

## Āpōpō Pou Herenga – Community Competency Framework

The Āpōpō Pou Herenga is a community competency framework which echoes our understanding of te ao Māori as expressed in The Āpōpō Guide.

It should be read in conjunction with the Āpōpō Knowledge Framework of technical competencies.

There are six subjects, each with four competencies.

- Entry-Level – defined for each subject
- Learning – defined for each subject
- Competent or Higher – defined in two different ways for each subject

<b>Subject</b>
<a href="#">Whakapapa</a>
<a href="#">Manaakitanga</a>
<a href="#">Kaitiakitanga</a>
<a href="#">Whanaungatanga</a>
<a href="#">Tikanga</a>
<a href="#">Rangatiratanga</a>

## Whakapapa

Genealogy and the interconnectedness of all living things.

### **Level 1: Recognises the cultural, spiritual, and historical value of assets.**

Āpōpō Guide:

- 1.3.1 Whakapapa
- 2.4. Whakapapa: The Essence of Connection

Āpōpō Learning:

- AO 101 – Introduction to Te Ao Māori
- AM 101 - Introduction to Asset Management

At this level, the asset manager acknowledges that assets extend beyond their physical form, encompassing cultural, spiritual, and historical dimensions. They understand the interconnectedness of all living things and recognise the intrinsic value assets hold in these domains.

Examples:

- Regular participation in cultural workshops, seminars, or learning sessions.
- Involvement in or attendance at ceremonies or events related to asset locations.
- Conducts research on the historical background of managed assets.
- Actively involves local communities in discussions about the significance of assets.

Possible Evidence:

- Completion of AO 101
- Summaries of key learnings from education session.
- Evidence of participation in ceremonies or events, such as photos, event programs, or statements.
- Written reports, presentations, or summaries detailing key historical facts and their relevance to asset management.
- Meeting records, feedback from community members, or documented instances of incorporating community perspectives into decision-making.

## **Level 2: Understands the relationships between assets, their components, and the broader ecosystem in which they operate.**

Āpōpō Guide:

- 1.3.1 Whakapapa
- 2.4. Whakapapa: The Essence of Connection
- 5.2. Te Ao Māori Perspectives on Planning

Āpōpō Learning:

- AO 101 – Introduction to Te Ao Māori
- AM 202 – Understanding Requirements
- AM 203 – Lifecycle Planning

At this level, the asset manager demonstrates a deeper understanding of the interconnectedness of assets within their broader context. They recognise that assets are not isolated entities but are part of intricate systems. This competency involves understanding how assets interact with their components, other assets, and the surrounding ecosystem.

Examples:

- Visual representations that illustrate relationships between different assets within a system.
- Demonstrates systems thinking.
- Conducts lifecycle assessments.
- Conducts ecological impact assessments.

Possible Evidence:

- Illustrated relationship maps/diagrams, annotations to diagrams, documentation of decisions based on these maps, scenario simulations.
- Case study with insights into systemic effects, reflections on lessons learned, documents discussing how systems thinking principles were applied.
- Reports detailing the assessment process, evidence of considering environmental and social factors in decision-making.
- Records of relevant ecological studies, reflections on decision-making based on those studies, documentation of efforts to minimise negative impacts on ecosystems.

### **Level 3: Applies holistic knowledge of the interdependence of assets in infrastructure asset management decisions.**

Āpōpō Guide:

- 1.3.1 Whakapapa
- 2.4. Whakapapa: The Essence of Connection
- 5.2. Te Ao Māori Perspectives on Planning
- 11.2. Whakarite: Assessing Performance through a Lens of Te Ao Māori
- 12.2. Māori Perspectives on Continuous Improvement

Āpōpō Learning:

- AM 302 – Organisational Strategy
- AM 304 – Asset Management Strategy
- AM 305 – Planning and Decision-Making

At this advanced level, the asset manager integrates their understanding of whakapapa into practical asset management decisions. They recognise that assets are not isolated entities but are part of a larger whole. This competency involves considering cultural, ecological, and social aspects when making infrastructure-related choices.

