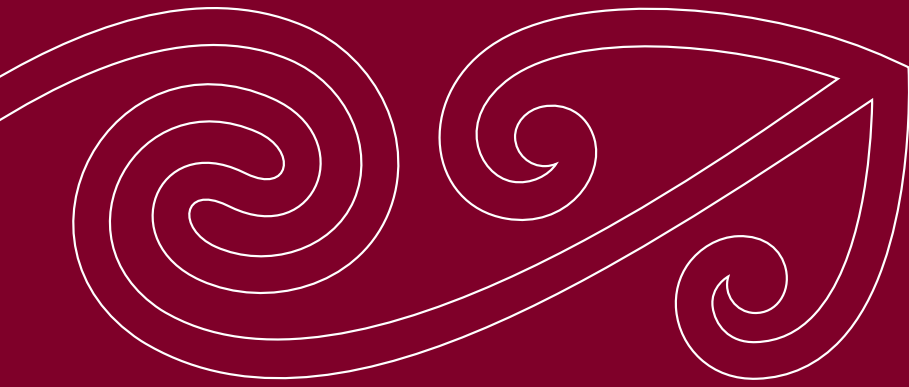


# Vote Māori Development

Minister's Reports in relation to Non-Departmental Appropriations  
*For year ended 30 June 2015*







## Vote Māori Development

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Minister's Reports in relation to Non-Departmental Appropriations  
*For year ended 30 June 2015*



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# Introduction

*The Minister for Māori Development is required under the Public Finance Act 1989 to report against the following non-departmental appropriations in accordance with Section 19B (2) for the year ended 30 June 2015:*

## **Māori Potential Fund**

- Mātauranga
- Rawa
- Whakamana.

## **Whānau Ora**

- Whānau Ora Service Delivery Capability
- Establishment of a Whānau Ora Commissioning Approach
- Commissioning Whānau Ora Outcomes.



# Māori Potential Fund

## Introduction

During 2014/15, the Māori Potential Fund saw funding totalling \$12.032 million directed towards over 360 projects, under the three appropriations of Mātauranga, Rawa and Whakamana.

At the core of the Māori Potential Fund is an approach that sees Māori as the key catalyst for achieving an improved quality of life for themselves, their whānau and their communities. The underlying approach affirms that Māori have the capability, initiative and aspiration to make choices for themselves that support their cultural identity and contribute to an improved quality of life. In particular, the Māori Potential Fund aims to help Māori build and gain leverage in three particular areas – Mātauranga, Rawa and Whakamana – each one supported with a separate appropriation.

The objective under **Mātauranga** is the acquisition, creation, maintenance and transferral of traditional and contemporary knowledge. The kete (basket) of initiatives funded through Mātauranga, in 2014/15, had a strong emphasis on training and skills development, spanning trade cadetships for young Māori to more sophisticated training on entity management at the iwi level.

Under **Rawa** (resources) the focus is on the utilisation, development and retention of resources for Māori development. The notion of Māori resources here is deliberately broad, encompassing both people as well as tangible assets. Because of the diversity of interests, the appropriation seeks to respond to the differing needs of a range of groups. For example, at the human end of the spectrum, the funding has supported improved health outcomes, while at the economic end it has supported improved export market outcomes.

Under **Whakamana** (leadership) the emphasis is on strengthening levels of leadership, governance and management. Once again, the fund seeks to respond dynamically to a wide variety of growth opportunities, from supporting whānau through earthquake recovery efforts, to the development of benchmarking tools in agribusiness.

While there are a small number of larger investment areas (for example, cadetships totalling over \$3.3 million), over 50% of funding decisions were for amounts of \$5,000 or less. Investments were also made to a very diverse range of entities, from longstanding and structured Māori organisations, to commercial enterprises, rūnanga, district councils, schools, as well as very small and whānau-focussed organisations.

These factors highlight the extensive coverage and distribution into Māori communities that the Māori Potential Fund is able to achieve, and the needs of flax-roots groups that it is able to meet.

