



PŪRONGO Ā-TAU
ANNUAL REPORT OF



Te Puni Kōkiri
REALISING MĀORI POTENTIAL

MŌ TE MUTUNGA O TE TAU I TE
30 O NGĀ RĀ O PIPIRI 2009
FOR THE YEAR ENDED 30 JUNE 2009



MINISTER OF MĀORI AFFAIRS

I have the honour to present to you the annual report of Te Puni Kōkiri
for the year ended 30 June 2009.

A handwritten signature in black ink that reads "Leith Comer".

Leith Comer
Chief Executive

DIRECTORY

Head Office

Te Puni Kōkiri House
143 Lambton Quay
Wellington 6011
New Zealand

Postal Address

P.O. Box 3943
Wellington 6140
New Zealand

Telephone: 064-4-819 6000

Facsimile: 064-4-819 6299

Internet Address

<http://www.tpk.govt.nz>

Auditor

Audit New Zealand
Wellington
on behalf of the Auditor General

Bankers

Westpac

CONTENTS



6-7	From the Chief Executive
8	Introduction
9	Statement of Responsibility
10-12	Report of the Auditor General



	STATEMENT OF SERVICE PERFORMANCE
14	Statement of Service Performance
15-17	Policy – Social and Cultural
18-20	Policy – Economic and Enterprise
21-23	Policy – Crown – Māori Relationships
24-27	Relationships and Information
28-30	Operations Management
31-32	Ministerial Economic Taskforce
33	EEMED Establishment
34	Services to the Māori Trustee
35	Monitoring
36-37	Ministerial Servicing Performance
38	Organisational Health and Capability
39	Development Goals for the State Services
40	Equal Employment Opportunities



	FINANCIAL STATEMENTS
42-50	• Statement of Accounting Policies
51	• Statement of Comprehensive Income
52	• Statement of Movements in Taxpayers' Funds
53	• Statement of Financial Position
54	• Statement of Cash Flows
55	• Reconciliation of Net Operating Surplus to Net Cash Flows from Operating Activities
56	• Statement of Departmental Commitments
57	• Statement of Departmental Contingent Assets and Liabilities
58	• Statement of Departmental Expenditure and Capital Expenditure Appropriations
59-68	• Notes to the Financial Statements
69-72	• Statement of Non-Departmental Accounting Policies
72	• Schedule of Non-Departmental Revenue
73	• Schedule of Non-Departmental Expenses
74-75	• Statement of Non Departmental Expenditure and Capital Expenditure Appropriations
76	• Statement of Non Departmental Unappropriated Expenditure and Capital Expenditure
77	• Schedule of Non-Departmental Assets
78	• Schedule of Non-Departmental Liabilities
78	• Schedule of Non-Departmental Commitments
79	• Statement of Non Departmental Contingent Assets and Liabilities
80-83	• Notes to the Non-Departmental Financial Statements and Schedules



MAI TE MANAHAUTŪ FROM THE CHIEF EXECUTIVE

6

Rau rangatira mā, tēnā koutou,
E aku nui, e aku rahi, tēnā hoki koutou,
Otirā tēnā rā tātou katoa.

Ka nui taku hari me taku koa e puta ana tēnei pūrongo ā-tau 2008/2009 hei pānuitanga mā tātou katoa. Kei te whakaaturia atu tēnei pūrongo ā-tau i ngā mahi kua pīkautia e Te Puni Kōkiri ki te whakatutuki i ngā huanga o te Pānui Whāinga 2008.

I am pleased to provide the Annual Report for 2008/09, which details the Te Puni Kōkiri financial and non-financial performance, along with progress towards outcomes identified in the 2008 Statement of Intent.

After the November 2008 general election Te Puni Kōkiri revised its priorities to focus on responding to the expectations and direction of the new government. In so doing, accountability documents were developed to include performance improvement actions centred around value for money initiatives, capping of the public sector and to ensure our services are provided effectively and efficiently.

It was an extremely busy start to 2009 for Te Puni Kōkiri in our role assisting the Government and supporting many national and regional Māori initiatives and events, including the Māori Economic Summit, and the Jobs Summit hosted by the Prime Minister. Improving the delivery of industry and trades training to Māori was a priority that emerged from the summits, as was the Minister's Māori Economic Taskforce which is tasked with developing initiatives that assist Māori through the recession and to prepare them for the opportunities that will accompany New Zealand's economic recovery.

There have been many achievements over the past twelve months and these are identified throughout this report. However I would like to mention some special highlights here, particularly

- Our involvement in brokering relationships between Māori and the Crown to resolve historical Treaty of Waitangi issues;
- Creating pathways for Māori to succeed as Māori – supporting events like:
 - Te Waka Toi Awards;
 - Te Matatini;
 - Māori language week;
 - 2009 Ahuwhenua Trophy – the pinnacle of excellence and success in Māori farming;
 - Honouring the achievements of Sir Graham Latimer;
 - Atamira 2009 Māori in the City;
- The dedication of staff in concluding a long and complex process spanning two decades, that has seen the Māori Trustee become a stand-alone organisation; and
- A successful partnership with Infra-Train
 - the Infrastructure Industry Training Organisation – targeting 250 trade training places for Māori.

I am looking forward to working with our Ministers and excited by the opportunities ahead to achieve Māori aspirations.

2008/09 has been challenging but rewarding and I would especially like to acknowledge the leadership and commitment of the senior management team and all staff for their work over the past year. Their support has been greatly appreciated.

Waiho mā te Atua Kaha Rawa tatou katoa e manaaki, e tiaki.



Leith Comer
Chief Executive



HE KUPU WHAKATAKI

INTRODUCTION

8



Te Puni Kōkiri was created by the Ministry of Māori Development Act 1991, with a focus on education, training and employment, health, and economic resource development. Our principal duties under the Act are to promote increases in Māori achievement across these key social and economic areas and, linked to this, to monitor and liaise with each department or agency that provides, or has a responsibility to provide, services to or for Māori, for the purpose of ensuring the adequacy of those services.

One of the significant challenges we face is striking the right balance between leading and influencing public policy, and assuming a monitoring role akin to a central agency. We focus predominantly on:

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

Our main function is that of an integrated policy ministry, with the full breadth of policy functions, including research, policy development, community level investment, evaluation and monitoring. Coupled with this, we have an extensive knowledge and understanding of Māori communities, and a strong regional presence. Together, our broad functions and our regional infrastructure provide us with unique abilities to anchor policy advice in the realities of Māori communities, and to manage the Crown-Māori relationship on behalf of government.

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

STATEMENT OF RESPONSIBILITY

In terms of sections 35 and 37 of the Public Finance Act 1989, I am responsible, as Chief Executive of Te Puni Kōkiri, for the preparation of the Te Puni Kōkiri financial statements and statement of service performance, and the judgements made in the process of producing those statements.

I have the responsibility of establishing and maintaining, and I have established and

maintained, a system of internal control procedures that provide reasonable assurance as to the integrity and reliability of financial reporting.

In my opinion, these financial statements and statement of service performance fairly reflect the financial position and operations of Te Puni Kōkiri for the year ended 30 June 2009.

