Evaluation Of Management Competencies, Māori Cultural Inclusion, and Corporate Social Responsibility in Kiwi Minerals Limited's Mahia Peninsula Exploration

SELEENA MARIE GULEDEW
1000126211

Executive Summary

This study provides recommendations for the Kiwi Minerals Limited (KML) project with regard to their $5 million minerals exploration project in the Mahia Peninsula. Specifically, the said project focuses on the three primary areas for selecting a suitable Project Director (PD). These areas are the competencies of the PD, the appropriate Māori values embodied by the management, and the important Corporate Social Responsibility (CSR) issues needed to be addressed.

The 9-12 month project timeframe will be possible if the PD has the competency to foresee probable risks, and come up with practical solutions. The local Iwi, who possess most of the land in question, need to be involved through effective cross-cultural communication. Hence, their involvement, together with the management of varying stakeholders, is necessary. This can be done with the inclusion of the significance of incorporating Māori values into the project. For example, Kaitiakitanga refers to the value that concerns environmental stewardship and sustainable practices in the Māori community. This report also identifies potential CSR concerns like environmental concerns from the mineral exploration, and cultural sensitivity because of the project's location in a Māori-populated area.

Table of Contents

1. Introduction

This report aims to to support the Board of Directors of the Kiwi Minerals Limited (KML) in Wellington in their recruitment of a Project Director (PD) for their future project expedition. The said firm is tasked by the government of New Zealand to conduct an extensive mineral exploration project in the Mahia Peninsula. The specific goal of KML is to explore and make digital maps of underground gold and silver resources within an area mainly owned by the local Iwi, and the Department of Conservation (DoC). This report evaluates the essential management capabilities needed for the position of PD and the importance of Māori values in the project. Integrating the values of Māori will be very crucial for this project because the local Iwi possess the majority of the land in the project being examined.

Furthermore, this report also assesses several potential Corporate Social Responsibility (CSR) problems or potential problems that could occur during the 9-12 months of the project timeline. The report highlights the need for strategic planning and cross-cultural communication skills for the PD role, whereas Māori values like Kaitiakitanga, Manaakitanga, and Tapu and Noa, are seen as central for ethical execution of the project. Moreover, this assignment provides recommendations on how to overcome CSR issues so that KML can comply with its economic goals and keep cultural sensitivity and environmental responsibility in mind.

2. Management Capabilities for a Project Director

The initiative of Kiwi Minerals Limited (KML) at uncovering and digitally charting gold and silver deposits in the Hawke's Bay region will definitely need a Project Director (PD). However, being a PD involves a lot of work, responsibility, and consequences following their

roles in the said initiative. Hence, it is necessary to hire a PD with certain skills, experience, and capabilities for the project to be successful. A PD must be a competent leader to enhance their other skills in management, which, in turn, improves the performance of the employees in a certain project (Misbahuddin et al., 2024). Additionally, inclusive and transparent communication, empathy and recognition of the employees, critical thinking, risk management, building trust and relationships, and decision-making are very important skills necessary for a company leader such as a PD (Badrinarayanan, 2024).

This report proposed two management capabilities necessary when selecting a PD to achieve the successful completion of the upcoming KML project in the Mahia Peninsula. These two capabilities are the risk management capability and the effective collaboration capability. The reasons behind this recommendation will be elaborated in the following subsections of this study. In addition, the human resources (HR) and finance section will help manage some important components of the project because of the budget limitations. This arrangement will enable the future PD to pay attention to the risks and ensure that there is an open, clear, and coherent dialogue among all interested parties involved in the initiative.

2.1 Risk Management Capability

Risk management capability refers to the ability of a manager or a director to assess and prioritise risks during the project. This will be followed by a coordinated use of resources to monitor or control the impact of unfortunate events (Amoah & Pretorius, 2019). According to several studies, risk management has always been an important skill considered for the selection of business leaders. For example, in the context of asset management, a study found

that risk management must be included in the criteria for selecting an asset manager because it is the most important part of the proposed competence framework (Maletic et al., 2021). Hence, the future Project Director (PD) must be well-equipped with the said capability because it will definitely provide several advantages to lead the project to success.

