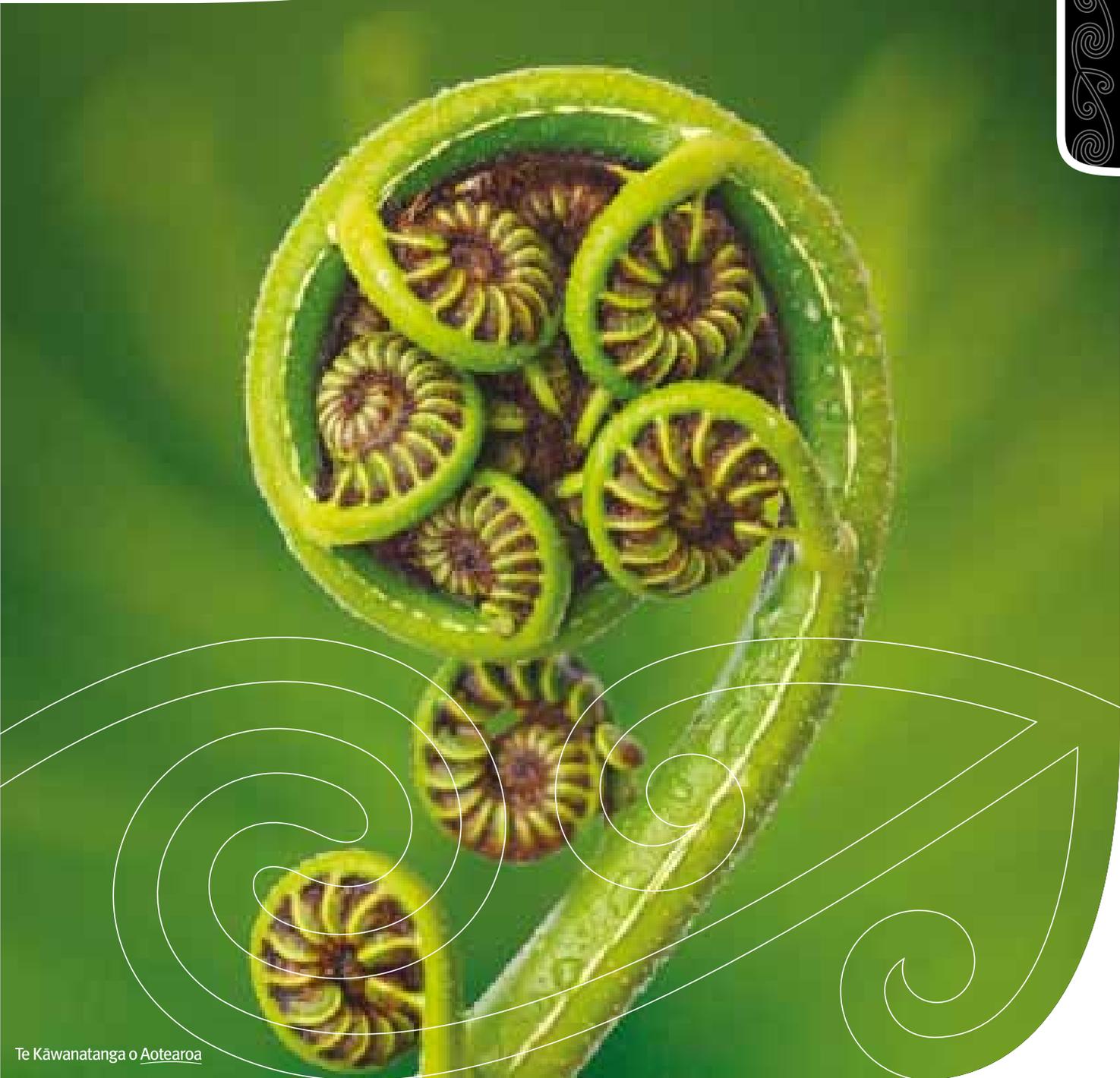




Te Puni Kōkiri
REALISING MĀORI POTENTIAL

1 JULY 2010

Pānui Whāinga 2010-2013
Statement of Intent 2010-2013





Presented to the House of Representatives
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New Zealand Government

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FOREWORD FROM MINISTERS

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Tēnā tātou katoa, otirā koutou e whaiwāhi ana ki tēnei Pānui Whāinga a te Kāwanatanga, mō ngai Māori.

Since I became Minister of Māori Affairs in November 2008 Te Puni Kōkiri has supported me well in delivering on this Government's priorities.

In the last year I introduced Whānau Social Assistance programmes delivered through the Ministry's regional office network. We now have a network of whānau advocates (Kaitoko Whānau) in communities to liaise with whānau and community groups to work with our families that are experiencing hardship.

A Māori Economic Taskforce was established to progress responses to the economic downturn. That Taskforce has had a busy year and have commenced a number of initiatives that will enhance the Māori economy.

Building on those key initiatives, a number of key priorities have been agreed by Government that will be the focus for Te Puni Kōkiri over the medium term.

Implementation of the Whānau Ora policy across a wide range of Māori communities

Te Puni Kōkiri has been tasked as the lead agency for implementation of Whānau Ora and will have direct accountability for the specific Whānau Ora appropriations. As Minister responsible for Te Puni Kōkiri, I look forward to a close working relationship with the Minister

Responsible for Whānau Ora, and other Ministers instrumental in this new approach. As a key priority for Te Puni Kōkiri, the appropriate effort, resource and leadership will be assigned to ensure the success of Whānau Ora, reflecting the commitment of Te Puni Kōkiri to leading the achievement of better outcomes for whānau.

Undertaking a comprehensive review of Māori language activity and funding across Government

Te Puni Kōkiri will work with the co-operation of the Ministry of Education to undertake a joint review of Māori language funding and activity across government. I expect that this work will culminate in the development of a revised Māori Language Strategy and possible recommendations for structural change.

Achieving economic development opportunities for Māori through a focus on growing the Māori asset base

The overall goal of Government as a whole is to grow the New Zealand economy in order to deliver greater prosperity, security and opportunities for all New Zealanders. Within this, Te Puni Kōkiri has a dual focus on fostering opportunities to grow and better utilise the Māori asset base, and supporting Māori business resiliency.

Working alongside the Māori Economic Taskforce Te Puni Kōkiri will work on initiatives that result in more value added in the Māori economy and taking Māori assets to the world, in particular;

- Increased investment towards skills and training;
- Strengthening the Māori tourism sector;
- Supporting Māori innovation and science;
- Promoting Māori businesses and services internationally, through the development of a Māori Brand;
- A Māori business presence at the Shanghai Expo 2010 and related activities; and
- Increased capability for Māori trade promotion particularly through opportunities for inter-indigenous trade.

Repealing the Foreshore and Seabed legislation and putting in place a new regime – Te Puni Kōkiri will be expected to undertake a more significant facilitation and brokerage role and be involved in related matters likely to include foreshore and seabed negotiations.

Making real progress in engaging with Māori prior to any constitutional review and reform – Te Puni Kōkiri will undertake the facilitation of informed dialogue among Māori to ascertain and scope the issues for inclusion in the review, for which they will participate in the overall review process.

Continuing support for progressing Treaty settlements towards 2014 – Te Puni Kōkiri has specific responsibilities within the settlement process, including advising Ministers on mandate assessment, and ratification of settlement offers and post-settlement governance entities. In addition, they provide local level support to claimant groups, with a

particular emphasis on mandate strategies, and the facilitation of inter and intra iwi disputes that would otherwise risk negotiations progress.

As the Minister responsible for Vote: Māori Affairs, I look forward to a close working relationship with other portfolio Ministers to achieve positive results for whānau and Māori. This Statement of Intent gives all readers a good feel for how Te Puni Kōkiri will support me to do this.

I am also pleased to enjoy a positive working relationship with the Associate Minister of Māori Affairs, the Hon Georgina te Heuheu, and look forward to working together with Te Puni Kōkiri to ensure our collective success in achieving the priorities of Government.

Mauri ora ki a koutou katoa.



Hon Dr Pita R Sharples
Minister of Māori Affairs





E aku rangatira, e mihi atu ki a koutou mō tēnei mahi e pā ana ki te iwi Māori.

The Māori Affairs portfolio is a key component of delivering on the Government's priorities of growing the New Zealand economy and delivering greater prosperity, security and wellbeing to all New Zealanders.

The principles that will guide the Government's approach in increasing Māori participation in the economy are the recognition of property rights and personal responsibility; economic independence and choice; less state involvement in Māori lives through community empowerment; the nurturing of strong families, whānau and community; and engagement in wealth creation, business and enterprise.

Making progress toward completing Treaty settlements by 2014 is a key priority that will have flow on effects into all other areas of Māori and iwi endeavour. In particular, it will create a strong platform to enable Māori and the Crown to move forward together with a shared vision.

The importance of growing and nurturing strong families, whānau and communities is also critical to the Government's priorities. The introduction of the Whānau Ora approach to Government service delivery recognises the potential within families, whānau and communities to reassert their own independence and wellbeing.

