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"HOW DO MAORI LAND OWNERS JUDGE WHETHER THE MANAGEMENT OF MAORI INCORPORATIONS IS SUCCESSFUL?"

A 52.786 research report presented in partial fulfilment of the requirements of the degree of Master of Business Systems, in management at Massey University.

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TABLE OF CONTENTS:

ABSTRACT 5

CHAPTER ONE: INTRODUCTION 6

CHAPTER TWO: LITERATURE REVIEW 11
Summary of review
Historical development of Maori land incorporations
Incorporation performance measurement
Maori management
Culture, values and determinants of success
Collectivism versus individualism
Holistic accounting

CHAPTER THREE: METHODOLOGY 22
OVERVIEW OF METHODOLOGY
PRELIMINARY INVESTIGATION
LITERATURE REVIEW
THE FOCUS GROUP
Sampling Framework
The interview
Focus group prompt questions
Summary of participant profile
Outcome of focus group
Categorisation of success factors
INTERVIEWS: THE INDEPTH INTERVIEWS AND RANKING EXERCISE
General
Development of the in-depth interview
Development of the ranking exercise
Participants
Outcome of interviews
Analysis of in-depth interviews and ranking exercise

CHAPTER FOUR: RESEARCH FINDINGS 48
KEY FACTORS IDENTIFIED FROM INTERVIEWS
How is success judged?
How is failure judged?
Employment policies

Housing policies
Grants policies
Dividends policies
Forward planning
Investment policies
Profit
Role in local authority matters
Role in hapu affairs
Contribution to social issues
Summary of findings: In-depth interviews
RESULTS OF THE RANKING EXERCISE
Overview
Ranking of factors: Overall
Major factors identified from ranking exercise
Other high ranking factors by sampling framework category
Ranking Comparisons: Gender
Ranking Comparisons: Age
Ranking Comparisons: Living location
Ranking Comparisons: Level of involvement
Ranking Comparisons: Employment status
Ranking Comparisons: Education status
Findings Analysed by Framework Factor
Summary of findings: Ranking exercise

CHAPTER FIVE: DISCUSSION AND ANALYSIS 92
General
Cultural importance
Financial considerations
Operational factors
Physical considerations
Political involvement
Social contribution
Gender comparisons
Age comparisons
Living location comparisons
Level of involvement comparisons
Employment status comparisons
Education status comparisons
Revision of framework into six factors

CHAPTER SIX: CONCLUSIONS 111

REFERENCES 116

APPENDICES 119
Appendix one: glossary of Maori terms 120
Appendix two: In-depth interview format 123
Appendix three: Ranking exercise 125
Appendix four: Raw data in relation to ranking exercise 130
Appendix five: Level of ranking, from highest to lowest 132

ABSTRACT

This research report has looked at the question of how Maori land owners judge success. The study has focused on the management of Maori incorporations and has engaged 47 Maori people in the exercise. It attempted to establish Maori perspectives on what constitutes successful management and to develop a framework of factors to order and describe the judgement of landowners. This framework could then be used to compare management, and to give weighting to the factors identified as being most important to success.

The research findings have illustrated that the perspectives of Maori land owners in the Tai Tokerau can be described by a complex amalgam of factors. These factors include cultural, social, political, financial, physical, and operational concerns. Many of these concerns have the potential to be at variance with each other. The research has also revealed the many differences in thinking between various sub-groups of Maori land owners. The results suggest that successful management is likely to be about managing the tensions that arise between the different types of success Maori are seeking. Managing Maori land to meet the aspirations of success held by large numbers of owners is an increasingly complex matter.

The findings of this research contrast with the limited literature in relation to Maori land management and success. Most written material emphasises the importance of financial considerations, and relies heavily on western concepts and perspectives of business success in terms of profit, growth in share value, and dividends.

It is hoped that the findings will act as a stimulus for debate among Maori and lead to the identification of a series of key factors that contribute to success and failure. Unless those people managing Maori land have the necessary training and experience, management will not be successful. However, without knowledge of what Maori land owners consider to be successful management, training is not likely to be well designed and targeted. This research will enable strategies to be identified to ensure that Maori land managers and custodians have the best training and advice available to them to increase their chances of success in Maori terms.

CHAPTER ONE

INTRODUCTION

Maori land management is an area of study which has received little academic attention. Volumes have been written from an historical perspective, but there has been very little research into what Maori people regard as successful management and how this success can be attained. This study attempts to find out how Maori land owners judge success and answers the research question, "How do Maori land owners judge whether the management of Maori incorporations is successful?" Maori land is managed using several different organisational structures prescribed by statute through *Te Ture Whenua Maori 1993 (the Maori Land Act 1993).* These include the Maori incorporation, Ahuwhenua Trust, Whenua Topu Trust, and the Maori reservation. Focusing on the Maori incorporation, a tenure form that has been in place for nearly one hundred years, the research endeavours to identify a framework of factors which influence the judgement of landowners. The research is based around the incorporations that operate in the northern Maori district known as Tai Tokerau.

There are clearly some common management factors which bring about success and failure in Maori terms. It is likely that an analysis of incorporations which are clearly successful or unsuccessful in Maori terms will highlight such common factors. However, to advance the debate on these issues, it is necessary to first establish what constitutes success from a Maori perspective and provide a framework for debate among Maori. Once this has occurred there will be scope to determine the various factors which contribute to success and failure. This will enable strategies to be identified to ensure that Maori land managers and custodians have the best training and advice available to them to increase their chances of success in Maori terms. It is the objective of this research to develop a framework of categories to describe successful management from a Maori perspective and to provide for comparative analysis. This framework could then be used to compare management, and to give weighting to the factors identified as being most important to success.

The establishment of Maori Incorporations needs to be back-grounded by consideration of the colonial land legislation programme. The way Maori organised land traditionally was in stark contrast to the British system of guaranteed title. Maori occupation of land was determined by the social system of whanau, hapu and iwi and was based on history, conquest, continuity of occupation and need. Firth, (1972) has described the collective manner in which Maori land was managed and the success experienced by Maori in the middle part of the nineteenth century after the Treaty of Waitangi had been signed. From the 1850's Maori and settlers came into increasing conflict as the new immigrants gradually out-numbered the indigenous population and the colonial administration began to implement laws in relation to Maori land.

New immigrants experienced considerable difficulty obtaining land for settlement for several reasons. Firstly, there were enormous differences in attitude towards the land between Maori and non-Maori. Maori looked to the land for sustenance and indeed regarded themselves as part of the land having been created from it. Maori had little understanding of the concept of sale of land, where alienation was complete and for all time. Many were reluctant to sell to new settlers. (Asher and Naulls, 1987) Most immigrants regarded New Zealand as part of a new economic opportunity and a way to build a future for their families that they could not enjoy in their home lands. They had come to this country with an expectation that they could obtain land and the outlook of colonial politicians were dominated by these aspirations.

Secondly, Maori land was not in any tenure system that would facilitate buying and selling. The colonial administration established the Native Land Court in 1865 to investigate Maori land tenure in order to bring it into a system based on English law. This brought about individualisation of title, often limitation of the number of owners, and a system of bilateral succession which was to eventually create multiple and absentee ownership. Bilateral succession meant that each person succeeded to all the interests of both their parents whether or not they occupied or used the land. It meant that land was owned by increasingly larger numbers of owners. This was something never envisaged by the colonial legislators who designed the system. Maori land legislation was largely put in place to facilitate sale to settlers. A long term view was not important to the aspiration of alienation of Maori land into settler ownership. (Asher and Naulls, 1987)

Early attempts to establish corporate Maori land structures within New Zealand law were driven by colonial politicians and primarily for the purposes of freeing up land for sale to settlers, (Asher & Naulls, 1987). Modern incorporations have their genesis in 1894 when section 122 of the *Native Land Court Act, 1894* put in place a system where owners of Maori land could be incorporated by order of the court. The act was intended to make sale easier.

Sir Apirana Ngata, recognised this method as a way that Maori land owners could organise for the purposes of land utilisation. In 1903 the incorporation system was extended to cover farming operations. From the initiatives of Ngata, a complete law governing the formation and administration of Maori incorporations was enacted in the *Native Land Act 1909*. Notwithstanding the genesis of these corporate structures they were soon taken up by Maori and adapted to suit development aspirations. Pere, Carroll, and Ngata, were very influential in promoting land development among Maori land owners. (Ngata, 1946; Toft, 1984; Butterworth, 1985). While the legislation has been altered many times since then, the general principle of collective ownership and delegated management is still intact. There are numerous examples of successful and unsuccessful land management through incorporations from the early part of this century up to today. This success however, has largely been judged by non-Maori commentators, using financial measures.

There are currently 160 incorporations throughout the country. While these incorporations make up less than 1% of Maori land blocks (there are over 25000 Maori land blocks registered with the Maori Land Court). They are significant because they manage nearly a quarter of the land registered in Maori tenure. The first of these incorporations was established in 1907, and this form of land management has remained popular through to today. The smallest incorporation manages only a few hectares with the largest controlling around 50000 hectares. The average is in the order of 2000 hectares. Owners have shares in the incorporation based on some historical entitlement, divided by intergenerational succession. Incorporations have been likened to companies because of this, but while there are some similarities, there are many differences.

Incorporations are engaged in a wide variety of activities from pastoral farming and forestry, to tourism, mining, and a range of commercial non-land based activities. A number of financially successful Maori incorporations have been profiled in various forum and in the media in recent years, (Mahuta, 1993,1994)

In the past many of the incorporations have been extremely conservative in their approach with low debt/equity ratios being common. A number are now starting to implement growth strategies. Incorporations have been referred to as the sleeping giant of Maori business. (Moon, 1995)

In Tai Tokerau there are 15 incorporations with a variety of land uses, degrees of success, management style and history. None of the incorporations have been established for any length of time in comparison to incorporations in other parts of the country, which date back to the beginning of this century. The oldest incorporation in the north is just over forty years old with the majority being set up in the 1970's. Significantly, none have been set up since 1979. This could be attributed to the fact that it is more difficult to establish an incorporation because 15% of the owners need to actively consent to any application for establishment. With the poor state of successions to deceased estates, and the level of absentee ownership, particularly in cases where owners are overseas, this is often difficult to achieve. These factors coupled with the more arduous compliance requirements has lead land owners to opt for the more simple ahuwhenua Trust structure when promoting collective land development in recent years.

This research involved people connected to twelve of the 15 incorporations in the northern area. The incorporations involved have a wide variety of business interests which include farming; forestry; residential, agricultural and commercial leases; marine farming; dairy farming; housing; and tourism. The size in terms of land area ranges from 47 hectares to over 6000 hectares. Although this represents only a tiny percentage of blocks of Maori land in the Tai Tokerau (less than a quarter of 1%) it represents about 16% of land area and a large proportion of productive land area, perhaps approaching 40%. The number of shareholders ranged from under 30 for the smallest incorporation to in excess of 3000.

The business activity levels of these organisations also range over a wide spectrum. Some of them generate large cash flows with others having only minimal income. The incorporations in question are located in four different iwi areas of Tai Tokerau, being Te Rarawa, Te Aupouri, Ngapuhi and Ngati Whatua. The oldest of them was set up in 1953. However, most were set up in the 1960's and 1970's with the last incorporation formed in 1979.

Maori incorporations are governed by the provisions of *Te Ture Whenua Maori 1993 (Maori Land Act 1993).* Owners of Maori land can apply to the Maori Land Court to be incorporated. The effect of this is to make the owners a body corporate with perpetual succession. Incorporations now have wide powers in relation to land management and business development generally. They are governed by a constitution which can be altered by shareholders from time to time through an annual general meeting process. Profits from incorporations can be reinvested, paid to shareholders by way of dividends, or used for community and charitable purposes such as marae and education grants.

Incorporations are controlled by an elected management committee of up to seven who hold office on a three year rotation basis. Selection of committee members is influenced by the share-holding power of the different family groupings and whanau representation is often a more prominent influence than selection of members based on skill and experience. In the past incorporation management committees tended to be made up of older men. However today most committees have a mix of men and women and are likely to include more younger people than in the past. Maori land owners are recognising the need to attract members with a mix of skills and experience, particularly as their affairs become more complex and their orientation more commercial.

There has been little comparison between Maori and non-Maori attitudes towards success. The Collins dictionary defines success as "favourable outcome of something attempted, attainment of wealth, fame etc." Love asserts that each culture distinguishes itself from others by the specific solutions it chooses to certain problems. These problems can be divided into three broad categories; relationships with people; attitudes to time; attitudes to the environment (1993). There are a number of different organisational models in existence around the world which can be attributed to the cultures from which they developed (Hofstede, 1980). Western measures of business success have generally been related to a narrow framework of annual profit, share price and capital growth and the more intangible measure of prestige. (Bebbington and Gray, 1990). Regular perusal of the business pages of any New Zealand newspaper will show that, while there are a few changes of emphasis starting to emerge, particularly exemplified by environmental matters, generally the focus of mainstream (western) business remains financial.

The literature to date in relation to Maori land tends to measure success in the same way. Maori values are acknowledged as being different in some ways from non-Maori. (Modlik, 1994) It therefore can be assumed that these differences will also manifest themselves in the way Maori judge success. Maori are still likely to value business success in financial terms, but other

factors will have an equally importance influence. A diverse range of cultural, social, operational, physical and political factors establish a complex environment for Maori land managers to operate within. If they do not respond to the careful balance required to satisfy Maori land owners, they are doomed to failure in Maori terms whether or not they are financially successful.

This research is an attempt to establish what constitutes successful management from a Maori perspective and to develop a framework of factors to order and describe the judgements of landowners. It will also help management understand the diverse reality that is part of Maori land administration. The framework developed by this research will be a tool to assist in the training of Maori land managers

CHAPTER TWO

LITERATURE REVIEW

Summary of Review 12

Historical development of Maori incorporations 12

Incorporation performance measurement 15

Maori management 16

Culture, values and determinants of success 18

Collectivism versus individualism 20

Holistic accounting 21

Summary of Review

When looking at the question of how Maori land owners judge success it is important to look at the literature in a variety of ways. For the purposes of this research the writings have been categorised into six areas of importance to assist in understanding the subject area.

Firstly the general area of historical development of Maori incorporations is considered. This gives an idea of the motivation behind the tenure form, Maori adaptation of the system, and how commentators have viewed Maori land development, particularly over the last one hundred years.

Secondly, there are a variety of references to well run, successful and unsuccessful incorporations, and the advantages and disadvantages of using this type of management. These have been grouped under the heading, incorporation performance measurement. This forms the start of some analysis in relation to success factors.

The third area of importance has been called, Maori management. This attempts to group some of the thinking about the existence of a particular Maori style of managing economic enterprises. If there is a Maori management style, it will provide an important way of looking at Maori views of success.

The fourth area of focus used in this literature review is cultural values and determinants of success. This group of writings looks at definitions of culture and how it is linked to the values a culture demonstrates. Various writings suggest that culture is likely to be a strong determinant of what constitutes success in the view of Maori land owners.

Fifthly, some of the literature in regard to collectivism and individualism is explored. This provides some links into international material in relation to cross cultural values and communication, and allows an exploration of one of the major differences between the Maori sub-culture in New Zealand and mainstream (western) culture.

The last area of importance relates to holistic accounting. There is a growing trend in the accounting world to move away from financial measures of success to more holistic approaches which include a wider perspective and time frame. Some of this material is relevant to the way Maori view success and could help broaden the framework of how it is measured.

Historical development of Maori incorporations

A number of writers have produced work relating to the development of Maori incorporations. Some of the work is more of historical interest while others focus on the development of what has become a Maori institution. Because the body of writing is small there is a reliance on previous writers for context. It is only in recent years that more analytical approaches have been taken.

Ngata provided some of the earliest references to the incorporation of Maori land in his reports to Parliament. These were more concerned about describing progress in the political context rather than identifying what was uniquely Maori about incorporations. "It (incorporation of Maori land) was deemed to be a temporary measure to overcome the handicaps of the communal title, to organise the land resources of the community, and to secure the selection of its best and most efficient members to conduct the work and business of farming."(1946, p.3) Ngata has been credited as being the architect of the Maori incorporation and supported their development throughout his life. Ngata's judgement of success related to physical issues such as getting the land into production and settling the best Maori farmers on to their own farms.

Smith (1962), emphasised two principal purposes of incorporation in his publication. As a judge of the Maori Land Court he focused on effective utilisation and administration of Maori land as well as overcoming the complexities of multiple ownership. An historical overview prefaced what was otherwise a strong legal emphasis. Success to Smith also focused on physical use as well as operational matters in relation to administration and legal requirements.

Davies (1964) attempted to describe the "problems" of Maori land tenure in the Tai Rawhiti Maori land district. He examined the results of the incorporation system of tenure in its attempt to create economic pastoral units. From a geographic perspective he described the physical and human problems encountered in an in-depth analysis of six East Coast incorporations. It was typical of non-Maori thought in an era where government policies in relation to Maori Affairs were assimilationalist. His analysis focused on the "problem" of Maori land and is very much influenced by the policies which existed at the time his thesis was written. These Maori Affairs policies (Hunn, 1961) were driven by the notion that Maori and Maori land should as quickly as possible come to be assimilated into mainstream New Zealand society. Success from Davies perspective, was related to financial and farming performance and tended to reflect the societal emphasis on assimilation to Pakeha standards.

Kawharu, Winiata, and McEwan (1975) wrote articles as part of a collective description of Maori incorporations in the 1970's. Kawharu described the characteristics of the Maori incorporation and its general significance to New Zealand society. He also considered the relationship of incorporations to ethnic group relations. Kawharu took the view that they were an amalgam of Maori and non-Maori institutions, in part reflecting traditional Maori enterprise. "their functioning is based on an amalgam of European and Maori values, and it is the strengths and weaknesses, conflicts and compromises inherent in the amalgam that makes them relevant to a discussion of economic growth in multi ethnic, multi cultural societies." (1975, p.78) He considered that increasingly they were providing a material base for identity and that they were an instrument of bi-culturalism. This is interesting in that while the incorporation was introduced to satisfy Pakeha settler aspirations, it had become a vehicle to meet the needs of some Maori for cultural identity. Kawharu was one of the first writers to broaden the definitions of success to include cultural perspectives.

Winiata considered the economic viability of incorporations, evaluating them in terms of profitability, asset growth, dividends and share values. He used a number of case studies to illustrate his work. He thought that there was a need to move a way from the pastoral farming base if profitability was to improve. He foresaw the need to diversify to improve returns. (1975, p.63)

McEwan, (a former Secretary of Maori Affairs), provided a sketch of pre-European land tenure and tracked the colonisation of New Zealand through experimental settler land laws and the legislative foundation of Maori incorporations. He described the mechanics of incorporations, identified some advantages, and provided an analysis of existing incorporations at that time. He emphasised the importance of this form of land tenure, which he maintained, involved the majority of the adult Maori population as shareholders. While insignificant in terms of economic contribution, he maintained that "the system of incorporations provides Maori with a link to their tribe and ancestral lands. It gives a feeling of belonging that could easily be lost in an urbanised community." (1975, p.26) Highlighting a cultural value or measure of success supports the work of Kawharu and starts to build a picture. It is interesting though, that the identity for urban Maori, is somewhat of secondary to the marginal economic contribution that incorporations were capable of making in McEwan's view.

Thorpe (1976) records the evolution and location of incorporations and provides an evaluation of the effectiveness of the system in terms of land utilisation. He undertook a detailed analysis of active incorporations, again in the Tai Rawhiti district, with a focus on economic performance. He also described a series of non-economic functions of incorporations which comes close to broadening the literature in relation to how Maori might judge success. These non-economic functions which are called non-productive functions relate to a diverse selection of ideas including support for the local community, community business, and employment. Thorpe does not develop these ideas in any detail.

Toft (1984) had a focus on the corporate kinship ethic, which she described as the honouring of social and economic commitments to the kin group. Her writing discusses pre-European economic organisation, 19th century Maori enterprise, and the activities of modern trusts and incorporations. She investigated Maori values in relation to enterprise in more depth than had been previously covered by other writers. Toft asserted that "While in private sub-cultural settings these values may be easily maintained, it is possible that considerable conflict could occur when interacting in macro cultural situations. In particular the kin group ethic may be inconsistent with the principles of modern (western) enterprise." (1984, p.8) Toft's work identifies the possibility of conflicting values and the manner in which success for Maori can be measured and monitored.

Incorporation performance measurement

A number of the writings which provide a general background to the development of Maori incorporations also make commentary on the performance of the incorporations. They identify a number of success factors in relation to the management of Maori enterprise. Some of them are from a Maori perspective, while others come from non-Maori writers.

Davies (1964) established criteria to judge success which were related to farm management practices, standards of farming, cost of administration, and the generation of profits and reserves. He identified four basic problems which relate to the need for economic farming units, the avoidance of share fragmentation, obtaining capable farm and business managers, and access to development capital. His primary emphasis was on the physical development of the land and stock, and the economic health of the incorporation.

Winiata, (1975) was one of the first Maori commentators to take an economic focus. He emphasised economic viability using profitability, asset growth, dividends and share values as indicators. He pointed out the limitations of incorporations due to the non-transferability of shares which meant that capital gains could not be realised. " In fact shares in most incorporations, ... are very lightly traded, if at all. As a consequence, what is described as an estimated market value may not have much economic significance in the personal affairs of any shareholder. He is not able to realise cash for his holdings whether through the sale of shares or through using them as security in borrowing" (1975, p.55). He also highlighted the low growth nature of the farming industry and foresaw the need for diversification into non-farming investments. Winiata was one of the first Maori commentators who looked at economic and financial success and this contrast with other emerging Maori writers.

McEwan (1975) in his analysis of incorporations identified employment generation, and the social as well as economic importance of incorporations. He emphasised the importance of retention of land ownership, focus for community activities, and the desirability of maintaining links to tribal origin and ancestral land. McEwan's views in relation to success were no doubt shaped by his role as a senior public servant in the Maori Affairs Department.

Kawharu (1975) took the broader benefits a stage further. He saw the incorporations increasingly being regarded as trust estates with more general and community benefits. Rather than land providing an economic base for many of the owners, he regarded it as providing an identity, and being of symbolic and emotional appeal. He regarded the institution as a blend of Maori and non-Maori; a balance between the demands of the owners on the one hand, and commercial reality on the other. The work of Kawharu is essential to this research as it starts to move away from a pure economic (western) analysis.

Thorpe (1976) introduced more debate about the non-economic functions of incorporations. He explored the role in the community in terms of distribution of income and investment in worthwhile projects or services. Thorpe identified the importance of ancestral links to land and the role incorporations have in

conserving land for future generations. He identified four factors which needed to be present for success. These included complete control over viable lands, strong and able management, access to development capital, and the employment of experienced professional services. While the perspectives of Thorpe are from a non-Maori point of view, they are important to developing a framework for the judgement of successful management by Maori.

Toft (1984) introduced the concept of Maori corporate values as a basis for judging Maori initiatives. Her work considered whether Maori cultural values are vulnerable in the context of economic development. She considered whether these values are in conflict with the wider New Zealand context, and whether it was possible to incorporate Maori values to neutralise conflicts. This raises the question of whether Maori business and management can survive and be successful in Maori terms when it is part of the non-Maori economy. There are important issues raised in relation to this research.

While the above writings, taken as a body, start to take a broad view of the performance of incorporations, no writers have developed a framework which accommodates the wide range of factors that are likely to be judged by Maori land owners as success. A number of the writers are non-Maori and reflect the non-Maori perspective of their time. Some of the writers gave emphasis to non-financial indicators but there was a heavy emphasis on success being based on profit, dividend pay out, asset growth and physical aspects of land development.

Maori management

One of the important considerations when looking at the success of Maori incorporations from a shareholder (Maori) point of view is to review the literature in relation to Maori management. Do Maori in management or Maori managing business ventures exhibit a characteristic style? If so, does this assist the understanding of Maori views of success?

Maori have often been told, and usually by Maori people, that Maori culture and business do not mix. This is typified in the work of Buck (1940) which described a dilemma of yielding to the economic struggle to remain culturally distinct or attain Pakeha standards and lose racial identity. The research being undertaken attempts to move beyond this type of dilemma, allowing success to be determined by Maori.

Toft (1984) also challenged this notion, as neither alternative allows Maori to fulfil their cultural and economic potential. Her study investigated whether the principles of modern enterprise are in conflict with the Maori corporate kinship ethic. She explored the possibility of incorporating Maori values into economic enterprises and whether Maori values can be maintained in the capitalist system. She argued that a Maori philosophy and sense of traditional values has been present in the administration, leadership, ownership, and distribution of wealth of Maori incorporations. She particularly identified shareholder attitudes to land ownership and leadership as being in stark contrast to non-Maori business.

There are major contributions in Toft's work to research on how Maori land owners judge successful management.

Te Hau (1960) made a clear evaluation of the similarities between incorporations and companies, but noted that the Maori character had been preserved. Incorporations have regularly been compared to companies, although they are in fact quite different in character. The similarities appear to relate to the share-holding structure and elected management, while the differences relate to the manner in which incorporations operate. Te Hau, in describing Maori character, certainly identified what was important to Maori in his early article on the subject.

Modlik (1994) in his work relating to success correlates in Maori business argued that Maori have a value system, that while altered and variously adhered to, is still considered distinct from non-Maori. He further argued that some of the distinct elements are relevant to economic activity in spite of some of the likely value conflicts with the prevailing economic system. The Maori value system is fundamental to judgement of success.