Decisions to provide support are also guided by Government priorities and alignment with Te Puni Kōkiri's 2014/15 outcomes framework which focused on the following five areas:

- cultural wealth
- economic wealth
- skills and learning
- State sector effectiveness
- Crown – iwi, hapū and whānau Māori relationships.





# Mātauranga

## Scope of appropriation

Purchasing partnered interventions, tools and investigative studies to support Māori in the acquisition, creation, maintenance and transferral of traditional and contemporary knowledge required to accelerate Māori development.

This appropriation contributes to the achievement of the following impacts:

- Māori are protecting, sustaining and growing their reo, taonga, mātauranga and tikanga
- Māori are sustainably growing and developing their resources
- Māori are acquiring skills and knowledge.

### Performance measures and standards

Assessment of performance	2014/15 Target	2014/15 Actual
Initiatives funded are aligned to Ministerial priorities	100%	100%
Initiatives funded achieve contracted deliverables <sup>1</sup>	90%	95%
Initiatives funded achieve contracted timeframes <sup>2</sup>	80%	70%

### Financial

Expenses	2013/14 Actual \$000	2014/15 Estimates \$000	2014/15 Supp Estimates \$000	2014/15 Actual \$000
Total expenses	5,355	5,668	5,688	5,650

1. This measure represents the percentage of contracts that were not varied or terminated.

2. This measure principally represents the percentage of contracts where the funded initiative was completed *and* the final report was submitted prior to the end of the financial year (30 June 2015).



Consistent with its scope, the focus of investment under the Mātauranga appropriation has been in the acquisition, creation, maintenance and transferral of traditional and contemporary knowledge. This focus aligns with Te Puni Kōkiri's medium-term outcomes that Māori are skilled, learned and innovative, and are secure, confident and expert in their own culture.

The emphasis of investments through Mātauranga, in 2014/15, has been to improve outcomes for Māori through the implementation of a suite of skills and training initiatives that build confidence, increase skills and generate innovation. Reflecting the breadth of opportunities and needs, the interventions have supported a wide array of groups, from single mothers and people in isolated communities, who face employment challenges, to encouraging rangatahi to participate in the ICT industry.

The Cadetship Initiative has been a particular success with a total of 1,230 cadets placed since its inception in 2009. In 2014/15, 17 employers took on 333 cadets, thus demonstrating a high level of interest and support from employers and industry sector leaders for the programme. The number of cadets remaining in employment has also remained high, at 95 percent in the year ended 30 June 2015.

Under the Cadetships initiative, Te Puni Kōkiri partners with employers capable of taking five or more cadets in specifically targeted growth industries, including energy, infrastructure and telecommunications. Te Puni Kōkiri provides a subsidy (per cadet) to employers to support the employment of Māori cadets for at least six months. The key outcome expected of the Cadetship initiative is that cadets gain work experience, skills and are equipped to participate in the labour market.

Some other examples of investment through Mātauranga in 2014/15 include:

- providing mentoring support for ten long-term unemployed jobseekers under a new 'strengths-based approach'. Under this initiative, of the 10 placements, 8 individuals were engaged within local businesses across the Whanganui rohe. Six have attended their placements and engaged with employers, while the remainder are awaiting placements through services provided by Ministry of Social Development
- supporting 50 single mothers in Tāmaki Makaurau to engage in training and employment opportunities
- developing a project in Tairāwhiti targeted towards isolated rural communities lacking access to a range of services. The project focused on improving their life skills, including budgeting and financial literacy, to improve whānau resilience and enable them to be more self-sustaining
- engaging iwi and hapū and Māori collectives to strengthen management and governance
- developing a Māori role model programme in schools to inspire and motivate rangatahi in Te Tai Hauāuru
- providing investment to produce digital resources to support increased rangatahi and whānau understanding of education and qualifications with the Ministry of Education
- establishing a Ruapehu Tech Hub in the Waimarino community to attract local rangatahi to the ICT industry.

Alongside the achievement of increased workforce participation and improved workforce capability, this initiative provides Te Puni Kōkiri with access to a wealth of information which is of significant value in its contribution to policy discussions, particularly in the design or re-design of operational policy. Having a macro perspective enables Te Puni Kōkiri to recognise opportunities to influence other agencies' activities to support the improvement of existing and new policies in education, training and employment.



