



Te Puni Kōkiri
REALISING MĀORI POTENTIAL

Building a Future for Whānau

A briefing for the Minister for Māori Development





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He Kupu Whakataki

Tēnā koe e te Minita

Tēnei te mihi ki a koe i te wā ka tū koe hei Minita mō te Whanaketanga Māori.

Congratulations on your appointment as Minister. This is an important portfolio with many opportunities to improve outcomes for iwi, hapū, whānau and Māori, and therefore for Aotearoa New Zealand as a whole. You are part of a legacy of many who have held the portfolio before you.

I present you with this briefing to introduce you to your responsibilities as Minister and to set out some of the opportunities and challenges that are in front of you. This briefing also gives you an overview of the role of Te Puni Kōkiri, our functions and the capabilities we can draw on to support you.

We are ready to work on delivering your priorities and will bring a range of strengths to the table to ensure that your policies will have a lasting impact.

The Māori Development portfolio plays a vital role in preparing Aotearoa New Zealand for the future. Your portfolios will ensure today's whānau, especially rangatahi, have the same opportunities as others to take advantage of dynamic international landscapes, rapidly evolving labour markets and new and emerging technologies at home and abroad.

One of the key challenges is the complexity of issues and how to make the greatest impact across a broad range of cultural, social and economic kaupapa. Many portfolios have a defined focus on core issues, such as transport, conservation or culture and heritage. Te Minita Whanaketanga Māori is expected to contribute and help shape government policy across a very broad range of areas. Prioritising interventions or outcomes likely to have the greatest impact is vital.

In preparing this briefing, we have thought ahead to 2040, 200 years after the signing of the Treaty of Waitangi. This is a way of framing our thinking about where we want to be in the future, and what challenges lie ahead. Today's whānau will have witnessed significant changes in Aotearoa New Zealand's economy, culture, environment and its demography. These changes present opportunities and risks that will need immediate planning.

While there have been positive developments, we still run the risk that in 2040 we will have whānau who are not achieving as they should. We cannot afford for that scenario to come true. It is therefore vital that we work to develop and harness the aspirations of our whānau, especially rangatahi. We are ready to work hard and smart with you towards a stronger future for our whānau.

Nā reira, kia tau te manaaki a to tātou Atua ki runga i a koe. Kia piki anō te ora ki a koe. Kia hora te marino, kia whakapapa pounamu te moana. Kia tere te karohirohi, ki mua to huarahi.

Michelle Hippolite
Toihautū | Chief Executive





Section 1

The Māori Development portfolio

What follows in this section is a description of your role in this portfolio and how Te Puni Kōkiri supports you to achieve your priorities. Subsequent chapters set out the key issues and decisions in your first months in office leading up to Waitangi Day 2018. A proposed short to medium term agenda for action over 2017-2020 is also presented. These chapters are informed by a longer view of the future trends likely to affect iwi, hapū, whānau and Māori to 2040.

1.1 Role of the Minister for Māori Development

In addition to the collective responsibilities that Ministers share, the responsibilities of the Minister for Māori Development include:

- strengthening government policy to improve outcomes for iwi, hapū, whānau and Māori
- strengthening the Crown's relationships with iwi, hapū, whānau and Māori
- supporting the cultural, social, environmental and economic aspirations of iwi, hapū, whānau and Māori.

In discharging these responsibilities the Minister has specific statutory obligations and powers under a wide variety of Acts of Parliament. A list of these responsibilities is included at Appendix One.

The Ministry of Māori Development Act 1991 is a key piece of legislation, as this sets out the responsibilities of Te Puni Kōkiri (the Ministry of Māori Development). We are the public service department that supports you, and for which you are responsible. The particular responsibilities of Te Puni Kōkiri include:

- promoting increases in the levels of achievement attained by Māori with respect to:-
 - i. education
 - ii. training and employment
 - iii. health
 - iv. economic resource development



- monitoring and liaising with each department and agency that provides or has a responsibility to provide services to or for Māori for the purpose of ensuring the adequacy of those services.¹

The above provides some guidance, but is not an exclusive list of kaupapa. Te Puni Kōkiri will work with you to determine the priorities for Te Puni Kōkiri for 2017-2020.

Appendix Two sets out the Crown Entities and Statutory Entities for which you are responsible.

1.2 Working with the Minister for Crown-Māori Relations and the Minister for Whānau Ora

There are many intersects between the portfolios of Māori Development, Crown-Māori Relations and Whānau Ora. There will be opportunities to work together with your colleagues to advocate for a focus on Māori development issues across government.

1.3 Te Puni Kōkiri – who we are and what we do

As well as having statutory responsibilities under the Ministry of Māori Development Act 1991, Te Puni Kōkiri has been mandated by successive governments as the principal advisor on Crown-Māori relationships. This involves providing guidance on the review and development of policy, and advice on engagement and consultation with Māori.

Te Puni Kōkiri has a wide reach despite being a relatively small Ministry. We have relationships at a national level and a regional presence that provides a direct connection with iwi, hapū, whānau and Māori. This is important in understanding the needs of Māori and for promoting better Crown-Māori engagement.

Role and function

The role of Te Puni Kōkiri is as follows:

- **Ārahitanga** – provision of strategic leadership and guidance to Ministers and the State sector on the Crown's ongoing and evolving partnerships and relationships with iwi, hapū, whānau and Māori
- **Whakamaherehere** – provision of advice to Ministers and agencies on achieving better results for whānau Māori
- **Auahatanga** – development and implementation of innovative trials and investments to test policy and programme models that promote better results for whānau Māori.

¹ S5(1)(a)-S5(1)(b), Ministry for Māori Development Act 1991.



Who we are

Our Executive Team is made up of the Chief Executive and six Deputy Chief Executives across five Te Puni. Also supporting the Chief Executive is a team of Chief Advisors who provide expert support and guidance on particular kaupapa, and Pouwhakahaere who provide cultural expertise.

Figure 1: Te Puni Kōkiri Senior Leadership Team

Toihautū Chief Executive Michelle Hippolite					
Strategy and Organisational Performance	Policy Partnership	Investment	Regional Partnership	Organisational Support	Office of the Chief Executive
Deputy Chief Executive Guy Beatson	Assistant Deputy Chief Executive Cath Nesus & Kelly Dunn	Deputy Chief Executive Lisa Davies	Deputy Chief Executive Di Grennell	Deputy Chief Executive Fiona McBeath	Executive Advisor Tiro Henare
Manager Organisational Knowledge Yelena Hill	Manager Crown-Iwi, Hapu, Whānau Relationships Jaclyn Williams	Lead Statutory Entities Tamati Olsen	Regional Manager Te Tai Tokerau Tui Marsh	Manager Communications Nicky Birch	Pouwhakahaere
Manager Risk and Assurance Shagen Ganason	Manager Cultural Wealth Gail Campbell (Acting)	Lead Whānau Ora Alana Ruakere	Regional Manager Tāmaki Makaurau Marty Rogers	Manager Human Resources & Capability Tim Kendall	Chief Advisors Nancy Tuaine Piri Sciascia Richard Laverty Susan Shipley
Manager Programme Support Kim Smith (Acting)	Manager Whānau Wellbeing Rahera Ohia	Lead Māori Growth Karen McGuinness	Regional Manager Waikato-Waiariki Ngawa Hall & Michelle Paki (Acting)	Manager Information Services (CIO) Greg Duncum	Māori Land Service Ron Peake Rachel Jones (Secondment)
Manager Strategy & Planning Todd Cleaver	Manager Māori Wardens Project Te Rau Clarke	Manager Investment Planning & Performance Carra Hamon	Regional Manager Ikaroa-Rāwhiti Mere Pohatu	Chief Financial Officer Greg Hanlen	
Manager State Sector Effectiveness Rick Witana	Manager Economic Wealth Taria Tahana	Manager Operational Policy & Design Sarah Howard	Regional Manager Te Tai Hauāuru Willis Katene	Manager Legal Services Beverly Penjueli	
Business Manager Linda Manaia	Business Manager Vacant	Business Manager Vacant	Regional Manager Te Waipounamu David Ormsby	Manager Ministerials and Business Support Mel King	
			Business Manager Frances Lawton (Acting)	Business Manager Ngatokorua Miratana	



How we can support you

As a Ministry, we support you to lead the Māori Development portfolio and to take a leadership role across government on improving social, economic, cultural and environmental outcomes for Māori. Te Puni Kōkiri is able to support you in the following ways:

- Utilising our networks across the motu so it is easy to connect with iwi, hapū, whānau and Māori, and ensure their voices are heard at a local level and in policy development. We have a presence in 17 sites across the regions
- Providing leading-edge advice on whānau development
- Providing evidence-based advice on key policy issues grounded in an understanding of Te Ao Māori
- Investing and co-investing with other agencies, Māori and non-government entities to make a real difference to the lives of whānau. These investments can road test different approaches that can provide lessons to wider government
- Developing strategies to help you advance key issues within the government's agenda.

Many public services are still explicitly or implicitly aimed at assisting individuals. However, we are encouraging approaches and services that apply a whānau lens. Te Puni Kōkiri can help you to understand the issues facing iwi, hapū, whānau and Māori - and the different ways that you can engage with them and other parts of government to address the needs and aspirations of Māori.

