integrating their approach with existing community groups.</p>
DOC	<p>Fiordland Weeds Buffer Zone, Fiordland Protect the biodiversity values of Fiordland National Park through weeding projects along 60km of the FNP boundary over a 1km wide buffer zone, November 2020 – June 2023.</p>	<p>\$690,000</p>	<p>12 FTE over 2 years (6 each year)</p>	<p>Contract builds on an existing ratepayer-funded weed eradication programme (approx. \$50,000 pa).</p> <p>ES able to scale up operations and pivot approach to target</p>	<p>Governance provided by Council's Committee system – including their Risk Committee.</p> <p>Effective internal project management.</p>	<p>Use of ES corporate systems (which are subject to external audit).</p> <p>In addition to project reporting, ES do their own monitoring and</p>	

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	<p>Targeted to assist Te Anau tourism operators and other businesses retain staff through providing part-time/'top up' work.</p> <p>Contractor – Environment Southland (ES)(Southland Regional Council)</p>			<p>jobs for Te Anau businesses and their staff.</p> <p>Work with staff able to commence reasonably quickly.</p> <p>ES assess that this one-off project will enable them to "get on top of" the eradication programme and after completion of the project maintain it on its pre-project funding basis.</p>		assessment for environmental benefit.	Risk associated with a scheme that is a no faults/qualification scheme for businesses to have staff involved.
MFE	<p>Kaipara Moana, Northland</p> <p>The Kaipara Moana Remediation Programme seeks to halt the degradation of Kaipara Moana through working towards more productive, sustainable, and high-value use of land within the Kaipara catchment, contributions from Akld Council, NRC, NGOs and landowners. Interim Joint Committee (Akld Council, NRC, Kaipara Uri) and Councils (NRC)</p> <p>Freshwater restoration, fencing, planting, establishment of FEPs, nursery establishment.</p> <p>The Kaipara Moana Remediation Programme intends to address this degradation and will be delivered, with funding from the Crown, Northland Regional Council and Auckland Council, together with Kaipara Uri, with the aim of promoting a healthy and productive harbour.</p> <p>Delivery Partner – Kaipara Uri (Ngā Maunga Whakahī o Kaipara Development Trust, Te Rūnanga o Ngāti Whātua, and Te Uri o Hau Settlement Trust), Northland Regional Council and Auckland Council.</p>	\$100m J4N \$100m in kind, local authority and private funding	1800 - 1900 jobs over 10 years (predicted by intervention model)	<p>Approach is significant and supported by a business case developed prior to the J4N initiative.</p> <p>In a substantial set up phase being instigated and overseen by the Joint Committee. Hence the emphasis is on approach and structure rather than jobs at pace.</p> <p>There is possibly some low level of frustration in community groups about action and use of funding.</p>	<p>Strong governance structure supported by all partners.</p> <p>Interim arrangements in place until a more permanent governance transition can be implemented.</p>	<p>Development of an effective suite of policies and approaches (e.g. an approach to nursery development and supply).</p> <p>Systems support from Council (Northland Regional Council).</p>	<p>Completion of set up phase expeditiously</p> <p>A substantial number of community groups and organisations to contribute and include in the programme.</p> <p>Maintaining good community liaison and communications.</p>
LINZ	<p>Makarora Catchment Threatened Species Project 'From Ridge to River', Aspiring Biodiversity Trust</p> <p>Protection and enhancement of threatened species in the Makarora Catchment area.</p> <p>To restore abundant and resilient indigenous biodiversity in the Makarora/Wilkin catchment, by</p>	\$321,000	14 jobs (currently 4)	<p>Project builds on existing science and activities of ABT; including working with key local landowners.</p> <p>Outcome is an extended set of predator traps in areas yet to be covered for protection of mohua and whio.</p>	Small trust with a few key, dedicated personnel	<p>No evidence of poor systems.</p> <p>Significant research and science background associated with reporting.</p>	Trust is small and applying for funds clearly takes significant input

	protecting and monitoring populations of endemic braided river birds and whio, enhancing and extending predator control for stoats, rats, hedgehog, and ensuring freshwater quality. Delivery partner - Aspiring Biodiversity Trust (ABT)			Less certain about the long-term business plan once the contract ends			
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