Evidence should demonstrate practical application and understanding of these concepts within the context of asset management.

Examples:

- Conducts Cultural Impact Assessments / Tangata Whenua Effects Assessments.
  - Possible evidence: An assessment of how asset decisions impact cultural heritage, examples of collaborating with Māori communities to understand sacred sites, rituals, and cultural practices.
- Ensures that asset management aligns with cultural values and respects ancestral connections.
  - Possible evidence: Records of consultations with cultural experts.
- Recognises that assets provide essential services to ecosystems and communities.
  - Possible evidence: Reports on ecosystem services evaluations, documentation of strategies to enhance positive impacts.
- Considers multiple perspectives to make informed decisions.
  - Possible evidence: Documentation showing inclusive participation, feedback from stakeholders on decision outcomes.
- Implements measures to protect assets and their interconnected systems.
  - Possible evidence: Resilience plans or risk assessments, evidence of adaptation strategies.

## **Level 4: Integrates the cultural, spiritual, and historical value of assets into infrastructure asset management planning.**

Āpōpō Guide:

- 1.3.1 Whakapapa
- 2.4. Whakapapa: The Essence of Connection
- 5.2. Te Ao Māori Perspectives on Planning
- 11.2. Whakarite: Assessing Performance through a Lens of Te Ao Māori
- 12.2. Māori Perspectives on Continuous Improvement

Āpōpō Learning:

- AM 430 – Effective Asset Management Plans
- AM 432 – Making Effective Infrastructure Decisions

At this level, the asset manager seamlessly weaves cultural, spiritual, and historical dimensions into asset management planning. They recognise that assets hold intrinsic value beyond their physical attributes. This competency involves honouring historical connections, cultural significance, and the enduring legacy of assets.

Evidence should show a deep understanding of these concepts within the context of asset management.

Examples:

- Develops strategies to safeguard assets with cultural, spiritual or historical value.
  - Possible evidence: Preservation plans, conservation reports, heritage impact assessments.
- Identifying and managing assets considered sacred by members of the community.
  - Possible evidence: Records of consultations with spiritual leaders, documentation of site-specific management practices.
- Creates narratives that go beyond technical specifications.
  - Possible evidence: Documentation of the stories, legends, and cultural significance associated with assets, Examples of sharing narratives within the organisation and with stakeholders, Asset histories blend factual data with cultural context, Oral histories or written accounts from community members.
- Considers the long-term legacy of asset decisions on future generations.
  - Possible evidence: Documented legacy statements, succession plans, educational initiatives.

# Manaakitanga

The concept of hospitality, respect, and care for others.

## **Level 1: Understands the responsibility to ensure the safety and well-being of others.**

Āpōpō Guide:

- 1.3.2. Manaakitanga
- 8.6.2. Health and Safety

Āpōpō Learning:

- AM 101 – Introduction to Asset Management

At this level, the asset manager recognises their duty to prioritise safety and well-being. They understand that assets impact people's lives directly or indirectly.

Examples:

- Follows safety guidelines during asset inspections or maintenance.
- Ensures that asset-related decisions prioritise public safety.
- Understands emergency response plans related to assets.
- Knows evacuation procedures for asset-related incidents.

Possible Evidence:

- Records of safety training or certifications.
- Documentation of adherence to safety protocols.

## **Level 2: Identifies the perspectives, values and aspirations of communities and stakeholders, as they relate to infrastructure assets.**

Āpōpō Guide:

- 1.3.2. Manaakitanga
- 2.2. Your Organisation and Stakeholders

Āpōpō Learning:

- CW 101 – Introduction to Collaboration
- AM 201 – Telling the Story of Asset Management
- AM 202 – Understanding Requirements

At this level, the asset manager actively seeks to understand diverse viewpoints. They recognise that assets serve various stakeholders with different needs and aspirations.