I am pleased that Te Puni Kōkiri will be leading the implementation of Whānau Ora.

In his foreword the Minister of Māori Affairs has set out, in some detail, the Government's priorities. I expect that, in all these priorities, the Ministry will contribute to the Government's wider goal of better, smarter public services, for less, by maintaining a focus on cost effectiveness.

I look forward to working with the Minister of Māori Affairs, Hon Dr Pita Sharples and the Minister Responsible for Whānau Ora, Hon Tariana Turia, to achieve the priorities of Government.

Noho ora mai rā koutou katoa.

Hon Georgina te Heuheu QSO
Associate Minister of Maori Affairs



Tēnā koutou ngā iwi, ngā rōpū, me ngā whānau ka whaiwāhi ki ngā kaupapa a Whānau Ora.

Whānau Ora is an inclusive, culturally anchored approach that has been developed from a philosophical basis with a single overarching aim of best outcomes for whānau. The Whānau Ora approach is distinctive in that it recognises the collective nature and way in which whānau organise and asserts a positive role for whānau within society. At a practical level, it includes an integrated approach to contracting between government and service providers.

The Whānau Ora approach will continue to evolve over time. The first few years of implementation is expected to have impacts on:

- a number of providers of services to whānau;
- on those government agencies that fund service delivery to whānau;
- on those whānau who engage with those services; and
- more broadly through building the capability of whānau to be more self-managing.

Tracking the practice and action arising from this approach will be undertaken through a range of research and monitoring activities.

Te Puni Kōkiri has been tasked as the lead agency for the implementation of Whānau Ora and will have direct accountability for the specific Whānau Ora appropriations. It will work very closely with the Ministry of Social

Development and the Ministry of Health in supporting the Whānau Ora Governance Group to facilitate the implementation of Whānau Ora.

Specific responsibilities will involve coordinating efforts with the Ministry of Social Development and Ministry of Health at a national and regional level; leading the Expressions of Interest process; administering Whānau Ora funding through Vote Māori Affairs; and providing support for the Governance Group and Regional Leadership Groups.

Te Puni Kōkiri will also lead the development and coordination of the overall research, monitoring and evaluation components, working closely with the Ministry of Health and the Ministry of Social Development.

I am confident that the work of the Governance Group established to assist in the implementation of Whānau Ora will significantly guide the success of Whānau Ora. In its composition the group retains the vital and direct link to the people which will keep us connected to whānau, while also benefiting from the expertise of the agencies involved.

Mā te mahi pono o te Whānau Ora, ka puta ngā whāinga pai mō ngā tāngata katoa o Aotearoa.

Hon Tariana Turia
Minister Responsible for Whānau Ora





MINISTERIAL STATEMENT OF RESPONSIBILITY

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I am satisfied that the information on future operating intentions provided by Te Puni Kōkiri in this Statement of Intent is in accordance with sections 38, 40 and 41 of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.

A handwritten signature in blue ink that reads "Pita R Sharples". The signature is fluid and cursive.

Hon Dr Pita R Sharples
Responsible Minister for Te Puni Kōkiri
30 April 2010





INTRODUCTION FROM THE CHIEF EXECUTIVE

Tēnei ahau, e mihi nei ki te hunga kua huri ki tua o paerau, me koutou ngā kanohi ora o rātou mā, tēnā koutou katoa.

Te Puni Kōkiri works on an on-going basis with Ministers to refine priorities for the Māori Affairs portfolio. During the early stages of the current administration, this involved significant efforts in working with both the Minister and Associate Minister of Māori Affairs to build an understanding of their shared priorities. These shared priorities formed the basis for the evolution of Te Puni Kōkiri's outcome framework, priorities and work programme signalled in last year's accountability documents. During this period, Te Puni Kōkiri also contributed to the immediate priorities of the Government as a whole, including for example leading the Māori workstream for the Prime Minister's Job Summit.

During the course of the year, government has refined its priorities for the Māori Affairs portfolio.

The statements contained in the Ministerial Foreword are very explicit and Te Puni Kōkiri's response to each of those priorities will be as follows:

Whānau Ora

Whānau Ora is a new initiative of government developed from a Māori world view and philosophy with a single overarching aim of best outcomes for whānau. Its meaning is best described as attaining and maintaining wellness, health and resilience. Services funded through Whānau Ora will benefit Māori, but are not limited to Māori and will support the aspiration of all New Zealanders to become more self managing to enable them to take responsibility for their economic, cultural and social development. Te Puni Kōkiri will have a lead role in the implementation of Whānau Ora on behalf of

government that will impact on other agencies that fund service delivery. I look forward to working with the new Minister Responsible for Whānau Ora on this exciting initiative. More detail is provided in the Operating Intentions section of this document.

Māori Language

Te Puni Kōkiri will have a lead role in conjunction with the Ministry of Education to undertake a comprehensive review of Māori language activity and funding across Government agencies culminating in the development of a revised Māori Language Strategy and progressing the decisions that arise from that.

Māori Economic Development

Māori are affected by economic trends in specific ways, reflecting the unique distribution of Māori economic activity across regions, sectors of the economy and types of jobs. This presents us with a significant opportunity to make stronger advances to support and invest in Māori economic growth.

Our research suggests that there is significant untapped potential within the Māori tourism sector so more effort will be required to raise the quality of Māori tourism experiences and the capability of Māori tourism operators.

Increased Māori participation in New Zealand's economic system, through for example, Treaty settlements adding to the Māori asset base, has meant many iwi and Māori entities are now wanting to identify the opportunities for innovation and science to unlock the potential value in the Māori asset base.

Increased effort is required to ensure the appropriate policy settings are in place in support of the Māori economic development initiatives that the Minister of Māori Affairs is pursuing through the Ministerial Economic Taskforce. Te Puni Kōkiri will also be required to provide high quality second opinion

policy advice concerning the impact on Māori as a result of the Government's wider economic growth agenda; dairy, forestry, aquaculture/seafood, mining, resource management, taxation system, and the recent decision to establish a New Zealand Productivity Commission.

There will also be a partial change in emphasis of the Māori Business Facilitation Service (MBFS) to support Māori business 'readiness' for export and greater focus on the Māori tourism sector. Currently, the MBFS caters to small to medium Māori business start-ups.

The Māori Potential Fund will have a growing emphasis on investments in skills and training, innovation and science. The Fund enables outcomes-based investments in Māori initiatives that better position Māori to build and leverage off their collective resources, knowledge, skills and leadership capability to improve their overall quality of life.

Foreshore and Seabed Review

The future resource requirements for foreshore and seabed related matters is dependent on the nature of the replacement regime, and particularly, the extent to which that regime may require the negotiation of Foreshore and Seabed Agreements with iwi, and/or on-going local level engagement regarding customary interests, regulatory matters, and decision making in the area concerned.

Constitutional Review and Reform

Te Puni Kōkiri in conjunction with the Ministry of Justice will play a lead role in the constitutional review and reform that is likely to require an on-going facilitation and brokerage role for Te Puni Kōkiri during the process as well as provision of related policy advice. The extent of work required will be largely dependent on the agreed terms of reference and level of wider engagement required.

Treaty Settlements

Te Puni Kōkiri anticipates that more facilitation and brokerage services will be required and a likely review of resource needs undertaken, as the pace of Treaty settlements increase in order to meet the Government's aim of completing the settlement of historical Treaty claims by 2014.

This Statement of Intent indicates how Te Puni Kōkiri will focus on responding to the Government's expectations over the medium-term and should be read in conjunction with the Māori, Other Populations and Cultural Sector Information Supporting the Estimates of Appropriations to 30 June 2011, particularly the performance information for appropriations in Vote Māori Affairs.

Whilst the business of Te Puni Kōkiri is very unique in the state services and readily understood by our stakeholders, it has not been generally recognised by, or perhaps articulated to, the wider New Zealand public. This year, my executive team has endeavoured to provide a transparent snapshot of our evolving outcomes framework, and how the associated performance framework aligns to the Government's priorities, and effectively links outputs to outcomes.

Nō reira, noho ora mai koutou i ngā marae kāinga o te motu.

Leith Comer
Chief Executive





CHIEF EXECUTIVE STATEMENT OF RESPONSIBILITY

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In signing this statement, I acknowledge that I am responsible for the information contained in the Statement of Intent for Te Puni Kōkiri. This information has been prepared in accordance with the Public Finance Act 1989. It is also consistent with the proposed appropriations set out in the Appropriations (2010/11 Estimates) Bill, as presented to the House of Representatives in accordance with section 13 of the Public Finance Act 1989, and with existing appropriations and financial authorities.

Leith Comer
Chief Executive

Julie-Anne Morrison
Group Manager Finance



NATURE AND SCOPE OF FUNCTIONS

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Te Puni Kōkiri was created by the Ministry of Māori Development Act 1991, with a sharpened focus on education, training and employment, health and economic resource development. Our principal duties under the Act are to promote increases in Māori achievement across these key social and economic areas, and linked to this, to monitor and liaise with each department or agency that provides, or has a responsibility to provide, services to or for Māori for the purpose of ensuring the adequacy of those services. One of the significant challenges we face is striking the right balance between leading and influencing public policy, and assuming a monitoring role akin to a central agency.