Tremaine, (1990) introduced the idea that Maori have something to offer in terms of organisation and management. "New Zealanders tend to look overseas for inspiration for new management methods... yet in the Maori community a wealth of knowledge exists about group organisation and group motivation which is seldom tapped." She proposed six key areas of difference between Pakeha management and what she termed marae management. These were leaders, decisions, time management, prized attributes, management style, and mission. Her writings are among the earliest to consider Maori concepts of management. Tremaine makes reference to Maori people within non-Maori organisations such as government agencies, rather than Maori organisations. Tremaine's writing highlights a distinctive Maori approach which supports the notion of a distinct Maori view of success.

Love, (1993) wrote of research based on five Maori people in management. While some were in Maori oriented organisations, none were in Maori controlled structures. He endeavoured to investigate what he termed traditional Maori management practices. Four out of five of those interviewed believed that there is a distinctly Maori style of management. This style is described as differences in decision making, the importance of oral communication, protocol of meetings and greetings, methods of conflict resolution, and open management styles. The discussion touches on a number of principles of Maori organisation and management but it does not provide a clear framework in terms of goals for comparison with other management styles and cultures. It does however give increasing weight to the argument in relation to a distinct Maori approach to management and its success.

Henwood and White (1994) introduced a framework of five factors to compare Maori management with that of other groups. These consisted of: Whakatakotoranga Whakaaro (Decision-making), Whakawhitiwhitinga Korero (communication), Te Ahua Whakahaere (management style), He Tirohanga

Whanui (holistic approach), Kaupapa (mission). They maintained that comparisons in management could be made with various other cultures and sub-cultures by using the framework they had developed. This work is influenced by the writings of Love and Tremaine, and has relevance to the development of a framework to consider success from a Maori perspective.

Mataira (1994) focused on Maori accountability. He asserted that the Maori concept of accountability can only be understood as part of a world view unique to Maori culture. He maintained that it predates (in Maori society) modern theories relying on neo-classical economics and scientific management. He further argued that ".. accountability frameworks should be negotiated arrangements considering fully the economic and cultural conditions of the parties concerned". (1994, p.2). If accountability relates to success, both an economic and cultural emphasis is important to the research being undertaken.

Moon (1995) took the argument that Maori management as a concept does not exist. He maintained that a singular type of Maori management that has been referred to date is based on "a stereotyped perception that is so general it is meaningless." (1995, p.2). He also maintained that debate has bypassed the fact that Maori management takes place in a fundamentally European environment. Moon infers that for Maori management to be culturally valid it should be derived unchanged or from a common thread from pre-colonial times. This line of argument discredits any new cultural development which is Maori that has developed since colonial times. He maintains that the debate needs to shift away from " nebulous management styles to the economic development philosophies currently being employed by many Maori organisations" (1995, p.2) Moon provides some clear challenges to Maori academic research.

Toia (personal conversation, Oct 1995) introduces the notion of the management of Maori enterprises, being about managing the various tensions that are set up between economic, social and cultural factors. His work was related to general systems theory and takes a multi dimensional view of the debate.

While there are many areas of agreement among Maori commentators regarding the existence of a Maori management style or culture, there is no consensus of thought to date. There is, however, an increasing body of writings which give some insight into Maori values and how they might relate to Maori views of success.

Culture, values and determinants of success

Maori people in New Zealand have experienced over one hundred and fifty years of colonisation. While there are many aspects of Maori life that are integrated into mainstream culture, Maori values remain distinct in a number of ways. It is useful to look at culture and how societal values link to the way success is defined.

Hofstede defines culture as "the collective programming of the mind which distinguishes one human group from another." (1980:p.25) He links culture to

values by saying that it includes a system of values which are among the building blocks of culture. While Hofstede uses the word culture to describe entire societies, and uses sub-culture to describe groups within society, there are many observations made in his studies which are relevant to Maori judgements of success in relation to economic development. Hofstede argues that "there is no reason why economic and technological evolution should suppress cultural variety." He refers to an "increasing tendency among new nations to affirm their unique cultural identity against the inroads made by western type modernisation." (1980:p.45). The work of Hofstede supports the notion that Maori might measure success in different ways to mainstream western society.

Skow and Samovar define the importance of culture in another way. "Those experiences that are most important are transmitted from generation to generation as a means of ensuring that the culture will survive beyond the lifetime of its current membership. Therefore to understand any culture it is necessary to examine those experiences that are deemed meaningful enough to be carried to each generation." ..."What a culture values or doesn't value also helps determine how the culture perceives the world." (1996, p.108) These ideas are important to how different cultures or sub-cultures define success and are relevant to research in relation to Maori judgements of success.

Toft regarded Maori culture as not being "a passive entity that is moulded into its present form by contact with European society," rather "as developing dynamically borrowing elements from the macro culture that can be reused in ways that are consistent with Maori needs." She maintains that Maori must participate in two systems, "performing according to the mores of the dominant culture in some settings and the expectations of the sub-culture in others." (1984, p.4). This duality is a common theme to be considered by researchers of Maori management.

This contrasts with the sentiments of Moon where he maintains that for a specific Maori management style to exist which has survived into the current world it would need to have been a "constant thread running through the transition from traditional to the colonised, to the de-colonised environments which Maori have travelled.." (1995,p.24)

Modlik, (1994) attempted to relate Maori values to notions of new business success. His definition of success was limited to "not insolvent, bankrupt or ceased trading but demonstrably viable and surviving." With a single factor definition like this and using success and failure correlates derived from the work of Vesper (1990) and others he considered whether Maori values (using sources attributed to Merrill, 1954; Firth, 1972; and Patterson, 1992) appear to inhibit, enhance, or be irrelevant to new business venture success. The success correlates were drawn directly from Vesper's work including nine "personal attribute" factors and eight "action and other" factors. The personal attribute factors are described as those characteristics possessed by the business manager which are likely to contribute to success. The action factors relate to how the business is positioned in the industry and its operation. While Modlik's work compares these generic success factors with Maori values, rather than looking at

what Maori consider to be successful business, his study is innovative. There may be some common ground with Maori land management success.

Cross, Wilson, Earle, Scott, Kilby, and Chan (1990) contrasted the economic principles and strategies of Maori and European. They argued that the present day social and economic disadvantage of Maori is in part due to Maori economic principles being subsumed. They further argue that " Maori successfully pursued economic strategies (in the past) and maintained their economic principles and sovereignty." (1990, p.100). This work suggests that Maori and economic principles are not fundamentally incompatible and that there are models of success to be derived from historical analysis.

These are a few of the many writings that provide a background to this type of research. Very few writers have looked at the maintenance and adaptation of the value systems of indigenous and minority societies within a broader cultural context.

Collectivism versus individualism

One of the major factors used to describe differences in the way cultures behave is individualism. The degree to which a culture or sub-culture is group or individually oriented accounts for, in part, how they view success.

Cross et al. assert that "despite considerable cultural diversity and differences in social and political structure, the iwi of Aotearoa hold two key economic principles in common. The first is the communality of ownership and of economic activities. The second economic principle is one of intertemporal and intergenerational responsibility to both ancestors and descendants." (1990, p.100). These principles are important to the success framework which forms part of this research.

Hofstede (1980) in his ground-breaking work in relation to international differences in values, identified individualism as one of his four dimensions of national culture. He described it as " the relationship between the individual and the collectivity which prevails in a given society." (1980, p.213). He maintains that people with a low propensity to individualism are likely to believe in group decision making; to place an emphasis on belonging to an organisation; to have an identity based on the social system; and to live within an extended family system. People with a high tendency to individualism expect to look after themselves; have an identity based on the individual; look to individual initiative and achievement; and believe in individual decision making. (1980, p 235). Cultural influences are likely to have a major impact on the judgement of Maori success.

Toft (1980) referred to the organisation of Maori enterprise around communal ownership using Firth (1972) as a source. She contrasted this to the economic tradition of European society characterised by "utilitarian individualism" as defined by Robert Bellah (1979, p.344). Bellah maintained that " the tradition of utilitarian individualism expressed no interest in shared values and ends, since it

considered the only significant end to be individual interest maximisation and individual ends are essentially random." (1980, p. 6)

Toft highlighted a dilemma that "While Maori may be a member of a cultural system that values kin affiliation, communal enterprise and generosity, in order to achieve economic success it may be essential to compete in an economic structure based on individualism in terms of ownership, organisation of labour and distribution of profit. ... This may create a situation where success in economic terms will entail a compromise of cultural values." (1980, p.7).

This analysis of collectivity continues to emphasise the complexity of being successful in a Maori business operation. Maori attitudes in relation to success should therefore be considerably influenced by a predicted tendency toward collectivity.

Holistic accounting

Accounting, as it has been developed in the Anglo-American context is a reflection of how western society judges success. It reinforces the individualistic and capitalistic nature of society. In recent years there has been debate (Bebbington & Gray, 1990; Gray, 1990) in the western academic world about more holistic approaches to accounting for business success and sustainability. This means broadening the concerns of a business from the internal balance sheet to include other factors like impacts on the environment, human resource policy, contributions to the community etc.

Heap (1991) in summing up the plenary session at an accountant's conference made the following statement. "Expectations of the public and the accounting profession have meant financial reporting has become a dynamic area requiring reforms urgently to match the ever changing environment." There is increasing awareness about the essential tension between economic growth and the environment. Bebbington and Gray (1990) assert that "We must learn to account for new categories of asset; man made, critical natural and renewable natural."

If Maori values establish a range of success factors important to land owners then these factors should be reflected in the way Maori land managers account for their activities to their stakeholders. The debate about the reform of accounting systems is likely to be relevant to Maori as well.

CHAPTER THREE

METHODOLOGY

OVERVIEW OF METHODOLOGY 23

PRELIMINARY INVESTIGATION 23

LITERATURE REVIEW 24

THE FOCUS GROUP 24
Sampling Framework 25
The interview 27
Focus group prompt questions 28
Summary of participant profiles 29
Outcome of focus group 32
Categorisation of success factors 32

INTERVIEWS: THE INDEPTH INTERVIEWS AND RANKING EXERCISE 36
General 36
Development of the in-depth interview 36
Development of the ranking exercise 36
Participants 42
Summary of participant profiles 43
Outcome of interviews 46
Analysis of in-depth interviews and ranking exercise 46

OVERVIEW OF METHODOLOGY

The research was planned in several phases. The methodology was an attempt to build a framework to judge and compare success, using both qualitative and quantitative information. As little has been done in this area of research this study was exploratory and descriptive. An attempt has been made to use several methods to derive information which should ensure that various perspectives are reflected in the outcomes. The following is a summary of how the research was planned and the sequence in which it was carried out:

1. Preliminary investigation
2. Literature review
3. Focus group design
4. Focus group interviews
5. In-depth interview and ranking exercise design
6. In-depth interviews and ranking exercise
7. Data Analysis

The research for this study took place during the latter part of 1996. Forty seven people participated in the research through its various phases. This included 10 in the preliminary investigation, nine in the focus group interview, and 28 in the in-depth interviews and ranking exercise. An outline of each of these phases is included below in more detail.

PRELIMINARY INVESTIGATION:

Before the research commenced, discussions were held with ten Maori land owners. This preliminary investigation was to try and ascertain what owners valued about the management of their land. The people concerned were participants at a Maori land training seminar and known to the researcher. They were interviewed individually and privately in an informal manner and asked "How do you judge whether your land is being successfully managed?" It became obvious that a whole range of factors were important to people. What was also evident was that few respondents identified factors integral to the success of business in financial terms, namely profit, share value and capital growth. The responses from these preliminary discussions were broadly grouped into the following categories:

Cultural importance:

Cultural importance describes the role a trust or incorporation plays in terms of developing cohesion, identity, and a platform for cultural development of the ownership group. It reflects values of collectivity, historical importance, and the spiritual dimension.

Social contribution:

Social contribution describes the contribution made to the community in terms of the funding of community projects, education, etc. and the trust or incorporation's broad employment and investment policies. It includes a number of wider benefits that can accrue to the community as a whole rather than the individual shareholders.

Financial outcomes:
Financial outcomes describes factors relating to the economic results of business activity including profit, asset growth, financial health, and dividend payment. It spans micro-economic and macro-economic perspectives.

Political involvement:
Political involvement describes the role a trust or incorporation has in representing the wider interests of the ownership group. There are a number of representative functions fulfilled by incorporation management committees, and these make up a small but important grouping of success factors.

Each category is capable of being broken down into sub parts for the purposes of clarity and comparison. While there will not be one view reflected by shareholders of Maori incorporations, the preliminary investigations indicated that there may be some consistent patterns that will accommodate the majority of thinking. While these categories were not exhaustive, the research attempted to further develop this framework.

Before the contributing circumstances and behaviour for successful management could be identified it was necessary to develop a Maori perspective on what constitutes success. Putting a framework or some common ground in place will provide a useful basis for future research. This framework by the nature and scope of the work is reflective of some Maori perspectives in a Tai Tokerau context. It provides a basis for the framework to be tested and broadened across a wider base over a period of time.

LITERATURE REVIEW

A search and analysis of available literature was undertaken to highlight any findings and assertions which related to Maori concepts of success particularly in relation to Maori incorporations. There are relatively few sources to draw upon, both in relation to Maori success directly, and the success of indigenous people of other cultures. (refer to literature review section.)

THE FOCUS GROUP

The results of the literature review and preliminary investigation were used to develop a focus group process. The focus group interview was undertaken to assist in the development of a list of factors that were considered to indicate success. The focus group considered the principal research question, "How do Maori land owners judge whether the management of Maori incorporations is successful?" and provided the researcher with the raw data to draw up and categorise the factors into a framework. The focus was on Maori incorporations only, rather than other forms of Maori land management. This was to narrow the focus and eliminate comparisons between trusts, Maori reservations, and incorporations.

Sampling Framework:
It was important to involve participants who represented a range of demographic and other factors, as these characteristics were likely to have an impact on the outcomes. A sampling framework was developed to identify the characteristics that might produce differences in opinion in relation to the research question. A number of variables were seen as important to the research to establish whether or not there were any trends and comparisons that could be made between different sub-groups. For example, the view point of older people, who were more likely to be brought up with strong traditional values, might differ from those of younger people. Land owners living adjacent to, or on their land, might have different views from absentee owners. The views of men and women might be different. It was considered useful to collect data so that the responses of different groups within the sample could be analysed separately to highlight any differences. The following framework was used to assist with the comparative analysis of the data:

- gender
- age
- living location in relation to the land
- involvement with hapu affairs
- stakeholder status
- employment status
- educational status
- different incorporations
- tribal affiliation

These characteristics were identified to provide a range of possible comparisons. While they are broad there are other factors which could have been used.

Gender
Details of the gender of all participants were collected and used to see if there were any differences attributable this factor. It was planned to have a rough balance of male and female.

Age
Participants ages were grouped into three categories namely the younger age group (20-39), middle-aged group(40-59), and older age group (60+). The data was analysed to establish whether age was a factor relevant to any differences in attitude. It was planned to have a mix of the different age groups, with only adults being interviewed.

Living location in relation to the land:
Where the interviewee lived in relation to the land could have an influence on their attitude towards land management. For the purposes of this research living location has been broken into three groups:

- Inside: those living within the rohe (district) of the land,
- Near: those living near to where their land is located but not directly in their sub-tribal communities, and

- Outside: those living away from where their land is located.

Involvement with hapu affairs:
Maori land owners have varying involvement with their land, marae and hapu affairs generally. Some people have a high level of involvement at all levels of hapu activity, while others are not involved at all. This may have an influence on the attitudes they hold towards the management of sub-tribal assets. Data was gathered to ascertain whether or not the person being interviewed had a high, moderate or low involvement with the affairs of the hapu generally, and incorporation land management specifically. Participants were asked directly what their level of involvement was. These involvements were categorised by the researcher into:
- high,
- moderate, and
- limited involvement.

The objective was to compare the attitudes of those with different levels of involvement to determine any differences. This study planned to interview people from various levels of involvement.

Stakeholder Status:
Participants in the research could be drawn from several different stakeholder groups. Some were shareholders and others had not yet become shareholders, being children or remoter issue of a shareholder. They could also be staff members of an incorporation, and a member of the management committee. The following stakeholder categories were identified:
- shareholder,
- descendant of shareholder,
- staff member, and
- management committee member

Participants were asked to identify these relationships as they could come from more than one stakeholder group.

Employment Status
Information was gathered to determine the employment status of interviewees, and what type of organisation they worked for if they were employed. The following categories were used:
- Maori organisational employee,
- non-Maori organisational employee,
- government agency,
- beneficiary, and
- self-employed.

While some of the sample sizes were small when broken down, and this could limit the usefulness of analysis in relation to employment status, this information might provide an interesting basis for comparison of attitudes between those with different employment experiences.

Educational status

Information on the educational status of the interviewee was gathered for possible use in the analysis of the findings. Three categories were used with highest education being:

- University degree or higher,
- Some tertiary education or training, and
- Secondary schooling.

Different incorporations:

It was important to include as wide a range as possible of the northern incorporations in this study, both in the focus group interviews, and those interviewed for this research. There are 15 incorporations in the Tai Tokerau district and it was planned to involve people from at least ten of them in the research.

Tribal affiliation:

There are eight different iwi groups in Tai Tokerau and a number of people from other iwi living in the area. Information was gathered in relation to iwi affiliation as it was important to get a broad cross section of Tai Tokerau iwi represented in the interview sample.

The interview

The nine focus group participants were all shareholders or beneficiaries of different Maori incorporations in the Tai Tokerau area. The perspectives of Maori land managers, shareholders, staff, and descendants of shareholders were represented. Participants were selected from the contact lists available at the Maori Land Court (contact details of secretary or chairperson of the 15 incorporations in Tai Tokerau), and the databases of Te Puni Kokiri (Ministry of Maori Development) which provided contacts of Maori people across the district and other parts of the country who had been involved or were interested in Maori land development. About forty names were available, and phone contact was made with as many of those listed as possible. Participants were invited to attend a focus group interview by the researcher personally and briefed about the research project. They were then asked if they were willing and able to attend a focus group discussion on a particular day but a number could not attend due to other commitments, problems with travel, or conflicts with work. Availability was the most important determinant of the focus group composition, with several additions and withdrawals being made at the last minute. Nine people were able to attend the focus group interview.

An attempt was made to get participation from those with interests in a number of incorporations, a cross section of the sampling framework factors, and those within reasonable geographic distance from the north. A number of those involved lived away from Tai Tokerau and Auckland and travel for a focus group would have been impractical.

While all participants were drawn from one geographic area; namely Tai Tokerau, they were from five different tribal areas representing different land owning groups. There are 15 incorporations in the northern area and eight different tribal areas. Care was taken to obtain a balance in accordance with the sampling framework above

including gender, age, living location, involvement with hapu affairs, stakeholder status, tribal affiliation and different incorporations. This presented a few problems, and the nine participants represented as good a cross-section as could have been expected.

The researcher concentrated on recording the focus group outcomes, employing the services of an independent facilitator to manage the process. The facilitator was someone with fluency in Maori and English, with facilitation skills and experience. The focus group was held in a conference room in the mid north with nine participants.

The focus group adhered to Maori protocols of encounter commencing with mihimihi (speeches of encounter) and karakia (prayer) and concluding with karakia. The researcher took a passive role, recording and taking notes with the assistance of the facilitator who controlled the interview using a prepared set of prompt questions as required. The prompt questions related to the four categories developed during the preliminary investigation and proposal design. These were financial, social, political, and cultural factors. The questions were both open and closed in nature and were intended to tease out views in relation to success. They were asked in the positive and the negative to see if this produced any differences in the type of response. The prompt questions aided the facilitator, and provided opportunities for open discussion. Eight of the fifteen incorporations were represented by people at the focus group interview.

Focus group prompt questions:

1. You are all involved with Maori Incorporations in some way. How do you judge whether or not it is being successfully managed?

2. How do you judge whether or not it is unsuccessful?

3. What things indicate to you that there are problems?

4. What are some examples of things you really liked?

5. Who was responsible for the things that you liked?

6. What are some examples of things you didn't like?

7. Who was responsible for the things you didn't like?

8. What roles do you see in the community for Maori incorporations?

9. How important to you are?
    - employment policies
    - housing policies
    - grants policy
    - dividends policy

- forward planning
- investment policy
- making a lot of money
- the involvement of the incorporation in local authority matters

10. What role does the incorporation have in the culture of your hapu?

11. What role does the incorporation have in the local economy?

12. What role does your incorporation have in the politics of the local community? Hapu? Iwi?

13. What contribution does the incorporation make to social issues?

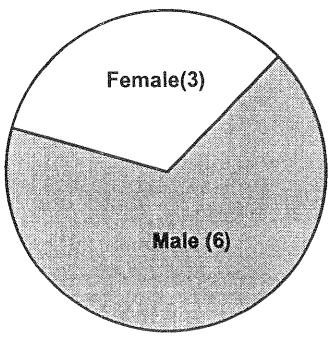
The focus group facilitator ensured that all participants made a contribution and the whole exercise was completed in under three hours. Detailed notes and an audio transcript were taken by the researcher.

Summary of participant profiles: Focus group

The following text and charts illustrate the demographic and other profile of the nine focus group participants.

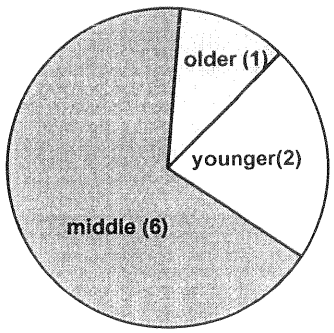
Gender:

A gender balance was not achieved for the focus groups due to last minute unavailability of several invitees. Six men were involved in the focus group and three women.



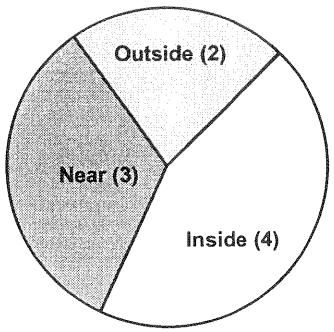
Focus group composition: gender

Age:
The focus group was dominated by people from the middle aged bracket with six in the 40-59 age group. Two were from the younger age group defined as 20-39 and only one was from the older age group; sixty years of age and above.



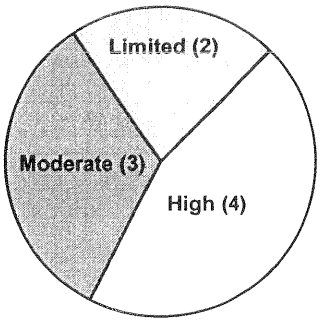
Focus group composition: age group

Living location
Participants were evenly drawn from those living within the rohe of their hapu group (4), those that lived outside their hapu area but nearby to their land (3), and those who lived away from their iwi area (2).



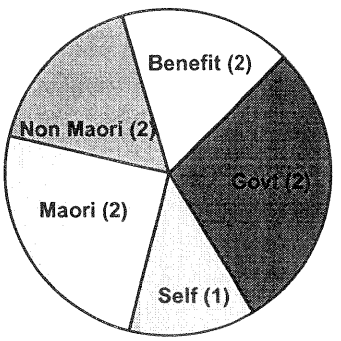
Focus group composition: living location

Involvement with hapu affairs :
Four of the focus group participants had active involvement with the management of their land and hapu affairs in general. Three participants had a moderate involvement with two having had no involvement in land and affairs of the hapu generally.



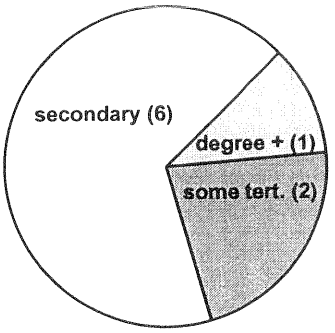
Focus group composition: involvement

Employment Status:
The employment status of focus group participants were evenly spread across the different categories used to describe this factor. There were two participants working for a Maori organisation, the government and a non-Maori organisation. Another two were reliant on a government benefit, and one was self employed



In-depth interviews composition: employment

Educational Status:
Six of the participants has secondary school as there highest formal education. Three participants had some experience of tertiary training, with only one with a degree qualification or higher.



In-depth interviews composition: education

Tribal affiliation:
Focus group members had active tribal affiliations with five of the northern tribal groups. These included Te Aupouri, Te Rarawa, Ngapuhi, Ngati Kahu, and Ngati Whatua.

Tribal affiliation	Aupouri	Te Rarawa	Ngapuhi	Ngati Kahu	Ngati Whatua
	1	2	6	1	2

Outcome of focus group:
A manual analysis of the focus group transcripts was undertaken to identify any statement that related to a judgement or value concerning success or failure. Analysis identified more than 60 discrete issues relating to the way people value or judge Maori land management. These were listed in chart form so they could be sorted by computer once categorised or ordered. There was no attempt made at the focus group to apply any order of importance or seek out personal priorities. Some of the statements were similar but provided for the many shades of opinion held by Maori land owners. Some statements created a hierarchy of opinion, while others bridged a spectrum relating to a particular issue.

Categorisation of success factors:
Sixty six discrete statements were identified from the analysis of the focus group transcripts and notes. Another ten statements were identified from the literature and personal observation to make the list of factors as comprehensive as possible.

