

Tikanga-led Impact Investment

02



Understanding
connections

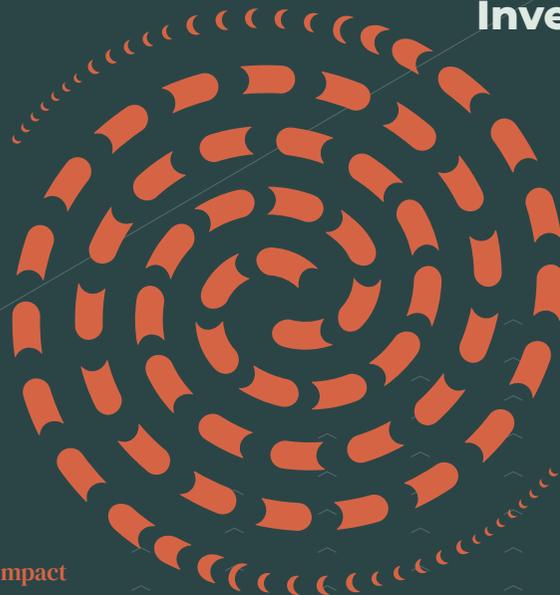


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Moving closer to a Māori world view



Tikanga-led Impact Investment



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Creating a culture of impact

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Understanding connections

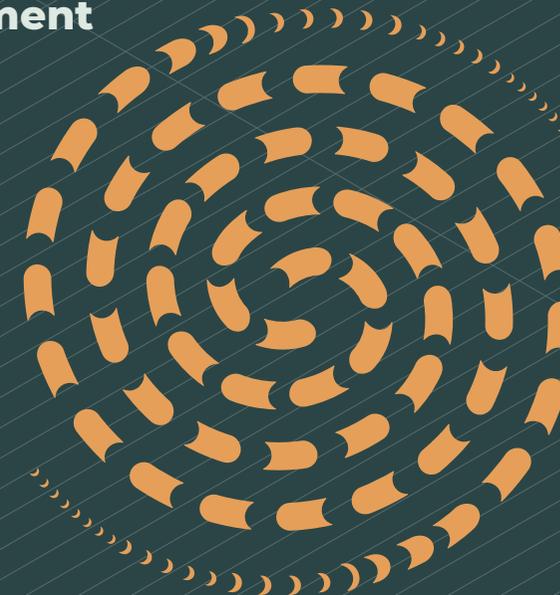


We acknowledge the significant role of Taitokerau Iwi (that own Amokura Iwi Consortium Ltd) and Te Pai Roa Tika o Te Taitokerau in providing a rich learning environment for these guides to be developed and shared. In recognition of that whakapapa, we have used the word tikanga throughout this document as they understand and apply it, knowing that other Iwi would use the word kaupapa.

Each Iwi holds their mana to decide what works for them.

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03

Delivering on your vision



Each one of these four guides is designed to give an overview of one aspect of tikanga-led impact investment. Together, they provide a complete picture.

Ko te pae tahiti
whāia kia tata;
Ko te pae tata,
whakamauia kia tina



Seek out the
distant horizons
and cherish those
you attain

Working toward a tikanga vision of the future

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Tikanga upholds the symbiotic regenerative relationship between humanity and the environment. Working within a tikanga-led framework uses Māori systems thinking for determining where you are going, and how you want to get there.

When you prioritize outcomes according to your own values and principles, you set yourself up to identify the actions you can take now, and areas for action in the future. In a contemporary investment context, the focus shifts away from silo-ed, binary, limited decision making to systems level, intergenerational, regenerative impact.



