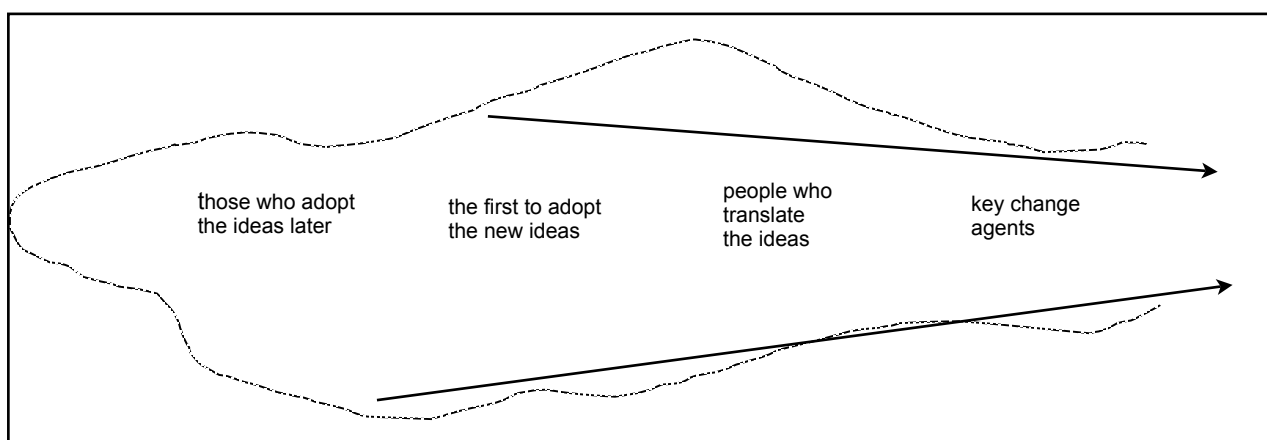


5.1 Managing Buy-in¹

Education is often the strategy of choice for minimising the gap between those providing leadership on Treaty application and the rest of the organisation. Other methods include inviting people to become involved in specific projects and making sure that all parties are kept informed of what is happening, for example, through newsletters. Increasing numbers of organisations are including questions about the Treaty when employing new staff, to try to ensure that there is a commitment to contributing to their Treaty responsiveness. Some organisations have gone as far as to include Treaty competencies in performance reviews.

It is often difficult to convince voluntary members that the Treaty is important when they often do not perceive the connection between it and the espoused purpose of the organisation. Keeping members of the governance group engaged can be particularly difficult, given the relatively small amount of time they may have available for the organisation and the turnover on many boards.

Diagram: Range of views in an organisation



An organisation can tolerate wide differences of opinion as long as there are not people pulling in the opposite direction. Key change agents (people who introduce new ideas) may be inside and/or outside the organisation. Small groups or individuals may act as key change agents and translators.

¹ From: *Treaty Journeys: International Aid Agencies respond to the Treaty of Waitangi*. Council for International Development. 2007. Used by permission.

Reflecting on Experiences²

- **It's inevitable that people are standing in different places**

Some of the board members don't see the connection or why it's relevant to us as an international development organisation. And that reflects the diversity of the world, of New Zealand, of people who are actually in governance in our organisations. It's hard to know how to progress it, how to make it a matter of importance in an environment which up until to March 2004 [the date of Don Brash's Orewa speech] was fairly open. We had to stand back and take a softly, softly approach.

(participant from Leprosy Mission)

We're an organisation that is being pulled, because we've got a kaumatua saying, 'You're doing this really well', and we've got a membership that's saying, 'You don't have to do anything, why are you doing it?'

(participant from VSA)

- **and it's important to recognise that**

Part of our education has been learning to understand that there is a place for people who are pushing the boundaries and there is a place for people who are trying to bring others up to where we are. Our role is much more trying to bring people up to where we are at the moment, rather than on being on the cutting edge of the debate.

(participant from Caritas)

We're trying now to pick up some of the people that fell on the side in the early days. One of the mistakes that we all made then was that we felt, partly because of some strong personalities, but also because of the stridency of the times, that we had to be prophetic about this, to proclaim the truth without any concern for the effects this had on people.

(Anon)

It's all inter-woven, because governance is members. Our board is our members, so it's keeping members involved, more through giving opportunities than through enforced involvement. You can't [force people] anyway.

(participant from CID)

- **but it's important to encourage involvement**

We've made Pakeha women feel good. We drove the resolution for the world council and then we took it that back to them and said, 'What do you think?' We said, 'We can't take this alone, we need to make sure that you are standing along side us'. They could make suggestions, give input, go to the world council, stand up and sing waiata as well.

(participant from YWCA)

- **and to recognise that it takes time**

The executive director had done a Treaty workshop and was quite pleased that it was starting to penetrate through the organisation, albeit it slowly. But perhaps the slowness is giving it a much firmer basis because we are having to think about the steps before we move.

(participant from Leprosy Mission)

What worked was having a long dialogue about the name, getting it right, thinking about it, actually making it belong and including as many people in that discussion as we could.

(participant from Leprosy Mission)

² NOTE: The views expressed here are the participants' own, at the time of the interview, and do not necessarily represent their current views or those of their agencies.