



Kauri Dieback Programme

Independent review of the programme and recommendations for its next phase

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Preface

Acknowledgement

This review has been funded by the Tindall Foundation. Although the contract for this assignment was managed through MPI, this review has been independent of all the parties to the programme.

Caveat

During this review we received inconsistent information on MPI expenditure. This review is based on the latest financial information supplied.

Document Control

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Glossary

Delivery Partner	The organisations participating in the delivery of this programme – <ul style="list-style-type: none">▪ the Ministry for Primary Industries (MPI)▪ the Department of Conservation (DoC)▪ Northland Regional Council (NRC)▪ Auckland Council▪ Waikato Regional Council (WRC) and▪ Bay of Plenty Regional Council (BOPRC)
PTA	Phytophthora taxon Agathis, the organism causing kauri dieback.
Science Partner	The science organisations contributing to research on kauri dieback, kauri biology and ecosystems, and social responses to kauri dieback.
Tāngata Whenua Roopū	The group established to facilitate tāngata whenua involvement in all aspects of the long term management programme.



Executive Summary

The programme has made steady progress over the last 4 years

From uncertainty and doubt in 2009 . . .

The Kauri Dieback Programme was established in 2009 following the discovery of *Phytophthora taxon Agathis* (PTA). The programme was established largely at the initiative of the Auckland Regional Council when widespread disease was evident in kauri in the Waitakere Ranges. MAF Biosecurity assessed the outbreak, declared PTA to be an 'unwanted organism', and prepared a response plan.

Little was known about PTA and its spread, its impact on Kauri and other species, and the likelihood of its containment and control.

A business case was prepared, and government and regional councils provided all the requested funds (\$5.5 M)^{1 2}. The councils also committed substantial resources in kind. It had been expected that the Foundation for Science, Research and Technology and the Marsden Fund would also contribute research funding, but this did not eventuate.

Māori determined how they wanted to be engaged in the programme, and the Tāngata Whenua Roopū (TWR) was established. It is a novel approach and transcends iwi and hapū structures.

The business case and response plan was based on the best knowledge and decisions at the time. Some activities have followed those initial plans and, as expected, others have evolved as people learned what could be achieved and what appeared to work.

. . . to a growing sense of confidence in 2013 . . .

The programme has made steady progress in key areas:

- Scientists are learning more about PTA, its genetics, and its relationship to other phytophthora. They have developed diagnostic methods and surveillance resources, hygiene methods, and are trialling one treatment method to determine the best dosage and application regime.
- The programme teams are enthusiastic and committed. One interviewee described them as 'wily and canny – making opportunities to fit in multiple tasks'. They have found ingenious ways of 'doing things on the cheap'.
- Mapping and surveillance activities are progressing, albeit slower than planned. Knowledge about the distribution of PTA is slowly improving. Risk assessments are being conducted and site management plans are progressively being implemented.
- Management of PTA is progressing in a number of regional council and DoC parks. Some 'clean' areas have been closed to the public, while in many infected areas hygiene measures have been instituted and tracks upgraded to reduce the risk of PTA transmission.
- TWR has established strong networks with tāngata whenua across 'kaurilands'. The TWR representatives are partners in governing the programme, and many of its members are active contributors to the workstreams. The TWR now forms a potential asset for the future delivery of the programme.
- Community engagement is building and there is increasing awareness of kauri dieback.

Progress has not been smooth. It took far longer than planned to establish the surveillance and mapping work. The transition from 'response' to 'long-term management' was disjointed. The lead researcher died, and the science programme faltered. Mapping and surveillance work is taking much longer than planned. And resourcing has been tight.

¹ The allocation (over 6 years) was Auckland Council \$0.2 M; Northland RC \$0.1 M; Waikato RC \$0.1M; Bay of Plenty RC \$0.03M; MAF / MPI \$4.4M; DOC \$0.6M.

² Although only \$3.9 M of the MAF allocation was drawn down by the programme. See section 4.



While there is still considerable uncertainty about PTA and its control, there is a growing sense of confidence that, while it cannot be eradicated, it can be contained.

. . . to a realistically resourced, well led and successful programme in 2017?

While the programme's participants are optimistic, its current resourcing and informal approaches aren't sufficient to deliver long-term success.

Strategic decisions are now required

Steady progress is being made where the delivery partners are also the landowners.

The delivery partners are starting to make headway on the containment of PTA on publicly owned land through a 'command and control' approach and realistic resourcing. As well as taking a 'detect and contain' approach in West Auckland and Northland, delivery partners have also taken preventive action by closing priority areas in the Hunua Ranges and Mataitai Scenic Reserve.

This demonstrates what can be achieved when single organisations set clear priorities, mobilise their resources and integrate kauri dieback management into park and forest management.

Progress is slower where the delivery partners are in the role of regulator.

The context and complexity of tackling kauri dieback is markedly different on private land. Significant stands of Kauri are distributed over Māori land, district council reserves, private land and production forests. In these situations, regional councils have fewer levers to influence management and spread of PTA.

Some PTA sites on private land are being identified and risk management plans are being developed by the programme operations team with landowners. Northland Regional Council (NRC) has included PTA in its Regional Pest Management Strategy (RPMS) and its biosecurity staff are able to work with landowners and land users to manage PTA on private land.

If each region takes an individual approach progress might be slow – and expensive. MPI has provided the bulk of the funding for this programme to date. It's now time to provide the regulatory leadership as well.

Delivery needs to move from 'command and control' on public land to partnership on private land. Solutions on private land require active engagement with tāngata whenua and landowners. A mix of advice, incentives and regulation will be required. A command and control approach is unlikely to work in these settings, and solutions will vary depending on the aspirations and resourcing of the stakeholders.

More thought is required on what incentives, support and advice landowners will require to manage PTA. Specific actions will need to be tailored to the circumstances of each situation, but a nationally consistent framework will be necessary.

A nationally consistent approach is required.

Many other long-term pest management programmes have nationally-designed approaches, for example, didymo, kiwifruit PSA and bovine Tb. A national (or pan-regional) pest management plan would provide a nationally consistent response, regardless of the area or organisation responsible for action. This is more efficient for MPI and regional councils as regulators. And more effective for tangata whenua, community organisations and farming / forestry supporting surveillance, containment and treatment.

While the MPI Pest Management National Plan of Action was developed for a different purpose, it clearly defines the leadership roles of MPI and regional councils, outlines the tools and capabilities required, and sets out a framework for two-way engagement with tangata whenua³. This framework should be applied to kauri dieback, and the leadership role of MPI clarified.

³ MAF Biosecurity, Pest Management National Plan of Action, 2009, p14



Resourcing should be urgently reviewed.

When the initial business case was approved, \$5.5m seemed a reasonable starting point. It did not help that \$0.5m was lost to the programme due to timing problems. Delivery partners have provided some cash, but have committed significant in-kind resources from biosecurity staff in regional councils and scientists in CRIs and universities.

When the full range of work required is scoped, and effort is benchmarked against international phytophthora dieback programmes, it appears likely that even more work is necessary, and significantly more resources are required.

The programme requires more than a Charter and good will. It now needs a formal statutory basis and secure long-term funding.

Rudimentary processes have worked until now – but won't continue to work in the future

While there have been significant problems, the programme has made creditable achievements during its establishment phase. But it's been as much through the cunning of the people, as it has been from good planning and effective management.

Some of the practices that have worked up until now will not achieve the required results in the next stage. For example:

Aspects that have worked until now:	Changes required for the next phase:
The programme started on issues that were urgent and were achievable in its early days. For example, significant progress has been made in large areas of publicly owned land in the Waitakere Ranges.	The programme now needs to address the management of PTA on private land. It will need a broader toolkit (advice, incentives and regulatory powers). It will also need to negotiate management plans with each landowner.
A number of people in crucial roles work extremely hard and work outside their roles. This energy has got the programme where it is, but is possibly not sustainable for them. The programme could be in some difficulty if key people left.	The programme needs better systems and coordination so that it is less dependent on individual people. It also needs better backup arrangements. The programme now needs basic HR practices to support, develop and appraise its people.
People have focussed on getting things done. Urgent tasks taking priority over important outcomes. Workstreams have operated relatively independently. Overheads have been minimised.	Much better planning and coordination is required to get the best long-term impact from available resources. While difficult, performance measurement is essential.
Each delivery partner has done its best within its allocated resources. While there is good coordination and communication between them, their approaches are sometimes different.	There is a growing body of experience of what works best. The programme should define the elements of PTA control that are best practice, and they should be implemented consistently by the delivery partners. This should be formalised through a formal National Pest Management Strategy and programme protocols. Delivery partners could also implement a structured peer review process to constructively challenge and support each other.



Aspects that have worked until now:

The partnership with the Tāngata Whenua Roopū is exemplary. There is a shared governance approach; TWR members have been actively involved in surveillance, and some groups are participating in risk assessment, planning and control. Processes have been developed for cultural assessments. The mātauranga held by kuia and kaumātua is recognised.

Research organisations have worked well together and contributed significant resources. They have responded well to provide practical research on the most pressing questions.

SCION has now received funding from MBIE to strengthen capability in phytophthora research.

The programme has worked within allocated resources. The regional councils and DoC have provided more 'in kind' resources than they originally planned. Some science partners have also completed significant work from their own resources.

The programme has naturally focused on its primary outcome – protecting kauri.

People throughout the programme have worked hard and done their best with the resources and opportunities available.

Changes required for the next phase:

All these elements provide a strong platform for the active and systematic involvement of TWR in programme delivery.

The management of PTA requires long-term research. The programme needs to lobby for long-term research across a range of research areas: social science, forest ecology, and kauri genetics for example.

The programme should benchmark its activities and resourcing levels against international dieback programmes to assess what needs to be done, what works best, and what resources are required.

It might also look at how it can extend available resources, for example working with

- tāngata whenua and community organisations to assist with surveillance, planning and delivery
- QE2 Trust and Nga Whenua Rahui to assist private and Māori landowners protect forests
- commercial sponsors and philanthropic organisations who can help mobilise community participation.

If the programme is to acquire the necessary resources, it needs to broaden its value proposition. The value of the programme is far greater than kauri – it builds our knowledge of phytophthora, it strengthens our ability to manage to long-term biosecurity programmes, and it extends our knowledge of forest ecology.