*What are we aiming for?
What is our definition of good?*



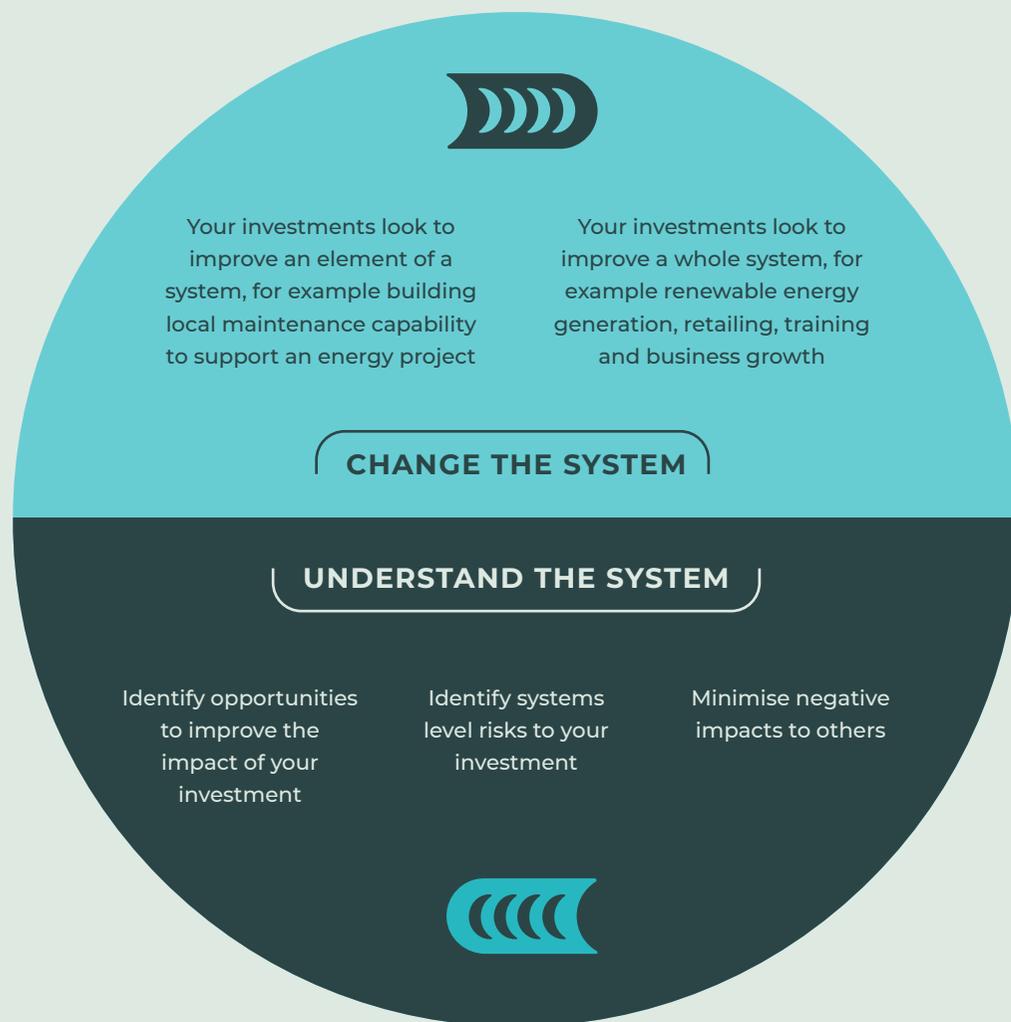
A set of high-level outcomes can be beneficial at multiple levels for your organisation.

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It can clarify your intentions, lift the level of your ambition, unify everyone around a common purpose and guide your investments to where they can deliver the most value.

Regardless of whether your intention is to incrementally improve, or radically change, outcomes for the planet and your people, it is critical that you start at the top. What are we aiming for? What is our definition of good?

Once you have this, it is important to bring it down to a level that can directly guide where you invest and how you invest.



Define your version of “good”

Creating a robust version of what your “good” looks like is worth spending time on, if you don’t already have one. The investment in time is paid back many times over through the organisational focus it provides.

When you include different voices crucial to your purpose and organisation, for example whanau, hapu, iwi, rangatahi, the board; the outcomes you identify will resonate and will reflect them. Understand what your people really value and need. Be clear about what your organisation brings to the table. Think about where you can effect meaningful change.

Things to consider



Your level of ambition:

Don't be afraid to go big, even if it is simply to frame the small steps you are proposing to take now. One way to consider the level of ambition is to ask are we looking to change the system or simply understand the system?



Timing: Short term, medium term and longer term. What is most urgent? What needs to take time?



Relative priorities: What focus areas are likely to have a positive influence across many other areas? For example, the refurbishment of sub-standard housing leads to a broad range of positive outcomes. Is there a logical sequence of where to invest first? Are there areas that are currently stopping others from coming forward, for example lack of skills?



Ask yourself how much value do you, collectively, place on each outcome?

This can be as simple as getting a group together to give each a 1 to 10 weighting and coming up with a manageable set.

Connect your high-level outcomes to your investment decision making



Sometimes the most obvious investments and interventions are not the ones that will get you where you want to go in the long term.



