



Te Puni Kōkiri

Statement of Intent
1 July 2004

Presented to the House of Representatives
pursuant to Section 34A of the Public Finance Act

ISSN No. 1176-2381

VISION

“Kia tū rangatira ai te ao Māori”

an open ended concept where Māori-framed aspirations
are pursued in partnership with others

OUTCOME

“Ngai Māori e angitu ana hei Māori”

“Māori succeeding as Māori”

wherever and in whatever they choose
in te ao Māori, New Zealand, and the world

PURPOSE

“Te whakamana angitu Māori”

“Enabling Māori success”

leading and influencing to enable Māori participation
and success as Māori

APPROACH

“Te Puni Kōkiri”

moving forward together

Foreword

Tēnei ngā mihi ki a koutou kua whai wāhi ki ēnei tuinga. Ka tangi ki u tātou mate tuatini kua rūpeke atu ki tua o te ārai. Ka hoki mai ki a tātou ngā kanohi ora o rātou mā, tēnā tātou katoa, i roto i tēnei ao hurihuri.

Te Puni Kōkiri's way forward acknowledges some fundamental principles. Most notably, Māori want to live as Māori and at the same time participate in Aotearoa-New Zealand and the world. Māori success is important to New Zealand's sustainable development.

Māori succeeding as Māori is a concept that captures the notion of self-determined success and acknowledges the correlation between self-determined success and sustainable success. Whānau development and enterprise development are fundamental to *Māori succeeding as Māori*. Building and strengthening all types of partnership is critical to this.

Te Puni Kōkiri will contribute to Māori succeeding as Māori. By leading and influencing the way government engages with Māori, particularly through policies that enable Māori to participate and succeed. This encompasses leading advice on Māori specific initiatives, including within mainstream activities. Te Puni Kōkiri will work collaboratively with other state sector agencies to ensure that their policies, programmes and services deliver equitable outcomes for Māori.

Te Puni Kōkiri will also work alongside Māori to strengthen its understanding of those Māori views, aspirations and experiences that enable whānau, hapū, iwi, and Māori to realise their own contribution to sustainable development. This will provide a valuable source of practical information for Te Puni Kōkiri and ensure its policy advice is evidence based.

Te Puni Kōkiri is moving toward:

- leading advice to Government on policy development aimed at Māori specific outcomes
- working in partnership with other government agencies both to influence policy development and to monitor and evaluate performance
- working alongside Māori at a “flax-roots” level to support Māori participation initiatives

- improving the integration of our business practices to support all our activities.

The challenge for Te Puni Kōkiri is to work with a range of stakeholders to achieve positive outcomes for Māori.

I runga i tēnei, e harikoa ana māua, ki te haina i tēnei Pānui whāinga, ki te whakamōhio i ta māua whakaāetanga ki te whai i ngā whāinga whānui a ngā kupu, kia tū rangatira ai te ao Māori.

Signed

Signed



Hon. Parekura Horomia
Minister of Māori Affairs

Leith Comer
Chief Executive

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Executive Summary

Te Puni Kōkiri released its new *Strategic Direction*²⁶ and *Decision Document Change Programme*²⁵ in February 2004. These documents are the foundation of this Statement of Intent.

The strategic direction highlights some fundamental principles:

- Māori want to live as Māori and at the same time participate in Aotearoa-New Zealand and the world
- Māori success is important to New Zealand's sustainable development.

Out of these principles came the following outcome:

MĀORI SUCCEEDING AS MĀORI

We have adopted an overarching outcome framework where:

- Māori are generally responsible for outcomes primarily of interest to Māori (Māori Specific Outcomes)
- other government agencies are responsible for managing for outcomes common to all New Zealanders including Māori (Universal Outcomes).

This framework emphasises our focus on **leading and influencing** the way government engages with Māori, particularly through policies that enable Māori to participate and succeed as Māori wherever and in whatever they choose.

Working alongside Māori ensures our policy advice is evidence based and solutions focused, and assists us to advise on Crown / Māori relationships. Understanding Māori views, aspirations and experiences is part of what makes Te Puni Kōkiri unique.

We acknowledge that government engages with Māori in many ways. Our focus will be on those areas we expect to have a significant influence on *Māori succeeding as Māori*. The areas we will focus on are:

- **Universal Outcomes:** Education, Health, Economic and Society. Recognising the youthfulness of the Māori population, building human capability is a key focus.

- **Māori Specific Outcomes:** Culture and Language, Māori and Crown Relations, and Land, Other Assets and Entities.

We have identified key indicators to measure changes in each of these areas. This information is summarised in our outcome framework (refer to page 16).

Te Puni Kōkiri's structure has been reorganised to better align our resources with our strategic direction. The refocus has included: adding a more senior second tier of management, integrating our policy and monitoring functions, strengthening our research, information and analysis capability, and dedicating staff in the regions to specific roles such as relationship management, contract management and information analysis. These changes are intended to strengthen our organisational capability and reinforce our new direction.

Our 2004/2005 output plan will be aligned with the Outcomes Framework.

FUTURE

- **Introduction**
- **Māori Succeeding As Māori**
- **Overarching Outcome Framework**
- **Outcome Framework**
- **Outcome Related Programmes**
- **Measuring Progress Toward Outcomes**
- **Linkage Between Output Classes And Outcomes**

Introduction

We have reassessed what Te Puni Kōkiri does and how we do it. As part of this we have considered input from Māori,¹³ the State Services Commission Review,³⁴ an external reference group and a central agencies advisory group. This resulted in a number of changes.

Core changes outlined in this *Statement of Intent* include:

- focusing on Māori succeeding as Māori
- recognising we have a focus, leading and influencing the way government engages with Māori, particularly through policy advice
- building and supporting relevant partnerships, including working alongside Māori to impact on Māori specific outcomes and working alongside other agencies to influence universal outcomes
- acknowledging the importance of working alongside Maori to capture valuable information, which will enhance policy advice as well as contribute to outcomes in its own right
- recognising the Minister of Māori affairs is our principal stakeholder
- identifying the areas we will focus on over the next 3-5 years
- aligning our output classes with our outcome framework
- improving capability particularly through the re-organisation of Te Puni Kōkiri.

The detail of our 2004/2005 output plan and the specific resources, tools and techniques we will apply to our work, are being developed. The views of incoming senior managers are critical to confirming key decisions in these areas. We expect these positions to be filled by 30 June 2004.

WHAT MAKES TE PUNI KŌKIRI UNIQUE

Te Puni Kōkiri is critical to *Māori succeeding as Māori* because we are well placed to link information and opportunities available through government with Māori and to bring the views of Māori to government thinking, due to factors such as:

- our networks with Māori and other partners critical to Māori success
- our organisational and staff commitment to improving outcomes for Māori
- the high proportion of our staff who have an understanding of Māori aspirations and a positive rapport with Māori
- the high proportion of Māori staff we have in leadership roles, policy and monitoring roles, and in roles working alongside Māori

- the public's perception that we provide a single point of contact for people interested in issues, opportunities and/or information related to Māori.

Our approach is to work in partnership with a range of stakeholders, with a view to improving outcomes for Māori. The nature of our relationship with Māori and the characteristics of our organisational make-up means we are well placed to provide evidence based, solutions focused policy advice and advise, on Crown/Māori relationships.

Māori Succeeding As Māori

We are contributing to a new outcome *Māori succeeding as Māori*. This outcome was confirmed after considering the following items:

- the Government's key goals⁶, which highlight the need for New Zealand to achieve sustainable development
- Māori vision for Māori,^{10 26} which supports the idea Māori will maximise their potential when they are able to participate and succeed in New Zealand and the world as Māori
- the fact that Māori are a diverse population, living in different places with different needs
- evidence showing the link between ethnic and cultural identity and social and economic wellbeing. For example, a study of 134 Māori over 15 years of age found a positive link between having a secure Māori cultural identity and social and economic wellbeing in the areas of health, education and employment.⁷

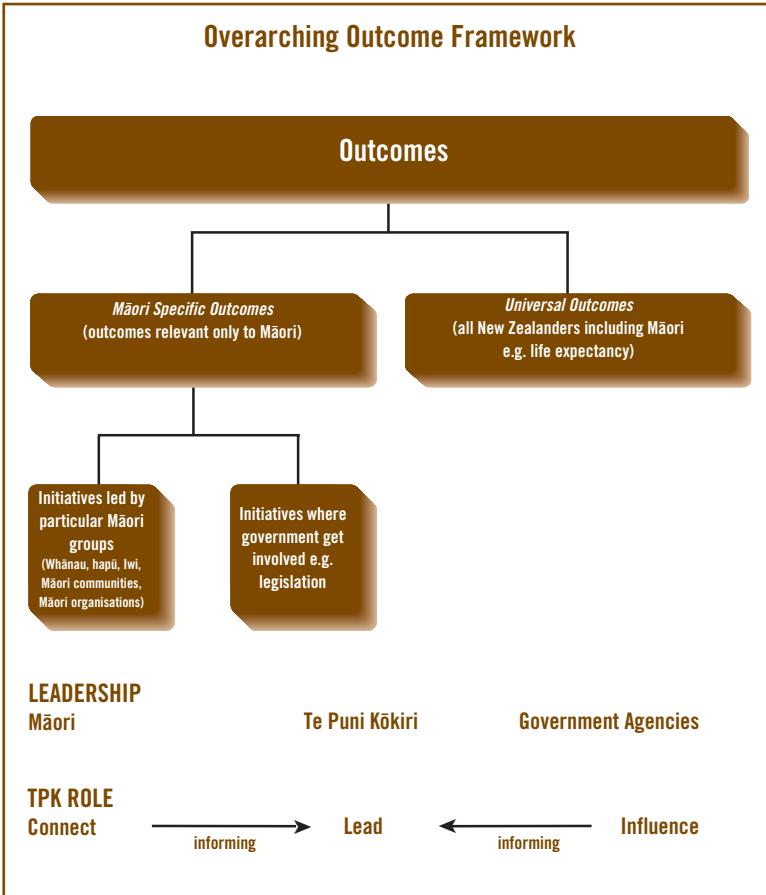
Achieving this outcome will ensure Māori are successfully playing a part in our society, without compromising what it means for them to be Māori. Te Puni Kōkiri's contribution will be centred on strengthening partnerships, leading and influencing policy advice, and improving capability.

