



He kōrero whakamārama mō te Minita Whanaketanga Māori

Briefing to the Incoming Minister for Māori Development
Whiringa-ā-rangi 2020



Summary

This document has been developed to give you an overview of the Māori Development Portfolio including the Ministerial role and responsibilities and the activities of Te Puni Kōkiri. A number of opportunities for the next three years and beyond are identified, and an overview of the decisions you will be required to make over the next 100 days. It describes how Te Puni Kōkiri intends to deliver on its objectives that will result in meaningful contributions to Māori development.

Mauria Te Pono

This waiata, regarded as an anthem for the Ministry of Māori Development, was composed by Piri (Bill) Prentice in 2004. It was created as part of a “Strengthening Te Reo and Tikanga” capability project for Te Puni Kōkiri staff.

Mauria Te Pono

Te Puni Kōkiri
Mauria te pono
Pumau te kaupapa
Te whānau oranga
Hei manahia
i te tangata
Te iwi Māori e

Ko te aroha
Manaaki tāngata
Kia tū kotahi e
Te Rangimārie
Te Puni Kōkiri
A...hi!

*As people moving forward
Deliver the truth
Holdfast to the philosophy of thriving whānau
Embrace all Māori people*

*With love and care for all mankind
Stand united in peace
As people moving forward.*

Cover image: Becky Komene (right) with and two of her moko Nathan and Alizae outside their Taumarunui home with Whānau Ora navigators Maree Tutaki and Mariku Cribb from the Taumarunui Community Kōkiri Trust. The Trust supported the whānau with critical repairs to their whare, funded by Te Puni Kōkiri through the Housing Repairs Programme. Photographed by Te Rawhitiroa Bosch.

Rārangi Take

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Foreword

Tēnā koe e te Minita – He mihi maioha i tō whakatūranga.

Kāore anō tātou kia rongō i tēnei āhuatanga, ā, ko ngā piki me ngā heke o te ōhanga me ngā take pāpori nā te KOWHEORI-19 e pā tonu ana ki a Aotearoa Niu Tīreni huri noa me te ao whānui. Kāore i te ōrite te hōrapa o KOWHEORI-19 ki ngā whenua, ki ngā taupori, ā, ka piki kē atu pea ngā taumahatanga o nāianeī o te Māori e pā ana ki te tōkeketanga o te āheinga me te putanga. Kāore i kō atu, i kō mai te hiahia o te Māori kia aro atu te Kāwanatanga ki te oranga me te whai i ngā rautaki auaha, mahi tahi hoki me te Māori.

Hei Minita Whanaketanga Māori, ko tō haepapa matua ko te ārahi i te Kāwanatanga ki te hiki i te oranga o te ahurea, o te pāpori, o te taiao, o te ōhanga hoki o ngā iwi, o ngā hapū, o ngā whānau, o ngā Māori. He tūhonotanga hoki ki ngā kaupapa o Whanaketanga Māori, o Te Arawhiti, o Whānau Ora e āhei ai te mahi tahi ki ō hoa Minita ki te whakatairanga i te aronga ki te whakawhanaketanga Māori huri noa i te kāwanatanga. Tāria te wā kia kōrero tahi tāua mō ēnei take.

Ko Te Puni Kōkiri te kaiarataki matua o te Kāwanatanga mō te oranga me te whanaketanga o te Māori. Ko tā mātou aronga nui ko 'Thriving Whānau' i te mea e whakaponono ana mātou ka tōnui ai te whānau, waihoki, ka pērā ai tō rātou hapori, hapū, iwi me Aotearoa katoa. Hei whai atu i tēnei aronga nui, he reo rautaki Māori tō mātou mō te oranga huri i te kāwanatanga, he whakangao i ngā mahi auaha a te iwi, a te hapū, a te whānau, ā, ka mātai, ka wero hoki i ētehi atu umanga ki te hiki i ngā painga mō te Māori.

Ko te āhua o tā mātou kōkiri i ā mātou kaupapa te ngako o tā mātou e whai atu ai. Ko mātou te takawaenga i waenga i te Karauna me ngā whānau, hapū, iwi mō te oranga o te Māori, ā, ko ā mātou kaupapa here, whakaaweawe hoki e kapo ana i ngā wheako o ngā whānau me ngā anga kaupapa Māori.

