



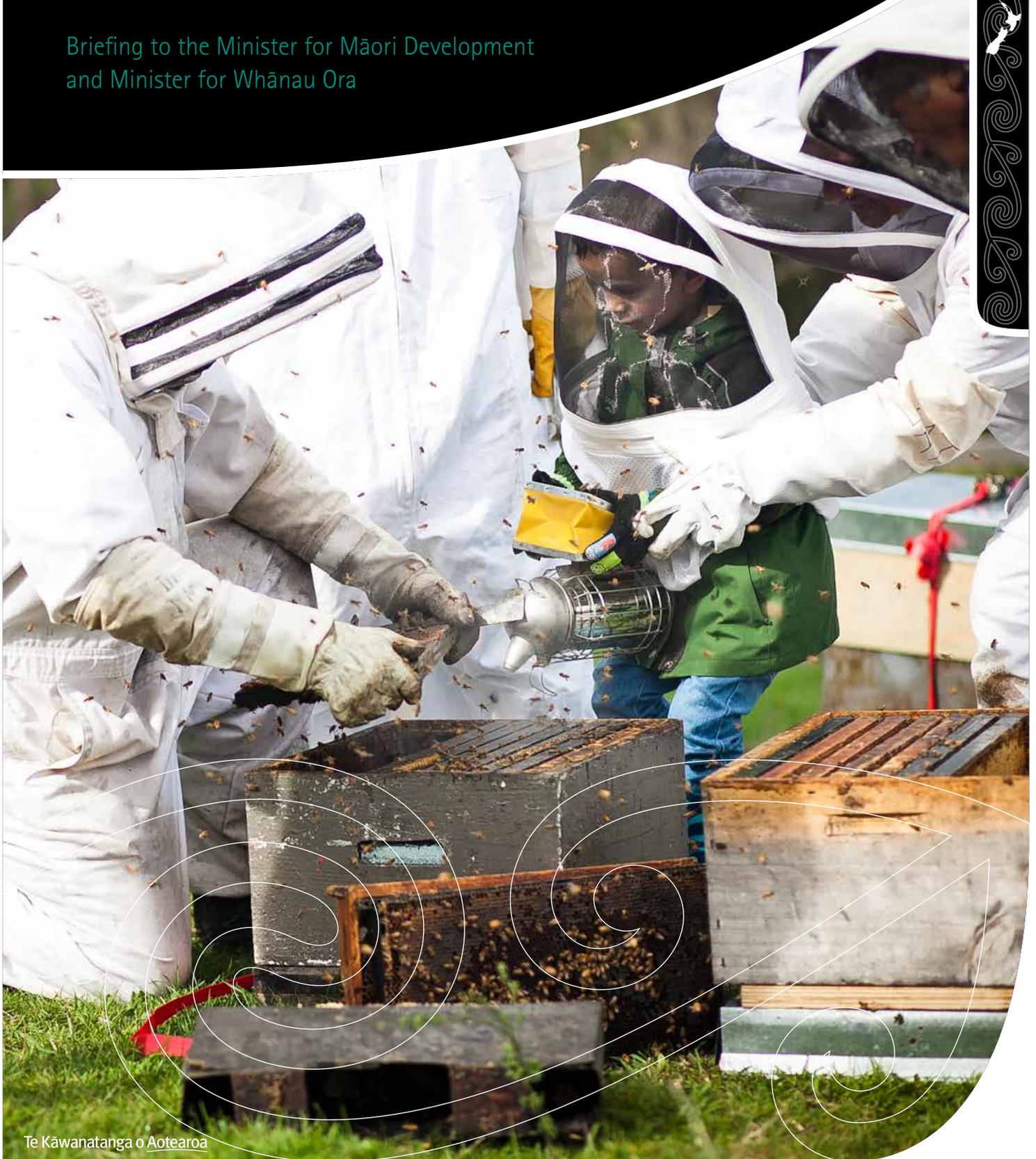
Te Puni Kokiri
REALISING MĀORI POTENTIAL

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Te Whanake Māori

Building an Agenda for Māori Development

Briefing to the Minister for Māori Development
and Minister for Whānau Ora



The front cover image shows participants in a series of workshops run by Te Pūni Kōkiri Waikato regional office and the Māori Business Facilitation Service in 2014. The workshops targeted Māori landowners wanting to learn more about the commercial aspects of the manuka honey industry. Photo: Erica Sinclair

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HE KUPU WHAKATAKI

Chief Executive's Foreword

E te Minita, tēnei te mihi nui ki a koe, māu e ārahi i ngā take Māori puta noa i te motu whānui. Ka tikina e au tēnei whakataukī hei whakaruruhau, hei awhina i a koe mō tō haerenga whakamua, ko ngā kupu e whai ake nei 'Kia hora te marino, kia whakapapa pounamu te moana, kia tere te kārohirohi i mua i tō huarahi'.

Congratulations on being appointed as the Minister for Māori Development and Minister for Whānau Ora. In holding these portfolios, you are following in the historic footsteps of rangatira such as Sir James Carroll, Sir Apirana Ngata, Matiu Rata, and Parekura Horomia; and several Prime Ministers and Premiers. Those still living who have held similar portfolios include: Pita Sharples, Tariana Turia, Tau Henare, Dover Samuels, John Luxton, Doug Kidd, Winston Peters and Koro Wetere.

The year 2015 marks the 175th anniversary of the signing of Te Tiriti o Waitangi. This briefing proposes that Te Puni Kōkiri work with you to build a Māori development agenda, building on the Te Tatau ki te Paerangi Relationship Accord between the National Party and Māori Party, for announcement on Waitangi Day 2015. The possible elements of an agenda are set out in this briefing for further discussion. You may also wish to build this agenda further by engaging with your Ministerial colleagues about what is important to in their portfolios for Māori development.

As Minister you will have the support of Te Puni Kōkiri, which aspires to be at the cutting edge of the State sector's efforts. Te Puni Kōkiri is the only agency with a mandate to provide strategic leadership, advice and guidance on the Crown's relationship with iwi, hapū and whānau Māori. It also has the function to work with the wider State sector in achieving results for Māori, and draws on national and regional networks with Māori communities.

One of Te Puni Kōkiri's challenges has always been that of how a small-medium sized Ministry can cover the wide range of issues that affect iwi, hapū and whānau Māori. In order to manage this, we have identified some key areas of focus that are drawn from our own thinking and discussions across the state sector. We are implementing a transformation process that is focused on how we work effectively as an organisation. We are currently recruiting and reassigning staff for new structural arrangements that take effect on 3 November 2014. I expect that transformation to position us well for the future.

Included with this briefing is the Briefing to the Incoming Government, which represents issues across the state sector system for consideration by Ministers.

I look forward to working with you to make progress on these and other important issues for Māori.