Signed



*Leith Comer
Chief Executive
30 September 2009*

Countersigned



*Julie-Anne Morrison
Acting Deputy Secretary Support Services
30 September 2009*



AUDIT REPORT

TO THE READERS OF TE PUNI KŌKIRI'S FINANCIAL STATEMENTS AND STATEMENT OF SERVICE PERFORMANCE FOR THE YEAR ENDED 30 JUNE 2009

10

The Auditor General is the auditor of Te Puni Kōkiri (the Ministry of Māori Development). The Auditor General has appointed me, Phil Kennerley, using the staff and resources of Audit New Zealand, to carry out the audit. The audit covers the financial statements and statement of service performance included in the annual report of Te Puni Kōkiri for the year ended 30 June 2009.

Unqualified Opinion

In our opinion:

- The financial statements of Te Puni Kōkiri on pages 42 to 68:
 - comply with generally accepted accounting practice in New Zealand; and
 - fairly reflect:
 - Te Puni Kōkiri's financial position as at 30 June 2009;
 - the results of its operations and cash flows for the year ended on that date;
 - its expenses and capital expenditure incurred against each appropriation administered by Te Puni Kōkiri and each class of outputs included in each output expense appropriation for the year ended 30 June 2009; and
 - its unappropriated expenses and capital expenditure for the year ended 30 June 2009.
- The schedules of non-departmental activities on pages 69 to 83 fairly reflect the assets, liabilities, revenues, expenses, contingencies, commitments and trust monies managed by Te Puni Kōkiri on behalf of the Crown for the year ended 30 June 2009.
- The statement of service performance of Te Puni Kōkiri on pages 14 to 40:
 - complies with generally accepted accounting practice in New Zealand; and
 - fairly reflects for each class of outputs:
 - its standards of delivery performance achieved, as compared with the forecast standards included in the statement of forecast service performance adopted at the start of the financial year; and
 - its actual revenue earned and output expenses incurred, as compared with the forecast revenues and output expenses included in the statement of forecast service performance adopted at the start of the financial year.

The audit was completed on 30 September 2009, and is the date at which our opinion is expressed as at that date.

The basis of our opinion is explained below. In addition, we outline the responsibilities of the Chief Executive and the Auditor, and explain our independence.

Basis of Opinion

We carried out the audit in accordance with the Auditor General's Auditing Standards, which incorporate the New Zealand Auditing Standards.

We planned and performed the audit to obtain all the information and explanations we considered necessary in order to obtain reasonable assurance that the financial statements and statement of service performance did not have material misstatements, whether caused by fraud or error.

Material misstatements are differences or omissions of amounts and disclosures that would affect a reader's overall understanding of the financial statements and statement of service performance. If we had found material misstatements that were not corrected, we would have referred to them in our opinion.

The audit involved performing procedures to test the information presented in the financial statements and statement of service performance. We assessed the results of those procedures in forming our opinion.

Audit procedures generally include:

- determining whether significant financial and management controls are working and can be relied on to produce complete and accurate data;
- verifying samples of transactions and account balances;
- performing analyses to identify anomalies in the reported data;
- reviewing significant estimates and judgements made by the Chief Executive;
- confirming year-end balances;
- determining whether accounting policies are appropriate and consistently applied; and
- determining whether all financial statement and statement of service performance disclosures are adequate.

We did not examine every transaction, nor do we guarantee complete accuracy of the financial statements and statement of service performance.

We evaluated the overall adequacy of the presentation of information in the financial statements and statement of service performance. We obtained all the information and explanations we required to support our opinion.

Responsibilities of the Chief Executive and the Auditor

The Chief Executive is responsible for preparing the financial statements and statement of service performance in accordance with generally accepted accounting practice in New Zealand.

The financial statements must fairly reflect the financial position of Te Puni Kōkiri as at 30 June 2009 and the results of its operations and cash flows for the year ended on that date.

The financial statements must also fairly reflect the expenses and capital expenditure incurred against each appropriation administered by Te Puni Kōkiri and each class of outputs included in each output expense appropriation for the year ended 30 June 2009. The financial statements must also fairly reflect Te Puni Kōkiri's unappropriated expenses and capital expenditure for the year ended on that date.

In addition, the Chief Executive is responsible for preparing schedules of non-departmental activities, in accordance with the Treasury Instructions 2008 that must fairly reflect the assets, liabilities, revenues, expenses, contingencies, commitments and trust monies managed by Te Puni Kōkiri on behalf of the Crown for the year ended 30 June 2009.



The statement of service performance must fairly reflect, for each class of outputs, Te Puni Kōkiri's standards of delivery performance achieved and revenue earned and expenses incurred, as compared with the forecast standards, revenue and expenses adopted at the start of the financial year.

The Chief Executive's responsibilities arise from sections 45A and 45B of the Public Finance Act 1989.

We are responsible for expressing an independent opinion on the financial statements and statement of service performance and reporting that opinion to you. This responsibility arises from section 15 of the Public Audit Act 2001 and section 45D(2) of the Public Finance Act 1989.

Independence

When carrying out the audit we followed the independence requirements of the Auditor General, which incorporate the independence requirements of the Institute of Chartered Accountants of New Zealand.

Other than the audit, we have no relationship with, or interests in, Te Puni Kōkiri.



Phil Kennerley
Audit New Zealand
On behalf of the Auditor General
Wellington, New Zealand



STATEMENT OF SERVICE
PERFORMANCE



STATEMENT OF SERVICE PERFORMANCE

FOR THE YEAR ENDED 30 JUNE 2009

14

INTRODUCTION

The Statement of Service Objectives for Te Puni Kōkiri is detailed in the Information Supporting the Estimates of Appropriations for the year ending 30 June 2009. This forms the output objectives for the year against which this service performance statement reports.