I te roanga o tērā tau, kua haerea tētehi haerenga kia tū a Te Puni Kōkiri kia māia tōna kawewe mō te Māori. Kua oti i ā mātou te papa te tahi kia whakapakari i te hautūtanga whāiti, i te mana whakahaere, i te pūrongorongoro raukaha, i te waihanga me te whakatinanatanga o tētehi whakahaere hou, i te tautoko me te whakahoki i tō mātou arotake Performance Improvement Framework. Kua tautuhia, kua tīmataria hoki ngā mahi whiriwhiri i ngā wāhanga matua hei kuhu ki te whakahaere hou me te whakatutuki i ā mātou mahi. I ā mātou e kuhu ana i ēnei tikanga hei te tau nei, ka tika ake te tū rangatira a Te Puni Kōkiri ki te tautoko ake i ā koe hei Minita Whanaketanga Māori.

E whakaponono ana au koinei te wā kia ārahi mā te whakatauiria atu a Te Puni Kōkiri me te whakarahi i te reo o ngā whānau Māori huri noa i te rāngai tūmatanui. Mā tā mātou whakahaere hei umanga hou, ngāwari, auaha hoki ka eke a Te Puni Kōkiri ki te tāpae atu ki te whāinga o te Kāwanatanga hei Rāngai Tūmatanui whakarata e tutuki ake ai ngā hua pai mō te Māori. Tāria ana e mātou te mahi ki ā koe, ki te tautoko hoki i ā koe ki te whakatutuki i ngā whakaarotau o te Kāwanatanga ki te hiki i te oranga o te Māori.

Nā reira, he pō kua moe, ao ake anō ana, kei te hurahura te ata.



Tēnā koe e te Minita – Congratulations on your appointment.

We find ourselves in unprecedented times, and the economic and social upheaval due to COVID-19 continues to affect communities across Aotearoa New Zealand and around the world. The impacts of COVID-19 are not equally distributed across geographies and populations and will potentially amplify or exacerbate the existing challenges experienced by Māori, including with respect to equity of both access and outcome. Now more than ever, Māori need Government's focus on wellbeing, and pursuing innovative and collaborative strategies in partnership with Māori.

As Minister for Māori Development, you are responsible for leading the Government to lift the cultural, social, environmental, and economic wellbeing of iwi, hapū, whānau and Māori. There are also many connections between the portfolios of Māori Development, Crown-Māori Relations and Whānau Ora which will present opportunities to collaborate with your ministerial colleagues and advocate for a focus on Māori development across government. I look forward to discussing these with you further.

Te Puni Kōkiri is the Government's principal policy advisor on Māori wellbeing and development. Our vision is Thriving Whānau and we believe that when whānau thrive, so do their communities, hapū, iwi and all of Aotearoa New Zealand. In pursuit of this vision, we provide a strategic Māori voice on wellbeing across government, invest in innovation at an iwi, hapū and whānau level, and monitor and challenge other agencies to deliver better results for Māori.

The way in which we deliver our kaupapa is integral to what we seek to achieve. We are the principal connector between the Crown and whānau, hapū and iwi on Māori wellbeing, and our policy leadership and influence are grounded in the lived experience of whānau, and kaupapa Māori frameworks.

Over the past year we have embarked on a journey to position Te Puni Kōkiri for strategic

impact for Māori. We have completed several foundational initiatives focussing on strengthening our executive leadership, governance, and accountability capabilities, designing and implementing a new operating model, and supporting and responding to our Performance Improvement Framework review. We have identified and commenced work toward a range of focus areas to effectively embed our new operating model and to help us achieve our purpose. As we embed these practices over the coming year, we will strategically position Te Puni Kōkiri to be better able to support you as the Minister for Māori Development.

I believe that this is the time for Te Puni Kōkiri to lead by example and amplify the voice of whānau Māori across the public sector. By organising ourselves as a modern, agile, and innovative agency Te Puni Kōkiri is well positioned to contribute to the Government's goal of a more responsive Public Service that achieves greater outcomes for Māori. We look forward to working closely with you and supporting you to meet the Government's priorities to lift the wellbeing of Māori.

Nā reira, he pō kua moe, ao ake anō ana, kei te hurahura te ata. A night has been slept, comes the dawn, the morning is unfolding.



Nāku nā David Tokohau Samuels
(nō Waikato-Tainui me Te Whakatōhea)
Te Tumu Whakarae mō Te Puni Kōkiri

David Tokohau Samuels
(Waikato-Tainui, Te Whakatōhea)
Te Tumu Whakarae mō Te Puni Kōkiri
Secretary for Māori Development



Section 1

The Operating Environment

This Briefing to the Incoming Minister has been drafted in the wake of the immediate COVID-19 pandemic response. This is a time of significant socio-economic upheaval for Aotearoa New Zealand.