The competence of identifying and solving risks helps PDs to be proactive in identifying possible threats to projects. Articulating several aspects involved in mineral exploration and mapping can help the PD to anticipate some challenges that may arise due to technical, environmental, or operational factors (Lindahl et al., 2023). Specifically, the PD must be able to identify potential risks early on in the project. With that, the risk management capability in the concept of leadership is very important because contingency plans and mitigations will be created before any problem arises, sparing time as well as resources of the company (Davies et al., 2021). Additional justification why risk management capability is essential is because of the process of risk identification. Most PDs have a tendency not to give their time to identifying the risks. Instead, they focus on risk mitigation. This is problematic because unidentified risks or problems cannot be mitigated (George, 2020). Proper risk management skills will make the PD make informed decisions about where to focus the efforts and resources by considering all the risks and their potential impacts. With the aim of giving significant attention to the high-impact risks, the identification of risks in the risk management section safeguards against over-allocation of resources to low-impact ones (Bozic, 2023).

Companies that possess great risk management skills are in a better position of controlling uncertainties concerning activities which require mapping or exploration, leading to increased success and investor confidence (Davies et al., 2021). Remember, there are more

than ten full- time employees in the project, including the PD. Hence, the PD is the one responsible for identifying complicated risks in the project. In case the PD lacks risk management capabilities, several problems may occur such as delays that were not planned, increasing expenditures and potential to compromise in safety in the projects. The KML itself could suffer from these problems that may arise without any prior warning, thereby losing future contracts due to the negative image created.

2.2 Effective Collaboration Capability

The ability to be collaborative should be one of the skills needed by a Project Director (PD) in the KML project. This is essential because the project will affect several stakeholders, such as the local Iwi community, the Department of Conservation (DoC), and the KML firm itself. Working with others effectively will definitely help communication to be open and build mutual respect and shared responsibility among the team (Nahar et al., 2022). The PD's collaboration skills in the KML project will be decisive when it comes to navigating the complexities of relations among various stakeholders involved.

One of the key aspects of collaboration is cultural responsibility and competence. This is important because of the involvement of the local Iwi in the project area. In terms of the external environment, the PD must always have a deep understanding and respect for the culture, customs, and values of the local Iwi or Māori community (Brant, 2023). The sensitivity in terms of the culture will be very important in building trust and positive relationships with the local Iwi community (Lavender, 2023). In addition, in terms of the internal structure of a team, cultural sensitivity is also very important because it is most likely that the team of the future PD will be a multicultural staff team. There's a great chance that the staff members in a

project with more than 10 full-time employees would be from different cultures. Hence, it is important to build a collaborative environment by promoting a culture of accountability and mutual support (Tingvold, 2020). Generally, in the field of mineral exploration, having effective communication systems, aligning project goals with organisational goals, and managing conflicts that would arise due to competition from different interests are very important (Mackenzie et al., 2020).

3. The Importance of Māori Values to the KML Project

The values of the Māori community offer an approach for businesses to prioritise environmental stewardship, community well-being, and economic objectives (Ausseil et al., 2022). The Hawke's Bay region where the Iwi lives contains a lot of history and traditions aimed at preserving this unique relationship between people and the environment (Pollock, 2015). Additionally, a recent study suggests that consideration of indigenous perspectives in the practices of business can lead to sustainable business operations (Poyser & Daugaard, 2023). Hence, incorporating Māori values can be included since they can be employed to control, change, or regulate conduct in a number of ways (Kuntz et al., 2014). With that, as KML begins its mineral exploration project, it is crucial for the Project Director (PD) to comprehend and honor this cultural context.