An attempt was made to categorise the statements in accordance with the groups proposed when undertaking the preliminary research and designing phase. The four categories originally considered were:

- cultural
- social contribution
- financial outcomes
- political involvement

For a description of these definitions refer to the preliminary investigation section of the Methodology. These factors were still considered to be useful after the interview but the following two categories were added to provide for a more effective grouping of the statements which were numerous than had been envisaged.

- physical
- operational

Physical

This described factors which were related to the physical state or condition of the land under management. They described things like the visual impact of the land, physical practices used, and the type of development undertaken.

Operational

Operational factors were a large group which related to the stewardship of the incorporation and the manner in which management conducted their business and affairs. Further to this it was necessary to provide sub-groupings for the new operational category, to focus on a series of different operational attributes which had been highlighted as important. These were:

- operational: communication
- operational: planning
- operational: statutory
- operational: skill and experience
- operational: general

The following statements were identified and grouped to provide a framework for further consideration:

Value or judgement factors identified from focus group participants or literature search	**Broad Categories of factors**
A way to undertake collective development	cultural
Focus for hapu activities	cultural
Level of shareholder involvement	cultural
Hapu ownership of land	cultural
Physical access to land	cultural
Increase in land holdings	cultural
Guardianship role of land and sea	cultural
Source of identity	cultural
Source of pride	cultural
Reinforcement of whanaungatanga	cultural
Connections to history	cultural
Reaffirmation of ahi ka	cultural

Value or judgement factors identified from focus group participants or literature search	Broad Categories of factors
Discourage the sale of shares	cultural
A way to raise finance	financial
Contribution to the regional and national economy	financial
Reinvestment in other ventures	financial
Individual shareholders not having to pay the rates	financial
Sufficient income to pay accounts	financial
Debt-free status	financial
Reasonable level of indebtedness	financial
Dividends on a regular basis	financial
Profit	financial
Policies of openness	operational: communication
Style of communication with shareholders	operational: communication
Ability for shareholders to have issues dealt with outside AGM process	operational: communication
Quality and depth of information	operational: communication
Quality of annual reports	operational: communication
Consistency of communication	operational: communication
Level of gossip	operational: communication
Obtaining reports from lessees	operational: communication
Ability to sell shares	operational: general
A single voice	operational: general
Maori opportunity	operational: general
Systems of accountability	operational: general
Amount spent on administration	operational: general
Good working relationship with farm manager	operational: general
Commitment of management committee	operational: general
Role of women	operational: general
Role of rangatahi	operational: general
Undertaking new development initiatives	operational: planning
Establishment of a kaupapa	operational: planning
Undertaking operational planning	operational: planning
Undertakes forward planning	operational: planning
Employment of high quality people	operational: skill and expertise
Seeking good advice	operational: skill and expertise
Ability to make informed decisions	operational: skill and expertise
Training for committee members	operational: skill and expertise
Skills mix of management committee	operational: skill and expertise
Leadership of chairperson	operational: skill and expertise
Knowledge of the job	operational: skill and expertise
Maintenance of standards	operational: skill and expertise
Clarity of role between shareholders and management	operational: skill and expertise
Level of professionalism	operational: skill and expertise
The quality of the annual general meeting	operational: statutory
Holding an AGM	operational: statutory

Value or judgement factors identified from focus group participants or literature search	Broad Categories of factors
Audit of accounts	operational: statutory
Ease of share transfer	operational: statutory
Visual state of property	physical
Pastoral management	physical
Animal husbandry	physical
Balance of development and conservation	physical
Role the incorporation plays in the community affairs	Political involvement
Involvement with resource management issues	Political involvement
Represent the interest of the Maori community	Political involvement
Involvement with the local authority	Political involvement
Political lobbying	Political involvement
Role in treaty claims	Political involvement
Employment for local people	social contribution
Employment of our own people	social contribution
Sites for housing	social contribution
Contribution to the community by way of grants	social contribution
Grants for education	social contribution
Support for marae	social contribution
Catalyst to attract training	social contribution
Targeted dividends e.g. to the elderly	social contribution
Policy for investment in hapu area/outside hapu area	social contribution

INTERVIEWS: THE IN-DEPTH INTERVIEW AND RANKING EXERCISE:

General:

The results of the focus groups and the subsequent work in relation to success factors were used to design the interview process. Information gained from the focus group exercise was used to design the in-depth interview and ranking exercise. The interviews were a two part exercise. The first part was a series of questions, derived from the focus group, asked by the researcher in a relatively informal in-depth interview setting. It was an attempt to gather qualitative data in relation to the research question and provide comparisons with the outcome of the focus group. The second part was a ranking exercise. Interviewees were asked to rank the factors developed in the previous phases of the research. This was an attempt to produce some quantitative data in relation to the research question. This quantitative data could then be compared to the qualitative data collected through the in-depth interviews.

Development of the in-depth interview:

The interview was based on a set format of questions of a similar nature to those developed as prompt questions for the facilitator of the focus group interview. Some questions were asked in the positive and some asked in the negative to see whether the responses varied. While the exercise did not attempt to identify "failure factors", the in-depth interview provided the opportunity both negative and positive lines of questioning. The open ended nature of most of the questions allowed for the interviewee to cover a wide range of issues. The researcher endeavoured to find out what things people regarded at particularly successful and unsuccessful, who was specifically responsible and what behaviours and qualities contributed to the outcomes in question. The framework of questions used can be found in appendix two.

Face to face interviews were undertaken to ensure that interviewees were comfortable and that the maximum amount of information could be extracted from the interviews. It is widely understood in the Maori world that a "kanohi ki te kanohi" or face to face approach is likely to get the best response. It enables a relationship of trust to be developed and is likely to elicit more meaningful results. It was essential to develop a relationship with all those being interviewed before the research process was undertaken. This might mean that discussions would need to be held in advance of the interview being undertaken, or that there was a reliance on a relationship previously developed. This is a particularly Maori approach to research, which while time-consuming, is likely to produce better results.

Development of the ranking exercise:

The seventy six factors identified following the focus group interview were developed into statements for the purposes of eliciting feedback from interviewees. For each factor a value statement was drafted which would hopefully allow those being interviewed to identify how they felt in relation to the judgement implicit in the statement. These were turned into a ranking exercise conducted as the second part of the in-depth interview process. Interviewees were asked to prioritise the statements that were most important to them taking the experiences from their own incorporation

into account. The statements are listed below and have been grouped according to the categorisation of success factors outlined earlier in the methodology section. The questions were in no particular order. As the ranking exercise came after the in-depth interview, the order was considered to have little impact on the results as many of the issues would have already been covered during the discussions which prefaced the exercise.

Statement	original value or judgement factor	St. no.
Cultural:		
The land is still in hapu ownership and control	Hapu ownership of land	2
Shareholders are able to go on to the land and use it for recreational and spiritual purposes	Physical access to land	3
The incorporation management committee seeks opportunities to purchase hapu land back	Increase in land holdings	4
The incorporation management committee is interested in the guardianship of the land, ngahere, awa, moana etc.	Guardianship role of land and sea	5
My involvement with the incorporation provides me with a sense of belonging and identity as part of the hapu	Source of identity	6
Shareholder participation is welcomed and there are regular opportunities for this	Level of shareholder involvement	1
I can be proud of the successful things that have been achieved by the incorporation.	Source of pride	7
My involvement with the incorporation gives me a chance to make links with other whanaunga	Reinforcement of whanaungatanga	8
The incorporation is a link with the history of our land and our struggle to keep it	Connections to history	9
My involvement with the incorporation is one way I can keep my "fires burning" at home	Reaffirmation of ahi ka	10
The incorporation allows us as a group of Maori land owners to develop our lands	A way to undertake collective development	71
The incorporation provides a focus for the activities of our hapu	Focus for hapu activities	72

Financial:		
The incorporation takes the burden of rates and other costs from me as a shareholder	Individual shareholders not having to pay the rates	11
The incorporation is making enough money to pay all the bills	Sufficient income to pay accounts	12
The incorporation is debt-free	Debt-free status	13
The incorporation allows us as a collective of Maori land owners to raise finance	A way to raise finance	70
The incorporation keeps its borrowing to a reasonably low level	Reasonable level of indebtedness	14

Statement	original value or judgement factor	St. no.
Financial		
The incorporation is making enough money so that shareholders get a regular pay out	Dividends on a regular basis	15
The incorporation makes large profits	Profit	16
I can sell my shares to realise a capital gain	Ability to sell shares	74
Our land development makes a contribution to the regional and national economy	Contribution to the regional and national economy	75
Profits from the incorporation are reinvested in other ventures which will benefit the people	Reinvestment in other ventures	76

Operational	**original value or judgement factor**	
Operational: Communication		
There is a low level of uninformed gossip relating to the Incorporation's business	Level of gossip	17
The incorporation management committee obtains all the necessary reports from outside parties such as lessees and associated companies	Obtaining reports from lessees	19
The management committee respond well to communication from shareholders and there is a chance to be heard	Style of communication	22
The management committee provide opportunities for shareholder input outside of the AGM process	Ability for shareholders to have issues dealt with outside AGM process	28
The information provided by the management committee is understandable and of good quality	Quality and depth of information	30
Annual reports both written and oral are of a good standard	Quality of annual reports	32
You can rely on receiving information regularly	Consistency of communication	33
The management committee is open to your involvement and you can find out the things that you want to	Policies of openness	34
Operational: General		
The incorporation management committee has a good working relationship with farm manager	Good working relationship with farm manager	18
Maori are given opportunities as much as possible	Maori opportunity	27
There are systems in place which make the management committee accountable to the shareholders	Systems of accountability	35
The management committee has a policy to discourage the sale of shares	Discourage the sale of shares	37

Statement	original value or judgement factor	St. no.
Operational: General		
The management committee don't spend too much on administration	Amount spent on administration	38
The management committee are committed to the wider benefit of the hapu	Commitment of management committee	64
The Incorporation is run in a way which is inclusive of women	Role of women	68
The Incorporation is run in a way which is inclusive of young people	Role of rangatahi	69
The incorporation give us a single voice in matters affecting the land	A single voice	73
Operational: Planning		
The management committee are always looking forward and have a vision for the future	Undertakes forward planning	20
The management committee are always looking for new initiatives to get into	Undertaking new development initiatives	23
The management committee have set a kaupapa for the future after consultation with the shareholders and stick to it.	Establishment of a kaupapa	24
The management committee plan out their annual operations	Undertaking operational planning	29
Operational: Skill and experience		
The management committee employ the best people they can for the job	Employment of high quality people	21
The management committee seek out advice where they need to	Seeking good advice	25
Decisions are made with the benefit of good information	Ability to make informed decisions	31
Training for committee members is a high priority	Training for committee members	36
The management committee has a wide range of skills to do the job	Skills mix of management committee	61
The Chairperson shows a high degree of leadership	Leadership of chairperson	62
The management committee know what they are doing	Knowledge of the job	63
The management committee maintain high standards	Maintenance of standards	65
There is a clear understanding of the role of the management committee and the role of the shareholders	Clarity of role between shareholders and management	66
The management committee demonstrate a high level of professionalism	Level of professionalism	67

Statement	original value or judgement factor	St. no.
Operational: Statutory		
The AGM is well run and informative and issues are dealt with	The quality of the annual general meeting	26
AGM's are always held on time and in accordance with the rules	Holding an AGM	58
The audited accounts are always available at the AGM	Audit of accounts	59
The incorporation assists with the transferring and succession of shares	Ease of share transfer	60

Physical:		
The land is visually attractive	visual state of the property	39
The incorporation land is managed in accordance with good farming practice	pastoral management	40
The incorporation's stock is managed in accordance with good farming practice	animal husbandry	41
The incorporation has a balance between development and conservation and restoration of natural area	balance of development and conservation	42

Political Representation		
The incorporation is actively involved with the local authority	Involvement with the local authority	46
The incorporation is actively involved in lobbying politicians where necessary	Political lobbying	47
The incorporation is actively involved in having our treaty claims heard	Role in treaty claims	48
The incorporation represents the interests of the hapu when necessary	Represent the interest of the Maori community	45
The incorporation is actively involved in the affairs of the community	Role the incorporation plays in community affairs	43
The incorporation is actively involved with resource management issues locally	involvement with resource management issues	44

Social Contribution		
The employment of local people is important to the incorporation	employment for local people	49
The employment of our own people is important to the incorporation	employment of our own people	50

Statement	original value or judgement factor	St. no.
Social Contribution		
The incorporation has made adequate provision for housing for beneficiaries	sites for housing	51
The incorporation makes grants to the community	contribution to the community by way of grants	52
The incorporation gives a priority to grants for educational purposes	grants for education	53
The incorporation makes grants to marae	support for marae	54
The incorporation brings training courses into our community	catalyst to attract training	55
The incorporation makes provision for particular groups e.g. kaumatua and kuia	targeted dividends e.g. To the elderly	56
The incorporation put a priority on investing locally	policy for investment inside/outside hapu area	57

Consideration was given to reducing the number of statements down to a smaller list but the idea was rejected as it could have lead to generalisations and the production of meaningless simplification. It was hoped that a larger list would provide for the many shades of opinion held by Maori land owners. Some statements created a hierarchy of opinion, while others bridged a spectrum relating to a particular issue.

A scale of 1-5 was adopted for the purpose of ranking with 5 being "the most important to me" and 1 being " not important to me" Participants were not asked whether they agreed or disagreed. No option was given to reject the statement. The ranking exercise was tested with five people and several issues impacting on its successful completion were identified

Firstly, there was potential for a large number of factors to be given a high ranking making analysis inconclusive. Those trialing the form tendered to rank between twenty and forty factors as very important or higher. A practice drawn from human resources competency testing models used by the Henley Management College, Oxfordshire, England where the respondent is required to restrict responses to a predetermined numbers for the highest options, was adopted to ensure that only the most important factors were identified. The purpose of restricting the number of responses is to force the respondent to focus on what they really find important. It was decided to place a restriction on the ranking exercise allowing respondents to identify only five factors considered to be the most important (number 5 category) and ten in the next category (number 4). By doing this there was some assurance that only the highest priorities would be selected.

Secondly, in practice, the exercise was reasonably time consuming and the interview format needed to reflect that reasonable time would need to be given. The interview was likely to take half an hour and those who tested the ranking exercise had taken

anything between half an hour to three hours to complete it. They had also indicated that time to think through the ranking exercise would be useful. It was decided to allow interviewees to retain the ranking exercise and complete it in their own time if they preferred, before returning it to the researcher.

Participants:

Twenty eight people were interviewed drawn from beneficiaries and shareholders of Maori incorporations. These were drawn from the preliminary list developed for the focus group as well as from a pool of new nominees requested from the focus group participants. These included people who were new acquaintances to the researcher. It was important that beneficiaries from a number of incorporations were interviewed. The view of success was likely to be influenced by the recent history of the incorporation concerned. To use the shareholders of only one or two incorporations might have given a rather narrow interpretation depending on the circumstances. Twelve of the 15 incorporations registered in the north were covered by this study. Between two and five people from each different incorporation were interviewed. The interviewees reflected the following attributes:

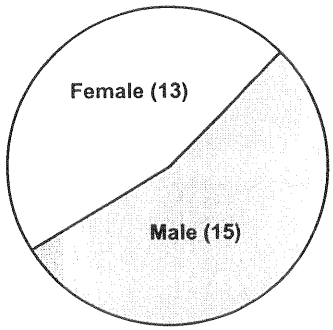
- various stakeholders interests (beneficiaries, managers, staff)
- roughly equal numbers of male and female
- Those defined as younger, middle-aged, and older people
- from a variety of tribal areas
- from those living within their tribal area and those living outside
- from those with land management experience and those without

Initially selection of participants was in alphabetical order from the list of potential interviewees but as the interviews progressed and the various demographic profiles built up, it was increasingly necessary to seek out an interviewee to match a demographic profile required to bring balance to the sample. (e.g. An older women, living in her tribal area, with no involvement with land management from a particular incorporation) While this process allowed a balance to be achieved it became increasingly difficult to get a totally even coverage of the different groups. To maintain the balance of the group surveyed required considerable travel both to the tribal areas where people were living and to the cities, particularly Auckland. The travel was both time-consuming and costly to undertake. The following text and charts illustrates the make up of the various groups.

Summary of participant profiles: In-depth interviews

Gender: In-depth interviews

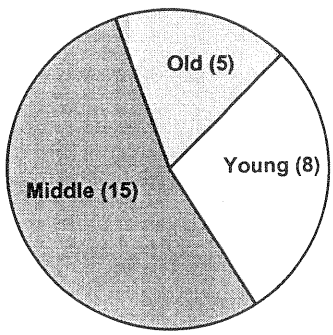
A rough gender balance was achieved for the in-depth interviews with 15 male participants and 13 female participants.



Interviews composition: gender

Age Groups: In-depth interviews

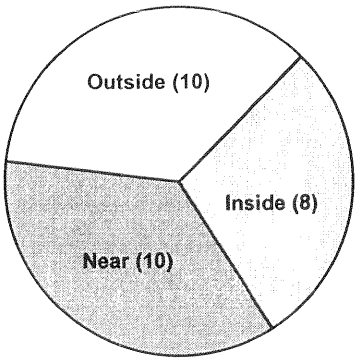
Fifteen of the interviewees were from the middle aged bracket (40-59), with eight from the younger age group (20-39) and the remaining five from the elderly group (60 plus).



Interview composition: Age group

Living location: In-depth interviews

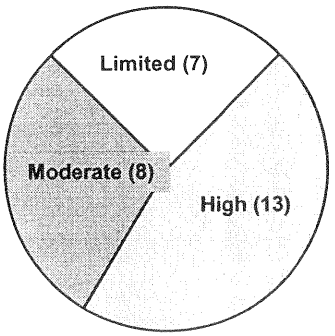
Participants were evenly drawn from those living within the rohe of their hapu group(8), those that lived nearby to their land(10), and those who lived away from their tribal area(10).



Interviews composition: living location

Involvement with hapu affairs: In-depth interviews

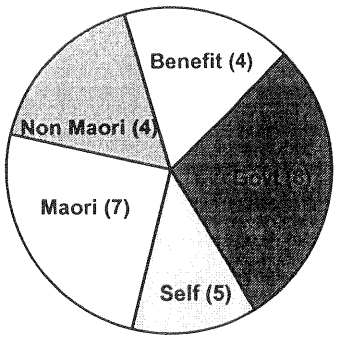
Thirteen of in-depth interviewees had a high level involvement with the management of their land and hapu affairs in general. However significant numbers of participants had only moderate (8) or limited involvement (7)



Interviews composition: involvement

Employment Status: In-depth interviews

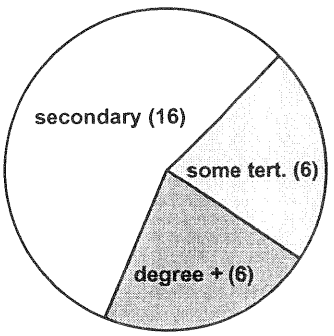
Interviewees were drawn from a cross section of employment situations. Two groups were more represented than others with eight working for government agencies, and seven for Maori organisations. Four worked for non-Maori organisations, or were on a government benefit, and five were self-employed.



In-depth interviews composition: employment

Education Status: In-depth interviews

Interviewees had had a variety of educational backgrounds. Sixteen of the sample had participated in formal education up to secondary school level (57%). Six had experienced some form of tertiary training with another six educated to degree level or higher.



In-depth interviews composition: education status

Tribal affiliation: In-depth interviews

Interviewees had active tribal affiliations to all eight of the northern tribal groups. The majority of the participants had affiliations to Ngapuhi (over 60 %) but all tribal groups were represented by at least two people. However the incorporations concerned were located in only four separate tribal areas indicating the multi-tribal nature of the participants.

Tribal affiliation	Aupouri	Te Rarawa	Ngapuhi	Ngati Kahu
	3	7	18	4
	Ngati Whatua	Ngai Takoto	Ngati Wai	
	2	2	2	

Outcome of interviews:
The interviews were held in a variety of places including the interviewee's home, place of work, marae, and at the researcher's work place. This was to fit in with those being interviewed and provide a comfortable venue for discussion. Interviewees were offered the choice of location. One interviewee completed part of the interview by phone through choice. The in-depth part of the interviews averaged half an hour. The researcher took notes of all responses and completed a write up and review after each interview. Interviewees were briefed about the process and promised feedback in relation to the completed research. Notes and write up were not sent to the interviewees for verification. The interviews were conducted over a five month period in 1996, in locations throughout Tai Tokerau, as well as Auckland and Wellington.

With several of the interviewees taking the ranking exercise away with them for completion, some of these were not returned. Eighty six per cent were returned. (24 out of 28). The findings of the interviews in general terms are based on interviews with the 28 respondents. The quantitative information relating to the ranking exercise is based on the smaller sample of 24.

Analysis of in-depth interviews and ranking exercise:
The results of interview process were analysed in several ways. Firstly, the open-ended questioning part of each interview was transcribed and the issues raised were summarised in the following categories:

- How is success judged?
- How is failure judged?
- Employment policies
- Housing policies
- Grants policies
- Dividends policies
- Forward planning
- Investment policies
- Profit
- Role in local authority matters
- Role in hapu affairs
- Contribution to social issues

The summaries were not based on the numerical frequency of the responses as participants chose to identify specific issues. An issue was highlighted if a clear response was made by a number of the participants. Some of the points identified were only raised by a few respondents but were noted if they were consistent with or added to the general statements made by others. While each of these groupings did not directly reflect the research question, they provided a broad background in relation to factors likely to contribute to success. No attempt was made to analyse the in-depth interviews using the sampling framework identified. This was, however, used with the ranking exercise.

The ranking exercise was analysed using spreadsheets and sorting technology. With multiple responses from a small sample group, this was seen as the most effective way to sort and manipulate the data. The two highest factors (numbers 4 and 5) were selected as indicators of importance. Accordingly participants could only identify 15 factors out of 76 (less than 20%). Responses and demographic information were coded into tables and converted to percentages. The information was sorted using the different categories established by the sampling framework. This provided the raw data for further analysis.

Where there was a response rate of 40% or higher in the general sample, it was identified as being a major success factor. This level was chosen to reflect majority and significant minority thinking. At a sub group level, factors that were identified by 40% of the sub-group respondents (but not 40% of the total sample) were highlighted as significant for further discussion. In this way the perspectives of sub-groups, which might have been masked by the rest of the sample group, could be considered. Cross-tabulations were used to study any patterns relating to any of the demographic factors. (e.g. age, gender, degree of involvement, living location etc.) Observations and conclusions were drawn from the data where possible using this spread sheet manipulation.

There were a few problems in analysing the data. While the sample size was small and customised computer analysis impractical, the data was reasonably complex when the various sub-groups were taken into account. The small sample size also meant that no hard and fast conclusions could be drawn, where the results could differ depending on the response of a few interviewees.

CHAPTER FOUR

RESEARCH FINDINGS

KEY FACTORS IDENTIFIED FROM IN-DEPTH INTERVIEWS	49
How is success judged?	49
How is failure judged?	50
Employment policies	51
Housing policies	51
Grants policies	51
Dividends policies	52
Forward planning	52
Investment policies	52
Profit	53
Role in local authority matters	53
Role in hapu affairs	53
Contribution to social issues	53
Summary of in-depth interview findings	54
RESULTS OF THE RANKING EXERCISE	55
Overview	55
Ranking of factors: Overall	55
Major factors identified in ranking exercise	58
Other high ranking factors by sampling framework category	62
Ranking comparisons: Gender	71
Ranking comparisons: Age	72
Ranking comparisons: Living Location	74
Ranking comparisons: Level of Involvement	76
Ranking comparisons: Employment status	78
Ranking comparisons: Education status	82
Findings analysed by framework factor:	85
Summary of ranking exercise findings	91

RESEARCH FINDINGS

KEY FACTORS IDENTIFIED IN THE IN-DEPTH INTERVIEWS:

The interviews were broken into two; the in-depth interview, and the ranking exercise. The in-depth interview based on a questioning format similar to the prompt questions for the focus group, was an attempt to gather data of a qualitative nature. Most interviewees identified a range of factors from the structured part of the interview. For many it was the first time they had spoken in a focused way about the management of their ancestral land. It was clear that the issues raised by the research were very important to them. All saw the management of the incorporation as covering a broad spectrum of factors and had no trouble expressing an opinion on the topics raised. Some of the interviewees chose to express themselves in Maori to clarify their view points. The following have been summarised using the principle questions from the in-depth interviews.

How is success judged?

Interviewees raised a wide range of issues in relation to how they judged successful management. The majority were looking for a clear vision which was leading somewhere in the future. The Chairperson's role was considered pivotal, but the quality of the management committee as a whole, and the competency of staff were also seen as important. The public image of the incorporation was seen as a priority and this required good leadership.

Many people raised issues in relation to the continued ownership of land, particularly, the degree of control still enjoyed by the owners, and physical access to the land. The physical state of the land mattered to many of those interviewed, and there was a major concern that development be balanced. Owners were not looking for mono-cultural management regimes; rather they favoured a balance between development and conservation, and a variety of land uses.

There was a wide range of opinion expressed in relation to financial matters. Some people focused on the level of debt, with no debt or a reducing level, seen as attractive. Others focused on a growing asset base and the financial viability or solvency of the organisation. Most people raised the importance of reinvestment in projects that were of benefit to the shareholders and the community as a whole, not necessarily in monetary terms. A small number of those interviewed raised profit as a key issue with dividends to shareholders having a relatively low priority among those interviewed.