1.1 Covid-19 and Māori Economic Resilience

COVID-19 will have unique economic impacts for Māori

The economic impact of COVID-19 will have major implications for future generations of Māori. Employment data is already showing a disproportionate impact on Māori, which will flow on to education, housing, and wider wellbeing impacts.

Māori have demonstrated great leadership in the community response to COVID-19. The success of iwi and Māori organisations in supporting whānau during this time supplemented the Government response and assisted to mitigate the immediate impacts of lockdown. Increasingly there will be a need to support Māori led responses to address the complex and complicated medium and longer term social and economic challenges.

In addition, the health measures required to combat COVID-19 have impacted Māori cultural and social norms. Restrictions under different Alert levels changed practices and protocols at marae and tangihanga. The longer-term impacts of these changes on the intergenerational transfer of knowledge will need to be monitored.

What we know about the impact for Māori, based on current statistics

Analysis commissioned by Te Puni Kōkiri in April 2020 found that COVID-19 will most severely affect industries in which Māori are over-represented in the labour force, such as accommodation and food services, retail trade, manufacturing, and construction. The Māori unemployment forecast till February 2021 released by Te Puni Kōkiri in July indicates that Māori unemployment could reach 70,000, up from approximately 35,000 pre-COVID. For comparison, this forecast estimates that peak Māori unemployment could reach 20%.¹ This compares to 15% at the peak of the GFC. Further detail of this analysis can be provided to you in early discussions with Te Puni Kōkiri.

Over the last year, the number of Māori on the Jobseeker-Work Ready benefit has risen from a pre-COVID level of approximately 8% to just short of 55,000, approximately 16% (see chart one on the following page).

We also note that the June Household Labour Force Survey (HLFS) shows 12,000 Māori left the labour force altogether during the quarter. As these people were not actively seeking work, they were not included in unemployment numbers in the June HLFS, but many are likely to emerge in the September HLFS as unemployed.

1 Te Puni Kōkiri Publication: Economic Impact of COVID-19 (July 2020)



In addition, some Māori who have recently lost their jobs will have gone on to receive a Sole Parent Benefit or other 'non-work related' benefit.

The Treasury's projections in the Pre-election Economic and Fiscal update 2020 suggest that unemployment rates will likely not peak until the March 2022 quarter. Given the trajectory to date, this means the forecast unemployment rate of 20% may eventuate.

Workers in the worst affected industries may also experience a wage penalty as a result of separation from the labour market, with the average wage for Māori re-employed (\$36,000) being much less than the wage earned previously (\$43,000).²

What we know about the impact for Māori, based on previous shocks

There is substantial uncertainty about both the depth and the duration of the downturn and the strength of the recovery, however we know from previous economic downturns (such as the 2008 Global Financial Crisis) that economic indicators (e.g. employment and wages) for Māori take longer to recover than for non-Māori (see chart two on opposite page).

The chart on opposite page is an illustration of research that finds that where non-Māori might expect to bounce back relatively quickly – called a 'V'-shaped recession – Māori are anticipated to follow more of a 'U' shape with longer and more pronounced impacts. This is already being realised by the quick recovery of the stock market, and NZ European unemployment, indicated by the numbers of people leaving the Jobseeker benefit beginning to improve.

Bringing the recovery rate for Māori up to the level of the wider economy not only means working with the relevant agencies to provide greater job matching and training opportunities,

it also means increasing the number of Māori in industries and vocations more resilient to the current and future impacts of COVID-19. To do this more Māori are needed in higher skilled, higher wage jobs; more pathways for rangatahi in education and training; and greater Māori labour force participation across a wider range of industries.

The current and future impact of the COVID-19 pandemic on the Māori economy and workforce has confirmed the Treasury's suggestion that COVID-19 will exacerbate the inequalities already experienced by many socio-economically disadvantaged groups, including Māori.³

For multiple reasons, COVID-19 uniquely impacts Māori. In addition to the acute economic impacts, Māori must be alert to the additional risks they experience in terms of the COVID-19 health crisis. Māori experience disproportionately poorer health compared to the rest of the population, and are highly concentrated in communities where there are potentially higher risks of resurgence. These risks include high numbers of essential workers and those supporting the managed isolation, quarantine and port operations, as well as higher numbers of Māori in more remote locations with less access to health services and testing.