3.1 Kaitiakitanga

Kaitiakitanga is one of the Māori values that introduces the concept of environmental guardianship and stewardship. This said Māori value will be significant for Kiwi Minerals Limited (KML) in their mineral exploration project because it emphasises the responsibility to

nurture the environment for the next generation (Walker et al., 2019). For the KML project, implementing the Kaitiakitanga values will involve close collaboration with the local Iwi community to merge environmental stewardship with the mineral exploration methods.

According to the Ministry for the Environment (2021), Kaitiakitanga value represented as the fundamental principle or concept in environmental management as stated in the Resource Management Act of 1991. In this regard, KML must develop a cordial relationship with the local Iwi community. Their involvement in the decision-making process and assessments regarding environmental-related issues is necessary. The use of Kaitiakitanga can also lead to exploration methods that are environmentally friendly. For example, if geophysical techniques that minimize land disturbances during sampling are used by KML project then it could protect ecological systems (Demetriades et al., 2018). Additionally, Kaitiakitanga value would make KML project more aware of land-water systems connectivity which is central in Māori view of exploration strategies (Kitson et al., 2018).

This method is consistent with the fundamental concepts of the Treaty of Waitangi, and Kaitiakitanga-related initiatives encourage sustainable utilization of resources (Joseph et al., 2018). By building strong rapport with locals and acknowledging their surroundings, KML could also prevent clashes and postponements in the project. It also showcases corporate social accountability which subsequently enhances company image and its social permit for conducting business (Bennett-Jones et al., 2022).

3.2 Manaakitanga

Manaakitanga embodies the welcoming, empathetic and mutually beneficial nature of

Maori value systems, that are crucial for the operations of Kiwi Minterals Limited (KML) within Mahia Peninsula area. More than just good manners, this concept implies a greater level of social cultural accountability (Vaeau et al., 2020). In relation to KML project, Manaakitanga implies building genuine relationships with local Iwi communities that own land within project target area. Manaakitanga involves recognising and respecting the mana, which is the prestige and authority of tangata whenua or the people of the land (Aho, 2019). This specific Māori value will definitely help the KML project in prioritising open and transparent communication with the local Iwi community throughout the duration of the project. Just like Kaitiakitanga, this aligns well with the principles of the Treaty of Waitangi. Also, it promotes a more diverse or inclusive process in decision-making (Kater, 2022). Additionally, the incorporation of Manaakitanga can result in beneficial outcomes for both parties. For example, KML may create community-based projects for employment and training that will mainly benefit the indigenous people (Morley, 2014). Moreover, the organization should take into consideration the effects of its activities on the indigenous populations' right to continue with their customs and their ability to reach places that are deemed important culturally (Forster, 2014).

When KML embodies and lives the idea of Manaakitanga, it can develop trust in the indigenous community members and therefore mitigate any sort of opposition towards the project. Besides, this value helps to gain a wider perspective in project management that includes everything from social, cultural, economic and environmental dimensions (Ransfield, 2021). Finally, incorporating Manaakitanga into the KML's project plan not only honors Māori culture but also makes business operations more equitable in turn creating sustainable economic practices that will build enduring relations between the company and localities.

3.3 Tapu and Noa

KML's project relies heavily on that concept of Tapu and Noa in Māori point of view. Tapu means sacred, prohibited or restricted while Noa refers to common or free (Borofsky & Howard, 2019). Thus, these two interrelated values are what people use to relate with the environment including places of worship which hold a cultural significance in KML's mineral exploration. For indigenous communities, it is crucial to maintain Tapu areas not only because they preserve the cultural heritage but also for spiritual equilibrium (Marques et al., 2022). Tapu sites such as burial grounds, historical pa sites, or areas of spiritual importance have to be identified and protected by KML together with local Iwi members. In addition, Tapu and Noa ideas should be incorporated so that cultural sensitivity can be improved while exploring. For instance, KML must establish protocols that should be adhered to when entering and working in places with Tapu visiting rituals and prayers like karakia, through which Tapu can be transformed into noa (Maiharoa, 2014). Furthermore, the organisation should also ensure that they do not affect tapu status of lands and water bodies through their activities while maintaining a right proportion. With that, this collaboration is entirely based on the Resource Management Act 1991, which requires taking into account Māori cultural values when making any environmental decisions (Ministry of the Environment, 2021).