The programme needs to strengthen its advocacy. It needs to lobby top managers in the delivery partners to sell the benefits and get the resources. It also needs to lobby officials and Ministers to extend its funding.



The programme can succeed – but needs stronger systems, secure long-term funding, and commitment from all the Charter signatories

The programme is achieving good results with its current resources. People have focussed on ‘just getting things done’ and it is now time to build strong systems and make long-term investments.

The crucial changes are

- **Leading, not managing:** MPI needs to take a stronger leadership role in leading (but not controlling) PTA management. Similarly the Leadership Team needs to get out of the operational management and start leading the programme.
- **Planning better, not running faster:** The programme manager and the planning team need to progressively develop a long-term plan. Given the complexity of the programme, it could take two years to develop a robust planning framework.
- **Improving practice and stretching performance:** Processes need to be standardised to ensure that best methods are applied, and that they are continuously improved. Standardisation will also ensure comparable data across the delivery partners. Structured peer review processes should be set up to accelerate learning and improvement between the delivery partners – and help them constructively challenge each other and stretch their performance.
- **Investing in a wider range of research –over a longer horizon:** Research partners have made significant progress, with a focus on short-term problem solving. This will be strengthened by the SCION phytophthora research programme. Attention must now turn to long-term research questions, including social research. And this requires long-term funding.
- **Allocating realistic resource levels:** The initial funding was based on the best forecast under considerable uncertainty. And, had \$0.5m not been lost, it would have provided a good starting point. People interviewed stated that the programme was significantly under-resourced for what it is trying to do. It would be useful to benchmark the programme goals, activity levels and budget against overseas dieback programmes. One of the key communications messages for the programme states ‘We need to be planning for 50 years, 100 years from now.’ It’s hard to do this without long-term funding security.
- **Advocating:** The programme needs to be a stronger advocate amongst stakeholders, to urge people to use kauri forests responsibly, to support landowners to make hard decisions, and to encourage community participation in surveillance, protection and control activities. It needs to lobby top managers in the delivery partners, and decision-makers in central government, to lift the priority given to kauri dieback.
- **Selling the wider value proposition:** The programme has benefits far wider than kauri. The programme is extending New Zealand’s ability to manage other phytophthora - this in turn contributes to exports. The programme is also mobilising the knowledge and energy of tāngata whenua and community organisations. This reduces the burden for delivery partners. And the programme can also contribute to our knowledge and protection of native ecosystems.
- **Continuing to work together:** The organisations work well together, but more in the style of a shared services unit. It’s time to take the next step – and work as a *collaborative* partnership.

The current programme provides a creditable basis for the next stage of work. Doing more of the same will continue to produce results. But not at the pace required to adequately protect our kauri forests.



Our approach

The objectives of this review

The Statement of Work requested

- “a credible, independent view of the progress the programme has made, opportunities for improvement and suggested direction for the future”
- focus “on lessons for the future, rather than a forensic account of the past”
- an inclusive approach that “engender[s] trust and confidence by the programme partners that their views have been adequately considered and that the recommendations have not been captured by specific interest groups”.

Our approach

IQANZ (we) adopted a simple 4 stage approach:

- *Listening:* We talked with members of the Leadership Team to understand what they wanted from this review and how we could add value to the kauri dieback programme.
- *Looking back:* We reviewed the programme’s plans and reports to collect evidence of
 - ‘hard’ results and achievements against annual plan objectives
 - ‘soft’ results – knowledge, teamwork, participation
 - knowledge and certainty - what does the programme know now that it didn’t in 2009, and how this eases (or complicates) planning
- *Reflecting:* We explored the programme’s current and expected issues, challenges and obstacles:
 - clarity of shared objectives, and the understanding of specific interest-group objectives
 - understanding of opportunities and risks
 - agreement of contributions and commitments
 - ‘ground rules’ for programme leadership
 - operating processes and teamwork for programme delivery
- *Looking forward:* We then prepared this report to summarise the programme’s achievements and recommend a practical approach for the next phase

We reviewed a wide range of programme documents going back to the programme’s set up, interviewed 19 people, and met with the Leadership Team. We received full cooperation from everyone, and were highly impressed with their commitment to the programme and its goals. People were full of praise for the programme – and also frank about its problems and challenges.

Next steps

We are happy to work with the Leadership Team to explain our analysis and recommendations, and help implement our recommendations.



Assessment

1 Living to the Programme Charter

The terms of reference ask us to review

- “analysis of objectives, goals and problem definitions”
- “appropriateness and relevance of the Charter as a foundational device”
- “working to the Statement of Charter Principles”
- “clarity of roles and responsibilities”
- “variability in understanding of what we aim to achieve and how we intend to go about our work”.

This section addresses

- the level of collaboration across the programme
- what strategic collaboration would look like in practice
- suggested decision roles and accountabilities of the programme and delivery partners.

Strengths

- The Charter has served the Programme well. The authors were foresighted and established a strong foundation for the programme, and a basis for trust and cooperation between the participating organisations.
- The Charter was appropriate to 2009, when the parties were forming relationships and the response plan was skeletal. Its spirit and energy appear alive and well.
- And as with any ‘living relationship’ points of tension demonstrate that it is working. People state that they trust the parties sufficiently to have honest discussions, and that in general issues are worked through constructively.

Areas for development

Is the programme a partnership or a shared service?

- The Programme is now at a cross-road. It aims to be collaborative and system wide but it currently operates more as a set of shared services that support the participating organisations. Specifically
 - The partners use the programme’s workstreams where and when they like. Guidelines and standard operating procedures (SOPs) have been prepared by the programme staff but they have not been adopted across the programme⁴.
 - The programme promotes good practice, but cannot ‘enforce’ it - and therefore cannot continuously improve it.
 - The programme workstreams provide some inputs (eg, public awareness, hygiene stations, signage, testing). But the delivery partners manage or regulate individual sites in the way that best suits the situation. For example, they might choose to upgrade tracks, close areas, or install hygiene stations. This is ad hoc and leads to inconsistent practices. This was appropriate initially, but the programme can do better now.
 - Progress is not tracked, and outcomes are not measured. Neither the programme (nor regional councils nor DoC) are accountable for progress in *systematically* managing kauri dieback.

⁴ We were told that a process for endorsing them had been approved but not promulgated.



- IQANZ has broad experience with inter-agency initiatives. Our experience is that progress is always slower than anticipated, and parties always go through a co-ordinating phase before they learn to collaborate. This is supported by international literature.^{5 6 7}
- Moving to the next phase – true collaboration – would be a step up from current practice:
 - The partners would identify key processes where SOPs should be standardised. The partners would track successes and lessons learned and the SOPs would be continuously improved.
 - A full set of management tools would be in place – allowing management of kauri dieback on private and Māori land as well as publicly owned land.
 - The programme would have clear mid-term and annual plans. The partners would complement the programme plans with their own work programmes so that progress across the four regions, and on individual sites, is coordinated.
 - Peer review activities would recognise achievement and promote good practice between the delivery partners.
 - The programme would report on system-wide achievements and performance.

Who makes which decisions? And who is accountable for what?

- Despite the Charter and the role cards, some people find that it is not clear who makes what decisions, and who trumps whom. For example, best practice guides have been developed but there is no process to sign them off.
- Individual agencies (in their capacity as landowners) are responsible for forest-level management while integration (eg, track access and maintenance with signage and hygiene equipment) is achieved through cooperation and influence. The programme is accountable for the activities of the workstreams (including research and communications) but not operational delivery.
- As the programme moves into its next phase, it is imperative that the Charter clarify what the programme workstreams are accountable for, what agencies are accountable for, and how the Leadership Team draws these accountabilities together.

Leadership

- Some other nationally important pest management programmes have formal national long-term pest management plans (NPMP). For example, kiwifruit PSA and bovine tuberculosis. A nationally consistent framework would
 - improve clarity and efficiency for the regulators - MPI and regional councils
 - simplify compliance requirements for landowners and forest users
 - foster the participation of tangata whenua, community groups, and forest / farming sector groups in surveillance, containment and treatment of PTA.
- Although the MPI Pest Management National Plan of Action was prepared for a different purpose, it clearly defines the leadership roles of MPI and regional councils, outlines the tools and capabilities required, and sets out a framework for two-way engagement with tangata whenua.⁸ It would be useful to apply this model to kauri dieback and confirm the leadership role of MPI in this programme.

Recommendations

- R-1** That MPI
- endorse its leadership role in PTA management, as set out in the Pest Management National Plan of Action
 - prepare a national or pan-regional pest management strategy for PTA.

⁵ O'Donnell O, Strategic collaboration in local government: A review of international examples of strategic collaboration in local government, IPA, Local Government Research Series, Report 2, 2012

⁶ O'Flynn J and Wanna J, Collaborative governance: A new era of public policy in Australia, ANU Press, 2008

⁷ O'Brien M, Review of collaborative governance: Factors crucial to the internal workings of the collaborative process. Report for the NZ Ministry for the Environment, 2010

⁸ MAF Biosecurity, Pest Management National Plan of Action, 2009, p14



- R-2 That the Charter signatories confirm that the programme should operate as a strategic collaboration where the participating organisations and the programme have collective accountability for results (rather than the current 'shared services' arrangement).
- R-3 That the Charter signatories determine the decision-roles and accountabilities of the programme and the delivery partners. (Refer diagram 1.)