The investment in the community as a whole and social initiatives were favoured by a number of respondents. Initiatives such as papakainga housing, employment programmes, and development of community assets such as marae and sports grounds were seen as an important function of incorporations and an indicator of their level of success.

A number of people felt that the management systems and the ability of the committee to plan and deliver on shareholder priorities were the most important statements. This was linked to clear financial reporting, the meeting of statutory requirements, and good accountability systems.

The over-riding sentiment which typified most of the responses related to communication with shareholders and the ability of owners to access information and to participate. The ideal situation described would have "the people and the land developing together, not one without the other." There was a desire expressed to move away from an "us and them" situation where management effort and shareholder input was integrated. The following comment sums up this view expressed in different ways by number of interviewees. "When people take ownership rather than the incorporation having to put everything in place."

Responses appeared to be very much effected by the most recent experience of those answering the questions. There were as many good experiences related as bad, and examples of good management evident through the cases under consideration.

How is failure judged?

Failure did not necessarily relate to the opposite of success. The overwhelming focus was on the need for good communication so that shareholders were up to date with developments. Major activities happening without the knowledge of shareholders was seen as very poor management and avoidable with policies of open meetings. Examples of conflict between shareholders and the management committee were common, and management's inability to progress issues from one annual meeting to the next was given regularly as an illustration of poor stewardship.

The level of negative discussion within whanau and at the hapu level was given as another indicator by a number of those interviewed. This can be compared to adverse publicity in the public arena which was also to be avoided according to the majority of those interviewed.

The conduct of the management committee drew a lot of comment. Issues such as conflicts of interest, divergence of opinion between members and the will of the shareholders, and the lack of follow through were all prominent. The quality of administration, the lack of planning, and the re-occurrence of the same problems were other areas which were common indicators of failure.

Financially, interviewees gave examples of deteriorating finances, and insolvency, along with the lack of dividends over the long-term, as reasons to question incorporation management.

Physical factors were often cited as indicators of failure with land "going back" and lack of physical activity mentioned by a significant number of people. Staff

satisfaction, the turnover of staff and opportunities for employment going outside the area were also accorded a high response rate.

While some of the failure factors identified by those interviewed were the converse of the success factors, others were an indicator for failure, rather than a stated prerequisite for success. Their absence did not automatically mean that success was achieved.

Employment policies

Most of those interviewed felt strongly about the issue of employment. It was clear, however, that the majority of incorporations did not have a clear policy in relation to the priority of employment generation and recruitment processes in general. The majority of interviewees felt that the creation of employment should be a major part of management focus. Some identified it as the top priority and the reason that effort is put into managing communal assets. A small group thought that the ability for Maori authorities to generate new jobs was limited and should be part of a longer-term focus on building an economic base. There were warnings that a mixing of priorities would not lead to long-term success.

A number of issues in relation to recruitment were identified. Many thought that preference for employment should go to members of shareholder whanau and to those living locally. Others would only accord preference to shareholders if they were the best applicants. Several respondents identified the major need to upskill the shareholder base particularly at the local level.

Housing policies

A number of those interviewed regarded housing of people on their ancestral land as very important. For some communities there were few people living locally and a housing programme was a prerequisite to development. A number of incorporations had already introduced papakainga housing policies and these were viewed very favourably by those interviewees connected to the particular blocks. Housing or the provision of sites for housing was seen as very positive and something not beyond the usual financial development constraints. A role for incorporations was seen in addressing the infrastructural needs and up-front costs for resettlement programmes.

Grants policies

Interviewees appeared to be divided on the issue of grants, particularly when it came to defining the purposes or the recipients. A number of people preferred a system of community grants over dividends as a way of providing benefits to shareholders. Most of those in favour of grants had an emphasis on grants for education, particularly at a tertiary level. Grants to marae were also popular as they were seen as benefiting the largest possible group. However, opinion diverged after that and it was clear that most incorporations still had to grapple with the development of a grants policy. A small number of respondents had a

focus on dividends and reinvestment rather than grants but the majority saw grants as a way to" keep shareholders happy in the mean time."

Dividends policies

Most of the incorporations under study are not paying regular dividends and some have never paid a dividend to shareholders. This may have had an impact on expectations, but only a small number of respondents gave a high priority to the payment of a dividend to individual shareholders. For some interviewees, the fragmented and minimal nature of shares, the degree of absentee ownership and the sheer size of the share-holding, meant that the payment of dividends was an exercise in futility where few shareholders would actually receive a worthwhile dividend. The following quote summarises a feeling held by several interviewees. "give me some money and I'll enjoy the party, but I'll still be broke. There's got to be a better way".

Forward planning

All interviewees without exception identified forward planning as one of the key elements to management success with the majority giving it their highest priority. Planning, whether it is labelled as strategic, business, or operational is now viewed as essential but this has not always been the case with some respondents identifying its increasing importance in the modern environment. Forward planning was ideally inclusive of shareholders, regularly updated, and flexible. One interviewee described it as "the process of putting in place pathways involving everybody to bring dreams to fruition; being open to new ideas, improvements, and criticisms." Many of those interviewed considered that the current record of incorporation management with regard to planning was very poor.

Investment policies

Investment policy is an area that most incorporations are still grappling with as few incorporations appear to have a policy in place. Many of those interviewed had not really thought about the issues associated with investment but those that had, offered a range of comments. Consultation and participation from the wider shareholder group was seen as important. There was an identified desire to spread and minimise risk by diversifying investment into a broader range of areas. At present the average incorporation has a dependency on pastoral farming and immature forestry. There were a number of comments in relation to reinvesting in local ventures which were medium risk. Several people identified the need to take a lateral approach and seek out the best advice and support.

Profit

Only a small number of the interviewees saw profit as a primary motivator with most viewing profits as a means to an end rather than the end itself. The ones that did spoke about profit in terms of a regular dividend to individual shareholders and saw economic strength as an answer to the future of Maori land. Those that did not give profit a high priority tended to value self sufficiency, occupation of the land and keeping the assets intact as more important.

Another theme from the interviews was that the generation of an economic base, often from a very low level, was reliant on profitability at all levels. The majority of people identified growth rather than profit as being important and the development of people in tandem with the land was seen as vital. Profitability could lead to reinvestment, education and long term development.

Role in local authority matters

Many of those interviewed did not see a role for Maori incorporations in local authority affairs. Those that did, identified past struggles with councils mainly in terms of obtaining permission for housing schemes, planning and zoning. One of the local authorities in the north was advertising its proposed district plan during the time that the interviews took place and this probably had an impact on the level of awareness for some respondents. Land use restrictions and the planning environment for Maori land based on the *Resource Management Act 1991* is only now becoming apparent. Some saw the incorporation management role as including an interface function assisting local authorities with interpretation of iwi needs and priorities.

Role in hapu affairs

There was no clear pattern of responses to this issue. Interviewees identified roles across the spectrum from "none whatsoever" to a major role and every step in between. The following statements illustrate the diversity of response:
"a major structure with potential to be influential
"should know its place",
"co-ordinators, not dictators",
"a conservative hands off approach",
"he kaitiaki whenua, balancing physical spiritual and whanau",
"dependant on other structures and the focus of the marae".

It is clear that incorporations play a very specific role dependent on their community and history. Examples of this include one incorporation taking the lead to get improved roading to the community, and another funding whanau development wananga or meetings.

Contribution to social issues:

Contribution to social issues was seen from diverse perspectives both in terms of the ideal situation and the actual. Some people interviewed looked at the issue

in terms of the infrastructural things that an incorporation could do to support the broader social needs of the beneficiary community. This included things like the creation of an economic base and the employment that it might generate, roading and housing, and grants to support the marae, sports activities and education. There was wide support for this type of intervention. Other people looked at the issue from a social problem perspective and saw little role for the incorporation in dealing with issues such as drug use, domestic violence etc. Another group saw patterns of stress and division caused by the management style of incorporations. There was a clear philosophical division between those who regarded the land as a sustainer of the whanau and those who saw problems with mixing economic and social matters.

Summary of in-depth interview findings:

A total of 28 people were interviewed and a variety of perspectives were revealed. Issues raised could be categorised under all the framework categories developed during the design and implementation of the research, which included cultural, social, financial, political, physical and operational imperatives. Maori land owners are not a homogeneous group and accordingly they reflect a range of different realities. There is an obvious need to have to have a variety of sometimes competing aspirations bought into some kind of balance. This provides a major challenge for Maori land managers.

RESULTS OF THE RANKING EXERCISE

Overview:

The ranking exercise was carried out by 24 of the 28 candidates interviewed. Most interviewees ranked a range of factors from several categories with some clear trends being evident. In presenting this data responses have been included as major factors if over 40% of respondents have identified them as "the most important" (ranking 5) or "very important" (ranking 4). Forty percent was chosen to reflect significant support, to ensure that both majority and strong minority views could be highlighted. Some differences in the responses from different gender, age groups, levels of involvement, living location, employment status, and educational status have also been identified. Where these are significant and differ from the general sample they have been covered below. Statement numbers have been included and the statements they represent are documented in the methodology. The ranking exercise is included in full in appendix three.

Ranking of factors: Overall

The 24 candidates who participated in the ranking exercise could exercise a potential of 360 responses. Two participants did not use all the potential opportunities to rank the factors, giving a total number of responses of 357. The table below presents the overall sample showing how statements were ranked by the participants. It identifies the responses by statement number, and statement and is ordered showing those that were ranked by the highest number of people down to the lowest. Twenty people ranked the most popular statement, while seven statements were not ranked by anybody. The table shows the number and percentage of respondents that gave either the ranking of five ("the most important") and four ("very important"). It gives an overall picture of which statements attracted the most support. A more detailed table appears in appendix five which gives a break down of responses into the rankings of four and five. A detailed discussion of the ten highest ranking statements follows the table, and an analysis of some of the major differences between sub-groupings is also included.

St. no.	Statement	resp no	res %
1	Shareholder participation is welcomed and there are regular opportunities for this	7	29.17
2	The land is still in hapu ownership and control	14	58.33
3	Shareholders are able to go on to the land and use it for recreational and spiritual purposes	7	29.17
4	The incorporation management committee seeks opportunities to purchase hapu land back	4	16.67
5	The incorporation management committee is interested in the guardianship of the land, ngahere, awa, moana etc.	11	45.83
6	My involvement with the incorporation provides me with a sense of belonging and identity as part of the hapu	8	33.33

St. no.	Statement	resp no	res %
7	I can be proud of the successful things that have been achieved by the incorporation.	2	8.33
8	My involvement with the incorporation gives me a chance to make links with other whanaunga	5	20.83
9	The incorporation is a link with the history of our land and our struggle to keep it	7	29.17
10	My involvement with the incorporation is one way I can keep my "fires burning" at home	2	8.33
11	The incorporation takes the burden of rates and other costs from me as a shareholder	1	4.17
12	The incorporation is making enough money to pay all the bills	3	12.50
13	The incorporation is debt-free	6	25.00
14	The incorporation keeps its borrowing to a reasonably low level	2	8.33
15	The incorporation is making enough money so that shareholders get a regular pay out	1	4.17
16	The incorporation makes large profits	1	4.17
17	There is a low level of uninformed gossip relating to the Incorporation's business	0	0.00
18	The incorporation management committee has a good working relationship with farm manager	3	12.50
19	The incorporation management committee obtains all the necessary reports from outside parties such as lessees and associated companies	4	16.67
20	The management committee are always looking forward and have a vision for the future	20	83.33
21	The management committee employ the best people they can for the job	12	50.00
22	The management committee respond well to communication from shareholders and there is a chance to be heard	10	41.67
23	The management committee are always looking for new initiatives to get into	3	12.50
24	The management committee have set a kaupapa for the future after consultation with the shareholders and stick to it.	12	50.00
25	The management committee seek out advice where they need to	4	16.67
26	The AGM is well run and informative and issues are dealt with	7	29.17
27	Maori are given opportunities as much as possible	0	0.00
28	The management committee provide opportunities for shareholder input outside of the AGM process	2	8.33
29	The management committee plan out their annual operations	7	29.17
30	The information provided by the management committee is understandable and of good quality	5	20.83
31	Decisions are made with the benefit of good information	7	29.17

St. no.	Statement	resp no	res %
32	Annual reports both written and oral are of a good standard	6	25.00
33	You can rely on receiving information regularly	1	4.17
34	The management committee is open to your involvement and you can find out the things that you want to	3	12.50
35	There are systems in place which make the management committee accountable to the shareholders	12	50.00
36	Training for committee members is a high priority	3	12.50
37	The management committee has a policy to discourage the sale of shares	8	33.33
38	The management committee don't spend too much on administration	1	4.17
39	The land is visually attractive	3	12.50
40	The incorporation land is managed in accordance with good farming practice	2	8.33
41	The incorporation's stock is managed in accordance with good farming practice	2	8.33
42	The incorporation has a balance between development and conservation and restoration of natural area	10	41.67
43	The incorporation is actively involved in the affairs of the community	3	12.50
44	The incorporation is actively involved with resource management issues locally	3	12.50
45	The incorporation represents the interests of the hapu when necessary	2	8.33
46	The incorporation is actively involved with the local authority	2	8.33
47	The incorporation is actively involved in lobbying politicians where necessary	1	4.17
48	The incorporation is actively involved in having our treaty claims heard	1	4.17
49	The employment of local people is important to the incorporation	4	16.67
50	The employment of our own people is important to the incorporation	12	50.00
51	The incorporation has made adequate provision for housing for beneficiaries	3	12.50
52	The incorporation makes grants to the community	1	4.17
53	The incorporation gives a priority to grants for educational purposes	5	20.83
54	The incorporation makes grants to marae	3	12.50
55	The incorporation brings training courses into our community	0	0.00
56	The incorporation makes provision for particular groups e.g. kaumatua and kuia	0	0.00
57	The incorporation put a priority on investing locally	1	4.17
58	AGM's are always held on time and in accordance with the rules	4	16.67

St. no.	Statement	resp no	res %
59	The audited accounts are always available at the AGM	8	33.33
60	The incorporation assists with the transferring and succession of shares	1	4.17
61	The management committee has a wide range of skills to do the job	6	25.00
62	The Chairperson shows a high degree of leadership	8	33.33
63	The management committee know what they are doing	6	25.00
64	The management committee are committed to the wider benefit of the hapu	3	12.50
65	The management committee maintain high standards	5	20.83
66	There is a clear understanding of the role of the management committee and the role of the shareholders	6	25.00
67	The management committee demonstrate a high level of professionalism	6	25.00
68	The Incorporation is run in a way which is inclusive of women	5	20.83
69	The Incorporation is run in a way which is inclusive of young people	6	25.00
70	The incorporation allows us as a collective of Maori land owners to raise finance	0	0.00
71	The incorporation allows us as a group of Maori land owners to develop our lands	3	12.50
72	The incorporation provides a focus for the activities of our hapu	0	0.00
73	The incorporation give us a single voice in matters affecting the land	6	25.00
74	I can sell my shares to realise a capital gain	0	0.00
75	Our land development makes a contribution to the regional and national economy	2	8.33
76	Profits from the incorporation are reinvested in other ventures which will benefit the people	12	50.00

Major factors identified in ranking exercise:

Ten statements were ranked highly enough to be defined as major factors. These were statements that were ranked at four or five by more than 40% of the participants. The table below lists the top ten statements from highest to lowest using a comparison of percentage ranking rate. The single most popular statement was ranked by over 80 % of the participants, with another six ranked highly by 50 percent or more. Three statements fell into the above 40 % bracket. The table identifies the statements which were defined as major and links them to the framework category developed through the research design. It shows the spread of the major factors over five different framework categories, with half being concentrated in the operational area.

Statement 20: The management committee are always looking forward and have a vision for the future

The factor that was considered to be important by the largest number of those interviewed was that of planning for the future. Over 83% of those interviewed identified this statement with 58% ranking it at five. Younger people (87%) and the middle age group (92%) were more strongly in support of this statement than older people (67%), and men (92%) more in support than women (72%). Level of education seemed to have an influence on the result with 80% of those with a university degree education or higher, and 100% with some tertiary qualifications ranking this factor highly. This compares with only a 70% response from those with no tertiary experience. Employment Status produced some differences ranging from 67% for those employed by a Maori organisation to 100% for those employed by a non-Maori organisation or self-employed. Living location, and level of involvement seemed to have little impact on responses.

Statement 2: The land is still in hapu ownership and control

The next highest ranking factor was the continued ownership and control of land being with the hapu group. Fifty eight percent of those completing the exercise ranked this among the top factors. This was more important to those living away (67%) than those living inside their hapu area (50%), and more important to older people (67%), and the middle-aged (75%), than younger people (36%). There was little gender difference in relation to this question. Other variables however produced wider differences in response. There was wide variation in relation to employment status. While those on a benefit (25%) and those in self employment (33%) did not give this statement a high ranking, those working for Maori organisations (83%), non-Maori organisations (75%) and the government (57%), ranked it highly. There was a direct correlation in relation to level of formal education. Those with degree qualifications or higher (80%), and those with some tertiary education (67%), gave more emphasis to this statement compared to those with only a secondary school education (40%). Respondents with limited involvement in hapu affairs were less likely to prioritise this statement (43%), than those with moderate involvement (80%) or those with high involvement (58%).

Statement 21: The management committee employ the best people they can to do the job

Half of the survey group ranked this statement in relation to employment policy highly. This was reasonably consistent across age groups, but major differences were identified using other variables. Women (73%) were far more likely to be concerned about employment quality issues than men (31%). Those living within (63%) or near (71%) their tribal area were far more concerned than those living away (22%). Consideration of the responses in relation to levels of involvement showed that 58% of those with high involvement and 57% with limited involvement prioritised this statement with only 20% of those with moderate involvement. Employment status produced a broad range of priorities with as many as 86% of government employees through to none of those working for non-Maori organisations identifying this statement as a priority.

Education level was also a factor. Those with a secondary school education as their highest formal training (60%), and some tertiary education (56%), can be contrasted with those with degree or higher education (20%).

Statement 24: The management committee have set a kaupapa for the future after consultation with the shareholders and stick to it.

Half of the survey group identified the establishment and adherence to a direction after consultation as a primary success factor. This was reasonably consistent across gender and living locations, but differed in terms of age groups. While 67% of older people and 63% of younger people favoured this factor only 42% of the middle group supported it. There were wide variations among different employment status groups. Those who worked for Maori organisations (67%), the government (57%), and on a benefit (50%) showed a higher prioritisation of this statement than those that were self-employed (33%), and those that worked for non-Maori organisations (25%). Highest level of formal education also produced a variation. While 70% of those who were formally educated to secondary school level, ranked this statement highly, only 33% of those with some tertiary education and 40% with higher formal education did so. Level of involvement figures revealed that 80% of those who had a moderate involvement with hapu affairs prioritised this statement, while only half as many from the high and limited involvement groups did so.

Statement 35: There are systems in place which make the management committee accountable to the shareholders

Systems of accountability to shareholders were very important to half of the group interviewed. There were marked gender differences in relation to this question with 64% of women ranking this factor highly and only 38% of men. Young people (75%) and old people (67%) responded differently from the middle age group (33%). Those living inside their hapu area were more likely to find accountability systems important (63%) than those living near (43%) or those living away (44%). Employment status did not appear to be a big factor except that only 33% of the self-employed considered accountability a major factor. Levels of involvement also did not appear to be a relevant factor. Analysis by education status however revealed significant differences. Eighty per cent of those with secondary education as their highest formal education ranked the accountability statement highly. In contrast only 33% of those with some tertiary education and 20% of those with higher qualifications did likewise.

Statement 50: The employment of our own people is important to the incorporation

This was an important factor to half of the survey group. It was a favoured response from young people (75%) and old people (67%) and this contrasted with only 33% of the middle age group. Surprisingly this was more favoured by those living outside the area (67%) than those living inside (25%). There was little gender difference in relation to this question. Only those working for Maori organisations (67%) prioritised employment creation strongly. Less than half of all other groups gave a high ranking to this statement ranging from 43% for government employees to only 25% for those reliant on a benefit and those

working for non-Maori organisations. Support for this statement was conversely proportional to highest level of formal education with 60% of those educated to secondary school level ranking employment creation highly. This compared to 44% for those with some tertiary education, and 40% for those with a degree or higher. Levels of involvement produced some marked differences. While 80% of those with a moderate involvement in hapu affairs ranked employment creation highly, 57% of those with limited involvement and only 33% of those with high involvement did so.

Statement 76: Profits from the incorporation are reinvested in other ventures which will benefit the people

Half of those questioned identified reinvestment of profits in other ventures that would benefit the people, as a success factor in management of incorporations. This was more important to those living outside the area (67%) compared to other living locations. People of middle age (67%) were more likely to support this statement with half of the young people and no people in the older bracket identifying this factor. Men (62%) were twice as likely to identify this statement than the women sampled (29%). There were large variations in relation to employment status. Those working for Maori organisations (33%), government workers (43%), and on a benefit (25%) were less likely to rank this statement highly. Conversely those who were employed by non-Maori organisations (100%) and the self-employed (67%) were more likely to rank it highly. In relation to level of formal education, those with some tertiary education (67%) or higher (60%) were twice as likely to select this statement as those with only a secondary school education (30%). Level of involvement with hapu affairs did not seem to have much influence on the ranking of this statement.

Statement 5: The incorporation management committee is interested in the guardianship of the land, ngahere, awa, moana

Approximately 46% of interviewees identified the importance of the guardianship of the land and water as success factors. Men (54%) were more likely than women (36%) to support this assertion. The older age group were more concerned about this aspect (67%) while half of the middle group and only 38% of young people identified this factor. Living location and levels of involvement seemed to have a minor impact on this factor. The more formally educated a person was, the more likely they were to select the environmental statement. While 80% of those with a degree or higher, and 56% of those with some tertiary education ranked this statement as important, only 20% of those with just a secondary education did so. Employment status produced a very mixed set of results ranging from no ranking from the self-employed to 71% from government employees. Those on a benefit (50%), and those working for non-Maori organisations (50%) showed strong support, while those working for Maori organisations (33%) were less likely to prioritise this statement.

Statement 22: The management committee respond well to communication from shareholders and there is a chance to be heard

About 42% of those interviewed had a high regard for the ability of shareholders to communicate and interrelate with the management committee. This was more pronounced for those resident within the community concerned (63%) than those

outside (30%). Women (54%) were more likely to rank this factor highly than men (46%). No older people ranked this statement highly in contrast to 50% of younger and middle-aged people. Employment seemed to have little real impact on the results. Those with least involvement (57%) were more likely to be concerned about communication, with 40% of those with moderate involvement and 33% of those with high involvement ranking this statement. Education level produced inversely proportional results with only 20% of those with the highest levels of formal education selecting this statement, 33% of the middle group, and 60% of those with secondary school as their highest formal education.

Statement 42: The incorporation has a balance between development, conservation and the restoration of natural areas

Forty two percent of respondents rated balanced development as a high priority factor. Little age, gender and level of involvement difference was apparent. Those living near to their ancestral land (57%) were more likely to rate this factor highly than those living within the community (25%) and away from their community (44%). Most employment groups reflected the average, except for those who were self-employed (0%) and those reliant on a benefit (75%). Those with the highest level of formal education supported this statement overwhelmingly (80%), but the other levels to a lesser degree (30%)

Other high ranking factors by sampling framework:

In relation to the general sample which highlighted the ten statements above, there were other statements of particular importance to sub-groups of the sampled population. These are included below where they are above 40% within any particular subgroup of the of the overall sample. These tables illustrate where significant differences occurred, the level of prioritisation, and the statements which the different sub-groups ranked.

Other High Ranking Factors: Gender

Other factors men ranked highly:

No other factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of men.

Other factors women ranked highly:

The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of women.

Statement no.	Statement	%	Category
59	The audited accounts are always available at the AGM	54.55	Operational: statutory
37	The management committee has a policy to discourage the sale of shares	45.45	Cultural
62	The chairperson shows a high degree of leadership	45.45	Operational: skill and experience

Other High Ranking Factors: Age

Other factors ranked highly by old people :
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of old people.

Statement no.	Statement	%	Category
1	Shareholder participation is welcomed and there are regular opportunities for this	66.67	Cultural
9	The incorporation is a link with the history of our land and our struggle to keep it	66.67	Cultural
46	The incorporation is actively involved with the local authority	66.67	Political representation
59	The audited accounts are always available at the AGM	66.67	Operational: statutory
68	The incorporation is run in a way which is inclusive of women	66.67	Operational: general

Other factors ranked highly by young people :
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of young people.

Statement no.	Statement	%	Category
62	The chairperson shows a high degree of leadership	50	Operational: skill and experience
63	The management committee know what they are doing	50	Operational: skill and experience

Other factors ranked highly by middle-aged people :
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of middle-aged people.

Statement no.	Statement	%	Category
6	My involvement with the incorporation provides me with a sense of belonging and identity as part of the hapu	41.67	Cultural
29	The management committee plan out their annual operations	41.67	Operational: planning
37	The management committee has a policy to discourage the sale of shares	41.67	Cultural

Other High Ranking Factors: Living Location

Other factors ranked highly by people living in their hapu area:
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people living in their hapu area.