To achieve our purposes we focus predominantly on:

- leading and influencing government policy as it pertains to Māori;
- assisting the government to manage its relationships with Māori; and,
- partnering and facilitating Māori, government and private sector initiative.

We are an integrated multi-functional policy ministry, with a breadth of functions spanning research, policy development, community level investment, programme delivery, evaluation and monitoring. Coupled with this, we have an extensive knowledge and understanding of Māori communities, and a strong regional presence. Together, our broad functions and our regional infrastructure provide us with unique abilities to anchor policy advice in the realities of Māori communities, and to manage the Crown-Māori relationship on behalf of government.

Within this context, our core role is Principal adviser to Government on Crown-Māori relationships. In discharging this role, our key interest is to ensure that Government decision making and processes are informed by Treaty considerations, and are reflective of the aims, aspirations and realities of Māori communities. We are superbly equipped by our regional network and by our character as a consciously Māori organisation – a place in the government where Māori may feel at home. Our aim is to be the leader of public policy as it affects Māori, most especially where Māori culture is concerned.

STRATEGIC DIRECTION

Government priorities

Within the context of improving economic conditions, and the overriding priority of growing the economy to deliver greater prosperity, security and opportunities for all New Zealanders, the Government is shifting its emphasis from a focus on supporting New Zealanders through the recession, to achieving a step-change in economic performance, through higher, more sustainable, economic growth. To progress this, government has identified six key areas that present opportunities to lift growth. These are:

- investment in productive infrastructure;
- removing red tape and improving regulation;
- supporting business innovation and trade;
- lifting skills;
- lifting productivity and improving services in the public sector; and
- strengthening the tax system.¹

Our outcome framework has, and continues to, align closely to the priority of economic growth, most especially in terms of our

key outcome of Māori prepared for future opportunities. Alongside this, there are two further whole-of-government key priorities of particular significance for Te Puni Kōkiri: the aim to settle all historical Treaty of Waitangi claims by 2014; and the establishment and implementation of Whānau Ora. Together with the additional priorities agreed between the Prime Minister and the Minister of Māori Affairs of progressing the repeal and replacement of the Foreshore and Seabed Act, reviewing New Zealand's constitutional arrangements, and Māori language excellence, these priorities signal a sharpened medium term direction for Te Puni Kōkiri.

Our outcome framework and key priorities

The outcome framework described in our 2009–12 Statement of Intent, aligns closely with the evolving priorities of government. Accordingly, the main components of that framework remain for the period of this Statement of Intent. We have, however, refined our focus to ensure that our efforts and resources are directed towards supporting the priorities of government as a whole, and the Minister of Māori Affairs in particular.

¹ 2010 Budget Policy Statement



The diagram on page 15 presents our refined outcome framework, and identifies key work areas we will progress to support those priorities.

Our outcome framework reflects key dimensions of the Treaty of Waitangi: *he aha te mea nui o te ao...* and *tino rangatiratanga*.

He aha te mea nui o te ao? He tangata, he tangata, he tangata reflects the principal importance of Māori people, and our focus on optimising the combined cultural, social and economic wellbeing of them, and the kinship and other collectives to which they belong, according to their own preferences and norms.

When viewed from the perspective of a government agency with a core role as principal adviser on Crown-Māori relationships, Tino Rangatiratanga is expressly provided for in the Treaty, and through the interpretations of the Waitangi Tribunal and Courts is required to be actively protected by the Crown as part of the 'essential bargain' through which the Crown acquired the authority to govern. Active protection extends beyond the Article 2 dimensions to which it is specifically ascribed, to all matters which Māori consider to be important to their development, quality of life and culture.

The emphasis shift in the key outcomes identified in our outcome framework reflects the changing economic conditions and government priorities. While our immediate emphasis has recently been on supporting Māori during a difficult economic climate, we have shifted that approach to building whānau resilience and self-reliance. We have retained our on-going emphasis on being future focused and building on the inherent cultural strengths of Māori people and communities. Underpinning these priorities is the continued focus on the Treaty of Waitangi as the constitutional basis for New Zealand society, and securing and enhancing the

rights and interests, and reciprocal obligations, of whānau, hapū, iwi and Māori as tangata whenua, and as partners in the Treaty.

More detailed information on our outcome framework, our work programme, and how we will measure progress can be found in the Operating Intentions section of this Statement of Intent, and in the Information Supporting the Estimates for Vote Māori Affairs.

Contributing to Government's priorities, including achieving positive outcomes for Māori, is the responsibility of every agency of state. All New Zealanders want to have good health, be well educated, live in a healthy environment, have adequate housing, have access to meaningful employment, feel secure, have their culture accessible and utilised by themselves and valued by others, and enjoy a state of well being. Our interest in all of these areas is to work closely with agencies that have the primary responsibility for these outcomes to ensure that outcomes for Māori are equitable, and enable them to fulfil their aspirations and realise their own potential. Working co-operatively with other agencies is a key platform for our combined success, as the public sector continues to strive for more efficient public services that achieve value for money.

The outcome indicators we have selected reflect critical information that we are interested in with respect to each outcome. In some cases, government has not set targets for these indicators: accordingly, we have limited our expression of outcome targets to those that have already been agreed by Government. We will continue to work with other agencies to achieve more explicit articulation of outcome targets in the future. Figure 2 on page 16 depicts the baseline data (2006-09) for key outcome indicators, and shows recent trends in these indicators (progress since 2000-02).

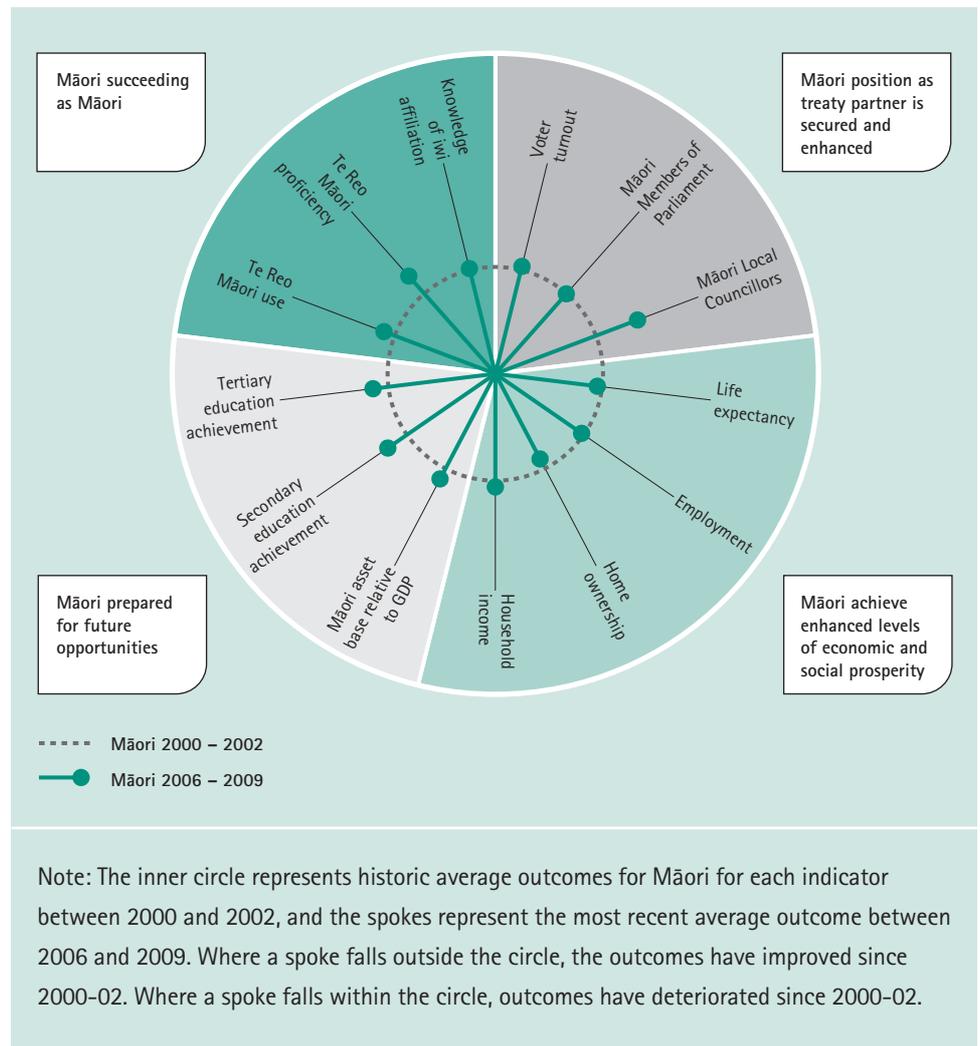
2 It is important to note that this analysis reflects comparisons based on data obtained at two points in time. It provides a simple trend analysis that reflects relative change rather than the absolute status of the indicators.