Diagram 1

A FRAMEWORK FOR ASSIGNING RESPONSIBILITIES, MEASURING SUCCESS, AND INTEGRATING ACHIEVEMENTS

<p>DECISION ROLES</p> <p>The Leadership Team</p> <ul style="list-style-type: none"> ▪ decides policy, strategy and investments ▪ oversees peer review between the delivery partners ▪ advocates with the delivery partners for higher priority, faster implementation or increased resource 		
<p>Programme manager and workstream leads recommend and implement</p> <ul style="list-style-type: none"> ▪ research / mātauranga ▪ surveillance, information and operations ▪ public and stakeholder engagement ▪ best practice <p>(NB: Decisions made by consensus, and involve delivery partner staff.)</p>	<p>Programme manager recommends and implements</p> <ul style="list-style-type: none"> ▪ the overall kauri dieback strategy ▪ processes to facilitate the coordination of workstream and delivery partner work programmes ▪ performance measures and reporting 	<p>Delivery Partners decide</p> <ul style="list-style-type: none"> ▪ implementation at individual sites (track closure, track maintenance and investment, implementation of hygiene measures) ▪ development of mid-term plan (including investments) for land owned by the partner ▪ development of mid-term plan for land owned by other parties (ie, in regulatory role)

<p>ACCOUNTABILITIES</p> <p>The Leadership Team is accountable for</p> <ul style="list-style-type: none"> ▪ challenging the performance of the Programme Team and the Delivery Partners ▪ achievement of programme goals ▪ delivery of value for money. 		
<p>Programme manager and workstream leads are accountable for</p> <ul style="list-style-type: none"> ▪ research and mātauranga ▪ capabilities developed – and information on their usage, usefulness and efficacy. ▪ information base on spread and impact of PTA 	<p>Programme manager is accountable for</p> <ul style="list-style-type: none"> ▪ achievement of strategic objectives ▪ cultural and stakeholder engagement measures ▪ examples of three-way performance improvement (between TWR, workstreams and delivery partners). 	<p>Delivery Partners are accountable for</p> <ul style="list-style-type: none"> ▪ plans for and profile of kauri dieback activities on publicly owned land ▪ plans for and profile of kauri dieback activities on private land ▪ sharing information, resources and lessons

2 Leading the Programme

The terms of reference ask us to review

- “working to roles”
- the “ability of the programme to adapt to changing conditions and to exploit new opportunities”
- “achievement of stated goals and objectives”
- “resolving issues and tensions within the programme”

This section addresses

- the role, focus and performance of the Leadership Team, and specifically the demands on the Chair of the Leadership Team,
- the role and ‘do-ability’ of the programme manager role.



Strengths

- As with any cross-sector relationship, it took time to understand the complexity of the goal, establish structures and form the Leadership Team. All participants stated that Leadership Team works cohesively and respectfully. They commented on the high level of trust around the table.
- Tāngata whenua, through their roopū, participate in programme governance workstreams as equals. Their contributions are valued, and they feel valued.
- Representation from the Tāngata Whenua Roopū and the 4 regions has been consistent and this has been helpful. (Conversely, the number of changes in MPI and DoC representation were not helpful.)

Areas for improvement

The Leadership Team needs to work strategically

- The Leadership Team has identified that it needs to work at a more strategic level.
- A number of people on the Leadership Team commented that while the organisations' representatives have 'on the ground' subject matter knowledge, they do not all have the ability to bind their organisations to adopting programme policies, committing resources, or agreeing to targets.
- People also stated that they value the collegiality around the table, but are reluctant to challenge the programme's goals – or each other's results. It might be useful to appoint an independent person who can help keep the focus on long-term strategy and facilitate challenging discussions. We suggest that this person have governance experience in a technical setting (for example, a chair or experienced director of a CRI).

The Chair needs more time to lead and advocate for the programme – and continuity is crucial

- Within MAF and MPI, ownership of the programme moved between groups, and each change brought a change in Chair. People stated that this had been disruptive to group formation and strategic thinking.
- People interviewed were very positive about the ability, energy and incisiveness of the current Chair.
- The programme needs a human face: to advocate for the protection of kauri, to challenge and cajole the participating organisations, and to reach out to stakeholder groups not represented on the Leadership Team.
- The Leadership Team's terms of reference does not require the MPI representative to be the Chair. But some team members commented that they would not be 'brave enough' to accept this role. That signals deeper issues. One person warned that previous Chairs had been burnt out by the demands of the programme.
- It would be timely for MPI to review the role of Programme Chair to
 - recognise the 'outward facing' and advocacy role of the chair is recognised
 - acknowledge the special skill required for this role
 - introduce succession planning for smooth transitions in future
 - resource the role adequately so that the Chair has the time and support to fulfil the role well
 - introduce simple but meaningful 360° review of the Chair.

The role of programme manager is demanding and requires strong people skills

- The incumbent manages this programme, the lead for the Planning and Intelligence Workstream, and is occasionally seconded to other responses. The programme manager works with people across 5 other organisations, who are dispersed across the upper North Island. The incumbent took the role on at short notice because the former manager was about to depart on maternity leave and there was minimal handover. (There was, surely, time for succession planning and a managed handover.)



- The programme manager requires strong people and management skills. It is simply unfair to expect a technical advisor, no matter how skilled, to fill this role. When appointing the next programme manager MPI should arrange a full induction process to allow the new person to fully understand the nuances of the programme, and form strong relationships with the people and organisations. Mentoring from an experienced programme manager might also be helpful.
- The former programme manager was able to fill the two roles of programme manager and P&I Lead. She certainly displays great energy and resilience, and it might not be realistic to expect others to work at this level. But it should also be recognised that some crucial functions (like strategic planning and review) were not completed during this time. We recommend that, until demonstrated otherwise, the role of programme manager be full time and ring-fenced.
- It has been suggested that the programme manager and key workstream leads be located in the 'kauriland' region. This is an important question. Location in Auckland or Whangarei would allow a closer working relationship with the people and stakeholders 'on the ground' – and would ring-fence the programme from overflows from other MPI activities.

Recommendations

- R-4 That the Leadership Team focus on strategic issues and its governance role and, to assist this, co-opt an independent member to keep the focus on strategy and to facilitate challenging discussions.
- R-5 That MPI management, in consultation with the Leadership Team, review the role and resourcing of Programme Chair, specifically
 - the 'outward facing' and advocacy elements of the role
 - the special skills required
 - succession planning for backup and smooth transitions
 - the time required for the role
 - 360° review processes and criteria.
- R-6 That the Programme Chair review the role of the programme manager, specifically
 - the high level of people and programme management skills
 - backup and succession planning
 - the location for the role.
- R-7 That MPI management fund the position of programme as a full-time, ring-fenced role.
- R-8 That MPI management locate the core programme team in Auckland or Northland.

3 Developing and enhancing the strategy and long-term management plan

The terms of reference ask us to review

- "analysis of objectives, goals and problem definitions"
- "achievement of stated goals and objectives"
- "ability of the programme to adapt to changing conditions and to exploit new opportunities"
- "level of science oversight and strategic direction"

This section addresses

- planning and reporting
- developing a more strategic approach to the work programme
- assessment of risk and value.



Strengths

- A general Long-Term Management Plan was signed off in mid-2012. It sets out the generic processes and measures required for kauri dieback management:
 - research
 - surveillance (passive, active and GIS mapping)
 - identifying priority sites for management
 - engagement and behaviour change (communications and liaison)
 - operations (standard operating procedures, signage, hygiene management and track end cleaning stations, track upgrades, call centre and vector control)
 - regulatory controls.
- Several of these components now have well-established work programmes, particularly research, engagement and behaviour change, operations and surveillance. While they have not developed in a particularly strategic way, they are developing in the right direction.

Areas for improvement

Stronger planning, reviewing and reporting will improve programme efficiency and impact

- The Charter, Long-Term Management Plan and Role Cards all talk of a formal planning, review and reporting cycle. Planning is basic. To date there has been only one annual report, and that was intended as a communications resource. The weekly telephone meetings provide a degree of coordination across the programme, but tend to focus on immediate operational matters.
- Planning is supposed to be the *raison d'être* of the Planning and Intelligence Workstream. A number of people stated that it is an effective conduit of research information, but none thought that it planned well. Planning needs a dedicated and sophisticated resource.
- Diagram 2 outlines a possible approach for assessing the prudent level of precautionary management in a situation of high uncertainty.

Risk and value should be managed explicitly

- In situations of extreme uncertainty over long time horizons, textbook approaches to risk management just don't work. In the early days of the programme textbook approaches to risk management would have been interesting, but would not have added great value to programme decisions. For PTA, some of the greatest risks are hard to articulate and are near impossible to quantify. The programme is managing risk – but is doing so implicitly and incompletely.
- The programme is now at a point where it can reflect on progress to date and *start* managing its risk explicitly. The first step is to be explicit about the risks and assumptions implicit in the work to date:

Types of "risk question"	Examples
What assumptions and early decisions underpin the programme design? Are still a reasonable 'working proposition'?	Initial activities focused on publicly owned land, where easy wins could be made in high-risk areas. That was a positive start. What are the risks associated with PTA on private land? How significant are they? What priority do they merit?
What are the assumptions and priorities made in early stages of the programme decisions? Are they still a reasonable 'working proposition'?	People are a primary vector of PTA. Initial efforts to manage this vector focussed on hygiene measures, track upgrades, fencing and track closures? What are the residual risks associated people's compliance with hygiene measures and track restrictions?
	What do we know about other vectors, including feral pigs and livestock? What do we need to understand about these risks? How precautionary should we be when developing mitigations?
What new risks and opportunities are emerging?	How might research on PTA be applicable to other species and sectors? How can the control methods be useful to other biosecurity risks? How can changed user behaviour benefit other aspects of forest management?



- A first step would be to hold a workshop to
 - draw out the most significant assumptions and risks implicit in current activities
 - identify new risks and opportunities and determine the most significant ones that require immediate action.
- This would generate a short list of the most crucial risks and opportunities. Many of these would require further investigation to clarify and quantify the risk before mitigations can be planned.⁹ This might not create a standard risk register in the short-term, but it could help the programme balance short-term responses and long-term investments.