Policy to pā

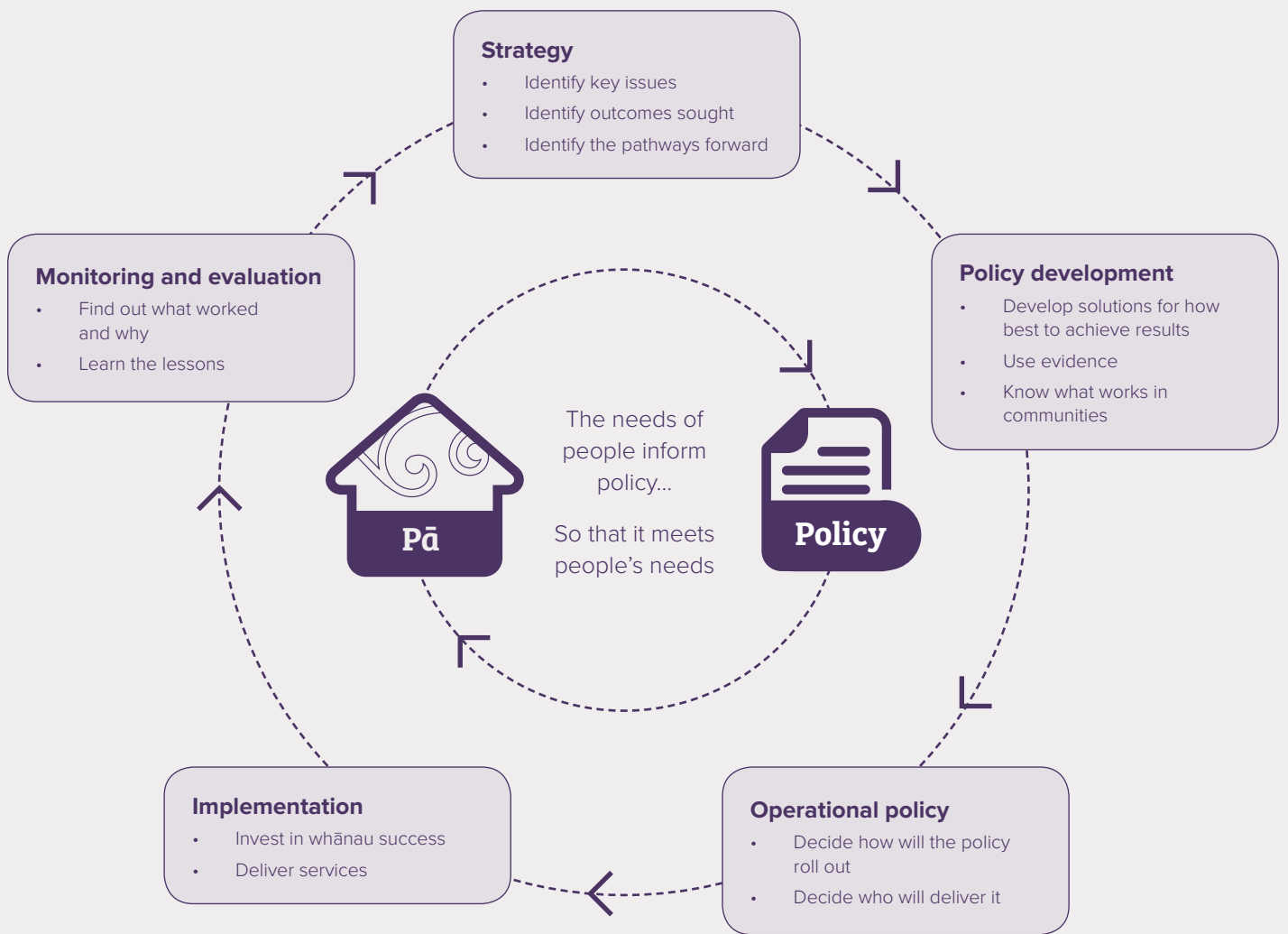
Te Puni Kōkiri is able to implement a 'policy to pā' approach. That means we can run an end to end process in which we take an initial concept for approval through the policy process, and then design and deliver its implementation to whānau. We then monitor and evaluate its success to learn and apply the lessons in future projects.

The 'policy to pā' model is illustrated in the following diagram. Te Puni Kōkiri has in-house capability to work at all different points of the cycle.

Most large scale government programmes that affect Māori are led by other government agencies, such as Oranga Tamariki (the Ministry for Vulnerable Children) and the Ministry of Health and District Health Boards. In this case, our role is to influence the lead agency to ensure that the needs of iwi, hapū, whānau and Māori will be met at each stage of the cycle. We can support you to have the same discussions with the relevant portfolio Ministers.



Figure 2: Policy to pā – Te Puni Kōkiri works throughout the cycle



Budget funding

The past three years have seen considerable budget funding added to the work programme of Te Puni Kōkiri. This has significantly changed our organisation and what we deliver. Te Puni Kōkiri now manages a programme of investments, engagement activities and community funding of approximately \$310 million per annum to support the aspirations and potential of iwi, hapū, whānau and Māori.

Recent budget cycles have seen successive increases to Vote Māori Development averaging over \$100 million over four years. On a per annum base, Vote funding levels have increased from just over \$230 million in 2014/15 to just over \$310 million per annum in 2017/18.

The most significant increase has been to non-departmental expenditure at 45 percent with departmental expenditure increasing only 7 percent over the same period. Appendix 3 provides a summary of the Vote Māori Development funding for 2017/18.

These increases underscored a shift in emphasis towards our Auahatanga function – the development and implementation of innovative trials and investments. These trials will test policy and programme models that promote better results for iwi, hapū, whānau and Māori. The increase in direct investment has continued through Budget 2017 and will shape the years ahead.

These significant increases in funding have required us to adapt and strengthen the way Te Puni Kōkiri operates. Decisions in late 2016 established an enhanced investment function that has improved our ability to design and deliver whānau-centred services and programmes to Māori and boosted regional capability.



Getting to Waitangi Day

2.1 Immediate decisions and actions

Waitangi Day 2018 provides an opportunity for you to discuss with iwi and community leaders your priorities as Minister, and what you have achieved in your first months.

The following table outlines the critical decisions and actions you will need to undertake before Waitangi Day. In the coming weeks, Te Puni Kōkiri will engage with you in more detail on each of these kaupapa to help you decide the way forward.

Key Policy Issues

Kaupapa	Commentary
Māori Land Policy	<p>Purpose</p> <p>Sets out decisions for Te Ture Whenua Reform package that may need further consideration.</p> <p>Comment</p> <p>Decisions are needed on how to proceed with the overall Ture Whenua Reform package, including the Te Ture Whenua Māori Bill. Decisions are required on public works, landlocked land and paper roads.</p>
Māori Land Service	<p>Purpose</p> <p>Consolidates existing services available to Māori land owners and provides some new services through a single doorway.</p> <p>Comment</p> <p>Progressing a Māori Land Service requires approval of a business case and confirmation of preferred approach.</p>



Kaupapa	Commentary
Te Reo Māori – Maihi Karauna Strategy	<p>Purpose</p> <p>Complete and approve the draft Maihi Karauna Strategy for te reo language revitalisation.</p> <p>Comment</p> <p>Lead agencies are working to develop current and medium term priorities and a proposed overarching goal to complete the Maihi Karauna Strategy.</p>
Waitangi Tribunal Reporting	<p>Purpose</p> <p>You have a statutory responsibility to annually prepare and present to the House of Representatives a report on the progress being made in the implementation of recommendations made by the Tribunal.</p> <p>Comment</p> <p>Decisions on a draft progress report will be needed so Ministerial consultation can occur prior to tabling at year end.</p>
Whānau Ora outstanding funding	<p>Purpose</p> <p>To agree jointly with the Minister for Whānau Ora and the Minister for Social Development on the transfer of provider contracts from the Ministry of Social Development.</p> <p>Comment</p> <p>Decisions required on outstanding funding intentions.</p>
Minister for Crown Māori Relations and Minister for Whānau Ora	<p>Meet with the Minister for Crown-Māori Relations and the Minister for Whānau Ora to discuss portfolio relationships.</p>

Legislation

Kaupapa	Commentary
Te Ture Whenua Māori Bill	<p>Purpose</p> <p>Increase the ability of Māori land owners to use their land by empowering them to make decisions by and for themselves.</p> <p>Comment</p> <p>This is in Committee of the Whole House stage in Parliament. A decision is needed on next steps for Te Ture Whenua Māori reforms. This is a critical decision for the portfolio, and is needed as soon as possible so your decisions can be actioned and flow-on effects addressed.</p>



Kaupapa	Commentary
New Zealand Māori Arts and Crafts Institute Vesting	<p>Purpose</p> <p>A vesting agreement is in place with the Whakarewarewa Joint Trust to transfer the ownership of the New Zealand Māori Arts and Craft Institute from the Crown to iwi.</p> <p>Comment</p> <p>The vesting agreement commits the Crown to introducing legislation to vest Te Puia into Te Puia New Zealand Māori Arts and Craft Institute Limited Partnership on behalf of the beneficiaries. A Bill is expected to be progressed early in 2018 via the New Zealand Māori Arts and Crafts Institute (Transfer of Undertaking) Bill.</p>
Rua Kenana Pardon	<p>Purpose</p> <p>An agreement to provide the statutory pardon between Ngā Toenga o Ngā Tamariki a Iharaira me ngā Uri o Maungapōhatu Charitable Trust and the Crown has been signed.</p> <p>Comment</p> <p>The agreement notes the Crown intends to introduce legislation, as soon as practicable, to provide for the pardon.</p>
2018 Legislative Programme	<p>Purpose</p> <p>Decisions will be required on any other policy priorities to be included in the 2018 Legislative Programme.</p> <p>Comment</p> <p>The timing will depend on Cabinet Office direction about timeframes.</p>



Appointments

Kaupapa	Commentary
Waitangi Tribunal	Decide on appointments of two members to the Waitangi Tribunal
Poutama Trust	Appoint one new Trustee
Māori Land Court	Decide on renewal of a temporary warrant for one Māori Land Court judge

Operational

Kaupapa	Commentary
October 2017 Baseline Update	Make a decision on the content of a submission to the Minister of Finance on October Baseline Update submissions. These are due early November to fulfil government financial management requirements.
Budget Initiative process 2018	Put forward any Budget Initiatives consistent with wider government priorities.