Figure 1: Outcome Framework - He Aha te Mea Nui o te Ao? He tangata, he tangata, he tangata.
Tino Rangatiratanga

KEY OUTCOMES	Te Tiriti o Waitangi Māori position as the Treaty partner is secured and enhanced	Whānau Ora Whānau and Māori achieve enhanced levels of economic and social prosperity	Te Ao Hurihuri Māori prepared for future opportunities	Te Ao Māori Māori succeeding as Māori, more secure, confident and expert in their own culture
IMPACTS	<ul style="list-style-type: none"> • Claimant groups progress through Treaty settlement processes • Māori are increasingly involved in Government processes 	<ul style="list-style-type: none"> • Ensure consideration of impact on Māori and whānau wellbeing informs key decisions • Enable whānau to inform and shape service development and access services appropriate to their needs • Build whānau resilience and self reliance 	<ul style="list-style-type: none"> • Enhance opportunities for Māori economic development and skills acquisition 	<ul style="list-style-type: none"> • Strengthen Māori language, culture and cultural infrastructure
TPK KEY PRIORITIES	<ul style="list-style-type: none"> • Treaty settlements • Constitutional review • Foreshore and Seabed Act review • International issues • Māori property rights • Nominations and appointments 	<ul style="list-style-type: none"> • Whānau Ora policy and service delivery approach • Whānau Social Assistance programmes • Māori Wardens programme 	<ul style="list-style-type: none"> • Ministerial Economic Taskforce • Māori Business Facilitation Service • Māori tourism • Māori productivity and export growth • Māori innovation • Māori skills acquisition 	<ul style="list-style-type: none"> • Māori language • Māori broadcasting and e-media • Māori cultural practice • Marae development



Figure 2: Key Outcome Indicators: Baseline Data



Our policy approach asserts our view that, in all circumstances, Māori themselves are best placed to express their own development needs and aspirations, have the capability to achieve those aspirations, and that this is best supported in ways that build on the strengths evident in Māori cultural constructs. We

therefore seek to develop public policy in ways that reflect these strengths and aspirations, and we are moderated by kaupapa Māori values to ensure that our advice is anchored in not just what is important to Māori, but also is developed in ways that are respectful of and appropriate to Māori.

OPERATING INTENTIONS

■ Outcome 1: Te Tiriti o Waitangi: Māori Position as the Treaty Partner is Secured and Enhanced

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KEY OUTCOME

Te Tiriti o Waitangi: Māori position as the Treaty partner is secured and enhanced

GOVERNMENT PRIORITY

Complete the settlement of historical Treaty of Waitangi claims by 2014

TO ACHIEVE THIS WE WILL

- Support the progress of claimant groups through Treaty settlement processes
- Increase the level of Māori involvement in Government processes

DEPARTMENTAL OUTPUT EXPENSES THAT CONTRIBUTE

- Policy – Crown Māori Relationships
- Operations Management
- Relationships and Information

KEY NON-DEPARTMENTAL OUTPUT / OTHER EXPENSES THAT CONTRIBUTE

- Māori Potential Fund – Whakamana(Leadership), Mātauranga(Knowledge), Rawa(Resources)
- Ngāti Rarua and Atiawa Iwi Trust ex-gratia payment
- Turanganui-a-Kiwa Capacity Building



Context

The Treaty of Waitangi is the founding document of New Zealand. It created a nation based on the acceptance of the partnership promise that is inherent within the Treaty. Māori view the Treaty as under-pinning their development, laying the blueprint for economic independence, and a relationship with the Crown based on mutual respect and good faith. For the Crown, the essential bargain created by the Treaty requires the active protection of all things of importance to Māori, but most importantly, the protection of rangatiratanga as it is through the exercise of rangatiratanga that Māori define their own development preferences and norms. The Treaty is also the starting point for the process of reconciliation between iwi, hapū and the Crown.

What we are seeking

This outcome we are pursuing is to ensure that the Māori position as the Treaty partner is secured and enhanced.

Achievement of this outcome reflects a state in which the quality of the Treaty partnership is evident through:

- the completion of the process of reconciliation between the Crown and iwi and hapū;
- the on-going consideration of the Treaty of Waitangi in Government decision making processes;
- the participation of Māori in the systems of Government, including representational participation, decision making participation, and participation in democratic processes; and
- an equitable quality of citizenship experienced by Māori according to their own aspirations, preferences and norms.

An environment in which the Treaty partnership is recognised, respected, and acted on is a necessary pre-requisite to enabling New Zealand as a whole to move forward together with a common purpose and a shared commitment to an optimistic future.

This outcome presents a wide scope of possible intervention points. In the short to medium term, we have refined our focus on supporting Government's goal of settling all historical Treaty claims by 2014; and on enhancing Māori participation in government processes. We consider that these are priority points of intervention as they are necessary platforms for rebalancing the Treaty relationship, and moving towards giving effect to the partnership promise that is inherent within the Treaty.

What we are doing to contribute towards achieving this

Key areas of impact which are able to be demonstrated through our activities include:

- the progress of groups through settlement processes; and
- an increased Māori involvement in government processes.

Our output priorities that demonstrably contribute towards these results include:

Progress of groups through Treaty settlement processes, including providing advice, facilitation and brokerage on:

- the development of Treaty settlement policies;
- mandate and representation;
- governance and settlement ratification;
- the disposal of surplus Crown land under the protection mechanism;

- resolving inter and intra iwi, and Crown-iwi, disputes that arise prior to and during the negotiations process; and
- the establishment of, and investment in the capacity development of post settlement governance entities.

On a related Treaty settlements note, although not directly a component of progressing groups through Treaty settlement processes, as part of the Minister of Māori Affairs' statutory responsibilities, we prepare for tabling in the House of Representatives an annual report on the progress made by the Crown in implementing recommendations of the Waitangi Tribunal; and we have an important role in the Government's response to the soon to be released report of the Waitangi Tribunal on the WAI 262, the indigenous flora and fauna and intellectual property, claim.

Māori involvement in government processes

- providing advice on constitutional issues, including Māori representation;
 - co-ordinating appointment processes for which the Minister of Māori Affairs is responsible, including the key appointments of Māori Land Court Judges, Waitangi Tribunal members, Māori Trustee, and members of Te Māngai Pāho, Te Taura Whiri i te Reo Māori and the Māori Television Service;
 - providing advice on nominations to Government appointed organisations and bodies; and
 - engaging with, and supporting other agencies to engage with, Māori.
- Other key areas of our work programme that contribute to this outcome include:
- Constitutional Review and Reform: facilitating dialogue among Māori in order to inform the scope of issues to be included in the forthcoming review of, and possible reform to, New Zealand's constitutional arrangements;
 - Foreshore and Seabed Act Review: on-going provision of advice and facilitation to progress the development of replacement legislation, and to respond to any new requirements of that legislation;
 - Involvement in international fora and on international issues associated with indigenous peoples, and the related rights and interests of Māori people, particularly including issues associated with the domestic application of the UN Declaration on the Rights of Indigenous Peoples;
 - Advice on issues associated with Māori property rights and interests with respect to natural resources. We have a particular focus on working with other agencies to ensure that freshwater is well governed and sustainably managed to realise the maximum benefit possible for present and future environmental, cultural, social and economic values;
 - Continued support during the transition period of the Māori Trustee as a stand-alone organisation, to ensure the provision of enhanced trustee and development services to Māori land owners by the Māori Trustee ; and
 - Advising on the Crown's purchase interest in the Māori Trustee.



³ Māori Trustee services are reflected in this outcome area, as Crown funding is provided for the express purpose of the Māori Trustee delivering a range of Treaty obligations on behalf of the Crown.



More detailed information about our work programme, and performance in these areas, is provided in the Information Supporting the Estimates for Vote Māori Affairs, and in the Ministry's Output Plan.

How we will demonstrate progress towards achieving this

In terms of **Treaty settlements**, our advice on mandate and representation enables Ministers to make decisions about whether settlement negotiations can be entered into with a particular entity; and our advice on settlement and governance ratification enables Ministers to make decisions about whether a Deed of Settlement should be finalised. We also provide facilitation and mediation services to resolve inter and intra iwi, and Crown-iwi disputes, which enable stalled negotiations to proceed. Although the overall negotiations work programme is set by the Office of Treaty Settlements, maintaining the work programme momentum, and thus meeting the overall 2014 goal, is contingent on the quality and timeliness of our work at these key junctures.

In terms of **increasing Māori involvement in government processes**, the Treaty relationship is premised on three key platforms – partnership, protection and participation. Participation includes participation in government processes, and is fundamental to giving effect to the Treaty's partnership promise. We are able to have a direct influence on this type of participation, including through

directly managing the Minister of Māori Affairs' appointment responsibilities, enhancing Māori participation in governance of government appointed boards and organisations (measured through the success rate of our nominations and appointment advice), and involvement in government decision making (measured through our direct engagement with Māori on policy matters we lead).

The diagram on page 21 summarises our overall performance framework for this outcome area. Importantly, it demonstrates the linkages between our activities in this area and the impacts those activities can have on enhancing and securing the position of Māori as the Treaty partner.