The early programme strategy was ‘emergent’ – but it is now time to express the strategy explicitly

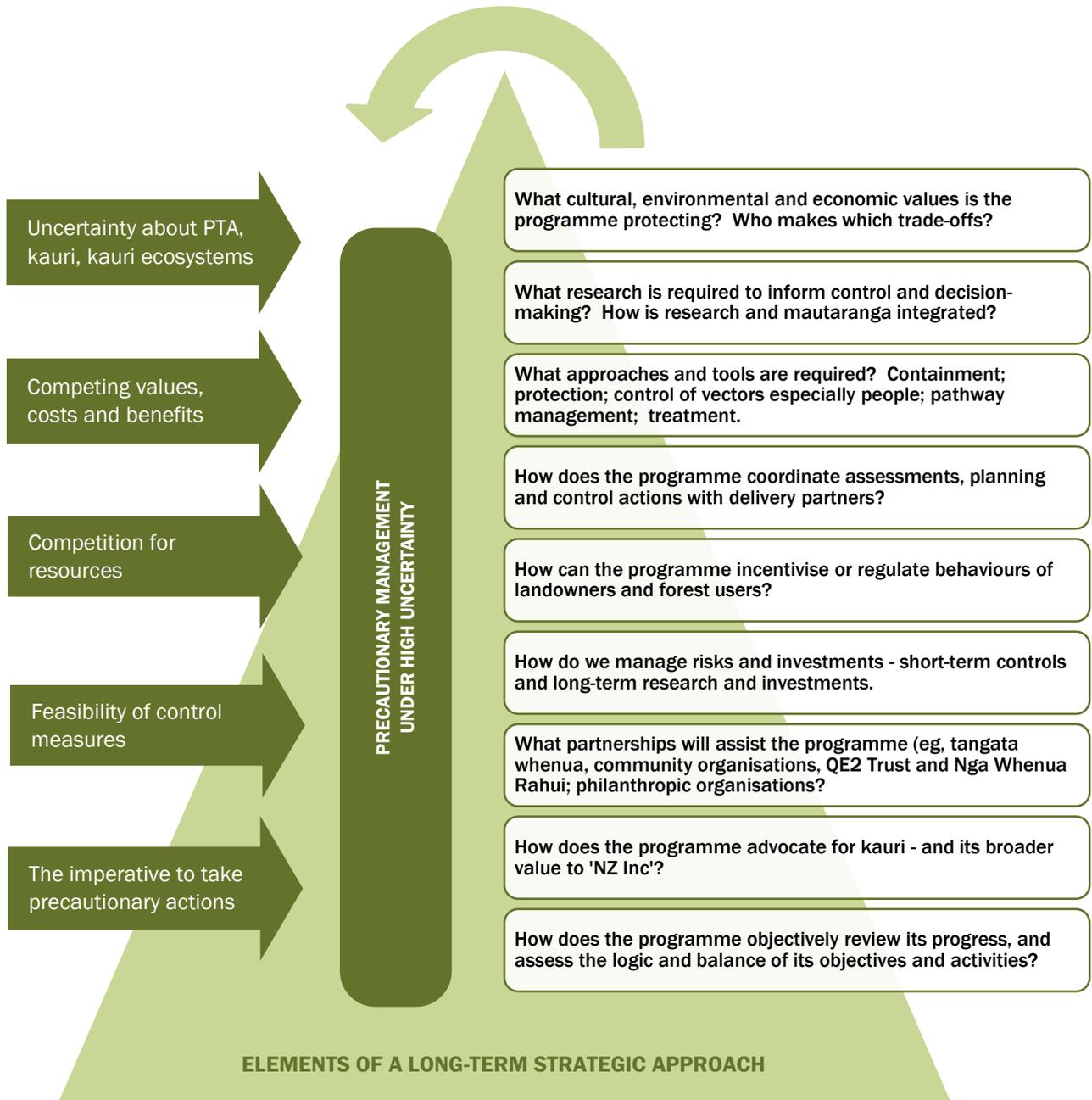
- At the nub of the programme is the need for a pragmatic precautionary management approach in a highly uncertain environment. That is inherently difficult. In the early days of a programme like this any ‘strategy’ will be piecemeal and ‘emergent’. There’s no other way to start.
- The LTMP sets out broad *processes*, but does not articulate *strategies, priorities and tools*. The programme is now at a point where it can start to develop that strategy explicitly, systematically and comprehensively.
- We suggest a mid-term strategy be prepared. It could cover
 - cultural, environmental and economic values – and particularly *who* makes *what* trade-offs
 - current research objectives, co-funding approaches with science partners, and long-term funding intentions
 - current and planned control approaches and tools
 - how the programme coordinates planning and implementation with delivery partners
 - ways to incentivise and regulate landowners’ and forest users’ behaviours
 - processes to manage risks and investments
 - partnerships with other organisations
 - advocacy for kauri and the broader value of the programme to 'NZ Inc'
 - processes to independently review progress and constructively challenge plans.
- Some people described the workstreams as disconnected. The last programme meeting focused on budget constraints.
- The programme is now at a point where stronger coordination and mutual challenge would be useful. This might reduce pressures on key people and help people focus on emerging issues.
- Regular planning and review sessions should be planned. Some might be on generic issues (eg, SWOT analysis and future planning), and others might be focused on specific issues (eg, implementation of site management plans, and regulatory approaches for kauri management on private land).

Recommendations

- R-9 That the programme manager establish a planning framework including
 - a mid term outlook (addressing the future 5 – 10 years) that is updated as the programme evolves (but no less than 3 yearly)
 - annual programme plans (covering targets for the whole programme, including plans and contributions from the delivery partners)
 - annual work schedules for the workstreams..
- R-10 That the programme manager establish a dedicated and well-resourced planning team, with at least a full time workstream leader.

⁹ Developing a strategic approach in this level of uncertainty is challenging. For an interesting approach, see Courtney HG, Kirkland J, and Viguier SP, ‘Strategy under uncertainty’, McKinsey Quarterly June 2000.

Diagram 2
THE COMPLEXITY OF PRECAUTIONARY MANAGEMENT WITH HIGH UNCERTAINTY AND COMPETING DEMANDS





- R-11 That the programme manager
- develop an explicit (and simple) risk management framework
 - hold a risk workshop to agree strategic risks and opportunities, and identify the work needed to clarify and quantify those risks and opportunities
 - progressively develop a longer term approach to risk and investment management.
- R-12 That the programme manager update the programme strategy / LMTP.
- R-13 That the programme manager institute a planned series of reviews and planning sessions to improve coordination between workstreams and allow the workstream leaders to become more involved in programme decisions.
-

4 Delivering the programme

The terms of reference ask us to review

- “the achievement of stated goals and objectives”
- “delivery and operations”
- “efficiency of operation”

This section addresses

- the current structure
- dependency on key people
- supporting and developing people
- resourcing of the logistics workstream
- information and document management
- procurement and finance.

Strengths

- Research has started well and is feeding into planning and programme design. Passive and active surveillance is in place across most parts of ‘kauriland’. Tracks are being upgraded and hygiene stations installed. Public awareness is being promoted and stakeholders are being actively involved in control actions. Considering the complexity of the challenge, the low starting point in 2009 and the limited resources, that’s impressive.
- Some 67 people are directly involved in the ‘core programme’, the Tāngata Whenua Roopū, delivery partners and science partners. All the people spoken to were passionate, focussed and hard working. Apart from a few quibbles, there are strong relationships between all the parties.
- Through that passion, the teams have achieved a huge amount. They all adopt a ‘can do’ approach within available resources. Partners have made significant contributions in kind. For example, a \$310,000 investment from the programme into research has been multiplied by science partners’ contributions.

With a clearer structure, stronger support and simpler systems, the impact of those partners and people could be even greater.



Areas for improvement

Support from MPI

There was a consistent theme from interviews that, in the early years, MAF's reaction to PTA was sometimes tentative and disjointed¹⁰. The OAG reported:

*"The kauri dieback response team quickly broke up and returned to other work, even though long-term management arrangements had not been set up. This meant that no handover was possible between response staff and long term managers. Ministry response staff then disappeared, with no further contact with the response partners they had been working with. This reduced momentum and continuity and delayed work."*¹¹

Preparation of a second business case for funding beyond 2014 commenced last year but was de-prioritised in favour of other biosecurity pressures. The business case is now being developed in a compressed timeframe, and it would be unfortunate if the Kauri Dieback Programme is impeded for the next four years with (possibly) inadequate resources.

A number of people commented that MPI managers were slow to identify and act on some long-standing problems. For example, the work pressures on the programme manager.

People are busy dealing with urgent activities and need to focus more on where they can have maximum long-term impact.

- Individuals and teams are very busy. Until now, that might have been positive. But at this time in the programme, urgent everyday work is crowding out mid-term planning and basic 'housekeeping'. Across the programme people need to
 - focus on the areas of greatest long-term impact as well as achieving the original objectives (eg, addressing PTA containment on private land as well as publicly owned estate)
 - build the systems that will improve mid-term efficiency (eg, basic document management)

Some key people make a sterling contribution – but the programme might be overly dependent on their skills and effort.

- Some crucial roles are being achieved through the dedication of key individuals. To a degree, that is to be expected in the start-up phase of a programme like this. The programme now needs to build programme capability with
 - redesign of these roles so that the Engagement and Behaviour Change Workstream Lead, for example, leads the work across the delivery partners and isn't expected to do the bulk of the work himself
 - backup and succession planning for these roles
 - information systems that help people collaborate on a day to day basis (eg, a stakeholder database to record contacts with external groups and plan follow-up support).
- The untimely death of Dr Beever (see section 7) illustrates how dependent the programme is on some key people – and demonstrates how their departure could impede progress for some time.

A more systematic approach is required to support and develop people.

- 2.5 people are paid for by the programme. Some are in remote locations and are supported by delivery partners. There do not appear to be any induction, support or professional development processes for them. Given the criticality of their roles, this is a serious oversight.
- Nor do there appear be induction processes for people in delivery partners to induct them into the programme, and for them to understand the nuances and values of the programme. This is vital for line managers who, while not being directly involved in programme delivery, are the gatekeepers to budgets and work programmes.
- It might be timely to establish a *simple* 360° assessment process for key programme people.

¹⁰ However they were all very positive about the contributions of the current Programme Chair, and the MPI people working full- or part-time on the programme.

¹¹ Comptroller and Auditor General. 'Performance audit report Ministry for Primary Industries: Preparing for and responding to biosecurity incursions' 2013, p63



The role and resourcing of the logistics workstream is unsustainable

- At the beginning of the programme each delivery partner provided some logistic support. Since then MPI, DoC and Auckland Council have reduced their back office functions with various restructurings. Now, only one person provides all logistics from management of support systems, to secretarial support, to procurement and financial management, to administration, to problem solving, to filling gaps in other workstreams. That's a tall order for any programme. Doubly so when people are dispersed across the upper North Island.
- Consequently some essential activities have been neglected. Support systems are inadequate especially document management and procurement. The Logistics Workstream Lead has no time to develop the support systems that will enable effectiveness and efficiency.
- Either the delivery partners should commit to providing defined levels of logistic support, or the programme should be allocated more resource for back office support. 'Back office' services are not in vogue – but without them the considerable energy and drive of front-line staff is diminished.
- We suggest that
 - the primary role of the Logistics Workstream Lead is to develop and improve the programme's support processes (not to deliver all of them personally)
 - most of the 'doing' should be completed by delivery partner staff or other staff within MPI.