Pre-COVID-19 disparities create a risk that the economic consequences will be far more wide-reaching. Māori are over-represented in key indicators of poor wellbeing; particularly housing (home ownership rates for Māori are much lower – at 28% compared with 57% for Europeans, and Māori are 5 times more likely to be homeless)⁴, educational attainment⁵, and mental health⁶ which are critical protective factors for general wellbeing and resilience to economic shocks.

2 Being displaced from the workforce for a year can reduce wages up to 26%. Once employed, this affect decreases over time, but it can take six years for the wage 'penalty' to disappear. Over the next year, real wages could fall 16 – 19% from their initial pre-COVID-19 levels in those industries with high Māori participation. The reduction in wages will be most significant in those industries with already lower wage rates, creating further medium-term economic stress for whānau.

3 *He Kāhui Waiora: Living Standards Framework and He Ara Waiora COVID-19: Impacts on Wellbeing.*

4 *Te Maihi o Te Whare Māori: Māori and Iwi Housing Innovation (MAIHI) Framework*, Ministry of Housing and Urban Development.

5 *Education Awa: Education Outcomes for Māori*. BERL, 2019.

6 The prevalence of mental distress among Māori is almost 50% higher than among non-Māori, *He Ara Oranga: the report of the Government Inquiry into Mental Health and Addiction*, 2018.



Chart 1: Māori on Jobseeker Work Ready Benefit over time

Source: Ministry of Social Development.

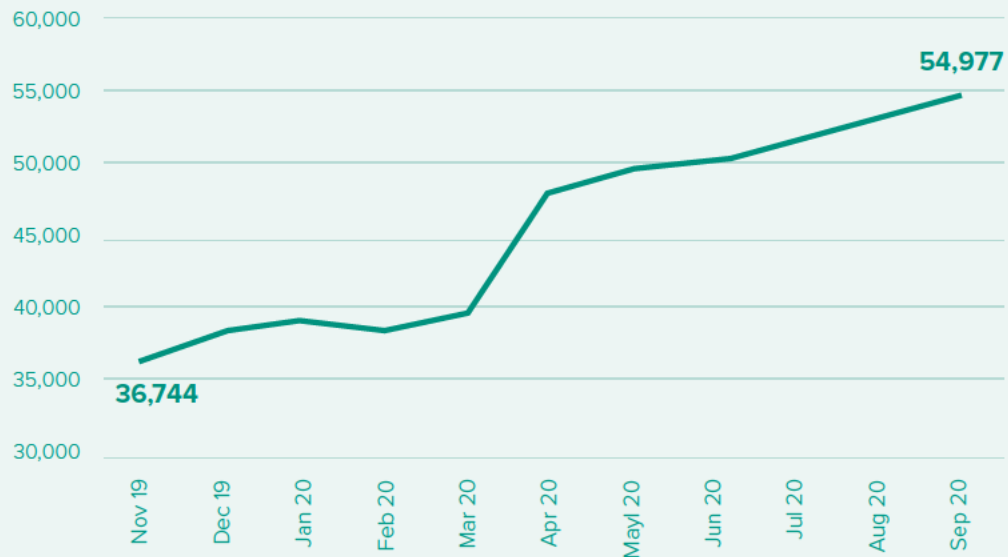
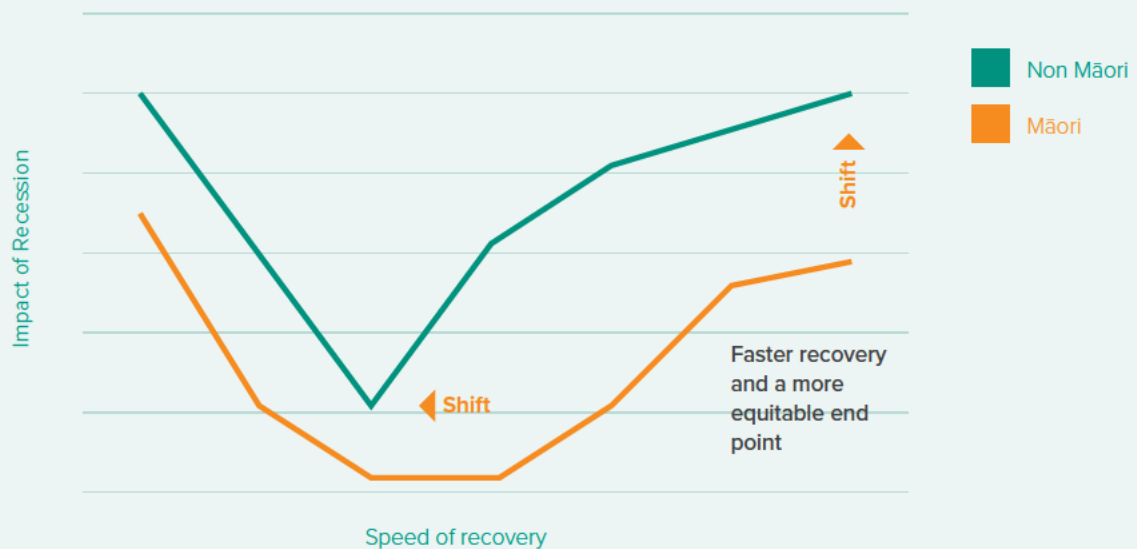