Section 3

An agenda for action 2017-2020

The agenda for action up to 2020 focuses on what Te Puni Kōkiri considers the key issues across three years of the next term of government. We have identified these issues by looking ahead to 2040, the 200th anniversary of the Treaty of Waitangi and examined how we can prepare our whānau, especially rangatahi, for that world. These issues could be the basis for a first discussion with you about your priorities.

It is possible to identify the trends and big issues that will impact on the lives of whānau in 2040. Rapidly changing technologies will be a pervasive part of life in 2040, although these may develop in unexpected directions.

Aotearoa New Zealand will become more ethnically diverse and more economically and culturally linked to other parts of the world, particularly the Asia-Pacific region. The place of Māori in Aotearoa New Zealand within this more diverse society is also an open question. Environmental problems are likely to become more prominent, and a growing population will challenge our housing and other infrastructure.

Against that backdrop, and taking into account current indicators of whānau wellbeing, the agenda up to 2020 is likely to include:

- Strengthening whānau development
- Ensuring that housing and infrastructure meet the needs of whānau
- Strengthening te reo Māori and Māori culture
- Preparing rangatahi for the future through education and training
- Sustaining kaitiakitanga policy and practices for the natural world, including fresh water, the climate, land use and the marine and coastal environment
- Strengthening Māori economic development pathways
- Developing strong Crown-Māori relationships.

Feedback we have received through engagement with rangatahi confirms that these are key issues. Rangatahi aspire to be part of a strong and economically successful whānau. Figure 3 below shows a journey from the present state to desired whānau development outcomes in 2040.



Figure 3: Supporting a whānau journey to 2040

3.1 Whānau Development

Why focus on whānau?

Traditionally, government has delivered services focused on individuals and their individual issues. Our view is that a greater impact can be achieved by working with individuals and their whānau. Individual wellbeing is contingent upon whānau wellbeing.

A whole whānau typically involves three or more generations. We argue that an approach that engages the whole whānau is far more likely to shift intergenerational issues.

Alongside the Minister for Whānau Ora and Minister for Crown-Māori Relations, you are in a position to advocate for a stronger focus on whānau development across government.



Intergenerational issues require intergenerational solutions

Aotearoa New Zealand needs to address a set of persistent social issues that manifest as child poverty, income inequality and homelessness. These issues disproportionately affect Māori and Pacific peoples. They are relatively young population groups with more children than the rest of the population.

While some indicators of Māori achievement are improving, others are static or are not improving as fast as for other ethnicities.² According to the Household Economic Survey 2015, there are much higher proportions of Māori households in the bottom two quintiles in relation to disposable household income.³

Table 1: Māori are over-represented in the lowest two fifths (quintiles) in relation to disposable household income

Ethnicity	Equivalised disposable household income				
	Q1	Q2	Q3	Q4	Q5
European/Pākehā	16	18	19	22	25
NZ Māori	33	25	17	16	9
Pacific	35	24	24	11	6
Other	16	21	25	21	17
All					

This has led one commentator to say:

Today’s young Māori (and Pasifika) will play an increasing role in determining New Zealand’s economic future, and far greater attention to their education, training, health and wellbeing needs is an imperative.⁴

These problems are often so entrenched that they are described as being ‘intergenerational’. Very young children can be strongly affected by the environment where they are raised, including factors like housing quality, diet, and the attitudes and choices of adults around them.

2 Marriott, Lisa and Sim, Dalice (2015) 'Indicators of Inequality for Māori and Pacific People' in Journal of New Zealand Studies NS20 (2015), p 24-50.

3 When the population is ranked on their household incomes and divided into five equal groups, each group is called a quintile. A quintile contains 20% of the population.

4 Jackson (2017) 'Introduction and overview' in Policy Quarterly, Volume 1 – Supplementary Issue – June 2017.



Figure 4: Targeting individuals - vs whānau development approaches



Empowered whānau are more likely to achieve transformational change

Whānau have strengths and resilience that can support the individual. A whānau that has identified its aspirations, has a plan to achieve them, and knows how to access support is far more likely to achieve positive outcomes than a whānau without these things in place.

Empowered whānau are more likely to build on their own strengths and to access support through government, the private sector, and through their whakapapa, marae, iwi and hapū. At a whānau level, this is consistent with the practice of rangatiratanga, which is a key Māori aspiration and a promise under Article 2 of the Treaty of Waitangi.



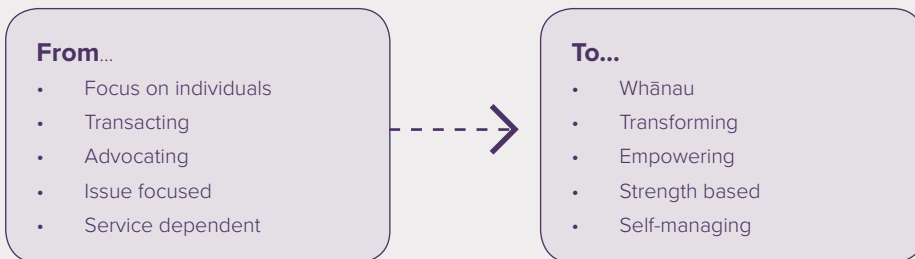
A holistic and coordinated approach across government is required

There are some whānau who have multiple and complex needs that cannot be solved through fragmented service delivery. The Productivity Commission noted that government agencies often fail to work ‘with others such as family, friends, providers and community groups who each have potentially important influence on outcomes’.⁵ For example, a programme about caring for young children that targets only parents is not effective when several members of the whānau are involved in the care and support of children.⁶

A child’s behavioural difficulties may be related to strained relationships within the whānau, brought on by further stressful circumstances. An intervention that focuses only on a child’s behaviour is unlikely to be as effective as a programme that holistically addresses other tensions in the home. A whānau-centred approach requires those working with a child to look at the broader context that they live in.

A report of the Taskforce on Whānau-Centred Initiatives (2010) recognised the need to overcome service fragmentation. It advocated for a holistic approach to build on whānau aspirations and address the multiple problems that may be standing in the way.

Figure 5: Moving from traditional service design to whānau-centred approaches



5 Productivity Commission of New Zealand (2015), More Effective Social Services – Summary Version, p 7.

6 The Families Commission (2011), Submission to the Māori Affairs Select Committee on the Determinants of the Wellbeing of Māori Children, p 18.



Knowing where and how to invest for greatest positive impact

Data and analytics are increasingly being used to inform investment in social services. Te Puni Kōkiri applies a whānau development lens to data and analytics so that whānau are at the centre of programmes and services. We are continuing to encourage agencies to look beyond the individual, and beyond the symptoms, to root causes. We also consider rich, real world information from our regional teams about what works and what does not in the preparation of advice on proposed work programmes.

Kōhungahunga – 0-5 years

Te Puni Kōkiri supports a focus on vulnerable mokopuna, as this is one of the groups we have identified as a key cohort (many of whom are Māori). The earliest years are vital for brain development, forging whānau connections and absorbing language. Successful investment in a child's early years can prevent the need for far more costly investments in later years if that child grows up to need income support or other services.

A whānau focus is most likely to be effective in targeting vulnerable mokopuna, as whānau have by far the strongest influence over the wellbeing of kōhungahunga. Sometimes the state may have to intervene to ensure the safety of a child or to assist whānau through a time of crisis. However, success is most likely if whānau can be empowered to take charge of raising children positively.

Building on the investment in Whānau Ora

Whānau Ora is a key investment in pioneering whānau development approaches. This investment is managed by your colleague, the Minister for Whānau Ora. The following background information is provided so that you can effectively support your colleague in this mahi.

Whānau Ora focuses on the whole whānau environment and supports whānau to take responsibility for finding solutions across a broad range of social, health, cultural and economic outcomes.

The Whānau Ora Outcomes Framework, agreed to by the Whānau Ora Partnership Group, made up of Iwi and Crown representatives, is the principal framework for measuring successful whānau development.

