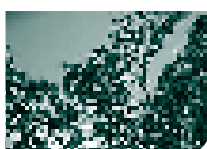
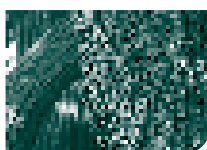
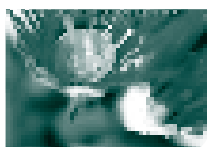


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## FOREWORD

# MINISTER OF MĀORI AFFAIRS

2

Ka tau mai ki a tātou te hunga e  
whaiwāhi ana ki tēnei pūrongo,  
tēnei te mihi nui ki a koutou.

New Zealand today is a stronger, fairer and more confident nation than it was several years ago. More people are in work, incomes are higher, educational achievement is improving and crime rates are lower. Building a sustainable economy, society, environment and national identity requires strategic and active government working with key stakeholders – it doesn't happen by accident. The future is bright, but we need to build on these four pillars of sustainability.

Across society, the achievements of Māori as tangata whenua have further entrenched our status as a unique and valuable partner in New Zealand's economy and developing sense of nationhood. Increasingly, Māori are succeeding as Māori. Our Māori population is growing, it's youthful, more of us participate in tertiary education, our reo is starting to thrive and the Māori economy is growing as a result of our flourishing asset base. It is an exciting time for Māori economic and social development and indeed for Māori whānau and individuals.

Yet there is more to be done to enable all Māori to realise their potential. We cannot build a strong economy on a society where some are not supported to maximise their potential. Conversely, we cannot build a strong society on an economy which fails to generate the wealth required to fund opportunity and security for our people, protect our environment and develop our culture. A high value, innovative economy needs an

educated and skilled, healthy, well housed, and secure society with the confidence to seize opportunity and take risks. Māori are gaining more educational qualifications and skills. I want that progress accelerated so the best opportunities are available to them, for life.

Seeing Māori lift their expectations of themselves and their whānau in this area must be a shared outcome for Government, individuals, whānau, hapū and iwi themselves. By building on the present momentum of success and working in a joined-up, focused and strategic way, this change will occur. My focus is to ensure Māori succeed in this rapidly changing world without compromising our uniqueness.

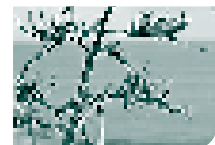
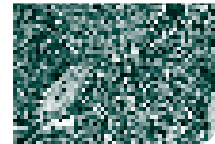
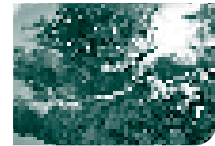
This Statement of Intent is aligned to the Government's three priorities of supporting families, building nationhood, and growing a sustainable economy. By working together we can build a society in which Māori, along with all New Zealanders, have a firm stake.

Noho ora mai rā ki ō tātou marae kāinga me ngā wāhi katoa, i ngā manaakitanga a tātou ki a tātou.

*Signed*



*Hon. Parekura Horomia  
Minister of Māori Affairs*





## FOREWORD CHIEF EXECUTIVE

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

Te Puni Kōkiri is the Government's principal adviser on Crown-Māori relationships. We also guide Māori public policy by advising Government on policy affecting Māori wellbeing and development.

Te Puni Kōkiri is uniquely placed to undertake this work by providing high quality policy advice; effective monitoring; and by building and maintaining strong relationships.

In recent times, Te Puni Kōkiri has been focused on implementing a new Māori policy framework – the Māori Potential Approach. Put simply, this approach is about Māori succeeding as Māori.

The ultimate aim of the Māori Potential Approach is to better position Māori to build and leverage off their collective resources, knowledge, skills and leadership capability to improve their overall quality of life.

Guided by Government priorities and the Māori Potential Approach, Te Puni Kōkiri has identified three core areas for strategic investment:

- Strengthening of leadership and decision-making (Whakamana);
- The building of knowledge and skills (Mātauranga); and
- The development and use of resources (Rawa).

It is pleasing to note the feedback we have received from stakeholder hui and speaking

opportunities around New Zealand, that a broad cross-section of New Zealand and Māoridom specifically, have been openly receptive to the Māori Potential Approach.

We believe the reason for this positive response is that the Māori Potential Approach has a simple yet profound goal of improved life quality for Māori that promotes Māori success within a Māori context and on Māori terms.

This Statement of Intent outlines our direction and priorities over the coming years as we strive for this goal. Our confidence to face the future is buoyed by optimism that our mahi will produce positive, measurable results for Māori that support the Government's desire to build a strong economy that delivers a quality of life aimed at supporting all New Zealand families.

Te Puni Kōkiri means a group moving forward together. As our name implies, we will seek to harness the collective talents of Māori, to produce a stronger New Zealand.

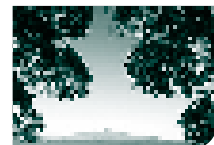
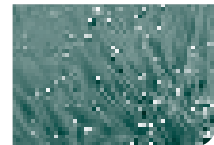
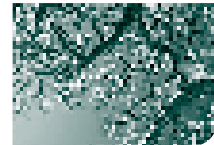
He whakamoemiti ki te Atua, nāna nei ngā mea katoa.

*Signed*



*Leith Comer*

*Chief Executive*





# 1. WHO WE ARE



# TE PUNI KŌKIRI – (1992-2007)

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Te Puni Kōkiri was established, principally as a policy ministry, on 1 January 1992. Its broad functions, provided for through the Ministry of Māori Development Act 1991, are:

- Promoting increases in levels of achievement attained by Māori with respect to education, training and employment, health and economic resource development; and,
- Monitoring and liaising with each department and agency that provides, or has a responsibility to provide, services to or for Māori, for the purpose of ensuring the adequacy of those services.

Te Puni Kōkiri is the successor agency to the former Manatu Māori (Ministry of Māori Affairs), which was also a policy ministry, and Te Tira Ahu Iwi (the Iwi Transition Agency), which was responsible for the devolution of programmes and services delivered by the previous Department of Māori Affairs.

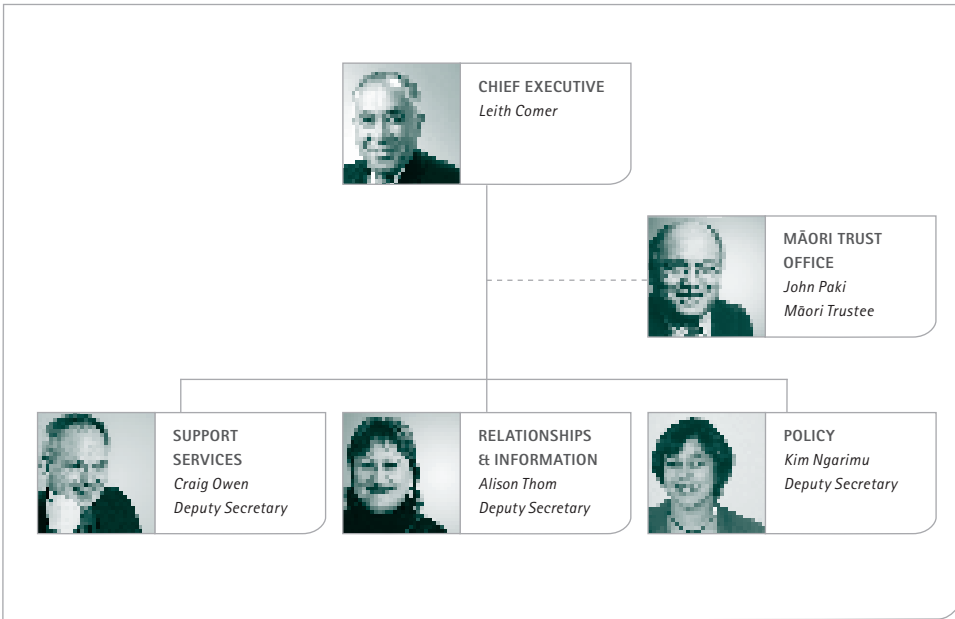
During its fifteen years of operation, the Ministry's role has progressively evolved. The early emphasis on providing alternative views to ensure that Māori interests formed a part of Government's policy considerations, facilitating local level access to mainstream services, and monitoring state sector performance with respect to Māori was gradually extended to incorporate direct funding of, and investment in, Māori communities and organisations and an increased focus on the quality of Crown – Māori relationships.

Since 2004, Te Puni Kōkiri's strategic direction and associated efforts have been focused on 'Māori succeeding as Māori'. This desired outcome recognises the importance of Māori achieving a sustainable level of success that is underpinned by the cultural fabric that is part of being Māori. This desired outcome state is supported by the Māori Potential Approach, which is the Ministry's overarching policy framework and basis for all of its operations.

In 2007, Te Puni Kōkiri is an integrated agency delivering high quality policy advice, strategic investments geared towards realising Māori potential, and managing relationships and information to positively influence Government's relationships with Māori.



## ORGANISATIONAL STRUCTURE



## ORGANISATIONAL INFORMATION

STRATEGIC OUTCOME	<i>Māori succeeding as Māori</i>
ROLE	<i>Te Puni Kōkiri is the principal advisor on Crown-Māori relationships through leading Māori Public Policy and managing Relationships and Information</i>
PURPOSE	<i>Realising Māori Potential</i>
APPROACH	<i>Te Puni Kōkiri – moving forward together</i>



## ORGANISATIONAL STRUCTURE - IN DETAIL

### STRATEGIC OUTCOME

*Māori succeeding as Māori*

Te Puni Kōkiri's efforts are directed towards its Strategic Outcome of *Māori succeeding as Māori*, which recognises the importance of Māori achieving a sustainable level of success without compromising what it means to be Māori. Māori succeeding as Māori includes:

- Māori leveraging off their collective assets for economic transformation;
- Māori utilising their skills, knowledge and talents for increased innovation;
- A flourishing Māori culture and Māori identity;
- Māori families who are strong, healthy and connected; and
- Mutually beneficial partnerships between Māori and local, national and international stakeholders.

### ROLE

*Te Puni Kōkiri is the principal advisor on Crown-Māori relationships through leading Māori Public Policy and managing Relationships and Information*

As a state agency solely focused on Māori, Te Puni Kōkiri is in a unique position to provide leadership and support to its stakeholders. This is achieved by leading and supporting government through high quality policy advice, effective monitoring, and building and maintaining strong relationships.

### PURPOSE

*Realising Māori Potential*

Significant potential exists in the growing Māori population and Māori asset base. Te Puni Kōkiri's purpose is to assist in unlocking and realising this potential so that Māori can succeed as Māori.

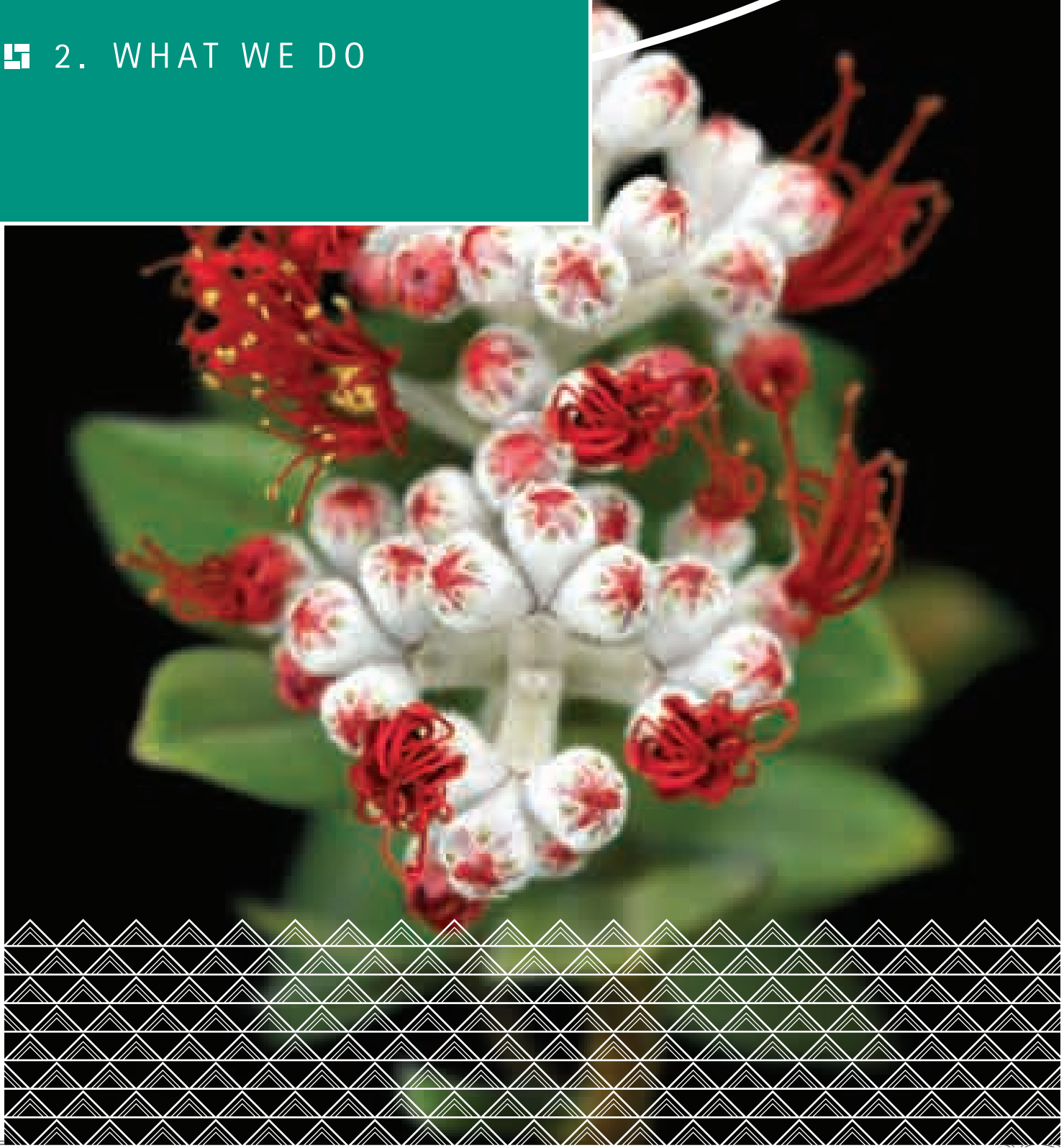
To achieve this purpose, Te Puni Kōkiri has developed the Māori Potential Approach; an innovative, forward looking policy approach that aims to better position Māori to build and leverage off the potential of their collective resources, knowledge, skills and leadership capability to improve their overall quality of life.