4. Corporate Social Responsibility (CSR) Issues

At present, corporate social responsibility (CSR) occupies an important position in today's business environment as it reflects the organisations' level of commitment to ethical and sustainable business practices (Amin-Chaudhry, 2016). For instance, apart from profit

maximisation, organisations must address social and environmental issues due to shareholders demanding more accountability from them (D'Souza, 2022). In this regard, CSR is broad and includes environmental stewardship, community involvement, and fair labour practices, among others, that could boost the reputation and sustainability of a company (Amin-Chaudhry, 2016). Nevertheless, establishing effective CSR poses challenges in the KML project because of factors such as the stakeholders involved and managing a large scale of employees. This subsection examines some of the fundamental challenges or issues of the KML project in terms of CSR and their implications on organisational success.

4.1 Environmental Impact

At the Mahia Peninsula, Kiwi Minerals Limited (KML) has been executing a mineral exploration project that is confronted by various environmental challenges. When it comes to mineral exploration and environmental stewardship, there exists a fine line between the two. Habitat preservation is a crucial aspect given the Mahia Peninsula's rich biodiversity, where some of its species are endangered (Ross, 2021). From this perspective, KML's exploration process might potentially affect the ecosystems and change their migratory patterns. In this regard, KML should implement a Biodiversity Action Plan (BAP) as recommended by International Council on Mining and metals (Schoderer et al., 2020).

One more considerable problem during the KML project is land disturbance which may be due to the frequent land clearing and soil disruption during explorations. KML must therefore practise best land management that reduces exploration footprint through erosion control measures as well as progressive rehabilitation of disturbed areas. Working together with

the local Iwi community so that traditional ways of managing land are taken into account. According to Hodgson (2023), collaborating with the indigenous community would complement the stewardship efforts of the project and ensure that indigenous knowledge remains respected and integrated.

Considering that the exploration impacts may affect quality and quantity of water, it is also important to manage water resources. KML needs to follow a holistic water management plan that entails constant monitoring of water quality, reducing volume of water consumed by use of recycling and efficient technologies, safeguarding groundwater reserves, as well as dealing with stormwater runoff. Remember that Wahi Tapu in relation to a stream, river or lake is a place that is sacred, and all these bodies of water are considered to be the ancestors' spirit. The KML project must respect these things because it connects the indigenous community to their forefathers, and their customs and traditions are based on them. The Māori people believe that fresh water bodies are part of a complex genealogical system which provides cultural knowledge, values and ethics that shape their traditional practices regarding the supervision and management of fresh waters (Stewart-Harawira, 2020). Overall, for the KML project to thrive, fulfilling the expectations of stakeholders is the key. This requires the management to be open and participatory in dialogue with those having an interest in it, such as having frequent discussions with the local Iwi, working closely with the Department of Conservation and addressing environmental worries from the community at large.

4.2 Economic and Social Impact

Kiwi Minerals Limited's (KML) exploration venture in the Mahia Peninsula has raised concerns about how it might affect the economy and society at large. The New Zealand

government, local businesses, and workers are main parties with vested concerns over how this project is going to shape up and its after effects on the community as a whole. The project of KML has the potential to create significant employment opportunities, both directly and indirectly. Specifically, a Project Office will be established in Napier and more than 10 full-time employees will be recruited including a Project Director whereby new economic activities will be injected into the area (Lindahl, 2023). Such labor creation can lead to an increase in spending by local businesses, hence inciting economic progress in Hawke's Bay. As a result, the exploration and potential discovery of gold and silver resources could lead to significant revenue for some government entities.