Better information tools would improve efficiency

- Many people asked for better and simpler document management tools. Previous problems with a shared document system do not appear to have been solved to the degree to give some people confidence to use it again. During this review we could not always get quick access to the right documents.
- Reliable document control is essential for a programme like this. And the more diverse and dispersed the user group, the more important it is to have *active* facilitation. We have seen far simpler programmes with dedicated part-time support for information-sharing and information management. This might appear to be another back office cost. But, done well, it can make a programme hum.
- In IQANZ's experience with programmes like this, effective document management requires active and ongoing facilitation, not just technical capability. It needs
 - a good core system (the current DIA service is very suitable, as are a number of others)
 - a document coordinator who can *actively* monitor and promote the system's use, keep people informed of key changes, and solve operational problems
 - permissions and access controls (defining who can load which documents, and who can access which sections of the document system)
- As well as having a document repository, we also suggest that the programme develop a contacts and relationship database. This would allow people to share information, eg, about community groups or landowners.

Procurement and contract management need be improved

- Contract management appears weak. A number of people commented that the contracts with Beca and Landcare should have been managed more assertively.
- Procurement of services is also weak. It is natural that, in the early days of a programme like this, it 'tags onto' the procurement and support processes used within the parent organisations. Lessons from international strategic collaborations emphasise that the larger parties need to learn new 'dance steps'. They must allow the collaborations develop processes and behaviours to achieve their outcomes. (This will be a valuable learning for other MPI collaborations under government – industry agreements.)
- Two examples were brought to our attention. The contracting of soil surveillance and the exclusion of *tāngata whenua* from this process, and the provision of support services to programme staff in remote areas. The former illustrates how corporate processes can trump important programme



values. The latter may appear minor, but illustrates how processes designed for large organisations can be clumsy and expensive for 'nimble' collaborations.

- It is timely to take a step back and assess the medium-term procurement needs of the programme, and not just mimic the practices of the parent organisation.

Financial management has been poor.

- \$0.5m was effectively lost from the programme over 2009/10 and 2010/11. The business case was overly optimistic, and the allocation was not fully spent during the setup period.
- This in turn led to changes in the engagement of tāngata whenua and community information activities. Some people were tactful and commented that staffing was under pressure when this problem occurred, while others were less complimentary about financial management across the life of the programme. We were provided with inconsistent financial information during this review. It certainly appears that financial planning and reporting are light.
- A move to a multi-year allocation should remove some of the internal constraints for MPI.

The CIMS approach is no longer appropriate

- The Coordinated Incident Management System model (CIMS) is used across emergency and other services to provide a common language, approach, roles and resources for a spectrum of emergency responses. It provides a clear 'command – control – coordination' chain of command, and facilitates unambiguous and speedy responses.
- CIMS is configurable for different settings and sizes of response. MPI use a modified CIMS model for biosecurity and food standards responses. The kauri dieback modification of the MPI model is a further customisation. Some people in other agencies commented that it is has been modified to such a degree that it no longer provides a common language for people outside MPI. Specifically
 - the Kauri Dieback Programme is no longer working in response phase and decisions are not made to a control and command chain
 - planning is 'under-cooked' and the Planning and Intelligence Workstream is not resourced to undertake robust planning
 - the Logistics Workstream is also under-resourced
 - processes are not standardised across the programme (but many thought that they should be)
 - essential tools – especially a shared information and document control system – are not in place.
- There are two questions: (i) is the CIMS model appropriate and (ii) if so, how can it be implemented better? While IQANZ has no expertise in emergency response systems we suggest that the new programme manager develop a structure that meets the need of the future kauri dieback programme. The appropriateness of implementation is dealt with in other sections.

Recommendation

- R-14 That the programme manager implement an alternative to the current modified CIMS model.
- R-15 That, when reviewing the current CIMS structure, the programme manager
 - examine key roles where there is a 'key person vulnerability'
 - identify systems and tools that would help the teams collaborate more easily and reduce these vulnerabilities
 - shift the roles of the Workstream Leads from 'doers' to 'planners and facilitators'.
- R-16 That the programme manager
 - establish induction, support, review and professional development processes for programme staff
 - establish induction processes for delivery partner staff, especially line managers
 - examine the feasibility of a simple 360° assessment process for programme and selected delivery partner people.



- R-17 That the programme manager review the role of the logistics workstream lead, particularly
- recognising all the roles that the position now provides
 - restating the role as the 'manager of the systems', not the hands on delivery
 - ensuring sufficient resource for hands-on support, whether from MPI or delivery partners.
- R-18 That the logistics workstream lead scope the tools and support staff required for document management and information sharing across the programme.
- R-19 That the logistics workstream lead review the programme's mid-term procurement requirements, identify where MPI (or other delivery partner) processes do not suit it, and negotiate alternative procurement approaches.
- R-20 That the programme manager negotiate a multi-year allocation for the programme.
- R-21 That the logistics workstream lead review financial planning and reporting processes.

5 Measuring, challenging, improving and reporting performance

The terms of reference ask us to review

- "the achievement of stated goals and objectives"
- "delivery and operations"

This section addresses

- development of practical management indicators
- standardisation of selected practices
- peer review processes to recognise and 'stretch' good practice.

Strengths

- As a result of and operations workstream there is now a growing basis for compiling information on the distribution of PTA. .
- The workstreams have growing data on site risk assessments, control activities and community engagement. (While it would take time to compile it into consistent and useful information, that is nevertheless a quantum improvement since the very early years of the programme.)

Areas for improvement

Measuring programme performance might be hard – but is still essential

- It is now appropriate to compile nationally consistent *simple* management indicators. For example
 - progress in surveillance and mapping
 - completion of forest cultural health assessments
 - areas of publicly owned kauri forest with risk assessments, part control, and full control)
 - areas of private kauri forest awaiting assessment, with completed risk assessments, or with active risk plans.

Some work practices should be standardised across delivery partners

- Practices vary across the delivery partners. A 'one size fits all' approach does not work in conservation and environmental management. But certain processes should be standardised if (i) the programme is to achieve a national picture of kauri dieback and kauri dieback management, (ii) the delivery partners are to learn from each other's success, (iii) engagement with tāngata whenua is to be consistent.
- In the statement "the partnership will value and incorporate innovation, learning and continuous improvement" the Charter implies that best practice processes would be developed, successes and failures would be shared, and that technical tools and processes would be aligned.



- Guidelines have been drafted but there has been no process to endorse them. Consensus guideline development is well established in the health sector and models may be applicable to conservation and biosecurity management.

A structured approach to peer review between the delivery partners would recognise good practice, promote innovation and stretch performance.

- In 2011 the programme considered undertaking audits. Some form of structured review is necessary but we strongly recommend against a 'standard audit' approach¹².
- Instead we suggest a structured peer review programme. Formal peer review processes are well established in the health sector and take place in a culture of learning and collective improvement. This is summarised in diagram 3.

Recommendations

- R-22 That the programme manager work develop a preliminary set of performance measures for initial reporting in June 2014.
- R-23 That the programme team recommend, and Leadership Team decide, what processes should be standardised across the delivery partners.
- R-24 That the programme manager put in place a consensus process for developing and improving best practice guidelines.

6 Working in partnership with the Tāngata Whenua Roopū

The terms of reference ask us to review

- "representation of tāngata whenua perspectives"

This section addresses

- the engagement of Tāngata Whenua Roopū (TWR) in the programme
- participation of tāngata whenua in site surveillance, assessment and planning
- aligning the priorities of TWR and other Leadership Team members.

Strengths

- The TWR was established at the creation of the programme to involve tāngata whenua as active and equal participant in the programme. Between 25-30 people currently participate, and the participants have been relatively consistent. Māori determined how they wanted to engage in the programme. And they have been a partner in shaping the programme's values, priorities and actions.
- In general it is an effective communication channel between tāngata whenua throughout 'kaurilands'. As with any group, some participants and participating groups are more active than others. People interviewed (not just TWR representatives) were very positive about the capability of many groups to actively participate in surveillance, monitoring and planning in their rohe. Interestingly, TWR transcends iwi and hapū structures – but still allows full engagement of hapū and iwi when appropriate.
- TWR is credited with achieving a very high level of awareness of kauri dieback among Māori. There has been active discussion about the integration of mātauranga and research, and researchers appear to have a solid appreciation of the value of mātauranga to forest health, forest ecology and forest use. (But this *discussion* appears to be slow in turning into *action*).

¹² Power M, The Audit Explosion, Demos, 1996 This paper takes an irreverent and constructive view about the 'explosion' of audits. Despite the failure of audit regimes, as evidenced by large corporate failures, the efficacy of traditional audit is not questioned and alternatives are not considered. It suggests that audit needs to be positioned as a local and facilitative practice, rather than one that is remote and disciplinary, to enable dialogue and innovation.



Diagram 3
ONE APPROACH FOR PEER REVIEW PROGRAMME FOR KAURI DIEBACK

DEVELOPING A PEER REVIEW RAMEWORK

A group of practitioners (including TWR) would assess structured peer review models from healthcare and other sectors and identify how they might apply to this programme.

The group would then incorporate tools in use, or in development (eg, the forest cultural health indicator tool).

They would then propose review criteria and develop brief hypothetical cases to illustrate how the review questions will be framed and the evidence to answer those questions.

This would be tested in practice, and the examples circulated to a wider group for discussion and improvement.

This might take 20-40 person days.

This team would form the kernel of the peer review team.