Māori succeeding as Māori includes:

- Māori participating in, and benefiting from, education and economic opportunities that assist them to reach their full potential
- Māori institutions that are robust and effectively managed
- Māori people and culture flourishing
- Māori families that are healthy
- relationships between Māori and other New Zealanders that are formed on the basis of trust and mutual respect, and acknowledging a shared commitment to achieving future outcomes.

Overarching Outcome Framework

We considered who should do what toward achieving the end outcome – *Māori succeeding as Māori*. As a result, we confirmed an overarching outcome framework⁸ that divides outcomes in two ways:



Māori specific outcomes encompass those outcomes primarily of interest to Māori. They focus on enabling Māori to be Māori and to participate in te ao Māori. These outcomes are centred on the development of Māori people and their resources in a way that is uniquely Māori.

Māori are responsible for driving initiatives aimed at meeting Māori specific outcomes. Te Puni Kōkiri will work in partnership with Māori to assist them to achieve these outcomes. Successive governments have recognised the

value of contributing to Māori specific outcomes, particularly where there is a right, an obligation, or where it is more effective for government to provide such support. This is shown by the large amount of Māori specific legislation currently in existence.

Universal outcomes encompass those outcomes of interest to all New Zealanders including Māori. All New Zealanders wish to have good health and education, live in a healthy environment, have adequate housing and access to meaningful employment, feel secure and enjoy a state of positive wellbeing, and have the knowledge and capacity to participate fully in society.

Government agencies have responsibility for achieving universal outcomes relevant to their core activities. Te Puni Kōkiri seeks to influence the agencies with primary responsibility for these outcomes, with a view to achieving equitable outcomes for Māori. We will work in partnership with government agencies toward these outcomes.

OUTCOME FRAMEWORK

Māori succeeding as Māori



Māori Specific Outcomes Māori succeeding in te ao Māori (the Māori world) as Māori			
WHO	AREA	INDICATOR	GOAL
	Culture & Language	% of the Māori population able to speak te reo Māori to some extent Choice in society – % of non-Māori who agree that it is right Māori speak Māori in front of people who might not understand what they are saying Participation in Māori based activities, i.e. marae activities, kohanga reo, kapa haka	↑ ↑ ↑
	Māori & Crown Relations	Number of Treaty claims, Number of Treaty settlements	↑
	Land, Other Assets & Entities	Returns available for distribution from Māori owned commercial assets [^] Number of Māori incorporations and trusts established over Māori land Rate of disposition of MLC applications Coastline kilometres of Māori reserve Fisheries stock Number of wāhi tapu, wāhi taonga and heritage sites listed	↑ ↑ ↑ ↑ * ↑

MĀORI



KEY
 * adequate to meet "customary fishing" requirements
 ^ Māori owned commercial assets such as defined in "The Māori Asset Base: Te hua āhanga Māori-ā-Māori" fact sheet produced by Te Puni Kōkiri

Universal Outcomes Māori succeeding globally as Māori			
WHO	AREA	INDICATOR	GOAL
	Economic	Average weekly income by age cohort Net worth by age cohort Employment rates	↑ ↑ ↑
	Education	Participation (enrolments, and for how long, at each level of education) Level of attainment	↑ ↑
	Health	Life expectancy by age cohort Independent life expectancy	↑ ↑
	Society	Electoral participation central and local government Participation in local organisations i.e. BOT, DHRS, Local Council, Regional Council	↑ ↑

ALL NEW ZEALANDERS



KEY
 * adequate to meet "customary fishing" requirements
 ^ Māori owned commercial assets such as defined in "The Māori Asset Base: Te hua āhanga Māori-ā-Māori" fact sheet produced by Te Puni Kōkiri

Outcome Framework

Our outcome framework (p16) identifies the intermediate outcomes we are working towards, the areas we will focus on, and the indicators we will use to monitor changes of state. The areas in the framework are supported by information in the Environmental Assessment. We recognise the development of our outcome framework is evolutionary and expect it to continue developing through our Managing for Outcomes process.

INTERMEDIATE OUTCOMES

MĀORI SUCCEEDING IN TE AO MĀORI (THE MĀORI
WORLD) AS MĀORI

MĀORI SUCCEEDING GLOBALLY AS MĀORI

The two intermediate outcomes above have been identified as being fundamental to achieving the outcome *Māori succeeding as Māori*. The Māori specific outcome, *Māori succeeding in te ao Māori (the Māori world) as Māori* and the universal outcome, *Māori succeeding globally as Māori* are inter-linked. The areas listed under the outcomes in the framework are also inter-linked. This is why we apply an “integrated”¹⁵ approach to our work. An example of the possible linkages indicates that having a strong and well established cultural identity is linked with positive outcomes in areas such as health and education.^{7 12}

MĀORI SUCCEEDING IN TE AO MĀORI AS MĀORI

This outcome is about Māori people and resources growing in a way that is uniquely Māori. It includes Māori having a strong sense of culture and place. It is consistent with Māori vision for Māori and the key Government goals, particularly: strengthening national identity and upholding the principles of the Treaty of Waitangi.

We have identified three areas where government can have significant influence on Māori specific outcomes over the next 3-5 years: Culture and Language, Māori and Crown Relations, Land, Other Assets and Entities.

Culture and Language

- Research recognises the importance of maintaining culture and language for indigenous people.^{9 11} A “strong cultural identity can contribute to overall wellbeing”.²⁹

Māori and Crown Relations

- The Government is committed to settling historical issues relating to the Treaty and has explicitly stated that it will “at all times ... endeavour to uphold the principles of the Treaty of Waitangi”.⁶

In doing so, the Government supports the need for recognition and respect in the Treaty partnership and the shared obligations of both partners to act reasonably, honourably and in good faith towards each other.

Land, Other Assets and Entities

- The *Māori Economic Development* report³¹ has underscored the importance of governance with regard to commercial opportunities.

Māori organisations are seen as vehicles for:

- managing commercial Māori collective assets and non-commercial interests
- maintaining intergenerational assets, and Māori links with the assets and the people who have an interest in the assets
- representing and formalising Māori groups with an interest in a particular asset or assets.

Our 2004/2005 output plan will incorporate ***working alongside Māori*** to influence positive changes to Māori Specific Outcomes by:

Strengthening partnerships

- building and brokering partnerships with Māori and between Māori
- connecting whānau, hapū, iwi, Māori communities and Māori organisations with people (inside and outside government) and resources (including funds) that can accelerate initiatives aimed at increasing Māori participation in te ao Māori
- investing in whānau, hapū, iwi, Māori communities and Māori organisations through the implementation of programmes such as

Capacity Building, Whānau Development, Local Level Solutions, and Direct Resourcing.

Leading and influencing policy advice

- collecting information about Māori aspirations and successful initiatives at a “flax roots” level to enhance our policy advice
- ensuring legislation supports Māori specific initiatives.

Improving capability

- dedicating resources to strengthening partnerships and improving contract management
- evaluating the effectiveness of the programmes we manage.

The major contributor to *Māori succeeding in te ao Māori as Māori* will be Māori. However, some government agencies will also contribute toward this outcome. Positive movement will be evidenced by increasing numbers of Māori indicating they have a strong sense of culture and place, and Māori resources being developed in ways that are uniquely Māori.

MĀORI SUCCEEDING GLOBALLY AS MĀORI

This outcome refers to Māori being equitably represented in universal outcomes. It is also consistent with basic human rights, Māori vision for Māori, and the key Government goals, in particular improving New Zealanders’ skills and reducing inequalities.

There is currently inequity of outcomes for Māori in many areas. Managing for outcomes requires us to focus our work on a few significant outcomes. We have identified four areas where we believe Government’s contribution will have significant influence on improving universal outcomes for Māori over the next 3-5 years. We acknowledge the connections between these areas. For example improved educational outcomes often lead to improved health and economic outcomes. We also acknowledge the positive contribution Māori participation and influence in areas of governance has on the cohesiveness of New Zealand society.

Education:

- Education is crucial to the Government's key goals, which favour sustainable development. Education is also important for Māori in terms of enabling Māori to acquire greater knowledge of tikanga Māori (Māori culture) and te reo Māori (Māori language).¹⁸ The Government has acknowledged the role of the education system to enable and prepare Māori *"to live as Māori as well as citizens of the world"* (p2).¹⁸

Health:

- There is a strong link between socio-economic status and health. *"People with low incomes, poor housing and few qualifications are likely to have disproportionately poorer health"* (p24).²⁹ Research suggests some factors that may improve Māori health include positive beliefs and values, supportive whānau, hapū and iwi, and a secure cultural identity.²⁰

Economic:

- Research shows in relation to some key aspects of the Māori economy, Māori are experiencing considerable success.³¹ *"Increased income and assets expand opportunities and choice towards whatever ends people may desire, such as, recreational activities [including]...cultural identity"* (p18).³⁸

Society:

- *"The richer ethnic mix that is emerging highlights the need to ensure that individuals and communities can participate fully in society. This has implications for institutional structures, community cohesion, and the maintenance and development of culture and national identities".*⁵
- *"Potential gains can be made for Māori social and economic capability through the strengthening of Māori institutions and governance".*³⁸

Gains made in these areas are also expected to contribute positively to New Zealand's social and economic capability.