Examples:

- Participating in community meetings related to asset planning.
- Listening to community concerns and aspirations.
- Conducting surveys to gather feedback on asset performance.
- Identifying areas for improvement based on stakeholder input.

Possible Evidence:

- Meeting minutes showing community engagement.
- Survey reports with actionable insights.

### **Level 3: Demonstrates social responsibility in asset management decision-making.**

Āpōpō Guide:

- 1.3.2. Manaakitanga
- 4.3. Quadruple Bottom Line
- 4.4. Applying Social Licence in Asset Management
- 8.5.1. Social Procurement

Āpōpō Learning:

- AM 302 – Organisational Strategy
- AM 305 – Planning and Decision-Making

At this level, the asset manager integrates social considerations into decision-making. They weigh the impact of asset choices on communities, equity, and social justice. This goes beyond mere compliance; it reflects a commitment to ethical decision-making that benefits society as a whole. The asset manager actively seeks to promote positive outcomes.

Evidence should demonstrate practical application and understanding of these concepts within the context of asset management.

Examples:

- Ensures equitable access to asset benefits. Possible evidence:
  - Reports on equity assessments, including data on specific equity indicators.
  - Documentation of actions taken to address identified disparities.
- Balances economic benefits with social and environmental outcomes. Possible evidence:
  - Reports on community benefits achieved (e.g., improved public spaces, enhanced services).
  - Documentation of community feedback or testimonials.
- Actively involves stakeholders in asset management decisions. Possible evidence:
  - Records of feedback received during public forums.
  - Evidence of adjustments made based on stakeholder input.
- Incorporates ethical criteria into investment decisions. Possible evidence:
  - Documentation of due diligence on investment options.
  - Reports on the impact of ethical investment choices.



## **Level 4: Creates an enduring culture of trust and collaboration within asset management practices.**

Āpōpō Guide:

- 1.3.2. Manaakitanga
- 2.5. Engaging with Mana Whenua: Cultural Protocols and Practices
- 3.4.4. Accountability, Communication, and Collaboration
- 12.7. Innovation, Collaboration and Adaptive Management

Āpōpō Learning:

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At this level, the asset manager fosters trust, transparency, and collaboration. They build strong relationships with stakeholders and promote collective decision-making. This competency extends beyond individual actions; it involves shaping organisational culture. The asset manager models ethical leadership, encourages open communication, and champions a shared vision for sustainable asset management.

Evidence should show a deep understanding of these concepts within the context of asset management.

Examples:

- Creating spaces where diverse perspectives are valued. Possible evidence:
  - Records of collaborative initiatives (e.g., meeting minutes, project teams).
  - Feedback from team members on the effectiveness of collaboration.
- Ensuring that asset decisions align with organisational values. Possible evidence:
  - Documentation of an ethical dilemma and its resolution.
  - Feedback from colleagues on your leadership style.
- Builds trust with stakeholders. Possible evidence:
  - Stakeholder surveys measuring trust levels.
  - Case study of a conflict with a stakeholder and its successful resolution.
- Creates an environment where decisions are made collaboratively. Possible evidence:
  - Documentation of collaborative decision-making forums.
  - Examples of decisions made collaboratively.

## Kaitiakitanga

The role of guardianship and stewardship.

### **Level 1: Understands why we practice infrastructure asset management.**

Āpōpō Guide:

- 1. Fundamental Principles
- 1.3.3. Kaitiakitanga
- 2. Understanding Context
- 5.4. Asset Management Objectives

Āpōpō Learning:

- AM 101 – Introduction to Asset Management
- AM 203 – Lifecycle Planning

At this level, the asset manager understands the purpose and significance of infrastructure asset management. They recognise that effective management ensures the long-term well-being of assets and their impact on communities and the environment.

Examples:

- Understands the objective of asset management.
- Recognises the link between well-managed assets and community benefits.
- Is aware of compliance requirements related to asset performance.