The seven outcomes for whānau are:

1. Self-managing
2. Living healthy lifestyles
3. Participating fully in society
4. Confidently participating in Te Ao Māori (the Māori world)
5. Economically secure and successfully involved in wealth creation
6. Cohesive, resilient and nurturing
7. Responsible stewards to their living and natural environment.





The navigator role in Whānau Ora is crucial to whānau accessing a coherent package of services and support.⁷ Building trust with whānau is part of the navigator's role, as many whānau may be isolated from services and other support offered by their iwi, hapū, other whānau, and wider community. Also crucial to the Whānau Ora approach is investing in providers that are joined up with others and put whānau needs and aspirations at the centre of their thinking.

There is no single approach within government that supports whānau development the way that Whānau Ora does. It is a collective approach and while it may still involve working with individuals they are not viewed in isolation of their whānau.

Other whānau development investments

Te Puni Kōkiri, in collaboration with other agencies, runs a range of other smaller investments that focus on whānau, especially rangatahi. Many of these initiatives are targeted at whānau who have traditionally not engaged with existing services. These investments will capture evidence about what works for these whānau, and will help Te Puni Kōkiri to drive improvements in social spending.

These investments include:

- **Oranga Rangatahi (Rangatahi Suicide Prevention Fund)** – established to support organisations working directly with rangatahi Māori suicide prevention
- **Te Ara Mauwhare (Pathways to Homeownership)** – an innovative housing initiative that aims to investigate and fund affordable pathways into home ownership
- **Ngā Waowaotanga Tukino a Whānau** (Whānau-centred Family Violence Interventions) – funding over four years to support whānau-centred family violence interventions that aims to break the cycle of family violence using whānau-centred, kaupapa-based approaches
- **Ka Kao (Māori ICT Development Fund)** – a \$30 million Māori ICT development fund to support Māori economic development and Māori language and culture through digital literacy initiatives.

⁷ Kaiārahi (or Navigators) work closely with whānau to identify their specific needs and aspirations then connect them with the support they need to achieve their goals.



3.2 Ensuring that housing and infrastructure meet the needs of whānau

The forecasts suggest that in 2040 we will continue to see significant pressure in urban centres on housing, social and physical infrastructure and the provision of jobs. These pressure points have spread from Auckland, especially into the Auckland-Tauranga-Hamilton triangle, but also to other parts of the country.

Looking to the future, the Māori population is ageing, though at a slower rate than the overall population. In 2013, there were approximately 36,000 kaumātua (Māori aged 65+). By 2038, there are projected to be 130,000⁸ kaumātua. Whānau Māori may prefer to have kaumātua living with whānau rather than in rest homes or retirement villages. This may create demands for different kinds of housing.

Many whānau and their rangatahi feel locked out of the housing market and have little optimism that this will change. Home ownership has declined since 1986 for the overall population (down 15.3 percent), but faster for Māori (down 20 percent). In that time, the proportion of Māori renting has increased at a faster rate than for the general population (up 88.3 percent and 42.7 percent, respectively).⁹

The high proportion of whānau Māori living in rental accommodation means that issues around housing supply, quality and security of tenure are important to whānau and the health of tamariki. Around 12,700¹⁰ Māori are estimated to live in severe housing deprivation, including those living in severely overcrowded conditions and those without homes.

Māori make up around 36 percent of primary social housing tenants and 43 percent of the main applicants on the Social Housing Register (those waiting for social housing). This reflects the impact of intergenerational cycles of poor socioeconomic outcomes including income and health. Many social housing tenants have health needs.

Over the next three years, there is the opportunity to influence Ministers with housing responsibilities to meet the needs and aspirations of whānau Māori.

One of the challenges is to ensure housing policies and products are available to help whānau achieve their housing aspirations. Within this, it is important to look at building on collectively owned Māori land and building papakāinga, rather than individual homes.

8 Statistics New Zealand, Table One - Summary of New Zealand ethnic population projections.

9 Statistics New Zealand (2016), Māori and Pacific Peoples' home Ownership falls over 25 percent in cities.

10 <http://www.healthyhousing.org.nz/wp-content/uploads/2016/08/Severe-housing-deprivation-in-Aotearoa-2001-2013-1.pdf>.



Status of current initiatives

Current work on Māori housing includes:

- sharing information, and providing practical support and advice to whānau and rōpū
- managing funds for Māori housing projects
- working with other agencies to co-ordinate and improve whānau housing.

Our Māori housing funds support smaller scale projects that:

- improve the quality of whānau housing
- build capability and capacity of the Māori housing sector
- increase the supply of affordable housing.

We work alongside whānau to help consider their housing goals, plan projects, develop funding proposals, and provide agreed funding as projects are implemented.

Te Ara Mauwhare (Pathways to Homeownership) is a new initiative to trial ways of helping more whānau into home ownership. It is envisaged that at least three trials will be developed and co-designed with rōpū and implemented. Successful models will then be applied more widely. It is likely these trials will include shared equity models.

He Whare Āhuru He Oranga Tāngata is the current Māori Housing Strategy, which aims to improve housing for whānau Māori and to increase housing choices by growing the Māori housing sector. Te Puni Kōkiri has the opportunity to work with agencies across the sector. The Ministry of Business, Innovation and Employment is the lead agency for the strategy and intends to report back against the outcomes that He Whare Āhuru He Oranga Tāngata aims to achieve by the end of 2017.

We will be encouraging agencies to both identify issues for iwi, hapū, whānau and Māori and involve them in developing sustainable housing policies and services. Te Puni Kōkiri will take a whānau centred approach, working with rōpū and whānau to achieve their housing aspirations.

3.3 Supporting te reo Māori and Māori culture

Te Puni Kōkiri leads and contributes to cross-government work aimed at revitalising te reo Māori and Māori culture, which encompasses the tikanga, mātauranga, and norms and practices that occur within Te Ao Māori.

In 2040, iwi, hapū and whānau will be practicing their Māoritanga within the context of a more connected world and a more diverse nation. While the Māori population is projected to increase from 16 percent of the population in 2013 to 18 percent in 2038, the broad Asian ethnic group is projected to grow to 22 percent of the population.





We are likely to see more diversity within whānau, and an increase in the number of Māori who identify with more than one ethnicity. This shows that non-Māori New Zealanders cannot be ignored in efforts to protect and promote te reo Māori and Māori culture as an important part of Māori and national identity.

Kia mauriora te reo Māori

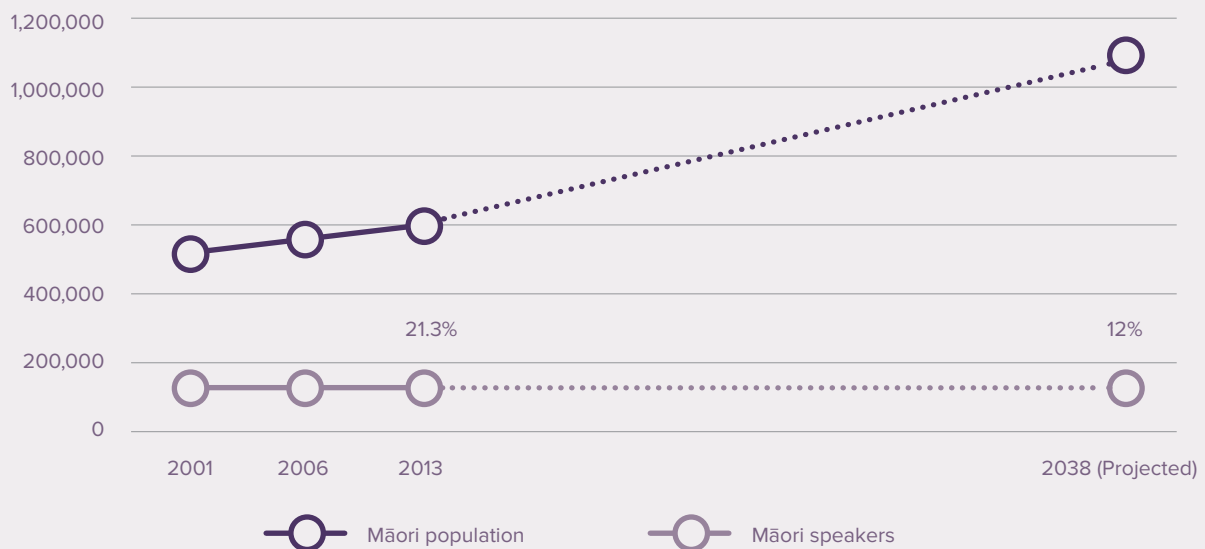
The Crown has an obligation to actively protect te reo Māori, a taonga under Article 2 of the Treaty of Waitangi. The number of speakers of te reo Māori is not growing as the total Māori population grows.

Significant change is needed across government and communities in order to revitalise te reo Māori. The proportion of Māori who speak te reo Māori is in gradual decline.

In 2001, 25.1 percent of the Māori population were able to hold an everyday conversation in te reo Māori. By 2013, this had dropped to 21.3 percent. The following chart shows what would happen if the number of te reo Māori speakers remains stable while the Māori population continues to grow. In this scenario, by 2038 only 12 percent of Māori will speak te reo Māori, leaving speakers feeling isolated and the language more vulnerable.