Paimārire



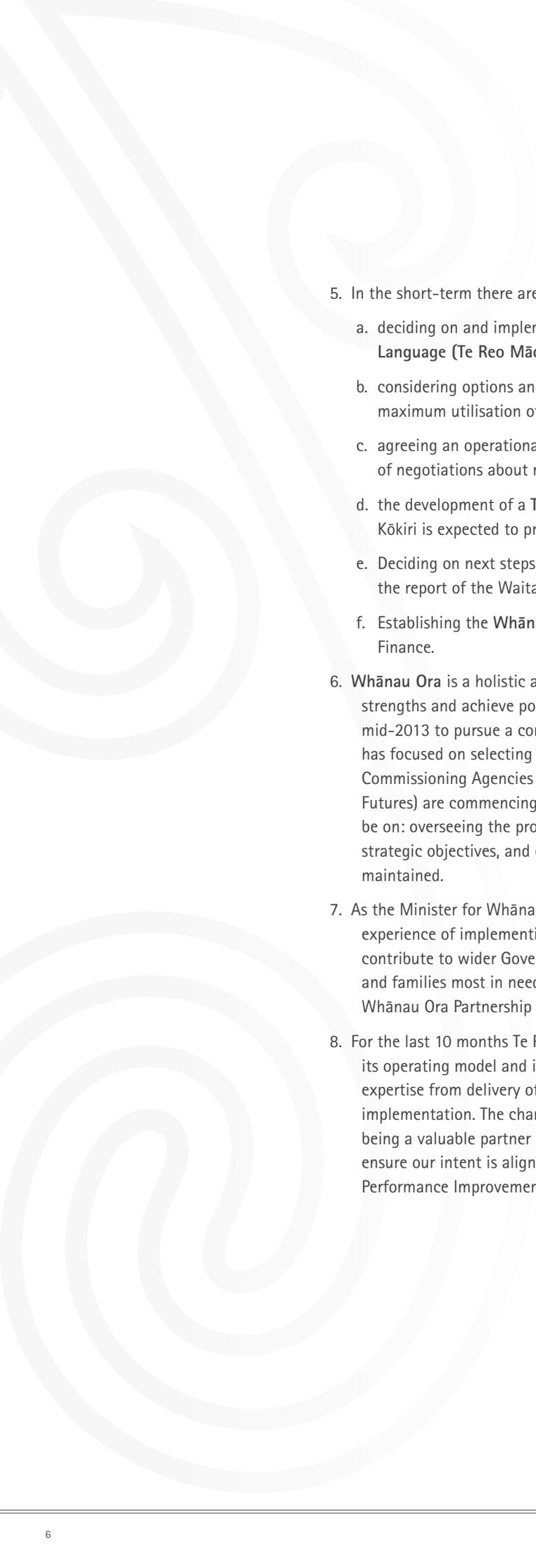
Michelle Hippolite

Chief Executive

EXECUTIVE SUMMARY

1. The Māori Development and Whānau Ora portfolios are important for the future of Aotearoa New Zealand for many reasons, including the following:
 - Government needs to ensure that services provided to Māori are as effective as possible, in order to address ongoing social issues and get the best results for taxpayer dollars.
 - Māori culture is one of the main distinguishing features of Aotearoa New Zealand, which needs to be protected and sustained in all its aspects, including te reo Māori.
 - Lifting the productivity of the Māori economy would contribute significantly to the nation's prosperity.
 - The Māori population is relatively young, meaning that the skills it acquires are of vital importance to the future workforce.
 - Government needs to be skilful in navigating its relationships with iwi, hapū and whānau Māori, who have rights and interests in many government policies and services.
2. This briefing provides insights based on Te Puni Kōkiri's review of the evidence about Māori development, the environmental changes and critical issues. It brings those insights together by looking through the lenses of **state sector effectiveness; cultural wealth; economic wealth; skills, learning and education; and Crown-iwi, hapū and whānau Māori relationships**. The most positive initiatives are the ones that add value in all of these overlapping kaupapa, and contribute to addressing the cross-cutting issues set out in *Te Tatau ki te Paerangi*, such as continuing the work of the Ministerial Committee on Poverty and focussing on regional economic development. Te Puni Kōkiri will bring an integrated approach when providing you, your colleagues, Māori and private sector with advice that is focused on making a difference for Māori through results.
3. Significant resources to enable and encourage Māori development sit outside the Māori Development and Whānau Ora portfolios, and are administered by other state sector agencies. There is much you can do to encourage your ministerial colleagues to embrace Māori development as a core objective of their portfolios. This would complement Te Puni Kōkiri's effort in working alongside our state sector colleagues to lift their effectiveness in servicing Māori.
4. February 2015 marks 175 years since the signing of the Treaty of Waitangi. To recognise the distance that Aotearoa New Zealand has travelled and to focus on the future, it is Te Puni Kōkiri's key recommendation that you, with the support of your Ministerial colleagues, present a Māori Development agenda on Waitangi Day 2015. This would build on the momentum for your immediate priorities and set out priorities for the medium and long-term.



- 
5. In the short-term there are some immediate issues to progress:
 - a. deciding on and implementing an approach to te reo Māori, recognising that the **Māori Language (Te Reo Māori) Bill** is with the Māori Affairs Select Committee;
 - b. considering options and deciding on reform of **Te Ture Whenua Māori Act** to enable maximum utilisation of Māori land;
 - c. agreeing an operational framework for the **Māori ICT Development Fund** set up as a result of negotiations about radio spectrum;
 - d. the development of a **Treaty of Waitangi based framework and guidance** that Te Puni Kōkiri is expected to present in 2015; and
 - e. Deciding on next steps with the review of the **Māori Community Development Act**, once the report of the Waitangi Tribunal has been received.
 - f. Establishing the **Whānau Ora Partnership Group** in conjunction with the Minister of Finance.
 6. **Whānau Ora** is a holistic approach that enables whānau and families to recognise their strengths and achieve positive changes for themselves. Since the Government's decision in mid-2013 to pursue a commissioning-for-results approach within Whānau Ora, Te Puni Kōkiri has focused on selecting and establishing three Whānau Ora Commissioning Agencies. These Commissioning Agencies (Te Pūtahitanga o Te Waipounamu, Te Pou Matakana and Pasifika Futures) are commencing commissioning activity. The focus within Whānau Ora now should be on: overseeing the progress of the Commissioning Agencies, providing direction on their strategic objectives, and ensuring relationships with Whānau Ora stakeholders are well-maintained.
 7. As the Minister for Whānau Ora, you will have the opportunity to utilise insights from the experience of implementing Whānau Ora and examine the way in which Whānau Ora can contribute to wider Government objectives. This includes the provision of support for whānau and families most in need. You will also be responsible for confirming the membership of the Whānau Ora Partnership Group in conjunction with the Minister of Finance.
 8. For the last 10 months Te Puni Kōkiri has been transforming itself: clarifying its purpose, shaping its operating model and identifying the skills and knowledge required to shift the balance of expertise from delivery of programmes to amplifying thought leadership for policy design and implementation. The change is focused on lifting our impact to achieve results for Māori and being a valuable partner with Māori, our state sector colleagues and the private sector. To ensure our intent is aligned with our action, Te Puni Kōkiri will undergo a review under the Performance Improvement Framework in 2015 as a continuous improvement initiative.

BUILDING AN AGENDA FOR MĀORI DEVELOPMENT

INTRODUCTION

9. This briefing is built around Te Puni Kōkiri's five kaupapa. Te Puni Kōkiri takes a particular focus on these areas in order to maximise its impact from limited resources:

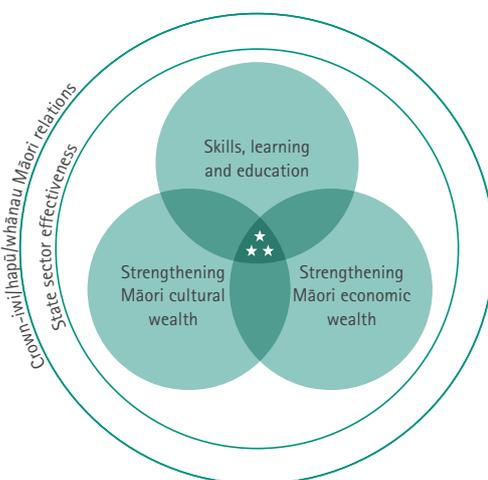
- **State sector effectiveness** – enabling the State sector to achieve better results for Māori, and therefore for Aotearoa New Zealand as a whole.
- **Cultural wealth** – getting more people to speak te reo Māori, and enabling iwi, hapū and whānau Māori to protect, sustain and grow their culture.
- **Economic wealth** – enabling a thriving Māori economy and enhanced contribution to the wider economy of Aotearoa New Zealand.
- **Skills, learning and education** – increasing the number of Māori able to progress from early learning to higher level qualifications and increased quality of life.
- **Crown-iwi, hapū, whānau Māori relations** – enabling the parties to work in partnerships and relationships that are based on good faith, and that result in mutual advantage.

10. The following diagram illustrates that the above five kaupapa overlap significantly. Māori economic success, cultural wealth and skills, learning and education are mutually reinforcing. All need to be supported by an effective State sector that is able to work constructively with iwi, hapū, whānau and Māori. Te Puni Kōkiri will promote **integrated solutions** that address all of the five kaupapa, as represented at the centre of the following diagram.

11. Understanding intra-relationships within kaupapa and the inter-relationships between them will enable us to overlay other priorities such as Whānau Ora, poverty and place-based analysis such as development in the rohe.



Inter-linkages between Te Puni Kōkiri's five kaupapa



12. Te Puni Kōkiri's Strategic Intentions for this year, including its priorities and the outcomes and impacts it intends to achieve, are detailed fully in the attached document, Strategic Intentions 2014–2018.



STRENGTHENING THE FOCUS OF THE STATE SECTOR ON RESULTS FOR MĀORI

Ehara tāku toa i te toa takitahi, engari, he toa takitini.

My strength is not the strength of one person, but of many.