CONTINUOUS LEARNING THROUGH STRUCTURED PEER REVIEW

Objectives:

- To progressively establish 'best practice' and learn from current practices.
- To identify improvements in resources and business processes (from the programme, and within delivery partners) that will assist kauri dieback outcomes
- To constructively challenge programme and delivery partners' approaches and targets.
- To examine how delivery partners incorporate kauri dieback approaches into generic environmental and biosecurity processes (and how kauri dieback activities can contribute to broader outcomes for responsible forest use, or control of similar pathogens)

Scope:

- Environmental and cultural assessment processes, and engagement of tangata whenua and other stakeholders in the assessment and planning process.
- The design and implementation of kauri dieback management activities relating to sites and pathways.
- Monitoring efficacy, compliance and short-term results.

Deliverables:

- Collaborative reviews that commend good practice (as it is currently understood) and identify opportunities for improvement.
- Reviews of difficult cases, or examples of activities at the 'cutting edge' of the programme.
- Examples of good (or problematic practice) that can be used for training in the delivery partners.
- Opportunities to improve the programme (as well as its application 'in the forest').
- Examples of short-term results at site / project level.

Outcomes:

- Progressive development of good practice.
- Early identification of problems areas (eg, compliance approaches) and constructive support to resolve them.
- Consistent practice across the programme – but not a one size fits all approach.
- Anecdotal examples of short-term results that can progressively inform programme-wide reporting.
- Improved capability for reviewers, as well as reviewees.

AND IMPLEMENTING IT IN PRACTICE

Once piloted, reviews would start on a voluntary basis in delivery partners.

They would choose a portfolio of say 2-4 projects or activities that represent a range of practice. Some would relate to good practices and successful results that they want to share. But they would also include challenging projects at the 'cutting edge' of the programme.

A small team – with both cultural and technical skills – would review these case studies, examine the sites, and interview stakeholders.

They would then report to the delivery agency commending good practices, and suggesting improvements.

A summary of the report would be sent to the Leadership Team identifying good practices and lessons that should be shared across the programme, and improvements to the programme.

This is likely to take 10-15 person days for preparation by the delivery partner, and about 5 days for the review team. It is helpful to have one independent reviewer who provides continuity across the programme.

When a number of reviews had been completed these could be compiled into training resources for delivery partners.



- All Leadership Team members were positive about the partnership around the leadership table. TWR representatives stated that the engagement is honest, sincere and consistent. One said “This is the most genuine relationship my iwi has had [with government] in the last 173 years”. Representatives of the delivery partners stated that involvement of the TWR added definite value to programme governance and delivery. They valued the honest, sometimes frank, discussions about difficult issues.

Areas for improvement

Should the programme adopt a community partnership model, or a contract for service model, for surveillance, planning and action?

- Tāngata whenua were consistently engaged in initial surveillance. Financial management problems and contracting arrangements resulted in a change in this practices. From one perspective, it was a pragmatic approach to a reduced budget and ensured consistent and timely delivery. From another, it signals that corporate procurement rules trump cultural values.
- The programme could adopt a model where *some* local surveillance, assessment and treatment is undertaken in partnership with tāngata whenua (and other community groups) as long-term partnerships. Or it could carry out these activities by procuring services commercial providers.
- In interviews a number of people (not just TWR representatives) talked very positively about the active involvement of many tāngata whenua in surveillance and cultural assessment activities. They openly stated that these activities were not successful in all situations, and that one approach would not work everywhere. They talked about the potential to actively engage many tāngata whenua groups in long-term surveillance. It is naïve to suggest that this is appropriate at all times, and in all areas, and that it will not require commitment from both sides.
- The partnership approach is analogous to catchment planning. There is a growing body of experience with catchment planning at large-scale level (eg, in Canterbury and Waikato) and in smaller areas (eg, through the Landcare Trust). It is not easy – because the issues aren’t easy. And it can be very successful.
- Inevitably one approach will not work in all times and in all locations, and the programme and its delivery partners will require both approaches. There will be times when a ‘western’ procurement approach is best. But they should be negotiated, not imposed.
- We suggest that the programme make a clear policy decision that a collaborative approach be used, except when there is a reason not to. We also suggest that, where these practices are in use, they be presented as case studies.
- One person pointed out that, in many rohe across Tai Tokerau, Treaty settlements are restoring land to the tāngata whenua or creating co-governance arrangements for the conservation estate. In these situations, a collaborative approach will become mandatory, so it is perhaps a question of whether the programme explicitly continues the current momentum, or is required to catch up later.

Should forest and cultural health monitoring be adopted by all delivery partners?

- The programme has developed a methodology for forest cultural health assessment that is parallel to a tool successfully used to assess the cultural health of streams, rivers, lakes and wetlands¹³. As well as informing site planning, uniform adoption would provide objective performance indicators across the programme. It would also give valuable feedback to the delivery partners.

How can TWR and delivery partners better align their agendas? And how are workstream leads and delivery partners accountable for delivering outcomes for tāngata whenua?

- A number of members of the Leadership Team (not TWR representatives) commented that, on Māori issues, time is spent discussing breaches of the past rather than solutions for the future. Everyone has said that people around the leadership table respect and trust each other, so we encourage them to voice those concerns directly. We also point out that it would be easier to focus on the

¹³ Ministry for the Environment, A Cultural Health Index for Streams and Waterways: A tool for nationwide use. February 2006



future if the programme had better planning processes, and the Leadership Team focussed more on programme governance.

- The TWR representatives bring matters to the leadership table that, in future, would be better handled at workstream level. At present they have few alternatives. In addition to our earlier recommendations on governance and strategy, we suggest that the workstream leads have explicit responsibility for engaging with TWR, for incorporating Māori perspectives into their workstreams, and for resourcing agreed activities into their work programmes. Performance plans for workstream leads should explicitly include TWR goals, and appraisals should include TWR feedback. Similarly, peer review for the delivery partners might include TWR goals, and feedback from tāngata whenua.

Coverage of TWR activities

- The Roopu has been particularly active in Tai Tokerau. Some interviewees commented that the Roopu needs to engage more in the Waikato, Hauraki and Coromandel. This has led the WRC to use informal networks to link with iwi and hapū in its region. If uncorrected, this might erode the strength of the TWR.

Recommendations

- R-25 That the Leadership Team endorse a ‘community partnership’ model, and that it be progressively adopted except where there is a valid reason not to.
- R-26 That the programme manager develop a resourced action plan to
 - summarise existing activities with tāngata whenua (and other community groups)
 - identify where partnerships with tāngata whenua (and other community groups) are appropriate
 - set out how partnerships with tāngata whenua should be progressed.
- R-27 That the delivery partners apply the Forest Cultural Health Assessment consistently across the programme, and that it be feed into programme performance measures.

7 Commissioning and using science and mātauranga

The terms of reference ask us to review

- “representation of tāngata whenua perspectives”
- “the level of science oversight and direction”
- “the level of science collaboration”
- “interaction between science users and providers”.

This review is not a technical review, and we simply assess people’s opinions and suggestions on science and mātauranga. This section addresses

- fostering mātauranga
- co-funding research
- requirements for social research
- developing a long-term research agenda
- linking research on kauri dieback with a broader research agenda, for example
 - other phytophthoras
 - other species and ecosystems
 - attitudes environmental values and behavioural responses to biosecurity measures
- the current level of confidence in knowledge.



Background

- The initial PTA business case was predicated on funding from the Marsden Fund, but this bid was unsuccessful. Despite that, research partners committed additional resources, often through the drive of individual researchers.
- The initial research effort was driven by the late Dr Ross Beever. His untimely death left a gap in the leadership of the research effort and it took a significant time for the researchers to regain collective momentum and deliver what was planned by Dr Beever.

Strengths

- Despite these problems, and reduced funding, progress is being made.
- While we still have much to discover about the PTA organism, our knowledge is improving
 - its relationship to other phytophthoras is understood, so that international experience can be applied to its control
 - detection and diagnostic methods are reliable
 - hygiene protocols have been developed and shown to be efficacious
 - one treatment method (with phosphite) is being trialled.
- The next steps for biological research might be in areas such as
 - genetic variation in kauri
 - host specificity
 - kauri forest ecology, and the expression of PTA in wild populations
 - pathways and vectors for long-distance dispersal.
- The Tāngata Whenua Roopū and research partners have worked together closely. Mātauranga is recognised alongside western science.
- The people in the Planning and Intelligence Workstream have significant research skills and they have actively contributed to the science effort – and ‘stretched’ limited funding. People consistently stated that there are close working relationships between the delivery partners and science partners. The Planning and Intelligence Workstream acts as an effective conduit between practice and research.

Areas for improvement

Accelerating and broadening the research effort

- The leadership of the research relied on the expertise and vision of the late Dr Beever. His passing left a major gap in the programme’s scientific leadership. It also led to challenges for Landcare Research (Landcare) as his successor was not adequately briefed about the programme’s expectations. The Landcare contract is significantly still behind schedule. This in turn has resulted in the programme being behind on urgent and high priority research needs. This suggests failings in both Landcare and MPI. (This also illustrates how the programme has become highly dependent on a few key people.)
- The Planning and Intelligence Workstream needs adequate resourcing if it is to successfully manage the delivery of current and new research outcomes, and undertake some research themselves.
- With limited funds, priority was given to research about the PTA organism. The Technical Advisory Group has recommended establishing a better balanced science portfolio covering the other elements of the ‘disease triangle model’ – pathogen, host and environment.

Fostering mātauranga

- There appears to be strong mutual respect between the Tāngata Whenua Roopū and science partners, and strong respect between mātauranga and western science.
- However some people said that, as the programme has developed, the research programme has become more ‘science centric’. The bicultural intent is taking time to translate into action.



- It might be timely to prepare practical case studies that demonstrate *how* tāngata whenua have *actively* engaged in measurement, assessment and problem solving in their rohe in a way that uses both science *and* traditional knowledge. Such case studies would demonstrate that mātauranga and western science are not in conflict.

Co-funding research

- The Kauri Dieback Programme has fared well from in-kind contributions from SCION, Plant and Food Research and the University of Auckland. This might not be sustainable, and it is important that the programme continue to co-fund research.
- SCION has recently received \$10m funding for phytophthora research from MBIE for 6 years. Forestry and horticulture sectors have keen interest in phytophthora research, and the Kauri Dieback Programme may need to advocate strongly if it is to get a fair share of this funding.
- It is natural that initial research efforts have focussed on immediate questions and short-term actions. It is essential that mid-term problem-oriented research be supported by adequate long-term funding for basic research.