Figure 6: Scenario based on current trends, showing that inaction on te reo Māori is not an option¹¹

Māori ethnic population and Māori speakers by 2038 – assuming current trajectory continues



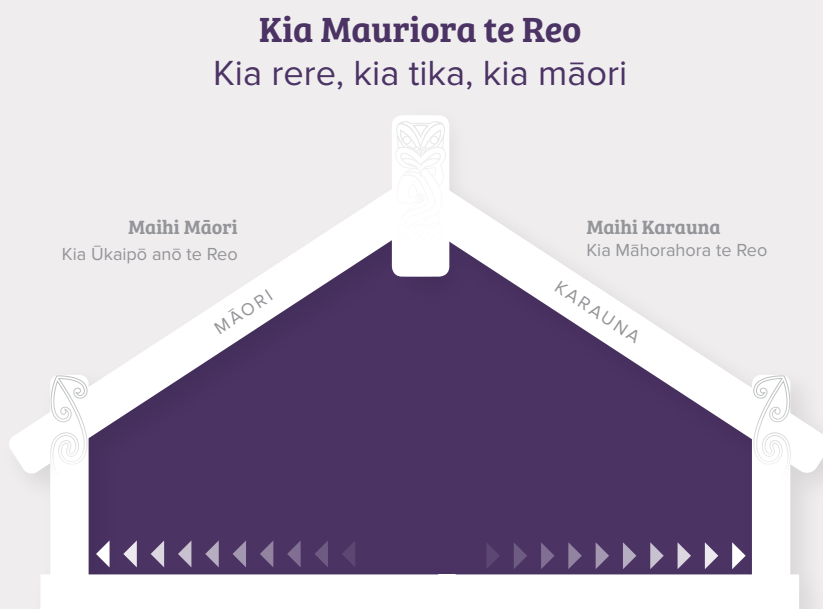
¹¹ Data point for Māori speakers in 2038 is based on stable number of Māori speakers, and includes no other assumptions. Source for all other data points is Statistics New Zealand.



Implementing Te Ture mō Te Reo Māori 2016

New legislation commits the Crown to work in partnership with iwi and Māori to revitalise the Māori language. The partnership set up under Te Ture mō Te Reo Māori 2016 is expressed through the metaphor of Te Whare o Te Reo Mauriora.

Figure 7: Te Whare o Te Reo Mauriora



The two sides of the partnership are represented by the maihi on each side of the whare. They meet at the kōruru, which represents the shared vision for te reo Māori, at the top of the whare. The shared vision is “kia mauriora te reo”.

Te Ture mō Te Reo Māori 2016 established Te Mātāwai to represent iwi, hapū, whānau and Māori and communities in this relationship, as depicted on the left side of the whare. The right side represents the Crown. Both sides of the whare work in a complementary way for te reo Māori.

New Māori language strategies

Government, led by Te Puni Kōkiri, is charged with developing the Maihi Karauna strategy. This is a strategy that focuses at the ‘macro’ level, and seeks to ensure that government systems, policies and practices support the revitalisation of te reo Māori.

The Maihi Māori is being prepared by Te Mātāwai and will focus on the ‘micro’ level. It sets out, how te reo Māori can be revitalised in communities, on the marae, and in the home.

The draft foundations of the Maihi Karauna – including its overall vision, outcomes, objectives, language planning elements and high level indicators – are in place. Lead government agencies have been working to develop priorities for action and a proposed overarching goal to complete the Maihi Karauna Strategy.



3.4 Education and training that prepares rangatahi for the future

Rangatahi who are at high school now will be in the prime of their working lives in 2040. Kōhungahunga who are born in the next three years will be entering the workforce in 2040.

It is vital to Aotearoa New Zealand's future that these young people are equipped with the skills they need to thrive and become leaders. Rangatahi themselves recognise that education is an important factor for the future, even if not all are convinced that the system currently meets their needs. One rangatahi in South Auckland told our regional staff:

We need practical skills in order to get the best outcomes for our whānau like skills about how to purchase houses or like getting on to boards. So that we can ensure the issues that we face are heard and we're a part of the answer to the issues we're facing.

Preparing for emerging trends and technologies in the job market

It is important that whānau are well positioned to take advantage of emerging trends and technologies. Emerging issues that can guide government policy thinking include the following:

- Many jobs may be automated in the future, and Māori may presently work disproportionately in roles that are prone to automation. For example, with driverless transport an increasing possibility, Māori are presently disproportionately employed in the transport, warehousing and communications sectors¹²
- Changes in the workplace are away from permanent employment towards a 'gig economy', in which employers are breaking down jobs into individual projects¹³
- Aotearoa New Zealand will become more diverse and more inter-linked with international economies
- The growth and diversification of the Māori economy may demand an increasingly wider range of skills
- Despite these emerging changes, Māori strongly wish to retain te reo Māori and culture.

Advancing key education issues within government's policy agenda

Responsibility for education and training initiatives fall largely within the portfolios of other Ministers, particularly the Minister of Education and Associate Minister of Education (Māori Education). It is likely that you will want to work with the Minister of Education and Associate Minister of Education (Māori Education) on issues of particular importance to iwi, hapū, whānau and Māori.

¹² MBIE (2016) Māori in the Labour Market, p 8.

¹³ European Commission (2016), 'The Future of Work', in European Political Strategy Centre Strategic Notes, Issue 13.



Promoting Māori Medium Education

Māori medium education produces higher levels of achievement for Māori students than mainstream education. However, it is often a difficult option for whānau to choose, for a variety of reasons. In 2014, 22 percent of whānau Māori chose Māori medium for early childhood education, but only 9.6 percent of tamariki Māori were in Māori medium at primary or secondary level.¹⁴

You may wish to work with the Minister of Education and Associate Minister of Education (Māori Education) to understand the reasons for these whānau choices, and to promote both the demand for and supply of Māori medium education facilities.

Assisting rangatahi into employment or training

It is important that we focus on young people who are not in employment, education or training. This group includes a significant number of rangatahi Māori. However, it is not enough to identify and locate a group of people in this category – the real change will come from delivering the right support. Enabling better outcomes for these rangatahi requires government to develop better knowledge about the policy and service design that works in successfully reaching and engaging these rangatahi and their whānau.

Te Puni Kōkiri currently has two initiatives that will test approaches to engaging with rangatahi who are not in employment, education or training, or who are at risk of being so:

- **He Poutama Rangatahi** – as part of the regional economic development strategy, this investment focuses on rangatahi (15-24 year olds) in four priority regions who are most at risk of long-term unemployment. This is a co-investment with the Ministry of Business, Innovation and Employment.
- **Passport to Life** – ensuring rangatahi are eligible to access opportunities afforded through local-level initiatives. Assists with accessing key documents such as birth certificate, driver's licence, IRD number and bank account. Includes wraparound support services and pastoral care. Interventions are co-designed with local communities. This is being piloted in Te Tai Tokerau.

Promoting Māori participation in Science, Technology, Engineering and Mathematics (STEM)

You may wish to engage with the Minister of Education and Associate Minister of Education (Māori Education) about supporting and expanding STEM-related initiatives that target rangatahi Māori. Encouraging Māori achievement in these areas would provide a gateway to higher paying jobs and help to fill skill gaps.

¹⁴ Ministry of Education (2016), Ngā Haeata Mātauranga: Assessing Māori Education.



3.5 Exercising Kaitiakitanga: sustaining the natural world

The aspirations of iwi, hapū, whānau and Māori are encapsulated in the whakataukī:

*Ko te whenua te waiū mō ngā uri whakatipu.
Our land and resources provide sustenance for our future generations.*

The identity, health and wellbeing of iwi, hapū, whānau and Māori is inextricably linked to their relationship with the environment, taonga, lands, waters and maunga. This is reflected in their close connection and whakapapa to the natural environment.

Iwi, hapū and whānau Māori, as tangata whenua, practice a holistic approach to the management of natural resources through kaitiakitanga. This enables economic sustainable development aspirations to be balanced with cultural protection mechanisms over those resources for current and future generations. Kaitiakitanga is based on mātauranga Māori (Māori knowledge), and represents the relationship that Māori have with the environment.

This holistic view guides iwi, hapū, whānau and Māori decision making over how they interact with, and manage their environment and natural resources - *from the mountains to the sea – ki uta ki tai*.

