Te Hono o te Kahurangi: Qualification details

Title	Manu Taiko – Toro Parirau (Kaupae 4)		
	New Zealand Certificate in Māori Governance (Level 4)		
Version	2	**Qualification type**	Certificate
Level	4	**Credits**	60
NZSCED	080307	Management and Commerce > Business and Management > Organisation Management	
DAS classification	1969	Māori > Whenua > Governance of Māori Authorities	
Qualification developer	NZQA Māori Qualifications Services		
Next review	December 2022		
Approval date	Nov/Dec 2019		

Strategic purpose statement	The purpose of this qualification is to equip individuals with the knowledge and skills to fulfil Māori governance roles and activities at first level management. These transferable skills may also be applied across a range of similar non-Māori governance roles.
	Graduates of this qualification will use their skills and knowledge to participate in Māori governance roles and activities to advance the cultural, educational and economic aspirations of their whānau, hapū, iwi, hapori. Graduates will be capable of working at first level management with some supervision.

Guiding principles	***Kotahitanga***
	This kaupapa refers to the key concept of interconnectedness from an holistic Māori world view and its relevance and importance in governance contexts. This may include strategic thinking and planning, which enables a person to consider the economic, cultural, social, environmental and local implications of governance decisions for current and future generations. It also recognises the increasing participation of Māori in high-risk business ventures and investment activities, and reflects the need for an approach, which explicitly recognises those things most valued by Māori, while ensuring the standard requirements of governance are also met and/or exceeded.
	Whanaungatanga
	This kaupapa refers to skills and strategies relating to communications and relationships. This may include identifying and prioritising stakeholders; tailoring effective relationships, engaging and communicating strategies for different stakeholder groups; identifying, and developing options and actions, which enhance relationship opportunities and/or reduce risks - both internally and externally; practicing and managing politically or commercially sensitive relationships; and identifying and managing high-risk and crisis situations.
	Kaitiakitanga
	This kaupapa refers to the skills and knowledge needed to protect and enhance taonga and other resources. This may include: an understanding and knowledge of relevant statutory, legislative, commercial and financial obligations and requirements, as well as identifying and managing opportunities

	and associated risks and their mitigation.
	Te Pono me te Tika
	This kaupapa relates to personal behaviours and actions, which are recognised expressions or demonstrations of the principle of rangatiratanga. This may include managing, mediating and settling disputes to up-hold kotahitanga; leading the entity forward in a way that enhances the mana of the people economically, culturally and socially; valuing manaakitanga; leading and completing important large-scale projects; and knowing and valuing the traditions and cultures of the people and wider community.
	Rangatiratanga
	This kaupapa refers to the knowledge and skills required to create, support and realise the strategic vision and leadership of an entity. This may include managing different governance roles and responsibilities (such as trustees, directors and members of management committees); administering the respective legislative and statutory requirements; overseeing different types of governance structures; and dealing with different aspects that distinguish Māori governance from established notions of governance/governance practice. Ongoing development to keep abreast of changes.

Qualification outcome statements

Graduate profile	Graduates of this qualification will be able to: - Understand and apply knowledge of **kotahitanga** and its relevance and significance in a governance context. - Understand and apply effective communication skills and strategies to foster **whanaungatanga** and manage relationships. - Exercise **kaitiakitanga** in the protection and enhancement of taonga and governance of assets including financial and risk management according to the principles and values of an entity. - Understand and apply governance practices to act professionally, ethically, and in a socially and culturally responsible manner that expresses the values of **te pono me te tika**. - Understand and apply the principle of **rangatiratanga** as it relates to leadership and governance in a Māori context.
Education pathway	This qualification may lead to: - Manu Taiko – Hoka Rangi (Kaupae 6) [Ref: 2427] - other Level 5 mātauranga Māori qualifications.
Employment / cultural / community pathway	Graduates of this qualification will have the skills and knowledge to work in a variety of positions in a governance context with an emphasis on Māori governance. Roles that the qualification may lead to include: - Administrator - Secretary - Treasurer - Trusteeship - Chairmanship - Directorship

	Graduates of this qualification can contribute to hapori Māori in the following roles: - Trustee. - Committee member. - Kaitiaki.