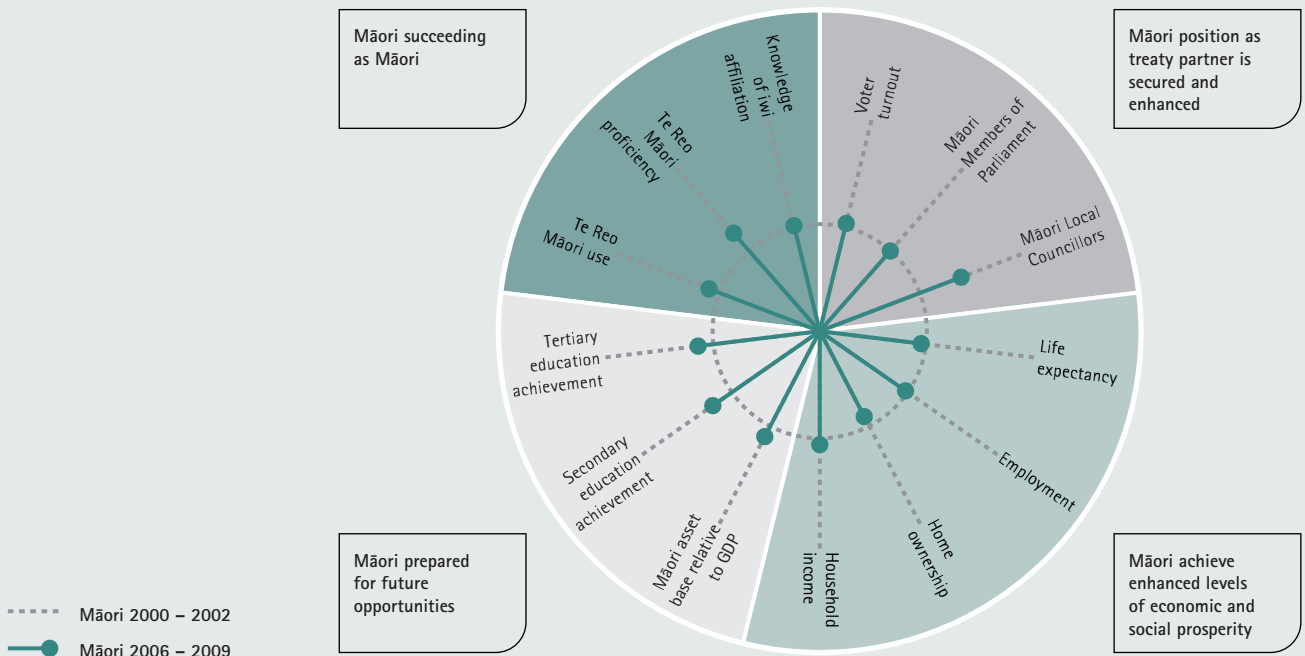
KEY OUTCOME INDICATORS – MĀORI PROGRESS SINCE 2000

The chart below shows key statistical findings on the progress of Māori and gives an overall

view of the general progress Māori have made across the selected indicators since the year 2000. The most recent indicator values for Māori (2006-09) are compared with historical values (2000-02) ¹.

The chart shows that Māori have made gains since 2000 across all the reported indicators, with the exception of home ownership.

The largest gains occurred in the areas of local government representation, secondary education, and tertiary education.



Note: The inner circle represents historic average outcomes for Māori for each indicator between 2000 and 2002, and the spokes represent the most recent average outcome between 2006 and 2009. Where a spoke falls outside the circle, the outcomes have improved since 2000-02. Where a spoke falls within the circle, outcomes have deteriorated since 2000-02.

¹ It is important to note that this analysis reflects comparisons based on data obtained at two points in time. It provides a simplistic trend analysis that reflects relative change rather than the absolute status of the indicators.

POLICY – SOCIAL AND CULTURAL

Scope of Appropriation:

Advice on policies and programmes that specifically impact on the social and cultural status of Māori people and resources.

Our Approach:

In 2008/09 Te Puni Kōkiri's priority was its work with social development and justice

sector agencies, and other agencies with an interest in strengthening the policy and operational environment to improve education, health, justice, housing and employment outcomes for Māori whānau.

A continued focus this year was to support the Whānau Language Development programme, which is now in its third successful year of operation.

OUTPUT PERFORMANCE MEASURES AND STANDARDS, 2008/09:

Performance Measures	Budget Standard	Actual Standard
Generic Measure: Policy advice will be in accordance with the Quality Assurance Handbook and the Cabinet Manual, and will receive at least a satisfactory assessment for each of the quality criteria in assessments of Ministerial satisfaction and annual independent assessment.	4 Ministerial assessments and one Independent assessment.	1 Ministerial assessment was completed by the Minister of Māori Affairs covering the period 1 January to 30 June 2009. One independent assessment was also completed and results are reported under Ministerial Servicing.
Generic Measure: Reporting deadlines agreed with the Minister will be met.	95%	A ministerial servicing timeline of 93.4% was achieved.
Specific Measures: Report to the Minister of Māori Affairs on the following key areas of work: <ul style="list-style-type: none"> • Government contributions towards enhancing the quality of life and experiences of Māori in at least one key outcome area. • Māori Language Strategy. • Māori Broadcasting and E-media Strategy. 	3 reports.	Achieved.



Specific Measures: Report to the Minister of Māori Affairs on the performance of Māori language and broadcasting agencies funded through Vote Māori Affairs.	4 reports per agency.	Achieved.
Specific Measure: Report to the Ministers of Māori Affairs and Finance on a review of the Māori Television Service Act 2003 by 30 June 2009.	1 review report.	Achieved.

SELECTED ACHIEVEMENTS:

Social Programmes

Support was provided to Mana Social Services restorative justice programme for 9-13 year olds who are at "high risk" of disengaging from the education system. This has assisted schools in the Rotorua area to promote positive engagement with students and their whānau to reduce the likelihood of students being suspended, stood down or excluded from school.

In 2008/09 we continued work on developments in industry and trades training. This included a number of investments in pilot projects and other models of trades training, to allow us to respond quickly to the priorities emanating from the Jobs Summit. We were also involved across government to support Māori into employment, particularly as part of inter-agency teams supporting the Prime Minister's Jobs Summit and responding to the development of a wide range of initiatives.

Māori Language Strategy

Te Puni Kōkiri provided to the Minister of Māori Affairs an Annual Report on the Implementation of the Māori Language Strategy (MLS) in 2008/09. The report highlighted several key initiatives that

Te Puni Kōkiri and other MLS agencies were undertaking, above and beyond the "business as usual" activities, and including, inter alia: implementation of the Whānau Language Development programme; development of a Māori language social marketing and research programme; the launch of a bilingual website celebrating the 28th Māori Battalion; and the publication of several research reports on the Health of the Māori Language in 2006. The Annual Report on the Implementation of the MLS also described progress on the joint review of the MLS by Te Puni Kōkiri and Te Taura Whiri i te Reo Māori.

Māori Broadcasting and E-Media Strategy

Te Puni Kōkiri provided advice to the Minister of Māori Affairs about the Māori Broadcasting and E-Media Strategy. It included information about: the management and use of Māori reserved radio frequencies; the review of licence agreements for iwi radio stations; consideration of the spectrum requirements for Māori broadcasting and e-media; the establishment of a Māori Broadcasting Infrastructure Forum; and research into the uptake of e-media devices among Māori. As part of this work, we provided the Minister with ownership advice about Te Māngai Pāho and the Māori Television Service (and Te Taura

Whiri). This advice indicated that the Māori language and broadcasting agencies in Vote: Māori Affairs were: focused on their core business; consistent in the delivery of their outputs; and financially sound.

Te Puni Kōkiri also facilitated the development and presentation of the Review of the Māori Television Service Act 2003 by an independent panel. The review report was tabled in Parliament in May 2009.

FINANCIAL PERFORMANCE

(figures are GST exclusive)

30/06/08 Actual \$000		30/06/09 Actual \$000	30/06/09 Supp Estimates \$000	30/06/09 Main Estimates \$000
6,907	Revenue Crown	9,007	8,505	6,508
434	Other Revenue	433	361	361
7,341	Total Revenue	9,440	8,866	6,869
6,997	Total Expenses	8,622	8,866	6,869
344	Net surplus/(deficit)	818	-	-



POLICY – ECONOMIC AND ENTERPRISE

Scope of Appropriation:

Advice on policies and programmes that specifically impact on the economic and enterprise status of Māori people and resources. It includes the provision of Māori business development services.