# Rawa

## Scope of appropriation

Purchasing partnered interventions, tools and investigative studies to support Māori access to utilisation, development and retention of resources required to accelerate Māori development.

This appropriation contributes to the achievement of the following impacts:

- Māori are protecting, sustaining and growing their reo, taonga, mātauranga and tikanga
- Māori are sustainably growing and developing their resources
- Māori are acquiring skills and knowledge.

### Performance measures and standards

Assessment of performance	2014/15 Target	2014/15 Actual
Initiatives funded are aligned to Ministerial priorities	100%	100%
Initiatives funded achieve contracted deliverables <sup>3</sup>	90%	94%
Initiatives funded achieve contracted timeframes <sup>4</sup>	80%	50%

### Financial

Expenses	2013/14 Actual \$000	2014/15 Estimates \$000	2014/15 Supp Estimates \$000	2014/15 Actual \$000
Total expenses	3,526	3,648	3,648	1,664

3. This measure represents the percentage of contracts that were not varied or terminated.

4. This measure principally represents the percentage of contracts where the funded initiative was completed *and* the final report was submitted prior to the end of the financial year (30 June 2015).

Consistent with its scope, the focus of investment under the Rawa appropriation has been to support Māori access to utilisation, development and retention of resources required to accelerate Māori development. This focus aligns with Te Puni Kōkiri's medium-term outcomes that the Māori economy is thriving through high performing people, assets and enterprises, and that Māori aspirations are supported by an effective State sector.

For Māori people, the notion of resources embraces both people and skills as well as more traditional or physical assets. Thus, the emphasis of investments through Rawa, in 2014/15, encompasses investments from individual health, to success of agribusiness in export markets.

A good example of the innovative thinking in this space was funding to assist Te Rūnanga o Ngai Tahu to establish an iwi led community partnership social housing model, to address housing needs for whānau post the Christchurch earthquake. A direct outcome of this project included successful negotiation with developers for the provision of houses in the Awatea development. The work involved a detailed analysis of the design and layout of the subdivision and the housing designs. Te Rūnanga ensured that whānau were able to purchase homes that addressed their needs and were well designed and located. The long term success of the programme will be measured by efforts, in future years, to support greater scale and regional coverage of this type of approach.

Some other examples of investments through Rawa in 2014/15 include:

- delivering workshops for whānau who wish to develop housing and papakāinga in Western Bay of Plenty, Waikato and the Northland area
- assisting an agency to implement an initiative to target hard to reach whānau, in order to facilitate a positive change and help broker relationships with relevant services, agencies, and educational and employment opportunities within their communities
- support the organisers to continue to deliver the Iron Māori health and well-being programmes which have attracted significant participation
- providing ICT assessments to 30 businesses to help them identify and access ICT opportunities that will enhance their businesses
- providing investment to enable collaboration and innovation across the red meat sector helping to establish clear connections between Māori producers and their overseas customers to build a clear market position from which to negotiate long-term supply agreements and increased returns
- support to the Federation of Māori Authorities to facilitate and activate initiatives on regional and sector engagement, collaboration and policy leadership with government and industry partners, and sector innovation across Māori agribusiness projects and programmes.

At the conclusion of the 2014/15 financial year the Rawa appropriation was not fully expended. Of the total, of just under \$2 million, \$1.1 million related to projects started in 2014/15, which did not meet requirements for accrual inside the financial year. It is expected that most of these projects will be completed in the 2015/16 financial year. Other factors contributing to the overall under-expenditure of the appropriation included:

- returns from entities unable to complete activity within the contracted period
- time required to verify details and finalise contracts which resulted in a decreased level of activity and expenditure across the period than was forecast.

Te Puni Kōkiri has made process improvements to address these issues and, in the future, will refocus funding decisions through a new investment approach, generating improvements in performance and greater alignment with strategic priorities.



# Whakamana

## Scope of appropriation

Purchasing partnered interventions, tools and investigative studies to strengthen Māori leadership, governance and management to accelerate Māori development.