Statement no.	Statement	%	Category
59	The audited accounts are always available at the AGM	75	Operational: statutory
26	The AGM is well run and informative and issues are dealt with	62.5	Operational: communication
37	The management committee has a policy to discourage the sale of shares	62.5	Cultural
32	Annual reports both written and oral are of a good standard	50	Operational: communication

Other factors ranked highly by people living near their hapu area:
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people living near their hapu area.

Statement no.	Statement	%	Category
1	Shareholder participation is welcomed and there are regular opportunities for this	42.86	Cultural
6	My involvement with the incorporation provides me with a sense of belonging and identity as part of the hapu	42.86	Cultural
8	My involvement with the incorporation gives me a chance to make links with other whanaunga	42.86	Cultural
65	The management committee maintain high standards	42.86	Operational: skill and experience
67	The management committee demonstrates a high level of professionalism	42.86	Operational: skill and experience
68	The incorporation is run in a way which is inclusive of women	42.86	Operational: general

Other factors ranked highly by people living away from their hapu area:
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people living away from their hapu area.

St. no.	Statement	%	Category
6	My involvement with the incorporation provides me with a sense of belonging and identity as part of the hapu	55.56	Cultural

13	The incorporation is debt-free	55.56	Financial
31	Decisions are made with the benefit of good information	44.44	Operational: skill and experience
53	The incorporation gives a priority to grants for educational purposes	44.44	Social contribution
61	The management committee has a wide range of skills to do the job	44.44	Operational: skill and experience
62	The Chairperson shows a high degree of leadership	44.44	Operational: skill and experience

Other High Ranking Factors: Level of involvement

Other factors ranked highly by people with a high level of involvement in hapu affairs:
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people with a high level of involvement in hapu affairs.

Statement no.	Statement	%	Category
59	The audited accounts are always available at the AGM.	58.33	Operational: statutory
37	The management committee has a policy to discourage the sale of shares	50.00	Operational: general
1	Shareholder participation is welcomed and there are regular opportunities for this.	41.67	Cultural
3	Shareholders are able to go on the land and use it for recreational and spiritual purposes	41.67	Cultural
9	The incorporation is a link with the history of our land and our struggle to keep it.	41.67	Cultural
26	The AGM is well run and informative and issues are dealt with	41.67	Operational: statutory
32	Annual reports both written and oral are of a good standard	41.67	Operational: communication

Other factors ranked highly by people with a moderate level of involvement in hapu affairs:
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people with a moderate level of involvement in hapu affairs.

Statement no.	Statement	%	Category
31	Decisions are made with the benefit of good information	80.00	Operational: skill & experience

61	The management committee has a wide range of skills to do the job	60.00	Operational: skill and experience
6	My involvement with the incorporation provides me with a sense of belonging and identity as part of the hapu	60.00	Cultural
13	The incorporation is debt-free	60.00	Financial
53	The incorporation gives a priority to grants for educational purposes	40.00	Social contribution
9	The incorporation is a link with the history of our land & our struggle to keep it.	40.00	Cultural
29	The management committee plan out their annual operations	40.00	Operational: planning
30	The information provided by the management committee is understandable and of good quality.	40.00	Operational: communication
66	There is a clear understanding of the role of the management committee and the role of shareholders	40.00	Operational: skill and experience
73	The incorporation gives us a single voice in matters affecting the land.	40.00	Operational: general

Other factors ranked highly by people with a limited involvement in hapu affairs:
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people with limited involvement in hapu affairs.

Statement no.	Statement	%	Category
62	The Chairperson shows a high degree of leadership	71.43	Operational: skill and experience
67	The management committee demonstrate a high level of professionalism	57.14	Operational: skill and experience

Other High Ranking Factors: Employment Status

Other factors ranked highly by people employed by Maori organisations:
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people who worked for Maori organisations.

Statement no.	Statement	%	Category
26	The AGM is well run and informative and issues are dealt with	50.00	Operational: statutory

Other factors ranked highly by people employed by non-Maori organisations:
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people who worked for non-Maori organisations.

Statement no.	Statement	%	Category
53	The incorporation gives a priority to grants for educational purposes	75.00	Social contribution
67	The management committee demonstrate a high level of professionalism	50.00	Operational: skill and experience
13	The incorporation is debt-free	50.00	Financial
29	The management committee plan out their annual operations	50.00	Operational: planning
9	The incorporation is a link with the history of our land and our struggle to keep it.	50.00	Cultural
31	Decisions are made with the benefit of good information	50.00	Operational: skill and experience

Other factors ranked highly by people employed by government agencies:
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people who worked for government agencies.

Statement no.	Statement	%	Category
61	The management committee has a wide range of skills to do the job	57.14	Operational: skill and experience
29	The management committee plan out their annual operations	42.86	Operational: planning
37	The management committee has a policy to discourage the sale of shares	42.86	Operational: general
62	The Chairperson shows a high degree of leadership	42.86	Operational: skill and experience
65	The management committee maintain high standards	42.86	Operational: skill and experience
18	The incorporation management committee has a good relationship with farm manager	42.86	Operational: general

Other factors ranked highly by people who were reliant on a government benefit:
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people who were reliant on a government benefit.

Statement no.	Statement	%	Category
1	Shareholder participation is welcomed and there are regular opportunities for this.	75.00	Cultural
3	Shareholders are able to go on the land and use it for recreational and spiritual purposes	75.00	Cultural
6	My involvement with the incorporation provides me with a sense of belonging and identity as part of the hapu	50.00	Cultural
37	The management committee has a policy to discourage the sale of shares	50.00	Operational: general
59	The audited accounts are always available at the AGM.	50.00	Operational: statutory
13	The incorporation is debt-free	50.00	Financial
31	Decisions are made with the benefit of good information	50.00	Operational: skill and experience
8	My involvement with the incorporation gives me a chance to make links with other whanaunga	50.00	Cultural

Other factors ranked highly by self-employed people:

The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people who were self-employed.

Statement no.	Statement	%	Category
26	The AGM is well run and informative and issues are dealt with	66.67	Operational: statutory
32	Annual reports both written and oral are of a good standard	66.67	Operational: communication
58	AGM's are always held on time and in accordance with the rules	66.67	Operational: statutory
59	The audited accounts are always available at the AGM.	66.67	Operational: statutory
9	The incorporation is a link with the history of our land and our struggle to keep it.	66.67	Cultural
73	The incorporation gives us a single voice in matters affecting the land.	40.00	operational: general

Other High Ranking Factors: Education Status

Other factors ranked highly by people with degree or higher qualifications:
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people who had formal education at degree level or higher.

Statement no.	Statement	%	Category
3	Shareholders are able to go on the land and use it for recreational and spiritual purposes	60.00	Cultural
6	My involvement with the incorporation provides me with a sense of belonging and identity as part of the hapu	60.00	Cultural
67	The management committee demonstrate a high level of professionalism	60.00	Operational: skill and experience
1	Shareholder participation is welcomed and there are regular opportunities for this.	40.00	Cultural
4	The incorporation management committee seeks opportunities to purchase hapu land back.	40.00	Cultural
7	I can be proud of the successful things that have been achieved by the incorporation	40.00	Cultural
8	My involvement with the incorporation gives me a chance to make links with other whanaunga	40.00	Cultural
9	The incorporation is a link with the history of our land and our struggle to keep it.	40.00	Cultural
13	The incorporation is debt-free	40.00	Financial
62	The Chairperson shows a high degree of leadership	40.00	Operational: skill & experience
65	The management committee maintain high standards	40.00	Operational: skill & experience
68	The incorporation is run in a way which is inclusive of women	40.00	Operational: general

Other factors ranked highly by people with some tertiary education:
The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people with some tertiary education.

St. no.	Statement	%	Category
37	The management committee has a policy to discourage the sale of shares	44.44	Operational: general

Other factors ranked highly by people with secondary school education as their highest formal education:

The following factors that were not in the top ten ranking in the total sample were ranked highly by more than 40% of people whose formal education was at secondary school.

St no.	Statement	%	Category
59	The audited accounts are always available at the AGM.	60.00	Operational: statutory
26	The AGM is well run and informative and issues are dealt with	50.00	Operational: statutory
63	The management committee know what they are doing	50.00	Operational: Skill & experience
1	Shareholder participation is welcomed and there are regular opportunities for this.	40.00	Cultural
25	The management committee seek out advice where they need to	40.00	Operational; skill & experience
29	The management committee plan out their annual operations	40.00	Operational: planning
30	The information provided by the management committee is understandable and of good quality.	40.00	Operational: communication
31	Decisions are made with the benefit of good information	40.00	Operational: skill & experience

Ranking comparisons: Gender

The responses of men and women were not always consistent. Comparisons between the responses of men and women can be shown on the two tables below. The tables show the information sorted by statement number, highlighting the percentage of respondents that ranked each statement highly. A comparison to the total sample is given with a column for men and women. The first table is ordered from highest to lowest using the male responses, and the second table using the female responses. A cut off point of 30% has been used to try and show some of the differences. These tables give an overview of the differences between the rankings of men and those of women.

Men : High ranking statements with comparisons to women

Statement no.	Total % ranking 4 & 5	Total % ranking 4 & 5: Women	Total % ranking 4 & 5: Men
20	83.33	72.73	92.31
2	58.33	54.55	61.54
76	50.00	36.36	61.54
5	45.83	36.36	53.85
24	50.00	54.55	46.15
50	50.00	54.55	46.15
35	50.00	63.64	38.46
42	41.67	45.45	38.46
6	33.33	27.27	38.46
31	29.17	18.18	38.46
13	25.00	9.09	38.46
21	50.00	72.73	30.77
22	41.67	54.55	30.77
1	29.17	27.27	30.77
3	29.17	27.27	30.77
9	29.17	27.27	30.77
29	29.17	27.27	30.77
32	25.00	18.18	30.77
8	20.83	9.09	30.77
65	20.83	9.09	30.77

Women : High ranking statements with comparisons to men

Statement no.	Total % ranking 4 & 5	Total % ranking 4 & 5: Women	Total % ranking 4 & 5: Men
20	83.33	72.73	92.31
21	50.00	72.73	30.77
35	50.00	63.64	38.46
2	58.33	54.55	61.54
22	41.67	54.55	30.77
24	50.00	54.55	46.15
50	50.00	54.55	46.15
59	33.33	54.55	15.38

Statement no.	Total % ranking 4 & 5	Total % ranking 4 & 5: Women	Total % ranking 4 & 5: Men
37	33.33	45.45	23.08
42	41.67	45.45	38.46
62	33.33	45.45	23.08
5	45.83	36.36	53.85
26	29.17	36.36	23.08
63	25.00	36.36	15.38
76	50.00	36.36	61.54

Ranking comparisons: Age

The responses of the different age groups were often different. Comparisons between the responses of the older, the middle-aged and the younger age group can be shown in the three tables below. The middle age group dominated the sample making up half of the total. The tables show the information sorted by statement number, highlighting the percentage of respondents that ranked each statement highly. A comparison to the total sample is given with a column for the older age group, the middle-aged group, and young age group. The first table is ordered from highest to lowest using the responses of the old age group, the second table using the younger age group responses and the third using the middle-aged group. A cut off point of 30% has been used to try and show some of the differences. These tables give an overview of the differences between the rankings of the different age groups.

Older people : High ranking statements with comparisons to younger and middle-aged people

Statement no.	Total % ranking 4 & 5	Total % ranking 4 & 5: Young	Total % ranking 4 & 5: Old	Total % ranking 4 & 5: Middle
20	83.33	87.50	66.67	91.67
35	50.00	75.00	66.67	33.33
50	50.00	75.00	66.67	33.33
24	50.00	62.50	66.67	41.67
21	50.00	50.00	66.67	50.00
1	29.17	37.50	66.67	16.67
2	58.33	37.50	66.67	75.00
5	45.83	37.50	66.67	50.00
9	29.17	25.00	66.67	25.00
59	33.33	25.00	66.67	33.33
68	20.83	12.50	66.67	16.67
46	8.33	0.00	66.67	0.00
26	29.17	37.50	33.33	25.00
31	29.17	37.50	33.33	25.00
42	41.67	37.50	33.33	50.00
66	25.00	37.50	33.33	16.67
69	25.00	37.50	33.33	16.67
3	29.17	25.00	33.33	33.33

Statement no.	Total % ranking 4 & 5	Total % ranking 4 & 5: Young	Total % ranking 4 & 5: Old	Total % ranking 4 & 5: Middle
6	33.33	25.00	33.33	41.67
25	16.67	25.00	33.33	8.33
32	25.00	25.00	33.33	25.00
37	33.33	25.00	33.33	41.67
67	25.00	25.00	33.33	25.00
8	20.83	12.50	33.33	25.00
49	16.67	12.50	33.33	16.67
54	12.50	12.50	33.33	8.33
65	20.83	12.50	33.33	25.00
14	8.33	0.00	33.33	8.33
36	12.50	0.00	33.33	16.67
38	4.17	0.00	33.33	0.00
39	12.50	0.00	33.33	16.67

Young people : High ranking statements with comparisons to older and middle-aged people

Statement no.	Total % ranking 4 & 5	Total % ranking 4 & 5: Young	Total % ranking 4 & 5: Old	Total % ranking 4 & 5: Middle
20	83.33	87.50	66.67	91.67
35	50.00	75.00	66.67	33.33
50	50.00	75.00	66.67	33.33
24	50.00	62.50	66.67	41.67
21	50.00	50.00	66.67	50.00
22	41.67	50.00	0.00	50.00
62	33.33	50.00	0.00	33.33
63	25.00	50.00	0.00	16.67
76	50.00	50.00	0.00	66.67
1	29.17	37.50	66.67	16.67
2	58.33	37.50	66.67	75.00
5	45.83	37.50	66.67	50.00
26	29.17	37.50	33.33	25.00
31	29.17	37.50	33.33	25.00
42	41.67	37.50	33.33	50.00
61	25.00	37.50	0.00	25.00
66	25.00	37.50	33.33	16.67

Middle-aged people : High ranking statements with comparisons to younger and older people

Statement no.	Total % ranking 4 & 5	Total % ranking 4 & 5: Young	Total % ranking 4 & 5: Old	Total % ranking 4 & 5: Middle
20	83.33	87.50	66.67	91.67
2	58.33	37.50	66.67	75.00
76	50.00	50.00	0.00	66.67

Statement no.	Total % ranking 4 & 5	Total % ranking 4 & 5: Young	Total % ranking 4 & 5: Old	Total % ranking 4 & 5: Middle
5	45.83	37.50	66.67	50.00
21	50.00	50.00	66.67	50.00
22	41.67	50.00	0.00	50.00
42	41.67	37.50	33.33	50.00
6	33.33	25.00	33.33	41.67
24	50.00	62.50	66.67	41.67
29	29.17	25.00	0.00	41.67
37	33.33	25.00	33.33	41.67
3	29.17	25.00	33.33	33.33
4	16.67	0.00	0.00	33.33
13	25.00	25.00	0.00	33.33
35	50.00	75.00	66.67	33.33
50	50.00	75.00	66.67	33.33
59	33.33	25.00	66.67	33.33
62	33.33	50.00	0.00	33.33
73	25.00	25.00	0.00	33.33

Ranking comparisons: Living location:

The responses of interviewees varied depending on where they resided in relation to the land. Comparisons between the responses of those living within their hapu area, those living nearby their hapu area, and those living away from their hapu area can be shown in the three tables below. The tables show the information sorted by statement number, highlighting the percentage of respondents that ranked each statement highly. A comparison to the total sample is given with a column for the those living within their hapu area, those living nearby their hapu area, and those living away from their hapu area. The first table is ordered from highest to lowest using the responses of those living inside their hapu area, the second table using the responses of those living nearby their hapu area, and the third table using the living outside group responses. A cut off point of 30% has been used to try and show some of the differences. These tables give an overview of the differences between the rankings of people in different living locations.

Those living inside hapu area: High statements with comparisons to those nearby and living away

Statement. no	Total % ranking 4 & 5	Total % ranking 4 & 5: inside	Total % ranking 4 & 5: near	Total % ranking 4 & 5: outside
20	83.33	75	100.00	77.78
59	33.33	75	28.57	0.00
21	50	62.5	71.43	22.22
22	41.67	62.5	28.57	33.33
26	29.17	62.5	14.29	11.11
35	50	62.5	42.86	44.44
37	33.33	62.5	28.57	11.11
2	58.33	50	57.14	66.67

Statement. no	Total % ranking 4 & 5	Total % ranking 4 & 5: inside	Total % ranking 4 & 5: near	Total % ranking 4 & 5: outside
24	50	50	42.86	55.56
32	25	50	14.29	11.11
1	29.17	37.5	42.86	11.11
5	45.83	37.5	57.14	44.44
9	29.17	37.5	14.29	33.33
19	16.67	37.5	0.00	11.11
63	25	37.5	28.57	11.11
73	25	37.5	0.00	33.33
76	50	37.5	42.86	66.67

Those living nearby hapu area: High ranking statements with comparisons to those inside and living away

Statement. no	Total % ranking 4 & 5	Total % ranking 4 & 5: inside	Total % ranking 4 & 5: near	Total % ranking 4 & 5: outside
20	83.33	75	100.00	77.78
21	50	62.5	71.43	22.22
2	58.33	50	57.14	66.67
5	45.83	37.5	57.14	44.44
42	41.67	25	57.14	44.44
50	50	25	57.14	66.67
1	29.17	37.5	42.86	11.11
6	33.33	0	42.86	55.56
8	20.83	0	42.86	22.22
24	50	50	42.86	55.56
35	50	62.5	42.86	44.44
65	20.83	12.5	42.86	11.11
67	25	12.5	42.86	22.22
68	20.83	0	42.86	22.22
76	50	37.5	42.86	66.67

Those living outside hapu area: High ranking statements with comparisons to those nearby and inside

Statement. no	Total % ranking 4 & 5	Total % ranking 4 & 5: inside	Total % ranking 4 & 5: near	Total % ranking 4 & 5: outside
20	83.33	75	100.00	77.78
2	58.33	50	57.14	66.67
50	50	25	57.14	66.67
76	50	37.5	42.86	66.67
6	33.33	0	42.86	55.56
13	25	0	14.29	55.56
24	50	50	42.86	55.56
5	45.83	37.5	57.14	44.44
31	29.17	12.5	28.57	44.44
35	50	62.5	42.86	44.44
42	41.67	25	57.14	44.44

Statement. no	Total % ranking 4 & 5	Total % ranking 4 & 5: inside	Total % ranking 4 & 5: near	Total % ranking 4 & 5: outside
53	20.83	0	14.29	44.44
61	25	0	28.57	44.44
62	33.33	25	28.57	44.44
3	29.17	25	28.57	33.33
9	29.17	37.5	14.29	33.33
22	41.67	62.5	28.57	33.33
29	29.17	25	28.57	33.33
30	20.83	25	0.00	33.33
49	16.67	0	14.29	33.33
66	25	12.5	28.57	33.33
69	25	12.5	28.57	33.33
73	25	37.5	0.00	33.33

Ranking comparisons: Level of Involvement

The responses of the interviewees who had had different levels of involvement with incorporation affairs showed several different patterns. These were not always similar patterns or predictable. Comparisons between the responses of those with high involvement, those with moderate involvement, and those with limited involvement can be shown in the three tables below. The high involvement group made up 50% of the sample which means that trend evident with the other two groups can be submerged in the summary data. The tables show the information sorted by statement number, highlighting the percentage of respondents that ranked each statement highly. A comparison to the total sample is given with a column for the highly involved, the moderately involved, and those with limited involvement. The first table is ordered from highest to lowest using the responses of the highly involved, the second table using the moderately involved, and the third showing the responses of those with limited involvement. A cut off point of 30% has been used to try and show some of the differences. These tables give an overview of the differences between the rankings of those with different levels of involvement.

High Level of Involvement: High ranking statements with comparison to moderate and limited

Statement no.	Total % ranking 4 & 5	Total % ranking 4 & 5 High	Total % ranking 4 & 5 Moderate	Total % ranking 4 & 5 Limited
20	83.33	83.33	80.00	85.71
2	58.33	58.33	80.00	42.86
21	50	58.33	20.00	57.14
59	33.33	58.33	0.00	14.29
37	33.33	50.00	20.00	14.29
1	29.17	41.67	20.00	14.29
3	29.17	41.67	20.00	14.29
5	45.83	41.67	40.00	57.14

Statement no.	Total % ranking 4 & 5	Total % ranking 4 & 5 High	Total % ranking 4 & 5 Moderate	Total % ranking 4 & 5 Limited
9	29.17	41.67	40.00	0.00
24	50	41.67	80.00	42.86
26	29.17	41.67	0.00	28.57
32	25	41.67	20.00	0.00
35	50	41.67	60.00	57.14
76	50	41.67	60.00	57.14
6	33.33	33.33	60.00	14.29
22	41.67	33.33	40.00	57.14
42	41.67	33.33	40.00	57.14
50	50	33.33	80.00	57.14

Moderate Level of Involvement: High ranking statements with comparison to high and limited involvement

Statement no.	Total % ranking 4 & 5	Total % ranking 4 & 5 High	Total % ranking 4 & 5 Moderate	Total % ranking 4 & 5 Limited
2	58.33	58.33	80.00	42.86
20	83.33	83.33	80.00	85.71
24	50	41.67	80.00	42.86
31	29.17	16.67	80.00	14.29
50	50	33.33	80.00	57.14
6	33.33	33.33	60.00	14.29
13	25	16.67	60.00	14.29
35	50	41.67	60.00	57.14
61	25	0.00	60.00	42.86
76	50	41.67	60.00	57.14
5	45.83	41.67	40.00	57.14
9	29.17	41.67	40.00	0.00
22	41.67	33.33	40.00	57.14
29	29.17	16.67	40.00	42.86
30	20.83	16.67	40.00	14.29
42	41.67	33.33	40.00	57.14
53	20.83	8.33	40.00	28.57
66	25	16.67	40.00	28.57
73	25	25.00	40.00	14.29

Limited Level of Involvement: High ranking statements with comparison to high and moderate involvement

Statement no.	Total % ranking 4 & 5	Total % ranking 4 & 5 High	Total % ranking 4 & 5 Moderate	Total % ranking 4 & 5 Limited
20	83.33	83.33	80.00	85.71
62	33.33	16.67	20.00	71.43
5	45.83	41.67	40.00	57.14

Statement no.	Total % ranking 4 & 5	Total % ranking 4 & 5 High	Total % ranking 4 & 5 Moderate	Total % ranking 4 & 5 Limited
21	50	58.33	20.00	57.14
22	41.67	33.33	40.00	57.14
35	50	41.67	60.00	57.14
42	41.67	33.33	40.00	57.14
50	50	33.33	80.00	57.14
67	25	16.67	0.00	57.14
76	50	41.67	60.00	57.14
2	58.33	58.33	80.00	42.86
24	50	41.67	80.00	42.86
29	29.17	16.67	40.00	42.86
43	12.5	0.00	0.00	42.86
61	25	0.00	60.00	42.86
63	25	16.67	20.00	42.86

Ranking comparisons: Employment Status

The responses of the interviewees differed depending on how they derived their income and the type of organisation they worked for. The sample was divided into those who worked for Maori organisations; non-Maori organisations; the government sector; those reliant on a benefit or the self-employed. Comparisons between the various responses are shown in the tables below. The tables show the information sorted by statement number, highlighting the percentage of respondents that ranked each statement highly. A comparison to the total sample is given with a column for the various employment status groups. The first table is ordered from highest to lowest using the responses of those employed by Maori organisations, the second table using those working for non-Maori organisations, the third showing the responses of those who worked for the government, the fourth, those reliant on a benefit; and the fifth, those who were self-employed. A cut off point of 30% has been used to try and show some of the differences. These tables give an overview of the differences between the rankings of those with different employment status.