### APPROACH

*Te Puni Kōkiri – moving forward together*

Te Puni Kōkiri's approach of moving forward together recognises the need to work with a common purpose, commitment and focus as an organisation internally and in collaboration with external stakeholders including state sector agencies, whānau, hapū, iwi, Māori organisations and communities, local and international businesses and other organisations.

## 2. WHAT WE DO



# ENVIRONMENTAL ASSESSMENT

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The context within which the Ministry operates is influenced by a number of key drivers. Against the backdrop of the make-up of Māori in New Zealand society, these can be broadly categorised in terms of the position of, and opportunities and challenges for Māori inherent within, the cultural, social and economic environments.

## MĀORI IN NEW ZEALAND SOCIETY

In the 2006 Census, the Māori population was 565,329. This represents one in seven, or 14.6% of the overall New Zealand population. The Māori population is highly urbanised (84%) and 24% of all Māori live in the Auckland region. In addition, the Māori population in Australia in 2001 was 72,954.

Although an increasing proportion of the New Zealand population is older (with a median age of 35.9 years), in general, the Māori population is younger (with a median age of 22.7 years). In addition, the Māori population is growing at a faster rate than the non-Māori population. Kinship groups continue to be of significant importance to Māori: recent research confirms that whānau is the core

unit of Māori society and the key medium for the transmission of intergenerational knowledge and cultural norms. Along with other kinship groupings, whānau are vehicles for the expression of identity and pursuing development opportunities.

These demographic trends highlight the importance of investing in realising Māori potential now to ensure a sustainable future.

## MĀORI CULTURAL DEVELOPMENT

Māori culture is a unique, treasured and increasingly valued part of New Zealand culture. Successes to date include:

- Māori culture is often used to distinguish New Zealand internationally, with that usage being meaningful and authentic, and creating pride;
- There has been an increased usage of Māori words and phrases across New Zealand, particularly reflected in the broadcasting sector;
- There are around 1000 marae across New Zealand, which continue to be focal points for Māori communities;
- According to Census 2006, there has been a significant increase in awareness about iwi affiliations (84% of Māori know their iwi). There is increased access to information about whakapapa and iwi, through the internet and through services such as Tuhono;
- Kapa Haka remains the most popular Māori Art, in terms of participation and spectators, and through wānanga, a pool of

kaikaranga, kaiwhakairo and other expert practitioners has developed. There is a growing market for contemporary Māori art, and Māori participation in sport is an important contributor to both cultural connections and social outcomes;

- Approximately 24% of the Māori population can speak Māori, of which 10% use their Māori language skills on a regular basis. There has been a major shift in the age profile of the Māori speaking population, from a predominantly elderly population to a new generation of young people with high levels of Māori language skills; and
- 93% of Māori have positive attitudes towards Māori language, with 70% willing to share and progress knowledge of Māori language and culture with all New Zealanders. A further 23% are highly motivated to learn Māori language and participate further in cultural activities, but view this as the exclusive domain of Māori.

The challenges moving forward are:

- Maintaining and growing the momentum of Māori language and cultural revitalisation;
- Recognising the "urbanisation" of the Māori population and connecting Māori with their marae and iwi in an increased globalised society;
- Managing the interface between the role of Māori as kaitiaki of Māori culture and its growing place in new Zealand society; and
- Supporting Māori artists to increase their

economic returns while maintaining the integrity of their art.

Te Puni Kōkiri has developed a policy and operational platform to support Māori to address these challenges.

## MĀORI SOCIAL DEVELOPMENT

There have been some significant gains in Māori social development over the last decade. The successes include:

- An increase in the average income of Māori in the workforce;
- A decrease in Māori unemployment to 7.2% for December 2006 quarter;
- Record levels of Māori participating in formal tertiary education (90,765 in 2005);
- An increase in Māori participation in early childhood education of first year school students (from 85% in 2001 to 90% in 2005);
- The number of Māori receiving unemployment benefits dropped from 41,651 in September 1999 to 9,902 in March 2007, a reduction of 64%;
- The number of registered Māori early childhood education teachers is increasing;
- Māori health statistics are improving; and
- A number of programmes and initiatives are in place to improve the quality of Māori housing and the extent of Māori home ownership.

These successes provide a platform for positive Māori development over the next twenty years. However, there are still some specific



challenges that we need to think about:

- 53% of Māori boys left school without qualifications in 2005;
- Māori continue to be over-represented in the criminal justice sector;
- There has also been a significant increase in the proportion of Māori living in rented households. Also, there has been a decline in the proportion of Māori living in the house that they own with a mortgage.

### MĀORI ECONOMIC DEVELOPMENT

Māori are integrated into all levels of the New Zealand economy. Since the Māori economic summit in 1984, Māori have taken charge of their economic development agenda.

Successes to date include:

- In 2001, the total Māori value added accounted for 1.4% of New Zealand's economy;
- Transfer of control to iwi of approximately \$750m in assets as full and final settlement;
- Of Māori claims to commercial fishing;
- 41 iwi are now mandated and have been allocated Māori fisheries settlement assets;
- The aquaculture industry is worth over \$300m;
- Māori Forestry landowners are increasingly utilising technology and business skills to create new forestry ventures;
- Māori entrepreneurial skills are strong;
- In 5 years, 5,919 businesses have been assisted through the Māori Business Facilitation Service; and
- Rapidly growing numbers of strong, capable Māori organisations across New Zealand.

The challenges ahead are:

- Positioning Māori to capitalise on

opportunities that will emerge in the innovation economy, and on opportunities that are presented by global economic drivers;

- Increasing the Māori share of the economy as well as broadening the economic activity base of Māori;
- Ensuring increased participation of Māori, especially in the knowledge economy through increased participation and investment in industries such as science, research, film and television production;
- Building on improved performance and stronger accountability in the business environment;
- Improving the qualification base and associated employability of the Māori population.
- Increasing the return to owners of collectively owned Māori assets; and
- Strengthening Māori involvement in the aquaculture industry.

This environmental backdrop, along with the priorities set by government, provide the context for the more detailed framework of outcomes that the Ministry has developed to contribute towards Māori succeeding as Māori. The development of those outcome statements, and the Ministry's efforts towards achieving them, are disciplined by the Māori Potential Approach.

# TE PUNI KŌKIRI POLICY FRAMEWORK

The Māori Potential Approach provides Te Puni Kōkiri with a disciplined framework and set of guiding principles to give effect to its strategic outcome of Māori succeeding as Māori. It is a forward looking, innovative approach that seeks to accelerate Māori from intergenerational dependency to being high performing contributors to the New Zealand economy and society.

The Māori Potential Approach sharpens the policy focus on Māori people being the key catalyst for achieving exceptional life quality for themselves, their whānau and their other communities of interest. It affirms that Māori have the capability, initiative and aspiration to make choices for themselves, and seeks opportunities for Māori to make choices in ways that support their cultural identity and contribute to exceptional life quality.

The ultimate aim of the Māori Potential Approach is to better position Māori to build and leverage off their collective resources,

knowledge, skills and leadership capability to improve their overall life quality.

Together, the Māori Potential Guiding Principles and Framework provide for a consistent transparent and coordinated approach to the Māori Affairs portfolio and Māori public policy.

## MĀORI POTENTIAL GUIDING PRINCIPLES

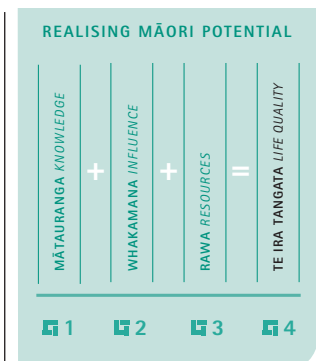
The Māori Potential Guiding Principles are intended to guide the development and implementation of Māori public policy in ways that reflect the strengths and aspirations of Māori people and to maximise opportunities for Māori to realise this potential.

The Guiding Principles are:

*Māori Potential – This principle affirms that Māori are diverse, aspirational people with a distinctive culture and value system.*

This principle highlights that Māori are a diverse people with significant potential as an indigenous people, strong in culture, as a New Zealand population and as global citizens. It recognises that all Māori have positive potential, regardless of age, gender, location or socio-economic status and that their potential as individuals and/or collectives may be unleashed and realised in dynamic ways.

This principle guides Te Puni Kōkiri in supporting Māori to identify their strengths



and potential and develop and facilitate opportunities to maximise this potential in ways that contribute to sustainable success.

*Culturally Distinct – This principle recognises the Māori community and their indigenous culture as a net contributor to the identity, wellbeing and enrichment of wider society.*

This principle recognises that Māori communities are both part of, and net contributors to, the wider society in which they participate. It distinguishes Māori as the first people of Aotearoa/New Zealand and acknowledges the positive contributions they enrich their communities with, as an indigenous people, and as contemporary citizens of New Zealand and the world.

This principle guides Te Puni Kōkiri to support the creation of an environment and facilitation of opportunities with, and for, Māori to sustain and leverage off their indigenous identity and culture in ways that contribute to their own wellbeing and that of the communities of which they are a part.

*Māori Capability – This principle affirms the capability, initiative and aspiration of Māori to make choices for themselves.*

This principle guides investment in Māori to bring about change in their life circumstances and their environments. It suggests that by changing the way people view themselves and their power to act on their own behalf, they inevitably change their interaction with and the reaction of the communities or activities they are involved with. This principle advocates that while strengthening

organisational and infrastructural capacity is important, it is equally important to build the capability of people and their sense of their choices and power to act.

This principle guides Te Puni Kōkiri to support and facilitate opportunities for investment in Māori people themselves that builds upon their own capability and initiative to be catalysts for change in their own lives.

## MĀORI POTENTIAL FRAMEWORK

The Māori Potential Framework is an outcomes-based tool for identifying where and how to support the realisation of Māori potential. It provides a frame of reference that helps expose priorities for intervention, and measure, track and report the sustainable development of Māori over time.

The outcome state of realised potential described within the framework is *Te Ira Tangata* which refers to the Māori person and the full realisation of their spiritual, emotional, psychological and physical wellbeing. As wellbeing ultimately depends on people having a sense of choice or control over their lives, the framework describes the state of *Te Ira Tangata* as one in which Māori are exercising confident and responsible choices about the quality of life they experience.

The Framework identifies three key enablers that are fundamental to Māori achieving improved life quality and realising their potential. These are:



- **Building of Knowledge and Skills (Mātauranga)**

This area acknowledges the importance of knowledge to building confidence and identity, growing skills and talents and generating innovation and creativity. Knowledge and skills are considered as a key enabler of Māori potential as they underpin choice and the power to act to improve life quality.

As identified in 'The Social Report 2005', knowledge and skills enhance people's ability to meet their basic needs, widen the range of options open to them in every sphere of life, and enable them to influence the direction their lives take.

- **Strengthening of Leadership and Decision-making (Whakamana)**

This area recognises that Māori success relies on their capacity to lead, influence and make positive choices for themselves and others. It acknowledges that the capability and opportunity for Māori to make decisions for themselves, to act in self-determining ways and to actively influence decisions that affect their lives, is integral to individual/collective wellbeing.

This area can incorporate all forms of leadership and decision making, from governance, management and leadership of a collective through to an individual exercising responsible choice for the benefits of themselves and others.

- **Development and Use of Resources (Rawa)**

This area recognises the importance of ensuring Māori can access the necessary resources at the right time and place in order to meet their basic needs and take advantage of opportunities to use, develop and retain their resources in ways that will improve their quality of life.

Resources may include: financial resources (e.g. income, assets), natural resources (e.g. land, water, plants) or physical resources (e.g. food, clothing, housing, technology, buildings and other infrastructure) and all other resources required to meet needs and provide opportunities for Māori cultural, social and economic development.

## OUTCOME FRAMEWORK

The ministry has maintained the outcome framework that was reflected in the key themes of the Statement of Intent of 2006/07. We have applied the Māori Potential Approach to help us think about the rationale for this work, and its various strands. The figure opposite provides a snap-shot of the ten high level Te Puni Kōkiri outcomes derived from the Te Puni Kōkiri policy framework and aligned to the three Government priorities, leading to the strategic outcome of *Māori succeeding as Māori*.