Our Approach:

Our particular priority was to ensure that assistance to Māori supported and maintained their economic wellbeing through the economic downturn. In addition, the Māori Business Facilitation Service provided advice and support for Māori businesses and organisations, by assisting with assessment, brokerage and business mentoring for new business entrepreneurs and existing businesses.

OUTPUT PERFORMANCE MEASURES AND STANDARDS, 2008/09:

Performance Measures	Budget Standard	Actual Standard
Generic Measure: Policy advice will be in accordance with the Quality Assurance Handbook and the Cabinet Manual, and will receive at least a satisfactory assessment for each of the quality criteria in assessments of Ministerial satisfaction and annual independent assessment.	4 Ministerial assessments and one Independent assessment.	1 Ministerial assessment was completed by the Minister of Māori Affairs covering the period 1 January to 30 June 2009. One independent assessment was also completed and results are reported under Ministerial Servicing.
Generic Measure: Reporting deadlines agreed with the Minister will be met.	95%	A ministerial servicing timeline of 93.4% was achieved.
Specific Measures: Report to the Minister of Māori Affairs on the following key areas of work: <ul style="list-style-type: none"> • Participation and success of Māori in the economy, in at least one key area. • Establishment of the performance and monitoring framework for the Māori Trustee and EEMED, subject to passing of legislation. 	3 reports.	Achieved.

Administer the Māori Business Facilitation Service.	400 engagements with Small and Medium Enterprises (SME's).	353 SME's/micro enterprises registered with the service.
Specific Measure: Provide support for the change management processes associated with establishing the Māori Trustee as a viable and independent stand-alone entity.	According to requirements of final legislation.	Achieved.

SELECTED ACHIEVEMENTS:

Development of Māori Land

A research programme on barriers to realising Māori landowners' aspirations was initiated in 2008/09. A work programme to determine the nature and extent of Māori aspirations for their land will be completed during 2009/10. As part of this work programme, Te Puni Kōkiri will be commissioning case studies describing the aspirations Māori have for their Māori land. They will attempt to show why or why not these aspirations are being achieved, and assess the extent to which they are being realised.

Valuation and Rating of Māori Land

Te Puni Kōkiri is also progressing a programme of work on the valuation and rating of Māori land. In 2008/2009 this involved consulting local authorities and Māori landowners and commissioning methodological and legal research on these issues.

Other Sectoral Work

Te Puni Kōkiri actively worked with lead agencies and Māori stakeholders on the review of aquaculture to look at potential economic opportunities for development. It included involvement in assessing proposals submitted to the Aquaculture Planning Fund. In addition, the Māori Affairs Select Committee requested that Te Puni Kōkiri provide it with an adviser

for the Committee hearings on the Māori Commercial Aquaculture Claims Settlement (Regional Agreements) Amendment Bill 2009.

MĀORI BUSINESS FACILITATION SERVICE

In 2008/09, the MBFS supported:

353 SMEs/micro-enterprises registering with the service, of which 170 were new to business or had been operating for less than six months, and 183 had been operating their existing businesses for more than six months. Outcomes included greater understanding and application of fundamental business and financial concepts; improved cash-flow management; and improved compliance.

394 referrals to other business assistance programmes to grow their businesses. Besides the provision of business advice, other forms of assistance included the use of business tools such as planning templates, related statistics for industry and regional research, and funding assistance. We referred 37 clients to Poutama Trust for possible investment assistance.

Two MBFS young entrepreneurs were invited to showcase products and share their business journey in the 2nd Yulkuum Jerrang Indigenous Economic Conference in Melbourne during May 2009. This has led to: collaboration with a Melbourne-based business to engage Māori rangatira in business, to work on developing



and setting up the infrastructure support for product designs; and increased awareness of and networks for Māori arts and crafts. Support was also provided for the development of a Māori business network for the creative sector, specifically focusing on opportunities in Auckland.

Advisory support was also provided in 2008/09 to a project to develop an investment framework and tools to assess the viability of wind farming, and to another project to develop a procedural framework for four land block owners.

In 2008/09 MBFS worked with the Ministry of Tourism to set up a Māori tourism mentoring programme to improve the quality of Māori cultural tourism operations and market share for international tourists.

MBFS clients (registered from January 2006 to December 2008) were surveyed to assess satisfaction and performance and solicit feedback to improve future service delivery. The results (from 36% of clients) showed that approximately 84% of clients were still trading, and around 92% assessed their experience with the business mentors as "extremely useful" to "useful", acknowledging their value and expertise.

The MBFS monitoring and evaluation activities are being strengthened to collect, analyse, and report better information on the outcomes and value of the service.

FINANCIAL PERFORMANCE

(figures are GST exclusive)

30/06/08 Actual \$000		30/06/09 Actual \$000	30/06/09 Supp Estimates \$000	30/06/09 Main Estimates \$000
13,652	Revenue Crown	12,524	12,305	13,561
28	Other Revenue	28	23	23
13,680	Total Revenue	12,552	12,328	13,584
12,837	Total Expenses	11,786	12,328	13,584
843	Net surplus/(deficit)	766	-	-

POLICY – CROWN MĀORI RELATIONSHIPS

Scope of Appropriation:

Advice on relationships between Māori people and the Crown. It includes Treaty policy issues, advice on the impact of legislation and running the Waka Umanga Secretariat.

Our Approach:

The emphasis has been to positively influence the engagement and understanding between Māori and the Crown by support in facilitating Treaty claims, providing advice on property rights with respect to natural resources, and developing and administering legislation related to Māori interests.

OUTPUT PERFORMANCE MEASURES AND STANDARDS, 2008/09:

Performance Measures	Budget Standard	Actual Standard
Generic Measure: Policy advice will be in accordance with the Quality Assurance Handbook and the Cabinet Manual, and will receive at least a satisfactory assessment for each of the quality criteria in assessments of Ministerial satisfaction and annual independent assessment.	4 Ministerial assessments and one Independent assessment.	1 Ministerial assessment was completed by the Minister of Māori Affairs covering the period 1 January to 30 June 2009. One independent assessment was also completed and results are reported under Ministerial Servicing.
Generic Measure: Reporting deadlines agreed with the Minister will be met.	95%	A ministerial servicing timeline of 93.4% was achieved.
Specific Measures: Report to the Minister of Māori Affairs on the following key areas of work: <ul style="list-style-type: none"> • The Ministry's contribution to facilitating Treaty of Waitangi settlements. • The Crown's progress in implementing the recommendations of the Waitangi Tribunal. • The Ministry's contribution to the consideration of issues associated with Māori property rights with respect to natural resources. 	4 reports.	Achieved.



- The Ministry's involvement in international fora associated with indigenous peoples, and the related rights and interests of Māori people.