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If you don't add some specificity under the high level, aspirational outcomes there is little to guide decision making. The risk is that most investments and activities considered will “tick some of the boxes” and won't help with prioritising precious resources.

Once you have established priorities, identify what influences these outcomes and where there are interdependencies. Reflect on evidence and your own experience. This helps inform your understanding of root causes, and where your investment is most likely to generate high social, environmental, cultural and economic returns.

Taking a deliberate process of weighting outcomes will provide better direction on where to invest.

Take some time to understand which short and medium term actions create the right conditions for meaningful long term change. Work backwards from where you want to end up and set goals based on what you can influence and achieve with your investments at different stages. This will help identify opportunities and interventions that create virtuous cycles.

TIP

Don't over think it or over-engineer the weightings – use your intuition and be guided by experience, values and evidence. Do it a couple of times and let it evolve with the discussion.

A tikanga framework needs to inform best practice within your organisation.

Your challenge is to translate the framework into tangible actions, aligned culture and decision making at every level – from the vision to your front-lines investment decisions.



WHAT DOES SUCCESS LOOK LIKE THROUGH A MĀORI LENS?

- › Talk about what are the 'ends' you want to get to?
- › What are the values and principles you want to turn into behaviours?
- › What does research, experience, conversations and historical context tell you?



PRIORITISE

- › Assign relative importance and weighting to each outcome – why? It's not to add complexity, it's to make things workable and guide decisions
- › Understand connections and interdependencies – think about what conditions need to exist to turn your values and principles into behaviours (the means)



WORK BACKWARDS, LOOKING AT DIFFERENT TIMEFRAMES

- › Identify where you want to be in 500, 100, 10, 5 years
- › Backcast and map how different actions could contribute to outcomes, and virtuous cycles, at different time intervals

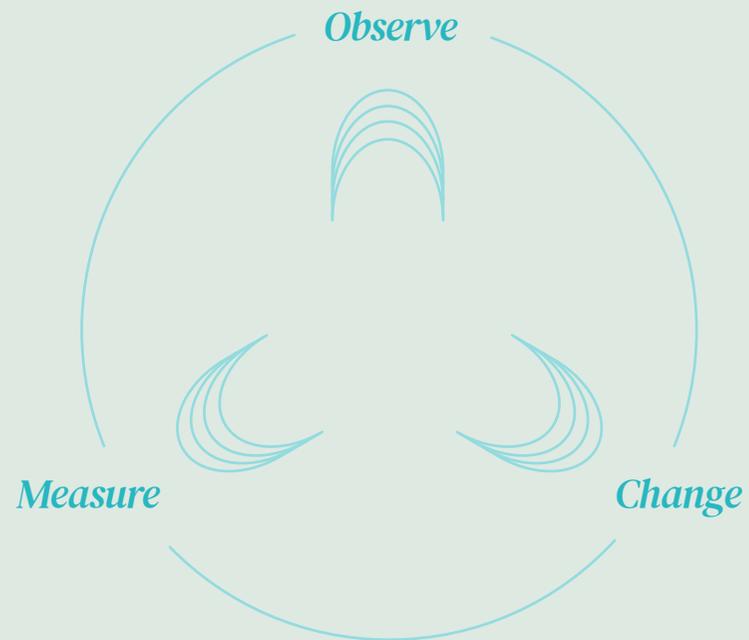


VALIDATE YOUR THEORY AND PRIORITIES

- › Talk to experts
- › Seek guidance from your people
- › Consult evidence and research



Create the structure to observe, measure and change



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One crucial way of ensuring your tikanga framework connects and guides investment decision making is impact management. This approach is explained in some detail in Guide 4: 'Creating a Culture of Impact' – but it starts here.

Start to identify the measures of progress and success that will be used to:

- › guide the identification of priority activities and investment areas
- › help ensure that the entity or project is 'impact ready' as well as 'investment ready'
- › monitor how the entity or project is tracking on delivering the impact, in case changes need to be made
- › report progress to key stakeholders, including impact investors