# OUTCOME FRAMEWORK

## MĀORI SUCCEEDING AS MĀORI

### STRENGTHEN NATIONAL IDENTITY

FACILITATING TREATY OF WAITANGI SETTLEMENTS

DEVELOPING MĀORI LANGUAGE AND CULTURE

DEVELOPING UNDERSTANDING OF MĀTAURANGA MĀORI

MARAE DEVELOPMENT

### FAMILIES YOUNG AND OLD

ENHANCING WHĀNAU OUTCOMES

STRENGTHENING WHĀNAU LEADERSHIP

DEVELOPING WHĀNAU CONNECTIONS

### ECONOMIC TRANSFORMATION

MAXIMISING MĀORI COLLECTIVE ASSETS

HUMAN CAPITAL DEVELOPMENT (EDUCATION AND SKILLS)

INCREASING MĀORI INNOVATION AND PARTICIPATION IN AREAS OF EMERGING ECONOMIC OPPORTUNITIES

MĀTAURANGA  
WHĀKAMANA  
RAWA

NATIONAL  
REGIONAL  
LOCAL

# NATIONAL IDENTITY

Our country is special, and our people are special. Our creative people are taking New Zealand to the world in new and exciting ways – through film and music, festivals and exhibitions, dance, kapa haka, and literature. Our sports people, artists, performers, and leaders across the community provide inspiration at many levels. There is an evolving New Zealand way of doing things and a stronger New Zealand identity is emerging. Fostering this unique national identity is a key goal identified by the Government.

One of the areas under the overarching theme of strengthening national identity is the reconciliation with our past, so that as a nation we can be confident about our future. That is what the Treaty settlement process is about, putting right the wrongs of the past so we can move forward together.

Te Puni Kōkiri is the lead agency for the reconciliation theme. In this capacity, we have applied the Māori Potential Approach to help us think about the rationale for this work, and its various strands. The Treaty of Waitangi envisaged a co-operative and harmonious relationship between Māori and the Crown in New Zealand, with Māori maintaining and developing their own distinctive culture and value system as the basis for participating fully in wider society as Māori. The Government has accepted that there were historical breaches of this relationship, and is currently in the process of addressing these. The historical Treaty settlement process has considerable

momentum. This year the Government will be working with over twenty claimant groups, each with a number of claims.

In addition, the Government has recognised the importance of Māori language and culture within wider New Zealand society. Sustaining the unique aspects of culture, values, and national identity in a world of globalised media and culture has been given a high priority by Government.

To these ends, Te Puni Kōkiri has identified the following priority areas for its work:

- Facilitating Treaty of Waitangi settlements
- Developing Māori language and culture
- Developing an understanding of Mātauranga Māori
- Supporting development of marae as community focal points

## FACILITATING TREATY OF WAITANGI SETTLEMENTS

Through Treaty of Waitangi settlements, the Government is able to address long-standing grievances that have affected the ability and willingness of Māori to engage in New Zealand society. Te Puni Kōkiri's work facilitates this process.

Te Puni Kōkiri is the Crown's primary adviser on its relationship with iwi, hapū and Māori. In the Treaty settlements sector, this is reflected by developing advice on Treaty settlement policies, on specific claims, on claimant



representation and mandate, ratification, land-banking and the Crown's obligations under the Treaty of Waitangi.

A key outcome for Te Puni Kōkiri is that durable settlements are reached. Treaty settlements can significantly contribute to returning to claimant groups the economic and other resources needed for community development and a degree of self-determination. This reflects the focus of the Māori Potential Approach on Rawa (Resources), and ensuring that Māori are successfully exercising mana and kaitiakitanga over their resources and are seen as legitimately doing so by other stakeholders. (Whakamana)

In the short term, Te Puni Kōkiri will continue to provide the Minister of Māori Affairs with regular reports about the mandate of claimant groups and the governance arrangements that underpin these groups. It will also provide support for Treaty of Waitangi education.

In the medium term, Te Puni Kōkiri will be focused on continuing to ensure Deeds of Mandate are developed and confirmed in a timely manner. Te Puni Kōkiri contributes by referring to its regional networks and working with the Office of Treaty Settlements to:

- Identify large natural groups of claimants with whom Treaty settlements can be concluded
- Undertake assessments of submitted Deeds of Mandate and advise Ministers accordingly on the issues associated with recognising the mandate of particular groups
- Provide advice on settlement ratification processes and the creation of post-settlement governance entities.

The indicator of success will be the number of Deeds of Mandate that are successfully completed in any financial year.

## DEVELOPING MĀORI LANGUAGE AND CULTURE

The Māori language is a taonga that contributes to our country's distinct and unique cultural identity. It is an official language of New Zealand and is indigenous to our country. The richness and vibrancy of the Māori language has enormous potential to distinguish New Zealand in areas such as tourism, exporting, employment, education and broadcasting. The Māori language is also the primary vehicle for the transmission of Māori culture.

The Government has a clear and longstanding commitment to support the revitalisation of the Māori language, and Te Puni Kōkiri has the lead policy role in this work. Te Puni Kōkiri works in association with Te Taura Whiri i te Reo Māori (the Māori Language Commission), Te Māngai Pāho (the Māori Broadcasting Funding Agency), Māori Television Service, Ministry of Education, Ministry for Culture and Heritage, Ministry of Economic Development, and other related agencies and organisations. Māori broadcasting has been identified as an important vehicle for the transmission of Māori language, and will become increasingly important in the facilitation of connections and access to information to inform decision-making among whānau and communities about various issues they face.

The Māori Language Strategy, published in 2003 by Te Puni Kōkiri and Te Taura Whiri i te Reo Māori (the Māori Language Commission) sets out a number of outcomes for the growth and development of the Māori language. Key among these is increasing the number of people with Māori language skills. Concurrently, many iwi are developing iwi specific language strategies. In addition, a

second key outcome is increasing the use of Māori language in key targeted domains (for example, homes and marae). This is consistent with the Māori Potential Approach as it relates to Te Ira Tangata (Life Quality), in particular, the focus on Māori enjoying a secure cultural identity, strong cultural capability and freedom of cultural expression.

Going forward Te Puni Kōkiri will prepare a Māori Broadcasting Policy Framework. It will also be preparing terms of reference for, and then leading, a review of the Māori Television Service Act 2003. In addition, Te Puni Kōkiri will be publishing the results of two surveys about knowledge and use of Māori language. These will inform policy work to revise and update the Māori Language Strategy.

In the medium term Te Puni Kōkiri will be working to ensure there is a clear, coherent and up-to-date policy framework in place for Māori language and Māori broadcasting that directs and co-ordinates the work of sector agencies and others. At the community level, we will continue to provide investment support for the development and implementation of iwi and community language plans. We will work collaboratively with iwi radio stations to strengthen their governance and management arrangements, and we will work with communities to strengthen connections with and between Māori language providers. The indicator of success will be gains made in the number of Māori with Māori language skills (speaking, listening, reading and writing) at different levels of proficiency. In the future this will be measured through information contained in Statistics New Zealand's Māori Social Survey.

## DEVELOPING AN UNDERSTANDING OF MĀTAURANGA MĀORI

Mātauranga Māori is the knowledge base that underpins Māori culture. Accordingly, understanding mātauranga Māori helps us to understand how Māori engage with the world. Derived from traditional knowledge, mātauranga evolves within new generations. Te Puni Kōkiri is interested in understanding mātauranga Māori and how it manifests in the dynamics of contemporary Māori society. In addition, we seek to support the retention and development of mātauranga Māori in culturally authentic ways that allow Māori to gain advantage. In business, traditional values, activities and protocols are providing Māori with natural advantages they can use.

Te Puni Kōkiri recognises that there are significant policy issues associated with cultural and intellectual property rights in this area. Te Puni Kōkiri is working to ensure Māori people and their organisations can maximise their cultural capital through the optimal use of mātauranga Māori. This outcome reflects the concept of *cultural distinctiveness* in the Māori Potential Approach, as mātauranga Māori is a key foundation of Māori culture.

It is recognised that mātauranga Māori is evolutionary, and can provide an important contribution to the national and international knowledge society. Accordingly, Te Puni Kōkiri is working with experts on mātauranga Māori and alongside agencies with roles and interest in this concept to develop an authoritative, informed, clear and concise understanding of it. Guided by the Māori Potential Approach, Te Puni Kōkiri aims to establish a constructive and credible leadership role with other agencies on mātauranga Māori.



In the short and medium term, Te Puni Kōkiri will be completing a significant body of work on mātauranga Māori, while devising, testing and promulgating a policy statement on mātauranga Māori. At the community level, we will continue to work with whānau, hapū and iwi to facilitate succession planning among experts in mātauranga Māori. We will support work to record and safeguard mātauranga Māori, and to make it available to new generations through modern technology. In addition, we will support opportunities for Māori to promote artwork and taonga that are derived from a mātauranga Māori base. A measure of success of this work will be the utility that other agencies get from the mātauranga Māori policy, and the recognition they give Te Puni Kōkiri's leadership in this area. At the community level, success will be measured by the collection and analysis of local information that show our investment initiatives have had a positive impact.

### SUPPORTING THE DEVELOPMENT OF MARAE AS COMMUNITY FOCAL POINTS

Marae are important sites for the practical expression of mātauranga Māori. In many communities, they are a centre for cultural activities, connection centres for urban Māori, language rejuvenation, and the centre of social programmes that have as their aim improving the life quality of Māori. In addition, they are store houses of taonga (treasures). Te Puni Kōkiri is focused on ensuring policy frameworks support the self-determination of marae.

A key outcome for Te Puni Kōkiri is that marae are giving full expression to their role as sites for the practical expression of mātauranga Māori. Reflecting the principles of the Māori

Potential Approach that address the capability and cultural distinctiveness of Māori, Te Puni Kōkiri will continue working with iwi, and other relevant agencies (for example, the Department of Internal Affairs, Local Government and the New Zealand Fire Service) to ensure the policy environment facilitates marae to identify and address their own development requirements.

In the short term, Te Puni Kōkiri will complete and publish the results of a national survey of marae, which will provide a basis for advice to funding bodies and other agencies that support marae. Te Puni Kōkiri will continue to liaise with those agencies that oversee policy settings that impact on marae. At the community level, we will develop and promulgate toolkits for marae to provide advice about issues such as trustee responsibility, marae insurance, and physical development of marae. In addition, we will support interaction and friendly competition between marae through hui, sporting and cultural activities.

# FAMILIES - YOUNG AND OLD

New Zealand has a proud history of social innovation. As a country, over the past century and beyond, we have strived to create a society that bears the hallmarks of fairness and inclusion, and that ensures everyone gets a fair go. That's the New Zealand way. Continuing this trend of social innovation, the Government has developed an overarching goal for the next ten years that all families, young and old, have the support and choices they need to be secure and be able to reach their full potential within our knowledge based economy. It is about supporting people of every age to make the most of their abilities and opportunities, to be a valued part of their families and their communities, and to enjoy health, safety, and security. Five themes have been identified to support this goal: strong families; healthy confident kids; safe communities; better health for all; and positive aging.

Te Puni Kōkiri is interested in realising Māori potential through all of these themes. Principles of the Māori Potential Approach are informing our understanding of these topics. In particular, we recognise that Māori are culturally distinct and organise their family units as whānau; and that Māori are capable and have the aspiration and initiative to make choices for themselves within whānau. Over the past two years Te Puni Kōkiri has undertaken an extensive Whānau Development Action and Research programme. Key findings from this research include:

- Whānau is the core unit of Māori society, and the primary vehicle for

intergenerational transmission of knowledge and cultural norms;

- Whānau development is most likely where whānau can identify their own aspirations and priorities, and plan and execute their own initiatives.

A strong family is a secure family. Families – Young and Old is about safety, health, security, and opportunity for all members of every family, today and in future generations. Building upon our research into whānau, Te Puni Kōkiri believes maximising whānau potential is an effective and efficient approach to addressing the five themes within the Government's overarching goal for Families – Young and Old.

We have identified the following priority areas in our work to maximise whānau potential:

- Enhancing whānau outcomes
- Developing whānau connections
- Strengthening whānau leadership

## ENHANCING WHĀNAU OUTCOMES

Whānau are the core unit of Māori society, and as such are a crucial change agent for positive Māori development and an accelerant for realising Māori potential. Te Puni Kōkiri believes that where there is strong whānau infrastructure, whānau members will have increased life choices, life quality and cultural gain. Regardless of age, gender, location or socio economic status, everyone has positive potential. The ultimate aim of Te Puni Kōkiri is to see Māori achieve exceptional life quality, with Māori themselves identifying



and developing the opportunities to maximise their potential. Te Puni Kōkiri sees maximising whānau potential as vital to improving life quality. It wants Māori families who are strong, healthy and connected. In short, strong whānau are a prerequisite for overall Māori development. Te Puni Kōkiri is interested in strengthening the policy and operational environment to enhance, among others, justice, housing and labour market outcomes for whānau.

Te Puni Kōkiri works with social development agencies including the Ministry of Social Development; Ministry of Education, Ministry of Health; Housing New Zealand and Department of Building and Housing; Families Commission; and other agencies with an interest in whānau development. We will continue to seek to partner agencies which have primary responsibility for the delivery of services to whānau, to find new ways to accelerate improved outcomes for whānau.

A key outcome for Te Puni Kōkiri is for Māori to be able to realise their potential in whatever domain they choose as culturally distinct and capable whānau. To this end, over the next two years Te Puni Kōkiri will be promoting a collaborative partnership model with other government agencies, which may include local level priority approaches and the brokering of integrated contracts. Te Puni Kōkiri will also be providing substantial second opinion policy advice to social development agencies about issues that impact on whānau.

In the medium term, Te Puni Kōkiri is working to enhance the cultural, social, economic and environmental facets of whānau life. Te Puni Kōkiri will be contributing to this by

compiling a robust evidence base for policy development through research and evaluation of whānau initiatives. Te Puni Kōkiri will be working to strengthen sustainable collaborative relationships with iwi and Māori who hold a mandate to represent whānau. It will also seek to enhance the return on investment in whānau made by the Māori Potential Fund through evaluation, to determine the most cost effective methods of realising whānau potential. At the local level, we will be working directly with whānau to ensure that they are engaging with education and employment opportunities. We will also work to strengthen whānau participation to ensure that they can access all the benefits and services that they are entitled to in the health and social development sectors. In addition, we will support community programmes and services that are designed, developed and delivered by Māori in the justice sector.