Figure 3: Measuring Progress – Te Tiriti o Waitangi

Key Outcome: Te Tiriti o Waitangi: Māori position as the Treaty partner is secured and enhanced				
MEASURES	Key outcome indicators and targets <ul style="list-style-type: none"> Indicator: % of NZ land area and number of groups with completed settlements (Target: Completion of all historical Treaty settlement claims by 2014) 		Key outcome indicators and targets <ul style="list-style-type: none"> Indicator: Increased participation in New Zealand governance (Target: No specific Government target) 	
	IMPACT MEASURES	Progression through Treaty Settlements as measured by <ul style="list-style-type: none"> Pre-entry, entry and progress in negotiations processes (Target: 95% of mandate and ratification decisions reflect TPK advice, and within expected timeframes) Resolution of inter and intra iwi disputes (Target: settlement progress resumes as a result of 80% of facilitated interventions) Enhanced PSGE readiness to manage settlement assets (Target: Positive feedback on TPK interventions is received from PSGEs participating in the Common Measurement Tool Survey) 		Increased Involvement in Govt Processes as measured by <ul style="list-style-type: none"> Enhanced opportunities for Māori input into government decision making (Target: direct consultation with Māori occurs on 100% of TPK led policy and legislative proposals) Success rate of nominations and appointments advice (Target: 35%, Currently: 29.4%)
KEY OUTPUTS		Policy – Crown Māori Relationships <ul style="list-style-type: none"> Treaty settlements towards 2014 Foreshore and Seabed Act Review Constitutional Review and Reform Advice on property rights International issues Nominations and appointments 	Operations Management <ul style="list-style-type: none"> Management of MPF investments 	Relationships and Information <ul style="list-style-type: none"> Broker and facilitate relationships and opportunities between Māori and central and local government, and assist in the settlement process Treaty settlement related dispute resolution
	Performance Measures: Further information on output performance measures are provided in the Information Supporting the Estimates of Appropriation			



Outcome 2: Whānau Ora: Whānau and Māori Achieve enhanced levels of economic and social prosperity

KEY OUTCOME

Whānau Ora: Whānau and Māori achieve enhanced levels of economic and social prosperity

GOVERNMENT PRIORITY

Establishment and implementation of a Whānau Ora approach that reflects the aspirations of whānau to be self-managing and take responsibility for their own economic, cultural and social development.

TO ACHIEVE THIS WE WILL

- Ensure that consideration of the impact on Māori and whānau wellbeing informs key decisions made by Government in the focus areas of this outcome;
- Enable whānau to inform and shape service development, and access services appropriate to their needs; and,
- Build whānau resilience and self-reliance.

DEPARTMENTAL OUTPUT EXPENSES THAT CONTRIBUTE

- Policy Advice – Social and Cultural
- Policy Advice – Economic and Enterprise
- Integrated Whānau Social Assistance
- Whānau Ora Administration
- Relationships and Information
- Operations Management

KEY NON-DEPARTMENTAL OUTPUT / OTHER EXPENSES THAT CONTRIBUTE

- Whānau Ora Based Service Development
- Māori Potential Fund – Whakamana(Leadership), Mātauranga(Knowledge), Rawa(Resources)
- Iwi Housing Support
- Rangatiratanga Grants
- Māori Wardens

Context

The social, economic and cultural gains experienced by many Māori over the last decade (as reflected in the Social Report 2009) have not reached a number of families. What has worked for many families over this period does not appear to be working for those amongst our most at risk citizens. The quality of life for children raised in these families and whānau is often poor. Many will struggle to fulfil their potential into adulthood. This is particularly so where the parents lack the skills, experiences and social supports necessary to underpin their children's development. Income support and other forms of social protection, without corresponding investment in the building of resilience amongst families and whānau, has in part compounded the cycle of social deprivation by increasing the dependency of some individuals and families on social assistance from the state.

Whānau Ora is built on the premise that while the status of individuals is important, the way in which the group operates as a whole to achieve health and wellbeing for its members is also critical. The aim is to enable whānau to assume responsibility for their own affairs, for self-management and self-determination. Long term dependency on outside agencies is not consistent with Whānau Ora.

What we are seeking

This outcome we are pursuing is for whānau and Māori to achieve enhanced levels of economic and social prosperity.

Achievement of this outcome would be characterised by a state where whānau interact in a manner that provides for the best overall wellbeing of the whānau according to its own

preferences and norms. We will be leading, in conjunction with the Ministry of Health and the Ministry of Social Development, the implementation of Whānau Ora to benefit all New Zealanders.

We will also continue to actively seek improvement in the level of social and economic prosperity of Māori. Consistent with our establishment legislation, the particular focus areas for this outcome are health, employment, education and whānau level indicators of economic wellbeing. We have located education indicators with the next outcome area, which incorporates education as a pathway to skills acquisition and economic success. That said, indicators of educational success are equally relevant to Whānau Ora. Accordingly, we have ascribed outcome indicators to reflect:

- Improvement in Māori life expectancy;
- Increased levels of Māori employment;
- Increased levels of Māori home ownership; and
- Increased levels of Māori household income.

At this stage, we consider these indicators to be important and relevant, but not a comprehensive reflection of a state of success for this outcome. Particular challenges arise, as government as a whole has not established outcome targets against these indicators, and because data collection is typically undertaken at the level of individual achievement. We continue to explore options for more whānau oriented measures of wellbeing and prosperity, to better reflect the intent of this outcome, and have added impetus in this area with recent government decisions to establish Whānau Ora as a new approach in the social services sector.



What we are doing to contribute towards achieving this

Key areas of impact which are able to be demonstrated through our activities include:

- Ensuring that consideration of the impact on Māori and whānau wellbeing informs key decisions made by Government in the focus areas of this outcome;
- Whānau informing and shaping service development, and accessing services appropriate to their needs; and,
- Increased whānau resilience and self-reliance.

A new development this year arises from recent government decisions to implement Whānau Ora as a new approach to the delivery of social services, with a strong focus on achieving enhanced whānau outcomes by enabling whānau to take collective responsibility for the quality of their own lives. The Government has made clear its intention to support Whānau Ora and has been guided in this by the Report of the Taskforce on Whānau-Centred Interventions Initiatives, which was released in April 2010. As the lead government agency, we will work with the Ministry of Health and the Ministry of Social Development to implement Government decisions on Whānau Ora over the coming years.

Whānau Ora places families in the centre and in control of achieving their own outcomes. While whānau will be self managing, there will also be expectations that government services deliver better results for New Zealand families. Supporting activity that is driven and shaped by whānau needs and aspirations will also require the health sector to work in a more seamless way with other parts of the social sector. A driver in the first stages of Whānau Ora implementation will be working across the

three agencies to ensure better contracting practices and supporting providers to further focus on improving whānau outcomes.

This approach has a strong whole-of-government focus, requiring us to take a leadership role in co-ordinating the interface between central government social service funders and social service providers; and social service providers and whānau. Our immediate focus will be on developing more cohesive and integrated contracts and services at the provider level, and building whānau capacity to effectively engage with service providers, and exercise positive decision making over their own wellbeing and quality of life.

Other key areas of work include:

Advice on enhancing the wellbeing of whānau and Māori

- Influencing the policy settings across the health, social services, employment, housing and justice sectors;
- Leading advice across government on the opportunities and benefits of whānau as a unit of intervention for policy development and programme delivery;
- Developing an evidence base to support, and leading advice across government, on the efficacy of Māori designed, developed and delivered programmes to deliver sustainable outcomes to Māori people and their families; and
- Providing discrete reports on the quality of life and experiences of Māori.

Programme management, including:

- Delivering Whānau Social Assistance programmes;

- Delivering the Māori Wardens programme; and
- Evaluating a selection of Māori Potential Fund initiatives and programmes that support enhancing whānau wellbeing, in accordance with the agreed Evaluation Strategy and priorities.

The diagram on page 26 summarises our overall performance framework for this outcome area. Importantly, it demonstrates the linkages between our activities in this area and the impacts those activities can have on enhancing the economic and social prosperity of Māori and whānau.

How we will demonstrate progress towards achieving this

The main impacts we have is on:

- Ensuring that consideration of the impact on Māori and whānau wellbeing informs key decisions made by Government in the focus areas of this outcome;
- Whānau informing and shaping service development, and accessing services appropriate to their needs; and,
- Building whānau resilience and self-reliance.

Our work in this outcome area is premised on the view that bringing about positive change on the key outcome indicators is at least partly dependent on the decisions, and consequent actions, of three key actors: government, in terms of the policy decisions it takes; service providers, in terms of the effectiveness of service delivery; and whānau, in terms of the decisions they take that affect the quality of their lives. We therefore seek to influence each of these key actors, in ways that positively shape their understanding of the potential impacts of their decisions, builds their capacity to take positive decisions; and builds a social policy and service delivery sector that is more whānau centred and acts in ways that recognise whānau preferences and norms.