13. An effective state sector with a strong customer focus is essential to Aotearoa New Zealand's prosperity. The State sector has many strengths, but is clearly capable of achieving better results. The results achieved for Māori of many public services lag behind those for other ethnicities.
14. Most of the State sector's expenditure and policy development that affects Māori is led from other portfolios (as Vote: Māori Affairs is only 0.003% of all Crown expenditure). Te Puni Kōkiri was established to guide, influence and monitor state sector agencies to ensure that the services they provide are effective for Māori.
15. There are opportunities for the Minister for Māori Development to influence Ministerial colleagues to promote a strong focus on results for Māori within their own departments. At the same time, Te Puni Kōkiri seeks to influence the key decision-makers and performance improvement systems that apply to the whole state sector. The development of resources, such as frameworks, guidance and publications is a proactive means to enhance agencies' way to achieve and measure better results for Māori. Te Puni Kōkiri has produced publications about measuring performance for Māori, which are recommended in the Treasury's 2013 guidance for all government agencies on how to measure and report on their performance.¹

Evidence and monitoring

16. Government programmes are far more likely to be successful if they are developed on the basis of evidence, and then monitored for results.² Te Puni Kōkiri undertakes statistical and qualitative research and collates the research of others, and aims to be the authoritative voice on the status of Māori in Aotearoa New Zealand. It is required to produce a four yearly report to forecast trends for Māori [CAB Min (13) 8/7 refers].
17. Te Puni Kōkiri places a Māori lens on progress towards government's high-level targets. In 2011, the government announced that it was targeting ten 'results for New Zealanders' as part of its Better Public Services (BPS) programme. Eight of these relate to social policy issues in which Māori are disproportionately affected.

Enabling Māori success through policy and service design

18. The experience of implementing Whānau Ora shows that Māori have aspirations that often match closely with the goals expressed by government. The most common whānau goals include addressing health and disability issues; education and training; and building skills. Whānau Māori desire to be a catalyst for change themselves. Successful public services will therefore support Māori aspirations and leverage off inherent Māori strengths, rather regarding Māori as a problem to be fixed from the outside.

¹ <http://www.treasury.govt.nz/publications/guidance/planning/performanceexpectations-assessed/perfexp-assessed.pdf>

² E.g. this point is strongly made in: Prime Minister's Chief Science Advisor (2011), *Improving the Transition: Reducing Social and Psychological Morbidity During Adolescence*.

19. The design of public services with large numbers of Māori consumers must take account of Māori needs and aspirations. There are occasions where a 'one size fits all' approach to service design will not work as well as tailored approaches. Te Puni Kōkiri can assist agencies by providing advice, resources and evidence to inform service design and implementation.



BUILDING ON THE WHĀNAU ORA APPROACH

20. Through promoting a whānau-centric approach amongst social sector providers, Whānau Ora has promoted integrated interactions with whānau and families that are more responsive to their particular cultural, social and economic needs. A significant wealth of information regarding whānau goals and achievements has been gained through the first phase of Whānau Ora.



Commissioning for results

21. Following the success of the first phase of Whānau Ora from 2010 through to mid-2013, the Government decided to pursue a commissioning-for-results approach through which non-governmental organisations would be appointed. This led to the appointment in March and April 2014 of three Whānau Ora Commissioning Agencies:

- Te Pou Matakana, responsible for commissioning Whānau Ora activity in the North Island;
- Te Pūtahitanga o Te Waipounamu, responsible for commissioning Whānau Ora activity in the South Island; and
- Pasifika Futures, responsible for the commissioning of Whānau Ora activity for Pacific families in New Zealand.



22. These organisations will draw upon their expertise, networks and knowledge in matching the needs and aspirations of whānau and families with initiatives that will assist them to recognise their strengths and increase their capability.
23. Te Puni Kōkiri will continue to have relationships with Whānau Ora providers contracted during the first phase of Whānau Ora. These relationships will continue through to the expiry of these contracts, finishing in 2016. Whānau Ora funding for the 2014/15 and 2015/16 financial years has been allocated as per contracts with Whānau Ora provider collectives and Commissioning Agencies, with the exception of the additional \$15m funding to support Whānau Ora navigators between the 2015/16 – 2017/18 financial years.

Duties and priorities of Minister for Whānau Ora

24. As Minister you will be responsible for further consolidating the significant changes within Whānau Ora over the last year and ensuring continued momentum for current and future developments.
25. Overseeing the progress of Commissioning Agencies in completing their establishment activities and in their commencement of commissioning Whānau Ora outcomes has been a main focus for the last year. Providing direction to Commissioning Agencies on their strategic objectives and ensuring relationships with stakeholders are well maintained will also be important.
26. Crucial components of this approach include: ensuring clear communications on the recent changes within Whānau Ora are being made, while consolidating these changes



and embedding the commissioning relationship. Government expectations of what is to be achieved from the funding of the Whānau Ora commissioning approach must also be clearly and consistently communicated to stakeholders, including whānau.

27. The Office of the Auditor-General has indicated that its Whānau Ora audit report is due to be released in November 2014. This audit report will cover the period during the introduction of the Whānau Ora commissioning approach.

Whānau Ora Partnership Group

28. A key aspect of providing direction to Commissioning Agencies and maintaining relationships with stakeholders will be the establishment of the Whānau Ora Partnership Group, consisting of iwi representatives nominated by iwi chairs and Minister with portfolio interests in Whānau Ora outcomes.³
29. The Whānau Ora Partnership Group will be a high-level forum to identify complementary efforts across ministerial portfolios. It will identify opportunities for the Crown and iwi to support iwi development aims and aspirations, as well as those of their whānau and hapū membership. Cabinet agreed to the establishment of the Whānau Ora Partnership Group in July 2014, including the approval of the Terms of References for the Partnership Group (subject to minor amendments regarding the scope and role of the Partnership Group).

Building on progress made

30. You will have the opportunity to utilise insights from the Whānau Ora commissioning approach and examine the way in which Whānau Ora can contribute to wider Government objectives, including the provision of responsive support for whānau and families most in need.
31. The wider state sector would benefit from the lessons about delivering of services to whānau and families rather than individuals, and empowering whānau to take greater responsibility for their own outcomes. There is also significant potential to learn from the recent introduction of the Whānau Ora commissioning approach.
32. A key opportunity for information regarding the Whānau Ora commissioning approach to be conveyed to the wider public will be the Productivity Commission's Inquiry into More Effective Social Services. The Productivity Commission has selected Whānau Ora as one of four case studies to inform the inquiry. The Productivity Commission's report is due to be presented to Government by 30 June 2015. Te Puni Kōkiri is working with the Productivity Commission to provide relevant advice and support.

³ The iwi representatives nominated by iwi chairs to participate in the Whānau Ora Partnership Group are: Naida Glavish; Rāhui Papa; Sir Mark Solomon; Richard Steedman; Sonny Tau; and Dr Hope Tūpara.

MOST COMMON GOALS EXPRESSED BY WHĀNAU ENGAGED WITH WHĀNAU ORA PROVIDER COLLECTIVES

- **Health and disability** – aspirations were wide ranging, but common improvements were made in healthy eating and exercise, as well as in access to health services; 61% of whānau who set goals in health and disability have achieved one or more of these goals.
- **Education and training** – education and training are seen by whānau as critical steps towards rangatiratanga; 66% of whānau who set goals in education and training have achieved one or more of these goals.
- **Skills building** – outside of education and training, whānau have commonly wanted to build skills such as communication, writing CVs, or managing anger; 75% of whānau who set goals in life and personal skills have achieved one or more of these goals.
- **Whanaungatanga** – many whānau made improvements to whānau relationships and strengthened their whakapapa links, paving the way for whānau to make other improvements to social, cultural and economic outcomes. 73% of whānau who set goals in whānau connections and relationships have achieved one or more of these goals.

Social policy issues

A wide range of social policy issues remain important for Māori, including poverty, health and housing. Poverty is an example of an issue that has attracted much recent attention, and its impact on Māori is statistically demonstrated.⁴ While this is not explicitly one of Te Puni Kōkiri's five kaupapa, it is interwoven within them.

WHĀNAU POVERTY

During 2010 to 2012, around 34% of Māori and 34% of Pacific children lived in poor households, as compared to 17% of European children.

33. Te Puni Kōkiri addresses an issue such as whānau poverty on a broad front through encouraging a stronger focus on Māori success across the state sector. On a finer scale Te Puni Kōkiri influences the policy design and implementation of particular interventions, such as the recently established Children's Teams, to ensure that they meet Māori aspirations and needs. It will support you in participating in the **Ministerial Committee on Child Poverty**. As outlined above in this briefing, enabling cultural and economic success and investing in skills and learning will contribute to reducing poverty. **Whānau Ora** is one of the key investments to assist whānau and families in need.

⁴ Perry, B, *Household Incomes in New Zealand: Trends in Indicators of Inequality and Hardship*, Ministry of Social Development (2014)



MĀORI CULTURE IS A UNIQUE ASSET

Ko te reo me ngā tikanga te mauri o te mana Māori

Language and culture are the life force of the people

34. Māori culture is one of the main distinguishing features of Aotearoa New Zealand on the international stage. It needs to be protected and its authenticity sustained. Haka and tā moko are two aspects that are internationally renowned, but Māori culture has much more to offer. It encompasses not only traditional and contemporary arts and te reo Māori, but also the values and affiliations that make up the fabric of Māori society. The passion with which Māori engage in cultural and sporting pursuits (e.g. waka ama) are motivations that can be leveraged for wider gains, such as in improving Māori boys' engagement in education, which is discussed later in this briefing.
35. Māori cultural values open new ways of doing business and can be valuable in the promotion of Aotearoa New Zealand, as has been demonstrated through the opening of new business opportunities across Asia.