Employed by a Maori organisation: High ranking statements with comparison to other employment status

Statement No	Total %	%Maori organisation	%non Maori organisation	% govt. agency	% benefit	% self
2	58.33	83.33	75.00	57.14	25.00	33.33
20	83.33	66.67	100.00	85.71	75.00	100.00
24	50	66.67	25.00	57.14	50.00	33.33
35	50	66.67	50.00	42.86	50.00	33.33
50	50	66.67	25.00	42.86	75.00	33.33
21	50	50.00	0.00	85.71	50.00	33.33
22	41.67	50.00	50.00	42.86	25.00	33.33
26	29.17	50.00	25.00	14.29	0.00	66.67

Statement No	Total %	%Maori organisation	%non Maori organisation	% govt. agency	% benefit	% self
1	29.17	33.33	0.00	14.29	75.00	33.33
3	29.17	33.33	25.00	0.00	75.00	33.33
5	45.83	33.33	50.00	71.43	50.00	0.00
6	33.33	33.33	25.00	28.57	50.00	33.33
19	16.67	33.33	25.00	0.00	25.00	0.00
25	16.67	33.33	0.00	0.00	25.00	33.33
29	29.17	33.33	50.00	42.86	0.00	0.00
32	25	33.33	25.00	14.29	0.00	66.67
37	33.33	33.33	25.00	42.86	50.00	0.00
42	41.67	33.33	50.00	42.86	75.00	0.00
54	12.5	33.33	25.00	0.00	0.00	0.00
58	16.67	33.33	0.00	0.00	0.00	66.67
59	33.33	33.33	25.00	14.29	50.00	66.67
62	33.33	33.33	25.00	42.86	25.00	33.33
63	25	33.33	0.00	28.57	25.00	33.33
64	12.5	33.33	25.00	0.00	0.00	0.00
66	25	33.33	0.00	28.57	25.00	33.33
67	25	33.33	50.00	28.57	0.00	0.00
68	20.83	33.33	25.00	14.29	25.00	0.00
76	50	33.33	100.00	42.86	25.00	66.67

Employed by a non-Maori organisation: High ranking statements with comparison to other employment status

Statement no	Total %	%Maori organisation	%non Maori organisation	% govt. agency	% benefit	% self
20	83.33	66.67	100.00	85.71	75.00	100.00
76	50	33.33	100.00	42.86	25.00	66.67
2	58.33	83.33	75.00	57.14	25.00	33.33
53	20.83	16.67	75.00	0.00	25.00	0.00
35	50	66.67	50.00	42.86	50.00	33.33
22	41.67	50.00	50.00	42.86	25.00	33.33
5	45.83	33.33	50.00	71.43	50.00	0.00
29	29.17	33.33	50.00	42.86	0.00	0.00
42	41.67	33.33	50.00	42.86	75.00	0.00
67	25	33.33	50.00	28.57	0.00	0.00
9	29.17	16.67	50.00	14.29	25.00	66.67
13	25	16.67	50.00	0.00	50.00	33.33
31	29.17	16.67	50.00	14.29	50.00	33.33

Employed by a government agency: High ranking statements with comparison to other employment status

Statement no	Total %	%Maori organisation	%non Maori organisation	% govt. agency	% benefit	% self
20	83.33	66.67	100.00	85.71	75.00	100.00
21	50	50.00	0.00	85.71	50.00	33.33
5	45.83	33.33	50.00	71.43	50.00	0.00
2	58.33	83.33	75.00	57.14	25.00	33.33
24	50	66.67	25.00	57.14	50.00	33.33
61	25	16.67	0.00	57.14	25.00	0.00
35	50	66.67	50.00	42.86	50.00	33.33
50	50	66.67	25.00	42.86	75.00	33.33
22	41.67	50.00	50.00	42.86	25.00	33.33
29	29.17	33.33	50.00	42.86	0.00	0.00
37	33.33	33.33	25.00	42.86	50.00	0.00
42	41.67	33.33	50.00	42.86	75.00	0.00
62	33.33	33.33	25.00	42.86	25.00	33.33
76	50	33.33	100.00	42.86	25.00	66.67
65	20.83	16.67	0.00	42.86	0.00	33.33
18	12.5	0.00	0.00	42.86	0.00	0.00

Reliant on a benefit: High ranking statements with comparison to other employment status

Statement no	Total %	%maori organisation	%non Maori organisation	% govt. agency	% benefit	% self
20	83.33	66.67	100.00	85.71	75.00	100.00
50	50	66.67	25.00	42.86	75.00	33.33
1	29.17	33.33	0.00	14.29	75.00	33.33
3	29.17	33.33	25.00	0.00	75.00	33.33
42	41.67	33.33	50.00	42.86	75.00	0.00
24	50	66.67	25.00	57.14	50.00	33.33
35	50	66.67	50.00	42.86	50.00	33.33
21	50	50.00	0.00	85.71	50.00	33.33
5	45.83	33.33	50.00	71.43	50.00	0.00
6	33.33	33.33	25.00	28.57	50.00	33.33
37	33.33	33.33	25.00	42.86	50.00	0.00
59	33.33	33.33	25.00	14.29	50.00	66.67
13	25	16.67	50.00	0.00	50.00	33.33
31	29.17	16.67	50.00	14.29	50.00	33.33
8	20.83	0.00	0.00	28.57	50.00	33.33
2	58.33	83.33	75.00	57.14	25.00	33.33

Self-employed: High ranking statements with comparison to other employment status

Statement no	Total %	%Maori organisation	%non Maori organisation	% govt. agency	% benefit	% self
20	83.33	66.67	100.00	85.71	75.00	100.00
26	29.17	50.00	25.00	14.29	0.00	66.67
32	25	33.33	25.00	14.29	0.00	66.67
58	16.67	33.33	0.00	0.00	0.00	66.67
59	33.33	33.33	25.00	14.29	50.00	66.67
76	50	33.33	100.00	42.86	25.00	66.67
9	29.17	16.67	50.00	14.29	25.00	66.67
73	25	16.67	25.00	28.57	0.00	66.67
2	58.33	83.33	75.00	57.14	25.00	33.33
24	50	66.67	25.00	57.14	50.00	33.33
35	50	66.67	50.00	42.86	50.00	33.33
50	50	66.67	25.00	42.86	75.00	33.33
21	50	50.00	0.00	85.71	50.00	33.33
22	41.67	50.00	50.00	42.86	25.00	33.33
1	29.17	33.33	0.00	14.29	75.00	33.33
3	29.17	33.33	25.00	0.00	75.00	33.33
6	33.33	33.33	25.00	28.57	50.00	33.33
25	16.67	33.33	0.00	0.00	25.00	33.33
62	33.33	33.33	25.00	42.86	25.00	33.33
63	25	33.33	0.00	28.57	25.00	33.33
66	25	33.33	0.00	28.57	25.00	33.33
13	25	16.67	50.00	0.00	50.00	33.33
30	20.83	16.67	25.00	14.29	25.00	33.33
31	29.17	16.67	50.00	14.29	50.00	33.33
49	16.67	16.67	25.00	0.00	25.00	33.33
51	12.5	16.67	0.00	14.29	0.00	33.33
65	20.83	16.67	0.00	42.86	0.00	33.33
69	25	16.67	25.00	28.57	25.00	33.33
7	8.33	0.00	0.00	0.00	25.00	33.33
8	20.83	0.00	0.00	28.57	50.00	33.33
11	4.17	0.00	0.00	0.00	0.00	33.33
12	12.5	0.00	25.00	0.00	25.00	33.33
14	8.33	0.00	0.00	14.29	0.00	33.33
39	12.5	0.00	0.00	28.57	0.00	33.33
71	12.5	0.00	25.00	0.00	25.00	33.33
075	8.33	0.00	25.00	0.00	0.00	33.33

Ranking comparisons: Education Status

The responses of the interviewees differed depending on their highest level of education. The sample was divided into those who had a degree qualification or higher; those with some tertiary education; and those with secondary school education only. Comparisons between the various responses can be shown in the tables below. The tables show the information sorted by statement number, highlighting the percentage of respondents that ranked each statement highly. A comparison to the total sample is given with a column for the various education status groups. The first table is ordered from highest to lowest using the responses of those with a degree qualification or higher, the second table using those with some tertiary education, and the third showing the responses of those with only a secondary school education. A cut off point of 30% has been used to try and show some of the differences. These tables give an overview of the differences between the rankings of those with different education backgrounds.

Degree qualification or higher: High ranking statements with comparison to other education status

Statement no	% total	% deg	% some	% sec
2	58.33	80.00	66.67	40.00
5	45.83	80.00	55.56	20.00
20	83.33	80.00	100.00	70.00
42	41.67	80.00	33.33	30.00
3	29.17	60.00	11.11	30.00
6	33.33	60.00	33.33	30.00
67	25	60.00	11.11	20.00
76	50	60.00	66.67	30.00
1	29.17	40.00	11.11	40.00
4	16.67	40.00	11.11	10.00
7	8.33	40.00	0.00	0.00
8	20.83	40.00	11.11	10.00
9	29.17	40.00	22.22	30.00
13	25	40.00	22.22	20.00
24	50	40.00	33.33	70.00
50	50	40.00	44.44	60.00
62	33.33	40.00	33.33	30.00
65	20.83	40.00	22.22	10.00
68	20.83	40.00	22.22	10.00

Some Tertiary Education: High ranking statements with comparison to other employment status

Statement no.	% total	% deg	% some	% sec
20	83.33	80.00	100.00	70.00
2	58.33	80.00	66.67	40.00
76	50	60.00	66.67	30.00
5	45.83	80.00	55.56	20.00
21	50	20.00	55.56	60.00
37	33.33	20.00	44.44	30.00
50	50	40.00	44.44	60.00
6	33.33	60.00	33.33	30.00
18	12.5	0.00	33.33	0.00
22	41.67	20.00	33.33	60.00
24	50	40.00	33.33	70.00
31	29.17	0.00	33.33	40.00
35	50	20.00	33.33	80.00
42	41.67	80.00	33.33	30.00
53	20.83	20.00	33.33	10.00
62	33.33	40.00	33.33	30.00
66	25	0.00	33.33	30.00
69	25	20.00	33.33	20.00
73	25	0.00	33.33	30.00

Secondary School education only: High ranking statements with comparison to other education status

Statement no.	% total	% deg	% some	% sec
35	50	20.00	33.33	80.00
20	83.33	80.00	100.00	70.00
24	50	40.00	33.33	70.00
21	50	20.00	55.56	60.00
22	41.67	20.00	33.33	60.00
50	50	40.00	44.44	60.00
59	33.33	0.00	22.22	60.00
26	29.17	20.00	11.11	50.00
63	25	0.00	11.11	50.00
1	29.17	40.00	11.11	40.00
2	58.33	80.00	66.67	40.00
25	16.67	0.00	0.00	40.00
29	29.17	20.00	22.22	40.00
30	20.83	0.00	11.11	40.00
31	29.17	0.00	33.33	40.00
3	29.17	60.00	11.11	30.00
6	33.33	60.00	33.33	30.00

Statement no.	% total	% deg	% some	% sec
9	29.17	40.00	22.22	30.00
19	16.67	0.00	11.11	30.00
32	25	20.00	22.22	30.00
37	33.33	20.00	44.44	30.00
42	41.67	80.00	33.33	30.00
58	16.67	0.00	11.11	30.00
61	25	20.00	22.22	30.00
62	33.33	40.00	33.33	30.00
66	25	0.00	33.33	30.00
73	25	0.00	33.33	30.00
76	50	60.00	66.67	30.00

Findings Analysed by Framework Factor

Because of the number of factors involved in the ranking exercise, it was possible for respondents to split their responses widely. This could have impacted on the clarity of result where answers were split between similar factors. To provide a line on these distributions the results have been presented below analysed by framework factors. This will show the results in relation to the six broad factors developed to analyse this exercise.

Factor	no. of statements presented	% of total statements	no. of statements ranked highly	% of highly ranked statements	difference +/-
Cultural	12	16	70	20	+4%
Financial	10	13	28	8	-5%
Operational	35	46	200	56	+10%
Physical	4	5	17	5	0%
Political	6	8	12	3	-5%
Social	9	12	29	8	-4%
Total	**76**	**100**	**357**	**100**	

This table shows that operational and cultural factors were ranked proportionately more often than the other factors. Conversely, financial, political and social factors were ranked less often than the other factors. Below the various categories have been shown separately for comparison of individual statements. Statements have been further ordered from highest response rate to lowest.

St no	statement	original value or judgement factor	Category	No.	%
	Cultural				
2	The land is still in hapu ownership and control	Hapu ownership of land	Cultural	14	58.33
5	The incorporation management committee is interested in the guardianship of the land, ngahere, awa, moana etc.	Guardianship role of land and sea	Cultural	11	45.83
6	My involvement with the incorporation provides me with a sense of belonging and identity as part of the hapu	Source of identity	Cultural	8	33.33
1	Shareholder participation is welcomed and there are regular opportunities for this	Level of shareholder involvement	Cultural	7	29.17
3	Shareholders are able to go on to the land and use it for recreational and spiritual purposes	Physical access to land	Cultural	7	29.17

St no	statement	original value or judgement factor	Category	No.	%
	Cultural				
9	The incorporation is a link with the history of our land and our struggle to keep it	Connections to history	Cultural	7	29.17
8	My involvement with the incorporation gives me a chance to make links with other whanaunga	Reinforcement of whanaungatanga	Cultural	5	20.83
4	The incorporation management committee seeks opportunities to purchase hapu land back	Increase in land holdings	Cultural	4	16.67
71	The incorporation allows us as a group of Maori land owners to develop our lands	A way to undertake collective development	Cultural	3	12.50
7	I can be proud of the successful things that have been achieved by the incorporation.	Source of pride	Cultural	2	8.33
10	My involvement with the incorporation is one way I can keep my "fires burning" at home	Reaffirmation of ahi ka	Cultural	2	8.33
72	The incorporation provides a focus for the activities of our hapu	Focus for hapu activities	Cultural	0	0.00

	Financial				
76	Profits from the incorporation are reinvested in other ventures which will benefit the people	Reinvestment in other ventures	Financial	12	50.00
13	The incorporation is debt-free	Debt-free status	Financial	6	25.00
12	The incorporation is making enough money to pay all the bills	Sufficient income to pay accounts	Financial	3	12.50
14	The incorporation keeps its borrowing to a reasonably low level	Reasonable level of indebtedness	Financial	2	8.33
75	Our land development makes a contribution to the regional and national economy	Contribution to the regional and national economy	Financial	2	8.33

St no	statement	original value or judgement factor	Category	No.	%
	Financial				
11	The incorporation takes the burden of rates and other costs from me as a shareholder	Individual shareholders not having to pay the rates	Financial	1	4.17
15	The incorporation is making enough money so that shareholders get a regular pay out	Dividends on a regular basis	Financial	1	4.17
16	The incorporation makes large profits	Profit	Financial	1	4.17
70	The incorporation allows us as a collective of Maori land owners to raise finance	A way to raise finance	Financial	0	0.00
74	I can sell my shares to realise a capital gain	Ability to sell shares	Financial	0	0.00

	Operational				
21	The management committee employ the best people they can for the job	Employment of high quality people	Operational: Skill and experience	12	50.00
20	The management committee are always looking forward and have a vision for the future	Undertakes forward planning	Operational: Planning	20	83.33
35	There are systems in place which make the management committee accountable to the shareholders	Systems of accountability	Operational: General	12	50.00
24	The management committee have set a kaupapa for the future after consultation with the shareholders and stick to it.	Establishment of a kaupapa	Operational: Planning	12	50.00
22	The management committee respond well to communication from shareholders and there is a chance to be heard	Style of communicatio n	Operational: Communicatio n	10	41.67
62	The Chairperson shows a high degree of leadership	Leadership of chairperson	Operational: Skill and experience	8	33.33
37	The management committee has a policy to discourage the sale of shares	Discourage the sale of shares	Operational: General	8	33.33

St no	statement	original value or judgement factor	Category	No.	%
	Operational				
59	The audited accounts are always available at the AGM	Audit of accounts	Operational: Statutory	8	33.33
31	Decisions are made with the benefit of good information	Ability to make informed decisions	Operational: Skill and experience	7	29.17
29	The management committee plan out their annual operations	Undertaking operational planning	Operational: Planning	7	29.17
26	The AGM is well run and informative and issues are dealt with	The quality of the annual general meeting	Operational: Statutory	7	29.17
61	The management committee has a wide range of skills to do the job	Skills mix of management committee	Operational: Skill and experience	6	25.00
63	The management committee know what they are doing	Knowledge of the job	Operational: Skill and experience	6	25.00
66	There is a clear understanding of the role of the management committee and the role of the shareholders	Clarity of role between shareholders and management	Operational: Skill and experience	6	25.00
67	The management committee demonstrate a high level of professionalism	Level of professionalis m	Operational: Skill and experience	6	25.00
32	Annual reports both written and oral are of a good standard	Quality of annual reports	Operational: Communication	6	25.00
69	The Incorporation is run in a way which is inclusive of young people	Role of rangatahi	Operational: General	6	25.00
73	The incorporation give us a single voice in matters affecting the land	A single voice	Operational: General	6	25.00
65	The management committee maintain high standards	Maintenance of standards	Operational: Skill and experience	5	20.83
30	The information provided by the management committee is understandable and of good quality	Quality and depth of information	Operational: Communication	5	20.83

St no	statement	original value or judgement factor	Category	No.	%
	Operational				
68	The Incorporation is run in a way which is inclusive of women	Role of women	Operational: General	5	20.83
25	The management committee seek out advice where they need to	Seeking good advice	Operational: Skill and experience	4	16.67
19	The incorporation management committee obtains all the necessary reports from outside parties such as lessees and associated companies	Obtaining reports from lessees	Operational: Communication	4	16.67
58	AGM's are always held on time and in accordance with the rules	Holding an AGM	Operational: Statutory	4	16.67
36	Training for committee members is a high priority	Training for committee members	Operational: Skill and experience	3	12.50
34	The management committee is open to your involvement and you can find out the things that you want to	Policies of openness	Operational: Communication	3	12.50
18	The incorporation management committee has a good working relationship with farm manager	Good relationship with farm manager	Operational: General	3	12.50
64	The management committee are committed to the wider benefit of the hapu	Commitment management committee	Operational: General	3	12.50
23	The management committee are always looking for new initiatives to get into	Undertaking new initiatives	Operational: Planning	3	12.50
28	The management committee provide opportunities for shareholder input outside of the AGM process	Shareholders issues dealt with outside AGM process	Operational: Communication	2	8.33
33	You can rely on receiving information regularly	Consistency of communication	Operational: Communication	1	4.17
38	The management committee don't spend too much on administration	Amount spent on administration	Operational: General	1	4.17
60	The incorporation assists with the transferring and succession of shares	Ease of share transfer	Operational: Statutory	1	4.17

St. no	statement	original value or judgement factor	Category	No.	%
	Physical				
17	There is a low level of uninformed gossip relating to the Incorporation's business	Level of gossip	Operational: Communicatio n	0	0.00
27	Maori are given opportunities as much as possible	Maori opportunity	Operational: General	0	0.00
42	The incorporation has a balance between development and conservation and restoration of natural area	balance of development and conservation	Physical	10	41.67
39	The land is visually attractive	visual state of the property	Physical	3	12.50
40	The incorporation land is managed in accordance with good farming practice	pastoral management	Physical	2	8.33
41	The incorporation's stock is managed in accordance with good farming practice	animal husbandry	Physical	2	8.33

	Political				
43	The incorporation is actively involved in the affairs of the community	Role in community affairs	Political Representation	3	12.50
44	The incorporation is actively involved with resource management issues locally	involvement with resource management issues	Political Representation	3	12.50
45	The incorporation represents the interests of the hapu when necessary	Represent the Maori community	Political Representation	2	8.33
46	The incorporation is actively involved with the local authority	Involvement with the local authority	Political Representation	2	8.33
47	The incorporation is actively involved in lobbying politicians where necessary	Political lobbying	Political Representation	1	4.17
48	The incorporation is actively involved in having our treaty claims heard	Role in treaty claims	Political Representation	1	4.17

St. no	statement	original value or judgement factor	Category	No.	%
	Social				
50	The employment of our own people is important to the incorporation	employment of our own people	Social Contribution	12	50.00
53	The incorporation gives a priority to grants for educational purposes	grants for education	Social Contribution	5	20.83
49	The employment of local people is important to the incorporation	employment for local people	Social Contribution	4	16.67
51	The incorporation has made adequate provision for housing for beneficiaries	sites for housing	Social Contribution	3	12.50
54	The incorporation makes grants to marae	support for marae	Social Contribution	3	12.50
52	The incorporation makes grants to the community	contribution to the community by way of grants	Social Contribution	1	4.17
57	The incorporation put a priority on investing locally	policy for investment inside/outside hapu area	Social Contribution	1	4.17
55	The incorporation brings training courses into our community	catalyst to attract training	Social Contribution	0	0.00
56	The incorporation makes provision for particular groups e.g. kaumatua and kuia	targeted dividends e.g. To the elderly	Social Contribution	0	0.00

Results of ranking exercise: Summary

This research has produced a broad range of results which have been summarised as follows:

- overall ranking of statements
- consideration of the ten highest ranking statements
- Other high ranking statements by sampling framework category
- ranking comparisons by sampling framework category
- ranking comparisons by framework factor

The findings are complex and have provided wide scope for analysis and discussion.

CHAPTER FIVE

DISCUSSION AND ANALYSIS

General 93

Cultural importance 93

Financial considerations 95

Operational factors 97

Physical considerations 99

Political involvement 101

Social contribution 101

Gender comparisons 102

Age comparisons 103

Living location comparisons 105

Level of involvement comparisons 106

Employment status comparisons 107

Education status comparisons 108

Revision of framework into six factors 109

General

This research attempted to establish how Maori incorporation shareholders judge success and endeavoured to put in place a framework of factors which influence shareholder judgement. The process of developing this framework has been described through the methodology section and has resulted in the following categories to assist analysis:

- Cultural importance
- Financial considerations
- Operational factors
- Physical matters
- Political involvement
- Social contribution

The analysis and discussion will be broken down several ways. Firstly the findings will be analysed using the six factors above. The framework was developed to assist with comparing the values Maori land owners expressed in relation to the management of their land. It provides a reference to compare the attitudes of different groups of people and could be used to make comparisons between different organisational types, and even cultures. Some in-depth consideration will be given to the factors that were raised frequently during the interviews or ranked highly by participants of the ranking exercise.

Secondly, the different groups identified in the sampling framework will be discussed and comparisons made between the sub-groups. These will include a discussion on gender, age, living location, level of involvement, employment status and education status. The research has identified a number of consistencies between the groups but it has also revealed profound differences.

Cultural factors

For the purposes of this research, cultural factors have been described as the role an incorporation plays in terms of developing cohesion, identity, and a platform for cultural development of the ownership group. This part of the framework identifies what cultural contribution the incorporation makes to shareholders, both individually and collectively.

Twelve of the 76 statements identified through the ranking exercise of this research were categorised as cultural, making up approximately 15% of the total. Of the total number of possible responses of very important or higher (360), 20% (70) were for matters relating to culture. Two of the cultural factors were ranked in the top ten statements.

The most important statement was the land still being in hapu ownership and control. Nearly 60% ranked this statement highly. It related to the maintenance and continuity of ownership of the land by the hapu group concerned. Further analysis

of the ranking exercise showed wide variations among different groups with prioritisation ranging between 25% and 83%. (refer to Chapter four: Findings). The middle-aged and older group were much more likely to value this statement with the middle group twice as likely to prioritise it as the younger group. This is likely to be linked to the fact that the two older groups were more likely to have been brought up in their rural tribal areas. There were also differences in relation to highest level of education with those educated at degree level or higher, twice as likely to be concerned about maintenance of ownership than those with a secondary school education. This difference could relate to a possibility of those with a more comprehensive formal education having a broader analysis of the historical losses of land and Maori issues generally. The other variable which revealed broad differences among the sub-groups was employment status. A person on a benefit, for example, was three times less likely to be concerned about ownership and control issues than some one working for a Maori organisation. Responses considered by employment status ranged from 25% to 83%. The interviews revealed that the links to ancestors from who the land had come as well as the type of control that the hapu exercised over the land, were still very important to people. Maori land owners in the interviews expressed the opinion that they would prefer have direct control and access to land rather than having it leased out and operated by others.

The second cultural statement to be ranked highly in the ranking exercise was a perceived guardianship role of land and water for Maori incorporation managers. (statement 5) Close to half of those surveyed identified this factor as being very important or higher. Again the range of responses was broad when the different sub-groups were taken into account. (refer to the tables in Chapter Four: Findings). In some instances no respondents identified this issue and in others up to 80%. Women were less likely to rank guardianship than men. Those with a high level formal education were four times as likely to prioritise the guardianship statement than those with a background of secondary education. Young people were less likely to be concerned than middle-aged or older people. Again this may have been due to a broader understanding of the issues surrounding Maori land. Employment circumstances also seemed to play quite an important role, as the responses varied considerably from 0% of the self-employed and 71% of those working for the government. It is difficult to speculate about the reasons behind this, but different employment experience seemed to be associated with different attitudes in relation to Maori land management. Feedback from the interviews reinforced the emphasis placed on the guardianship role, with many expressions of the need for a balance and diversity of development which respected the land and its continued ability to provide for the needs of the owners.

There were four other cultural statements, while not falling into the above 40% category, were highly prioritised by particular groups. These statements which related to participation (statement 1), access to the land (statement 3), identity (statement 6), and history (statement 9) were consistently supported by the majority

of those on a benefit and those in the older age group. These groups within the Maori community who are on low incomes, may well have more focus on cultural matters than other groups. Further work would be required to substantiate this observation.

The actual role of incorporations in cultural matters and hapu affairs generally was very varied or specific, depending on the community concerned, and the patterns that had been put in place over a long period of time. Some respondents identified the incorporation annual general meeting as an integral part of the cultural calendar of their hapu, with urban land owners viewing the meeting as an annual planned pilgrimage home, and locally based owners enjoying an opportunity to get together with whanau outside of tangihanga. It was common for shareholders to travel long distances to annual meetings and make a holiday of the visit. Annual general meetings were often grouped with other activities such as marae meetings, fund raising, and social functions. A number of people living in the urban context, particularly those not brought up in their tribal area, regarded their shares in land as giving them a sense of belonging and identity, and a reason to return to their marae. Where the incorporation had been viewed as successful, people expressed a pride in the activities of the hapu.

For others, involvement was not a positive experience as the affairs of the incorporation produced conflict, division and ill-feeling. There was no perception of the incorporation making any worthwhile contribution to the culture of the land-owning group. Over three quarters of the interviewees conceded, however, that the institution of an incorporation had potential to make a considerable contribution to the culture of their hapu. Cultural factors were a high priority for shareholders in judging successful management and this is not something that has been reflected well in the literature or by commentators in the past. There is clearly a need for incorporation managers to reflect on how they might best address this cultural imperative.