Qualification specifications

Qualification award	This qualification will be awarded to people who have met the requirements of the graduate outcomes. Awarding bodies for this qualification will be any education organisation accredited under section 38 of the Education Amendment Act 2011 to deliver a programme leading to the qualification. The certificate will display the NZQF logo and the name and logo of the tertiary education organisation (TEO) offering the training leading to the award of the qualification, the full qualification title, NZQA reference number, and the date of award of the qualification. If the TEO has been awarded the Mātauranga Māori Quality Assurance (MM QA) mark for a programme of study leading to this qualification, the certificate will also display the MMQA Quality Mark.
Evidence requirements for assuring consistency	The process for ensuring consistency of Manu Taiko – Toro Parirau (Kaupae 4) graduate profiles will be evidence-based, outcomes-focussed, and grounded in the guiding principles of this qualification and the Mātauranga Māori Evaluative Quality Assurance (MM EQA) kaupapa Maori principles. *Evidence for consistency* Each education organisation is responsible for preparing a summary self-assessment report which uses evidence to demonstrate how well its graduates meet the graduate profile outcomes at the appropriate threshold. Each education organisation decides what specific evidence it will provide. Evidence of the following may be provided for the Manu Taiko – Toro Parirau consistency reviews: - Effective internal and external moderation processes, including internal moderation results relating to graduate outcomes. - Feedback and actions taken by the education organisation in response to feedback and must include feedback from graduates, current students, tutors/assessors, and graduate destinations (such as employers, next programme provider, the community/other stakeholders). - Portfolios of work. - Samples of assessment materials. - Samples of learner work. - Programme completion data and course results. - Moderation outcomes which may include moderation/benchmarking across common programmes. - Relevant MM EQA external evaluation and review data where applicable. - Employer surveys. - Graduate surveys.

	- Whānau, hapū, iwi, and/or hapori surveys.
	- Manu Taiko – Toro Parirau programme evaluation reports.
	- Benchmarking with other providers.
	- Site visit reports.
	- Other relevant and reliable evidence.

Qualification conditions

Overarching conditions relating to the qualification

Conditions for programme structure	The context for the delivery of programmes leading to the award of the Manu Taiko – Toro Parirau (Kaupae 4) qualification, actively supports Māori preferred ways of teaching, learning, learning support, and pastoral care.
	Optional Assessment Standards which are available to support the development of programmes and used to assess against the outcomes of this qualification can be accessed on the following page of the NZQA website:
	http://www.nzqa.govt.nz/framework/explore/domain.do?frameworkId=731727285
Conditions for programme context	Te reo me ōna tikanga are inherent and embedded within the principles and values of this qualification.
	The programme must have in place appropriate mechanisms and protocols, to ensure tangata whenua and/or mana whenua are engaged, involved and consulted, with regard to local tikanga and kawa as it pertains to the outcomes of the qualification.
	Mechanisms and protocols may include, but are not limited to:
	- Formal Agreements.
	- Relationship strategy and supporting operational policies and requirements in place.
	- Designated Māori relationship role/position.
	- Provisions for kaumātua or whānau, hapū or iwi knowledge holders acting in an advisory capacity.
Other conditions	All programmes leading to this qualification will be quality assured under *Te Hono o te Kahurangi*.
	For the purposes of this qualification the term *taonga and other resources* may include but is not limited to people; land; water, moana; geothermal resources; forests; fisheries; and intellectual property right and commercial assets.

Qualification outcomes

Specific conditions relating to the Graduate profile

Qualification outcomes	Programme Guidance/Conditions *Programmes should include the following key focus areas of each outcome:*	Mandatory or Optional
1. Understand and apply knowledge of **kotahitanga** and its relevance and significance in a governance context. *(10 credits)*	**Governance** - tikanga Māori based governance; - Māori governance roles, responsibilities and processes.	**Optional**
2. Understand and apply effective communication skills and strategies to foster **whanaungatanga** and manage relationships. *(5 credits)*	**Communications and relationship management** - negotiating skills; - media and public relations; - stakeholder/shareholder engagement and consultation; - conflict resolution; - communications plans.	**Optional**
3. Exercise kaitiakitanga in the protection and enhancement of taonga and governance of assets including financial and risk management according to the principles and values of an entity. *(15 credits)*	**Asset management and financial skills** - principles and values of an entity; - financial literacy skills; - risks and mitigations; - taonga and other resources; - asset and asset management; - Knowledge and understanding of investment.	**Optional**
4. Understand and apply governance practices to act professionally, ethically, and in a socially and culturally responsible manner that expresses the values of **te pono me te tika.** *(15 credits)*	**Legal and ethical responsibilities** - constituting documents and legislative frameworks; - professional, ethical, social and cultural contexts; - governance systems, regulating processes and procedures; - conflicts of interest.	**Optional**
5. Understand and apply the principles of **rangatiratanga** as it relates to leadership and governance in a Māori context. *(15 credits)*	**Effective strategic leadership** - strategic and succession planning; - business and operational planning; - governance roles (including trustees and directors); - protection and enhancement of taonga and other resources; - Māori leadership qualities; - governance versus management.	**Optional**

Republication information

Version 2 of this qualification was republished in XX 2019 as a result of the qualification review.