## DEVELOPING WHĀNAU CONNECTIONS

Through research, whānau have identified the importance of reconnecting with each other, so they can rebuild whānau knowledge and traditions and the practices of whānau knowledge transfer. Te Puni Kōkiri is interested in ensuring that policy frameworks support whānau connections, and enable whānau to access their appropriate entitlements.

A key outcome for Te Puni Kōkiri is ensuring that whānau are connected with each other. Whānau use their connectedness to develop their whānau identity through the transfer of knowledge and traditions, and to strengthen whānau as effective organisational institutions. Through these processes, whānau provide support for their children



and their *kaumātua*. This reflects the concept of *Te Ira Tangata* in the Māori Potential Approach, whereby strong social and cultural connectedness is a transformational feature of Māori lives and collective experiences.

Te Puni Kōkiri works in association with iwi and Māori organisations; the Ministry of Social Development; Ministry of Health; Housing New Zealand and Department of Housing and Building; Families Commission; and other agencies with an interest in whānau development.

In the short-term, Te Puni Kōkiri expects to develop and publish information and toolkits about aspects of whānau connections. It will provide policy advice to agencies about aspects of whānau connections in whānau development, and build measures of whānau success and produce success models and case studies. At the local level, we will provide support for whānau to develop and administer whānau trusts as the vehicles for whānau connections. We will also support activities that provide opportunities for whānau to connect and re-connect, including sporting events, hui and wānanga, and expos.

In the medium term, Te Puni Kōkiri will engage with whānau through intermediaries that have a focus on whānau development. Te Puni Kōkiri will support these agencies by establishing a clear understanding of, and policy position on, the nature of whānau connections in particular, and whānau development in general. It will work with intermediaries to support whānau connections, and report to the Minister of Māori Affairs and other key stakeholders about issues associated with whānau connections, and whānau development.

## STRENGTHENING WHĀNAU LEADERSHIP

In recent years, we've seen improvements in Māori education, employment and health status. In turn, this has meant that Māori are progressively taking charge of their own destiny, playing an increasingly crucial part in New Zealand's economy through education, employment and enterprise. Whānau have identified leadership as a critical factor in overall whānau development.

There are many aspects of this leadership including cultural leadership, governance of whānau assets, and the provision of succession planning with whānau. The Māori resource base and economy are substantial and growing. Leaders with broad skills and a high level of expertise are required to manage and grow them. By supporting the effective governance and management of Māori assets and enterprises, we help to create an environment that significantly improves the return to Māori and helps improve life quality. Whānau also require strong leaders to ensure their continued social and cultural development. Policy development on whānau and Māori, therefore, needs to reflect and contribute to the maintenance and advancement of Māori leadership.

Te Puni Kōkiri work is directed at supporting whānau to identify and pursue their leadership interests. A key outcome identified by Te Puni Kōkiri is having Māori leaders in place that are providing leadership within their whānau, hapū and iwi, and within New Zealand and onto a global stage. They will be exercising greater management of assets and people for economic, social and cultural development. This reflects the concept of *whakamana* in



the Māori Potential Approach, whereby strong and visionary leadership at all levels of Māori society drives and sustains collective success and advancement. Te Puni Kōkiri works with agencies that have a role and interest in whānau and Māori leadership, including the Ministry of Women's Affairs, Ministry of Education, and the Leadership Development Centre.

Over the short term, Te Puni Kōkiri will be completing a major piece of work on the accelerants of whānau and Māori leadership, which will be published and distributed. We will also maintain our nominations database so we can identify and support Māori into governance and leadership roles. In the medium term, Te Puni Kōkiri will be developing a clear understanding of whānau and Māori leadership and the conditions and circumstances that promote its development. We will be developing a work programme to support succession planning at all levels of Māori society. At the local level, we will provide support to increase the capacity and capability of whānau to govern and manage their whānau trusts and collectively owned assets. We will support iwi and sector awards that recognise and promote outstanding leaders. We will also work with other government agencies and local government to support them in connecting and engaging with whānau and iwi leadership.

# ECONOMIC TRANSFORMATION

The Government is committed to raising incomes and quality of life for all and is emphasising economic transformation as one of its three priority areas for the next decade. It has identified the need for more innovators, risk takers, and entrepreneurs. New Zealand is a nation of inventors and adaptors. There is a strong culture of pragmatic problem solving. We are a closely networked community and ideas travel well. All of that contributes to a highly innovative climate. Economic transformation seeks to build on this history of innovation and is about creating a knowledge-led, innovative economy driven by creative business, underpinned by a world-class infrastructure, and conducted in an environmentally sustainable way.

Through economic growth, society collectively generates the output needed to improve services and raise living standards. The most significant contribution to Māori economic transformation through this priority area will come from Māori having the capacity to lead, influence and make positive decisions for themselves on their participation in the economy through:

- Education
- Employment
- Effective utilisation of collective assets
- Investment decisions

The role of Te Puni Kōkiri will be to create an enabling environment for Māori to ensure economic transformation will lead to higher incomes and greater participation in the

knowledge-based economy through innovation and creativity. The challenge is to build a sustainable economy based on innovation and quality. A commitment to greater sustainability in our resource use and way of life will ensure our environment is protected and our economy insulated from significant risk. Investment in skills, learning, research, science and technology will increase the skills and knowledge of New Zealanders, which will ultimately raise living standards for all.

In understanding the role of Māori in economic transformation, Te Puni Kōkiri will focus on building a strong evidence base and policy capabilities to support:

- Maximising Māori collective assets
- Improving education and skills
- Increasing Māori innovation and participation in emerging markets

## MAXIMISING MĀORI COLLECTIVE ASSETS

The Māori commercial asset base is substantial – conservatively estimated at around \$9 billion in 2001. Māori have collective ownership interests in significant assets, including land, fisheries, aquaculture and forestry. Te Puni Kōkiri is therefore focused on creating an enabling environment to ensure Māori maximise the return on all of these assets.

Māori economic development is inextricably linked to our nation's economic growth. Our challenge is therefore to unlock the potential



that exists in the growing Māori asset base and growing Māori population. A key outcome for Te Puni Kōkiri is seeing an increased return to owners from Māori land.

To do this, Te Puni Kōkiri will continue to work in association with the Ministry of Justice, Land Information New Zealand, Ministry of Agriculture and Forestry, Ministry of Economic Development, Ministry for the Environment, Ministry of Education, New Zealand Trade and Enterprise, and the Foundation of Research Science and Technology.

Te Puni Kōkiri contributes by providing policy advice and policy frameworks for Māori land. Te Puni Kōkiri monitors and liaises with sector agencies about their contribution to this work. We also provide funding for innovative interventions; and broker relationships for success within the sector.

Over the next two years, Te Puni Kōkiri expects to continue monitoring the progress of the Māori Freehold Land Registration Project – using milestones and timelines outlined in the Māori Land Development Action Plan as a measure of success.

In the medium term, Te Puni Kōkiri is interested in seeing all Māori land appropriately registered and information about land status and use made readily available. Te Puni Kōkiri wants to ensure there is a range of governance structures in place that provide for Māori aspirations in relation to their land, and training is available for administrators of this land. Ensuring that there is co-ordinated Government support for Māori land development by the owners is a priority for Te Puni Kōkiri.

At the local level, we will continue to work with whānau to develop innovative options for using their land to generate returns, and to provide information to iwi and Māori asset-holders about national and international business and environmental trends and issues that affect them. We will liaise with other government agencies to ensure that Māori can access information to support their decision-making about the management of their assets.

## IMPROVING EDUCATION AND EMPLOYABILITY

Te Puni Kōkiri recognises that the most significant contribution to Māori economic development over the next 20 years is likely to come from improving the education and skills of Māori people. This is because the ability to maximise the return on collectively owned assets is inextricably linked to having a highly skilled and innovative Māori workforce. Māori participation and achievement in education and meaningful employment opportunities will play a vital role that begins with early childhood education.

Working in association with the Department of Labour, Ministry of Social Development, Ministry of Education, Tertiary Education Commission, Te Kohanga Reo National Trust, Te Runanganui o Ngā Kura Kaupapa Māori and other related agencies and organisations Te Puni Kōkiri provides advice and support to enhance Māori education, employment and enterprise outcomes.

Key outcomes for Te Puni Kōkiri are seeing Māori learners achieve the shared competencies and knowledge needed by everyone. Also, seeing Māori learners have the knowledge and competencies to participate in te Ao Māori as they choose. These

outcomes are consistent with *Ka Hikitia*, a 2006 engagement document prepared by the Ministry of Education for setting priorities in Māori Education. They also reflect the focus of the Māori Potential Approach on *Mātauranga*, in particular having the relevant life and technical skills and the confidence to use them to achieve their aspirations and quality of life.

A key outcome for Te Puni Kōkiri related to employment is to see Māori achieving their employment potential through sustainable employment, increased participation, improved skills and qualifications and increased entrepreneurship. These outcomes are consistent with the Government's policy framework for sustainable employment for Māori. It also reflects the focus of the Māori Potential Approach on *Rawa*, in particular, the focus on Māori enjoying an optimal level of wealth and contributing to national prosperity.

Te Puni Kōkiri contributes by providing policy advice about the policy frameworks for Māori education and Māori employment, and specific issues within these frameworks. Te Puni Kōkiri monitors and liaises with sector agencies about their contribution to this work. We also provide funding for innovative interventions; and broker relationships for success within the sector.

Over the short term, Te Puni Kōkiri expects to provide policy advice about the implementation of the Māori Education Strategy and the policy framework for sustainable employment outcomes for Māori. It will also develop a quantitative and qualitative research database in these sectors, as well as contributing to policy work around Māori Teacher Supply. At the local level, we will work with whānau and iwi to support

greater Māori engagement with education and the achievement of qualifications that create pathways into strategic and emerging sectors of the innovation economy. We will also facilitate relationships and opportunities for young Māori to enter into knowledge-based industries, and to develop the necessary skill base to build their own businesses.

In the medium term, Te Puni Kōkiri is seeking to ensure that there are clear, coherent and up-to-date policy frameworks that address Māori education and Māori employment across the whole-of-government. Te Puni Kōkiri will be helping to address specific issues as they arise, and contributing to regular monitoring and reporting.

Important indicators of the success of Te Puni Kōkiri work will be an increasing number of Māori learners leaving secondary school with formal qualifications; and the number of Māori in the workforce, at increasing levels of income. Te Puni Kōkiri will monitor this information through its regional offices trend and activity reports, achievement data collected by the New Zealand Qualifications Authority and the Ministry of Education, and the quarterly Household Labour Force Survey.

### INCREASING MĀORI INNOVATION AND PARTICIPATION IN EMERGING MARKETS

Māori are active participants in this process of economic transformation. The identification, development and commercialisation of new products and approaches is the innovation challenge for all enterprises. Te Puni Kōkiri is interested in ensuring that Māori can leverage off the opportunities available to them through



New Zealand's growing, globalised, and knowledge-based economy. It should be acknowledged that Māori values, activities and protocols may in fact be providing Māori with natural competitive advantages that they can exploit.

Working in association with the Ministry of Economic Development, Statistics New Zealand, and other organisations and agencies focused on economic transformation, Te Puni Kōkiri is seeking to ensure growth and diversification of the collective asset base leading to an increasing Māori share of the economy. Additionally, another key outcome is a broadening of Māori economic activities through innovation.

Te Puni Kōkiri contributes by providing policy advice about the policy frameworks for Māori innovation. Te Puni Kōkiri monitors and liaises with sector agencies about their contribution to this work. We also provide funding for innovative interventions; and broker relationships for success within the sector.

in the medium term Te Puni Kōkiri will be developing an evidence base for measuring Māori participation in the economic system. It will also be developing a forecasting tool for measuring the impact of Māori participation on specific sectors of the economy. It will also be seeking to enhance the evidence base for measuring Māori participation in the different regional economies.

In the medium term, Te Puni Kōkiri will be seeking to ensure that there is a strong evidence base of Māori participation in the economic system. This economic evidence base of Māori participation will ensure that Te Puni

Kōkiri can lead and provide informed advice on specific areas of growth and innovation.

Measures of success will include the share held by Māori of the economic system and the share held by Māori of the export market. This information will be collected through updating the Social Accounting Matrix, as well as forecasting models, information from Statistics New Zealand and noting iwi specific initiatives.

# SUMMARY OF INDICATORS

Te Puni Kōkiri will use the following indicators to track progress towards the achievement of the outcomes described above:

## *Strengthening National Identity*

- The number of deeds of mandate that are completed in any financial year.
- The number of Māori people with Māori language skills (speaking, listening, reading and writing) at different levels of proficiency.
- The uptake of our policy work around mātauranga Māori among key agencies.
- The number of marae that are used at least monthly.

We will collect this information using various tools, including: the Māori Language Survey and the Marae Survey being undertaken by Te Puni Kōkiri, and the Māori Social Survey being developed by Statistics New Zealand

## *Families Young and Old*

- The number of active whānau trusts.
- The uptake of whānau development tools that have been developed by Te Puni Kōkiri.
- The number of Māori people in governance roles on national and local government entities.

We will collect this information using various tools, including: a database of whānau trusts, and an appointments database administered by Te Puni Kōkiri.