The majority of Te Puni Kōkiri's policy and monitoring work will be focused on reducing inequalities, which for the most part, will see us influencing the work of other agencies aimed at improving universal outcomes, particularly in the areas above.

Our 2004/2005 output plan will incorporate activities that **lead and influence** the way government engages with Māori, particularly by:

Strengthening partnerships

- working collaboratively with a range of stakeholders to develop policies and programmes that reflect strategies for achieving equitable outcomes for Māori.

Leading and influencing policy advice

- providing evidence based and solutions focused policy advice
- encouraging the education, health, economic sectors, and civil society to apply a Māori participation approach (refer Annex A) to their work
- informing and leading the development of legislation that impacts on Māori.

Improving capability

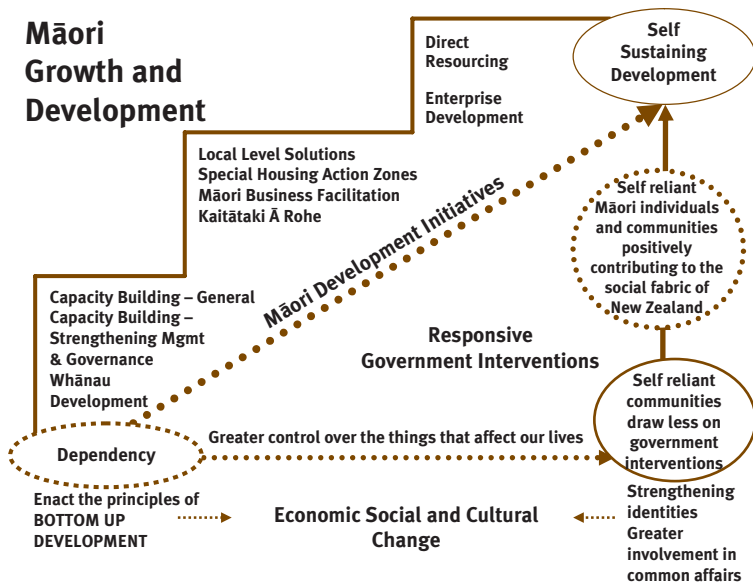
- developing systems and tools for the public sector that provide greater incentives and the means for agencies to focus on outcomes for Māori
- monitoring the performance of other agencies' delivery of services and programmes to Māori, and using the findings to inform our policy advice
- maintaining an information, research and analysis base, including identifying interventions that have led to improved outcomes for Māori.

The increasing youthfulness of the Māori population means we will have a particular focus on activities aimed at improving outcomes for young Māori.

Many government agencies contribute to *Māori succeeding globally as Māori*. Māori are already making a positive contribution to both the global³¹ and the New Zealand economy. Positive movement toward this outcome will be reflected by a reversal of the tendency for Māori to be disproportionately represented at the negative end of mainstream statistics.

Outcome Related Programmes

As part of our approach to enabling Māori to participate and succeed as Māori, Te Puni Kōkiri will deliver a number of funding programmes in 2004/2005. The following graph shows, by way of a staircase approach, how our programme delivery contributes to Māori succeeding as Māori.



Capacity Building - General

The primary objective of Capacity Building is to strengthen the ability of whānau, hapū, iwi, Māori organisations, and Māori communities. A key focus area for the capacity building fund is to support the development of strategies, structures, systems and skills that enable Māori to achieve their own development aspirations.

Capacity Building – Strengthening Management and Governance

The primary objective of Strengthening Management and Governance is to ensure Māori organisations involved in the delivery of government service contracts achieve high quality outcomes and accountability to stakeholders.

Whānau Development

The primary objective of Whānau Development is to encourage and support whānau led and/or based initiatives that contribute to strengthening whānau and to the restoration and rebuilding of whānau.

Kaitātaki-A-Rohe

The primary objective of Kaitātaki-A-Rohe (KAR) is to create an environment where Government can work together with whānau, hapū, iwi, Māori communities and organisations to progress their development requirements through the assistance of a Māori development worker. This initiative bridges an identified gap in the developmental pathway of service providers and the Capacity Building programme criteria.

Māori Business Facilitation Service

The primary objective of Māori Business Facilitation Service (MBFS) is to provide a comprehensive range of mentoring services for Māori and aims to increase Māori participation in the commercial sector.

Special Housing Action Zones

The primary objective of the Special Housing Action Zones (SHAZ) Programme is to resolve serious housing need within a designated Special Housing Action Zone by facilitating and resourcing a hapū, iwi, and/or an appropriate community response. A secondary objective is to ensure that each housing intervention produces at least one parallel intervention relevant to the Government's social policy goals, such as improved health, employment or training opportunities for hapū, iwi, and local community members.

Local Level Solutions

The primary objective of Local Level Solutions (LLS) is to develop Māori communities simultaneously by funding initiatives developed at the local level by Māori. LLS responds to whānau, hapū, iwi, and Māori self-identified priorities and assists them to continue their work and achieve long term goals for those communities.

Enterprise Development

The primary objective of Enterprise Development is to develop Māori enterprise by:

- expanding the Māori Business Facilitation Service particularly in the areas of land facilitation and specialist mentors/advisors
- providing a governance mentoring service
- building Director capability
- sustaining Māori business, professional and sector networks.

Direct Resourcing

The primary objective of Direct Resourcing is to resource hapū, iwi and Māori entities to purchase social, economic and cultural solutions that reflect Māori priorities. A key factor is the commitment that Direct Resourcing will provide the scope for hapū, iwi and Māori to fulfil their own objectives while still contributing to the Government's outcomes and objectives.

Measuring Progress Toward Outcomes

STATE INDICATORS

Our outcome framework lists the indicators we will use to show changes at the intermediate level. Generally, Universal outcome indicator data is collected and held by other government agencies or organisations while Te Puni Kōkiri collects and holds some data related to Māori specific outcome indicators. Our Environmental Assessment (p53) provides information about current trends in our areas of interest.

IMPACT MEASURES

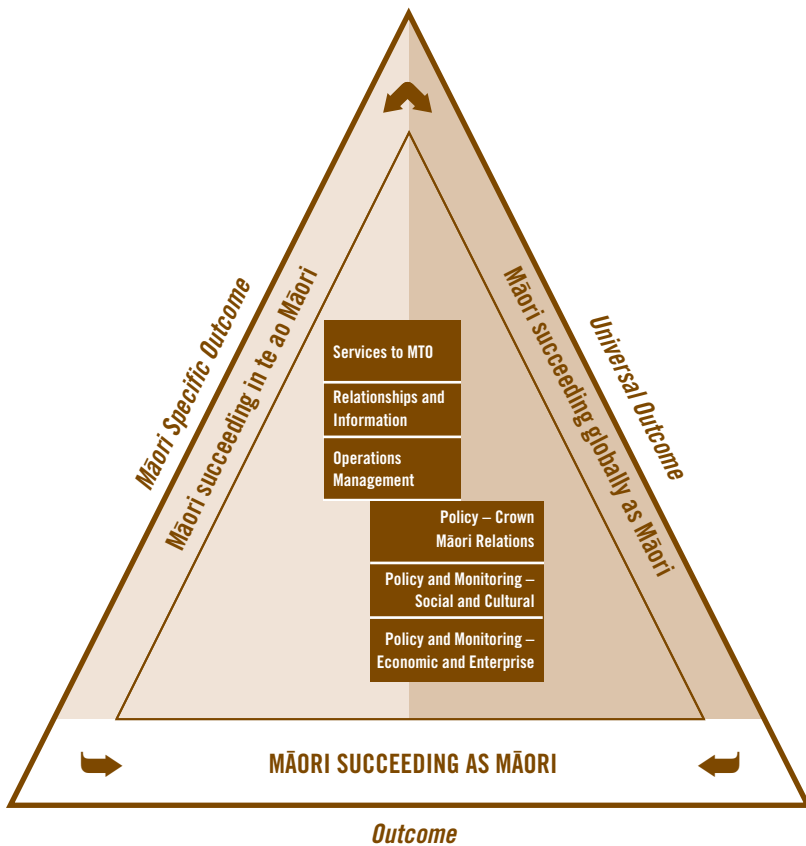
Te Puni Kōkiri will use a range of measures to determine the extent of our impact including Ministerial assessment, stakeholder surveys and external assessment of the quality of policy work.

The impact on government outcomes from the monitoring services, policy advice and analysis provided by Te Puni Kōkiri is dependent on how government uses the information to inform its work. We will continue to assess this via external stakeholder surveys and our Ministerial satisfaction survey.

Similarly, the impact of Te Puni Kōkiri's information, assistance and resources on Māori is best measured by advice from Māori on how it affects them. We will continue to evaluate the effectiveness of the programmes that we manage, and undertake stakeholder satisfaction surveys.

Linkage Between Output Classes And Outcomes

The confirmation of our new outcome framework led to a review of our output classes to ensure they are aligned. The following diagram depicts the relationship between the output classes and outcomes. Output class descriptions feature in the Statement of Service Objectives.