Figure 4: Measuring Progress – Whānau Ora

Key Outcome: Whānau Ora –Whānau and Māori achieve enhanced levels of economic and social prosperity					
MEASURES	Key outcome indicators and targets <ul style="list-style-type: none"> Indicator: Improvement in Māori life expectancy (Target: No specific targets set) Indicator: Increased levels of Māori employment (Target: No specific targets set) Indicator: Increased levels of Māori home ownership (Target: No specific target set) Indicator: Increased levels of Māori household income (Target: No specific targets set) 				
	Impact on Wellbeing Informs Key Decisions <ul style="list-style-type: none"> Government is better apprised of the issues impacting on the wellbeing of Māori and Whānau Key agencies are better apprised on issues impacting on programme and service effectiveness for Māori and Whānau (Target: Quality of policy advice assessed as minimum 3 on a 1-5 scale, and has a positive impact on the lead agency) 		Informing and shaping service development, and accessing services <ul style="list-style-type: none"> Increased level of engagement with Māori and whānau Improved accessibility of services to Māori and whānau (Targets: No specific targets set until baseline data collected) Improved service co-ordination (Target: 15-20 Whānau Ora providers established) 		Increased whānau resilience and self-reliance <ul style="list-style-type: none"> Increase in self-assessed resilience by whānau Increase in the number of whānau identifying as self-reliant (Targets: No specific targets set until baseline data collected)
KEY OUTPUTS	Policy – Social and Cultural, Economic and Enterprise <ul style="list-style-type: none"> Advice on enhancing the wellbeing of whānau and Māori 	Relationships and Information <ul style="list-style-type: none"> Broker and facilitate relationships and opportunities for Māori 	Whānau Ora Administration <ul style="list-style-type: none"> Develop and implement process to support Whānau Ora governance and service delivery 	Integrated Whānau Social Assistance <ul style="list-style-type: none"> Manage Whānau Social Assistance programmes Manage Māori Wardens Programme 	Key non-departmental expenses <ul style="list-style-type: none"> Whānau Ora Based Service Development Māori Potential Fund Iwi Housing Support Rangatiratanga Grants Māori Wardens
	Performance Measures: Further information on output performance measures are provided in the Information Supporting the Estimates of Appropriation				

Outcome 3: Te Ao Hurihuri: Māori Prepared for Future Opportunities

KEY OUTCOME

Te Ao Hurihuri: Māori prepared for future opportunities

GOVERNMENT PRIORITY

Achieve a step-change in economic performance, through higher, more sustainable, economic growth

TO ACHIEVE THIS WE WILL

Enhance opportunities for Māori economic development and skills acquisition

DEPARTMENTAL OUTPUT EXPENSES THAT CONTRIBUTE

- Policy Advice – Economic and Enterprise
- Ministerial Economic Taskforce
- Relationships and Information
- Operations Management

KEY NON-DEPARTMENTAL OUTPUT / OTHER EXPENSES THAT CONTRIBUTE

- Māori Potential Fund – Whakamana(Leadership), Mātauranga(Knowledge), Rawa(Resources)
- Growing Māori Productivity and Export Growth
- Māori Women's Development Fund



Context

Late in 2007, we released our futures work, Ngā Kaihanga Hou – For Māori Future Makers, which considered the key drivers of future change in the global economy, and the investment priorities to position Māori to capitalise on future opportunities over the next twenty years. Key investment priorities identified as part of that work included: skills acquisition; diversification of the asset base; increasing participation in exporting; fostering entrepreneurship; and fostering innovation. This future focus has enduring importance, to ensure that public policy and interventions position Māori favourably for the longer term economic future.

What we are seeking

This outcome directly aligns with the key government priority of achieving a step-change in economic performance, through higher, more sustainable economic growth. Key outcome indicators for this outcome focus particularly on Māori collective wealth and productivity, and educational attainment and skills acquisition. They are:

- Growth of the Māori asset base;
- Increased value of the Māori asset base as a proportion of GDP; and,
- Increased levels of Māori educational achievement at secondary and post compulsory levels.

What we will do to contribute to achieving this

Achievement of this outcome is largely dependent on decisions taken by individual Māori learners and their whānau, asset owners, and prevailing economic conditions.

Accordingly, we have sharpened our focus in this outcome area, in line with our Futures research, on areas in which government can directly intervene and bring about positive results.

Our contribution to this outcome is thus focused on Māori achieving higher levels of participation and success in the priority areas of education, training, skills acquisition and enterprise, as these are key platforms from which to drive future economic success. Importantly, the relatively youthful construct of the Māori population means that it will make up an increasing larger proportion of the New Zealand workforce and economic engine, and thus it is critical to ensure that Māori have high standards of educational attainment and appropriate skills to drive the future economy.

Alongside this, we continue to explore opportunities to generate greater productivity and diversification of Māori collectively owned assets, and to support a policy and regulatory environment within which Māori business can flourish, while balancing the protective factors of ensuring the retention of Māori assets in Māori ownership.

Key areas of impact which are able to be demonstrated through our activities include:

- Ensuring that consideration of the impact on Māori education and skills pathways informs key decisions made by Government;
- Enhancing Māori business services; and
- Enhancing opportunities for Māori to utilise their assets.

New developments this year are consistent with the overarching goal of lifting economic performance, and include new funding in Vote Māori Affairs to grow Māori exports, and grow

Māori productivity. In the latter area, there is a strong focus on improving skills and governance capabilities in the productive sectors aligned with Māori asset holdings. We will also continue to support the Ministerial Economic Taskforce established last year, and expect that its recommendations will give rise to new work areas in the future.

Other key areas of our work include:

The quality of life and experiences of Māori

- Influencing policy settings and decisions on matters related to education, training and skills pathways;
- Providing discrete reports on the quality of life and experiences of Māori; and
- Supporting the improved participation of rangatahi in training and learning opportunities.

Participation and success in business and the economy

- Administration and delivery of the Māori Business Facilitation Service;
- Supporting Māori involvement in event based economic opportunities, including the Rugby World Cup 2011, and Shanghai Expo 2010; and
- Providing discrete reports on Māori participation and success in the economy.

Enhancing Opportunities for Māori to Utilise their Assets

- Advising on options for reducing barriers to the effective utilisation of Māori assets;
- Progressing work on a new basis for the rating and valuation of Māori land; and
- Growing and developing Māori leadership and governance.

How we will demonstrate progress towards achieving this

The main impacts we have is on enhancing opportunities for Māori economic development and skills acquisition.

Our work in this outcome area recognises that the pathway to growing Māori economic performance is largely dependent on achieving an improved education and skills profile; creating an environment in which Māori business can flourish; and providing opportunities through which skilled asset managers are able to make positive decisions about asset utilisation. It also has a focus on opportunities relevant to the existing profile of the Māori asset base, and emerging economic opportunities, such as the tourism sector.

The diagram on page 30 summarises our overall performance framework for this outcome area. Importantly, it demonstrates the linkages between our activities in this area and the impacts those activities can have on positioning Māori for future opportunities.



Figure 5: Measuring Progress – Te Ao Hurihuri

Key Outcome: Te Ao Hurihuri: Māori Prepared for Future Opportunities					
MEASURES	Key outcome indicators and targets <ul style="list-style-type: none"> Indicator: Increased levels of Māori educational achievement at secondary and post compulsory levels (Target: Increase Māori school leavers with NCEA level 2 or above from 36.7% in 2006 to 55% by 2012) (Target: No specific target set for overall post school qualifications) 		Key outcome indicators and targets <ul style="list-style-type: none"> Indicator: Growth of the Māori asset base (Target: No set target. \$16.5b at 2006 Trend increasing) Indicator: Māori asset base as a proportion of GDP (Target: No set target. 1.5% at 2006. Trend increasing) 		
	IMPACT MEASURES	Impact on Education and Skills Pathways Informs Key Decisions <ul style="list-style-type: none"> Government is better apprised of the issues impacting on Māori education and skills pathways Increased availability of Māori centred education, skills and training opportunities (Target: Quality of policy advice assessed as minimum 3 on a 1-5 scale, and has a positive impact on the lead agency) 	Enhanced Māori Business Services <ul style="list-style-type: none"> Increased availability of Māori business services Increased uptake of business services by Māori businesses (Target: Service provision to over 200 Māori businesses has positive business results according to business owners) 	Enhanced Opportunities for Asset Utilisation <ul style="list-style-type: none"> Māori are more aware of asset utilisation opportunities Barriers to asset utilisation are reduced (Target: At least 2 barriers to the utilisation of Māori land are addressed through policy and/or legislative intervention) 	
KEY OUTPUTS		Policy – Economic and Enterprise <ul style="list-style-type: none"> Advice on economic and enterprise status of Māori people and resources MBFS 	Economic Taskforce <ul style="list-style-type: none"> Support and advice to the Ministerial Economic Taskforce 	Operations Management <ul style="list-style-type: none"> Management of MPF investments Land management 	Relationships and Information <ul style="list-style-type: none"> Broker and facilitate relationships and opportunities for Māori
	Performance Measures: Further information on output performance measures are provided in the Information Supporting the Estimates of Appropriation				

Outcome 4: Te Ao Māori: Māori succeeding as Māori, more secure, confident and expert in their own culture

KEY OUTCOME
Te Ao Māori: Māori succeeding as Māori, more secure, confident and expert in their own culture
GOVERNMENT PRIORITY
Māori language excellence
TO ACHIEVE THIS WE WILL
Strengthen Māori language, culture and cultural infrastructure
DEPARTMENTAL OUTPUT EXPENSES THAT CONTRIBUTE
<ul style="list-style-type: none">• Policy Advice – Social and Cultural• Relationships and Information• Operations Management
KEY NON-DEPARTMENTAL OUTPUT / OTHER EXPENSES THAT CONTRIBUTE
<ul style="list-style-type: none">• Māori Potential Fund – Whakamana(Leadership), Mātauranga(Knowledge), Rawa(Resources)• Māori language and broadcasting appropriations• Māori Registration Service (Tuhono)

Context

Culture is the unique and distinguishing feature of Māori vis-à-vis non-Māori, and is the foundation for the key outcome of Māori succeeding as Māori, more secure, confident and expert in their own culture. In considering culture, we focus on two broad areas: the artefacts of culture (such as language and arts) and the values, norms, behaviours and infrastructure that shape the fabric of Māori society. It is well understood that those who have a strong sense of cultural attachment and identity are better positioned to uptake wider opportunities⁴; and that a strong and unique indigenous culture accrues significant benefits to the nation as a whole.