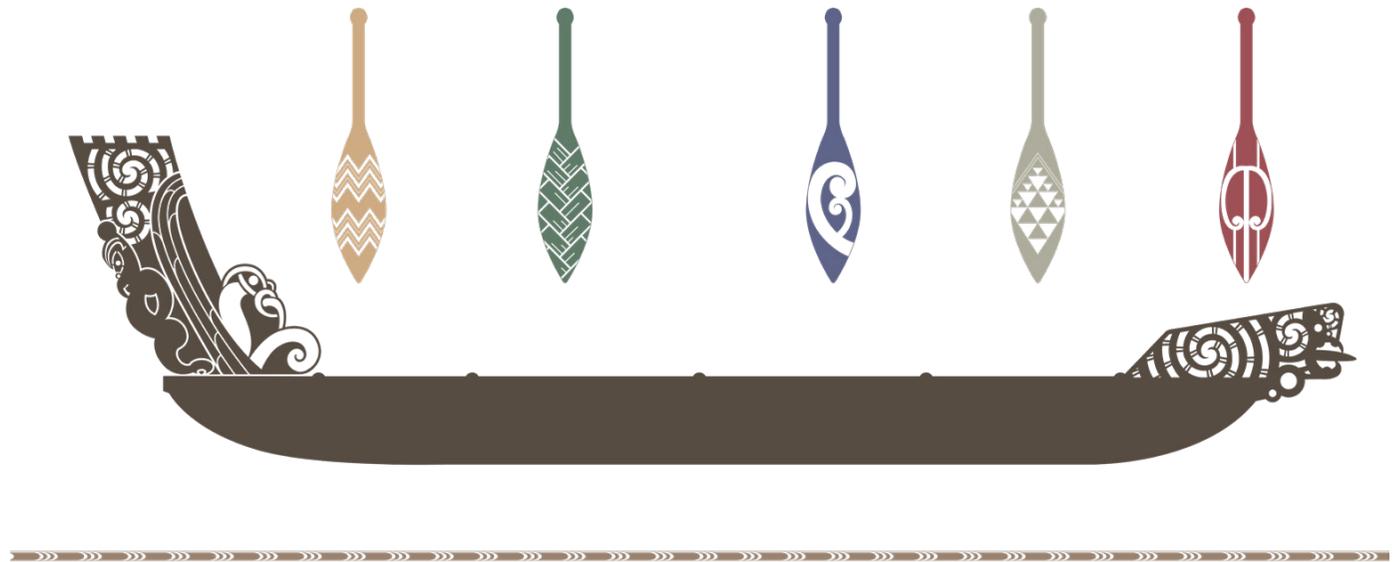
As part of this you will need to put in place mechanisms to observe and understand how things are interconnected and how they evolve over time. What data currently exists and where is there a need to collect more?

EXAMPLE: WAKATŪ INCORPORATION

The Hoes ki te Pae Tawhiti framework was created by Wakatū over a 10-year period to support the implementation of Te Pae Tawhiti, the organisation's 500 year intergenerational strategy. Te Pae Tawhiti was developed by the owners and whānau of Wakatū via a series of engagement hui and wānanga, held over 2 years, throughout Aotearoa. The strategy is unique to the whānau and hapū of Wakatū and reflects their particular tikanga, legacy and aspirations for the future. The strategic work was overseen by the Wakatū Board - but it was led by rangatahi, and in particular the group referred to within Wakatū as "Te Hunga Panuku", those rangatahi and taura who form part of the succession planning and capability programmes run by Wakatū to ensure their whānau are well-equipped to govern and manage the organisation into the future. The Hoes framework, depicted here, is one example of how entities might seek to operationalise long-term plans. In this case, the framework was developed by the whānau themselves, taking into account their particular aspirations. This is not a "one size fits all approach". It required an investment of considerable time, planning and engagement across different parts of the whānau to develop a robust and durable framework, as well as strong leadership to bring the work to fruition, ensuring it is now embedded at all levels of Wakatū through its annual business planning process.

HOEA KI TE PAE TAWHITI OUR INTERGENERATIONAL OUTCOMES

Hoes Ki Te Pae Tawhiti describes the paddles (enablers) to achieve our intergenerational goals. These hoe (paddles) set five outcomes with which we measure our performance and progress towards achieving the objectives outlined in Te Pae Tawhiti.



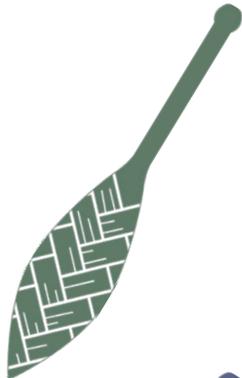
EXAMPLE: WAKATŪ INCORPORATION



PAPA WHENUA

Ki a tātou, he taonga kāmeheheha te whenua, he mea tuku iho nā ō tātou mātua tūpuna. Kua riro mā tātou tonu e tāwharau, e whakatupu, e whakaū hoki kia kore ai e ngaro. Mā te pēnei e noho aweawe nei tātou i te takiwā nei.