Beefing up social research

- There has been no social research to date. Some people interviewed stated that it is imperative to understand people's attitudes to the environment and how they can be encouraged to comply with control measures.
- Evaluations of the Didymo Programme might be useful to the Kauri Dieback Programme.

Linking PTA research with a broader research agenda – and accessing a wider funding pool

- Improved capability in PTA management will assist the management of other phytophthoras and similar pathogens, which in turn will benefit forestry, agriculture and horticulture. Improved understanding of people's behaviour will inform other aspects of conservation and biosecurity management. And better understanding of kauri forest ecology will inform our broader knowledge of ecological management.
- There may be an opportunity to 'sell' the value of this research beyond kauri dieback. This may help secure long-term funding and build wider science capability.

Clearly communicating confidence and uncertainty

- During this review we had difficulty understanding the level of uncertainty about PTA, its effect on kauri and ecosystems, its transmission and control. Some experts expressed a high level of confidence in PTA diagnostic reliability, the meaningfulness of surveillance data, the efficacy of hygiene measures, and (once trials are complete) the usefulness of phosphite to treat infected trees. They were quite optimistic about current knowledge and the 'do-ability' of the programme. Others were much more cautious.
- If we were confused, managers and decision-makers could be as well. And this could undermine funding bids to central government, or delay action planning within delivery partners. It would be misleading and dishonest to overstate the programme's confidence in science and surveillance data. And it would be alarmist to overstress the uncertainty. At present people are left to draw their own conclusions on some complex technical matters.
- We suggest that the technical advisory group develop a consensus statement to
 - summarise matters where the programme can have reasonable confidence
 - identify matters where there some uncertainty but a working assumption is necessary for short term planning
 - recommend actions to resolve important uncertainties and test those working assumptions
 - set out any caveats or risks with the consensus statement
 - produce agreed 'key messages' that programme staff then use consistently.



Communicating science and mātauranga

- There is a close working relationship between scientists and delivery partners. Many staff in the delivery organisations trained and worked as scientists, and there is an enthusiastic working relationship between them and the science partners.
- One person (a scientist) suggested that their work might have even wider impact if it were communicated to environmental groups in the community. (TWR already hold workshops on science and mātauranga.) He notes that in some areas community volunteers maintain hygiene stations, for example, and pointed out that in some Australian phytophthora programmes, environmental groups successfully contribute to surveillance, hygiene and treatment activities.
- The programme should assess that proposal. Science communication is relatively inexpensive, would promote community action, and would certainly strengthen advocacy for the programme. (Communications about mātauranga in action would also be useful to dispel perceptions that it's 'woolly' or 'too hard'¹⁴.)

Recommendations

- R-28 That the programme manager develop a science and mātauranga plan that includes
- short and mid-term 'problem focused' biological and social research
 - long-term research problems
 - co-funding arrangements with science partners
 - relationship management arrangements with the SCION phytophthora research programme
 - examples of mātauranga and science working together, whether in research or operations workstreams
 - a balance on biological and social research.
- R-29 That the Programme Chair lobby for long-term funding to allow fundamental long-term research as well as mid-term problem solving research.
- R-30 That the Technical Advisory Group be asked to produce a consensus statement on
- matters where the programme can have reasonable confidence
 - working assumptions necessary for short term planning (and actions to test and refine those assumptions)
- and produce technical key messages that all programme participants would use.
- R-31 That the Programme Chair, with the technical advisory group, develop a structured peer review programme.
- R-32 That the programme manager, with the Technical Advisory Group, develop (and maintain) science communications resources to inform stakeholders and advocate for the programme.

8 Stakeholder engagement, communications and behaviour change

The terms of reference are silent on communications, stakeholder engagement and behaviour change. Nevertheless this section addresses

- learning lessons from the didymo programme (what works and what resources are required)
- stepping up engagement with landowners.

Strengths

- There is very active engagement with a wide range of stakeholders groups. This is led by Communications and Behaviour Change Workstream, and there is very active input from NRC, AC and WRC. A range of communications collateral has been produced. Their approach is to disseminate information on kauri dieback through these groups. People were highly complementary

¹⁴ Ngā Pae o te Māramatanga produces some practical and compelling examples of mātauranga in action. See <http://www.maramatanga.co.nz/research>.



about these peoples' energy and productivity. They were particularly positive about the energy and effectiveness of the workstream lead.

- The Tāngata Whenua Roopū has very active engagement with iwi and hapū throughout most of 'kaurilands'.
- Tourist operators have a high level of awareness of kauri dieback and actively educate their customers.
- A number of people were enthusiastic about the high levels of awareness in rural Māori communities and West Auckland.

Areas for improvement

The programme needs to engage more with forestry and farming sectors to plan cooperative approaches to PTA management on private land

- Because the initial focus for the programme was on containing PTA in publicly owned land it was natural that the communications were targeted to the public. Some people commented that it is now time to engage with farming and forestry sectors (eg, Federated Farmers and the Forest Owners Association) to discuss the management of PTA on private land.

The programme needs to understand more about people's behaviour and compliance

- Unfortunately it's not enough to tell people about PTA, and the need to clean their boots. It will be necessary to have a much more detailed understanding about who uses kauri forests, and what motivates them to comply with restrictions and hygiene measures.

The programme's communications activities and results should be compared with the didymo programme

- Some people commented on the differences in funding for the didymo and kauri dieback programmes, and on the aggressive advertising and media management for didymo. It could be timely to compare the communications and community engagement between the two programmes and identify learnings. This comparison might yield interesting information about the impact of advertising on people's behaviour. It might also test the current funding levels for kauri dieback communications and community engagement.
- The communications budget is modest. The financial report for 2012/13 records a budget of just \$22,000 for communications and advertising (and spend of \$12,000). The workstream lead salary is additional to this, and Auckland Council and NRC have undertaken additional communications. But by any standard this is meagre.

Recommendations

- R-33 That the programme manager compare the current communication and behaviour change programme (goals, activities, budgets and results) with
- the Didymo 'check – clean – dry' programme
 - communication aspects of Australian dieback programmes.
- R-34 That the programme manager and workstream lead review the engagement and behaviour programme
- analysis of stakeholder groups
 - communication methods (including advertising)
 - what should be led by the programme and what should be integrated into by regional councils and DoC communications and engagement
 - social research and evaluation.



9 Resourcing the programme

The terms of reference ask us to review

- “the funding that has been applied to the programme and how it has been managed”
- “sources of funding, including non-charter resources”
- “efficiency of resource use”

This section briefly addresses

- forward planning of resource requirements
- opportunities to ‘stretch’ and augment resources.

The terms of reference exclude the cost share arrangements between the delivery partners.

Strengths

- In 2009 the Leadership Team had to make an early call on the feasibility of the programme and the funding required. Government responded positively by providing all the funding requested.
- The programme has achieved a huge amount with its allocated resources. The regional councils and DoC are contributing resources in kind, greater than the levels anticipated in the Charter. Research partners have ‘stretched’ the programmes modest research funding to produce creditable results.

Areas for improvement

Long-term commitment

- A number of people commented that MAF / MPI had, on occasions, been equivocal in its support for the programme. For example, the chairmanship of the Leadership Team had changed, key staff were sometimes co-opted onto other biosecurity responses, and the development of the business case for the next phase was deprioritised about 12 months ago.
- Long-term programmes cannot succeed with stop-start financing and staffing.
- It is imperative that MPI – and other delivery partners – commit realistic funding and staff for the programme.

Strengthen forward planning and budgeting

- The programme has worked with the budget allocated by MPI, and has not regularly evaluated future needs and resources. MPI started to prepare a business case for funding for 2014-19. We were informed by a number of people that this was de-prioritised by senior managers. This was unfortunate. The new business case is being developed under pressure.
- There may be insufficient time to properly plan the next tranche of the programme. We suggest that the business case should be for a shorter time (say 2 years) or allow for a supplementary case after thorough planning.

Benchmark the programme against other dieback programmes in Australia, North America and Europe

- It might be useful to compare this programme with similar ones overseas. As well as providing information on comparative costs, this exercise might also provide lessons on the scope of the programmes, approaches to control and engagement, and successes and failures.

Recommendations

- R-35 That MPI management ring-fence the people allocated to this programme.
- R-36 That the programme manager benchmark the current programme against overseas programmes to
- identify successful approaches (phytophthora control and stakeholder engagement)
 - understand the time taken to institute long-term management measures
 - compare funding levels.



10 Establishing new partnerships

The terms of reference ask us to review

- “sources of funding, including non-charter resources”

This section briefly addresses

- opportunities to seek additional funding from philanthropic trusts and commercial sponsors
- partnerships to support implementation.

We have not interviewed or gathered information from people outside the programme and are only able to report on comments and suggestions from the people interviewed.

Opportunities

Philanthropic funding and commercial sponsorship

- The Leadership Team has reflected on the success of trusts funded by philanthropic trusts or commercial sponsors. Information on funding levels, conditions and ‘acquisition costs’ is not readily available. We note that the BNZ ‘Kiwis for Kiwis’ campaign gathers about \$260,000 (presumably net) each year. This suggests that corporate funding is unlikely to meet a significant portion of the programme’s funding requirements but it might be able to fund selected activities, for example, promoting community involvement in PTA control.
- It might be useful for the Leadership Team to liaise with Philanthropy New Zealand, a coordinating body that represents a number of groups like the Todd Foundation and the ASB Trust.
- The greatest added value from trusts is possibly from the voluntary effort they mobilise, not their funding per se. For example, Project Crimson has spurred huge activity planting pohutukawa and rata, and killing possums. Its financial statements capture just a small part of this value.
- Soliciting (and then maintaining) alternative funding can be very time consuming. Given the other priorities for the programme we suggest that this should not be given high priority in the next 12 months unless, of course, the programme is approached by potential funders, or those trusts are a means for getting further community participation.