CONNECTEDNESS WITH MĀORI CULTURE

In 2013:

70% Māori aged 15+ said it was important (very, quite, or somewhat) for them to be involved in Māori culture

36% Māori adults felt strongly connected to their tūrangawaewae, and 12% felt somewhat connected

48% Māori adults who knew their ancestral marae had been there in the previous twelve months. This compares to 89% who had done so at some point in their lives .

Source: Statistics New Zealand

36. The Crown has clearly established obligations to actively protect and support the growth of taonga, mātauranga and te reo Māori. While iwi, hapū and whānau Māori are the custodians of Māori culture, the Minister for Māori Development and Te Puni Kōkiri have leadership roles within government. This includes:
 - leadership of government's Māori Language Strategy;
 - investing in the development of te reo and culture, particularly through Te Māngai Pāho, Te Taura Whiri i te reo Māori and the Māori Television Service (Crown and statutory entities); and
 - making sure that the State sector is maintaining the right policy settings to support cultural growth.

Māori Language Bill

37. You will need to decide how to progress the **Māori Language (Te Reo Māori) Bill**, which is currently before the Māori Affairs Select Committee. It seeks to transfer responsibility for Te Taura Whiri, Te Māngai Pāho and the Māori Television Service (Māori language entities) from the Crown to Māori, through the establishment of **Te Mātāwai**, a new statutory entity. We will provide a fuller briefing on these matters in due course.

TE REO MĀORI

In 2013:

- 55%** Māori adults had some ability to speak te reo Māori, compared with 42 percent in 2001
- 11%** Māori adults could speak te reo Māori very well or well
- 80%** Māori adults living with pre-school children spoke some te reo Māori to them, including 18 % who spoke to them in te reo Māori half or more of the time.

Source: Statistics New Zealand

Information and Communications Technology

38. Developing Māori participation in Information and Communications Technology (ICT) is an important input into economic growth and a means to support access to Māori language and culture. In the 2014 Budget, \$30m was allocated for the establishment of a **Māori ICT Development Fund**. From 2015/16, there will be \$5m per annum available to support Māori ICT initiatives over a six year window (that is, until 2021/22). Te Māngai Pāho is required to report to you and the Minister for Communications and Information Technology on an operational framework for the Māori ICT Development Fund in the last quarter of 2014/15.

Moving the Māori Nation

39. In Budget 2014, \$2.5m per annum was allocated for Moving the Māori Nation. The fund is designed to support initiatives that increase Māori cultural capacity through physical activity, sport and recreation. Initial implementation advice will be provided for your feedback.





A STRONGER FOCUS ON INNOVATION FOR MĀORI ECONOMIC DEVELOPMENT WILL CONTRIBUTE TO THE PROSPERITY OF THE COUNTRY



Whaia te iti kahurangi, ki te tuoho koe, he maunga teitei

*Pursue excellence, if you should bow your head,
let it be to a lofty mountain.*



The importance of lifting productivity

40. New research by BERL is expected to confirm that the size of the Māori economy asset base, estimated at close to \$37B in 2010, continues to improve in size and value. However, the productivity (as broadly measured by GDP) of these assets remains below average.
41. There remains considerable untapped potential in the Māori economy. Ensuring better economic performance will contribute to wellbeing for iwi, hapū and whānau Māori. It is important to lift the Māori economy's contribution to GDP and to broader measures of wellbeing, such as the Treasury's Living Standards Framework.

He kai kei aku ringa

42. He kai kei aku ringa is the Crown-Māori Economic Growth Partnership, and is a blueprint for improving Māori economic performance. It is mirrored in the government's economic development programme, the Business Growth Agenda. It takes a holistic approach to Māori economic development, including collaboration between government, private sector, and Māori. This requires the alignment of government services with Māori aspirations and the challenges faced.
43. He kai kei aku ringa is organised around the following six goals:
 - Greater educational participation and performance;
 - Skilled and successful workforce;
 - Increased financial literacy and savings;
 - Government, in partnership with Māori, enables growth;
 - Active discussions about the development of natural resources; and
 - Māori Inc as a driver of economic growth.
44. The Māori Economic Development Advisory Board, chaired by Ngahiwi Tomoana, provides independent advice to the Minister for Māori Development and the Minister for Economic Development on the Māori economy and the implementation of He kai kei aku ringa.

Financial literacy

45. The He Kai Kei Aku Ringa Action Plan aims to boost whānau Māori rates of home ownership, assets and savings, and advocates savings schemes and financial literacy services tailored towards whānau Māori.
46. Te Puni Kōkiri has supported the Financial Literacy and Savings Partner Working Group, Te Māngai Penapena Pūtea, in developing its recent report on financial literacy services for Māori. This report suggests providing for more tailored financial literacy services, and suggests greater engagement between Government and iwi in developing these services. The Ministry of Business, Innovation and Employment (MBIE), together with Te Puni Kōkiri, is developing a work programme looking at implementation of recommendations in the financial literacy report.

Regional economic development

47. The Māori population is growing in almost all regions, as shown in the data presented in Appendix One. Your role will involve collaborating with other Ministers on regional economic development, which is a key to achieving economic growth for Aotearoa New Zealand. Te Puni Kōkiri has regional, national networks that connect government resources with regional economic development opportunities. It also works to enable better collaboration amongst Māori enterprises, and better use of the Māori asset base, much of which is located in the regions. An example of this is Te Puni Kōkiri's investment in supporting the Miere coalition, which is promoting collaboration among Māori in the Manuka honey industry.

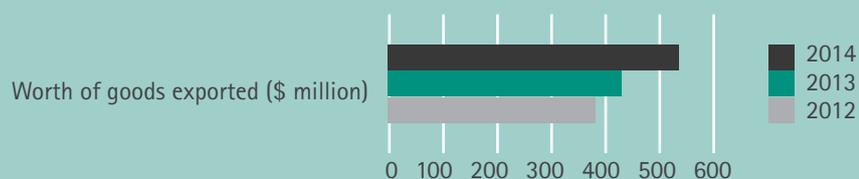


Developing overseas markets

48. Te Puni Kōkiri works with other agencies and Māori stakeholders to showcase the unique value of Māori business to global markets, including within the government's wider promotion of Aotearoa New Zealand. The export of goods by businesses owned by Māori Authorities was \$438 million in 2014 (1.1% of total goods exports). Te Puni Kōkiri has been particularly active in developing strategies to grow exports and develop new markets within China.

EXPORTS BY MĀORI AUTHORITY-OWNED BUSINESSES

Goods exported by Māori authority-owned businesses increased over the last three years:



Seafood the largest contributor in 2014:



China the leading destination for Māori authority goods 2014:



Source: Statistics New Zealand

Natural resources

49. The Māori asset base is heavily focussed on natural resources and the primary sector. Government needs to become more adept at addressing Māori interests in natural resources in a way that balances kaitiakitanga responsibilities with economic development opportunities. This means recognising Māori rights and interests earlier in decision making processes; enabling sustainable Māori-led economic development; and establishing resilient management and governance arrangements.

50. Resource management reform has been signalled as a high priority area for the Government, including substantial reform of the Resource Management Act 1991 (RMA). Existing proposals relate to sections 6 and 7, which are likely to have implications for how the RMA is implemented. The proposals also include a number of changes to clarify the role of iwi/hapū in plan-making. There is also an opportunity to undertake a broader review of the resource management and planning system to consider changes to decision-making and improve the system's effectiveness. Māori rights and interests in natural resources and obligations under the Treaty of Waitangi would form a central focus of such a review.

Review of Te Ture Whenua Māori Act 1993

51. All Māori land has intrinsic cultural value, and much of it also has economic potential. Māori face unique challenges in the collective ownership of land through the tenure system established by the Te Ture Whenua Māori Act 1993. An upcoming opportunity within the Māori Development portfolio will be to continue the reform work based on the findings of an independent review panel, which identified options to empower Māori landowners to achieve their aspirations and better utilise their land. Te Puni Kōkiri is working closely with Land Information New Zealand on these issues, and will advise you on next steps.

Māori Community Development Act 1962

52. The Government commenced a review of the Māori Community Development Act 1962 in August 2013. One proposal to be explored was the establishment of the Māori Wardens as a stand-alone entity, independent of the New Zealand Māori Council (NZMC). The NZMC lodged a claim with the Waitangi Tribunal on the basis that Māori (through the NZMC) rather than the Crown should be leading the development of any reform proposals. The Tribunal is expected to complete a pre-publication version of its report around November 2014. Te Puni Kōkiri will seek your input on next steps and the proposed way forward once we have received the Waitangi Tribunal report.