Financial considerations

This research has defined financial considerations as factors relating to the economic results of business activity; including profit, asset growth, financial health and dividend payment. The financial health of the incorporation was the primary emphasis of most writings identified through the literature review process. Ten of the 76 statements identified through the ranking exercise of this research were categorised as financial, making up approximately 13% of the total. Of the total number of possible responses of very important or higher (360), 8% (28) were for matters relating to finance.

Only one of the financial factors was ranked in the top ten. This statement was a judgement that profits from the incorporation should be reinvested in other ventures that will benefit the people. (Statement 76). Half of the respondents identified this

as being very important or higher. Responses were across a range from 0-100% indicating significant variations between the groups making up the sample. (refer to the tables in Chapter Four: Findings) Men were more likely than women to be concerned by reinvestment issues. This may indicate that men place a higher value on financial issues than women do. There were also wide variation among age groups and those from different employment circumstances. Relatively few of those reliant on a benefit and those working for a Maori organisation ranked reinvestment for the future highly, compared to all of those working for non-Maori organisations and two thirds of those who were self-employed. These are significant differences. The low rankings by beneficiaries and those working for Maori organisations could be due to the very short horizons forced on people by limited finances and financial uncertainty. Those working for themselves and non-Maori organisations may well have a longer-term financial outlook. Those with some tertiary education or higher were twice as likely to be concerned about reinvestment for the future. This response seems to be consistent with other results which suggest higher education brings with it a broader analysis of issues and a wider frame of reference in terms of time.

The results of the ranking exercise were supported by the interviews where more than half of the people expressed the need for an economic base to be built up for the community and the well-being of future generations. Apart from the statement relating to reinvestment of profits, no other financial factor was ranked as important by more than a quarter of the sample. This shows that financial success is viewed as a means to the collective end and the long term collective vision, rather than a way of deriving individual benefit to shareholders. It seems that social values can influence financial values. The result gives a clear signal to Maori land managers in relation to what factors are likely to motivate share holders.

A debt-free environment was ranked highly by only 25% of respondents. However it is interesting that this was significantly higher for several groups with a range from 0-60%. Only 9% of women prioritised the statement relating to no debt compared to 38% of men. There may be a number of explanations for this but men have historically been the decision-makers in relation to Maori land, and may carry with them bitter financial experiences from the past. Not surprisingly the majority of those with only a moderate involvement and those living away from their tribal area were also concerned about debt. For those with a limited ability to influence the management of land, a debt-free environment reduces personal risk.

The debt levels of the incorporation were also raised by a number of people in the interviews with some preferring a debt-free environment. There was a degree of fear of alienation of land where debts were secured by mortgage. A number of historical precedents were cited. Managers need to understand the very real fear of debt many Maori have.

Profits were discussed by a number of those interviewed, but the focus was more on growth, long-term development and the upskilling of people to cope with the challenges of the future. This shows the value of the collective is strong in people's minds, and demonstrates the need for Maori land managers to have a clear view of how they balance the needs of the collective with the needs of the individual.

Few people mentioned dividends. This could however be influenced by a limited history of dividend paying by Tai Tokerau incorporations, the fragmented nature of shares, and the marginal nature of many of the lands concerned. While financial factors were not high in people's minds, they form a part of the platform by which success is judged. This was supported by a number of the interviewees who regarded other areas as more important to them, so long as the financial fundamentals were sound.

Operational factors

Operational statements were defined as the stewardship of the incorporation and the manner in which management conducted their business and affairs. Due to the number of statements in this area, it was necessary to provide sub-groupings for the operational category. This allowed a focus on a series of different operational attributes which had been highlighted as important. These were:

- communication
- planning
- statutory matters
- skill and experience
- general

The importance of this category to most landowners was shown by the high number of value statements identified and the high number of them prioritised by interviewees. Thirty five of the 76 factors identified through the ranking exercise were categorised as operational, making up approximately 46% of the total. Of the total number of possible responses of very important or higher (360), approximately 56% (200) were for matters relating to operations. There were also a number of differences between different sub-groups to consider. (refer to the tables in Chapter Four: Findings) Five of the operational factors were ranked in the top ten factors. They were from four of the five sub-categories with only the statutory group not represented.

The highest of these was the matter of planning for the future. (statement 20) This judgement statement was ranked highly by over 80% of those participating. It was the statement that received the highest ranking of all those which formed part of the exercise. When breaking down the responses by sub-group, the rankings ranged from 67-100%. It is remarkable that one factor out of 76 would be prioritised by over 80% of respondents and shows how important the long term future is, for Maori land owners. Managers need to be aware of this outstanding result.

The next group of operational factors received 50% support. The importance of establishing a direction after consultation with the shareholders was another operational planning factor that was uppermost in the minds of shareholders. (statement 24) Consultation seemed to be more strongly supported by those who were less often represented in Maori land management. Women were marginally more likely to prioritise consultation than men. Those with less formal education were twice as likely to rank the statement in relation to planning and consultation than those with higher training and education. Those working for Maori organisations also ranked this statement much more highly than those from other employment situations. This is directly reflective of the regular call from Maori communities for more and better consultation in relation to a whole range of government issues.

The feeling of being involved was quite important to people and this was reinforced by the interviews. Information gained in the interviews also showed that some people were not really concerned about what was happening, so long as they knew about it and had an opportunity to input. There are some clear strategies that land managers need to adopt to satisfy owner concerns in relation to consultation.

Employment policy was another statement that was highly prioritised in the ranking exercise and raised by nearly all interviewees in discussion. Half those who participated in the ranking exercise considered that a policy of employing the best people available for the job was most important. (statement 21) The best person for the job means that a shareholder or whanau member does not get preference over other (outside) applicants. The rankings ranged from 0-86% indicating wide divergence on the issue dependant on the sub-grouping. The broadest differences were illustrated by a comparison of employment status categories with no people working for non-Maori organisations being concerned by this statement compared to 86% of those that worked for the government. Many people working for the public service have become used to working in the "Equal Employment Opportunities" environment which relates to the best person for the job. This is likely to have been an influence on these results. Another significant difference revealed by analysis shows that a person with an education based a secondary school is three times as likely be concerned about employing the best person for the job. These results also need to be compared with the support for the statement that the employment of shareholder whanau was a priority. (statement 50) Half of respondents identified shareholder whanau priority as being important. The two statements are not mutually exclusive but anecdotal evidence from the interviews suggests that employment policy can produce conflict.

The operational statement regarding systems of accountability, drew wide support. (statement 35) Half those surveyed believed that it was most important to have suitable systems in place to make the management committee accountable to the shareholders they represent. Many of the conflicts and problems identified by

respondents related to inadequate accountability systems. The responses of different sub-groups with in the survey showed marked variation. Up to 80% and as little as 20% from different groupings identified this statement. Women were far more likely to be concerned about accountability than men. The young and the old were far more concerned than the middle-aged group. And those with secondary schooling as their highest formal education were four times as likely to identify the accountability statement. These patterns suggest that the more unlikely someone is able to influence things, the more they are concerned about accountability. Managers need to reflect on what is often a silent group of shareholders who hold strong views in relation to accountability.

The final operational statement that was ranked in the top ten was the style of communication adopted by the management committee. (statement 22) The results from the ranking exercise ranged from 0-60% but the only major variation was from the older age group were no people identified this issue. This may be due to the role old people play in the Maori community and the access to information (not shared by others) they probably enjoy. Interviewees identified a desire to have an opportunity to be heard throughout the year rather than just at the annual general meeting. They ranked highly the ability of the management committee to respond to their requests. Those interviewed identified many matters related to open communication. While sometimes difficult for management to achieve, the more open the style of communication, including open meetings, the more satisfied the shareholders were likely to be. There was a strong desire expressed to have ready access to information and to participate in land affairs. Anecdotal evidence from the interviews suggested that while there are some good examples of communication, there are as many that are judged as poor.

There were 13 other statements that were ranked highly by between 25 and 40% of respondents. This included nine where sub-groups within the sample ranked the statement between 50-80%. The statement relating to audited accounts for example was ranked highly by the majority of five different sub-groups. The prioritisation of operational value statements, which accounted for more than half of the responses to the ranking exercise, was not expected at the beginning of the research. The group of factors categorised as operational provided, not only the majority of responses in the ranking exercise, but also provided a large amount of the feedback from the in-depth interviews. Operational factors are likely to be significant when assessing what Maori land owners judge as successful management.

Physical considerations

The category of physical considerations described factors which were related to the physical state or condition of the land under management. The physical state of the development was considered to be a small but important part of the criteria for judging the success of an incorporation's management structure.

Four of the 76 statements identified through the ranking exercise of this research were categorised as physical, making up approximately 5% of the total. Of the total number of possible responses of very important or higher (360), approximately 5% (17) were for statements relating to physical matters. Only one of the physical factors was ranked in the top ten factors, but this was significant as they made up such a small part of the total number.

The judgement statement that gained the highest level of support from this part of the category was a balance between development, conservation and restoration of natural areas. (statement 42%) Over 40% of respondents identified this as very important or higher. There was some variation in the responses from the different sub-group used to make up this sample. (refer to the tables in Chapter Four: Findings) Responses ranged from 0-80% with living location, employment status, and education background demonstrating some significant differences. Only a quarter of those living within their ancestral communities prioritised the statement in relation to balancing development and conservation. This compares to more than half of those living near to the area, and two thirds of those outside. This result is probably to be expected, with the local community more reliant on development for jobs and the local economy, and those living away having a broader view of the place that they only come back to from time to time. As in a number of other categories, level of education also influenced the results with awareness of conservation more likely to come with higher education. Employment status also brought with it major variations of response. Again the self-employed viewed things differently from most other groups with no one ranking this statement. Conversely at the other end of the scale, 75% of beneficiaries prioritised a balance between development and conservation. A focus on development is probably expected from the self-employed who are more likely to be entrepreneurial in their approach.

Balance and conservation were also recurrent themes running through many of the interviews. Information gained from the interviews showed that land owners generally want development, but in a way that protects parts of the environment, particularly regenerating bush and waterways which impact on the health of the sea.

The physical state of the land was a matter raised by half of those interviewed. People were most concerned about the look of the land and whether or not it was "going back". A small number had concerns about animal husbandry and pastoral management. The combined effect of the findings in relation to physical considerations is to provide another dimension of complexity for those managing Maori land. The literature review revealed a growing concern internationally for environmental accounting and Maori managers need to take heed of the concerns of owners in regard to the environment.

Political involvement

The research definition for political involvement is the role an incorporation has in representing the wider interests of the ownership group. The involvement the incorporation has, in matters beyond its core business, are an indicator of the way it is integrated into the community and the track record it has built up in matters of leadership and representation.

Six of the 76 statements identified through the ranking exercise of this research were categorised as political involvement, making up approximately 8% of the total. Of the total number of possible responses of very important or higher (360), only 3% (12) were for matters relating to political involvement. This was the lowest of all the categories. The category of major factors was defined as those factors which were ranked as very important or higher by more than 40% of the respondents. None of the political involvement factors were ranked in the top ten factors. Only a very small number identified any of the factors as being very important or higher in the ranking exercise, but a quarter of the interviewees talked about representation issues in the in-depth interviews.

The role played by the incorporation was very dependant on the history of the incorporation, the other organisations in the community, and the relationships that existed between them. There were instances where incorporations had played a major and much valued role in local authority planning matters ensuring the interests of the Maori community as a whole were protected. Examples were given where incorporation management had single-handedly established planning provisions that provided for local aspirations when other sections of the community had been unable to respond. There were other instances where the incorporation was seen as a stabilising influence with a continuity of membership prescribed by statute and not often present in the other community institutions such as marae.

There were some interesting issues raised by the political representation factors, but it is unlikely that they would have a major influence on Maori land management success factors.

Social contribution

The research definition of social contribution related to the impact on the community of the incorporation's policies in terms of the funding of community projects, education, etc. and the incorporation's broad employment and investment policies.

Nine of the 76 statements identified through the ranking exercise of this research were categorised as social, making up approximately 12% of the total. Of the total number of possible responses of very important or higher (360), 8% (29) were for matters relating to social contribution.

Only one of the social statements was ranked in the top ten factors. Half of those completing the ranking exercise considered it highly important for shareholder whanau members to gain employment from the operations of the incorporation. (statement 50) This was seen as being the major social benefit, both currently and in the future. Responses ranged from 25-80% with three-quarters of young people, not surprisingly, being strong supporters of this priority. Those living away from the land also were much more likely to be concerned about employment generation with two-thirds ranking the employment statement highly, compared to only a quarter of those living within their ancestral area. Many of those living away are only doing so because there is limited employment in their tribal areas. A number would return if employment were available. Employment generation for shareholder whanau should be considered alongside the operational statement in relation to recruitment policy (statement 21) also supported by half of the participants, which related to employment of the best person for the job (rather than preference for shareholder whanau). It presents a dilemma for management.

Other factors were discussed widely during the in-depth interview phase. There was a strong emphasis on grants for purposes that would benefit the most people, such as marae or sports clubs, or that would contribute to the future, like grants for tertiary education. Housing, while not highly ranked, was raised by more than half of those interviewed and was considered to be of underlying importance. In some communities it was a prerequisite to anything else happening due to depopulation. Social factors, while not as strong as others in the ranking exercise, figured prominently in the interviews with nearly all interviewees discussing some aspect. Social contribution is significant and likely to play an important part in any judgement of management success.

Gender Comparisons:

While there were a number of similarities in the way men and women responded to this research, there were also some differences. Women identified a number of factors as being important where men did not and vice versa. Men identified only six factors where there was some degree of consensus, (over 40% in agreement) whereas women identified eleven. Men's responses were spread more widely than those of the women participants. Men and women shared four high priority statements. Where there were differences of a few percentage points these were deemed to be insignificant due to the relatively small sample size. However where these differences were higher than 20% they were considered to be worthy of highlighting.

Both men and women placed high emphasis on having a forward-looking and visionary style of management. Over 90% of men identified this factor in the ranking exercise and over 70% of women. The emphasis on vision for the future was backed up by the in-depth interviews where all interviewees raised issues in relation to planning for the future and a visionary approach.

While both genders were concerned about the maintenance of hapu control of land, men tended to be slightly more so. Conversely while there was support from both women and men in relation to consultation in planning, women were marginally more likely to favour such an approach. Both men and women identified the importance of providing employment for shareholder whanau members with little difference in results.

Men identified only two factors of high priority which differed significantly from women. These were the reinvestment of profits in other ventures that were going to provide future benefits, where 62% of men and 36% of women ranked the statement highly; and the guardianship of land and water where 54% of men and 36% of women gave a high priority.

Women, on the other hand, prioritised seven other statements not identified by the male group. Female priorities included employing the best people for the job (73%; cf. to men at 31%); issues in relation to accountability (64% cf. to men 38%); the quality of shareholder communication (55%. cf. to men 31`%); the chance to be heard (55% compared to men 31%); the availability of audited accounts (55% cf. to men 15%); the discouraging of the sale of shares (46%. cf. to men 23%); and the leadership qualities of the chairperson (46% cf. to men 23%).

Some of these differences are significant. They show that women are two and three times as likely to respond in a particular way than men. Many of these differences relate to process and transparency of operation. Differences may be due in part to the fact that men have had more power and control historically with Maori land management and are more likely to assert themselves in a marae environment, where the majority of land meetings take place. Clearly there are some trends in the information that identify differences in the way men and women land owners think about the issues under observation. However, it would be necessary to work with larger sample sizes to ensure the data was more broadly based. In spite of this, Maori land managers will need to be aware that significant judgement differences exist between men and women.

Age comparisons:

There were several value statements that were supported highly and consistently across different age groupings. These related to vision for the future, employing the best people for the job, and planning and consultation. The group participating with the research was dominated by people in the middle age bracket being in the 40-60 age bracket. Because of this, where there were differences between various sub-groups, these did not always show up in the general results.

The older group made up of those sixty years and upwards identified a number of priority areas not highlighted by younger people (20-40) or the middle-aged group

(40-60). Not surprisingly the older group identified the importance of the link to the history of the land (statement 9: 67% cf. middle 13% cf. young 25%). Old people were also more likely to identify the guardianship of the land and water (statement 5: 67% cf. middle 25% cf. young 38%). The older people were the only ones to identify the importance of a relationship with local government. (statement 46) Surprisingly, while they identified the importance of the inclusion of women (statement 68: 67% cf. middle 8% cf. young 13%), the middle-aged and younger group by and large did not prioritise this factor. Access to audited accounts (statement 59) was another factor strongly identified by the older group. (67% cf. middle 16% cf. young 25%). This priority was not shared with the other age groups.

The final high priority factor identified by the older group was opportunities for shareholder participation. (statement 1: 67% old cf. middle 8% cf. young 38%). While they thought this to be important, it was not reflected in the results of the other age groups. It is also interesting that in many cases the views of the older people are more closely aligned to the younger than the middle-aged group.

Younger people's priorities, where they differed from the overall sample, were in the operational area concerning skill and experience. Half of the young people participating in the ranking exercise identified the leadership of the chairperson as important. This was not shared by the middle-aged or the older group. (0% old cf. middle 17% cf. young 50%). Half of the younger group also prioritised management committee knowledge of the job. The other groups also did not accord this any priority (0% old cf. middle 8% cf. young 50%). Younger people shared several concerns with the middle-aged group which were not reflected in responses from the older people. These included a priority to reinvest in future activity that would benefit the long term, and the chance to be heard. These two priorities reflect a changing demand for inclusion by leadership not always evident in the past and the long term view that increasing numbers of Maori land owners are taking. Younger people have historically had less to do with land management and have been more reliant on older people to influence things.

The middle-aged group, because they made up half of the sample, tended to have their priorities well reflected in the overall results. There are some obvious trends in the information that identify differences in the way different age groups think about the issues under observation. While it would be necessary to work with larger sample sizes to verify the generalisability of these results, these findings show some important judgement differences attributable to age, that Maori land managers need to take into account. While Maori land owners are generally middle-aged or older because of the fact that succession does not occur until after ones parents have died, the attitudes of the older generation tend to be heard more. However this research shows that younger people think differently in several key areas, and Maori land managers would be wise to take this into account.

Living Location comparisons

The geographic location of participants was predicted to be an important factor in determining outcomes of this research. The sample was divided into those living in their sub-tribal community, those living near to their lands, and those living away. While there were a number of factors consistent with the general sample these sub-groups did indeed produce some major differences with several types of correlations being evident.

There were a number of results that indicated a strong correlation between rankings and proximity to the land. The closer land owners lived to the land, the more likely they were to rank the particular statement highly. These included the availability of audited accounts, (75% inside cf. near 29% cf. outside 0%); a policy of discouraging sale of shares, (63% inside cf. near 29% cf. outside 11%); a well run annual general meeting, (63% inside cf. near 14% cf. outside 11%); and the production of quality annual reports, (50% inside cf. near 14% cf. outside 11%). People living locally are more likely to have an in-depth involvement with the operations of the incorporation, and these results are reflective of the level of interest.

A reverse correlation also appeared, with distance from the land influencing the importance accorded to a series of statements. These included a sense of identity and hapu membership, (0% inside cf. near 43% cf. outside 56%); freedom from debt, (0% inside cf. near 14% cf. outside 57%); the provision of good information, (13% inside cf. near 29% cf. outside 44%); the provision of education grants, (0% inside cf. near 14% cf. outside 44%); and the leadership of the chairperson, (0% inside cf. near 29% cf. outside 44%). There are obviously a range of factors that are determined as a result of decreasing proximity of the land owner from the land. These reveal a different level of concern and the reality of the absentee land owner.

There are some other patterns that reveal distinct differences which did not follow the patterns above. Several statements were highly ranked by those living near to the land, but not by those living inside their sub-tribal area or away. These included opportunities to make links with other whanaunga, (0% inside cf. near 43% cf. outside 22%); the inclusion of women, (0% cf. near 43% cf. outside 22%); a high level of professionalism, (13% inside cf. near 43% cf. outside 11%); and a management committee with high standards, (13% inside cf. near 43% cf. outside 11%). Each of these results can be attributed to different factors. People living near to a community can have the benefit of a broad perspective because they are at arm's length, but are sufficiently able to participate and have a good understanding of the reality. This and other factors are likely to explain this group of results.

Another group of statements were supported by those inside and nearby but not those living away. These included the level of professionalism of the management committee, (63% inside cf. near 71% cf. outside 22%); and the opportunity for

regular participation, (38% inside cf. near 43% cf. outside 11%). A final factor which highlighted difference was the balance between development and conservation. This was supported by those living near and away, but not by many living inside the area. (25% inside cf. near 57% percent cf. outside 44%). There is a possibility that local shareholders are more negative about the pressure to conserve rather than develop.

The results that emerged from the analysis of living locality have highlighted another level of complexity for judging successful land management. It is highly likely that shareholder needs can be further broken down to take the distance factor into account. These differences will produce new challenges for land managers in striking the right balance.

Level of involvement comparisons

When the research was being designed, the level of involvement of an individual with the affairs of their hapu group and their incorporation was seen to be a significant variable. Those heavily involved with hapu affairs were likely to have different perspectives than those with moderate or limited involvement. The results for the different sub-groupings under this variable were mixed. (refer to Chapter four: Findings) All groups within the sample shared strong support for several value statements. These included vision for the future, a guardianship role, accountability, consultation, retention of land in hapu control, and reinvestment of profits for the future.

Those with limited involvement felt strongly about leadership, and professionalism. These are qualities which can provide broad protection for those who are not involved. These statements were little ranked among the other groups of more involved people. People with limited and moderate involvement shared a high level of concern for creation of employment for members and their families, and the need for skilled management committee members. This concern was not shared by those who were highly involved. These results are perhaps a reflection of the reality of those who have in the past been left with the responsibility for hapu affairs.

Those with high involvement identified specific statements to prioritise. These included discouraging the sale of shares, and the timely provision of audited accounts. These statements were lowly ranked by other groups and indicates that those with more involvement have very specific concerns.

There were several trends which demonstrated a pattern where only those with moderate involvement were concerned and those with high or limited involvement did not prioritise as highly. These included a preference for a debt-free environment, a sense of belonging and identity, and decision-making based on good information. Those with moderate involvement, perhaps view things differently,

with the benefit of an overview as well as a hands-off perspective. Their views are worthy of close scrutiny by managers.

The comparisons drawn from the analysis of the different levels of involvement provide some useful and thought provoking information. Maori land managers are often very close to the business and it is easy for them to lose the wider perspective. Consultation with those less involved may provide a source of fresh ideas and useful feedback.

Employment status comparisons

Information concerning the employment circumstances of those participating in this research was gathered to see whether it was a determinant of the way Maori land owners judge success. It was thought that a breakdown into five different employment categories might provide some interesting insights into the way different people think.

While there were several areas where the results were consistent across the range of employment status, this category also produced a diversity of results, patterns of differences, and some of the widest variations of any set of sub-groups. There was a general consistency in relation to vision for the future and employment of whanau members across all employment types.

Beneficiaries consistently provided different priorities from other groups, particularly the self-employed. People reliant on a benefit strongly supported shareholder participation and the ability for shareholders to go on to the land. (75% compared to 0% for other groups in both cases) Conversely beneficiaries were not concerned about annual operational planning or the reinvestment of profits in contrast to other groups where support ranged from 50-100%. These results can possibly be understood in light of the limited involvement of people reliant on a benefit in Maori land management, and the shorter term focus of people struggling to survive on a low income.

People working for Maori organisations were more likely to follow the pattern of the general sample, except for the strong support demonstrated for the statement relating to the effectiveness of the AGM process. This support was shared by the self-employed but not by the other groups.

Work within a non-Maori organisation looked to produce a different set of attitudes. Those concerned ranked the provision of education grants, annual operating plans and the reinvestment of profits very highly. This contrasted with other groups where the same statements were not highly prioritised.

Government employees could also be differentiated in their responses. Areas where differences were highlighted related to the need for wide skills, the importance of

appointing the best person for the job, and the guardianship role were all ranked much higher than other groups. These may reflect the strong emphasis within the government sector for Equal Opportunities employment and training policies, and environmental policy initiatives. These attitudes could well influence the employees of the government.

The self-employed were often the group that was the most different from the rest. They often did not support at all, statements highly ranked by other groups. The statements ranked highly by two thirds of self-employed people included the effectiveness and timeliness of the AGM, oral and written reporting, provision of audited accounts. It is probably significant that three out of these four statements, are categorised as statutory operational matters. They also valued the historical links and the unifying voice provided by incorporation. Self-employed people are often risk takers and entrepreneurs and it may be that as a group they think similarly in relation to how Maori land is managed.

Analysis of the responses of the different employment status groups revealed some interesting results. Incorporation management committees are not often comprised of a group reflecting all these sub-groups. They would be advised to take heed of the different perspectives if they are not represented among their membership.

Education status comparisons

Maori often refer to education as being an answer to the challenges facing Maori society. The level of education was used as a variable in the design of this research to see if there were any patterns that emerged in the findings that could be attributed to education.

Using three levels of education as a measure, a number of significant differences were identified in the responses. One set of responses showed a reverse correlation to the amount of formal education a respondent had received. Those with the least formal education were more likely to value statements that related to accountability, management committee knowledge, a well run AGM, audited accounts and a chance to be heard. These areas all relate to processes where others are entrusted to run things. These statements were not ranked as highly by those with more formal education.