Possible Evidence:

- Completion of AM 101
- Demonstrated understanding of asset management principles.

## **Level 2: Explains how the concepts of stewardship and guardianship shape asset management practices.**

Āpōpō Guide:

- 1.3.3. Kaitiakitanga
- 4.5. Enhancing Environmental and Cultural Resilience through Asset Management
- 6.2. Kaitiakitanga: Collaborative Asset Lifecycle Management

Āpōpō Learning:

- AM 101 – Introduction to Asset Management
- AM 203 – Lifecycle Planning

At this level, the asset manager can articulate the importance of stewardship and guardianship. They understand that assets are entrusted to their care and that their decisions impact the environment, future generations, and cultural heritage.

Examples:

- Explains how stewardship extends beyond short-term gains.
- Explains how stewardship aligns with the concept of kaitiakitanga.

Possible Evidence:

- Written explanations of kaitiakitanga principles in infrastructure asset management.
- Documentation of participation in discussions on long-term asset planning.

### **Level 3: Incorporates environmental considerations into infrastructure asset management practices.**

Āpōpō Guide:

- 1.3.3. Kaitiakitanga
- 4. Kaitiakitanga and Sustainable Asset Management
- 9. Risk and Resilience

Āpōpō Learning:

- CC 101 – Introduction to Climate Adaptation in Asset Management
- CC 102 - Reducing Carbon Emissions through Asset Management

At this level, the asset manager integrates environmental awareness into decision-making. They recognise that assets exist within ecosystems and have ecological impacts. Their choices aim for sustainability and minimise harm to the natural world.

Evidence should demonstrate practical application and understanding of these concepts within the context of asset management.

Examples:

- Conducts assessments to understand asset effects on ecosystems. Possible evidence:
  - Reports on environmental impact assessments.
- Considers biodiversity, water quality, and habitat preservation in decision-making. Possible evidence:
  - Documentation of environmental consideration in decision-making.
  - Examples of environmental reports impacting the decisions made.
- Implements strategies to reduce environmental footprint. Possible evidence:
  - Evidence of sustainable practices adopted.
  - Example of strategies created.
- Establishes monitoring protocols and performance indicators to track the environmental impact of asset management activities over time.
  - Environmental monitoring reports.
  - Annual sustainability reports.
- Engages with local knowledge holders, elders, and communities to gather insights and environmental knowledge.
  - Documentation of meetings, workshops, or consultation with knowledge holders and community representatives.
  - Reports summarising the knowledge shared and its integration into asset management practices.

## **Level 4: Empowers and holds space for others to fulfil their responsibilities of guardianship and stewardship.**

Āpōpō Guide:

- 1.3.3. Kaitiakitanga
- 4. Kaitiakitanga and Sustainable Asset Management
- 9. Risk and Resilience

Āpōpō Learning:

- AM 433 – Risk and Resilience

At this advanced level, the asset manager not only embodies stewardship and guardianship personally but also actively empowers others to embrace these roles. They recognise that their influence extends beyond individual actions and can shape organisational culture. The asset manager becomes a catalyst for positive change by fostering a sense of collective responsibility, mentorship, and shared care for assets and the environment. They create an environment where others feel empowered to fulfil their stewardship duties and contribute to sustainable asset management practices.

Evidence should show a deep understanding of these concepts within the context of asset management.

Examples:

- Supports other staff in understanding their stewardship responsibilities.
  - Examples of successful knowledge transfer.
  - Documentation of successful skill development in others.
- Encourages collaboration across disciplines to address complex asset challenges. Possible evidence:
  - Records of interdisciplinary workshops or joint projects.
  - Demonstrated outcomes from collaborative efforts.
- Advocates for asset management practices that prioritise long-term sustainability over short-term gains. Possible evidence:
  - Published articles, presentations, or workshops on sustainable asset management.
  - Documentation of influencing organisational policies toward sustainability.
- Participates in industry forums or conferences related to sustainable asset management.
  - Records of participation in environmental conferences.
  - Contributions to industry guidelines or best practices.