Specific Measure: Provide advice on, and monitor, issues associated with the administration of Māori Affairs legislation, including supporting the progress of the Waka Umanga (Māori Corporations) Bill and the Māori Trustee and Māori Development Amendment Bill, and new Bills developed in the 2008/09 year.

Within timeframes required by parliamentary processes.

Achieved.

Report to the Minister of Māori Affairs on the establishment of the Waka Umanga (Māori Corporations) Secretariat.

1 report.

Achieved.

SELECTED ACHIEVEMENTS:

Treaty Settlements

Te Puni Kōkiri provided advice to the Minister of Māori Affairs about various aspects of Treaty of Waitangi settlements. This included mandate and representation advice relating to fourteen iwi. We also provided advice on related issues including the resolution of internal disputes and cross-claims between iwi. In addition, we provided advice on settlement ratification issues for eight iwi, and completed an annual report on the implementation of Waitangi Tribunal recommendations. This was tabled in Parliament in September 2008, in accordance with s.8 of the Treaty of Waitangi Act 1975.

Resource Management

Te Puni Kōkiri has been part of wider government efforts to ensure a greater level of

Māori involvement in resource management planning and decision-making processes during 2008/09.

The reform of the Resource Management Act 1991 (RMA) has been a priority area for Te Puni Kōkiri. Our focus has been to ensure that the objectives of Phase One of the reforms include simplifying and streamlining the RMA in a way that supports the role of Māori in resource development.

In 2008/09 we worked alongside lead agencies with iwi leaders and their advisers on water resource management and climate change issues.

International Activities

Te Puni Kōkiri participated in the New Zealand delegation to the United Nations Permanent Forum on Indigenous Issues. We also attended the CANZUS (Canada, Australia, New Zealand and United States) group meeting on

indigenous issues. In addition, Te Puni Kōkiri provided advice to Ministers and agencies about Māori interests and opportunities in the international context. This included advice on: indigenous language development, bio-prospecting, and trade opportunities.

Review of Māori Trustee

The long-standing review of the Māori Trustee

was concluded in 2008/09, with the passage of the Māori Trustee Amendment Act 2009. This sets up the Māori Trustee as a stand-alone organisation, and addresses the potential conflict in previous arrangements, where the Māori Trustee was an office conferred on a Te Puni Kōkiri employee.

FINANCIAL PERFORMANCE

(figures are GST exclusive)

30/06/08 Actual \$000		30/06/09 Actual \$000	30/06/09 Supp Estimates \$000	30/06/09 Main Estimates \$000
7,296	Revenue Crown	7,121	6,981	7,403
35	Other Revenue	35	29	29
7,331	Total Revenue	7,156	7,010	7,432
7,061	Total Expenses	6,571	7,010	7,432
270	Net surplus/(deficit)	585	-	-



RELATIONSHIPS AND INFORMATION

Strengthening relationships with Māori, with emphasis on brokerage, co-ordination and facilitation to assist Māori to achieve their economic, social and cultural aspirations.

Our Approach:

Our focus has been on the development of strategic and purposeful relationships to

assist us to be responsive to local needs and opportunities while also ensuring those responses align with government priorities. We also seek integrated responses to initiatives wherever possible, bringing together other agencies and parties to support Māori development.

OUTPUT PERFORMANCE MEASURES AND STANDARDS, 2008/09:

Performance Measures	Budget Standard	Actual Standard
Broker relationships between 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.	Report on 10 interagency relationships.	Achieved.
Facilitate relationships with and between Māori, and other stakeholders.	Report on 10 Strategic relationships between Māori and Regional/Local Councils.	Achieved.
Support community based opportunities strengthening Māori cultural practice.	Report on 10 initiatives that contribute to the development of Te Reo Māori Strategies for whānau/hapū/iwi.	Achieved.
Achieve a platform for inter-agency collaboration at the regional level.	Report on 20 initiatives that involve working collaboratively with other Government agencies.	Achieved.
Provide brokerage services between Māori and state sector agencies, local government, non-government organisations and the private sector.	Regular (at least quarterly) proactive reports on all Regional issues or activities prepared and referred to the Minister.	Achieved.

Grow and develop Māori leadership to enable effective relationships/engagements with Māori and local/regional government.	Report on 10 Strategic relationships between Māori and Regional/Local Councils.	
Support the transition of Māori youth into sustainable employment and education.	Report on 10 initiatives whose objectives align to the increased engagement in education and achievement of qualifications.	Achieved.

SELECTED ACHIEVEMENTS:

Digital Photography and Paper Conservation Workshops

Ka nui te pouri i te ngaro hoki o ngā taonga tuku iho a kuia mā koro mā.

After witnessing the loss of taonga, often destroyed as a result of fire on marae, Te Puni Kōkiri became concerned at the lack of knowledge about preservation and ongoing conservation of taonga. As a result, Te Puni Kōkiri met with Te Papa Tongarewa to develop a workshop that assists whānau and marae interested in learning how to preserve, store and archive taonga. With the assistance of experts from Te Papa, whānau were taught how to use their own cameras to take professional photos of whakaahua and taonga. Whānau were then taught about the storage of taonga and how to make your own "perfect fit" paper storage boxes for taonga.

The workshop was aimed at marae representatives and those skilled in photography within the rohe. These representatives were then encouraged to go back and work with their whānau and marae taonga and pass on their newly acquired skills to the wider community. Te Puni Kōkiri sees this workshop as a practical step to ensure that taonga are here for generations to come. Te Papa has since delivered this workshop

throughout the country with the support of Te Puni Kōkiri regional offices.

Takitimu Regional Māori Land Project

Te Puni Kōkiri, with the support of the Māori Trustee and the Māori Land Court, invested in a Takitimu Regional Māori Land Project in Hawke's Bay to assist Māori landowners to develop their land through assessing the needs of their whenua and then identifying opportunities for development. The long-term goals of the project are to: clearly identify Māori land blocks through mapping; have Māori land blocks managed in appropriate and sustainable structures with sound systems and governance; and put development plans in place for the blocks. Critical to the success of this project are the relationships developed with landowners and key stakeholders.

Repatriation of Tūpuna

Te Puni Kōkiri assisted Te Runanga A Rangitāne O Wairau Incorporated to repatriate tūpuna removed from the Wairau between 1938 and 1959 as part of a number of excavations conducted on the Wairau Bar Boulder Bank by archaeologists from Canterbury Museum. This project required the development of memoranda of understanding between various museums, universities and rangitāne; consultative hui with a number of agencies, organisations and iwi; and



development and coordination of cultural protocols. Repatriation of tūpuna kōiwi was completed in April 2009.

Papakāinga Development

A guide providing whānau with step by step instructions to develop housing was launched in 2008/09. The Papakāinga Development Guide has been a collaborative effort between Te Puni Kōkiri, Te Kooti Whenua Māori (the Māori Land Court) and the Hastings District Council. The guide is a response to Māori whānau in the Takitimu region who want to develop papakāinga on ancestral lands. A reference group of whānau who had completed papakāinga projects and those who wanted to develop papakāinga were essential contributors to the guide. We are proud to have had input into the guide which, with its innovative use of Māori metaphors and proverbs, strongly connects with its desired audience. Producing the guide has also strengthened relationships between the three involved agencies and led to the upskilling of key workers from those agencies which deal with papakāinga applications.