FORECASTS

- **Statement of Responsibility**
- **Statement of Objectives**
- **Financial Statements**
- **Output Performance**

Statement of Responsibility

The forecast financial statements for Te Puni Kōkiri for the year ending 30 June 2005 contained in this report were prepared in accordance with section 35 and 37 of the Public Finance Act 1989.

The Chief Executive of Te Puni Kōkiri acknowledges, in signing this statement that he is responsible for the forecast financial statements contained in this report.

The financial performance forecast to be achieved by Te Puni Kōkiri for the year ending 30 June 2005 which is specified in the Statement of Objectives is as agreed with the Minister of Māori Affairs, who is the Minister responsible for the financial performance of Te Puni Kōkiri.

The performance of each output class forecast to be achieved by Te Puni Kōkiri for the year ending 30 June 2005 which is specified in the statement of objectives, is as agreed with the Minister of Māori Affairs, who is responsible for the Vote administered by Te Puni Kōkiri.

We certify that the information contained in this report is consistent with the appropriations contained in the Estimates for the year ending 30 June 2005 that are being laid before the House of Representatives under section 9 of the Public Finance Act 1989.

Signed



Leith Comer
Chief Executive
23 April 2004

Countersigned



Julie Muller
Acting Group Manager Finance
23 April 2004

Statement Of Objectives

OUTPUT CLASSES

New output classes have been created in support of the outcomes described earlier in this Statement of Intent. These output classes all have as a foundation the strengthened research, information and analysis function that will be used to provide our evidence base.

Activities undertaken in the two Policy and Monitoring output classes will be directed toward outcomes principally aimed at influencing pursuit of universal outcomes led by other government agencies. Work in these areas will be carried out by using a mix of policy and monitoring. We will monitor how effective this more integrated approach is particularly in regard to contributing to Māori succeeding as Māori.

POLICY AND MONITORING - SOCIAL AND CULTURAL

Description

The Minister will purchase:

- advice on the development of policies and programmes that specifically impact on the social and cultural status of Māori people and resources
- monitoring of other state sector agencies initiatives, aimed at influencing policies and programmes to deliver equitable social and cultural outcomes for Māori.

Te Puni Kōkiri's policy advice will include strategic advice to government on the effective use of resources and interventions in order to enhance Māori social and cultural development.

Performance Measures

Generic quantity, quality and timeliness performance measures exist for Ministerial Servicing and Policy Advice and are detailed at the end of this section.

The *Te Puni Kōkiri Output Plan* is currently under development. The outputs that will be delivered will be aligned with areas and indicators identified in the outcome framework.

Cost

The estimated cost of producing this output class is \$11,903,000 (inclusive of GST).

POLICY AND MONITORING - ECONOMIC AND ENTERPRISE

Description

The Minister will purchase:

- advice on the development of policies and programmes that specifically impact on the economic and enterprise status of Māori people and resources
- monitoring of other state sector agencies' initiatives, aimed at influencing policies and programmes to deliver equitable economic and enterprise outcomes for Māori
- provision of Māori business development services.

Te Puni Kōkiri's policy advice will include strategic advice to government on the effective use of resources and interventions in order to enhance Māori economic development. These policies will seek to ensure the Māori resource base is retained and developed for future generations.

Performance Measures

Generic quantity, quality and timeliness performance measures exist for Ministerial Servicing and Policy Advice and are detailed at the end of this section.

The *Te Puni Kōkiri Output Plan* is currently under development. The outputs that will be delivered will be aligned with areas and indicators identified in the outcome framework. It is expected the deliverables in the output plan will include:

- Māori Business Facilitation Service – the provision of \$2,880,000 to mentor aspiring and existing Māori business
- Enterprise Development – the provision of \$2,000,000 for Māori business development services
- Whānau Development – Enterprise – the allocation of \$1,700,000 to support Māori business, professional and sector networks.

Cost

The estimated cost of producing this output class is \$13,993,000 (inclusive of GST).

POLICY - CROWN MĀORI RELATIONSHIPS

Description

The Minister will purchase advice on the relationship between Māori and the Crown, and on the links between that relationship and outcomes for Māori. It includes all Treaty policy issues and advice on the impact of legislation not addressed in any other output class.

Performance Measures

Generic quantity, quality and timeliness performance measures exist for Ministerial Servicing and Policy Advice and are detailed at the end of this section.

The *Te Puni Kōkiri Output Plan* is currently under development. The outputs that will be delivered will be aligned with areas and indicators identified in the outcome framework. In particular, we expect to provide advice on:

- legislative amendments
- Treaty of Waitangi issues, claims and settlements.

Cost

The estimated cost of producing this output class is \$4,224,000 (inclusive of GST).

RELATIONSHIPS AND INFORMATION

Description

This class of outputs involves working actively at a local level to assist Māori to achieve their aspirations. It includes interacting with whānau, hapū, iwi, Māori, Māori communities, Māori organisations, other state agencies, local government, non-government and the private sector. It also includes the effective flow of information to and from Head Office to ensure the views of Māori in the regions are informing policy advice and activities.

Performance Measures

Generic quantity, quality and timeliness performance measures exist for Ministerial Servicing and are detailed at the end of this section.

The *Te Puni Kōkiri Output Plan* is currently under development. The outputs that will be delivered will be aligned with areas and indicators identified in the outcome framework. The roles undertaken in our regional offices previously concentrated on administering programmes. Strengthening the regions' resource will allow for:

- connecting whānau, hapū, iwi, Māori communities and Māori organisations with people (inside and outside government) and resources (including funds) that can accelerate initiatives aimed at increasing Māori participation in te ao Māori
- strengthening partnerships with and between Māori, and other stakeholders
- collection and analysis of local level information to inform our policy advice
- providing a platform for local inter-agency collaboration.

Quantity

It is expected deliverables in the output plan will include:

- Regular (at least quarterly) proactive reports on all Regional issues or activities prepared and referred to the Minister
- Monthly reports on the status of deliverables in regional work programmes including:
 - information on the number of interventions completed
 - time spent on each of the programmes/services.

Quality

- Increased satisfaction amongst whānau, hapū, iwi, Māori communities and Māori organisations with the services provided. This will be measured by surveys undertaken in all regional offices.

Timeliness

All specified reporting deadlines will be met and assessed by comparison against deadlines set in the work programmes, and modified during the course of the year.

Cost

Outputs in this class will be provided within the agreed appropriated sum of \$9,892,000 (inclusive of GST).

OPERATIONS MANAGEMENT

Description

This class of outputs involves providing high quality services to support Māori development through the design, delivery, and management of community investment programmes.

This output class complements our Relationships and Information services by providing programmes, funding, and operational support. It also supports our future policy advice development by providing information on 'flax-roots' learning experiences.

Performance Measures

Generic quantity, quality and timeliness performance measures exist for Ministerial Servicing and are detailed at the beginning of this section.

The *Te Puni Kōkiri Output Plan* is currently under development. The outputs that will be delivered will be aligned with areas and indicators identified in the outcome framework. It is expected deliverables in the output plan will include:

Quantity

- Capacity Building – General – The allocation of \$6.6 million to proposals to assess and build capacity from whānau, hapū, iwi, Māori organisations and Māori communities
- Capacity Building – Strengthening Management and Governance – the allocation of \$2.0 million to strengthen Māori organisations' accountability to their stakeholders
- Whānau Development – Action Research Programmes – the allocation of \$8.5 million to proposals to strengthen whānau
- Whānau Development – Sport & Culture – the allocation of \$1.7 million to proposals from community groups that bring whānau together
- Kaitātaki-A-Rohe – the allocation of \$3.713 million for key workers
- Special Housing Action Zones – the allocation of \$500,00 to capacity building support for special housing action zones

- Local Level Solutions – the allocation of \$4.297 million to proposals for improving services or asset management from hapū, iwi and Māori
- Direct Resourcing – development of papers leading to the approval of new projects by Cabinet
- Māori Regional Tourism Organisations – the allocation of \$281,000 to Māori Regional Tourism Organisations.

Quality

Work will be produced according to the following quality standards:

- the administration of capacity building programmes will meet the standards outlines in the Te Puni Kōkiri’s Capacity Administration Guidelines manuals
- monitoring and reporting on the progress and achievements of approved:
 - Capacity Building projects
 - Kaitātaki-A-Rohe – key workers
 - Special Housing Actions Zones projects
 - Local Level Solutions projects
 - Direct Resourcing projects
 - Māori Regional Tourism Organisations
 - Whānau Development – Action Research programme projects
 - Whānau Development – Sport and Culture projects
- increased satisfaction amongst whānau, hapū, iwi, Māori communities and Māori organisations with the services provided measured through surveys undertaken in Regional Offices.

Timeliness

All specified reporting deadlines will be assessed by comparison against deadlines set in the work programmes, and modified during the course of the year.

Cost

The estimated cost of producing this output class is \$13,262,000 (inclusive of GST).

SERVICES TO THE MĀORI TRUSTEE

Description

This class of outputs involves the provision of full office services to the Māori Trustee, including personnel, accommodation and corporate support.

The Māori Trustee (as established by The Māori Trustee Act 1953) exists:

- to protect and enhance the interests of Māori clients and their resources
- to manage the adverse effects of fragmented and multiple ownership of Māori land
- to provide fair, proper and prudent administration and management of clients' assets within the principles and obligations of trusteeship and agency.

Performance Measures

Te Puni Kōkiri will provide the quantity and quality of services as detailed in the agreement between the Chief Executive of Te Puni Kōkiri and the Māori Trustee.

Cost

The estimated cost of producing this output class is \$4,575,000 (inclusive of GST).