# Whanaungatanga

The value of building and maintaining meaningful relationships.

## **Level 1: Recognises the importance of building and maintaining meaningful relationships.**

Āpōpō Guide:

- 1.3.4. Whanaungatanga
- 2.5. Engaging with Mana Whenua: Cultural Protocols and Practices
- 3.6. Asset Management People
- 3.5. Kotahitanga and Whakawhanaungatanga

Āpōpō Learning:

- AM 101 – Introduction to Asset Management
- CW 101 - Introduction to Collaboration

At this level, the asset manager acknowledges the significance of relationships. They understand that strong connections contribute to effective asset management.

Examples:

- Values collaborative efforts within the team.
- Engages with peers, stakeholders, and professionals.
- Actively participates in team meetings.
- Understands the impact of relationships on decision-making.

Possible Evidence:

- Evidence of interpersonal connections made.
- Reflections on the role of relationships in decision-making.
- Examples of collaborative decisions influenced by relationship dynamics.

## **Level 2: Describes relationship-building strategies in asset management.**

Āpōpō Guide:

- 1.3.4. Whanaungatanga
- 2.5. Engaging with Mana Whenua: Cultural Protocols and Practices
- 3.6. Asset Management People
- 3.5. Kotahitanga and Whakawhanaungatanga

Āpōpō Learning:

- AM 101 – Introduction to Asset Management
- CW 101 - Introduction to Collaboration

At this level, the asset manager articulates strategies for fostering meaningful relationships. They recognise that successful asset management relies on effective communication and trust.

Examples:

- Shares updates and progress reports with stakeholders.
- Develops plans to involve stakeholders in decision-making.
- Identifies key communication channels to engage stakeholders.
- Seeks input or shares insights related to asset management.

Possible Evidence:

- Stakeholder engagement plans
- Documentation of collaborative efforts on joint projects.

### **Level 3: Takes time to develop relationships, engage in meaningful dialogue, and actively listens to different viewpoints.**

Āpōpō Guide:

- 1.3.4. Whanaungatanga
- 2.5. Engaging with Mana Whenua: Cultural Protocols and Practices
- 3.6. Asset Management People
- 3.5. Kotahitanga and Whakawhanaungatanga

Āpōpō Learning:

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At this level, the asset manager invests time and effort in relationship-building. They recognise that meaningful connections are essential for effective asset management. The asset manager actively engages in open conversations, seeks diverse perspectives, and practices active listening. They value the richness of different viewpoints and understand that collaboration leads to better decision-making.

Evidence should demonstrate practical application and understanding of these concepts within the context of asset management.

Examples:

- Seeks feedback from stakeholders, team members, and community representatives, and actively listens to their insights, concerns, and suggestions. Possible evidence:
  - Documentation of engagement initiatives.
  - Examples of improved practices resulting from stakeholder input.
- Understands stakeholder goals, challenges, and expectations related to asset management. Possible evidence:
  - Case study of a successful collaboration resulting from stakeholder input.
- Seeks to align asset management practices across the organisation. Possible evidence:
  - Meeting notes demonstrating cross-departmental communication.
  - An example that demonstrates your involvement alignment of asset management practices across departments.
- Hosts forums, workshops, or hui (meetings).
  - Records of listening sessions.
  - Examples of responsiveness to feedback.
  - Evidence of adjustments made based on input.



## **Level 4: Ensures that asset management practices are aligned with the community and their aspirations.**

Āpōpō Guide:

- 1.3.4. Whanaungatanga
- 2.5. Engaging with Mana Whenua: Cultural Protocols and Practices
- 3.6. Asset Management People
- 3.5. Kotahitanga and Whakawhanaungatanga

Āpōpō Learning:

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At this advanced level, the asset manager extends their focus beyond the organisation to the broader community. They actively involve external stakeholders, listen to their aspirations, and ensure that asset management practices align with community values. The asset manager recognises that assets exist within a social context and that decisions impact people's lives both inside and outside the organisation. They advocate for community well-being and actively seek community input.