What we are seeking

The intent of this outcome is for Māori success, as New Zealanders and as global citizens, to be underpinned by their success **as Māori**, secure, confident and expert in their own culture. Key success indicators for this outcome focus on the cornerstones of culture: language and kinship. They are:

- Increased levels of Māori language proficiency and use; and
- Increased knowledge of iwi affiliation.

What we will do to achieve this

The key impact that we are able to demonstrate through our activities is that Māori language, culture and cultural infrastructure is accessible and strengthened.

A new development this year arises from the government priority of Māori language excellence. As a first step towards this, we will be undertaking a review of Māori language activity and funding across government agencies, with a view to preparing a revised Māori Language Strategy. It is expected that this review will inform approaches to how government can support the achievement of Māori language excellence.

Other key areas of our work include:

Māori Language and Broadcasting

- Maintaining the current commitment to the existing Māori Language Strategy during the course of the forthcoming review of Māori language activity and expenditure;
- Leadership of the policy and legislative reforms arising from the review of the Māori Television Service Act;
- On-going policy leadership of the Māori broadcasting and e-media strategy; and
- Advising on the Crown's ownership interest in, and performance of, language and broadcasting agencies funded through Vote Māori Affairs.

Māori Cultural Practice and Infrastructure

- Supporting community based opportunities to strengthen Māori cultural practice;
- Progressing the marae survey, and associated marae development policy; and
- Provision of support to Tuhono, to link Māori people with their iwi.

How we will demonstrate progress towards achieving this

The main impact we have is on the accessibility and strengthening of Māori language, culture and cultural infrastructure.

Our work in this outcome area focuses on the kinship based language and cultural connections. Strengthening language and culture supports both cultural expression and identity, which benefits both Māori, and the country as a whole, especially in terms of national identity and in positioning New Zealand in the global market place.

The diagram on page 33 summarises our overall performance framework for this outcome area. Importantly, it demonstrates the linkages between our activities in this area and the impacts those activities can have on Māori succeeding **as Māori**.

⁴ Proceedings of a Conference held at the World Bank, Washington DC, Sept 27-28 1993. Environmental Sustainable Development Proceedings Series No 4 (Shelton H Davies and Katrinka Ebbe, editors) World Development Report 2000/01: Attacking Poverty (Oxford University Press, New York, 2000)

Figure 6: Measuring Progress – Te Ao Māori

Key Outcome: Te Ao Māori: Māori succeeding as Māori, more secure, confident and expert in their own culture				
MEASURES	Key outcome indicators and targets <ul style="list-style-type: none"> Indicator: Increased levels of Maori language proficiency (Target: The majority of Māori will be able to speak Māori to some extent by 2028. There will be increases in proficiency levels of people in speaking, listening to, reading and writing Māori.) Indicator: Increased levels of Māori language use (Target: Māori language use will be increased at marae, within Māori households, and other targeted domains. In these domains Māori language will be in common use.) 		Key outcome indicators and targets <ul style="list-style-type: none"> Indicator: Increased knowledge of iwi affiliation (Target: No set target) 	
	IMPACT MEASURES	Opportunities to Access Language and Culture <ul style="list-style-type: none"> Enhanced levels of support for and action on Māori language and culture initiatives Direct support and promotion of language and culture initiatives results in increased numbers of and participation in events (Targets: Uptake of Māori radio and television programmes by 50% of Māori population; 75% of participants in selected programmes and events are satisfied with the Māori language outcomes) 		Strengthened Cultural Infrastructure <ul style="list-style-type: none"> Marae are more aware of their development requirements (Target: 500 individualised marae development reports) Increased levels of marae capability (Target: 50 marae prepare marae development plans) Participation in iwi and hapū based events (Target: no specific target pending collation of baseline information)
KEY OUTPUTS		Policy – Social and Cultural <ul style="list-style-type: none"> Advice and co-ordination of Māori Language Strategy Review of Māori language activity and funding across Government Advice on Māori Broadcasting and E-media Strategy Legislative reform arising from review of MTS Act 	Operations Management <ul style="list-style-type: none"> Management of MPF investments 	Relationships and Information <ul style="list-style-type: none"> Broker and facilitate relationships and opportunities for Māori Support opportunities to strengthen cultural practice
	Performance Measures: Further information on output performance measures are provided in the Information Supporting the Estimates of Appropriation			



MANAGING IN A CHANGEABLE OPERATING ENVIRONMENT

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Success of our business is premised on understanding the expectations of, and having strong relationships with, both Government and Māori. In this we are the only agency of state that has this unique ability. We focus on strategic and purposeful relationships with Māori communities, to achieve mutual goals. The relationships that we will engage in will be responsive to local needs and opportunities while also aligning with government priorities. In this way we will add value to our relationships with all stakeholders.

Of utmost importance is a need to ensure that we remain abreast of changing relationship expectations between the Crown and Māori, and are positioned to communicate those expectations to the respective parties. Over recent years these expectations have changed significantly, as Māori move from pre to post settlement phases. Currently, there is an emerging emphasis on the devolution of government funded services to Māori delivery mechanisms. On a day-to-day basis, our regional office network provides local level intelligence on emerging issues and expectations among Māori communities, and Ministers are regularly apprised of this information.

Operating excellence

We continually strive for excellence, through internal controls, policies, processes and systems that provide our stakeholders with confidence of an efficiently and effectively organised agency. Additionally, our relationship with our stakeholders is very important to Te Puni Kōkiri, best reflected in the breadth of our investments and work at the local level which has been recognised and acknowledged as being of public good.

Consequently, in March this year, we conducted a survey of some of our key stakeholders to better understand the levels of satisfaction or dissatisfaction with the quality of our services. We also sought suggestions about how we could improve the assistance and service that we provide. The feedback will help us to determine where improvements are necessary to raise satisfaction levels and enhance our delivery over time. It is our intention to report the results of the survey in the Te Puni Kōkiri Annual Report to 30 June 2010.

In addition, Te Puni Kōkiri intends to keep aware of the changeable operating environment throughout the period of this Statement of Intent, by:

- Periodically reviewing the effectiveness of its risk management activities and dealing with new strategic risks as they arise;
- Ensuring the Ministry is responsive to key stakeholders such as state sector agencies, whānau, hapū, iwi, and Māori organisations and communities; and

- Phasing the business planning processes throughout the year so that changes to priorities can occur.

Risk Management

Te Puni Kōkiri's risk management strategy is based on the following objectives:

- To embed risk management practices as integral management functions into

policy development, strategic and business planning, and project management functions to ensure that key risks are identified and managed throughout Te Puni Kōkiri on an ongoing basis; and

- To ensure key internal governing bodies are being informed on a regular basis on the effectiveness and responsiveness of the risk management activities.

The risk management activities relevant to this Statement of Intent are:

STRATEGIC OBJECTIVE	RISK MANAGEMENT ACTIVITIES
Maintaining an overview of government policy initiatives pertaining to Māori and ensure they are responsive to their needs	<ul style="list-style-type: none"> • Leading government's Māori development policy programme • Ensuring facilitation and brokerage support services have sufficient capacity and flexibility
Interventions and investments to be responsive to Te Puni Kōkiri outcomes framework	<ul style="list-style-type: none"> • Investment strategy reflects relative priorities of Government • Implementing a professional evaluation structure
Government priorities and core business areas are delivered in an effective, efficient, and sustainable manner	<ul style="list-style-type: none"> • Performance measures demonstrate Te Puni Kōkiri contribution • Management actions demonstrate optimum use of resources
Stakeholder relationships to be driven off outcomes, and messages and behaviours are inconsistent	<ul style="list-style-type: none"> • Ongoing information gathering at a national and regional level • Continual development and upskilling of staff



ASSESSING ORGANISATIONAL HEALTH AND CAPABILITY

To succeed, our organisation needs strong leaders, a clear sense of direction, and a constant form of communicating the outcomes that are to be achieved. We continually strive for a healthy, vibrant and capable organisation with all the appropriate resources to contribute to our desired outcomes.