As iwi, hapū, whānau and Māori increase their leverage within the economy, kaitiakitanga will become a strong protective factor against over-exploitation and mis-management of natural resources. Many existing Māori enterprises are now explicitly prioritising the interests of future generations. For example, a Northland strategy for Māori economic growth emphasises He Tangata (people), He whenua (land) and He oranga (well-being).¹⁵

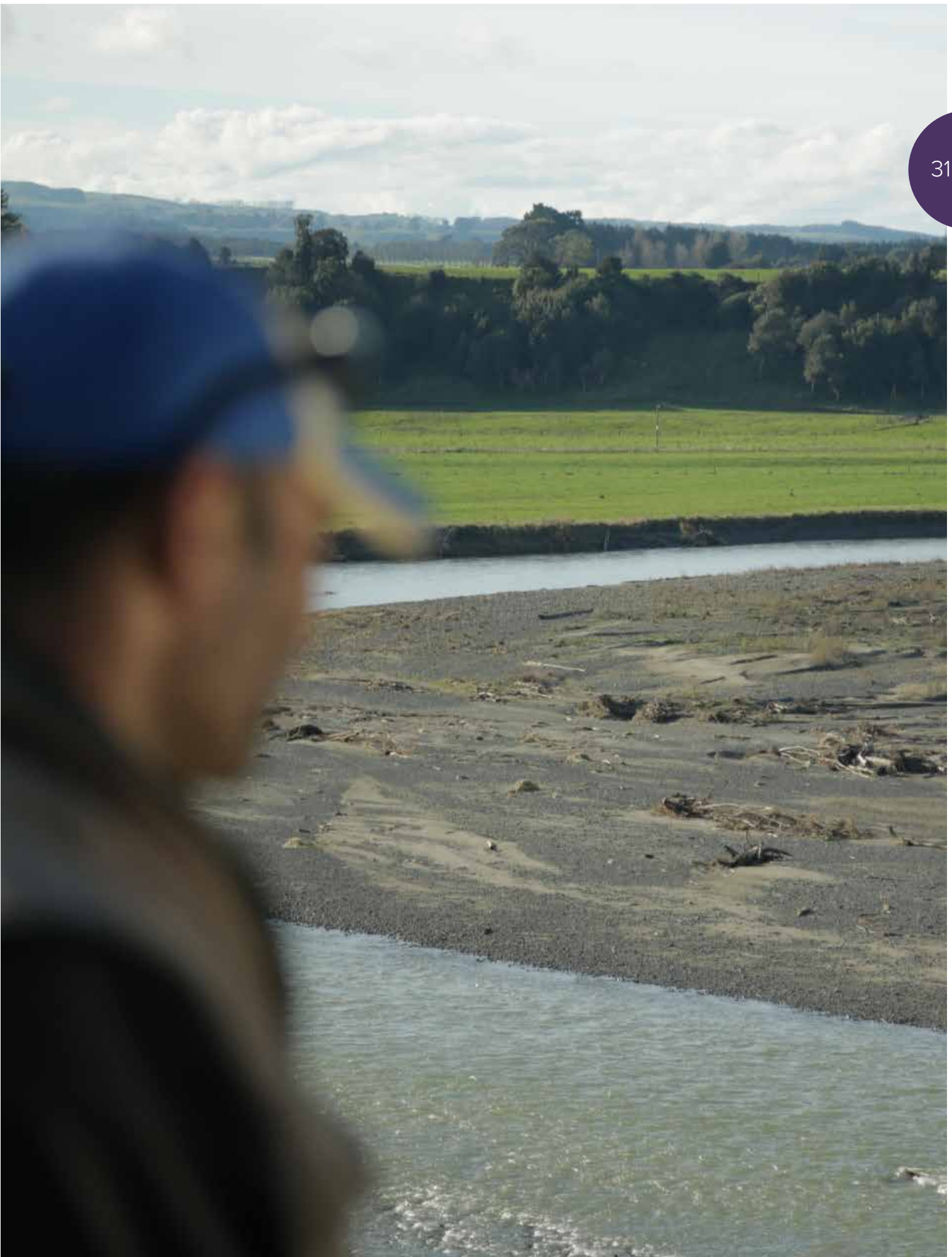
As we head towards 2040, there will be:

- increasing pressure placed on the resilience and health of the environment and our natural resources
- a greater need for Māori, and Aotearoa New Zealand as a whole, to work towards more sustainable management of the environment and natural resources
- further focus on clarifying iwi, hapū, whānau and Māori rights and interests over natural resources, as iwi and Māori enterprises grow both their economic and cultural base, to provide better certainty for future economic investment, and environmental protection mechanisms
- governance arrangements that involve Crown-Māori partnerships at the national, regional and local levels.

As a result, in the future iwi, hapū and whānau Māori will be balancing their economic, social, cultural aspirations within a much more complex environmental system with many stakeholders involved.

¹⁵ (2015) He Tangata He Whenua He Oranga: An Economic Growth Strategy for the Te Tai Tokerau Northland Māori Economy.





Fresh water

Fresh water is relatively abundant in some regions, but the trends in water quality are variable, including in urban environments. In some places we are approaching environmental limits, and in others freshwater is over-allocated. Reversing these trends will require active engagement with iwi, hapū, whānau and Māori, industry, local government and stakeholders.

Improving freshwater management is a long-term endeavour that will require addressing Māori rights and interests to water, managing within water limits, considering options for current and future allocations and improving industry practices. These are important issues for Māori as there are competing pressures for water use, and water allocation provides the potential to unlock Māori land development for employment, investment and skills development.

A key issue over the next 12 months will be a focus on policy options for the allocation of water, which may include consideration of a shift away from the current first-in-first-served resource consent approach towards allocations based on use.

Te Puni Kōkiri will contribute policy advice to support decision making by Ministers on water allocation and Māori rights and interests in freshwater. We will advise you on the overlapping issues relating to water allocation and Māori land development, and will support your role in cross-government discussions.

Te Puni Kōkiri will also be assisting with any work on:

- improving the quality of fresh water and providing more information on water quality
- amending the National Policy Statement for Freshwater Management 2014.

Climate change

Climate change will have an increased impact on Aotearoa New Zealand by 2040, with impacts on people and the economy. For example, climate change, is projected to increase the occurrence of drought in Te Tai Tokerau by seven percent by 2040.¹⁶ Extreme weather events will become more frequent in other areas of the country, potentially impacting on primary production industries and Māori businesses.

The changing climate is already exacerbating existing problems like water scarcity, flooding, drought and biodiversity loss. Many sites of significance to Māori such as marae and wāhi tapu are in low-lying or coastal areas, which may be affected by sea-level rise or increased coastal storm activity.

New pests could become acclimatised to Aotearoa New Zealand in warmer conditions, and could threaten productivity. Infrastructure in urban and rural areas will need to be more resilient and in some rural areas, service levels may decline.

Te Puni Kōkiri has an important role to play. Climate change is an important economic issue for Māori with social, cultural and environmental impacts. Strategic decisions are needed to build climate change resilience (particularly for whānau Māori and Māori owned businesses) and to assist with the transition to a low emissions economy.

¹⁶ NIWA (2016) Climate Change Projections and Implications for Northland.



Māori lower income earners, kaumātua, kuia, and rangatahi may not be in strong economic positions to be as resilient as other New Zealanders. A clear focus is needed on policy changes that improve whānau Māori and Māori business resilience to the impacts of climate change and adverse climatic events, and to minimise the risk to people and assets. The impacts of climate change on owners of Māori land will be particularly acute, as they do not have the same options to sell or relocate as owners of general land.

Marine and Coastal environment

New Zealand has a large marine area, and many iwi, hapū, whānau and Māori have a close connection with the coast. Uses extend from fishing and aquaculture to shipping, oil and gas exploration and mining.

It is vital we have the most effective approach to sustainably manage our marine environment and enhance, protect and restore marine biodiversity. Te Puni Kōkiri will be closely involved in any policy work over the next three years, as Māori have significant rights and interests in relation to the marine and coastal environment.

3.6 Māori economic development

A challenge facing Aotearoa New Zealand is to ensure that all regions are able to take advantage of the strong economic growth predicted for the overall New Zealand economy by 2040. Presently, there is a disparity between economic and social indicators across regions, and there is a risk that these disparities may become further entrenched.

Te Puni Kōkiri is a critical partner in wider efforts to promote social, cultural and economic growth and development in the regions. We are providing advice, leadership and investment in the implementation of Regional Economic Development Strategies in regions with high Māori populations, including Te Tai Tokerau, Tairāwhiti, Hawkes Bay and Manawatū.

From a Māori point of view, regional development encompasses not only economic development, but also the development of Māori culture, better outcomes for rangatahi Māori, and the kaitiakitanga of resources to future generations.

Treaty settlements will assist iwi to invest in the development of their people and assets in the regions, but will not be enough in themselves. Central and local government, iwi and the private sector will need to co-develop and invest in opportunities in the regions. The growing Māori population will need to produce more entrepreneurs, innovators, skilled workers and homeowners to grow and improve the Māori asset base.



He kai kei aku ringa (Māori Economic Development Strategy) and current supporting arrangements

He kai kei aku ringa is a Crown-Māori Economic Growth Partnership and national Māori economic development strategy. The development strategy provides a vision for a productive, innovative, export oriented Māori economy driven by whānau.

Established in 2012, the development strategy is jointly delivered by the Ministry of Business, Innovation and Employment and Te Puni Kōkiri. The Ministry and Te Puni Kōkiri work together with relevant agencies to develop actions to achieve specified targets.

The strategy sets some ambitious targets for Māori progress from 2017 to 2021. The overarching goal is to increase Māori median income by 20 percent. The refreshed strategy has identified five goal areas, namely:

- **Employment** – Whai Mahi - growing the future Māori workforce
- **Rangatahi** – supporting Māori youth to define and lead their economic aspirations
- **Enterprise** – Whai Pakihi- growing Māori enterprises
- **Regions** – Rohe Tū Pakari - increasing Māori participation in regional economies
- **Education** – Whai Mātauranga - upskilling the Māori workforce.