This appropriation contributes to the achievement of the following impacts:

- Māori are protecting, sustaining and growing their reo, taonga, mātauranga and tikanga
- Māori are sustainably growing and developing their resources
- Māori are acquiring skills and knowledge.

### Performance measures and standards

Assessment of performance	2014/15 Target	2014/15 Actual
Initiatives funded are aligned to Ministerial priorities	100%	100%
Initiatives funded achieve contracted deliverables <sup>5</sup>	90%	99%
Initiatives funded achieve contracted timeframes <sup>6</sup>	80%	73%

### Financial

Expenses	2013/14 Actual \$000	2014/15 Estimates \$000	2014/15 Supp Estimates \$000	2014/15 Actual \$000
Total expenses	7,843	4,894	4,894	4,718

5. This measure represents the percentage of contracts that were not varied or terminated.

6. This measure principally represents the percentage of contracts where the funded initiative was completed *and* the final report was submitted prior to the end of the financial year (30 June 2015).

Consistent with its scope, the focus of investment under the Whakamana appropriation has been to strengthen Māori leadership, governance and management to accelerate Māori development. This focus aligns with Te Puni Kōkiri's medium-term outcomes that Māori are protecting and sustaining their tikanga, growing their resources, and have genuine and productive relationships with the Crown.

One area of particular emphasis was the development of māra kai (traditional food gardens), with over 70 projects supporting more than 150 Māori communities. These helped cultivate new skills, foster self-sufficiency, promote good nutrition and healthy activity, and encourage whanaungatanga through strengthening community relationships.

Another area of emphasis was sponsorship, where the issues being endorsed, or the achievements being celebrated, highlight a particular element of leadership in a range of disciplines, for example farming (Ahuwhenua Trophy BNZ Excellence in Farming Award), business (Waikato Māori Business Excellence Awards), health (Te Ohu Rata o Aotearoa conference), and sports (Sport Canterbury's Tough Kid Challenge and Te Runanga o Toa Rangātira Incorporated's Iwi Sports Challenge).

Investments through other Whakamana initiatives, in 2014/15, have sought to respond to a variety of opportunities and needs, from supporting whānau through earthquake recovery efforts, to the development of benchmarking tools in agribusiness. Some examples of such investments through Whakamana in 2014/15 include:

- support towards the Christchurch Earthquake recovery through investment in whānau affected by the earthquakes. He Oranga Pounamu, the main provider, holds significant expertise in working with whānau on complex earthquake psychology-social recovery issues and well established networks to support this
- encouraging Māori women to participate in business by supporting the hosting of the Wāhine Māori Entrepreneurs Conference
- continuing work with Motatau Marae to finalise the Te Tai Tokerau Māori Forestry Strategic Plan, which was developed to support forestry trustees boost the productivity of their collectively-owned assets and enterprises
- supporting the establishment of a regional prototype in the King Country/Western Taupō regions that will increase returns for sheep and beef by providing an integrated suite of farm management and benchmarking tools
- providing research for extracting bovine collagen and collaboration in the red-meat sector to achieve sustainable returns for Māori land owners through red-meat producing entities
- to assist Infrastructure ITO Inc to grow Māori leadership in the infrastructure industry, by supporting 100 Māori to complete higher level infrastructure industry qualifications.

Investments also provided assistance to build capability, continue settlement processes and ensure adequate post-settlement governance and strategy is in place. For example, support was provided to the Waimumu Trust to understand the potential of their land resources, including business/development opportunities and to build governance capability. These are important to aid decision making in the pre-negotiation and settlement of WAI 1090.



# Whānau Ora

## Introduction

Whānau Ora is a group-centred development approach aimed at achieving better outcomes for whānau and families. It emphasises a collective approach rather than focusing separately on individuals. It assists whānau to identify areas for improvement and to draw on their own strengths and capabilities to achieve their goals.

Since its establishment, Whānau Ora has undergone considerable evolution and has gone through two overlapping phases. Phase One effectively captures the introduction of Whānau Ora in 2010, plus the establishment of collaborative groupings of service delivery providers, called "provider collectives". This phase also saw the establishment of Whānau Ora "Navigators" – Whānau Ora practitioners contracted to work with whānau and families to increase capability in a range of areas such as income generation, employability, healthy lifestyles and health literacy, and cultural engagement.