BUILDING THE SKILLS AND LEARNING OF MĀORI IS VITAL FOR AOTEAROA NEW ZEALAND'S FUTURE

Te manu e kai ana i te miro, nōna te ngāhere; te manu e kai ana i te mātauranga, nōna te ao

The bird who partakes of the berries owns the forest; the bird who partakes of knowledge owns the world.

Investment in human capital

53. Investment in its human capital is one of the most important things Aotearoa New Zealand can do for the future. The Māori population is relatively young, and there is still much work to be done to ensure that the potential inherent in the Māori population is converted into economic and cultural success. It is vital to increase Māori achievement of higher level qualifications, particularly in growth industries and high-skilled sectors. This is beneficial to the nation and helps to strengthen Māori to fare better in future recessions. Higher qualifications are associated with better life outcomes, including longer life expectancy. The statistics below demonstrate the need to lift Māori achievement of higher qualifications.⁵

AGE STRUCTURE AND SKILLS OF THE MĀORI POPULATION

Māori	Median Age	Non-Māori
24 YEARS		37 YEARS
Māori	Achievement of NQF 4 qualifications (25-34 years)	All New Zealanders
9%		31%

Increasing Whānau engagement in learning opportunities

54. It is important to stimulate whānau engagement in learning and knowledge acquisition. Life-long learning is vital in enabling Māori to make positive life choices. Whānau is the first learning environment and cradle for the nurturing of skills in the early years of life, which have been identified in a number of studies as being crucial to later achievement. Whānau Ora supports whānau aspirations in education and training. More broadly, Te Puni Kōkiri continues to work to ensure that there is informed demand for education and qualifications by rangatahi and whānau.

⁵ Note that the difference may partly reflect Māori achieving higher level qualifications later in life than the non-Māori population.

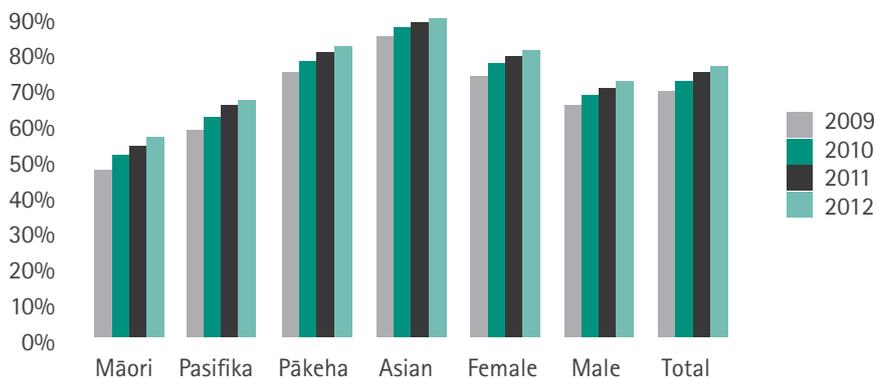
Increasing Māori participation in quality Early Childhood Education

55. Te Puni Kōkiri works with the responsible agencies to ensure the focus remains on the quality of ECE provision for Māori. Participation rates have risen encouragingly over the last decade, from 83.1% in 2000 to 93.2% in 2013.

Increasing Māori achievement at school

56. The National Certificate of Educational Achievement (NCEA) is the main national qualification for secondary school students in New Zealand. The following graph shows that, despite improvements in recent years, a further lift is needed in Māori achievement of NCEA Level 2, which has been adopted as a key measure of achievement for the education sector in recent years. The situation is particularly acute for learners in low decile schools, and for Māori boys, whose achievement of Level 1-3 qualifications lag behind that of Māori girls.

SECONDARY SCHOOL LEAVERS WITH AN NCEA LEVEL 2 QUALIFICATION, BY ETHNIC GROUP AND GENDER



57. Te Puni Kōkiri can contribute to government efforts in a number of ways. It commissioned qualitative research to explore Māori boys' experiences of NCEA Level 1. The report identified the factors that supported boys to engage in school and the challenges for those who did not. This was followed by investment in a programme to supporting 83 Māori boys to participate in the Fast ForWord Reading Intervention Programme. Te Puni Kōkiri **works with mainstream agencies to improve their delivery of services**; the lessons learned from this investment will be shared with the Ministry of Education.





Increasing Māori achievement of higher level qualifications

58. Progression through school is part of a pathway towards higher qualifications. Possessing only a school-level qualification is unlikely to lead to higher-paying employment that is safe from the impact of economic shocks. Te Puni Kōkiri therefore has a strong focus on diversifying the Māori workforce, and creating pathways into knowledge-intensive sectors and growth industries.
59. Te Puni Kōkiri will **design and deliver innovative approaches to accelerate Māori advancement and inform policy development and service design**. An example of Te Puni Kōkiri's innovative investments is He Toki ki te Rika, a collaborative initiative to realise training and employment opportunities for Māori in the Christchurch rebuild. This helped shape the design of the Māori and Pacific Trades initiative, which is led by the Tertiary Education Commission and MBIE.

STEWARDSHIP OF THE CROWN'S DYNAMIC RELATIONSHIPS WITH IWI, HAPŪ AND WHĀNAU

Nāku te rourou, nāu te rourou ka ora ai te iwi

With your basket and my basket the people will thrive.

A focus on the future

60. As historical grievances are progressively resolved, iwi, hapū and whānau Māori are increasingly able to determine their own development. The relationships between the Crown and Māori are becoming more forward-looking and less focussed on historical grievances. There are significant opportunities to work towards mutual gain – and there are considerable risks and costs in mismanaging these relationships and not giving effect to the commitments made in settlement negotiations.

The changing representational landscape

61. The relationships between the Crown and iwi, hapū and whānau Māori are evolving rapidly. As a result of completed Treaty settlements, many iwi now occupy positions of economic power and political influence, and are able to share information and wield influence through mechanisms such as the Iwi Leaders' Forum and involvement in other fora such as the Land and Water Forum. The leadership of iwi and hapū is increasingly well-versed in the workings of government, and articulates strong expectations of government, for both the recognition of Māori rights and interests and improved effectiveness of social services.
62. It is important that the Crown is able to navigate the changing landscape. Naturally, there is a tendency for the government to work first with iwi, given their profile, their administrative infrastructure and the formal agreements they have with the Crown. While dialogue at the iwi level is often appropriate, there are other ways in which Māori interests are expressed. In some regions, settlements made with hapū and clusters of hapū make these groups significant players in local economies.
63. Besides these kin groups, Māori are organised into a plethora of other structures reflecting a multiplicity of interests including landholding trusts and incorporations, Māori providers, national organisations such as the New Zealand Māori Council, urban Māori authorities, and cross-tribal movements such as the Kīngitanga.
64. Government must engage with Māori in accordance with the nature of their interests in each issue. Some issues may be primarily of interest to iwi, while other issues will involve engagement with Māori at other levels.

IWI AND WHĀNAU

89% Māori adults know their iwi.

50% Māori adults said their whānau consisted of fewer than 11 people.



Māori rights and interests

65. Historical Treaty settlements have gone some way to address breaches of the Treaty of Waitangi. However, Māori continue to have contemporary rights and interests, and the active protection of Māori rights to property and other taonga remains a relevant Treaty principle. Over the last few years, management and allocation of natural resources, particularly water, has engendered much debate and engagement with Māori. With multiple interests across the cultural, environmental, and economic domains, navigating these issues and relationships will require skilful management by the Crown.
66. At the same time as addressing the collective rights and interests deriving from Article 2 of the Treaty, the Crown must work with Māori as citizens, as individuals who are members of whānau. The Crown must be able to understand Māori needs and aspirations in order to provide services in the most effective and efficient way. Our experience of implementing a Whānau Ora approach has shown that whānau can be powerful agents for social change when supported and enabled by government.
67. To assist forward thinking on issues for Māori a Chief Executive's group has been established jointly chaired by the Chief Executives of Te Puni Kōkiri and the Ministry of Justice.

The value that Te Puni Kōkiri adds

68. Te Puni Kōkiri has a mandate to provide strategic leadership and advice to Ministers on the Crown's relationships with iwi, hapū and whānau Māori. It helps the Crown to consider a coordinated and streamlined approach to engagement, in view of the number of issues on which the Crown needs to work with Māori at different levels.
69. Te Puni Kōkiri is required to prepare a Treaty of Waitangi based framework and guidance as a resource for the State sector [CAB Min (13) 8/7 refers]. In assisting you to raise critical issues relating to the Crown's relationships with iwi, hapū and whānau Māori, Te Puni Kōkiri will proactively draw on our local and national insights into these issues.