A Māori Economic Development Advisory Board currently provides on-going stewardship, monitoring and evaluation of the implementation of He kai kei aku ringa. The Board reports to the Ministers of Economic Development and Māori Development.

A cross agency action plan has been developed to support the goals as set out in the refreshed He kai kei aku ringa. Te Puni Kōkiri has set aside \$2 million over the next two years through the Māori Development Fund to support the outcomes of He kai kei aku ringa.

Te Puni Kōkiri is also actively working with the Ministry of Business, Innovation and Employment on a range of regional economic development initiatives that will boost economic growth for the benefit of communities in regional New Zealand.

Te Ture Whenua Māori Bill

Te Ture Whenua Māori Bill aims to increase the ability of Māori land owners to use their land by empowering them to make decisions by and for themselves, supported by an owner-focused Māori Land Service.

It also aims to maintain, and even strengthen, the protections that currently exist for the retention of Māori land for the benefit of future generations (a taonga tuku iho) by virtue of whakapapa.

Te Ture Whenua Māori Bill is currently at the Committee of the Whole House stage in Parliament. The Bill as presently drafted is intended to:



- give Māori land owners greater autonomy to make their own decisions
- provide a clearer more empowering decision-making framework
- strengthen protections against the alienation of Māori land
- lead to stronger-performing governance bodies
- improve the succession and dispute resolution processes
- make better use of the Māori Land Court
- set out the core functions of the proposed Māori Land Service.

The reform is underpinned by the pou, or principles, of mana motuhake (greater Māori land owner autonomy), whakawhanake (a greater ability by owners to use their land) and taonga tuku iho (protecting the ownership of Māori land for future generations).

Considerable investment has been made in developing the Bill and engaging with Māori land owners on it. As indicated in section 2 of this briefing, you will need to make an early decision about how you wish to proceed.

Māori Land Service

Te Puni Kōkiri is leading the development of a Māori Land Service, which is proposed to provide new and improved services to Māori land owners through a single doorway. The intention is to provide:

- more responsive services to Māori land owners
- faster and more convenient services for Māori land owners
- more cost-effective services for government and related parties
- services that support greater downstream benefits for Māori and government.

3.7 Crown-Māori Relationships

This kaupapa will be managed by your colleague, the Minister for Crown-Māori Relationships. However, many aspects of the Māori Development portfolio, such as Māori land policy and supporting te reo Māori, will affect the Crown's relationships with iwi, hapū, whānau and Māori. The following background information is provided so that you can effectively work alongside your colleague.

Māori issues and perspectives have gained greater prominence and recognition as a result of the Treaty claims process over the past two decades. The settlement of historical Treaty of Waitangi claims commenced in 1993 and is likely to be concluded with willing and able iwi or hapū groups by 2020.

The Crown is expected to act consistently with the principles of the Treaty. These principles have been broadly defined by the Courts and the Tribunal as:

- **Partnership:** the Crown and Māori have a duty to act in good faith, fairly, reasonably and honourably towards the other



- **Protection:** the Crown has a duty to protect Māori interests including tino rangatiratanga and taonga, including the duty to provide redress for Treaty breaches
- **Participation:** iwi, hapū, whānau and Māori should have the same opportunities to participate in society as other New Zealanders and should be able to have an active say in decisions that affect them.

An evolving relationship

Crown-Māori relationships are continuing to evolve. The formal settlement of historical Treaty claims with most willing and able iwi have laid solid foundations for productive relationships that are focussed on the future.

A partnership approach is emerging where the rights and interests of some iwi, hapū, whānau and Māori are enshrined in legislation, often by referring to the Treaty or the principles of the Treaty. More deliberate approaches that protect Māori interests are emerging, such as the Treaty obligation for the Crown to work in partnership with Māori to protect te reo Māori.

As a result of the settlement process, many iwi entities in particular are increasingly well resourced and organised. Iwi and Māori organisations are increasingly involved in government sectors and in local government decision making. They have high expectations and levels of iwi engagement will continue to rise.

Different partnership arrangements are enabling the Crown and iwi, hapū, whānau and Māori to discuss strategic and operational issues at all levels of government and across different sectors. In 2005, the first Iwi Chairs Forum was convened at Takahanga Marae in Kaikōura. Since then, the forum has met regularly to discuss Māori aspirations in cultural, social, economic and environmental kaupapa. Crown representatives and Members of Parliament are regularly invited to present to the forum on projects and issues that concern iwi.

The role of Te Puni Kōkiri

Te Puni Kōkiri is the government's principal advisor on the Crown's relationships with Māori. Te Puni Kōkiri has a role to provide strategic leadership and guidance to Ministers and the State Sector on the Crown's ongoing and evolving partnerships and relationships with iwi, hapū, whānau and Māori.

The management of these relationships requires a clear understanding of Treaty principles, Crown obligations under the Treaty, consistency of early engagement at the right level and the development of public sector skills and knowledge for Māori involvement in decision making.

New opportunities

Treaty settlements create a new opportunity to increase the focus on improving future outcomes for Māori across all sectors of government. Maintaining the Crown's focus on the benefits of delivering Treaty settlement commitments will be central to growing the relationship and building the trust and confidence necessary to tackle more complex challenges.

There are calls by some Māori for a 'constitutional conversation' with the Crown. Crown-Māori relationship issues are likely to arise in a range of upcoming Waitangi Tribunal kaupapa inquiries, including into the constitution, self-government and the



electoral system; health services and outcomes; education; natural resources and environmental management; and social services, among others. While some issues may be difficult to resolve, a focus on pragmatic solutions when developing government policy could help conversations proceed along constructive lines.

An issue for further discussion is the need to provide strategic advice on ways to build strong, collaborative and mutually beneficial relationships by 2040, 200 years after the signing of the treaty. Stronger relationships may be achieved by completing settlement claims, delivering on existing settlement commitments, increasing the focus on better state sector results for Māori and by building Crown capability to collaborate on complex social and economic issues.

Building capability

There is a general consensus across government that Crown capability and knowledge of Crown-Māori relationships is inconsistent, fragmented and often reactive. State sector agencies can struggle to engage effectively with Māori at the right level or in the right way. Further, there are different views across government about what future relationships should look like and who is responsible for doing what in growing these relationships.

Te Puni Kōkiri supports relevant agencies to develop their relationships with iwi, hapū, whānau and Māori by providing advice on public sector capability building and promoting a stronger focus on positive state sector results. Stronger capability would enable the public sector to support more effective Crown-Māori relationships and enhance outcomes for Māori.

Focus areas could include a better understanding of Treaty commitments and Māori aspirations; understanding the benefits of whānau centric policy development; and innovative solutions such as service sharing that will benefit iwi, hapū, whānau and Māori and Aotearoa New Zealand as a whole.

Te Puni Kōkiri was established, in part, to monitor and liaise with other agencies to ensure the adequacy of their services to Māori.¹⁷ Te Puni Kōkiri does this in partnership with the State Services Commission by providing updates to the government on progress for Māori towards the results specified in the Better Public Services Programme.

Te Puni Kōkiri considers that the state sector's focus on results for Māori could be strengthened in most portfolio areas. While some whānau feel that they are doing well based on self-rated indicators, others face challenges that are the result of systemic issues across sectors and across generations.

We will continue to promote collaborations and effective partnerships with Māori at all levels including policy, service design and delivery to lift performance and ensure that whānau needs and aspirations are at the centre of service design.

Early engagement with iwi, hapū, whānau and Māori brings a Te Ao Māori perspective to issues and ensures that the Crown properly understands the impact of its policy proposals, including impacts on rights and interests. The practical benefits may include innovative solutions to issues that might not otherwise have been found and better targeted service delivery to those in most need.

¹⁷ Ministry of Māori Development Act 1991.





Appendix One

Key legislation for the Minister for Māori Development

In addition to the general collective responsibilities which Ministers share, the Minister for Māori Development is charged with a number of specific statutory responsibilities and obligations under a wide variety of Acts. These may require the Minister to:

- participate as a member of a particular board or statutory body
- make appointments or recommendations regarding appointments (to particular boards or statutory bodies)
- perform other powers or duties.

Board memberships

The Minister is a member of the following statutory boards and statutory committees:

- Māori Purposes Fund Board (chair)
- Māori Soldier's Trust (chair)
- Ngarimu VC and 28th Māori Battalion Memorial Scholarship Fund Board.

Appointments made by the Minister

The Minister for Māori Development is responsible for either making or recommending the appointments to the following positions and organisations:

- Māori Land Court Judges
- Waitangi Tribunal Members
- Māori Land Court Rules Committee
- Māori Trustee
- Te Mātāwai (two Crown-appointed members)
- Te Taura Whiri i Te Reo Māori
- Te Māngai Pāho
- Māori Television Service ((three Crown-appointed members, jointly appointed with the Minister of Finance)
- Māori Trust Boards
- Māori Wardens
- Māori Soldiers' Trust



- Poutama Trust
- Wi Pere Trust
- Bledisloe Trust
- Kaiapoi Reserve Board
- New Zealand Geographic Board
- Hauraki Gulf Forum.