Synergies with QE2 Trust, Nga Whenua Rahui, and the Landcare Trust

- The QE2 Trust and Nga Whenua Rahui (NWR) provide assistance to landowners wanting to protect sections of their land for conservation purposes, for example, for fencing. This could be a useful adjunct to PTA site management measures on private land. We note that NRC has already compiled a directory of organisations providing funding for community and private conservation activities. The programme needs to be very clear about the specific benefits it is seeking from a partnership with QE2 or NWR. This directory might be sufficient.
- The Landcare Trust supports a wide range of community-based projects. It acts as a broker by helping communities plan projects; applying for funding from DoC, MPI, MfE, and other funders; and then providing ongoing support in collaborative planning and environmental remediation. It has significant expertise in collaborative catchment planning.
- The Landcare Trust and WWF-NZ are collaborating through the Reconnecting Northland project restore natural processes and ecosystems across the whole region, and in doing so, building the environmental, social, cultural and economic resilience of the region. Reconnecting Northland is funded by the Tindall Foundation.

Recommendations

- R-37 That the Leadership Team explore opportunities to build partnerships with philanthropic and commercial organisations as a means of building advocacy for the kauri dieback campaign and mobilising community participation in the programme.
- R-38 That the Leadership Team note that partnerships with philanthropic and commercial organisations are unlikely to form a significant funding source.



Taking action

The programme can succeed – but needs stronger systems, secure long-term funding, and commitment from all the Charter signatories

The programme is achieving good results with its current resources. People have focussed on 'just getting things done' and it is now time to build strong systems and make long-term investments.

A number of changes are required:

- **Leadership:-** MPI needs to step up to its role as leader of New Zealand's biosecurity system. Similarly, the Leadership Team needs to start leading and get out of the operational management.
- **Better planning, simpler systems, and stronger management:** Implementation of these recommendations will take the programme manager up to 2 to 3 years. This will require strong programme and people management skills.
- **Improving practice and stretching performance:** People rarely enjoy standardising systems, so some 'carrots' are required along with 'sticks'. Peer review processes, correctly implemented, could make this a positive and learning process for them.
- **A toolkit for the containment of PTA on private land:** Managing PTA on private land must be a priority. This will need a wider range of supports and incentives, practical regulations, enforceable sanctions and regional council resourcing. And a National Pest Management Strategy.
- **Tangata whenua and community participation:** TWR has created a strong platform for the active involvement of Māori in decision making and delivery. Overseas models also demonstrate the benefits of community involvement in programme delivery.
- **Knowledge:** Research and reliable information is vital. This needs long-term funding.
- **Resourcing:** One of the key communications messages for the programme states 'We need to be planning for 50 years, 100 years from now.' It's hard to do this without long-term funding security.
- **Advocacy:** The programme needs to be a stronger advocate amongst stakeholders, to urge people to use kauri forests responsibly, to support landowners to make hard decisions, and to encourage community participation in surveillance, protection and control activities.

The pressures on the team, programme manager, Leadership Team and Charter Signatories will be demanding. This level of change won't be easy or smooth. Regular 'health checks' would be helpful to recognise achievements and encourage ongoing development.

Recommendation

- R-39** That the Leadership Team commissions further independent reviews, say, annually.



Summary of Recommendations

<i>Responsibility</i>	<i>Recommendation</i>
MPI management	R-1 That MPI <ul style="list-style-type: none"> - endorse its leadership role in PTA management, as set out in the Pest Management National Plan of Action - prepare a national or pan-regional pest management strategy for PTA.
Charter signatories	R-2 That the Charter signatories confirm that the programme should operate as a strategic collaboration where the participating organisations and the programme have collective accountability for results (rather than the current 'shared services' arrangement).
Charter signatories	R-3 That the Charter signatories determine the decision-roles and accountabilities of the programme and the delivery partners.
Leadership Team	R-4 That the Leadership Team focus on strategic issues and its governance role and, to assist this, coopt an independent member to keep the focus on strategy and to facilitate challenging discussions.
MPI management	R-5 That MPI management, in consultation with the Leadership Team, review the role and resourcing of programme chair, specifically <ul style="list-style-type: none"> - the 'outward facing' and advocacy elements of the role - the special skills required - succession planning for backup and smooth transitions - the time required for the role - 360° review processes and criteria.
Programme Chair	R6 That the programme chair review the role of the programme manager, specifically <ul style="list-style-type: none"> - the high level of people and programme management skills - backup and succession planning - the location for the role.
MPI management	R7 That MPI management fund the position of programme as a full-time, ring-fenced role.
MPI management	R8 That MPI management locate the core programme team in Auckland or Northland.
Programme Manager	R-9 That the programme manager establish a planning framework <ul style="list-style-type: none"> - a mid-term outlook (addressing the future 5 – 10 years) that is updated as the programme evolves (but no less than 3 yearly - annual programme plans (covering targets for the whole programme, including plans and contributions from the delivery partners) - annual work schedules for the workstreams



Responsibility	Recommendation
Leadership Team	R-10 That the Leadership Team forward annual plans and reports to Charter signatories, the Ministers of Primary Industries and Conservation, the Biosecurity Ministerial Advisory Committee and Parliamentary Commissioner for the Environment.
Programme Manager	R-11 That the programme manager establish a dedicated and well-resourced planning team, with at least a full time workstream leader.
Programme Manager	R-12 That the programme manager <ul style="list-style-type: none"> - develop an explicit (and simple) risk management framework - hold a risk workshop to agree strategic risks and opportunities, and identify the work needed to clarify and quantify those risks and opportunities - progressively develop a longer term approach to risk and investment management.
Programme Manager	R-13 That the programme manager institute a planned series of reviews and planning sessions to improve coordination between workstreams and allow the workstream leaders to become more involved in programme decisions.
Programme Manager	R-14 That the programme manager implement an alternative to the current modified CIMS model.
Programme Manager	R-15 That, when reviewing the current CIMS structure, the programme manager <ul style="list-style-type: none"> - examine key roles where there is a 'key person vulnerability' - identify systems and tools that would help the teams collaborate more easily and reduce these vulnerabilities - shift the roles of the Workstream Leads from 'doers' to 'planners and facilitators'.
Programme Manager	R-16 That the programme manager <ul style="list-style-type: none"> - establish induction, support, review and professional development processes for programme staff - establish induction processes for delivery partner staff, especially line managers - examine the feasibility of a simple 360° assessment process for programme and selected delivery partner people.
Programme Manager	R-17 That the programme manager review the role of the Logistics Workstream Lead, particularly <ul style="list-style-type: none"> - recognising all the roles that the position now provides - restating the role as the 'manager of the systems', not the hands on delivery - ensuring sufficient resource for hands-on support, whether from MPI or delivery partners.



Responsibility	Recommendation
Logistics workstream lead	R-18 That the Logistics Workstream Lead scope the tools and support staff required for document management and information sharing across the programme.
Logistics workstream lead	R-19 That the Logistics Workstream Lead review the programme's mid-term procurement requirements, identify where MPI (or other delivery partner) processes do not suit it, and negotiate alternative procurement approaches.
Programme manager	R-20 That the programme manager negotiate a multi-year allocation for the kauri dieback Programme.
Logistics workstream lead	R-21 That the logistics workstream lead review financial planning and reporting processes.
Programme Manager	R-22 That the programme manager work develop a preliminary set of performance measures for initial reporting in June 2014.
Programme Manager	R-23 That the programme team recommend, and leadership team decide, what processes should be standardised across the delivery partners.
Programme Manager	R-24 That the programme manager put in place a consensus process for developing and improving best practice guidelines.
Leadership Team	R-25 That the Leadership Team endorse a 'community partnership' model, and that it be progressively adopted except where there is a valid reason not to.
Programme Manager	R-26 That the programme manager develop a resourced action plan to <ul style="list-style-type: none"> - summarise existing activities with tāngata whenua (and other community groups) - identify where partnerships with tāngata whenua (and other community groups) are appropriate - set out how partnerships with tāngata whenua should be progressed.
Delivery partners	R-27 That the programme partners apply the Forest Cultural Health Assessment across the programme, and that inform programme performance measures.



Responsibility	Recommendation
Programme Manager	<p>R-28 That the programme manager develop a science and mātauranga plan that includes</p> <ul style="list-style-type: none"> - short and mid-term 'problem focused' biological and social research - long-term research problems - co-funding arrangements with science partners - relationship management arrangements with the SCION phytophthora research programme - examples of mātauranga and science working together, whether in research or operations workstreams - a balance on biological and social research.
Programme Chair	<p>R-29 That the programme chair lobby for long-term funding to allow fundamental long-term research as well as mid-term problem solving research.</p>
Technical Advisory Group	<p>R-30 That the technical advisory group be asked to produce a consensus statement on</p> <ul style="list-style-type: none"> - matters where the programme can have reasonable confidence - working assumptions necessary for short term planning (and actions to test and refine those assumptions) - and produce technical key messages that all programme participants would use.
Programme Chair	<p>R-31 That the programme chair, with the technical advisory group, develop a structured peer review programme.</p>
Programme Manager	<p>R-32 That the programme manager, with the technical advisory group, develop (and maintain) science communications resources to inform stakeholders and advocate for the programme.</p>
Programme Manager	<p>R-33 That the programme manager benchmark the current communication programme (goals, activities, budgets and results) with</p> <ul style="list-style-type: none"> - the Didymo 'check – clean – dry' programme - communication aspects of Australian dieback programmes.
Programme Manager	<p>R-34 That the programme manager and workstream lead review the community engagement and behaviour programme</p> <ul style="list-style-type: none"> - analysis of stakeholder groups - engagement methods and responsibilities (especially what should be led by the programme and done by regional councils and DoC staff) - communication methods (including advertising) - evaluation and social research - budget.
MPI management	<p>R-35 That MPI management ring-fence the people allocated to this programme.</p>



Responsibility	Recommendation
Programme Manager	R-36 That the programme manager benchmark the current programme against overseas programmes to <ul style="list-style-type: none">- identify successful approaches (phytophthora control and stakeholder engagement)- understand the time taken to institute long-term management measures- compare funding levels.
Leadership Team	R-37 That the Leadership Team explore opportunities to build partnerships with philanthropic and commercial organisations as a means of building advocacy for the kauri dieback campaign and mobilising community participation in the programme.
Charter Signatories	R-38 That the Leadership Team note that partnerships with philanthropic and commercial organisations are unlikely to form a significant funding source.
Leadership Team	R-39 That the Leadership Team commissions further independent reviews, say, annually.