Central North Island Forests Treaty Settlement

Te Puni Kōkiri supported the establishment of post-settlement governance entities for iwi involved in the Central North Island Forests Treaty Settlement. The settlement related to historical claims on nine Crown forests in the North Island.

Tauira Kaitiaki Taiao

Together with the Department of Conservation, Te Puni Kōkiri developed a trainee ranger programme, named Tauira Kaitiaki Taiao (TKT), which was tailored specifically for Māori. In consultation with iwi, fifteen Māori cadets were selected to participate in the 21-month TKT cadetship programme from February 2009

to October 2010. Five cadets will be based in each of the Northland, Bay of Plenty and Tongariro/Taupo conservancies.

Strengthening Management and Governance

The Strengthening Management and Governance Programme (SMG) is a Te Puni Kōkiri initiative which aims to develop strong and effective governance and management capacity and capability within Māori organisations that are contracted to deliver government services. The SMG programme enables organisations to critically assess their strengths and weaknesses in order to achieve organisational goals by implementing appropriate strategies. In 2008/09, nine organisations were supported by the SMG programme.

Infrastructure Industries

In 2006 the Waikato Te Puni Kōkiri Regional Office invested in a regional pilot programme with InfraTrain. The project sought to increase the number of Māori moving to higher level qualifications in infrastructure industries. Current statistics show that at least 60% of employees in the civil infrastructure industry are Māori who have no formal qualifications. This project created opportunities for Māori with extensive experience in the industry to achieve the necessary qualifications to move into more senior roles. In December 2008 two Māori cadets from Downer EDI received a scholarship towards their training costs. The project included the development of a Māori recruitment strategy. The strategy was launched in July 2009, and its success will be reported on in due course.

FINANCIAL PERFORMANCE

(figures are GST exclusive)

30/06/08 Actual \$000		30/06/09 Actual \$000	30/06/09 Supp Estimates \$000	30/06/09 Main Estimates \$000
8,665	Revenue Crown	9,320	9,134	8,798
48	Other Revenue	48	40	40
8,713	Total Revenue	9,368	9,174	8,838
8,569	Total Expenses	8,732	9,174	8,838
144	Net surplus/(deficit)	636	-	-



OPERATIONS MANAGEMENT

Scope of Appropriation:

Services that support Māori development through the design, delivery, and management of community investment programmes.

Our Approach:

The Relationships and Information Wāhanga has responsibility for managing the Te Puni Kōkiri Investment Programme. This entails strategic management to ensure investments align with the key outputs identified in this document; which in turn align with the key outcomes sought by Te Puni Kōkiri.

OUTPUT PERFORMANCE MEASURES AND STANDARDS, 2008/09:

Performance Measures	Budget Standard	Actual Standard
<p>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) Specific investment focus on:</p> <ul style="list-style-type: none"> • Rangatahi, • Cultural success, and • Māori economic success. 	<p>All investment proposals meet the evaluation criteria prescribed in the operations manual.</p>	<p>Achieved.</p>
<p>Manage the delivery of the Kaitataki-a-Rohe programme to provide for community workers.</p>	<p>A minimum of 30 Māori Development worker investment projects are put in place.</p>	<p>31 KaR projects in place at 30 June 2009.</p>
<p>Manage the delivery of the Special Housing Action Zones (SHAZ) programme to provide for capacity building support.</p>	<p>All investment proposals meet the criteria prescribed in the SHAZ programme guidelines.</p>	<p>12 projects were undertaken that met the criteria.</p>
<p>Manage the Kapohia Nga Rawa programme to place key workers into Māori communities to ensure informed decision-making as it relates to the acceleration of development and leveraging opportunities.</p>	<p>A minimum of 20 development workers and mentors are appointed to assist communities to access information and support them in its use.</p>	<p>20 fixed-term and a further 20 "contract for Service" workers and mentors were engaged.</p>

Māori Wardens Programme - establish a nationwide training framework for Māori Wardens.	Completed by 30 June 2009.	Achieved.
Māori Wardens Programme - undertake Māori Warden training (across 3 course types).	480 attend courses.	511 Māori wardens participated in the implemented training framework.
Māori Wardens Programme - appoint and train Regional Co-ordinators.	8	11 fully trained regional co-ordinators were employed.

SELECTED ACHIEVEMENTS:

Investment Management

During 2008/09, Te Puni Kōkiri supported 482 projects, totalling \$22.4 million, through the Mātauranga, Rawa and Whakamana NDOE appropriations. Delivery of investments was made primarily through Te Puni Kōkiri's network of regional offices and utilised our strong relationships with Māori communities, in which funding assistance becomes an extension of wider community based facilitation and brokerage activities. The projects identified under Relationships Et Information, and elsewhere in this report, are a reflection of this work.

Rangatahi: Te Puni Kōkiri invested over \$2.7 million on projects designed to promote personal and professional success by rangatahi. Investments included trade training and career development initiatives, support services for youth and mentoring projects designed to foster leadership skills.

Cultural success: Te Puni Kōkiri invested over \$2.9 million on projects which promoted the expression of Māori culture and cultural heritage. Investments covered a wide range of community events and include Manu Kōrero speech competitions, regional and national

Kapa Haka events, including Te Matatini, and regional Matariki celebrations.

Māori economic success: Te Puni Kōkiri invested over \$4.9 million on projects designed to foster business and economic development for Māori. Investments have enabled the development of regional economic development strategies, business networks and business feasibility studies.

NDOE investments met the performance standards required by government to ensure efficient delivery of Te Puni Kōkiri funding and probity in its use.

Māori Wardens

This year at Waitangi, crowds of around 55,000 people arrived over four days. The call went out to Māori wardens around the motu. Francis Mahanga was responsible for coordinating the 80+ Māori wardens who arrived. She had prepared a number of organisation plans allocating jobs and responsibilities. These were posted in the marquee where the Māori wardens slept and rested over the course of the celebrations. "We have three shifts on rotation, all eight hours long and we are all just used to getting in there and doing the mahi." In the 15 years that Francis has worked at Waitangi, she has



seen a lot of changes. The type of crowds has changed from an unhappy, protesting group, to a day that is whanau orientated. "Our only concern now seems to be the numbers and looking after our people, doing road patrol, crowd control and safety, and the main powhiri." The Māori wardens have been

fortunate that they have not had too many incidents in recent years as people are much more relaxed. "People used to stay away from Waitangi because of the tension, now you can't get a car park anywhere – you have to walk from Paihia!"

FINANCIAL PERFORMANCE

(figures are GST exclusive)

30/06/08 Actual \$000		30/06/09 Actual \$000	30/06/09 Supp Estimates \$000	30/06/09 Main Estimates \$000
16,929	Revenue Crown	18,530	18,188	18,135
65	Other Revenue	91	52	52
16,994	Total Revenue	18,621	18,240	18,187
15,965	Total Expenses	16,625	18,240	18,187
1,029	Net surplus/(deficit)	1,996	-	-

MINISTERIAL ECONOMIC TASKFORCE

Scope of Appropriation:

This appropriation is limited to the direct costs associated with running the Ministerial Economic Taskforce for the Minister of Maori Affairs.