On top of that, since a majority of the land within the exploration zone is owned by local Iwi, KML has a critical CSR dilemma regarding the respect for indigenous rights and preservation of culture. Meaningful consultation and participation of indigenous communities in resource development projects are stressed (Horowitz et al., 2024). There ought to be a thorough engagement procedure for KML that ensures their genuine, previous, and enlightened approval ahead of any activity on their lands.

With that, it can be concluded that the KML project must consider the economic and sociocultural impacts. To this end, KML should engage meaningfully with various stakeholders, particularly the local Iwi and community members in Mahia Peninsula so as to promote sustainability and mutual benefit. In order for KML to maintain its stakeholders' trust regarding responsible businesses, regular monitoring and reporting on social as well as economic indicators will be vital.

5. Conclusion

The project of the Kiwi Minerals Limited (KML) in the Mahia Peninsula relies on the combination of the Project Director's capabilities, Māori values, and corporate social responsibility practices. The PD must have strong risk management skills and the ability to collaborate effectively to handle the demands of stakeholders and the local community. Also, Kaitiakitanga, Manaakitanga, and respect for Tapu and Noa are very important in terms of building trust and ensuring cultural sensitivity. Furthermore, one way to keep stakeholders supportive and ensure the sustainability of the project would be to be responsible for environmental, economic, and social consequences. With that, the KML project would ensure that the mineral exploration will be ethical, respect indigenous rights, preserve the environment, and contribute positively to the local economy. Understanding CSR prospects relevant to culture-related sensitivity and environmental matters will help the firm establish a good name while generating favourable support for every stakeholder involved in the project.

References

Aho, L. T. (2018). Te Mana o te Wai: An indigenous perspective on rivers and river management. *River Research and Applications, 35*(10), 1615–1621. https://doi.org/10.1002/rra.3365

Amin-Chaudhry, A. (2016). Corporate social responsibility – from a mere concept to an expected business practice. *Social Responsibility Journal, 12*(1), 190–207. https://doi.org/10.1108/srj-02-2015-0033

Amoah, C., & Pretorius, L. (2019). Evaluation of the impact of risk management on project performance in small construction firms in South Africa. *Journal of Engineering Design and Technology, 18*(3), 611–634. https://doi.org/10.1108/jedt-06-2018-0098

Ausseil, A., Greenhalgh, S., Booth, P., Lavorel, S., & Collins, A. (2022). A novel approach to identify and prioritize the connections between nature and people's well-being in New Zealand. *Frontiers in Environmental Science, 10.* https://doi.org/10.3389/fenvs.2022.782229

Badrinarayanan, N. (2024). Trust building strategies for virtual leaders in the post pandemic era. *Project Leadership and Society, 5*, 100126. https://doi.org/10.1016/j.plas.2024.100126

Bennett-Jones, L., Gaya Gnanalingam, Flack, B., Scott, N., Chambers, P., & Hepburn, C. (2022). Constraints to effective comanagement of New Zealand's customary fisheries: Experiences of the East Otago Taiāpure. *Ecology and Society, 27*(4). https://doi.org/10.5751/es-13576-270438

Božić, V. (2023). Intelligent and agile risk management. *ResearchGate*. https://doi.org/10.13140/RG.2.2.10875.90402

Brant, J., Peterson, S., & Friedrich, N. (2023). Partnership research with indigenous communities: Fostering community engagement and relational accountability. *Brock Education Journal, 32*(1), 99–118. https://doi.org/10.26522/brocked.v32i1.962

D'Souza, C., Ahmed, T., Khashru, M., Ahmed, R., Ratten, V., & Jayaratne, M. (2022). The complexity of stakeholder pressures and their influence on social and environmental responsibilities. *Journal of Cleaner Production, 358*, 132038. https://doi.org/10.1016/j.jclepro.2022.132038