Phase Two of Whānau Ora began with the Cabinet decision in July 2013 to devolve decision-making closer to communities through the introduction of the Whānau Ora commissioning approach. The Whānau Ora commissioning approach involves the delivery of Whānau Ora via "Commissioning Agencies" – non-governmental organisations which act as brokers to match the needs and aspirations of whānau and families with initiatives to assist them to increase their capability. These initiatives can include a focus on health, education, financial stability, whānau resilience, and cultural engagement, amongst other areas. Whānau Ora Commissioning Agencies are also tasked with commissioning Whānau Ora navigators to continue to provide direct support for whānau capability-building.

The three appropriations, covered under this section, reflect this evolution across Phase One and Two:

- Whānau Ora Service Delivery Capability includes funding for the development and implementation of whānau-centred service approaches, including navigation, through provider collectives – which is being decreased in the transition to Phase Two
- Establishment of a Whānau Ora Commissioning Approach covers support through the establishment of the Commissioning Agencies – with no further funding in 2015/16
- Commissioning Whānau Ora Outcomes is the principal funding vehicle for purchasing outcomes through the Commissioning Agencies.

In May 2015, the Auditor-General released her report on Phase One of Whānau Ora, which identified that Whānau Ora had “been a success for many families who now have a plan to improve their lives”. Valuable lessons from the report, including around management costs and ensuring a common understanding of the approach continue to inform Whānau Ora's evolution.





# Whānau Ora Service Delivery Capability

## Scope of appropriation

This appropriation is limited to support for providers to develop Whānau Ora service delivery capability.

This appropriation is intended to contribute to achievement of the Whānau Ora outcome goals that whānau and families are:

- self-managing
- living healthy lifestyles
- participating fully in society
- confidently participating in Te Ao Māori
- economically secure and successfully involved in wealth creation
- cohesive, resilient and nurturing.

## Performance measures and standards

Assessment of performance	2014/15 Target	2014/15 Actual
<p>Providers and collectives report on the number and percentage of whānau that have taken steps to improve their well-being through Whānau Ora:</p> <p>At least 65% of whānau in contact with Whānau Ora collectives and providers have taken steps to improve their well-being</p>	65% of whānau	66% of whānau

## Financial

Expenses	2013/14 Actual \$000	2014/15 Estimates \$000	2014/15 Supp Estimates \$000	2014/15 Actual \$000
Total expenses	-	13,451	13,451	13,168

As at the April-June 2015 quarter 4,856 whānau, representing 39,810 whānau members were receiving whānau-centred services across 62 Whānau Ora provider collectives and specialist navigator providers. The number of whānau engaged varied month by month. With the transition of funding and focus to the Commissioning approach (Phase Two), the number of provider collectives and specialist navigator providers reduced across the 2014/15 year.

Of the 4,856 whānau who received whānau-centred services, over 40 percent were closely supported by navigators. Provider collectives also offered a range of services based on whānau aspiration and need.

Whānau Ora Navigators played a pivotal role in linking whānau and families with vital services and information. They supported whānau to move out of crisis and plan for the future. Each Whānau Ora Navigator typically works with approximately 20 whānau/families at any one time. Whānau Ora Navigators have proved to be most effective in working with more vulnerable whānau.

Whānau Ora provide support for whānau of all ethnicities and age groups. However, despite regional variations, the majority of whānau members who engaged with a provider or provider collectives in 2014/15 were Māori aged between 24 and 59 years.

Under Phase One, Whānau aspirations were wide ranging and evenly spread across the six whānau outcome goals. On average, whānau experienced more than three of the outcome goals, as well as other intermediary gains, for example, improved service access, better relationships, increased motivation, and improved employment.



## Establishment of a Whānau Ora Commissioning Approach

### Scope of appropriation

This appropriation is limited to providing support to Whānau Ora service commissioning agencies to meet one-off establishment costs.