OUTPUT PERFORMANCE MEASURES AND STANDARDS, 2008/09:

Performance Measures	Budget Standard	Actual Standard
Provide support for the Minister of Māori Affairs Economic Taskforce.	Level of support provided is to the satisfaction of the Minister.	Achieved.
Meetings of the Taskforce.	5 meetings.	Achieved.
Advice provided by the Taskforce to the Minister on key issues and opportunities for Maori in the economy.	Advice provided on 5 key issues.	Achieved.

SELECTED ACHIEVEMENTS:

Māori Economic Workshop

On 28 January 2009 the Minister of Māori Affairs convened a Māori Economic Workshop to bring leaders and thinkers together to devise responses to the economic downturn in our communities. Te Puni Kōkiri supplied statistics and other information on Māori in the economy to support discussions. The workshop heralded the setting up of the Māori Economic Taskforce.

Māori Economic Taskforce

On 18 March 2009, the Minister of Māori Affairs announced the appointment of a Māori Economic Taskforce to progress responses to the economic downturn. The taskforce comprises the following Māori leaders: Mark Solomon, Ngahiwi Tomoana, Bentham Ohia, Daphne Luke, John Tamihere, June McCabe and Rob McLeod. Leith Comer, Chief Executive of Te Puni Kōkiri, and Hon Georgina te Heuheu, Associate Minister of Māori Affairs, are also members. Te Puni Kōkiri is providing secretarial support for the taskforce as well as information to inform the development of their work programme.



FINANCIAL PERFORMANCE

(figures are GST exclusive)

30/06/08 Actual \$000		30/06/09 Actual \$000	30/06/09 Supp Estimates \$000	30/06/09 Main Estimates \$000
-	Revenue Crown	203	200	-
-	Other Revenue	-	-	0
-	Total Revenue	203	200	-
-	Total Expenses	111	200	-
-	Net surplus/(deficit)	92	-	-

EEMED ESTABLISHMENT

Scope of Appropriation:

To establish the Entity for Enhancing Māori Economic Development including related transitional costs.

OUTPUT PERFORMANCE MEASURES AND STANDARDS, 2008/09:

Performance Measures	Budget Standard	Actual Standard
<p>Oversee the establishment of a new entity to enhance Māori economic development including:</p> <ul style="list-style-type: none"> • development of a draft Investment Strategy. • appointment of an Investment Board. 	by 30 June 2009.	EEMED establishment did not proceed.
<p>Provide advice to the Minister of Māori Affairs on issues and Government interests in a new entity to enhance Māori economic development.</p>	To Ministers satisfaction.	Not applicable.

The associated funding to establish EEMED was returned as savings during the Budget 2009 process.



SERVICES TO THE MĀORI TRUSTEE

Scope of Appropriation:

Provision of full office services to the Māori Trustee.

OUTPUT PERFORMANCE MEASURES AND STANDARDS, 2008/09:

Performance Measures	Budget Standard	Actual Standard
Services provided as agreed between the Chief Executive of Te Puni Kōkiri and the Māori Trustee.	To the satisfaction of the Chief Executive of Te Puni Kōkiri and the Māori Trustee.	Achieved.
Formulation of a Purchase Agreement between the Minister of Māori Affairs on behalf of the Crown and the Māori Trustee.	by 30 September 2009.	Purchase Agreement has been drafted and is on track to be completed by 30 September 2009.
Agreed performance measures/standards devised and included in the Purchase Agreement.	by 30 September 2009.	Purchase Agreement has been drafted and is on track to be completed by 30 September 2009.

FINANCIAL PERFORMANCE

(figures are GST exclusive)

30/06/08 Actual \$000		30/06/09 Actual \$000	30/06/09 Supp Estimates \$000	30/06/09 Main Estimates \$000
6,345	Revenue Crown	9,373	9,186	9,562
48	Other Revenue	48	40	40
6,393	Total Revenue	9,421	9,226	9,602
6,101	Total Expenses	8,817	9,226	9,602
292	Net surplus/(deficit)	604	-	-

MONITORING

Part of Te Puni Kōkiri's role, enabled through the Ministry of Māori Development Act 1991, is to monitor and liaise with each government department and agency that provides services to or for Māori. During 2008/09, Te Puni Kōkiri embedded into its monitoring role a dual approach that aims to:

- build and make available an evidence base, through research and statistical monitoring, to understand the wider state sector's effectiveness for Māori; and
- focus the wider state sector on improving its effectiveness for Māori.

Te Puni Kōkiri's monitoring and liaison role spans multiple output expenses. Of note, Te Puni Kōkiri completed work on the following:

Statistical Programme

Statistical analysis is a key tool used to monitor trends in outcomes for Māori. Significant projects in 2008/09 contributed to the statistical publishing programme. Three fact sheets were published: on Māori personal income 2003–2008, Māori health/hauora Māori, and Māori and early childhood.

Regional statistical reports based on the 2006 Census were also produced for use by our regional staff. Along with other statistical research these provided a strong evidence base for the development of our policy advice.

Quarterly briefings on the Household Labour Force Survey provided the Minister of Māori Affairs with advice on Māori employment trends during 2008/09. Ongoing work was carried out with key agencies, including Statistics New Zealand, to improve the collection, definition and interpretation of ethnicity statistics across various collections of official statistics. This included close involvement in the development of the Māori social survey.

Research Programme

Through research, Te Puni Kōkiri is adding to the evidence base about what works for Māori at the national and local levels in particular priority areas. In 2008/09 this included research on:

- critical transition points for rangatahi in education, from early childhood through to tertiary education, in both mainstream and Māori medium education; and
- profiling regional investments through case study research.

Taitamariki Potential

Te Puni Kōkiri is producing outcomes-focused reviews which assess the state sector's effectiveness in achieving outcomes for Māori in priority policy areas. Te Puni Kōkiri began a review of services that assist Māori youth to progress from secondary to tertiary education. The review is designed to provide transparency to the state sector's efforts in this priority area for the Government. It will also provide information and tools (such as good practice findings) to help agencies improve their effectiveness. A draft scoping report was completed in consultation with the relevant agencies (the Ministry of Education, Tertiary Education Commission, Careers Services and the Ministry of Social Development). Te Puni Kōkiri compiled results data on the relevant programmes, and will supplement this evidence with its own fieldwork. The target completion date for the report is 30 June 2010.

Adult Literacy and Numeracy

Te Puni Kōkiri completed the penultimate draft of a review of the state sector's contribution to improving literacy and numeracy for the Māori workforce. The report, which covers eight agencies, includes a statistical analysis, a review of government strategies, a stocktake of initiatives and four in-depth case studies. Te Puni Kōkiri is seeking external agency feedback before finalising the report.