## *Economic Transformation*

- The milestones and timelines in the Māori Land Development Action Plan are delivered.
- The number of Māori leaving secondary school with formal qualifications.
- The number of Māori in the workforce, at increasing levels of income.
- The Māori share in the wider New Zealand economic system.
- The Māori share in the overall export market.

We will collect this information using various tools, including: a Social Accounting Matrix that has been developed by Te Puni Kōkiri, and achievement data collected by the New Zealand Qualifications Authority and Ministry of Education, and the quarterly Household Labour Force Survey.









3. HOW WE DO IT



# MAINTAINING AN OVERVIEW OF GOVERNMENT POLICY

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One of the most challenging roles for Te Puni Kōkiri lies in maintaining an overview of all government policy initiatives and their likely impact on Māori well-being. The ability of Te Puni Kōkiri to carry out its role of advising the Government rests on its capacity to inform, and be informed by, and relevant to, its Māori stakeholders. This means Te Puni Kōkiri through its regional offices works with Māori and the wider community to identify priority areas, and to communicate these effectively to other Ministers and government agencies. These priority areas will target opportunities for better use of Māori-owned assets and address known barriers to *Māori succeeding as Māori*.

Te Puni Kōkiri also plays a role in ensuring the policy advice provided by other Ministries addresses Māori issues, and attempts to influence other government agencies regionally and nationally to improve outcomes for whānau, hapū, iwi and Māori. Te Puni Kōkiri has prepared the Māori Potential Framework which is an outcomes-based tool for identifying where and how to support the realisation of Māori potential. It provides a frame of reference that helps expose priorities for intervention, and measure, track and report the sustainable development of Māori over time.

## POLICY INFLUENCE

Te Puni Kōkiri has been investigating ways of enabling Māori to have greater involvement in the development of policy that affects them. From Te Puni Kōkiri's perspective, the unique interactive flow between Head Office

and the regional offices ensure government policy reflects the concerns of Māori at all levels. Te Puni Kōkiri optimises the use of this intelligence throughout the state sector.

## RELATIONSHIPS AND INFORMATION

The Relationships and Information wāhanga provide Te Puni Kōkiri with a direct link to whānau, hapū, iwi and Māori communities through its 10 regional and 8 satellite offices. This link enables Māori Policy to:

- inform its provision of policy advice with the unique references of whānau, hapū, iwi and Māori;
- be informed about local Māori priorities and plans;
- connect with the stakeholder relationships already existing in the regions; and
- support the role of Te Puni Kōkiri regional staff in facilitating, brokering and coordinating 'whole of government' responses when appropriate.

## OUTCOMES MONITORING AND AGENCY LIAISING

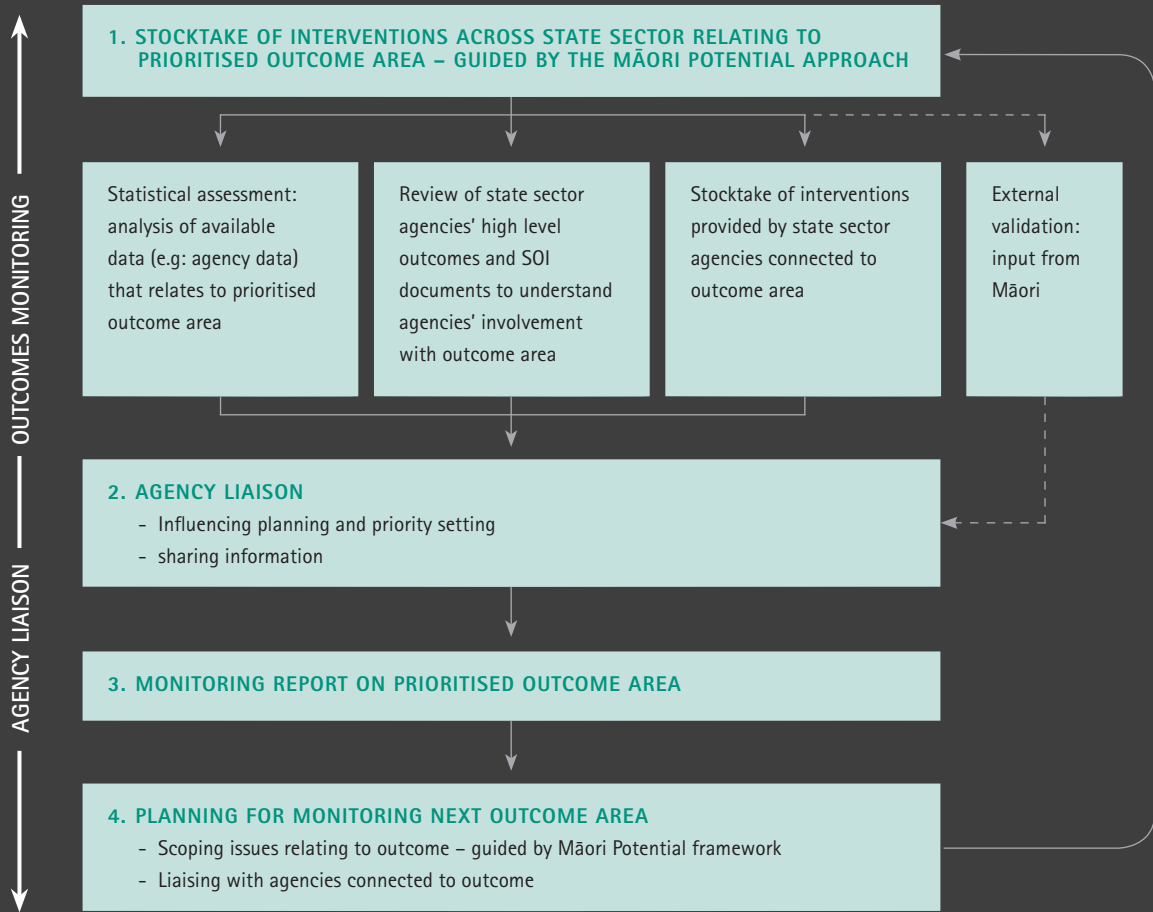
Part of our role, enabled through the Ministry of Māori Development Act, is to monitor and liaise with each government department and agency that provides services to or for Māori. At various times over the last decade, we fulfilled our monitoring responsibilities through effectiveness audits, agency reviews, and programme evaluations. We also invested in information and publishing programmes that collated, synthesised, and reported on Māori statistics and research.

Since 2003 there has been a shift in the way that we fulfil our obligations under the Act, partly determined by other government agencies becoming more adept at the design, delivery and evaluation of interventions to raise Māori achievement, and in the collection, analysis and reporting of relevant data. Overall, we have developed constructive relationships with state sector agencies to influence associated outcome targets.

We are now developing a new programme of outcomes monitoring and agency liaison that will build on previous work. This programme will be phased in over time according to prioritised outcome areas that reflect the high-level outcomes in this Statement of Intent and include analysis of regional office trend reporting. An outcomes monitoring and agency liaison approach, rather than an agency review focus, maintains Te Puni Kōkiri's current position of being a 'critical friend' rather than taking on a pure monitoring role. Figure 1 summarises the new outcomes monitoring and agency liaison approach.



Figure 1: Programme stages for outcomes monitoring and agency liaison



# MEASURING EFFECTIVENESS

In simple terms, performance measurement is a system of measuring and analysing performance against stated results. In the long term, the effectiveness of any organisation is represented by its ability to survive. In the short term, however, many criteria are a guide. There is no absolute measure of effectiveness. In Te Puni Kōkiri we have been asking ourselves "What do we want to measure – our effectiveness in doing what?"

In obtaining the answers to these questions, the analysis must look beyond the actual outcome and understand what contributed to it in terms of the policies, decisions, processes and changes within the wider environment.

It is our firm belief that the effectiveness of Te Puni Kōkiri ultimately, can be thought of as the degree to which we meet public expectations, or by how well we serve the Minister of Māori Affairs and the needs of our other stakeholders including Māori. All our managers influence our effectiveness, not only through working toward outcomes set by the organisation, but also by themselves setting and appraising work in light of changing public attitudes, social needs, technology, and economic conditions.

In Te Puni Kōkiri we continually monitor performance to ensure that we know what we are achieving and that the results are in accordance with the intentions. For example, one simple approach is to gather regular

regional reports on "what's working – what's not". In addition performance Indicators have been developed to facilitate the measurement of effectiveness and efficiency of what we do. These indicators and their associated standards are essential in the measurement process to indicate the quality and quantity of our performance. It is our intention to link outcome measurement (levels of achievement) with criteria set in the Output plan and/or budget to provide management with the basis for effectiveness and efficiency indicators – to show how well the plan is being met and how well our resources are being used in the process.

With regards to establishing the cost-effectiveness of Te Puni Kōkiri interventions, as required under section 40(d) (ii) of the Public Finance Act 1989, we are still working on ways to develop suitable measures. Although our core work of providing policy does not lend itself to direct cost-effectiveness analysis (cost per unit of benefit obtained), we are looking to link interventions that Te Puni Kōkiri deliver to desired outcomes. The ongoing work on outcomes mapping, improving proposed indicators and building an evaluation infrastructure will enable us to establish a suitable set of cost-effective measures to include in the next Statement of Intent.



# ORGANISATIONAL HEALTH

To maximise Te Puni Kōkiri's contribution to the Government's desired priorities, it is essential that we continually focus on enhancing our own capability. At the end of 2006, a sustainability review was completed to establish whether Te Puni Kōkiri had the optimum cost structure to efficiently and effectively carry out the tasks asked of us by Government.

The major finding from this review was the endorsement provided for our strategic direction change in February 2004. The re-affirmation of work we have already commenced and the implementation of new effectiveness and efficiency initiatives will place us in a strong position to deliver/contribute to the desired outcomes sought by our stakeholders.

To succeed, our organisation needs strong leadership, a clear sense of direction, and a constant form of communicating the outcomes that are to be achieved. We continually strive for a healthy, vibrant and capable organisation with all the appropriate resources to meet the strategic outcome, fulfil our role and move resolutely towards the purpose of realising Māori potential. Ultimately this will ensure our success.

With this in mind, Te Puni Kōkiri has reviewed its previous internal objectives and activities, to focus on improvement in critical areas as follows:

- Engage effectively to promote and communicate the outcomes for which Te

Puni Kōkiri is responsible;

- Capitalise on strong external relationships that enable us to provide quality advice and deliver on our responsibilities in the most effective way;
- Encourage/develop senior managers aspiring in leadership positions;
- Maintain the systems, structures, and processes, including a dynamic investment strategy and policy statement in one central document that enable us to be a performance-based organisation focused on, "best practice"; and
- Employ excellent people who have top quality intellect, commitment, balance individual and team work skills and work with a passion for Māori succeeding as Māori.

## INFORMATION MANAGEMENT

Having recently completed the information management strategy that supports the work done previously with Knowledge Management, Te Puni Kōkiri has a framework for how information can be captured and shared across the organisation. This includes how information obtained at a regional level can inform policy development, evaluation and research.

## PEOPLE CAPABILITY

We focus on developing our people at all levels in our organisation which we fundamentally believe improves stakeholder outcomes and ultimately ensures our success. These two core elements underpin our *People Capability Strategy to 2010* – building our people capability, and maintaining a high performing

organisation. We are committed to making Te Puni Kōkiri a place where people aspire to work, are able to develop, and can then make a difference.

### PERFORMANCE AND DEVELOPMENT

Permanent employees have an individual Performance and Development plan which is maintained regularly through conversations with their line manager. This is a formal, structured process co-ordinated centrally to ensure ongoing progression for the individual's development and that performance is measured consistently against agreed competencies across the organisation. We have an achievement culture which is emphasised at all levels – our high achievers are rewarded through remuneration based on performance.

### GRADUATE LEADERSHIP DEVELOPMENT PROGRAMME

The programme gives graduates a broad introduction to Te Puni Kōkiri and to experience first-hand, the operation of a state sector organisation. In particular they have the opportunity to work alongside people who actively encourage Māori realising their potential. They gain experience through role rotations, support through mentors and training programmes.

### WORK/LIFE BALANCE

The workplace is whānau friendly and we actively encourage whānau involvement in the broader non-work activities that contribute to our corporate culture and environment. We strongly

encourage our people to find the work/life balance they desire and are focused on creating an environment supportive of the choices our people make outside of work. Examples include a time-in-lieu policy, commitments to good health, reduced hours/days per week, tangihanga leave, and working remotely.

### RECRUITMENT

Firm principles around recruitment and the movement of our people are strongly embedded in Te Puni Kōkiri. All vacancies are advertised internally and then opened to external applications. Around 59% of vacancies were filled by internal candidates last year.

### TURNOVER

The annual staff turnover rate is monitored quarterly and has steadily reduced to 10.75% currently from the estimated baseline figure of 20% twelve months ago.

### GOVERNMENT PAY AND EMPLOYMENT EQUITY

In response to the Government's five-year Pay and Employment Equity Plan of Action, Te Puni Kōkiri will complete a Pay and Employment Equity Review by 30 September 2007 and develop an associated response plan in the second half of 2007/08. The review will ascertain: if women and men have an equitable share of the rewards; that they participate in all areas of Te Puni Kōkiri; and that all are treated with respect and fairness.



## COMMUNICATIONS

It is Te Puni Kōkiri's intention to be a more effective communicator and we aim to proactively promote the activities and achievements of Te Puni Kōkiri. The publication *Toronga Ā-motu – Pānga Ā-rohe* in March 2007 was successful in telling the stories where Te Puni Kōkiri has contributed to Māori development. Further publications are planned as the internal communications activity within Te Puni Kōkiri is strengthened to deliver the most relevant, timely, and factual information to staff and stakeholders alike.