Evidence should show a deep understanding of these concepts within the context of asset management.

Examples:

- Collaborates with community organisations, nonprofits, or local businesses.
  - Records of partnership agreements.
- Identifies shared goals and opportunities for joint initiatives.
  - Examples of positive impact resulting from community collaborations.
- Recognises cultural significance and involves relevant communities.
  - Documentation of cultural considerations in asset decisions.
- Incorporates community aspirations into asset planning.
  - Design sketches or plans co-created with community input.
  - Documentation of community aspirations with the asset planning process.
  - Feedback from community members involved in co-design.
- Proactively reaches out to marginalised or underrepresented communities to ensure their voices are heard in asset management discussions.
  - Examples of identifying voices that were not heard in discussions.
  - Records of activities to engage with those communities.
- Proactively monitoring demographic trends, socio-economic indicators, and community preferences to anticipate and respond to changing needs.
  - Monitoring reports.
  - Examples of actions taken as a result of proactive monitoring.

# Tikanga

The customs, protocols, and practices that guide ways of living and interacting.

## **Level 1: Knows about cultural protocols and customs.**

Āpōpō Guide:

- 1.3.5. Tikanga
- 3.2. Leadership and Governance in Aotearoa
- 6.6. Tikanga Māori in Asset Acquisition and Disposal

Āpōpō Learning:

- AO 101 – Introduction to Te Ao Māori

At this level, the asset manager demonstrates awareness of cultural protocols and customs relevant to Aotearoa New Zealand. They recognise the importance of respecting cultural practices and understanding their significance in community contexts.

Examples:

- Demonstrates awareness of traditional greetings and forms of address when engaging with diverse stakeholders.
- Understands basic cultural symbols, rituals, and taboos that may impact project planning and implementation.
- Shows respect for cultural sensitivities and traditions during meetings, events, and site visits.

Possible Evidence:

- Completion of cultural awareness training modules or workshops such as AO 101.
- Documentation of participation in cultural competency programs.
- Written reflections on personal learnings and insights related to cultural protocols and customs.

## **Level 2: Understands cultural protocols and their role in infrastructure asset management.**

Āpōpō Guide:

- 1.3.5. Tikanga
- 3.2. Leadership and Governance in Aotearoa
- 6.6. Tikanga Māori in Asset Acquisition and Disposal
- 9.4. Cultural Impact Assessments (CIAs)

Āpōpō Learning:

- AO 101 – Introduction to Te Ao Māori

At this level, the asset manager demonstrates a deeper understanding of cultural protocols and their relevance to infrastructure asset management practices. They recognise how cultural considerations can influence decision-making processes and project outcomes.

Examples:

- Integrates cultural considerations into project planning and design processes.
- Seeks guidance from cultural advisors or elders when addressing cultural protocols and practices.
- Communicates effectively with diverse stakeholders to ensure cultural sensitivities are respected and addressed.

Possible Evidence:

- Learnings from reading / training on cultural protocols.
- Documentation of cultural impact assessments conducted for infrastructure projects.
- Case studies demonstrating the incorporation of cultural protocols into asset management strategies.

### **Level 3: Uses cultural impact assessments to better understand and mitigate potential adverse effects.**

Āpōpō Guide:

- 1.3.5. Tikanga
- 3.2. Leadership and Governance in Aotearoa
- 6.6. Tikanga Māori in Asset Acquisition and Disposal
- 9.4. Cultural Impact Assessments (CIAs)

Āpōpō Learning:

- AM 434 – Forecasting Demand

At this level, the asset manager actively employs Cultural Impact Assessments / Tangata Whenua Effects Assessments to evaluate the potential effects of infrastructure projects on cultural heritage, traditions, and practices. They seek to identify and mitigate adverse impacts through informed decision-making and stakeholder engagement.