Financial Statements

FINANCIAL HIGHLIGHTS

Appropriations for Te Puni Kōkiri in 2004/2005 total \$167.062 million (GST inclusive).

All GST Exclusive	2003/2004		2004/2005
	Budget	Estimated Actual	Budget
	\$000s	\$000s	\$000s
Revenue Crown	46,190	46,190	51,420
Revenue other	153	153	-
Output Expenses	46,343	46,343	51,420
Net surplus	-	-	-
Taxpayers' funds	3,360	3,360	3,835
Net cash flows from operating and investing activities	(556)	(556)	(390)

Te Puni Kōkiri also expects to receive a capital injection of \$475,000 (GST inclusive) for capital investment.

In addition, Te Puni Kōkiri administers on behalf of the Crown (GST inclusive):

- \$73.609 million for non departmental output classes
- \$500,000 for benefits and other unrequited expenses
- \$32.921 million for other expenses
- \$1.708 million for capital contributions.

Details of what the appropriations will be spent on appear in Parts B1, C, D and E of Vote Māori Affairs in the 2004/2005 Estimates.

Statement of Financial Performance

for the year ending 30 June 2005

	2003/2004		2004/2005
	Budget	Estimated Actual	Budget
	\$000s	\$000s	\$000s
REVENUE			
Crown	46,190	46,190	51,420
Other	153	153	-
Total Revenue	46,343	46,343	51,420
OUTPUT EXPENSES			
Personnel	22,890	22,890	28,280
Pension expenses	91	91	63
Rental & leasing costs	2,880	2,880	3,154
Audit fees	108	108	108
Other operating expenses	18,699	18,699	17,967
Depreciation	1,389	1,389	1,541
Capital charge	286	286	307
Total Output expenses	46,343	46,343	51,420
Net Surplus/(Deficit)	-	-	-

Statement of Estimated Financial Position and Forecast Financial Position

as at 30 June 2005

	as at 30 June 2003 Actual \$000s	as at 30 June 2004 Forecast \$000s	as at 30 June 2005 Forecast \$000s
ASSETS			
Cash in hand	3	3	3
Bank	4,695	4,121	4,206
Short term receivables & advances	43	50	50
Prepayments	233	143	143
Capital work in progress	31	0	0
Physical assets	4,031	3,312	3,201
Total Assets	9,036	7,629	7,603
LIABILITIES			
Payables & provisions	1,153	500	140
Other accrued liabilities	2,474	1,924	1,755
GST Payable	32	122	150
Provision payment of surplus	18	0	0
Provision Employee Entitlements	1,999	1,723	1,723
Total Liabilities	5,676	4,269	3,768

Statement of Forecast Movements in Taxpayers' Funds

	2003/2004		2004/2005
	Budget \$000s	Forecast \$000s	Budget \$000s
Opening Balance	3,360	3,360	3,360
Add-Capital Contributions	0	0	475
Less- Capital Repayments			
Result per Operating Statement			
Closing General Funds	3,360	3,360	3,835
Total Liabilities and Taxpayers Funds	9,036	7,629	7,603

Statement of Forecast Cashflows

for the year ending 30 June 2005

	2003/2004		2004/2005
	Budget \$000s	Forecast \$000s	Budget \$000s
OPERATING ACTIVITIES			
<i>Cash Provided From:</i>			
Supply of outputs Crown	46,190	46,190	51,420
Supply of outputs Other	236	236	-
<i>Cash Disbursed To:</i>			
Output expenses (excl. Capital charge)	(46,057)	(46,057)	(50,073)
Capital charge	(286)	(286)	(307)
Net Operating Cash Flows	83	83	1,040
INVESTING ACTIVITIES			
<i>Cash Provided From:</i>			
Sale of physical assets	200	200	200
<i>Cash Disbursed To:</i>			
Purchase of physical assets	(839)	(839)	(1,630)
Net Cash Flows Investing	(639)	(639)	(1,430)
FINANCING ACTIVITIES			
<i>Cash Provided From:</i>			
Capital Contribution			475
<i>Cash Disbursed To:</i>			
Payment of surplus Crown	(18)	(18)	-
Capital Repayments		-	-
Net Financing Cash Flows	(18)	(18)	475
Net Increase/(Decrease) in Cash Held	(574)	(574)	85
Opening Cash Balance	4,698	4,698	4,124
Closing Cash Balance	4,124	4,124	4,209

Reconciliation of Net Cash Flows from Operating Activities to Net Deficit in Operating Statement

for the year ending 30 June 2005

	2003/2004		2004/2005
	Budget \$000s	Forecast \$000s	Budget \$000s
OPERATING SURPLUS			
<i>Plus Non-Cash Expenses</i>			
Depreciation	1,389	1,389	1,541
<i>Working Capital Movement</i>			
Increase/(Decrease) in Accrued Liabilities	(1,113)	(1,113)	(501)
Increase/(Decrease) in Prov.Employee Entitlements	(276)	(276)	-
Increase/(Decrease) in Receivables & Advances	83	83	-
Net Operating Cash Flows	83	83	1,040

Details of Fixed Assets, by Category

for the year ending 30 June 2005

	30 June 2004	30 June 2005 Forecast Position		
	Forecast \$000s	Cost \$000s	Accumulated Depreciation \$000s	Net Book Value \$000s
Plant and equipment	846	3,334	2,620	714
Furniture and Leasehold Equipment	1,336	3,307	2,142	1,165
Motor vehicles	363	1,179	866	313
Other assets	767	4,216	3,207	1,009
Total	3,312	12,036	8,835	3,201

Statement of Objectives Specifying the Financial Performance Forecast

for the year ending 30 June 2005

Performance Indicators	Unit	2003/2004		2004/2005
		Budget	Forecast	Budget
OPERATING RESULTS				
Revenue: Other	\$000s	153	153	0
Output Expenses	\$000s	46,343	46,343	51,420
Operating Surplus before Capital Charge	\$000s	286	286	307
Net Surplus	\$000s	0		0
WORKING CAPITAL				
Net Current Assets	\$000s	48	48	634
Current Ratio	%	99	99	86
Average Debtors outstanding	days	60	60	60
Average Creditors outstanding	days	30	30	30
RESOURCE UTILISATION				
<i>Physical Assets</i>				
Total Physical Assets at year end	\$000s	3,312	3,312	3,201
Value per Employee	\$000s	11	10	9
Additions as % of Physical Assets	%	25	25	51
<i>Taxpayers Funds</i>				
Level at year end	\$000s	3,360	3,360	3,835
Level per employee	\$000s	10	10	9
FORECAST NET CASH FLOWS				
Surplus/(deficit) Operating Activities	\$000s	83	83	1,040
Surplus/(deficit) Investing Activities	\$000s	(639)	(639)	(1,430)
Surplus/(deficit) Financing Activities	\$000s	(18)	(18)	475
Net Increase/(decrease) in Cash Held	\$000s	(574)	(574)	85
HUMAN RESOURCES				
Staff Turnover	%	20	17	15
Average length of service	Years	5.1	5.1	5.1
Total staff	No.	345	345	406

Forecast for Each Class of Outputs

for the year ending 30 June 2005

Te Puni Kōkiri has agreed to provide output classes in 2004/2005 as agreed with the Minister of Māori Affairs and various purchasers in terms of their nature, timeliness, quality and quantity specifications and cost.

SUMMARY OF DEPARTMENTAL OUTPUT CLASSES

Departmental output classes to be delivered by Te Puni Kōkiri, and their associated revenue, expenses and surplus or deficit are summarised below:

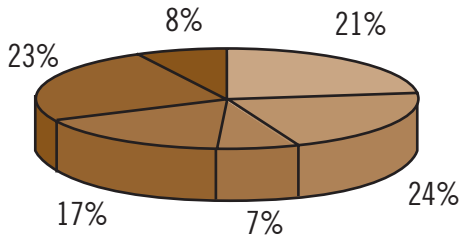
Output Operating Statements: 2004/2005







Figures are GST exclusive

	Revenue Crown \$000s	Revenue Other \$000s	Total Revenue \$000s	Surplus (Deficit) \$000s
Policy and Monitoring – Social and Cultural	10,580	-	10,580	-
Policy and Monitoring– Economic and Enterprise	12,438	-	12,438	-
Policy - Crown Māori Relationships	3,754	-	3,754	-
Relationships and Information	8,793	-	8,793	-
Operations Management	11,789	-	11,789	-
Services to the Māori Trustee	4,066	-	4,066	-
Total	51,420	-	51,420	-

Allocation of Resources to Output Classes

REVENUE GROWN



-  Policy and Monitoring – Social and Cultural 21%
-  Policy and Monitoring – Economic and Enterprise 24%
-  Policy – Crown Māori Relationships 7%
-  Relationships and Information 17%
-  Operations Management 23%
-  Services to the Māori Trustee 8%

Supporting Statements

STATEMENT OF SIGNIFICANT UNDERLYING ASSUMPTIONS

The forecast financial statements have been prepared in accordance with Section 34A of the Public Finance Act 1989 and are consistent with generally accepted accounting practice. The purpose of the forecast financial statements is to facilitate parliamentary consideration of the appropriations for, and planned performance of, Te Puni Kōkiri.

Actual results achieved for the year to 30 June 2005 are likely to vary from information presented in these statements and the variances may be material.

These forecast financial statements have been prepared on the basis of assumptions as to future events that the Chief Executive of Te Puni Kōkiri reasonably expects to occur as at the date this information was prepared. It is not intended that this published information will be updated.