## BUILDING AN EVALUATION INFRASTRUCTURE

The key steps in building a strong infrastructure to support the evaluation strategy will be to:

- *Increase evaluation capacity* – to manage and co-ordinate the evaluation programme, provide evaluation advice and commission and implement high quality evaluative activity;
- *Increase evaluation capability* – to ensure that people involved in direction setting, planning, implementation and delivery know when and how to promote evaluative activity, how to commission and manage it and how to use results; and
- *Develop systems and processes* – to ensure that evaluation requirements and tools are built into all aspects of the management cycle and that the results of evaluation activity are communicated in a way that informs decision making.

## DEVELOPING SYSTEMS AND PROCESSES

Over the coming next year, we will review our systems and processes to ensure that

evaluation requirements and tools are built into all aspects of the management cycle. In particular, the systems and processes used to manage, measure and report on investments will be reviewed to ensure that they:

- enable evidence about success and learnings from investments to be captured; and
- allow results to be analysed and aggregated in a way that they can be fed back to inform the direction setting and planning processes.

Systems and processes will be developed in a way that provides incentives to encourage evaluation and support to execute it well.

As a member of the GOVT3 Programme, Te Puni Kōkiri is committed to work towards the three pillars of sustainability: environmental social and economic.

Initiatives in place include:

- decreasing the amount of waste sent to landfill by promoting actions to reduce, reuse, recycle and composting;
- improving vehicle fleet management to reduce fuel use and CO2 emissions; and
- taking sustainable business practices into account when contracting for services.

## EVALUATION OF THE MĀORI POTENTIAL FUND

The purpose of the overall evaluation of the Māori Potential Fund will be to demonstrate the contribution of the fund to Te Puni Kōkiri's high level outcomes. To be confident that the Māori Potential Fund is operating effectively, we will ensure that:

- investments made through the fund are aligned to real needs;
- investments are well designed and likely to improve outcomes;



- the quantity, quality and coverage of investments align with our intervention logic;
- near-term results and outcomes are improving in the areas anticipated; and
- change has resulted from the investments<sup>3</sup>.

The overall evaluation of the Māori Potential Fund will be completed by June 2009.

## RELATIONSHIP MANAGEMENT

Te Puni Kōkiri places extreme importance on high quality relationships and information that is necessary to provide the criteria and the strategic business context within which relationships are developed and maintained. An ongoing and now improved Relationship Management Strategy has seen a strengthening of relationships built with key stakeholders, in particular Māori.

The Te Puni Kōkiri network of regional offices and collaboration in their work at the local level is the prime focus of the Relationship Management Strategy. In particular it involves:

- Activating, developing, communicating and realising Māori Potential through key stakeholder relationships;
- Building stronger relationships with whānau; hapū; iwi; Māori organisations; and communities, to enable them to develop sustainable opportunities for themselves;
- Strengthening partnerships between Māori and other key stakeholders;
- Gathering information from the regions to inform Māori development activities and investment in Māori people;
- Using information gathered to inform policy development;
- Facilitating timely involvement for the Government with Māori and increasing that connection; and
- Developing business and operational plans consistent with Māori aspirations and government priorities.

<sup>3</sup> State Services Commission et al (2003) *Learning from Evaluative Activity – Enhancing Performance through Outcome-focused Management*, prepared by the Steering Group for the Managing for Outcomes Roll-out 2004/05, November 2003 p7



## DEVELOPMENT GOALS FOR THE STATE SERVICES

Te Puni Kōkiri is contributing to the goals set by the State Services Commission as shown below:

### Goal 1: EMPLOYER OF CHOICE

Ensure the State Services is an employer of choice attractive to high achievers with a commitment to service.

#### Context

The Māori Potential Framework provides a consistent, transparent and coordinated approach for Te Puni Kōkiri in conducting its business through policy and operational implementation of the Māori Affairs portfolio.

Employees and key stakeholders understand the framework, and how and why the work they do contributes to our major outcome.

The strategic objective to make Te Puni Kōkiri a desirable career destination for talented graduates, experienced professionals and public servants continues to be refined and developed.

### Goal 2: EXCELLENT STATE SERVANTS

Develop a strong culture of constant learning in the pursuit of excellence.

#### Context

A healthy and capable organisation will ensure that Te Puni Kōkiri has the staff and resource ability to meet its strategic outcome, fulfil its role and move towards its purpose of realising Māori potential.

Our *People Capability Strategy to 2010* is aimed at "attracting, developing and retaining a sustainable supply of highly skilled people..."

**Goal 3:**  
**NETWORKED STATE SERVICES**

Use technology to transform the provision of services for New Zealanders.

**Context**

Creating an environment where staff create and share knowledge in a transparent way requires everyone in Te Puni Kōkiri to make the management and sharing of knowledge part of their everyday activities.

**Actions**

*Knowledge Management*

Implementation of Knowledge Management in Te Puni Kōkiri is critical to successfully leading Māori public policy, and managing relationships and information.

*Government Shared Network, Public Sector Intranet*

Te Puni Kōkiri is one of the first organisations that have signed up to the Government Shared Network.

Te Puni Kōkiri is a member of the Public Sector Intranet and intends to promote the resource more widely to staff.

**Goal 4:**  
**COORDINATED STATE AGENCIES**

Ensure the total contribution of government agencies is greater than the sum of the parts.

**Context**

Te Puni Kōkiri's approach of moving forward together recognises the need to work in collaboration with external stakeholders including state sector agencies, whānau, hapū, iwi, Māori organisations and communities.

We work with other agencies and institutions to assist them to broaden their data collection and research programmes so that collectively we are able to utilise the widest range of evidence on Māori success.

**Actions**

*Strong Regional presence*

The prime focus of Te Puni Kōkiri's Relationship Management Strategy is to strengthen the network of Regional Offices and support their work at the local level, including providing a platform for local inter-agency collaboration.

Regional Offices actively contribute to a wide range of projects involving state services and local government agencies. These include the Taupo Salix Project, Regional Intersectoral Fora, Manukau Youth Project, Smart-Growth in the Western Bay of Plenty, and various tourism initiatives.

*Māori Language Strategy*

Te Puni Kōkiri is responsible for coordinating, monitoring and supporting the agencies involved in the Māori Language Strategy including MCH, National Library, TTW, TMP, and MED.

*Digital Strategy*

Te Puni Kōkiri participates in cross-government advisory group meetings including the Digital Content Group.

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**Goal 5:**

**ACCESSIBLE STATE SERVICES**

Enhance access, responsiveness and effectiveness, and improve New Zealanders' experience of State services.

**Context**

Te Puni Kōkiri acknowledges the importance of high quality relationships and information to implement its Strategic and Intermediate Outcomes. An improved Relationship Management Strategy will deepen relationships built with key stakeholders, in particular Māori.

**Actions**

Our mobile regional staff play a key role in linking rural Māori communities and organisations with other agencies and services.

Te Puni Kōkiri's new website will improve both accessibility and usability for our visitors by: complying with the New Zealand Web Guidelines; using best practice in the design and development of the 'look and feel', information architecture, functionality and coding; providing targeted, well-written content; and improving processes for updating content and responding to user feedback.

*Kōkiri* is Te Puni Kōkiri's main external publication and its primary purpose is to provide key messages which include celebrating Māori achievement; realising Māori potential; and Māori succeeding as Māori. *Kōkiri* is also a vehicle for other Government departments to inform Māori of their key messages. The target audience includes Māori.

**Goal 6:**

**TRUSTED STATE SERVICES**

Strengthen trust in the State Services, and reinforce the spirit of the service.

**Context**

Te Puni Kōkiri has a principle leadership function of advising on relationships between the Crown, iwi, hapū, whānau, and Māori. Staff work at the interface between Māori communities and the Government, demonstrating its credibility as the lead policy adviser on these matters.

Te Puni Kōkiri has a statutory responsibility to ensure that Te Taura Whiri, Te Māngai Pāho, and Māori Television Service comply with their respective Statements of Intent.

# TE PUNI KŌKIRI STRATEGIC RISKS

Te Puni Kōkiri's current objectives for its integrated risk management framework are:

- To embed risk management practices as integral management functions into policy development, strategic and business planning, and project management functions to ensure that key risks are identified and managed throughout Te Puni Kōkiri; and
- To ensure key internal governing bodies are being informed on a regular basis of the key risks identified, how they are being managed,

and on the effectiveness and responsiveness of the risk management activities.

During 2006/07 Te Puni Kōkiri's Audit and Risk Management Committee and its Internal Audit function operated as principal components of its Risk Management Framework.

The current key risks relevant to this Statement of Intent and associated risk management strategies are detailed in the table below.

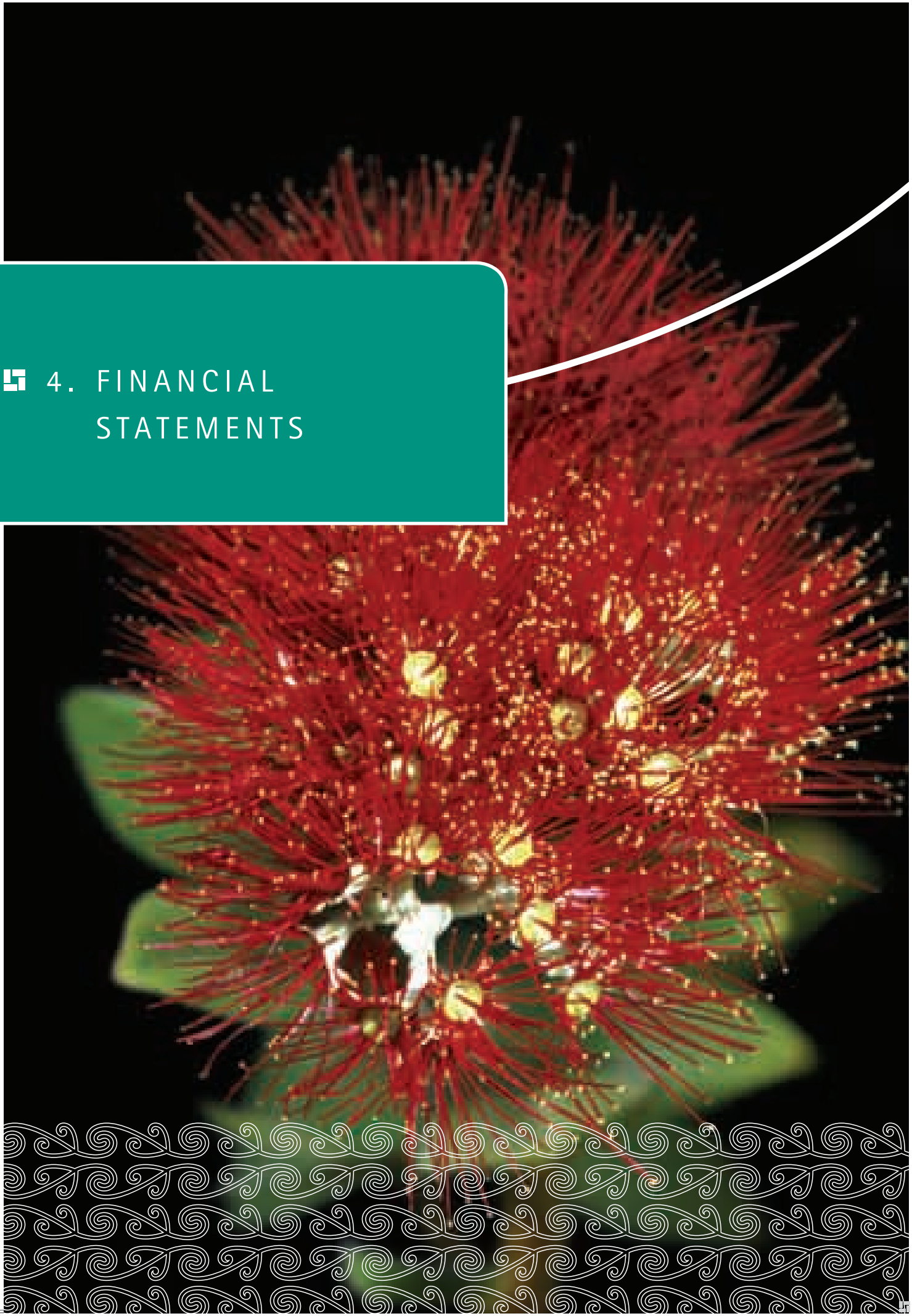
RISKS	MANAGEMENT STRATEGY
Stakeholder relationships are not driven off outcomes, and messages and behaviours are inconsistent	<ul style="list-style-type: none"> <li>- Continued development of relationship management strategies and skills</li> <li>- Continued development of communication tools</li> </ul>
Not maintaining an overview of government policy initiatives pertaining to Māori	<ul style="list-style-type: none"> <li>- Development of the Māori Potential Framework as a tool to be used by other agencies</li> <li>- Develop outcomes monitoring and agency liaison approach with other agencies</li> <li>- Develop relationship management strategies with iwi, hapū, and whānau aimed at representing their aspirations for government policy development</li> </ul>
Investment strategies do not address areas of greatest potential	<ul style="list-style-type: none"> <li>- Use of economic forecasting to inform future planning and decision making</li> <li>- Develop investment framework and model for rationalising resources in line with strategic priorities</li> <li>- Information gathering at a national and regional level to be enhanced and linked to strategic business context</li> <li>- Review investment framework to determine which investments offer the greatest returns</li> </ul>
Te Puni Kōkiri does not know what it is achieving with its investments or its interventions	<ul style="list-style-type: none"> <li>- Develop performance indicators for the measurement of effectiveness and efficiency relating to the achievement of outcomes</li> <li>- Develop cost effectiveness measures for its interventions</li> <li>- Outcome measures for Māori organisations will be monitored</li> <li>- One-off evaluations of selected investments will allow us to assess the impact of interventions and consider where improvements can be made.</li> </ul>







 4. FINANCIAL STATEMENTS



# STATEMENT OF RESPONSIBILITY

The information contained in this Statement of Intent for Te Puni Kōkiri has been prepared in accordance with section 38 of the Public Finance Act 1989.