With this in mind, Te Puni Kōkiri continues to focus on improvement in critical areas as follows:

- Capitalise on strong external relationships that enable us to provide quality advice and deliver on our responsibilities in the most effective way;
- Encourage and develop senior managers aspiring to leadership positions;
- Maintain the systems, structures, and processes, that enable us to be a performance-based organisation focused on "best practice";
- Employ excellent people who have top quality intellect, commitment, balance individual and team work and work with a passion for achieving Māori success; and
- Engage effectively to promote and communicate the outcomes for which Te Puni Kōkiri is responsible.

Working Better Together

The Government has given clear signals to the Public Sector that it expects government agencies to work together collaboratively; to focus on "front-line" delivery; to deliver "smarter, better public services for less".

Te Puni Kōkiri is ideally placed to contribute significantly to Government's challenge. We are an agency that works together with a wide range of government, non-government and Māori organisations.

The implementation of the Whānau Ora approach, for which Te Puni Kōkiri is the lead agency, will be a significant test of our ability to transform the way in which government transacts with social service providers and whānau.

People Capability

This year we began a process to develop a new People Capability Strategy. We will look to conclude that process this year when we move to implement our new strategy, through to 2016.

We continue to be committed to making Te Puni Kōkiri a place where people aspire to work, are able to develop and can make a difference. Our People Capability Strategy will be informed by our Values, our latest staff engagement survey and the public service context within which we operate. We will incorporate our remuneration, employment relations, learning and development and succession management planning into our strategy.

We have commenced negotiations with the Public Service Association for a new collective agreement and anticipate concluding these during 2010/11. This new collective agreement will reflect the "Government's Expectations for Pay and Employment Conditions in the State Sector".

Equal employment opportunities

Following our 2007 Pay and Employment Equity Review we integrated our response plan into our People Capability Strategy. Our new strategy will continue to build on the key themes of equity in rewards; participation; and fairness and respect. Human resource key performance indicators continue to monitor for gender equity as do periodic reporting mechanisms such as staff participation in performance management and annual reward rounds.

Communications

It is Te Puni Kōkiri's intention to be a more effective communicator and we aim to proactively promote the activities and achievements of Te Puni Kōkiri. External publications such as Kōkiri and E-Kōkiri are an effective means of advising the most relevant, timely, and factual information to staff and stakeholders alike. A further communiqué, – Kōtuitui, is our main means of internal networking that aims to link us all in our work by sharing success stories. We continue to focus on our shift toward e-based communication tools.

Maintaining an Evaluation Programme

This year we have strengthened our evaluation strategy and broadened the scope of our internal evaluations. The previous focus on investment categories from the Māori Potential Fund provided useful information to justify our community based investments. With the change to a more programme-based investment strategy we will be looking to use our evaluation function to support this approach.

The revised strategy will set the direction for all Te Puni Kōkiri evaluation activity for the next three years to ensure the annual evaluation work programme supports the Ministry's work, assists it in meeting its accountability requirements and informs and influences policy development for Māori.

Te Puni Kōkiri seeks to build a broad evidence base to demonstrate progress in achieving outcomes, supporting new and/or expanded programmes or investments; justifying expenditure and making decisions about how best to allocate limited resources.

The strategy provides a foundation for Te Puni Kōkiri to use evaluation to:

- provide an evidence-based approach to support decision-making in relation to investment decisions, programme planning and design, implementation and related policy advice;
- be able to demonstrate value for money in respect to the expenditure of public funds; and



- be able to demonstrate progress in achieving outcomes for Māori.

Assessing our Cost-Effectiveness

Te Puni Kōkiri will continue to ensure that provision of all services to Ministers and Stakeholders alike, is provided efficiently and effectively through:

- a sharpened focus on delivery of the Governments objectives at all levels throughout the organisation, from strategy to wāhanga work programmes, to individual performance agreements;
- sound investment in people, processes and systems;
- benchmarking using the Common Measurements Tool; and
- an internal review programme to identify and implement efficiency and effectiveness improvements in programme management, relationships and information and corporate compliance.

The actual assessment of cost-effectiveness of policy work remains challenging, given that the outcomes we are pursuing are dependent on a wide range of contributors. However, we will, over time, benchmark and measure the cost-effectiveness of achieving our impact measures. Alongside this, the costs of policy production are continually monitored to ensure that the Governments objective to improve value for money (VFM) within the State Sector is being adhered to.

Finally, Te Puni Kōkiri shall continue to work to improve performance measurement as a key

means of supporting good decision making, as well as meeting accountability requirements.

Performance Improvement Actions

For 2009/10 Te Puni Kōkiri agreed to six Performance Improvement Actions. Three of these focussed on reviewing existing programmes/appropriations and will be reported on in the 2009/10 Annual Report:

- Review SHAZ funding
- Review Tourism funding
- Review Rangatiratanga Grants

The remaining three Performance Improvement actions were designed to improve management and reporting systems:

- The first of these was the establishment of a formalised measurement system to allow Te Puni Kōkiri to monitor and measure our effectiveness against our "Performance Framework".
- The second was a refined Investment Strategy to ensure future investments are aligned to the specific outcomes of the Government.
- And the third was a review of the cost allocation system to assess the appropriateness and accuracy of the current system in determining the direct costs associated with administering the Māori Potential Fund (MPF).

For 2010/11 it is intended that the Performance Improvement Actions will be set out in the Action Plan agreed following the completion of the Performance Improvement Framework assessment in July 2010.

Performance Improvement Framework (PIF) Assessment

In April 2010 Te Puni Kōkiri became the fourth government agency to undergo a PIF assessment overseen by the central agencies.

The objective of Performance Improvement Framework (PIF) assessments is to improve agency performance. The assessment process delivers an independent view of an agency's performance, and based on this it identifies priority areas for action. These are areas where the assessment team believe the agency could significantly improve its performance.

The organisational management part of the model contains four critical areas:

- Leadership,
- Direction and Delivery;
- External Relationships;
- People Development; and
- Financial and Resource Management.

An action plan setting out Te Puni Kōkiri's response to the review is due to be agreed between the Chief Executive and the State Services Commissioner by July 2010.



GLOSSARY (PAPA KUPU)

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This glossary has been prepared giving the meanings of the Māori and English words as used in this publication.

Kaupapa Māori - *Traditional Māori*

Hapū - *Sub-tribe*

Iwi - *Tribe*

Māori Potential Fund - *The term used to describe our non-departmental Output Expense appropriations. Whakamana (Leadership) Mātauranga (Knowledge) and Rawa (Resources)*

PSGE - *Post settlement governance entity*

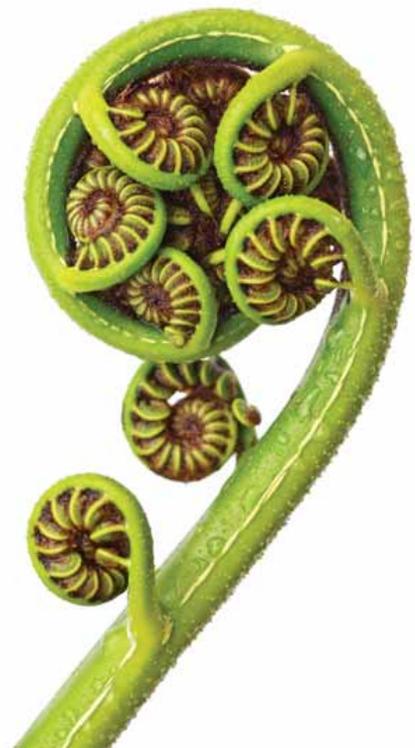
Tangata Whenua - *People of the land*

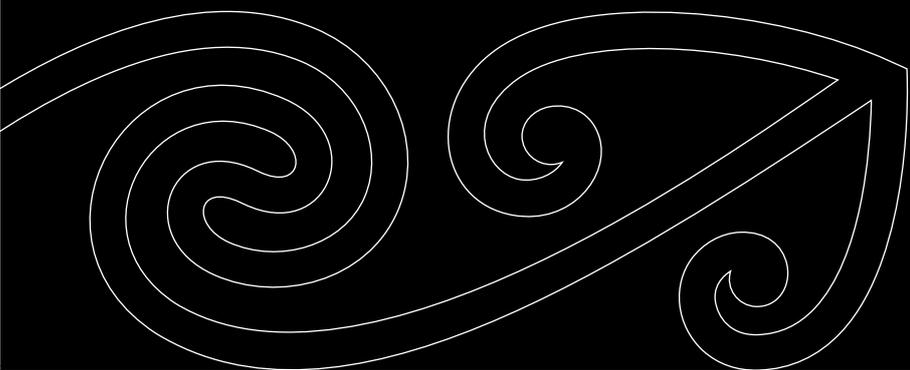
Te Puni Kōkiri - *Ministry of Māori Development*

Te Reo - *Language*

Whānau - *Family*

Whānau Ora - *Family Wellbeing*







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