Other relevant work

70. There are three related work areas that are of importance in maintaining Crown relationships with iwi, hapū and whānau Māori:
 - working with the Minister of Justice towards a **government response to the findings of the independent Constitutional Advisory Panel** – including continuing the conversation about New Zealand's constitutional arrangements, and developing a national strategy for civics and citizenship education;
 - supporting the **settlement of remaining Treaty claims**, including the mandating of negotiators and ratification of settlement packages by claimant iwi, hapū or whānau; and
 - managing the relationship with the **Whānau Ora Partnership Group and relationships with Whānau Ora Commissioning Agencies**.

HOW TE PUNI KŌKIRI CAN HELP

Rawa – our services

71. Te Puni Kōkiri provides five services that can help you to implement your agenda for the Māori Development portfolio. These are:
- **strategic policy leadership, influence and advice**, through which it retains a strategic overview of critical issues, and provides evidence-based advice to key decision-makers to achieve better results for Māori;
 - **facilitation of relationships** to create dialogue and partnerships at international, national and regional levels;
 - **research and evaluation** to ensure the state sector and iwi, hapū, whānau Māori have access to authoritative information on the status of Māori;
 - **information brokerage** to ensure that iwi, hapū, whānau, Māori and State sector agencies have real-time information for informed dialogue and better policy making and implementation; and
 - **innovative investment**, including investment in trials and pilots to accelerate Māori advancement, and using the results to inform policy development and service design.



Emergence from change process

72. Te Puni Kōkiri is presently implementing a process that involves change to the Ministry's structure and putting into practice new ways of working. The proposed changes are designed to improve Te Puni Kōkiri's ability to deliver, make it easier for its business units to work together, and ensure that it is sustainable and financially viable over the medium term. A reassignment process is currently underway for affected staff and recruitment is taking place to new tier 3 management roles. The new organisational structure, which will take effect from 3 November 2014, is included in Appendix Three.
73. To ensure our intent is aligned with our action, Te Puni Kōkiri will undergo a review under the Performance Improvement Framework (PIF) in 2015 as a continuous improvement initiative. Under a PIF, external reviewers will look at the current state of an agency and advise on how well placed it is to deal with the issues that confront it in the medium-term future. Te Puni Kōkiri completed a self-review in 2013, which will form a basis for the upcoming external review.

Crown and statutory entities

74. Te Puni Kōkiri also supports you in your role to manage the Crown's interests in, and relationship with, Crown and statutory entities. You have roles with respect to two crown entities, Te Māngai Pāho and Te Taura Whiri i te reo Māori; and two statutory organisations: Māori Television Service and Te Tumu Paeroa (formerly known as the Māori Trustee). These agencies are supplying separate briefings to you as the incoming Minister.



PROPOSED MĀORI DEVELOPMENT AGENDA FOR FURTHER DISCUSSION

75. The key recommendation of this briefing is that Te Puni Kōkiri works with you to build a **Māori development agenda for announcement on Waitangi Day 2015, which marks the 175th anniversary of the signing of Te Tiriti o Waitangi**. The elements of a proposed agenda, which Te Puni Kōkiri considers to be consistent with the **Te Tatau ki te Paerangi Relationship Accord** between the National Party and the Māori Party, are set out below.

STRATEGIC ISSUES FOR MĀORI DEVELOPMENT AGENDA

Strengthening the focus of the State sector on results for Māori

- a. Advocating a **strong State sector focus on achieving better results for Māori**, and ensuring the State sector is supported by the necessary systems and frameworks.
- b. Providing **evidence** to inform reasoned policy debate about issues and the design of services affecting Māori.
- c. Providing strategic advice to ensure that **policy proposals reflect Māori aspirations and needs** where appropriate.
- d. Learning the lessons from the implementation of **Whānau Ora** so far, such as how to engage with whānau and families rather than individuals alone, and empowering whānau to take greater responsibility for their own outcomes.
- e. **Building on the progress made with Whānau Ora** and its renewed focus on whānau capability to achieve outcomes for themselves.
- f. Continuing the momentum of the relationship with **Whānau Ora Commissioning Agencies**; looking for opportunities to apply a commissioning approach across wider government priorities; and communicating successes of the commissioning approach.

Māori culture is a unique asset

- g. Working closely with other Ministers to jointly **support Māori in developing and maintaining their culture**.
- h. Supporting the **Treaty settlements process**, including the mandating of negotiators and ratification of settlement packages by the claimant iwi, hapū or whānau.

A stronger focus on innovation for Māori economic development will contribute to the prosperity of the country

- i. Working with your Ministerial colleagues to implement **He kai kei aku ringa**, including the promotion of **regional economic development**, boosting the **productivity of Māori assets and enterprises** and boosting **financial literacy**.
- j. Working with your colleagues to **showcase the unique value of Māori business to global markets**, including within the wider promotion of Aotearoa New Zealand.
- k. Collaborating with Māori and lead agencies to develop policies that **balance kaitiakitanga responsibilities with economic development opportunities** by addressing Māori rights and interests in **natural resources** and enabling sustainable Māori-led development.

Building the skills and learning of Māori is vital for Aotearoa New Zealand's future

- l. **Prioritising innovative approaches to accelerate Māori advancement and inform policy development and service design** in order to develop pathways for Māori to attain higher qualifications.



Stewardship of the Crown's dynamic relationships with iwi, hapū and whānau

- m. **Leading the development of a streamlined and forward-looking Crown-Māori engagement** for mutual benefit.
- n. Working with the Minister of Justice towards a government response to the findings of the independent Constitutional Advisory Panel – including continuing the conversation about **New Zealand's constitutional arrangements**, and developing a national strategy for **civics and citizenship education**.
- o. Supporting the development of relevant agencies' **Crown-Māori relationships capability** to meet current and future obligations.

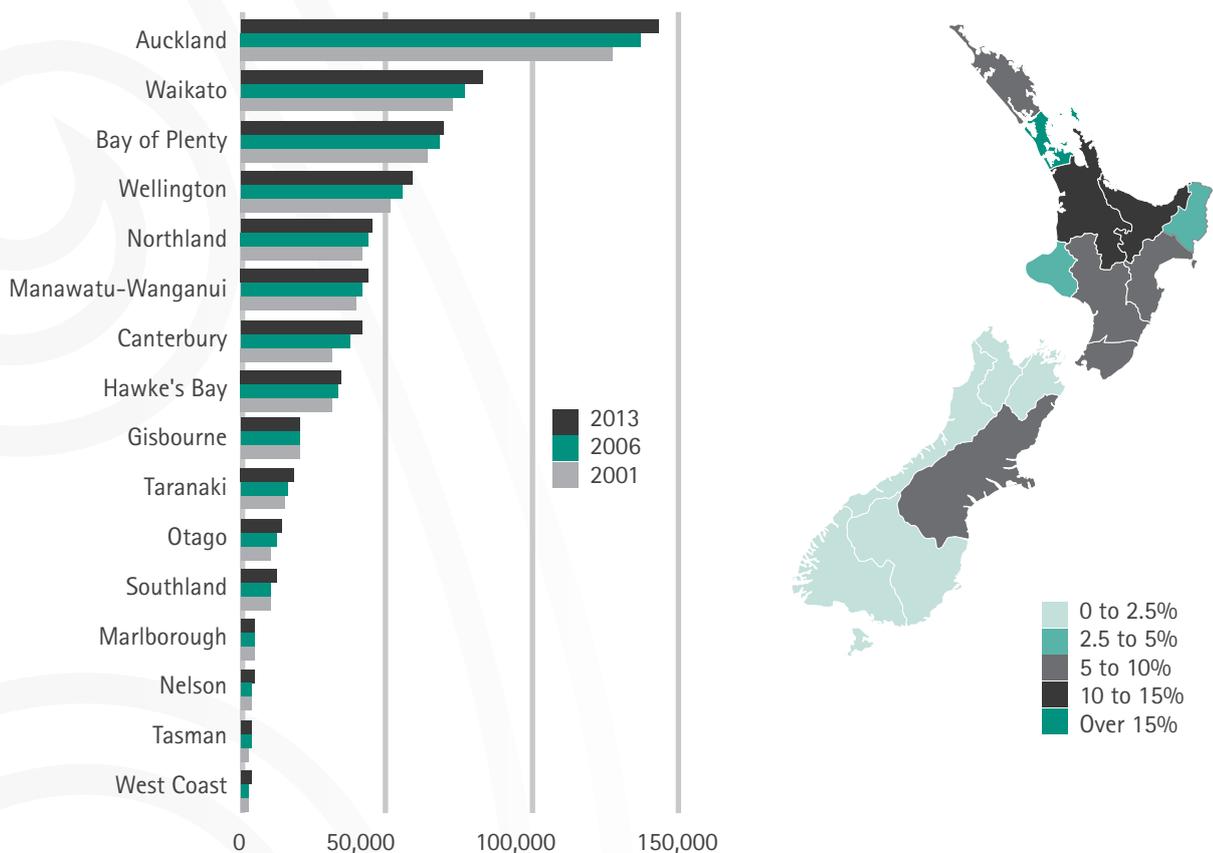


Issues for immediate consideration

76. You will be able to begin work on many of the following items immediately and announce progress on Waitangi Day. Te Puni Kōkiri will provide you with more detailed briefings to advise you on progressing these issues.
 - a. **Deciding on and implementing an approach to the Māori Language (Te Reo Māori) Bill.**
 - b. **Considering options and deciding on reform of Te Ture Whenua Māori Act.**
 - c. **Agreeing an operational framework for the Māori ICT Development Fund.**
 - d. **Developing a Treaty of Waitangi based framework and guidance** for delivery in 2015.
 - e. **Deciding on next steps with the review of the Māori Community Development Act**, once the report of the Waitangi Tribunal has been received.
 - f. **Establishing the Whānau Ora Partnership Group** in conjunction with the Minister of Finance.