Chart 2: COVID-19 Recession Recovery Rate of Māori and Non-Māori

This chart is a visualisation only based on research regarding recovery paths following a recession.



The very real risks that COVID-19 presents have the ability to impact inter-generationally and leave Māori unable to weather future economic shocks, such as the impact on low skilled jobs due to automation and artificial intelligence, from climate change, natural disasters, and global instability. The response to these risks, must be considerable and targeted to avoid long-lasting impact on whānau Māori.

Building Māori resilience in the response to COVID-19- the Māori Economic Resilience Strategy and Māori Wellbeing

Te Puni Kōkiri has developed a Māori Economic Resilience Strategy to help reposition Aotearoa New Zealand for recovery from COVID-19, and to improve the resilience of Māori against future economic shocks.

Resilience is the ability of whānau and households to absorb, bounce back from, or adapt to disruption without compromising their long-term wellbeing. If wellbeing is our quality of life, then resilience is how secure that quality of life is.

This approach aligns with He Kāhui Waiora: Living Standards Framework and He Ara Waiora released by the Treasury released in July 2020.⁷ These noted the need to rebuild community resilience to weather current shocks, and the ongoing risk of future shocks, to communities noted in paragraph 14. The Māori Economic Resilience Strategy reflects what is understood about the domains of wellbeing and how these interact and manifest in Te Ao Māori.

The Māori Economic Resilience Strategy draws its whakapapa back to He Kai Kei Aku Ringa, the Māori Economic Development Strategy 2012, and has the support of the Māori Economic Development Advisory Board (MEDAB). The Māori Economic Resilience Strategy focuses not only on enabling Māori to recover and thrive post COVID-19 but also on building a more sustainable, resilient and inclusive economy for Māori.

The work programme underpinning the Māori Economic Resilience Strategy has three primary workstreams:

- Developing the data, analytics and qualitative evidence approach that will ensure the public sector properly identifies and effectively responds to the right issues for Māori recovery and resilience.
- Working with other agencies on priority policy and programme design that will deliver the required impact for Māori, against the three identified pou; Skills & Workforce, Community Resilience & Infrastructure, Enterprise.
- Monitoring a set of indicators to track Māori Economic Resilience, including capturing the baseline and working with the appropriate agencies to design the indicator where an appropriate one does not currently exist.

Te Puni Kōkiri has worked with public sector agencies to develop the Māori Economic Resilience Strategy

Initial engagement with public sector agencies, through the Economic Chief Executives, Education, Employment and Training Chief Executives, and the Social Wellbeing Board, and key Māori stakeholders across a range of affected sectors, has yielded strong support for the approach, and the leadership role Te Puni Kōkiri has volunteered to play.

The three pou of the Māori Economic Resilience Strategy work programme recommend effort on the following activities and policy areas:

- Skills and Workforce
 - Working to target interventions specifically to the growing cohort of unemployed Māori. The Ministry of Social Development and Te Puni Kōkiri are working on a joint analytics programme to understand this cohort better.
 - Targeting training programmes and vocational education to support re-employment and transition to higher skilled roles.