MINISTERIAL SERVICING PERFORMANCE

The performance measure set in the Information Supporting the Estimates was to:

- provide responses on time in 95% or more cases; and
- achieve a ministerial satisfaction rating of "good", "very good", or "excellent" in the survey of ministerial satisfaction.

Te Puni Kōkiri processed 1490 official documents in 2008/09 and achieved a ministerial servicing timeline across all output classes of 93.4%. This result compares favourably with last year and also shows a slight improvement in processing requests under the Official Information Act.

Outputs	Delivery Timeframe Target	Derelivery Timeframe Actual	Derelivery Timeframe Actual
		2008/09	2007/08
Responses to Ministerial correspondence	Within one month	93.9%	94%
Parliamentary questions	Within 4 working days	100%	95%
Briefings	Individually agreed	94.1%	95%
Speech notes	Individually agreed	93.8%	97%
Official Information Act requests	Within 20 working days	80.5%	79%
Ombudsman complaints	Within 20 working days	100%	100%
Reports to the Māori Affairs Committee	Individually agreed	100%	100%

Quality Assurance

The Te Puni Kōkiri approach to quality is to ensure our written and oral policy advice is of a consistent standard which meets the expectations of the Minister of Māori Affairs.

When asked how he would rate the quality of the policy advice he received from Te Puni Kōkiri, the Minister replied that it was between good and very good. This advice was in addition to the regular meetings between the Chief Executive and his officials and the Minister of

Māori Affairs throughout the year, where oral feedback was obtained and detailed discussions on issues or priorities occurred.

In addition, an independent expert in public sector policy assessed the completion and referral of high quality policy advice (as defined by the quality characteristics). The assessment was based on the quality of criteria outlined in the Te Puni Kōkiri Quality Assurance Handbook. The assessed papers were chosen at random or for their potential significance.

The independent reviewer rated the quality of policy advice on a scale of 1 to 6, where 1 = poor, 2 = adequate, 3 = satisfactory, 4 = good, 5 = very good, and 6 = excellent. The results are reported below:

Assessment Criteria	Score 2008/09	Score 2007/09
Purpose	6.00	4.12
Logic	5.00	3.75
Accuracy	5.33	4.25
Options	5.00	3.33
Consultation	4.33	5.00
Practicality	5.66	3.75
Presentation	5.16	3.75
Average	5.21	4.10



ORGANISATIONAL HEALTH AND CAPABILITY

The priorities for the development of our organisational health are set out in the key strategic documents of the People Capability Strategy, and the Evaluation Strategy.

The People Capability Strategy to 2010 is aimed at attracting, developing and retaining a sustainable supply of highly skilled people. Significant achievements during the year include the fall in staff turnover from a high of 26% in 2005 to 11.5% by June 2009. This exceeds the target of 15 percent.

Activities in 2008/09 included:

- Supporting the preparation of the Māori Trustee to become a stand-alone entity, including transfer of Te Puni Kōkiri staff into the new entity;
- Refinement of our electronic induction process (e-induction) and changes to our recruitment advertising processes, with a greater emphasis on web-based recruitment and a decrease in more expensive print media advertising; and
- A staff engagement survey.

LEADERSHIP DEVELOPMENT

Te Puni Kōkiri is committed to developing our leadership, both for today and for the future. Our ongoing commitment to state sector-focused leadership development allows us also to strengthen networking and cross-agency collaboration. In particular we focus on developing our leadership through the Australia and New Zealand School of Government and the Leadership Development Centre. During the 2008/09 year our staff were involved in one ANZSOG programme (Executive Master in Public Administration), and

four LDC programmes (Public Sector Advanced Leadership, Leadership in Practice, Maranga Tira, and Foundations for Leadership).

EVALUATIONS

An evaluation of the Strengthening Governance and Management (SMG) programme was completed in August 2008. Findings were positive on the overall performance of the programme and its outcomes for Māori organisations, particularly in their governance and management functions, where it:

- successfully increased the capacity and capability of organisations' governance boards. It was also apparent that ongoing work is required in the governance area to address issues such as board member turnover and how to improve board members' skills and capabilities;
- improved the strategic focus of organisations, helped clarify the distinction between governance and management, and increased board confidence and overall performance; and
- played a key role in improving organisations' management processes and systems. The SMG programme identified areas of weakness and provided support and guidance to address shortcomings.

Two other evaluations were substantially completed (investments in culture and investments in economic development within the Māori Potential Fund) with results expected to be finalised in October 2009.

DEVELOPMENT GOALS FOR THE STATE SERVICES

In 2008/09, Te Puni Kōkiri contributed to the goals set for the state services as follows:

Become an Employer of Choice

The People Capability Strategy to 2010 identified recruitment and retention of experienced staff as a key focus for Te Puni Kōkiri. (See under Organisational Capability for information on achievements.)

Provide Networked State Services

Examples of joint and networked activities are described in a number of places throughout this report.

Demonstrate Value for Money

As part of the line by line review in Budget 2009 Te Puni Kōkiri identified areas for one-off savings in 2008/09. It also undertook to do a more in-depth review of areas for savings that are now reflected as performance improvement actions in 2009/10.

Deliver Coordinated State Agencies

As is demonstrated throughout this report Te Puni Kōkiri coordinated activities with a wide range of state agencies during the year, especially in the areas of resource management, social development, and justice, where progress is being made in areas of concern.

Provide Accessible State Services

Te Puni Kōkiri maintains a key role, particularly in the regions, in linking Māori communities and organisations with other agencies and

services. Instrumental to our ability to carry out this role effectively are:

- Networks with Māori and other partners;
- The proportion of staff who have an understanding of Māori aspirations and can build positive relationships with Māori individuals and groups; and
- The public's perception that Te Puni Kōkiri provides a single point of contact for people interested in issues, opportunities and/or information related to Māori.

Engender Trust in State Services

The following factors enable Te Puni Kōkiri to instil, in people outside the Ministry, confidence in our people, systems and processes:

- Managing conflicts of interest policy;
- Internal audit function.

Additionally, a partnership for quality agreement with the Public Service Association allows for an active relationship based on recognition of a common interest to develop a modern, innovative public service that is highly successful for citizens and for the people who work in the public service. Ensuring success relies on the genuine engagement of Government, public service employers and the Public Service Association.



REPORT ON EQUAL EMPLOYMENT OPPORTUNITIES

The Te Puni Kōkiri People Strategy recognises that it is people who embody our organisation's potential. The strategy provides a six year road map that identifies targets that will ensure Te Puni Kōkiri has the people with the capabilities it requires. Te Puni Kōkiri recognises that to achieve our vision of a fully inclusive society we must ensure there is no barrier to individuals achieving their full potential.

In the 2007/08 year, Te Puni Kōkiri completed a pay and employment equity review (PaEE). The subsequent management implementation plan provides a timeline over the next three years for actions to be taken. This will form the core of the equal employment opportunities programme over that time.

Actions already completed in 2008/09 include staff workshops on creating positive work places and increasing transparency in remuneration processes and remuneration decisions. As a result of our focus on gender equity we have increased our gender pay ratio from 84.7% at the time of our PaEE to 88%.