APPENDIX ONE: DISTRIBUTION OF MĀORI POPULATION AND MĀORI REGIONAL POPULATION CHANGE, 2001-2013



Key points

- Between the 2006 and 2013 censuses, Waikato had the strongest Māori regional population growth of 7,338. This was followed by Auckland with 5,436.
- The Māori population of Canterbury grew by 5,238 or 14% between the two censuses. This may be explained by earthquake-related migration, including employment opportunities in the rebuild.
- Only the Gisborne region experienced a slight decrease of (- 75) in its Māori population.
- Nearly a quarter of Māori (24%) live in Auckland. Half (50%) live either in Auckland, Waikato or the Bay of Plenty regions.

APPENDIX TWO: TABLE SHOWING TE PUNI KŌKIRI'S STRATEGIC INTENTIONS

<p>Our outcomes</p> <p>Outcomes for the longer term state and condition of society, or change in that state or condition.</p>	<p>Māori have genuine engagement and productive relationships with the Crown.</p>	<p>Māori aspirations are supported by an effective State sector.</p>	<p>Māori are secure, confident and expert in their own language and culture.</p>	<p>Māori are skilled, learned and innovative.</p>	<p>Māori economy is thriving through high-performing people, assets and enterprises.</p>
<p>Our impacts</p> <p>The difference that Te Puni Kōkiri wants to make (4 years). The desired effect of our activities for our stakeholders.</p>	<p>Improved quality of Crown Treaty and other relationships with Māori.</p>	<p>The State sector is working to achieve better results for Māori.</p>	<p>Māori are protecting, sustaining and growing their reo, taonga, mātauranga and tikanga.</p>	<p>Māori are acquiring skills and knowledge.</p>	<p>Māori are sustainably developing and growing their resources.</p>
<p>Our priorities</p> <p>The particular areas we will direct our effort and resources on to give effect to our impacts.</p>	<p>Stronger connectivity and understanding between Māori and the Crown.</p>	<p>Aligning the State sector's service design and delivery, including resources and evidence to achieve better results for Māori.</p>	<p>More people speaking te Reo Māori and enabling Whānau, hapū and iwi to identify and pursue their cultural development priorities.</p>	<p>Increasing Māori achievement of higher-level qualifications.</p>	<p>Stimulating Māori innovation to realise asset utilisation and enterprise growth.</p>



APPENDIX THREE: ABOUT TE PUNI KŌKIRI

Our vision

Iwi, hapū and whānau Māori succeeding as Māori.

Our purpose

Te Puni Kōkiri works within the public sector and with Māori communities to support Māori collective success at home and globally.

Our legislation: the Ministry of Māori Development Act 1991

To ensure that mainstream services work effectively for Māori, Te Puni Kōkiri was established under the Ministry of Māori Development Act 1991, replacing the former Department of Māori Affairs. Its statutory responsibilities are to:

- promote Māori achievement in health, training and employment, education and economic development; and
- monitor and liaise with other agencies to ensure the adequacy of their services to Māori.

Te Puni Kōkiri has a range of other regulatory responsibilities. In total it administers 75 Acts of Parliament and 25 Regulations.

Operating model

Te Puni Kōkiri is embedding four ways of working:

1. being results focussed;
2. working proactively with others to achieve results;
3. pooling our talent to work together on specific kaupapa; and
4. building a learning culture.

EXECUTIVE TEAM



Michelle Hippolite – Chief Executive

Michelle Hippolite (Waikato, Rongowhakaata and Te Aitanga-a-Māhaki) has been Chief Executive of Te Puni Kōkiri since December 2012. During this time she has led the process to transform Te Puni Kōkiri to a new way of working to achieve the organisation's long term outcomes.

Michelle has held senior roles in the Public Service and wider State sector. A career highlight was providing leadership in government on the establishment of the Māori Television Service, and for strategies around reo Māori.

Immediately prior to joining Te Puni Kōkiri she was Kaihautū at Te Papa Tongarewa, a role she held for more than four years. During her time there she enhanced the bicultural reputation of Te Papa, developing international relationships culminating in exhibitions being presented in Europe and North America and the repatriation of kōiwi tangata and toi moko from around the world.

Michelle is currently the Chair of Te Kura Māori o Porirua and serves as a Public Sector Trustee on the Equal Employment Opportunities (EEO) Trust.

Michelle is presently acting as Deputy Secretary, Strategy and Organisational Performance while that role is vacant.



Arawhetū Gray – Deputy Chief Executive, Policy Partnerships

Arawhetū Gray (Ngāti Kahungunu ki Wairarapa, Rangitāne ki Wairarapa, Ngai Tahu) has been Deputy Chief Executive, Policy Partnerships at Te Puni Kōkiri since March 2014.

Arawhetū has more than 25 years' experience spanning health, education, and other policy development areas. Māori public policy innovation and leadership and improving outcomes for Māori, particularly in the health sector, have been key features of her career.

As a national manager, she has overseen policy development and service delivery in such diverse areas as health workforce development, health of older people, mental health, Māori health, tertiary and special education. Career highlights have included leadership roles in the development and implementation of the Kaitiaki legislation protecting Māori women's screening information and Māori mental health and drug and alcohol services.

Prior to joining Te Puni Kōkiri, Arawhetū worked as a public sector management consultant where her work included introduction of a national assessment tool into several hundred services, stakeholder management, management of high risk and sensitive programmes, completion of the Māori Disability Action Plan, expansion of forensic services, design of an equity tool, and



managing teams with high output demands.

Arawhetū is also a Director of Wairarapa Moana Incorporation one of the largest Māori agribusinesses in Aotearoa. She has a deep interest in Māori development and in her homeland of Wairarapa.



Di Grennell – Deputy Chief Executive, Regional Partnerships

Di Grennell (Ngai Tahu, Ngāti Mutunga) has been Deputy Chief Executive Regional Partnerships at Te Puni Kōkiri since April 2014. It's a role that allows her to utilise her strong interest in regional development.

Prior to that she was Director Operations for Whānau Ora from November 2010, a role she came to after serving as a member on the Taskforce on Whānau-Centred Initiatives which led to the development of Whānau Ora. In 2013/2014, she led the work to oversee the move to the Commissioning Agency approach for the administration of Whānau Ora.

Di has an interest in interest strategies for social change and extensive professional experience in the family violence prevention field including working with courts, programme development, provider training, research and policy. She spent more than five years as Executive Director of Amokura – a Northland-based Pan-Tribal Family Violence Prevention Initiative.

Di holds a BA in Sociology (Massey) and a Trained Teachers Certificate (Auckland College of Education) Outside of work a growing number of mokopuna keep her busy.