Land is a precious taonga passed onto us by our tūpuna. We are responsible for protecting it, growing it, and ensuring that it is never lost. As one of the largest land owners in our region, we will shape and influence its future direction.



TAIAO

E ū pai ana tātou ki ā tātou tikanga, e āta hāpai ana i tō tātou kaitiakitanga, hei taute i ngā tino puna ora o ō tātou whenua, me ō tātou wai.

We hold fast to our customs and practices of kaitiakitanga, nurturing the life-sustaining forces of our land, water, and sea.



WHĀNAU

E tuia ana tātou ki ā tātou kōrero onamata, me tā tātou kaupapa o anamata. E manawanui ana tātou ki te kawē tonu, ki te kōkiri tonu i ngā taonga kua tukuna mai e ō tātou tūpuna, me te whai wāhi mai o tangata kē ki tō tātou haerenga.

We are connected to our history and purpose. With open hearts and minds we carry forward the legacy of our tūpuna, creating the space for others to join and contribute to the journey.



PŪTEA

E āta taurima ana tātou i ā tātou rawa, me te āta whakatupu hoki, kia taea tonuhia ai te tautīnei i ā tātou taonga tuku iho, me te whakatutuki hoki i ngā wawata o tō tātou whānau.

We are careful in safeguarding and growing our resources so that we are able to sustain our legacy and achieve the aspirations of our whānau.



NGĀKAU HIHIKO

Ahakoā te tawhiti o te pae e whāia ana e tātou, he kaha, he whitawhita, he māia hoki tā tātou hiki i te hoe, e mau tonu ai te mana o ō tātou tūpuna, e rangatira ai, e angitū ai ō rātou uri, haere ake nei.

We bring strength, energy, and courage to our journey that stretches beyond the horizon. We paddle forward in our waka in a way that enhances the mana of our tūpuna, exploring new opportunities and achieving new levels of success.

<https://www.wakatu.org/te-pae-tawhiti>

EXAMPLE: HE TANGATA, HE WHENUA, HE ORANGA

In 2015 the Te Taitokerau Iwi Chief Executive Forum, an alliance of seven Te Taitokerau Iwi, commissioned He Tangata, He Whenua, He Oranga: An economic growth strategy for the Taitokerau Māori economy. They undertook this strategy to ensure Māori economic development conversations in the region were led by what was important to Taitokerau Māori – and would enable them to thrive as Māori.

TIKANGA PLATFORM

Tikanga Matters



He Tangata, He Whenua, He Oranga is premised on a hierarchy of tikanga principles and values to achieve long run economic prosperity.

Uppermost is the sanctity of life because of its divine origins. Thus the obligation to uphold the mana and wellbeing of people and the life supporting capacity of Papatuanuku in perpetuity is non-negotiable.

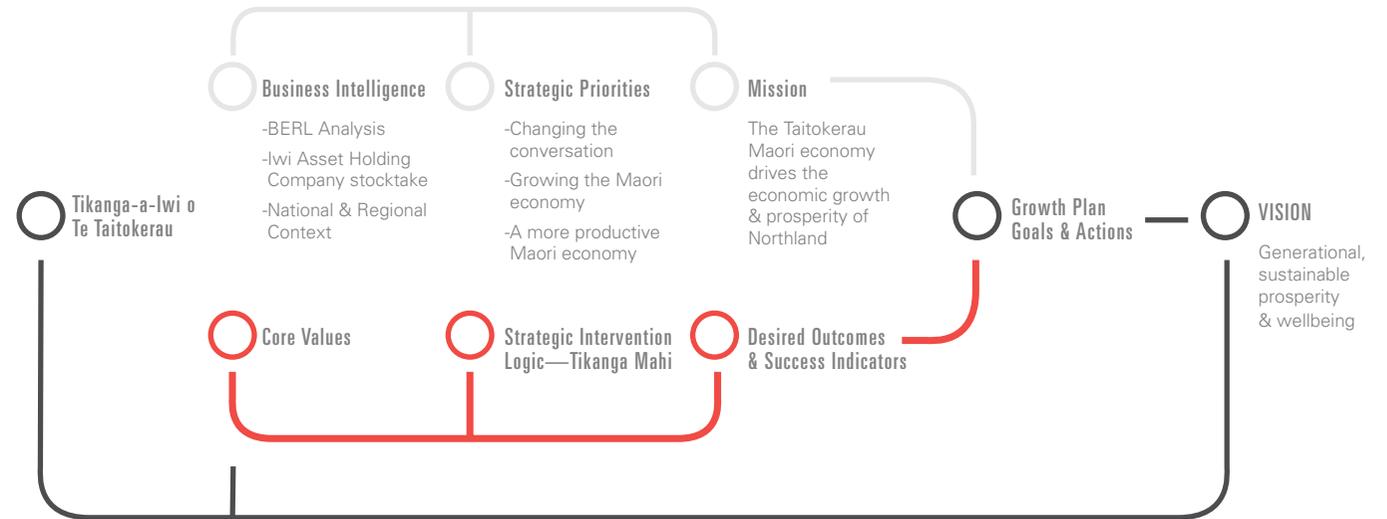
These sacred obligations shape the purpose of Māori economic endeavour; generational and sustainable economic wellbeing i.e. he oranga.