Davies, R., Davies, M., Groves, D., Davids, K., Brymer, E., Trench, A., Sykes, J., & Dentith, M. (2021). Learning and expertise in mineral exploration decision-making: An ecological dynamics perspective. *International Journal of Environmental Research and Public Health, 18*(18),

9752. https://doi.org/10.3390/ijerph18189752

Demetriades, A., Smith, D., & Wang, X. (2018). General concepts of geochemical mapping at global, regional, and local scales for mineral exploration and environmental purposes. *Geochimica Brasiliensis, 32*(2), 136–179. https://doi.org/10.21715/gb2358-2812.2018322136

Forster, M. (2014). Indigeneity and trends in recognizing Māori environmental interests in Aotearoa New Zealand. *Nationalism and Ethnic Politics, 20*(1), 63–78. https://doi.org/10.1080/13537113.2014.879765

George, C. (2020). The essence of risk identification in project risk management: An overview. *International Journal of Science and Research (IJSR), 9*(2), 973–978. https://doi.org/10.21275/sr20215023033

Hodgson, J. (2023). Perspectives on indigenous knowledge governance in collaborative environmental stewardship. *University of Victoria Institutional Repository*. https://dspace.library.uvic.ca/items/38c03323-7788-44e9-a4c2-b04923be8c77

Horowitz, L., Keeling, A., Lévesque, F., Rodon, T., Schott, S., & Thériault, S. (2024). *Indigenous Peoples' relationships to large-scale mining in post/colonial contexts*. In **L. Horowitz & A. Keeling (Eds.)**, *Routledge handbook of extractive industries and sustainable development* (pp. 109–136). Routledge. https://doi.org/10.4324/9781003406433-8

Howard, A., & Borofsky, R. (Eds.). (1989). *Developments in Polynesian ethnology*. University of Hawai'i Press. https://doi.org/10.2307/j.ctv9zckwp

Joseph, R., Rakena, M., Jones, M. T. K., Sterling, R., & Rakena, C. (2019). The Treaty, tikanga Māori, ecosystem-based management, mainstream law and power sharing for environmental integrity in Aotearoa New Zealand - possible ways forward. *Sustainable Seas National Science Challenge*. https://www.sustainableseaschallenge.co.nz/tools-and-resources/the-treaty-tikanga-maori-ecosystem-based-management-mainstream-law-and-power-sharing-for-environmental-integrity-in-aotearoa-new-zealand-possible-ways-forward/

Kater, I. (2022). Natural and indigenous sciences: Reflections on an attempt to collaborate. *Regional Environmental Change, 22*(4). https://doi.org/10.1007/s10113-022-01967-3

Kitson, J., Cain, A., Te, M., & Whaanga, D. (2018). Murihiku cultural water classification system: Enduring partnerships between people, disciplines and knowledge systems. *ResearchGate*. https://www.researchgate.net/publication/327074045_Murihiku_Cultural_Water_Classification_System_enduring_partnerships_between_people_disci

plines_and_knowledge_systems

Kuntz, J. R. C., Beckingsale, A., Macfarlane, A., & Naswall, K. (2014). Capitalising on diversity: Espousal of Māori values in the workplace. *University of Canterbury Institutional Repository*. https://ir.canterbury.ac.nz/items/adf0a568-906c-4b66-ae5c-7c3a86e3c47e

Lavender, M. (2023). Co-design: A process for change in the Aotearoa New Zealand education system. *University of Canterbury Institutional Repository*. https://ir.canterbury.ac.nz/items/8fd0ccd4-42f1-4be3-abf8-45028a137d8c

Lindahl, K., Suopajärvi, L., Tulilehto, M., Poelzer, G., & Eerola, T. (2023). Factors affecting local attitudes to mineral exploration: What's within the company's control? *Resources Policy, 84*, 103715. https://doi.org/10.1016/j.resourpol.2023.103715

Mackenzie, S., Everingham, J., & Bourke, P. (2020). The social dimensions of mineral exploration. *SEG Discovery, 121*, 16–28. https://doi.org/10.5382/geo-and-mining-07