Fiona McBeath – Deputy Chief Executive, Organisational Support

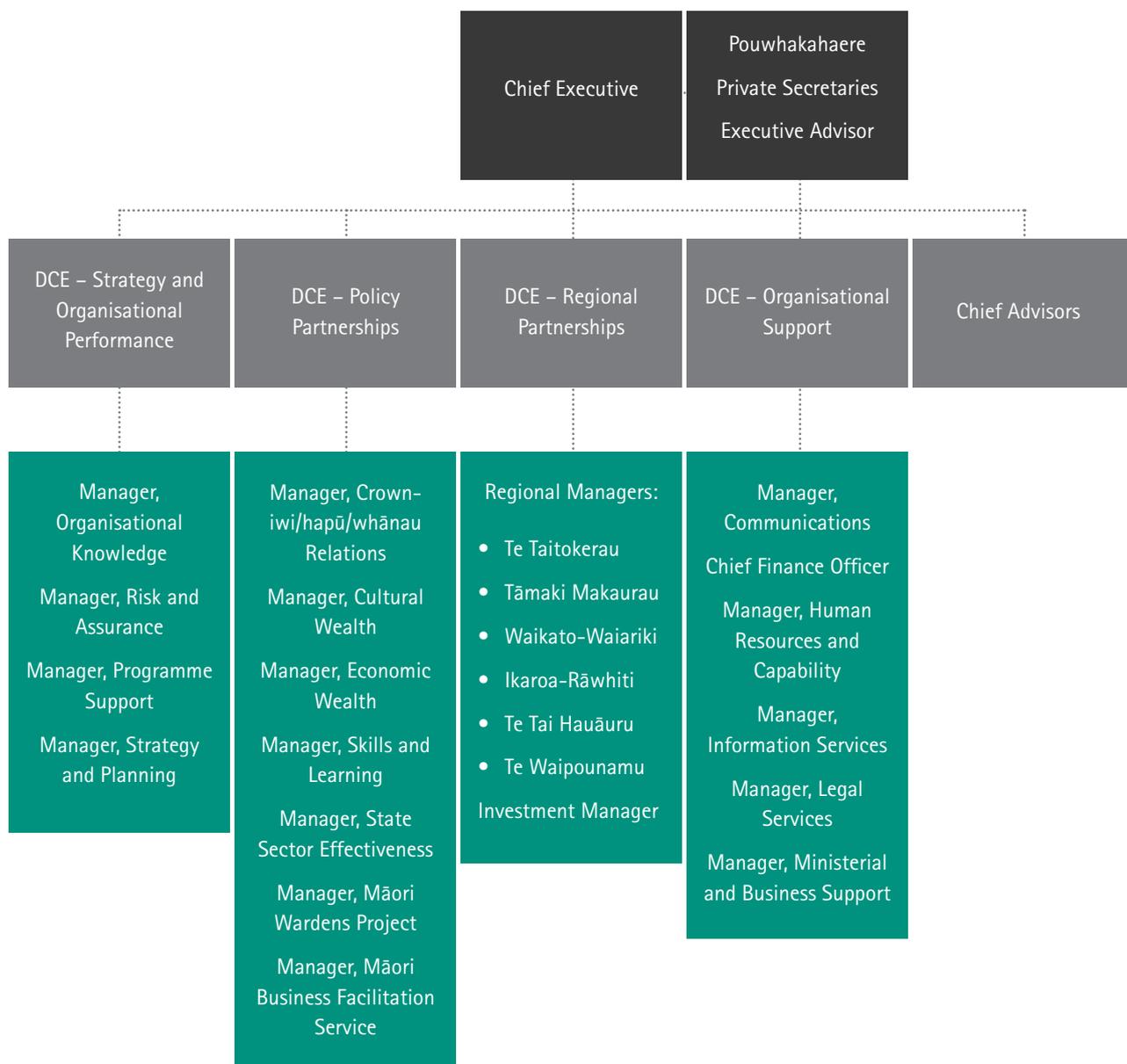
Fiona McBeath has been Deputy Chief Executive Organisational Support at Te Puni Kōkiri since March 2014.

She has had a lengthy career in support, policy and operations in the public service, mainly working with the primary sector industries. Her roles have included overseeing the establishment of the Primary Growth Partnership – a government-industry initiative that invests in research and innovation to boost the economic growth and sustainability of New Zealand's primary, forestry and food sectors.

Prior to taking up her role at Te Puni Kōkiri she was Director of Operational Programmes at the Ministry for Primary Industries where she was responsible for business analysis, frontline training, intelligence, and business support to the operational areas.

Fiona gained an Executive Masters in Public Administration from Victoria University of Wellington, as one of the first graduates from the Australia New Zealand School of Government (ANZSOG) established to teach strategic management and high-level policy to public sector leaders. She has a long-standing interest in equal opportunities in the public service.

TE PUNI KŌKIRI ORGANISATIONAL STRUCTURE



VOTE: MĀORI AFFAIRS BUDGET OVERVIEW

A REVIEW OF APPROPRIATIONS IS BEING UNDERTAKEN TO ENSURE THEY ARE FIT FOR PURPOSE AND SUPPORT TE PUNI KŌKIRI'S OPERATING MODEL.

Departmental expenses

Appropriation Description	Budget 2014/15 \$000	Budget 2015/16 \$000	Budget 2016/17 \$000	Budget 2017/18 \$000
Policy Advice and Related Outputs MCA – Made up of: Policy – Crown Māori Relationships; Policy – Māori Development; Ministerial Servicing.	21,803	20,103	20,103	20,103
Relationships and Information – Strengthening relationships with Māori, with emphasis on brokerage, co-ordination and facilitation to assist Māori to achieve their economic, social and cultural aspirations.	7,433	7,433	7,433	7,433
Operations Management – The design, delivery, and management of community investment programmes, the Māori Business Facilitation Service and management of land administration under Part 2 of the Māori Affairs Restructuring Act 1989.	13,628	13,628	13,628	13,628
Integrated Whānau Social Assistance – Community level social assistance through the provision of Whānau Advocates and Māori Wardens programmes.	6,600	6,600	6,600	6,600
Whānau Ora Administration – Activities associated with implementing, developing and evaluating the whānau ora service delivery approach.	5,585	7,585	7,785	7,785
Whānau Ora Commissioning Administration – Activities associated with implementing, developing, administering and evaluating the Whānau Ora commissioning approach.	2,000	-	-	-
Total Departmental Output Expenses	57,049	55,349	55,549	55,549

Non-departmental expenses

Appropriation Description	Budget 2014/15 \$000	Budget 2015/16 \$000	Budget 2016/17 \$000	Budget 2017/18 \$000
Administration of Māori Broadcasting – Te Māngai Pāho administration services.	2,183	2,183	2,183	2,183
Māori Radio Broadcasting	13,744	13,744	13,744	13,744
Māori Television Broadcasting	40,332	40,332	40,332	40,332
Māori Television Channel – Māori Television administration costs.	16,611	16,611	16,611	16,611
Promotion of the Māori Language – Te Taura Whiri i te Reo Māori	9,501	9,521	9,521	9,521

Appropriation Description	Budget 2014/15 \$000	Budget 2015/16 \$000	Budget 2016/17 \$000	Budget 2017/18 \$000
Māori Potential Fund: Mātauranga (Knowledge)	5,668	5,668	5,668	5,668
Māori Potential Fund: Rawa (Resources)	3,648	4,668	4,668	4,668
Māori Potential Fund: Whakamana (Leadership)	4,894	5,394	5,394	5,394
Whānau Ora Service Delivery Capability – Support for providers to develop whānau ora service delivery capability.	13,451	3,933	-	-
Commissioning Whānau Ora Outcomes	30,484	30,767	34,700	34,700
Establishment of a Whānau Ora Commissioning Approach	2,000	-	-	-
Iwi Housing Support – Capacity building support for Special Housing Action Zones.	456	456	456	456
Māori Trustee Functions – Purchase of trustee and land management functions from the Māori Trustee	10,347	10,347	10,347	10,347
Strengthening and promoting Māori Tourism	1,660	1,660	1,660	1,660
Total Non-Departmental Output Expenses	154,979	145,284	145,284	145,284
Rangatiratanga Grants	480	480	480	480
Total Benefits and Other Unrequited Expenses	480	480	480	480
Māori ICT Development Fund	500	4,500	5,000	5,000
Māori Language Research	2,000	2,000	2,000	2,000
Moving the Māori Nation – Supporting Māori Culture and Sport	2,500	2,500	2,500	2,500
Xin and Tane Stage Production	1,000	-	-	-
Administration Expenses for Crown Land	49	49	49	49
Māori Registration Service	626	626	626	626
Māori Wardens	1,178	1,178	1,178	1,178
Māori Women's Development Fund – Administration	1,867	1,867	1,867	1,867
NZ Māori Council – Administration	196	196	196	196
Orakei Act 1991 – Orakei Reserves Board fees and travel expenses.	7	7	7	7
Payments to Trust Boards PLA – Payment of annuities to Māori Trust Boards, in accordance with Māori Trust Boards Act 1955.	15	15	15	15
Te Arika Trust – Administration costs	21	21	21	21
Te Putahi Pāoho – Administration costs	131	131	131	131
Tūranganui-a-Kiwa Capacity Building	500	500	500	500
Total Non-departmental Other Expenses	10,590	13,590	14,090	14,090
Te Puni Kōkiri – Capital Expenditure PLA	1,348	994	2,354	588
Total Capital Expenditure to be Incurred by the Department	1,348	994	2,354	588
Total Annual and Permanent Appropriations	224,446	215,697	217,757	215,991







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