As Chief Executive of Te Puni Kōkiri, I acknowledge, in signing this Statement, my responsibility for the information contained in this Statement of Intent.

The performance forecast for each class of outputs in the Statement of Forecast Service Performance is as agreed with the

Minister responsible for Vote: Māori Affairs administered by Te Puni Kōkiri.

The financial performance forecast for Te Puni Kōkiri in the Forecast Financial Statements is as agreed with the Minister of Māori Affairs, who is the Minister responsible for the financial performance of Te Puni Kōkiri.

The information contained in this Statement of Intent is consistent with existing appropriations, and with the appropriations set out in the Appropriation (2007/08 Estimates) Bill.

*Signed*



*Leith Comer*  
Chief Executive  
20 April 2007

*Countersigned*



*Julie-Anne Morrison*  
Group Manager Finance  
20 April 2007



# STATEMENT OF FORECAST SERVICE PERFORMANCE

## OUTPUT EXPENSES

### OUTPUT CLASS 1: POLICY – SOCIAL AND CULTURAL

#### Description

The Minister will purchase advice on policies and programmes that specifically impact on realising the social and cultural potential of Māori people and resources across the three dimensions of rawa, mātauranga and whakamana, to support economic transformation, the development of national identity, and strengthening families.

#### 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.

In 2007/08 Te Puni Kōkiri will:

- Prepare a Māori Broadcasting Policy Framework;
- Prepare terms of reference for the review of the Māori Television Service Act 2003;
- Publish the results of two surveys about knowledge and use of the Māori language;
- prepare an annual report for the Minister of Māori Affairs about the implementation of the Māori Language Strategy;
- Devise, test and promulgate our understanding of mātauranga Māori;
- Complete a national survey of marae;
- Develop and publish information and toolkits about aspects of whānau connections;

- Provide policy advice to agencies about aspects of whānau connections in particular, and whānau development in general;
- Provide substantial 2nd opinion policy advice to social development agencies about issues that impact on whānau;
- Promote a collaborative model with other government agencies, which may include the brokering of integrated contracts;
- provide policy advice about the implementation of the Māori Education Strategy and the Māori Employment Policy Framework, and specific issues that arise; and
- contribute to policy work around Māori Teacher Supply.

#### Cost

Outputs in this class will be provided within the agreed appropriated sum of \$6,693,000.



## OUTPUT CLASS 2: POLICY – ECONOMIC AND ENTERPRISE

### Cost

Outputs in this class will be provided within the agreed appropriated sum of \$13,143,000

### Description

The Minister will purchase advice on policies and programmes that specifically impact on realising the economic and enterprise potential of Māori people and resources across the three dimensions of rawa, mātauranga and whakamana, to support economic transformation, the development of national identity, and strengthening families.

### 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.

In 2007/08 Te Puni Kōkiri will:

- Lead the development of, and oversee implementation of and report on the whole of Government approach to the development of Māori land;
- Enhance the ability for Māori to exert real influence in resource management decision making;
- Develop an evidence base for measuring Māori participation in the economic system;
- Develop a forecasting tool for measuring the impact of Māori participation on specific economic sectors of the economy; and
- Administer the Māori Business Facilitation Service.

### OUTPUT CLASS 3: 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 the realisation of Māori potential across the three dimensions of rawa, mātauranga and whakamana, to support economic transformation, the development of national identity, and strengthening families.

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.

In 2007/08 Te Puni Kōkiri will:

- Provide advice on, and monitor, issues and opportunities associated with facilitating Treaty of Waitangi settlements, including advice about the mandating of settlement entities and the provision of support for post-settlement entities;
- Provide advice on, and monitor, issues and opportunities to support the development and application of Māori governance models;
- Provide advice on, and monitor, issues and opportunities associated with Māori

interests in oceans policy and the water programme of action;

- Provide advice on, and monitor, issues associated with the administration of Māori Affairs legislation;
- Establish a clear understanding of its role and responsibilities in international relations; and
- Establish a constructive and credible leadership role with agencies working with other countries and international organisations on matters relating to Māori people and their interests.

#### Cost

Outputs in this class will be provided within the agreed appropriated sum of \$7,449,000.



## OUTPUT CLASS 4: RELATIONSHIPS AND INFORMATION

### Description

The Minister will purchase outputs that are designed to assist Māori to realise their social, economic and cultural potential at the local level. These outputs include policy advice, information services, communications, and brokerage and coordination services to support relationships between Māori and state sector agencies, local government, non-government organisations and the private sector.

The outputs that will be delivered have been derived from regional priorities.

In 2007/08 Te Puni Kōkiri will:

- Connect whānau, hapū, iwi, Māori communities and Māori organisations with people (inside and outside government) and resources (including investments) that can accelerate initiatives aimed at increasing Māori participation in the community;
- Strengthen partnerships with and between Māori, and other stakeholders;
- Support community based opportunities strengthening Māori cultural practice;
- Provide Policy advice that is informed by local level information;
- Achieve a platform for inter-agency collaboration at the regional level;
- Provide information to Māori and others about issues and opportunities associated with our organisational priorities;
- Provide brokerage services between

Māori and state sector agencies, local government, non-government organisations and the private sector;

- Provide advice on, and monitor, the ownership and regulatory interests of the Minister of Māori Affairs in various entities;
- Grow and develop Māori leadership to enable effective relationships/engagements with Māori and local/regional government;
- Invest in governance and management of Māori land, assets and tourism;
- develop centres of excellence for Mātauranga Māori and cultural leadership;
- Support the transition of Māori youth into sustainable employment and education;
- Support the development of enterprise activity on marae; and

### Performance Measures

#### Quantity

The expected deliverables will include:

- regular (at least quarterly) proactive reports on all Regional issues or activities prepared and referred to the Minister;
- reporting on the status of deliverables in regional work programmes/plans including:
  - Information on key Regional priorities and projects (IRMS); and
  - information on the number of interventions completed, ie Board training; Financial literacy; Communication strategy; Mentoring; Investigative studies.
- Time spent on each of the interventions/ services;
- Number of investment proposals completed;

- Sponsorship of sport and cultural events;
- Implementation of a Māori youth leadership development strategy; and
- Marae database of providers and agencies are identified and maintained;

#### **Quality**

- Increased satisfaction amongst whanau, hapu, iwi, Māori communities and Maori organisations with the services provided. Measurement will be undertaken utilising evaluation reports stakeholder surveys and agreed quality standards as appropriate.
- The Minister's satisfaction with the services provided "on the ground"/ at a local level, will be assessed formally each quarter and randomly in weekly meetings with senior officials.

#### **Timeliness**

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

#### **Cost**

Outputs in this class will be provided within the agreed appropriated sum of \$9,232,000.



## OUTPUT CLASS 5: OPERATIONS MANAGEMENT

### Description

The Minister will purchase outputs that are designed to ensure the efficient and effective management of operational programmes that are administered by Te Puni Kōkiri.

This output expense complements Te Puni Kōkiri's relationships and information services outlined in the Relationships and Information output class by providing programmes, funding, and operational support.

The outputs that will be delivered have been derived from Regional priorities.

In 2007/08 Te Puni Kōkiri will:

- Manage investments in the three areas of Whakamana (strengthening of leadership and decision-making); Mātauranga (building of knowledge and skills); Rawa (development and use of resources);
- Manage the delivery of the Kaitātaki-a-Rohe programme to provide for community workers (\$3,300,000);
- Manage the delivery of the Special Housing Action Zones programme to provide for capacity building support (\$456,000);
- Manage the Māori Regional Tourism Organisations programme (\$160,000); and,
- Manage the Kapohia Nga Rawa programme to place key workers (specific expertise) into Māori communities to ensure informed decision-making as relates to the

acceleration of development and leveraging opportunities (\$3,836,000).

### Performance Measures

#### Quality

- All investment proposals meet the evaluation criteria prescribed in the operations manual;
- Proposals are measured against a risk profile in the manual to determine the scale of funding provided;
- Increased satisfaction amongst whānau, hapū, iwi, Māori communities and Maori organisations with the services provided. Measurement will be undertaken utilising evaluation reports stakeholder surveys and agreed quality standards as appropriate; and
- The Minister's satisfaction with the services provided at a local level, will be assessed formally each quarter and in weekly meetings with senior officials.

#### 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

Outputs in this class will be provided within the agreed appropriated sum of \$17,386,000.

## OUTPUT CLASS 6: 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; and
- 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

Outputs in this class will be provided within the agreed appropriated sum of \$4,933,000.



## STATEMENT OF FORECAST FINANCIAL PERFORMANCE FOR THE YEAR ENDING 30 JUNE 2008

	2007 Budget*	2007 Estimated Actual	2008 Forecast
	\$000	\$000	\$000
<b>REVENUE</b>			
Crown	54,518	54,518	58,291
Other	765	765	545
<b>Total Revenue</b>	<b>55,283</b>	<b>55,283</b>	<b>58,836</b>
<b>OUTPUT EXPENSES</b>			
Personnel	27,533	27,533	29,594
Pension expenses	610	610	610
Rental & leasing costs	2,996	2,996	3,418
Audit fees	236	236	247
Other operating expenses	22,333	22,333	23,075
Depreciation and amortisation	1,212	1,212	1,529
Capital charge	363	363	363
<b>Total Output Expenses</b>	<b>55,283</b>	<b>55,283</b>	<b>58,836</b>
<b>Net Surplus/(Deficit)</b>	<b>-</b>	<b>-</b>	<b>-</b>

\* In relation to all forecast financial statements, budget figures are the Supplementary Estimates of appropriation for the year ending 30 June 2007.

## STATEMENT OF FORECAST MOVEMENTS IN TAXPAYERS' FUNDS AS AT 30 JUNE 2008

	2006 Actual	2007 Estimated Actual	2008 Forecast
	\$000	\$000	\$000
Opening Balance	3,835	4,835	4,772
Add-Capital Contributions	1,000	-	-
Net Operating Surplus	626	-	-
Provision for Repayment of Surplus	(626)	-	-
Impact on transition to IFRS	-	(63)	-
<b>Taxpayers' Funds</b>	<b>4,835</b>	<b>4,772</b>	<b>4,772</b>

Note: The impact of transition to International Financial Reporting Standards (IFRS) is \$63,000. This is the impact of additional sick leave liability accrued under NZ IAS 19.



## STATEMENT OF FORECAST FINANCIAL POSITION AS AT 30 JUNE 2008

	2006 Actual \$000	2007 Estimated Actual \$000	2008 Forecast \$000
<b>TAXPAYERS' FUNDS</b>	4,835	4,835	4,772
Represented by:			
<b>ASSETS</b>			
<b>CURRENT ASSETS</b>			
Cash	8,325	5,868	5,427
Prepayments	225	200	200
Short term receivables & advances	269	50	50
<i>Total current assets</i>	<b>8,819</b>	<b>6,118</b>	<b>5,677</b>
<b>NON-CURRENT ASSETS</b>			
Physical assets	4,066	3,534	3,975
<i>Total current assets</i>	<b>4,066</b>	<b>3,534</b>	<b>3,975</b>
<b>Total Assets</b>	<b>12,885</b>	<b>9,652</b>	<b>9,652</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Payables & provisions	1,176	1,000	1,000
Other accrued liabilities	4,231	2,001	2,001
GST Payable	162	150	150
Provision for Repayment of Surplus	626	-	-
Employee Entitlements	1,848	1,500	1,563
<i>Total current liabilities</i>	<b>8,043</b>	<b>4,651</b>	<b>4,714</b>
<b>NON-CURRENT LIABILITIES</b>			
Employee Entitlements	7	166	166
<b>Total Liabilities</b>	<b>8,050</b>	<b>4,817</b>	<b>4,880</b>
<b>Net Assets</b>	<b>4,835</b>	<b>4,835</b>	<b>4,772</b>



**STATEMENT OF FORECAST CASH FLOWS  
FOR THE YEAR ENDING 30 JUNE 2008**

	2007 Budget	2007 Estimated Actual	2008 Forecast
	\$000	\$000	\$000
<b>OPERATING ACTIVITIES</b>			
<i>Cash Provided From:</i>			
Supply of outputs Crown	54,518	54,518	58,291
Supply of outputs Other	1,009	1,009	545
<i>Cash Disbursed To:</i>			
Output expenses (excl. Capital charge)	(56,315)	(56,315)	(56,944)
Capital charge	(363)	(363)	(363)
<b>Net Operating Cash Flows</b>	<b>(1,151)</b>	<b>(1,151)</b>	<b>1,529</b>
<b>INVESTING ACTIVITIES</b>			
<i>Cash Provided From:</i>			
Sale of physical assets	200	200	200
<i>Cash Disbursed To:</i>			
Purchase of physical assets	(880)	(880)	(2,170)
<b>Net Cash Flows Investing</b>	<b>(680)</b>	<b>(680)</b>	<b>(1,970)</b>
<b>FINANCING ACTIVITIES</b>			
<i>Cash Provided From:</i>			
Capital Contributions	-	-	-
<i>Cash Disbursed To:</i>			
Repayment of surplus to Crown	(626)	(626)	-
<b>Net Financing Cash Flows</b>	<b>(626)</b>	<b>(626)</b>	<b>-</b>
<b>Net Increase/(Decrease) in Cash Held</b>	<b>(2,457)</b>	<b>(2,457)</b>	<b>(441)</b>
Opening Cash Balance	8,325	8,325	5,868
<b>Closing Cash Balance</b>	<b>5,868</b>	<b>5,868</b>	<b>5,427</b>