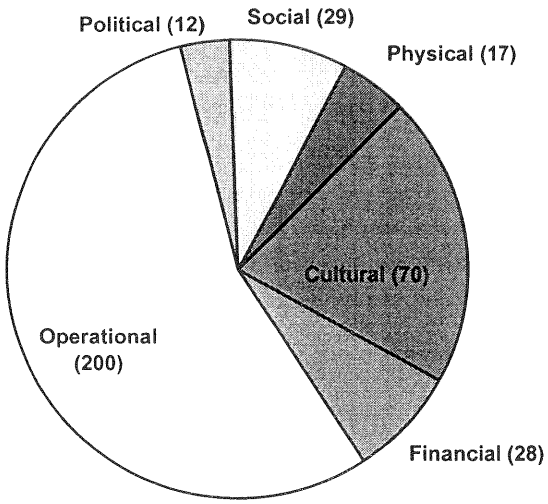
People educated at degree level or higher were more likely to rank statements that related to general or philosophical concepts. These included hapu ownership and control, guardianship of land and water, and balance of development and conservation. They also valued an ability to go on to the land, the identity provided and professionalism within the management committee. These things were not as highly ranked by other groups.

In contrast to other groups, the middle category with some tertiary education or training, tended to reflect the middle of each trend. This is a result that could have been expected.

Level of education among Maori varies considerably. Often Maori leadership at the hapu level is not educated in a formal sense. While many young Maori are now very well educated, the majority of young people are still leaving school with no qualifications. It is likely that in future the attitudes of the educational haves and have-nots among Maori will be accentuated. Management will have to operate in this environment.

Revision of framework into six factors

The framework of six factors developed through the research process provides a useful analytical tool. The success factors identified fall into the following categories based upon how many responses were ranked very important or higher.



The number of statements in each category was disproportionate and this could have been expected to influence the number of high ranking responses. However in some cases responses were higher than would have been predicted by looking at the proportion of the total each category made up. In the case of operational and cultural factors the response rate was greater than the number of statements in the ranking exercise, and for the other factors it was less. (refer to table in Chapter Four: Findings)

This suggests that an analysis of the way people chose to prioritise the statements by total number in each category, is worthwhile. The chart above suggests two things. Firstly, there is one category that dominates the others in terms of response rates. More than half relate to what have been described as operational factors. There is a case for splitting the operational category into its sub-parts. The first four sub-categories all generated a higher level of priority than the political, social, physical,

and financial categories. However, if it is broken down, the categorisation starts to lose its focus.

The second most prioritised category was cultural factors while financial, social, physical and political considerations are small but none the less important groups. It can be argued that there are a range of factors that make up the total picture so far as the way success is judged. The research highlights the need for a balanced approach to the management of Maori land if the different shareholder values are to be taken into account.

CHAPTER SIX

CONCLUSIONS

CONCLUSIONS

This research has looked at the question of how Maori land owners judge success. The study has focused on the management of Maori incorporations and has engaged 48 Maori people in the exercise. It attempted to establish what constitutes success from a Maori perspective and provide some framework of factors which influence the judgement of landowners. This will act as a stimulus for debate among Maori and lead to the identification of factors that contribute to success and failure. Unless those people tasked with managing Maori land are well trained or experienced, management will not be successful. However, without a knowledge of what Maori land owners consider to be successful management, training is not likely to be well designed and targeted. This research will enable strategies to be identified to ensure that Maori land managers and custodians have the best training and advice available to them to increase their chances of success in Maori terms.

The research has identified a wide spread of values Maori land owners are influenced by, when considering successful management. A number of factors considered by the participants to be important have been analysed and grouped to try to produce a framework to assist in the understanding of how they might be applied to Maori land management and the management of Maori communal assets in general. This framework comprises the following categories:

- Cultural importance
- Financial considerations
- Operational factors
- Physical matters
- Political involvement
- Social contribution

These categories can be used to analyse the success of a Maori initiative in management terms, and allow a weighting of the factors, consistent with the results of this research.

When this research was first envisaged, there was an observation from the researcher that past commentators took a largely one-dimensional approach to the way in which they considered successful management. This was shown to be accurate with very little analysis showing any emphasis placed upon dimensions other than financial. The research findings have illustrated that the points of view of Maori land owners in the north are reflected by a complex amalgam of factors.

The major emphasis illustrated in the findings is on operational factors. Over half of all responses related to the operational category. While this may be due in part to the relative immaturity of some of the operations under consideration, there is a pre-occupation with process, participation and aspects of accountability. This is consistent with parallel Maori involvement in Treaty of Waitangi grievance negotiations and settlements currently engaging Maori across the country. A breakdown of the operation area show broad concerns for planning, communication, skill and experience, and general process. Statutory matters also figure to a slightly lesser degree.

After the operational area, cultural matters are identified as the next most important part of successful management. With the renaissance of things Maori over the last generation, it is likely that Maori land owners will be more ready to assert things that are culturally important to them. Training will need to reflect this priority.

The other categories that were developed were less high profile but none the less important. Three of them figured in the high priority findings, and apart from the financial category, few issues have been prominent in past debate, both in the literature, or in Maori debate.

With few exceptions, most training is aimed at improving Maori land managers understanding of financial matters, including accounting, financial planning, and investment opportunities. These areas are important, but presented alone, they do not give a broad enough training base to take Maori values for success into account. The preoccupation with financial matters seems to be flawed.

The striking conclusion that can be drawn from this research is that to manage Maori land assets successfully, a careful balance of factors is required. There is a need to develop an equilibrium allowing for all these factors to be addressed. At the commencement of the research, it was expected that a hierarchy of success factors would emerge. However, the results have shown that successful management is more likely to be about managing the tensions that arise between the six different factors used to categorise the judgements of Maori land owners. Each factor is significant and important, and is, to a certain extent, in tension with the others.

In establishing the research methodology, a sampling framework was put in place to allow for different demographic and other characteristics to be considered. In this way the responses of the different groups could be analysed to determine whether there were any significant differences in attitudes towards success. While there were many attitudes that were consistent across these groups a number of key differences were identified. These were major differences in relation to gender, age, living location, level of involvement, employment status, and education status. While the samples sizes used in this exercise were small the trends that emerged are significant. Some of the differences identified showed the likelihood of a group to respond differently might be anything from 0-100% in the most extreme cases. Each sub-group within the sample framework demonstrated some clear cut differences from others. Men and women reflected different attitudes in relation to success. What does this mean in an environment where men have tended to dominate? Age differences are responsible for a variety of attitudes. What will the impact of this be with over 60% of Maori currently under 30 years of age. Living location has highlighted major differences in priority. How does this link into the debate about a Maori future driven by iwi authority as opposed to the increasingly vocal urban Maori groups? The level of involvement, employment status and education status all identify streams of value judgement which require

further research to substantiate. Do these differences imply a causal relationship, or are they just co-variations which seem to go together?

All these differences further complicate the environment for Maori land managers. Land managers will need to understand the particular makeup of their ownership group if they are to begin to manage for success. Gender difference, range of age group, and the living proximity of the land owners to the land should become important determinants in questions of management style and approach. Account will need to be taken of the levels of understanding of different shareholder groups, and the impact of those from various levels of involvement in hapu affairs. Shareholders and management committees alike will need to be aware of the balance they need if success is to be achieved.

Maori land managers will in future face major challenges if they are to respond to the diverse success framework identified through this research. Unless the right balance can be struck, it is unlikely that management will be judged as successful by Maori. Managing the different dimensions as identified by the Maori stakeholders will need to form an increasing part of the role of successful managers.

Future research directions:

This research has been exploratory in nature and it has highlighted a number of issues. There are many opportunities to develop further research which will build on what has been undertaken.

- There is a need to broaden the focus of this research to include other Maori organisations which have a multiple focus. This would include iwi and hapu organisations, service delivery organisations and other types of Maori land management.

- There is also a need to broaden the research to other tribal areas and include Maori land owners who have had their land under management for longer periods of time than those experienced in Tai Tokerau.

- There is a need to investigate best practice examples that reflect the success factors and framework identified.

- There is a need to develop an appropriate training framework and package that reflects the outcomes of this study.

- There is a need to work with larger samples from the sampling framework to establish whether the differences between groups that have been identified are significant.

This research is very much exploratory in nature. It is hoped that it makes a contribution to the literature in relation to Maori land, Maori management, and management in general. It has been an attempt to broaden the framework of analysis

and bring more balance to the debate about Maori success. Maori are increasingly involved in development. There is a risk of misinterpreting what is important to the stakeholders, and this research seeks to stimulate debate in the Maori development sector.

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APPENDICES

APPENDIX ONE

GLOSSARY:

Ahi Ka
A concept of continued occupation of land over successive generations.

Awa
River or waterway

Beneficiary:
A shareholder, or descendant of a shareholder who will in time succeed to shares in an Incorporation, who by the policy of the Incorporation may benefit from its activities and profits.

Hapu
The term used to describe the sub-tribal group of Maori society.

Iwi
Confederation of hapu or tribe

Kaumatua
Elders, with the inference of being people of leadership and wisdom

Kaupapa
A plan, process or mission

Kuia
Female elders with the inference of being people of leadership and wisdom

Maori:
A person of the Maori race of New Zealand including any descendant of such a person.

Maori Incorporation:
A Maori legal entity structure prescribed by Te Ture Whenua Maori, 1993 for the management of Maori land.

Maori Land:
Customary land and Maori freehold land as defined by Part VI of Te Ture Whenua Maori 1993 (The Maori Land Act) with title determined by the Maori land Court.

Moana
Sea

Ngahere
Forest

Papakainga
Those places of ancestral Maori settlement that remain special to current generations of Maori.

Rangatahi
A description of young people as a group often extending up to middle age.

Rohe
The tribal or sub-tribal district which an iwi or hapu operate from. It is usually based around land ownership, and the operation of marae.

Shareholder:
An owner of part of the undivided interest of a Maori Incorporation.

Tai Tokerau:
The geographic area of the northern Maori tribes of Aupouri, Te Rarawa, Ngati Kahu, Ngapuhi, and Ngati Whatua from the Tamaki river in Auckland to North Cape

Tai Rawhiti:
The geographic area of the eastern Maori tribes of Ngati Porou, the tribes of Turanga-nui-a-kiwa, from the Mahia peninsula to East Cape.

Tangihanga
Rituals of farewell for the dead, including days of mourning, burial, and post burial activities.

Te Ture Whenua Maori 1993:
The Maori land Act 1993 which prescribes all matters relating to Maori land.

Trust/ 438 Trust/ Ahuwhenua Trust:
A Maori legal entity structure prescribed by Te Ture Whenua Maori, 1993 for the management of Maori land.

Whanaunga; Whanaungatanga:
Relations; the concept of connection and commitment of groups of relatives to one another, in a whanau (family), hapu (sub-tribal) and iwi (tribal) sense

APPENDIX TWO

IN-DEPTH INTERVIEW FORMAT:

Analysis	Age	Gender	Location	Emp.stat	
Involvement	Tribe		Incorporations		

Question:	Notes	Comments
Explain purpose of research		
Outline progress to date and feedback that will be given to participants		
What has been your involvement with Maori Incorporations?		
Which Incorporations?		
How do you judge whether or not it is being successfully managed?		
How do you judge whether or not it is unsuccessful?		
What things indicate to you that there are problems?		
What are some examples of things you really liked?		
Who was responsible for the things that you liked?		
Who was responsible for the things you didn't like?		
What are some examples of things you didn't like?		

What roles do you see in the community for Maori incorporations?		
How important to you are? • employment policies • housing policies • grants policy • dividends policy • forward planning • investment policy • making a lot of money • the involvement of the incorporation in local authority matters		
What role does the incorporation have in the culture of your hapu?		
What role does the incorporation have in the local economy?		
What role does your incorporation have in the politics of the local community? Hapu? Iwi?		
What contribution does the incorporation make to social issues?		
Complete ranking exercise with interviewee		

APPENDIX THREE

RANKING EXERCISE: MAORI LAND INCORPORATIONS

INSTRUCTIONS:

Please look at all the statements below.
Some of them you will think are very important and others will not be important to you at all.

Please score each statement on the scale of one to five below.

five means: The most important to me
four means: Very important to me
three means: Of some importance to me
two means: Not important to me
one means: Extremely unimportant to me

BUT:

You can only have 5 fives and ten fours
The rest can be threes, twos and ones

Analysis No:	Age	Gender	Location	Emp.stat	
Involvement	Tribe		Incorporations		

No.	Statement	1	2	3	4	5
1	Shareholder participation is welcomed and there are regular opportunities for this					
2	The land is still in hapu ownership and control					
3	Shareholders are able to go on to the land and use it for recreational and spiritual purposes					
4	The incorporation management committee seeks opportunities to purchase hapu land back					
5	The incorporation management committee is interested in the guardianship of the land, ngahere, awa, moana etc.					
6	My involvement with the incorporation provides me with a sense of belonging and identity as part of the hapu					
7	I can be proud of the successful things that have been achieved by the incorporation.					
8	My involvement with the incorporation gives me a chance to make links with other whanaunga					
9	The incorporation is a link with the history of our land and our struggle to keep it					
10	My involvement with the incorporation is one way I can keep my "fires burning" at home					
11	The incorporation takes the burden of rates and other costs from me as a shareholder					
12	The incorporation is making enough money to pay all the bills					
13	The incorporation is debt-free					
14	The incorporation keeps its borrowing to a reasonably low level					
15	The incorporation is making enough money so that shareholders get a regular pay out					
16	The incorporation makes large profits					
17	There is a low level of uninformed gossip relating to the Incorporation's business					
18	The incorporation management committee has a good working relationship with farm manager					
19	The incorporation management committee obtains all the necessary reports from outside parties such as lessees and associated companies					
20	The management committee are always looking forward and have a vision for the future					
21	The management committee employ the best people they can for the job					

22	The management committee respond well to communication from shareholders and there is a chance to be heard					
23	The management committee are always looking for new initiatives to get into					
24	The management committee have set a kaupapa for the future after consultation with the shareholders and stick to it.					
25	The management committee seek out advice where they need to					
26	The AGM is well run and informative and issues are dealt with					
27	Maori are given opportunities as much as possible					
28	The management committee provide opportunities for shareholder input outside of the AGM process					
29	The management committee plan out their annual operations					
30	The information provided by the management committee is understandable and of good quality					
31	Decisions are made with the benefit of good information					
32	Annual reports both written and oral are of a good standard					
33	You can rely on receiving information regularly					
34	The management committee is open to your involvement and you can find out the things that you want to					
35	There are systems in place which make the management committee accountable to the shareholders					
36	Training for committee members is a high priority					
37	The management committee has a policy to discourage the sale of shares					
38	The management committee don't spend too much on administration					
39	The land is visually attractive					
40	The incorporation land is managed in accordance with good farming practice					
41	The incorporation's stock is managed in accordance with good farming practice					
42	The incorporation has a balance between development and conservation and restoration of natural area					

43	The incorporation is actively involved in the affairs of the community					
44	The incorporation is actively involved with resource management issues locally					
45	The incorporation represents the interests of the hapu when necessary					
46	The incorporation is actively involved with the local authority					
47	The incorporation is actively involved in lobbying politicians where necessary					
48	The incorporation is actively involved in having our treaty claims heard					
49	The employment of local people is important to the incorporation					
50	The employment of our own people is important to the incorporation					
51	The incorporation has made adequate provision for housing for beneficiaries					
52	The incorporation makes grants to the community					
53	The incorporation gives a priority to grants for educational purposes					
54	The incorporation makes grants to marae					
55	The incorporation brings training courses into our community					
56	The incorporation makes provision for particular groups e.g. kaumatua and kuia					
57	The incorporation put a priority on investing locally					
58	AGM's are always held on time and in accordance with the rules					
59	The audited accounts are always available at the AGM					
60	The incorporation assists with the transferring and succession of shares					
61	The management committee has a wide range of skills to do the job					
62	The Chairperson shows a high degree of leadership					
63	The management committee know what they are doing					
64	The management committee are committed to the wider benefit of the hapu					
65	The management committee maintain high standards					
66	There is a clear understanding of the role of the management committee and the role of the shareholders					
67	The management committee demonstrate a high level of professionalism					
68	The Incorporation is run in a way which is inclusive of women					

69	The Incorporation is run in a way which is inclusive of young people					
70	The incorporation allows us as a collective of Maori land owners to raise finance					
71	The incorporation allows us as a group of Maori land owners to develop our lands					
72	The incorporation provides a focus for the activities of our hapu					
73	The incorporation gives us a single voice to deal with matters affecting the land					
74	I can sell my shares to realise a capital gain					
75	Our land development makes a contribution to the regional and national economy					
76	Profits from the incorporation are reinvested in other ventures which will benefit the people					

APPENDIX FOUR: RAW DATA IN RELATION TO RANKING EXERCISE

Int. no.	Age	Gender	Location	Hapu In	Involve	Educ	Occ.	Most (5)	Second (4)
6	MIDDLE	MALE	NEAR	MODER	HIGH	Degree	Benefit	1,2,4,5,76	3,6,7,8,10,12,13,20,37,42
8	YOUNG	FEMALE	OUTSIDE	HIGH	MODER	Sec	Benefit	24,30,35,61,62,	1,3,9,13,20,31,42,50,53,71
9	OLD	MALE	OUTSIDE	MODER	MODER	Sec	Benefit		
19	OLD	FEMALE	NEAR	MODER	HIGH	Sec	Benefit	6,20,25,36,59	1,8,21,31,46,49,50,66,68,69
22	MIDDLE	FEMALE	INSIDE	HIGH	HIGH	Sec	Benefit	3,5,22,24,35	19,21,34,37,42,45,50,52,59,63
24	OLD	FEMALE	INSIDE	HIGH	HIGH	Some	Govt	2,37,39,42,59	5,9,14,21,24,35,38,46
4	MIDDLE	MALE	NEAR	LIMIT	LIMIT	Degree	Govt	5,20,42,61,62	8,21,22,23,29,43,44,57,65,67
2	YOUNG	FEMALE	OUTSIDE	LIMIT	LIMIT	Sec	Govt	20,35,43,63,65	6,21,22,24,26,29,30,61,62,73
27	MIDDLE	FEMALE	NEAR	HIGH	HIGH	Sec	Govt		
1	MIDDLE	MALE	NEAR	HIGH	MODER	Some	Govt	2,20,29,35,61	4,18,21,24,31,40,50,63,65,76
5	YOUNG	FEMALE	OUTSIDE	LIMIT	LIMIT	Some	Govt	2,5,20,61,67	16,18,21,28,50,62,66,68,69,76
11	YOUNG	MALE	OUTSIDE	MODER	MODER	Some	Govt	2,22,50,66,69	5,6,8,20,24,32,33,37,42,76
17	MIDDLE	MALE	INSIDE	HIGH	HIGH	Some	Govt	5,10,20,39,44	1,18,21,28,36,37,40,45,51,73
13	OLD	MALE	NEAR	HIGH	HIGH	Degree	Maori org	2,3,24,35,54	1,5,9,20,26,32,50,65,67,68
7	YOUNG	FEMALE	NEAR	HIGH	LIMIT	Sec	Maori org	20,22,42,64,76	5,21,24,35,50,58,59,63,66,67
12	MIDDLE	MALE	OUTSIDE	HIGH	MODER	Sec	Maori org	2,24,35,49,58	6,13,25,29,30,31,50,61,66,73
16	MIDDLE	FEMALE	INSIDE	HIGH	HIGH	Sec	Maori org	2,20,21,59,76	3,4,19,22,23,24,26,29,32,41
23	YOUNG	FEMALE	INSIDE	HIGH	LIMIT	Sec	Maori org	1,2,22,25,	19,26,34,35,37,50,51,62,63
3	MIDDLE	FEMALE	NEAR	MODER	HIGH	Some	Maori org	2,6,20,37,62	21,36,42,48,53,54,60,64,68,69
14	MIDDLE	MALE	OUTSIDE	LIMIT	LIMIT	Degree	non-Maori 0rg	2,20,42,64,67	4,5,24,41,42,53,62,68,69,76
21	MIDDLE	FEMALE	INSIDE	HIGH	HIGH	Sec	non-Maori org	2,9,20,29,35	22,23,26,30,32,37,59,67,71,76
10	YOUNG	MALE	OUTSIDE	HIGH	LIMIT	Some	non-Maori org	15,49,50,53,76	3,13,20,29,31,34,35,43,47,54
25	MIDDLE	MALE	OUTSIDE	HIGH	MEDIUM	Some	non-Maori org	5,12,20,53,76	2,6,9,13,19,22,31,44,73,75
15	MIDDLE	MALE	OUTSIDE	HIGH	HIGH	Degree	Self	2,6,8,9,13	3,7,11,14,39,49,50,51,75,76
20	MIDDLE	MALE	NEAR	MODER	MODER	Degree	Self		

18	YOUNG	MALE	INSIDE	HIGH	HIGH	Sec	Self	9,20,21,58,63	1,24,25,26,31,32,35,59,69,73
28	MIDDLE	MALE	INSIDE	HIGH	HIGH	Sec	Self	12,20,59,66,73	20,22,26,30,32,58,62,65,71,76
26	OLD	FEMALE	NEAR	HIGH	LOW	Some	Self		

APPENDIX FIVE: LEVEL OF RANKING, FROM HIGHEST TO LOWEST

Statement no.	Responses ranking 5	% ranking 5	Responses ranking 4	% ranking 4	Total respons es 4&5	Total % ranking 4 & 5
20	14	58.33	6	25.00	20	83.33
2	13	54.17	1	4.17	14	58.33
21	2	8.33	10	41.67	12	50.00
24	4	16.67	8	33.33	12	50.00
35	7	29.17	5	20.83	12	50.00
50	2	8.33	10	41.67	12	50.00
76	5	20.83	7	29.17	12	50.00
5	6	25.00	5	20.83	11	45.83
22	4	16.67	6	25.00	10	41.67
42	4	16.67	6	25.00	10	41.67
6	3	12.50	5	20.83	8	33.33
37	2	8.33	6	25.00	8	33.33
59	4	16.67	4	16.67	8	33.33
62	3	12.50	5	20.83	8	33.33
1	2	8.33	5	20.83	7	29.17
3	2	8.33	5	20.83	7	29.17
9	3	12.50	4	16.67	7	29.17
26	0	0.00	7	29.17	7	29.17
29	2	8.33	5	20.83	7	29.17
31	0	0.00	7	29.17	7	29.17
13	1	4.17	5	20.83	6	25.00
32	0	0.00	6	25.00	6	25.00
61	4	16.67	2	8.33	6	25.00
63	2	8.33	4	16.67	6	25.00
66	2	8.33	4	16.67	6	25.00
67	2	8.33	4	16.67	6	25.00
69	1	4.17	5	20.83	6	25.00
73	1	4.17	5	20.83	6	25.00
8	1	4.17	4	16.67	5	20.83
30	1	4.17	4	16.67	5	20.83
53	2	8.33	3	12.50	5	20.83
65	1	4.17	4	16.67	5	20.83
68	0	0.00	5	20.83	5	20.83
4	1	4.17	3	12.50	4	16.67
19	0	0.00	4	16.67	4	16.67
25	2	8.33	2	8.33	4	16.67
49	2	8.33	2	8.33	4	16.67
58	2	8.33	2	8.33	4	16.67
12	2	8.33	1	4.17	3	12.50
18	0	0.00	3	12.50	3	12.50
23	0	0.00	3	12.50	3	12.50
34	0	0.00	3	12.50	3	12.50
36	1	4.17	2	8.33	3	12.50

Statement no.	Responses ranking 5	% ranking 5	Responses ranking 4	% ranking 4	Total respons es 4&5	Total % ranking 4 & 5
39	2	8.33	1	4.17	3	12.50
43	1	4.17	2	8.33	3	12.50
44	1	4.17	2	8.33	3	12.50
51	0	0.00	3	12.50	3	12.50
54	1	4.17	2	8.33	3	12.50
64	2	8.33	1	4.17	3	12.50
71	0	0.00	3	12.50	3	12.50
7	0	0.00	2	8.33	2	8.33
10	1	4.17	1	4.17	2	8.33
14	0	0.00	2	8.33	2	8.33
28	0	0.00	2	8.33	2	8.33
40	0	0.00	2	8.33	2	8.33
41	0	0.00	2	8.33	2	8.33
45	0	0.00	2	8.33	2	8.33
46	0	0.00	2	8.33	2	8.33
75	0	0.00	2	8.33	2	8.33
11	0	0.00	1	4.17	1	4.17
15	1	4.17	0	0.00	1	4.17
16	0	0.00	1	4.17	1	4.17
33	0	0.00	1	4.17	1	4.17
38	0	0.00	1	4.17	1	4.17
47	0	0.00	1	4.17	1	4.17
48	0	0.00	1	4.17	1	4.17
52	0	0.00	1	4.17	1	4.17
57	0	0.00	1	4.17	1	4.17
60	0	0.00	1	4.17	1	4.17
17	0	0.00	0	0.00	0	0.00
27	0	0.00	0	0.00	0	0.00
55	0	0.00	0	0.00	0	0.00
56	0	0.00	0	0.00	0	0.00
70	0	0.00	0	0.00	0	0.00
72	0	0.00	0	0.00	0	0.00
74	0	0.00	0	0.00	0	0.00