Evidence should demonstrate practical application and understanding of these concepts within the context of asset management.

Examples:

- Conducts Cultural Impact Assessments / Tangata Whenua Effects Assessments. Possible evidence:
  - Reports documenting the findings of cultural impact assessments and proposed mitigation strategies.
- Engages with Māori communities and cultural experts to gather insights and perspectives on potential cultural impacts. Possible evidence:
  - Records of consultations and discussions with Māori communities and cultural stakeholders.
- Implements mitigation measures and alternative solutions to minimise harm to cultural assets and values. Possible evidence:
  - Details of modifications made to project plans based on feedback from cultural impact assessments.
- Facilitates community-led cultural mapping exercises to identify culturally significant sites, landscapes, and resources affected by infrastructure projects. Possible evidence:
  - Records of the mapping exercises.
  - Notes on how this related to the planning process.
- Documents narratives, legends, and cultural traditions shared by community members to inform decision-making processes and promote cross-cultural understanding within infrastructure projects. Possible evidence:
  - Documented stories with explanations as to how they relate to infrastructure projects.
  - Highlights of key insights, observations, and recommendations gathered during these sessions.

## **Level 4: Supports meaningful dialogue and co-designing solutions with the communities and stakeholders they serve.**

Āpōpō Guide:

- 1.3.5. Tikanga
- 3.2. Leadership and Governance in Aotearoa

Āpōpō Learning:

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At this advanced level, the asset manager actively fosters meaningful dialogue and collaboration with communities and stakeholders to co-design solutions that respect and reflect cultural values, protocols, and aspirations.

Evidence should show a deep understanding of these concepts within the context of asset management.

Examples:

- Facilitates participatory workshops and focus groups to solicit input and feedback from diverse cultural groups. Possible evidence:
  - Documentation of community-led design workshops and collaborative planning sessions: photos, notes, videos, etc.
- Empowers community representatives to play an active role in decision-making processes and project governance structures. Possible evidence:
  - Testimonials from community members affirming their involvement and influence in project decision-making.
- Co-designs infrastructure projects that incorporate Māori knowledge, traditional practices, and cultural aesthetics. Possible evidence:
  - Examples of infrastructure projects that reflect the cultural identity and values of the communities they serve.
- Facilitates the establishment of community advisory committees. Possible evidence:
  - Copies of meeting minutes, agendas, and action plans from community advisory committee meetings.
  - Examples of consensus-building, conflict resolution, and collaborative problem-solving among committee members.
- Uses digital platforms to facilitate collaborative decision-making and community dialogue around infrastructure asset management.
  - Usage metrics and analytics reports from collaborative decision-making platforms.
  - Documentation of the implementation of the collaborative decision.

## Rangatiratanga

Leadership, autonomy, and self-determination.

### **Level 1: Knows about community leadership, autonomy, and self-determination.**

Āpōpō Guide:

- 1.3.6. Rangatiratanga
- 3. Leadership
- 5.2. Te Ao Māori Perspectives on Planning

Āpōpō Learning:

- AM 101 – Introduction to Asset Management
- AO 101 – Introduction to Te Ao Māori

At this level, the asset manager demonstrates awareness of the concepts of community leadership, autonomy, and self-determination within the context of infrastructure asset management. They understand the importance of empowering communities to participate in decision-making processes and take ownership of local assets.

Examples:

- Recognises the role of community leaders in advocating for the interests and priorities of local residents.
- Understands the significance of respecting community autonomy and self-determination in asset management initiatives.
- Acknowledges the value of community-driven approaches to addressing infrastructure challenges and promoting sustainable development.

Possible Evidence:

- Participation in seminars, webinars, or training sessions focused on community leadership and empowerment.
- Written reflections or summaries highlighting key learnings and insights gained about community autonomy and self-determination.
- Completion of online courses or modules covering topics related to community engagement and participatory decision-making.