## FORECAST RECONCILIATION OF NET CASH FLOWS FOR THE YEAR ENDING 30 JUNE 2008

	2007 Budget \$000	2007 Estimated Actual \$000	2008 Forecast \$000
<b>OPERATING SURPLUS</b>	-	-	-
<i>Plus Non-Cash Expenses</i>			
Depreciation	1,212	1,212	1,529
<i>Working Capital Movement</i>			
Increase/(Decrease) in Accrued Liabilities	(2,418)	(2,418)	-
Increase/(Decrease) in Employee Entitlements	(189)	(189)	-
Increase/(Decrease) in Receivables & Advances	244	244	-
<b>Net Operating Cash Flows</b>	<b>(1,151)</b>	<b>(1,151)</b>	<b>1,529</b>

## FORECAST DETAILS OF FIXED ASSETS, BY CATEGORY AS AT 30 JUNE 2008

	2008 Estimated Actual \$000	2008 Forecast Cost \$000	2008 Forecast Accumulated Depreciation \$000	2008 Forecast Net Book Value \$000
Office Equipment	29	282	256	26
IT Equipment	534	2,009	1,475	534
Furniture and Leasehold Improvements	1,992	3,244	1,743	1,501
Motor Vehicles	616	2,408	1,279	1,129
Computer Software	300	2,464	1,742	722
Other Assets	63	63	-	63
<b>Total</b>	<b>3,534</b>	<b>10,470</b>	<b>6,495</b>	<b>3,975</b>



## FORECAST DEPARTMENTAL CAPITAL EXPENDITURE AS AT 30 JUNE 2008

(to be incurred in accordance with section 24 of the Public Finance Act 1989)

Category	2008 Forecast \$000	2007 Estimated Actual \$000	2007 Budget \$000	2006 Actual \$000	2005 Actual \$000	2004 Actual \$000	2003 Actual \$000
Computer Hardware	280	200	200	256	439	284	384
Computer Software	600	250	250	56	11	90	291
Office Equipment	0	30	30	8	8	9	0
Furniture & Fittings	120	300	300	2,007	400	123	21
Motor Vehicles	1,170	100	100	362	910	65	142
<b>Total</b>	<b>2,170</b>	<b>880</b>	<b>880</b>	<b>2,689</b>	<b>1,768</b>	<b>571</b>	<b>838</b>

The forecast capital equipment for the 2008 is primarily routine replacement and upgrade of the Ministry's information technology and vehicle fleet. Furniture and fittings expenditure in 2005/06 reflects refurbishment of office premises.

## FORECAST HUMAN RESOURCE LEVELS AS AT 30 JUNE 2008

Performance Indicators	Unit	2007 Budget	2007 Estimated Actual	2008 Forecast
<b>HUMAN RESOURCES</b>				
Staff Turnover	%	15	15	15
Average length of service	Years	6	6	6
<b>Total staff</b>	<b>No.</b>	<b>406</b>	<b>384</b>	<b>347</b>

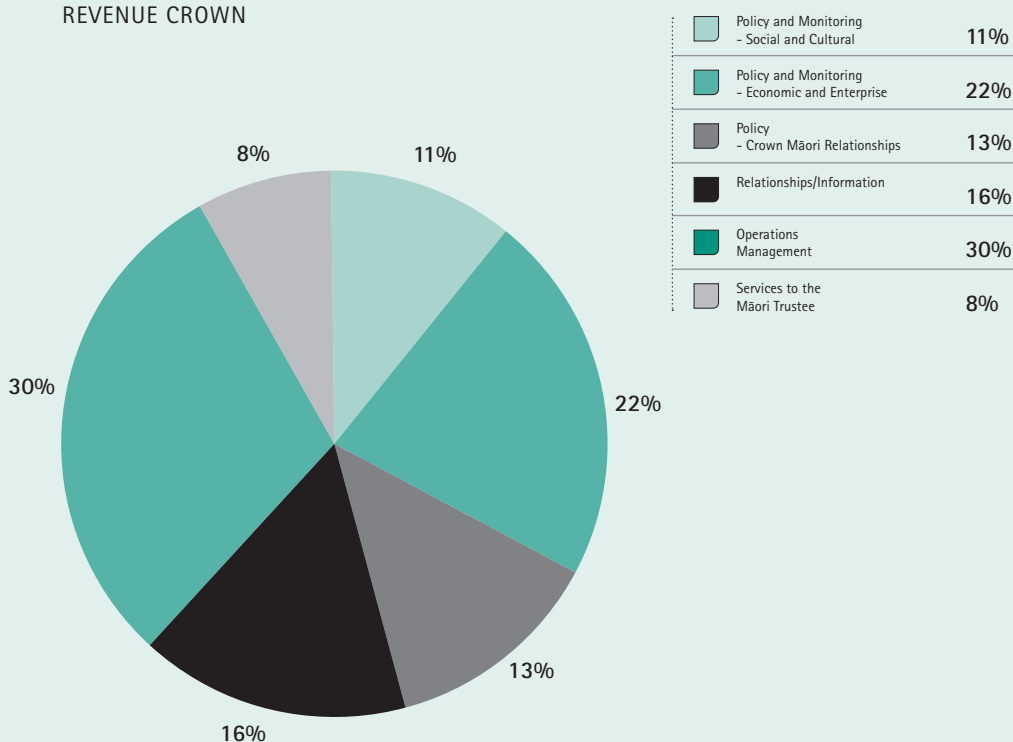
## STATEMENT OF FORECAST DEPARTMENTAL EXPENDITURE AND APPROPRIATIONS FOR THE YEAR ENDING 30 JUNE 2008

Te Puni Kōkiri has agreed to provide output classes in 2007/2008 as agreed with the Minister of Māori Affairs and various purchasers in terms of their nature, timeliness, quality and quantity specifications and costs.

	Revenue Crown \$000	Revenue Other \$000	Total Revenue \$000	Surplus (Deficit) \$000
Policy and Monitoring – Social and Cultural	6,332	361	6,693	-
Policy and Monitoring – Economic and Enterprise	13,120	23	13,143	-
Policy – Crown Māori Relationships	7,420	29	7,449	-
Relationships/Information	9,192	40	9,232	-
Operations Management	17,334	52	17,386	-
Services to the Māori Trustee	4,893	40	4,933	-
<b>Total</b>	<b>58,291</b>	<b>545</b>	<b>58,836</b>	<b>-</b>

### ALLOCATIONS OF RESOURCES TO OUTPUT CLASSES

REVENUE CROWN



# 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. They comply with NZ IFRS and Financial Reporting Standards, No. 42: prospective Financial Statements (FRS-42), as appropriate for public benefit entities.

These are the first set of forecast financial statements complying with NZ IFRS for Te Puni Kōkiri, and NZ IFRS 1 has been applied.

An explanation of how the transition to NZ IFRS has affected the reporting financial position, financial performance and cash flows is provided below.

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 2008 are likely to vary from information presented in these statements and the variances may be material. This may be due to changes in existing policies that may change the funding requirement of Te Puni Kōkiri, and as a result have an impact on the prospective financial statements. The potential financial effect of this cannot be quantified now as it will depend on the quantum of the change that may be proposed.

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 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 are consistent with generally accepted accounting practice and comply with FRS-42. They also comply with NZ IFRS, as appropriate for public benefit entities

## MEASUREMENT SYSTEM

The prospective financial statements have been prepared on an historical cost basis modified by the revaluation of certain assets

and liabilities as identified in this statement of accounting policies.

The financial statements are presented in New Zealand dollars and all values are rounded to the nearest thousand dollars (\$000). The functional currency of Te Puni Kōkiri is New Zealand dollars.

## REVENUE

Te Puni Kōkiri derives revenue through the provision of outputs to the Crown and for services to third parties. Revenue is measured at the fair value of consideration received.

Revenue from supply of services is recognised at balance date on a straight line basis over the specified period for the services, unless an alternative method better represents the stage of completion of transaction.

## SPECIFIC ACCOUNTING POLICIES

### Property, Plant and Equipment

Items of property, plant and equipment are initially recorded at cost. Where an asset is acquired for nil or nominal consideration the asset will be recognised initially at fair value, where fair value can be reliably determined, with the fair value of the asset received, less costs incurred to acquire the asset, also recognised as revenue in the Statement of Financial Performance.

Other property, plant and equipment, which include motor vehicles and office equipment

are recorded at cost less accumulated depreciation and accumulated impairment losses.

### Depreciation

Depreciation is provided on a straight line basis on all fixed assets, so as to allocate the cost of assets, less any estimated residual value, over their useful lives. The estimated economic useful lives and associated depreciation rates of classes of assets are:

Computer Equipment	4 years	25%
Motor Vehicles	5 years	20%
Office Equipment	5 years	20%
Furniture and Fittings	5 years	20%
Leasehold Improvements	5 - 12 years	
Software Development	3 1/3 years	30%

### 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. The depreciation and capital charge of IT assets are allocated to outputs on the basis of budgeted staff hours attributable to each output.

Personnel costs (excluding those of Support Services Wahanga and the Office of the Chief Executive) are allocated to outputs based on budgeted staff hours attributable to each output. Property and other premises costs, such as maintenance, are charged to wahanga (business units) on the basis of budgeted full time equivalents (FTEs).

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

#### **Financial Instruments**

Te Puni Kōkiri is party to financial instruments as part of its normal operations. These financial instruments include bank accounts, short-term deposits, debtors and creditors. All financial instruments are recognised in the Statement of Financial Position and all revenue and expenses in relation to financial instruments are recognised in the Statement of Financial Performance.

Designation of financial assets and financial liabilities by individual entities into instrument categories is determined by the business purpose of the financial instruments, policies and practices for their management, their relationship with other instruments and the reporting costs and benefits associated with each designation.

All foreign exchange transactions are translated at the rates of exchange applicable

in each transaction. Te Puni Kōkiri does not carry any balances in foreign currencies.

#### **FINANCIAL ASSETS**

Cash and cash equivalents include cash on hand, cash in transit, bank accounts and deposits with a maturity of no more than three months from date of acquisition.

Other financial assets have been designated as loans and receivables. Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. Loans and receivables are recognised initially at fair value plus transaction costs and subsequently measured at amortised cost using the effective interest rate method. Loans and receivables issued with duration less than 12 months are recognised at their nominal value. Allowances for estimated irrecoverable amounts are recognised when there is objective evidence that the asset is impaired. Interest, impairment losses and foreign exchange gain and losses are recognised in the Statement of Financial Performance.

A provision for impairment of receivables is established when there is objective evidence that Te Puni Kōkiri will not be able to collect all amounts due according to the original terms of receivables. The amount of the provision is the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted using the effective interest method.

#### **FINANCIAL LIABILITIES**

Financial liabilities are recognised initially at fair value less transaction costs and



subsequently measured at amortised cost using effective interest rate method. Financial liabilities entered into with duration less than 12 months are recognised at their nominal value. Amortisation and, in the case of monetary items, foreign exchange gains and losses, are recognised in the Statement of Financial Performance as is any gain or loss when the liability is derecognised.

### 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 2007/2008.

### EXPLANATION OF TRANSITION TO NZ IFRS

The forecast financial statements for the year ended 30 June 2008 are the first set of financial statements of Te Puni Kōkiri that comply with NZ IFRS. Te Puni Kōkiri has

applied NZ IFRS 1 in preparing these financial statements.

The transition date for Te Puni Kōkiri was 1 July 2006. Te Puni Kōkiri prepared its opening NZ IFRS balance sheet at that date. The reporting date of these financial statements is 30 June 2008. NZ IFRS adoption date for Te Puni Kōkiri is 1 July 2007.

In preparing these consolidated financial statements in accordance with NZ IFRS 1, Te Puni Kōkiri has applied the mandatory exceptions from full retrospective application of NZ IFRS.

Te Puni Kōkiri has not elected to apply any optional exemptions from full retrospective application.

### RECONCILIATION OF EQUITY

The following table shows the changes in equity, resulting from the transition from previous NZ GAAP to NZ IFRS as at 1 July 2007 and 30 June 2007.

	2006 Actual \$000	2007 Estimated Actual \$000	2008 Forecast \$000
Opening Balance	3,835	4,835	4,772
Add-Capital Contributions	1,000	-	-
Net Operating Surplus	626	-	-
Provision for Repayment of Surplus	(626)	-	-
Impact on transition to IFRS	-	(63)	-
<b>Taxpayers' Funds</b>	<b>4,835</b>	<b>4,772</b>	<b>4,772</b>

The impact on transition to International Financial Reporting Standards (IFRS) of \$63,000 is the additional sick leave liability accrued under NZ IAS 19.



# MINISTERIAL SUPPORT SERVICES

This output involves providing ministerial support services to assist the Minister of Māori Affairs meet the various responsibilities and obligations to Parliament associated with being a Minister. The support services

are listed in the table below and include the provision of advisory support to the Minister in Cabinet committees, select committees and general administrative support as required.

## 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. This 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".

## SCHEDULE OF QUALITY STANDARDS

Te Puni Kōkiri will seek every quarter, a written response from the Minister on its performance against the quality standards outlined on the page opposite.

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

In addition to the Minister's 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 output plan.

## 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.