Tikanga tapu sets out the values that govern conduct. Tikanga mahi as defined in the table are the elements of Māori best practice that will be used to drive the execution of the strategy.

This tikanga template is a cultural lens and an interwoven whariki of values, principles and practices that form the fabric for He Tangata, He Whenua, He Oranga

**EXAMPLE: HE TANGATA,
HE WHENUA, HE ORANGA**

A dual approach



The above diagram shows the dual approach that was taken incorporating tikanga as the basis for the vision, values and strategic intervention logic; and then applying business intelligence to generate the strategic priorities, mission, goals and actions aligned to the strategic interventions in pursuit of achieving the vision.

The other guides in this series



01

GUIDE 1: MOVING CLOSER TO A MĀORI WORLD VIEW

The world of finance is moving closer to a Māori worldview. This presents significant opportunity for Māori and Iwi organisations, to access cheaper, more enduring, values-aligned capital and resources to help your ventures realize success, by your own definition.



03

GUIDE 3: DELIVERING ON YOUR VISION

Once you are clear about your level of ambition and where you want to go, it's important to take the time to develop shared understanding with the people who will get you there.

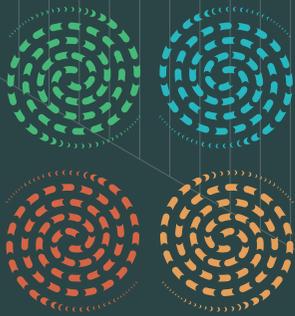
As with any strategy, you have greater likelihood of success if you are intentional about designing your organisation to deliver the behaviours and results that are aligned to your vision and values.



04

GUIDE 4: CREATING A CULTURE OF IMPACT

Investors, owners and project teams want to know how investments and activities are having the intended effects that will lead to the outcomes sought. Through transparency, balance and curiosity about what's actually happening through your investments, you gain the strategic insight needed to increase the value they generate.



Tikanga-led Impact Investment

Prepared in partnership with New Zealand Trade and Enterprise by:

- › Rangimarie Price
- › Jo Kelly
- › Ian Short

THE **CONNECTIVE**

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The insights in this set of four guides to Tikanga-led Impact Investment are prepared by The Connective, drawing from the work of Māori organisations, philanthropists and fund managers in Aotearoa New Zealand, and the global community of impact investing practitioners.

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- › Amokura Iwi Consortium
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- › He Tangata, He Whenua, He Oranga
- › Temuera Hall, Tahito
- › Te Puoho Katene, NZTE
- › Jamie Newth, Soul Capital
- › Wakatū Incorporation
- › Johnson McKay, Fly

As well as the publications and initiatives referenced in these guides:

- › [Global Impact Investor Network \(GIIN\)](#)
- › [He Ara Waiora /A Pathway Towards Wellbeing](#)
- › [Global Reporting Initiative](#)
- › [Impact Management Project](#)
- › [Impact Investor Insights Aotearoa New Zealand 2019](#)
- › [IFC's Operating Principles for Impact Management](#)
- › [IRIS+](#)
- › [Rockefeller Philanthropy Advisors Impact Investing Handbook](#)
- › [The Aotearoa Circle's Sustainable Finance Forum](#)
- › [The Ministry for the Environment's Cultural Health Index](#)