## **Level 2: Explains the significance of empowering local communities in infrastructure asset management.**

Āpōpō Guide:

- 1.3.6. Rangatiratanga
- 3. Leadership
- 5.2. Te Ao Māori Perspectives on Planning

Āpōpō Learning:

- AM 201 – Telling the Story of Asset Management
- AO 204 – Asset Management Enablers

At this level, the asset manager can articulate the importance of empowering local communities to play an active role in infrastructure asset management processes. They understand how community empowerment contributes to more inclusive, sustainable, and resilient outcomes for infrastructure projects.

Examples:

- Advocates for policies and practices that promote community participation and decision-making authority in asset management activities.
- Articulates the benefits of community empowerment in enhancing asset performance, resilience, and long-term sustainability.
- Contributes to fostering trust, collaboration, and mutual respect between asset managers and local stakeholders.

Possible Evidence:

- Written reports or presentations discussing the significance of community empowerment in infrastructure asset management.
- Contributions to policy documents, guidelines, or strategic plans that emphasise the importance of community engagement and empowerment.
- Engagement in discussions, forums, or panels focused on community-led approaches to asset management and governance.

### **Level 3: Involves communities in collaborative decision-making processes related to the planning, development, and management of assets.**

Āpōpō Guide:

- 1.3.6. Rangatiratanga
- 3. Leadership
- 5.2. Te Ao Māori Perspectives on Planning

Āpōpō Learning:

- AM 306 – Delivery
- AM 308 – Improving Asset Management Maturity
- AM 431 – Levels of Service

At this level, the asset manager actively engages local communities in collaborative decision-making processes throughout the asset lifecycle. They seek to integrate community perspectives, priorities, and aspirations into asset planning, development, and management activities.

Evidence should demonstrate practical application and understanding of these concepts within the context of asset management.

Examples:

- Organises community forums, workshops, or focus groups to solicit input and feedback on asset management priorities and strategies. Possible evidence:
  - Documentation of community engagement activities, including meeting agendas, participant lists, and summary reports.
- Facilitates multi-stakeholder partnerships and coalitions to address complex infrastructure challenges and promote collective decision-making. Possible evidence:
  - Records of collaborative decision-making processes, such as consensus statements, action plans, and agreements reached with community stakeholders.
- Implements participatory budgeting processes that empower communities to allocate resources and prioritise infrastructure investments based on local needs. Possible evidence:
  - Feedback from community members affirming their involvement and influence in asset management decisions.



## **Level 4: Empowers local communities to take ownership and responsibility for the management of assets for which they are accountable.**

Āpōpō Guide:

- 1.3.6. Rangatiratanga
- 3. Leadership
- 5.2. Te Ao Māori Perspectives on Planning

Āpōpō Learning:

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At this advanced level, the asset manager actively supports and enables local communities to assume leadership roles and responsibilities in the management of assets within their jurisdiction. They promote capacity-building, resource mobilisation, and community-led governance structures to foster sustainable asset management practices.

Examples:

- Facilitates the establishment of community-led asset management committees or boards responsible for overseeing local infrastructure assets. Possible evidence:
  - Documentation of community-led asset management plans, policies, and procedures developed in collaboration with local stakeholders.
- Provides technical assistance, training, and mentorship to community leaders and volunteers involved in asset management activities. Possible evidence:
  - Reports on capacity-building workshops, training sessions, and skills development programs delivered to community members.
- Collaborates with funding agencies, philanthropic organisations, and public-private partnerships to secure resources and support community-driven asset management initiatives. Possible evidence:
  - Case studies or success stories highlighting instances where communities have successfully assumed responsibility for asset management, resulting in improved outcomes and sustainability.
- Facilitate the development of formal agreements between asset-owning organisations and local communities, outlining roles, responsibilities, and decision-making authority related to asset management. Possible evidence:
  - Copies of signed agreements.
- Support community-led asset management initiatives through the provision of grants, funding opportunities, or technical assistance. Possible evidence:
  - Reports detailing the allocation and utilisation of community asset management grants.