Maiharoa, K. (2024). Ancestral footsteps: Te Heke ki Korotuaheka. *Te Kaharoa, 16*(1). https://doi.org/10.24135/tekaharoa.v16i1.413

Maletič, D., Pačaiová, H., Nagyová, A., Gomišček, B., & Maletič, M. (2021). Framework development of an asset manager selection based on risk management and performance improvement competences. *Safety, 7*(1), 10. https://doi.org/10.3390/safety7010010

Marques, B., Freeman, C., & Carter, L. (2021). Adapting traditional healing values and beliefs into therapeutic cultural environments for health and well-being. *International Journal of Environmental Research and Public Health, 19*(1), 426–426. https://doi.org/10.3390/ijerph19010426

Misbahuddin, M., Maarif, M., Suroso, A., & Triyonggo, Y. (2024). The linkage between leadership style of project manager and project performance: Evidence from telecommunication industry. *Journal of Project Management, 9*(3), 163–182. https://growingscience.com/beta/jpm/7026-the-linkage-between-leadership-style-of-project-manager-and-project-performance-evidence-from-telecommunication-industry.html

Nahar, N., Zhou, S., Lewis, G., & Kästner, C. (2022). Collaboration challenges in building ML-enabled systems. *Proceedings of the 44th International Conference on Software Engineering*. https://doi.org/10.1145/3510003.3510209

Pollock, K. (2015). Hawke's Bay region - Māori settlement and occupation. *Te Ara Encyclopedia of New Zealand*. https://teara.govt.nz/en/hawkes-bay-region/page-4Poyser, A., & Daugaard, D. (2023). Indigenous sustainable finance as a research field: A systematic literature review on indigenising ESG, sustainability and indigenous community

practices. *Accounting and Finance, 63*(1), 47–76. https://doi.org/10.1111/acfi.13062

Ransfield, A. (2021). How do traditional Māori values affect the sustainability of Māori tourism businesses? *OPAL (Open@LaTrobe)*. https://doi.org/10.26686/wgtn.17139899.v1

Resource Management Act 1991 No 69 (2024), Public Act contents – New Zealand legislation. (2024, September 5). *New Zealand Legislation*. https://www.legislation.govt.nz/act/public/1991/0069/latest/DLM230265.html

Ross, P. M. (2021). The coastal habitats of Tairawhiti: A review of the scientific, local, and customary knowledge. *University of Waikato Institutional Repository*. https://researchcommons.waikato.ac.nz/items/64021a74-2924-4612-b0c1-a1a8e72d5e11

Schoderer, M., Dell'Angelo, J., & Huitema, D. (2020). Water policy and mining: Mainstreaming in international guidelines and certification schemes. *Environmental Science & Policy, 111*, 42–54. https://doi.org/10.1016/j.envsci.2020.04.011

Stewart-Harawira, M. (2020). Troubled waters: Maori values and ethics for freshwater management and New Zealand's fresh water crisis. *Wiley Interdisciplinary Reviews Water, 7*(5). https://doi.org/10.1002/wat2.1464

Tingvold, L., & Munkejord, M. (2020). Shared goals, communication and mutual respect in multicultural staff teams: A relational coordination perspective. *Nursing Open, 8*(2), 957–965. https://doi.org/10.1002/nop2.704

Vaeau, T., & Trundle, C. (2020). Decolonising Māori-Pākehā research collaborations: Towards an ethics of Whanaungatanga and Manaakitanga in cross-cultural research relationships. In *Advances in Research Ethics and Integrity* (pp. 207–221). https://doi.org/10.1108/s2398-60182020000006014

Walker, E. T., Wehi, P. M., Nelson, N. J., & Whaanga, J. R. B. a. H. (2019). Kaitiakitanga, place and the urban restoration agenda. *New Zealand Journal of Ecology, 43*(3), 1–8. https://www.jstor.org/stable/26841824