These forecast financial statements have been compiled on the basis of government policies, and Te Puni Kōkiri's Output Plan agreed with the Minister of Māori Affairs at the time the statements were finalised. The statements assume the functions and duties of Te Puni Kōkiri will remain consistent with those set out in the Ministry of Māori Development Act 1991.

REPORTING ENTITY

Te Puni Kōkiri is a government department as defined by section 2 of the Public Finance Act 1989.

STATEMENT OF SIGNIFICANT ACCOUNTING POLICIES

These forecast statements comply with generally accepted accounting practice and are in accordance with applicable Financial Reporting Standards approved by the Accounting Standards Review under the Financial Reporting Act 1993.

Measurement System

The prospective financial statements have been prepared on an historical cost basis.

Revenue

Te Puni Kōkiri derives revenue through the provision of outputs to the Crown, for service to third parties. Such revenue is recognized when earned and is reported in the financial period to which it relates.

Specific Accounting Policies

Fixed Assets

Fixed Assets, other than Leasehold Improvements and Land and Building as at 1 January 1992, were incorporated at historical cost less accumulated depreciation or modified historical cost. Subsequent additions are at cost.

Depreciation

Depreciation on revalued fixed assets is based on the revalued amount. Depreciation rates are on a straight line basis over the estimated useful life of the assets. They are:

Leasehold Improvements	over the unexpired period of the lease
Furniture and Equipment	5 Years
EDP Equipment	4 Years
Motor Vehicles	5 Years
Software Developments	3 $\frac{1}{3}$ Years

Cost Allocation

Te Puni Kōkiri has determined the cost of output classes using the cost allocation system outlined below.

Criteria for direct costs

Direct Costs are those costs that are directly attributed to an output.

Criteria for indirect costs

Indirect Costs are those costs that cannot be attributed in an economically feasible manner, to a specific output.

These include depreciation and capital charge which are charged to outputs on the basis of asset utilisation. Property and other premises costs, such as, maintenance, are charged on the basis of floor area occupied for the production of each output. Personnel costs are allocated to outputs on the basis of budgeted staff hours.

Corporate overheads are allocated to outputs on the basis of staff hours budgeted in each output.

Accounts Receivable

Accounts receivable are recorded at realisable value.

Goods and Services Tax

Income, expenditure, assets and liabilities are recorded exclusive of GST.

CHANGES IN ACCOUNTING POLICIES

There are no changes to accounting policies planned for 2004/2005.

Output Performance

MINISTERIAL SERVICING PERFORMANCE

Outputs	Delivery Timeframe
Responses to Ministerial correspondence	Within one month
Parliamentary questions	Individually agreed
Briefings	Individually agreed
Speech notes	Individually agreed
Official Information Act requests	Within 20 working days
Cabinet Submissions	Individually agreed
Ombudsman Complaints	Within 20 working days
Reports to the Māori Affairs Committee	Individually agreed

Te Puni Kōkiri aims to provide responses on time in 95% or more cases. Te Puni Kōkiri's performance must achieve a ministerial satisfaction rating of "good", "very good", or "excellent" in the Quarterly Survey of Ministerial Satisfaction. The possible values are "poor", "adequate", "satisfactory", "good", "very good", and "excellent". The survey may also collate the views of the associate Minister of Māori Affairs.

Schedule of Quality Standards

Te Puni Kōkiri will seek a quarterly written response from the Minister on its performance against the quality standards outlined on p56.

All policy advice produced will be in accordance with Te Puni Kōkiri's Quality Assurance Handbook. Cabinet papers will comply with the Cabinet Manual.

All audit reports will comply with the quality standards set out in Te Puni Kōkiri's effectiveness audits standards.

In addition to the Minister's quarterly satisfaction survey, the completion and referral of high quality policy advice (as defined by the quality characteristics) will be assessed throughout the year by an independent expert in Public Sector policy.

All specified reporting deadlines will be met and assessed by comparison against deadlines set in the work programmes.

QUALITY STANDARDS

The quality characteristics are as follows:

Characteristic	Criteria
Purpose	The aims of any papers/briefings Te Puni Kōkiri is responsible for have been clearly stated and all the issues addressed.
Logic	The assumptions behind the advice/briefings provided are explicit, and the arguments are logical and supported by facts.
Accuracy	The facts in the papers/briefings prepared by Te Puni Kōkiri are accurate and all material facts have been included.
Options	An adequate range of options have been presented and each option is assessed for benefits, costs and consequences to the Government and the community.
Consultation	There is evidence of adequate consultation with interested parties and possible objections to the proposals have been identified where appropriate.
Practicality	Problems of implementation, technical feasibility, timing and consistency with other policies have been considered.
Presentation	The format meets Cabinet Office standards or other relevant requirements. The material is effectively and concisely summarised, has short sentences in plain English and is free of spelling and grammatical errors.
Timeliness	Papers are completed and presented within specified deadlines.

The left side of the page features several vertical white lines of varying thicknesses. Some lines have decorative, curved, scroll-like ends at the top and bottom. The background is a light beige color with a faint, large-scale grid pattern.

FOUNDATION

- **Key Success Factors**
- **Risk Management**
- **Environmental Assessment**

Key Success Factors

Considering key success factors helps us determine how capable we are of contributing to the outcomes in this document. Te Puni Kōkiri's success depends on eight key factors:

- having staff with appropriate capabilities who can lead, influence and connect
- having clarity of purpose and clarity of role
- being flexible in our approach
- understanding and having the ability to meet the needs of the Minister of Māori Affairs
- working alongside Māori
- having access to knowledge pertinent to Māori succeeding as Māori
- using systems and processes that enable our activities
- providing an environment for Māori staff that enables them to participate and succeed as Māori in the Public Service.

During 2003/2004, we determined, that as an organisation we did not meet the key success factors. As a result, we agreed to a significant change programme to address capability shortcomings, particularly in the areas of staffing and system development. This programme included the creation of a revised organisational structure.

A Change Implementation Team has been established to advise senior management on how to implement the Strategic Direction and Change Programme. Over the next 12 months we expect to make significant progress towards the factors listed above. Features of the Change Programme being implemented include:

- engaging with selected agencies at all levels, beginning with Chief Executive to Chief Executive
- adding a more senior second and third tier of management to our organisational structure
- integrating our policy advice, monitoring and regional functions
- dedicating resources to strengthening partnerships and contract management in the regions
- bolstering our research, analysis and information capacity
- reviewing our systems and processes to ensure they are effective and efficient.

By 1 July 2004, we hope to have the second and third tier managers in place.

Risk Management

Te Puni Kōkiri incorporates risk awareness and management into its standard planning and management practices. In terms of managing for outcomes, we are particularly interested in the risks associated with our ability to contribute to the outcomes detailed in our outcomes framework. These risks, centred around the risks inherent in not meeting our key success factors, are outlined in the following table, along with the response we will use to minimise each risk.

RISK MANAGEMENT

Key Success Factor	Risk	Response
Staff with appropriate capabilities who can lead, influence and connect	We may have a reduced capability, owing to a current disproportionate ratio of experienced staff to inexperienced staff.	Our new structure includes increased numbers of senior positions. We will recruit staff into these positions who can apply to their work: <ul style="list-style-type: none"> • a Māori perspective • an understanding of the Treaty of Waitangi • skills as leaders, influencers and connectors • appropriate qualifications, experience and credibility. In recruiting staff we will look to tap into a wide pool of candidates by using a variety of mediums to advertise our vacancies and new strategic direction.
Clarity of purpose and clarity of role	If staff do not understand our purpose and/or role they may undertake work that is inconsistent with our strategic direction. This will reduce our effectiveness in the areas where we wish to make a difference.	Senior management will be held collectively responsible for ensuring all staff understand, and can articulate, our strategic direction including: <ul style="list-style-type: none"> • the role of each wāhanga (division) and its contribution to the strategic direction • their particular team's role and its contribution to the strategic direction • their own role and its contribution to the strategic direction.
Flexibility in approach	If we are inflexible in our approach we may miss unplanned opportunities that arise in our areas of interest.	When opportunities and/or issues arise, we will review our work priorities to ensure we are using resources in a way that maximises our effectiveness.
Understanding and having the ability to meet the needs of the Minister of Māori Affairs	We may not provide high quality, timely advice to the Minister of Māori Affairs.	Senior management will be held collectively responsible for ensuring that all staff are aware of the relationship between providing high quality, timely advice to the Minister and how the Minister may use the advice to advocate for and influence government responsiveness to Māori throughout the State Sector.
Working alongside Māori	Our work relies on our knowledge of Māori aspirations and initiatives, and how Māori see Te Puni Kōkiri's role in assisting with their initiatives. There is a risk Te Puni Kōkiri will not learn of initiatives in a timely manner (for a number of reasons), and therefore be unable to assist effectively.	Working alongside Māori is a key focus in our Strategic Direction. We have introduced information analyst positions in regional offices, supporting the flow of information between Te Puni Kōkiri and Māori.
	The needs, rights, and aspirations of whānau, hapū, iwi, Māori communities and Māori organisations are not fully aligned with Government priorities in relation to the wider good of New Zealand.	We will provide free and frank policy advice that advances arguments that are evidence based, including arguments addressing basic human needs and the Treaty of Waitangi. We will: <ul style="list-style-type: none"> • keep Government informed about Māori needs and aspirations • keep other key stakeholders, including public and private sector agencies informed • encourage staff to make arguments based on the models that are most persuasive to the audience.
Access to knowledge pertinent to Māori succeeding as Māori	Without access to knowledge pertinent to Māori succeeding as Māori, our ability to mount evidence based arguments for particular policies, programmes or approaches will be jeopardised.	We are establishing a directorate with responsibility for capturing and disseminating information relevant to Māori participation and success as Māori. All staff will be expected to access and use this information in their work.
Using systems and processes that enable our activities	If our systems and processes do not provide staff with effective and efficient ways to undertake their work, we risk both non-compliance and unproductive use of staff time.	We have implemented a project to review and revise as appropriate, our systems and processes, to ensure that they enable and encourage an achievement based culture. This includes implementing an appropriate risk management culture.
Providing an environment that enables Māori to participate and succeed as Māori in the Public Service	If we do not provide an environment that enables Māori to participate and succeed as Māori in the Public Service we risk undermining the very things we represent and losing our Māori staff.	We will consider how government agencies such as ours can recognise and encourage Māori to contribute to the Public Service as Māori and to achieve their career aspirations. We will work to become a role model in this area.