This appropriation is intended to achieve the establishment of three Whānau Ora Commissioning Agencies in order to commission activities that build whānau capability.

### Performance measures and standards

Assessment of performance	2014/15 Target	2014/15 Actual
<p>Te Puni Kōkiri will monitor the achievement of outcomes as detailed in the establishment schedule of each Commissioning Agency contract:</p> <p>Three Commissioning Agencies established and undertaking commissioning</p>	100%	100%

### Financial

Expenses	2013/14 Actual \$000	2014/15 Estimates \$000	2014/15 Supp Estimates \$000	2014/15 Actual \$000
Total expenses	3,325	2,000	2,000	2,000

Following the success of the first phase of Whānau Ora from 2010 through to mid-2013, the Government decided to pursue a commissioning-for-results approach through which non-governmental organisations would be appointed to commission Whānau Ora outcomes.

This led to the appointment in March and April 2014 of three Whānau Ora Commissioning Agencies:

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

During 2014/15, their first year of operation, funding from this appropriation supported Commissioning Agencies to complete a range of establishment tasks enabling them to undertake Whānau Ora commissioning activity within their communities of focus. These tasks included establishing corporate entities and governance bodies, instituting organisational policies, recruiting staff and setting up infrastructure and technology requirements. Commissioning Agencies have also completed procurement and expression of interest processes to select Whānau Ora commissioning partners and providers.

These initial set up tasks are now completed and commissioning activity is underway. Te Puni Kōkiri has monitored the achievement of these establishment tasks in line with Commissioning Agencies' Outcome Agreements and 2014/15 Annual Investment Plans. As these establishment tasks are now complete, there is no specific appropriation set aside for Commissioning Agency establishment tasks in 2015/16.



# Commissioning Whānau Ora Outcomes

## Scope of appropriation

This appropriation is limited to purchasing the achievement of Whānau Ora outcomes from non-government commissioning agencies.

This appropriation is intended to support non-governmental organisations commissioning to achieve the Whānau Ora outcome goals that whānau and families are:

- self-managing
- living healthy lifestyles
- participating fully in society
- confidently participating in Te Ao Māori
- economically secure and successfully involved in wealth creation
- cohesive, resilient and nurturing.

## Performance measures and standards

Assessment of performance	2014/15 Target	2014/15 Actual
Te Puni Kōkiri will monitor the achievement of outcomes as detailed in the annual investment plan of each Commissioning Agency:  Three approved investment plans	Three approved investment plans	Three approved investment plans completed

## Financial

Expenses	2013/14 Actual \$000	2014/15 Estimates \$000	2014/15 Supp Estimates \$000	2014/15 Actual \$000
Total expenses	3,255	30,484	30,484	27,629 <sup>7</sup>

7. An approved in-principle expense transfer of up to \$2.500 million is in place to transfer funding to 2015/16. The transfer supports an adjustment to the phasing and distribution of funds to Commissioning Agencies.

Whānau Ora Commissioning Agencies are tasked to draw upon their expertise, networks and knowledge in matching the needs and aspirations of whānau and families with initiatives that will assist them to recognise their strengths and increase their capability.

The Commissioning Agencies' Annual Investment Plans for the 2014/15 financial year were developed between Te Puni Kōkiri and Commissioning Agencies from March/April 2014 onwards, and were approved by Te Puni Kōkiri during the 2014/15 financial year. In line with these Annual Investment Plans, Commissioning Agencies have worked towards the following priority investment outcomes:

- **Te Pou Matakana:** Whānau are self-managing and empowered; whānau are partnered with initiatives and services; whānau are better connected to society and its institutions; whānau are acquiring knowledge that will better enable them to flourish; whānau are accessing cultural institutions and services; and whānau are economically secure, better able to manage their finances and explore economic opportunities
- **Te Pūtahitanga o Te Waipounamu:** Whānau are engaged in enterprise and job creation; whānau experience greater well-being; whānau experience greater education and leadership; whānau are inspired to engage in innovative wealth generation and have access to catalysts for success
- **Pasifika Futures:** Families are economically independent and resilient; families are succeeding in education; families are healthier; families participate in and benefit from leadership, culture and community.