In some instances the Minister's role is to make an appointment jointly with other parties, according to the provisions of the relevant legislation.

The Minister is also required to be consulted on appointments to the following organisations:

- Tertiary Education Commission
- Arts Council of New Zealand Toi Aotearoa
- Te Waka Toi
- Local Government Commission
- Environment Court
- Environment Commissioners and Deputy Environment Commissioners
- Special Tribunals constituted under the Resource Management Act
- New Zealand Conservation Authority
- Conservation Boards
- Heritage New Zealand Pouhere Taonga
- Māori Heritage Council
- Queen Elizabeth the Second National Trust
- National Fisheries Advisory Council
- Committees of Management for Taiapure
- Archives Council
- Guardians Kaitiaki of the Alexander Turnbull Library
- Library and Information Advisory Commission
- Valuation Appeal Committee
- Boards of Examiners under the Licensed Interpreters Regulations
- National Kaitiaki Groups established under the Health (Cervical) Screening Regulations 1995.



Other statutory responsibilities

The Minister for Māori Development also has a range of additional statutory roles and responsibilities under wide ranging legislation.

Significant statutory roles and responsibilities include:

- Approving certain aspects of the Māori Trustee including appointing the Māori Trustee, removing or suspending the Māori Trustee, borrowing money, pledging securities, and disposing of certain land under the Māori Trustee Act 1953
- Power to refer any matter to the Māori Land Court for inquiry and making applications to the Māori Land Court to set land aside as Māori reservation under Te Ture Whenua Māori Act 1993
- Appointing Māori Wardens and approving the sum to be appropriated by Parliament each year to the New Zealand Māori Council under the Māori Community Development Act 1962
- Overseeing the administration of Māori Trust Boards under the Māori Trust Boards Act 1955, including the appointment and removal of Board members and directing investigations of Board affairs
- Appearing before the Waitangi Tribunal, if required, on any matter relating to any land or interest transferred to or vested in a State Enterprise or matter relating to Crown Forest land under the Treaty of Waitangi Act 1975
- Preparing and presenting to the House of Representatives each year, a report on the progress being made in implementation of recommendations made to the Crown by the Waitangi Tribunal





Appendix Two

Crown Entities and statutory entities for which you are responsible

As Minister for Māori Development you have responsibilities for two Crown Entities. The Crown has a controlling interest in these organisations, but the organisations run their operations at arm's length from the Crown and are legally separate.

Crown Entity	Role
Te Māngai Pāho	<p>Allocate funding to iwi radio stations for operations and to produce at least 520 hours of new Māori language content per annum.</p> <p>Allocate funding directly to the Māori Television Service for the production of in-house programmes and the acquisition of local and overseas programmes.</p> <p>Manage contestable funding for the production of independently made Māori language programmes for television and radio, including music CDs and special broadcast events.</p>
Te Taura Whiri i Te Reo Māori	<p>Take steps to give effect to the status of Māori as an official language of New Zealand.</p> <p>Promote the Māori language as a living language and as an ordinary means of communication.</p> <p>Take the lead in co-ordinating the implementation of the Maihi Karauna strategy.</p> <p>Consider and report to the Minister on matters relating to the Māori language.</p> <p>Grant certificates of proficiency in te reo Māori.</p>

You also have statutory responsibilities for and key relationships with three other Statutory Entities. These are each established under their own legislation and are independent from the Crown.



Statutory Entity	Role
Te Mātāwai	<p>Act on behalf of Māori to provide leadership in promoting the health and wellbeing of the Māori language for iwi and Māori at the community level.</p> <p>Act as a partner of the Crown within te reo Māori revitalisation.</p> <p>Develop the Maihi Māori and implement this strategy by way of support for community-based te reo Māori initiatives.</p> <p>Conduct a leadership and oversight role for the Māori Television Service, including appointing four members of the Board.</p> <p>Provide nominations for a number of appointments to the Boards of Te Taura Whiri i te Reo Māori and Te Māngai Pāho.</p>
Māori Television Service	<p>Contribute to the protection and promotion of te reo Māori me ngā tikanga Māori through the provision, in te reo Māori and English, of a high-quality, cost-effective television service that informs, educates, and entertains viewers, and enriches New Zealand's society, culture, and heritage.</p> <p>Through its programming, provide for the needs and preferences of: young people, children participating in te reo Māori immersion education, all persons learning te reo Māori, and persons whose first language is, or have a high proficiency in, te reo Māori.</p>
Te Tumu Paeroa	<p>Support the statutory roles of the Māori Trustee in relation to protecting and enhancing whenua Māori.</p> <p>Maintain trust and registry services, property management, governance and business support, and land development for Māori-owned land.</p>

As Minister, your primary role is to oversee and manage the Crown's interests in or statutory responsibility for these entities, particularly in relation to performance and governance. Your responsibilities include:

- ensuring an effective Board is in place
- participating in the setting of an entity's strategic direction where applicable
- reviewing entity performance in regards to respective accountability documents
- managing and effectively responding to organisational risks
- tabling key accountability documents before the House of Representatives.



Appendix Three

Vote Māori Development Funding for the financial year 2017/18

Departmental Appropriations	\$000
Hōtaka Ratonga Whenua Māori (Māori Land Service Programme)*	12,190
Kaupapa Whakamaumahara Pakanga Whenua Māori (Māori Land War Commemorations)	1,000
Whakapakari Kaupapa Whānau Ora (Whānau Ora Commissioning Approach)	4,749
Takatutanga me ngā Haumitanga ā-rohe (Regional Engagement and Investment) MCA	
- Haumitanga ā-rohe (Regional Investment)	13,781
- Takatutanga ā-rohe (Regional Engagement)	21,799
Tohutohu Kaupapa Here me ngā Huanga Patata (Policy Advice and Related Outputs) MCA	
- Kaupapa Here - Whanaketanga Māori (Policy - Māori Development)	11,535
- Kaupapa Here - Whanaungatanga Karauna Māori (Policy - Crown Māori Relationships)	4,599
- Ratonga Tautoko Minita (Ministerial Servicing)	2,473
Te Puni Kōkiri Utunga Haupū Rawa (Te Puni Kōkiri - Capital Expenditure) PLA	594
Total Departmental Expenditure	72,720

* In July 2017 Cabinet approved an additional \$10.394 million for the Māori Land Service Programme. This amount isn't included in the Estimates of Appropriations, but is included here.



Non-Departmental Appropriations by Kaupapa	\$000
Whānau	
Whakamahi I ngā Huanga a Whānau Ora (Commissioning Whānau Ora Outcomes)	71,481
Whaiwāhitanga Māori (Māori Participation)	1,876
Hauora me te Oranga Māori (Māori Health & Wellbeing) MCA	
- Arai Whakamomori Rangatahi Māori (Rangatahi Māori Suicide Prevention)	1,500
- He Ratonga Hauora Matua (Targeted Health Services)	1,000
- He Tikanga a-Whānau mō te Whakakore Tūkino (Whānau-centred family violence interventions)	550
- Hiki i te Ao Māori - Tautoko Tikanga me te Hākinakina Māori (Moving The Māori Nation - supporting Māori Culture and Sport)	3,500
Total Whānau	79,907
Whakapapa	
Whakaata Māori (Māori Television)	19,264
Pāpāho Reo me ngā Kaupapa Māori (Māori Broadcast & Streamed Services)	58,759
Whakarauora Reo mō te Motu (National Māori Language Revitalisation)	5,704
Whakarauora Reo mō Te Whānau, Hapū, Iwi me te Hapori (Family, Tribal and Community Māori Language Revitalisation)	15,817
Te Pūtahi Paoho	131
Poari Kaitiaki Māori o Taranaki (Taranaki Māori Trust Board) PLA	15
Utu Kāpeneheihana ki te Poari Kaitiaki Māori o Aorangi (Ex-gratia Payment to Aorangi Māori Trust Board)	1,000
Takoha a te Karauna ki te Hapori o Parihaka (Crown Contribution to the Parihaka Community)	-
Total Whakapapa	100,690
Whare	
Te Kōtuitui Hanga Whare mō ngāi Māori (Māori Housing)	19,641
He Huarahi ki te Whare (Home Ownership Pathways)	2,550
Total Whare	22,191



Whenua	
Kōtuitui Te Ture Whenua (Te Ture Whenua Network)	5,200
Ngā Whakahaere a Te Tumu Paeroa (Māori Trustee Function)	11,261
Utu Whakahaere Whenua Karauna (Administrative Expenses for Crown Land)	49
Total Whenua	16,510
Whanaketanga	
Takoha Rangatira (Rangatiratanga Grants)	480
Tahua Whanaketanga Māori (Māori Development fund)	17,397
Rōpū Whakahaere, Rōpū Hapori Māori (Community & Māori Governance Organisations)	3,769
Whanaketanga Ōhanga Māori (Māori Economic Development) MCA	
- Whakapakari, Whakatairanga Tāpoi Māori (Strengthening & Promoting Māori Tourism)	4,160
- Tahua Whanaketanga Hangarau Māori (Māori Digital Technology Development Fund)	5,500
Total Whanaketanga	31,306
Total Non-Departmental Expenditure	250,604

These figures do not include any adjustments or transfers to be considered in the October baseline Update.





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