Environmental Assessment

A number of factors impact on the environment in which Te Puni Kōkiri operates as follows:

MĀORI AND THE WORLD

Māori aspire to be citizens of the world.¹⁰ Māori have a unique language and culture. Only in New Zealand can one experience the language and culture of Māori in their authentic environment. The uniqueness of Māori people, their language and culture contributes to the diversity of the world. The section “The Māori Economy” reflects the high level of international interest in Māori, their values and culture. This section also records some of the key contributions Māori have made to the New Zealand and global economies and to global society.³¹

DEMOGRAPHICS

Diversity in the experiences of Māori is due to a number of factors:

- gender, urban or rural settings, levels of education, sole parenthood, and areas where there are higher or lesser concentrations of Māori people²
- the highly urbanised New Zealand population (71%) (p19)²⁹
- greater concentrations of Māori (88%) live in the North Island; while 24% of Māori live in Auckland (p19)²⁹
- the distribution of iwi and hapū within district boundaries.

Some groups of Māori are more susceptible to the negative effects of inequities within our society owing to a combination of some of these factors, and are particularly in need of both universal and targeted support.²

THE MĀORI POPULATION IS YOUNGER

Although an increasing proportion of the New Zealand population is older, in general, the Māori population is younger. The Māori population is also growing at a faster rate than non-Māori. The Māori population is projected to increase to almost a quarter of the total population by the year 2031. Presently, Māori are estimated to make up 15% of the working population. This is projected to increase to 20% by 2031.⁴ Although the population projection is long range, the effects of the ageing New Zealand population will start to cement itself within this decade.

The comparative youthfulness, as well as the projected growth of the Māori population, has implications for New Zealand society and the economy. The educational achievement of Māori youth, in particular, is important to the quality of New Zealand's present and future working populations, the quality of life for Māori,^{16 30} and the sustained medium and long term economic progress of New Zealand.³¹

ECONOMIC AND SOCIAL ISSUES

The Māori Economy

An analysis of the Māori economy as a distinct economy was published in *Māori Economic Development: Te Ōhanga Whanaketanga Māori*³¹. This report shows in relation to some key aspects of the Māori economy, Māori are experiencing considerable success. The report has highlighted several key successes and challenges.

Successes:

- the Māori economy is export-focused. From 1999 to 2000, Māori producers earned an estimated \$650 million in revenue each year from export markets. Māori-produced exports also earned more than the overall kiwifruit, wine and wool industries
- world demand for food is projected to increase. The Māori economy, with its focus on the primary sector, particularly agriculture and fishing, is well positioned for continuing expansion
- the Māori cultural revival has encouraged a greater Māori entrepreneurial focus on tourism, which takes advantage of visitor demand for more authentic experiences
- Māori are involved in one of the fastest growing global industries - the cultural industry, including: television, film, magazines and music. The radio station: Mai FM, Tamaki Tours (Rotorua), and the film, "The Whalerider" are examples of local and global successes.

Challenges:

- the need to investigate Māori businesses' access to finance, and provide appropriate support
- the continued need for strategies that encourage Māori development within the knowledge economy, for example, scientific research, or film and television production
- the need for a strategic focus that seeks to improve the commercial

performance of Māori organisations, including the development of organisational leadership

- the need to retain the mana (prestige, integrity and dignity) of Māori culture (including taonga) and the high quality of commercial Māori goods and services. Creative New Zealand: Te Waka Toi has registered a Māori-made trademark which goes some way towards countering exploitative practices.

MĀORI INDIVIDUALS AND THE ECONOMY

The New Zealand Income Survey for the June 2003 quarter showed the average weekly income for Māori (\$444) aged 15 years and over was significantly less than that of European/ Pākehā (\$580), but more than that of Pacific peoples (\$373) and other ethnic groups (\$393).³⁷

Similarly, the Household Savings Survey 2001 showed the average net worth of all Māori individuals (\$54,800) was significantly less than the average net worth of European/Pākehā (\$163,700), Asian (\$90,300) and Others (\$104,900); but more than Pacific Peoples (\$35,800).³⁶

MĀORI LANGUAGE AND MĀORI CULTURE

Māori Language

The findings of a nationwide survey of Māori (1022) and non-Māori (512) published in *A Survey of Attitudes, Values and Beliefs towards the Māori Language* (for 2003)²⁷ were applied to the entire Māori and non-Māori populations and produced the following trends:

- most Māori (91%) support the promotion of the Māori language. Many Māori (67%) believe that not enough Māori is being spoken
- many Māori (84%) believe the Government's decision to establish a Māori television service is a good thing. Some non-Māori (52%) also supported this idea
- many Māori (87%) believe Government has a role in helping Māori learn the Māori language. There was good support from non-Māori (69%) for this
- many Māori also believe the Government should encourage the use of Māori in everyday situations, such as, the home or at the marae (82%); sports events, arts and music festivals (79%); and community settings (76%)

- many non-Māori (72%) support the promotion of the Māori language and culture
- however, fewer non-Māori (53%) indicated it was right that Māori speak Māori in front of people who might not understand what they are saying.

The findings of a survey of 5,000 Māori adults in *A Survey of the Health of the Māori Language in 2001 (Part 1)*²² were weighted against the entire Māori adult population of 322,937 to produce the following key results:

- approximately 42% of Māori adults (136,700) can speak Māori to some extent, although only 9% can speak “well” or “very well”, while 11% can speak “fairly well”, but may make occasional grammatical errors (p7)
- 58% of the Māori population are unable to speak Māori beyond “a few words or phrases” (p7)
- many Māori adults (85%) watch Māori language programmes, while some Māori adults (55%) listen to Māori radio (p8).

The findings of the 2002 Attitudes survey,²³ and the Māori language survey have helped inform *Te Rautaki Reo Māori – The Māori Language Strategy 2003*.²⁸ The strategy addresses the long term (next 25 years) and recognises within its vision:

- the Māori language is a taonga (a treasure) guaranteed by the Treaty of Waitangi
- Māori people will lead the revitalisation of the Māori language
- the central role of whānau in transmitting the Māori language to new generations within the home and communities. Māori speakers are most likely to speak Māori with children. Also, 80% of highly proficient speakers had Māori spoken to them as children.

Māori Culture

The *Survey of Attitudes, Values and Beliefs towards the Māori Language (2003)*²⁷ has also found strong support for Māori culture among Māori people and some support among non-Māori.

In respect of Māori:

- 87% of this Māori population supported developing Māori culture
- most of this 87% of Māori agreed they “really wanted to be involved in things to do with the Māori culture”

- 69% of Māori agreed or strongly agreed with the statement “no matter if you are Māori or Pākehā, Māori culture is a part of everyone’s heritage”.

In respect of non-Māori:

- some non-Māori (39%) claimed they “really wanted to be involved in things to do with the Māori culture”, while 63% claimed “no matter if you are Māori or Pākehā, Māori culture is a part of everyone’s heritage”
- 64% of non-Māori claimed “the more New Zealanders that understand the Māori culture, the less racial tension we would have”.

The 2002 Cultural Experiences Survey of New Zealanders (in MSD: 2003)²⁹ aged 15 and over (93% or 2.6 million people) showed:

- over the previous 12 months marae visits had been popular for Māori (69%), compared to Pacific people (22%) and Europeans (14%).

MĀORI EDUCATION, HEALTH, HOUSING, AND EMPLOYMENT

Link between socio-economic status, housing and health

There is a strong link between socio-economic status and health. People who live in deprived areas can expect to have a poorer life expectancy than those in more affluent areas.²⁹ The findings of a study³⁹ suggests the present Government’s anti-poverty initiatives have made a substantial improvement to unemployment levels and access to primary health care, and lessened the proportions of people experiencing poverty in New Zealand.

Education

Education is crucial to the Government’s key goals, which favour sustainable development. Education is also important for Māori in terms of enabling Māori to acquire greater knowledge of tikanga and te reo Māori¹⁸. The Government has acknowledged the role of the education system to enable and prepare Māori “to live as Māori as well as citizens of the world” (p2).¹⁸

There is a need for a focus to remain on improving the quality of education at all levels. A recent study of 9-11 year olds¹ reinforces the importance of quality teachers and quality teaching on the achievement of all children, including Māori children.

Māori Education

- From 1992 to 2001, there was a dramatic increase in Māori providers of Māori language education within the primary and secondary sectors.²⁹ In 2002, 17% or 25,654 of Māori school students received Māori medium education (p89)
- While kōhanga reo (Māori early childhood language nests) remains a popular early childhood option for Māori, kōhanga reo have experienced a decline in numbers, and mainstream early childhood centres have gained popularity.¹⁹

There has also been a significant increase in Māori choosing a Māori setting to pursue their education:

- Kura kaupapa schools experienced considerable growth over a 10 year period (1992 – 2002). Numbers of schools increased from 13 to 61, while numbers of students increased from 507 to 5,401 (p89)²⁹
- In 2002, 36% of Māori enrolled for tertiary training were at a wānanga (Māori university), compared to 7% in 2000. However, the quality of administration and programmes requires attention for some providers (p20).²⁹

Māori and Education

Early Childhood and Primary Education

The preparedness of students as they enter the compulsory schooling system has also been recognised as a key factor influencing a student's outcomes at school. The Government is increasing its investment in Early Childhood Education.¹⁸ There is a need to improve the trend which has historically seen proportionately fewer Māori and Pacific children engage in early childhood education.¹²

Comparatively lower levels of literacy and numeracy are experienced by Māori children in primary schools.¹² Literacy and numeracy levels of children can impact on the literacy and numeracy levels of adults, and this can also impact on employment outcomes.³ The Government has stated its commitment to reducing instances of under-achievement, particularly in literacy and numeracy at all stages of schooling (p9).¹⁸

Māori youth - Secondary Schooling and Alternative Education

Boosting educational achievement for Māori youth is still an area needing attention. The lower retention and under-achievement of Māori in secondary schools remains an issue:

- nearly 20% of all students who leave school, do so with no qualifications (p6)¹⁷
- more Māori (35.5%) were likely to have left school with no qualifications, compared to European (14.5%) and Pacific people (26.2%), or to have left with fewer formal qualifications than any other ethnic group in the year 2000 (p8)¹²
- Māori and Pacific students are also over-represented in the group who experience difficulties in the transition from school to tertiary education or employment.¹⁷

Alternative education programmes are provided for students aged between 13 and 16 who are not succeeding in mainstream education. There is a need to strengthen the process for collecting data on students. Available data shows:

- of 2,240 students, proportionately more Māori (60%) than non-Māori (40%) participated in Alternative Education in 2001 (p92).¹⁷

Māori Tertiary Education

The participation of Māori in tertiary education is higher than participation for non-Māori among those under 18 and over 25, but significantly lower for the ages 18-24 years. There has also been a marked increase in the numbers of Māori youth (aged 15 and over) who are opting for private tertiary education to gain core skills:

- in July 2002, 16.8% of Māori aged 15 and over were enrolled in formal tertiary education, an increase from 11.1% in 2000 and 9.9% in 1997 (p49).²⁹

The Government has:

- acknowledged a desire to encourage more 15-24 year olds to continue learning and gain adequate levels of literacy skills and qualifications (p11)¹⁸

- also stated its commitment to boosting achievement at the higher tertiary level for Māori and Pacific people to address the issue of comparative under-achievement (p9)¹⁸
- acknowledged its commitment to Information Communication Technology (ICT) as a teaching and learning tool.¹⁸ Māori have been proactive in responding to the demands for technology education. At the tertiary level between 1994 and 2000 computing enrolments improved by 420% (p30).³¹

Health

Life expectancy at birth

Non-Māori males and females continue to have higher life expectancy than Māori. They have also made greater gains in life expectancy in recent years. For instance:

- non-Māori males have gained 3.8 years, from 71.9 years (1985-1989) to 75.7 years (1996 – 1999), but
- Māori males have gained just under 1 year, from 64.9 years to 65.8 years for the same periods (p28).²⁹
- non-Māori females have gained 2.9 years, from 77.9 (1985 – 1989) to 80.9 (1996 – 1999), but
- Māori females have gained six months, from 70.5 to 71 years for the same periods (p28).²⁹

Independent life expectancy

Independent life expectancy provides a summary measure of population health. It captures the 'quantity' and 'quality' of life dimensions of health and the expectations for a life free from disability requiring assistance (dependence).

Māori males and females are not expected to have as long or healthy lives as non-Māori males and females. For instance, provisional estimates show the partial (0-85 years) independent life expectancy for Māori females (58.6 years) was 9.5 years less than non-Māori females (68.1 years); and the partial independent life expectancy for Māori males (57.5 years) was 7.5 years less than non-Māori males (65.0 years).²⁹

Health and Māori Youth

Mortality Rates

Young people aged 12-24 account for approximately 20% of the New Zealand population (2001 census). Young people aged 16-24 are at the greatest risk of dying. Young Māori people are more at risk of dying than non-Māori. For instance, in 1998 the death rate of young Māori (99.3 per 100,000) was 57% higher than non-Māori (63.3 per 100,000) (p9).²¹

Injuries (including motor vehicle crashes and suicides) are the leading cause of hospitalisation and death for those aged 12 - 24. Motor vehicle crashes are the leading cause of death in young people between the ages of 16-24. Suicide is the second most common cause of death. In respect of young Māori, the Ministry of Health²⁰ has published the following:

- the death rate for Māori young people aged 12-24 is consistently higher than non-Māori (57% higher in 1998)
- Māori males aged 16-19 had the highest rate of death by motor vehicle accident (73.7 per 100,000) compared to non-Māori males (approximately 44 per 100,000).

Since 1995 the youth suicide rate has declined, however:

- Māori males aged 20-24 had the highest rate of suicide (63.5 per 100,000) compared to non-Māori males (approximately 42 per 100,000), non-Māori females and Māori females; although the highest rate of suicide was for the 25 – 34 year old age group (18.1 per 100,000, or 126 deaths) (p32).²⁹

Mental Health

- Young Māori may experience many of the risk factors and disadvantages that characterise poor mental health. Risk factors may include: the breakdown of cultural identity and Māori social structures (p42)²⁰
- Some factors may help protect young people from the risk of suicide and poor mental health. For Māori, these may include: positive beliefs and values, supportive whānau, hapū and iwi, and a secure cultural identity.²⁰

Housing

In *The Social Report*²⁹, the application of the Canadian Crowding Index, a proxy measure to monitor instances of “crowding” in a population, revealed that:

- of the groups experiencing severe crowding levels (households requiring 2 or more bedrooms), Pacific (43%) and Māori (38%) made up the largest groups
- of the groups requiring at least one extra bedroom, European (38%) made up the largest group, followed by Māori (34%) (p43).

The figures suggest family size generates different housing needs. Whether measured by household or population, Manukau City, Opotiki District and Porirua City were particularly identified as having households prone to overcrowding.

Employment

Waldegrave et al³⁹ found the initiatives that sought to remove barriers to employment have contributed to a substantial decline in unemployment. These initiatives included: a focus on education, for instance up-skilling, and introducing the modern apprenticeship scheme, employment case management, work plans, and the introduction of legislation for more protective labour relations. National unemployment declined from 4.9% (below USA, Australia, and the UK)³⁹ to its lowest point of 4.4%, during the September 2003 quarter. During the same quarter, Māori unemployment fell below 10% to 9.7% for the first time since 1987, and fell at a faster rate.²⁴ While these figures are positive, there is a need for ongoing efforts to reduce Māori unemployment further, and sustain the reduced rate.

TREATY SETTLEMENTS

Te Puni Kōkiri continues to facilitate lasting Treaty settlements through the advice it provides to the government. A number of Treaty claims were settled between 1999-2003. These included: Ngāti Awa (Bay of Plenty), Ngā Rauru (South Taranaki), Ngāti Ruanui (South Taranaki), Ngāti Tama (North Taranaki), and Ngāti Tuwharetoa ki Kawerau (Bay of Plenty). Two other settlements are close to settling, and other parties are either midway through settlements, or about to engage in the settlement process.³²

GOVERNMENT SECTOR

The Government is committed to improving public sector service delivery performance to all New Zealanders (including Māori). The *Managing for Outcomes* guidelines requires departments in respect of Māori to:

- build good practice relationships into policy development and service planning
- consider Treaty of Waitangi obligations
- consider Māori aspirations
- review the effectiveness of interventions.

However, a key issue identified by Māori during consultation for the review of public sector management which we believe still needs to be addressed is:

- the lack of an overall Māori development strategy and a Treaty policy framework, to be applied across the government sector, including a lack of strategic capability and function within the public sector, to identify Māori strategy (p51).³³

Annex A

MĀORI PARTICIPATION FRAMEWORK

Our Māori participation framework supports a partnership approach. This approach is fundamental to Te Puni Kōkiri's change of focus from development to success. It is also consistent with the principles outlined in the *Statement of Government Intentions for an Improved Community – Government Relationship*.³⁵ Improved outcomes for Māori will be enhanced by Māori working in partnership with others. Te Puni Kōkiri will share the principles related to this framework with other government agencies.

MĀORI PARTICIPATION: SUCCEEDING AS MĀORI

Historically, Māori success has reflected the ability of Māori to adapt to changing opportunities.^{14 40} Our framework emphasises Māori having the ability to choose their own paths and their own definitions of success. The search for ways to empower and enable Māori participation on Māori terms is the foundation of this framework.

THE FRAMEWORK IN PRACTICE

Whānau, hapū, iwi, Māori, Māori organisations, and Māori communities live at different levels of capacity, and pursue different choices. Te Puni Kōkiri is able to support Māori through its funding programmes, supportive relationships, and improved access to other agencies' programmes. In terms of policy development, our framework helps us to design policies and deliver programmes that maximise Māori involvement, responsibility and ownership.

PARTICIPATION AND THE TREATY OF WAITANGI

The Government's key goals and commitments to whānau, hapū and iwi require government agencies to operate in accordance with the principles of the Treaty of Waitangi. The Treaty, through its guarantee of te tino rangatiratanga, is aligned with strategy that supports and enhances initiatives devised and led by Māori communities.

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