⁷ He Kāhui Waiora: Living Standards Framework and He Ara Waiora - COVID-19: Impacts on Wellbeing, Treasury Discussion paper 20/02, July 2020



- Community Resilience and Infrastructure
 - Feedback suggests that housing affordability and availability remains a key concern for Māori. This may be exacerbated by income loss due to COVID.
 - The need for digital connectedness has been apparent throughout COVID-19. Improving access to digital technology for low-income whānau Māori and rural and remote Māori communities is a critical part of building resilience and access to social supports, education, and employment opportunities.
- Enterprise
 - Focus on key areas to grow Māori business.
 - Work with agencies to advance aspiring Māori exporters and ensure a pipeline of support for Māori businesses.
 - Work with the Ministry for Primary Industry to support the Māori Primary sector forum, Māori Agribusiness, New Zealanders in Jobs Work programme.
 - Progress Social Procurement and work to improve the Māori small to medium enterprises support ecosystem.

There are very real risks that entrenched and intergenerational inequities will worsen as a result of COVID-19. There are, however, key differences between the present Māori economy and that of the 1980s and 1990s and later the GFC in the late 2000s. In 2020, the iwi Māori economy is healthy and somewhat more diversified than twenty years ago. Post-Settlement Governance Entities have more mature governance and management; are heavily invested in New Zealand regions; and are both agile and willing to lead, or partner with the Crown, on initiatives and strategies.

While Māori businesses are still largely concentrated in the primary sector, this offers some opportunities. While significant impacts have been felt in some export sectors, the New Zealand 'brand' has strengthened which may provide differential and lucrative support to primary sector exports.

These opportunities and strengths will be taken into account as the Māori Economic Resilience Strategy is refined with your feedback.

Te Puni Kōkiri will be monitoring the response to COVID-19 and impacts on Māori

A key aspect of the Māori Economic Resilience Strategy, and a component of the broader responsibilities of Te Puni Kōkiri to monitor public sector performance for Māori wellbeing, will be the monitoring of indicators aligned to the three pou (Skills & Workforce, Community Resilience & Infrastructure, and Enterprise).

Analyses of pandemic plans around the world has highlighted that while they discuss the importance of developing targeted approaches for various population groupings, and monitoring their rights, needs, interests and vulnerabilities, this is rarely done in reality⁸.

To adequately respond to this from a monitoring perspective, we propose that:

- there be ongoing analysis of impacts on, and equity for Māori
- there be specific indicators that align with a Māori worldview
- specific issues be monitored in more detail based on analysis of priorities for Māori.

⁸ *Planning for and responding to pandemic influenza emergencies: it's time to listen to, prioritize and privilege Aboriginal perspectives*, Kristy Crooks (2018)
Discourses of disease, discourses of disadvantage: A critical analysis of National Pandemic Influenza Preparedness Plans, Joshua P. Garoon, Patrick S. Duggan (2008)
Planning for an Influenza Pandemic: Social Justice and Disadvantaged Groups, Lore Usher-Pines, Patrick S. Duggan, Joshua P. Garoon, Ruth A. Karron, Ruth R. Faden (2007). This group includes chief executives of the Ministry of Business, Innovation and Employment, Ministry of Education, Ministry for the Environment, the Tertiary Education Commission and is chaired by the chief executive of the Ministry of Social Development.



The indicators at the bottom of the page, which have been the subject of consultation across agencies, will initially be used for monitoring the effectiveness of the Māori Economic Resilience Strategy.

1.2 Proposed strategic priorities

The scope of the Māori Development portfolio across the wider mandate of the Government can be wide. Therefore to achieve the most important and sustainable improvements for Māori, Te Puni Kōkiri has suggested following strategic priorities for discussion with you (below). This is our suggested approach to ensure we focus on the right results aligned with your priorities:

- *Māori Economic Resilience* – the investment to recover from COVID-19 also builds a more sustainable, resilient, and inclusive Māori economy.
- *Te Ao Māori* – the collective and individual rights and interests of Māori as whānau are recognised, protected, supported, and invested in.

- *Equitable and effective government performance for Māori* – improved outcomes for Māori across key areas of government investment.

These strategic priorities are explained in more detail in Section 3. We will engage with you to ensure the priorities are consistent with the Government's intentions for Te Puni Kōkiri and reflect the priorities you have for the Ministry.

Te Puni Kōkiri will also update He Takunetanga Rautaki 2018-2022, the Statement of Strategic Intentions document. This will provide the necessary alignment between what we are now focussed on, and our accountability and reporting requirements to the Government. The updated Statement of Strategic Intentions will be ready to be presented to the House of Representatives in early 2021, subject to your agreement. It will reflect the new direction for Te Puni Kōkiri, as set out in the 2019 Cabinet paper, and the new Government priorities as directed by you.

Skills & Workforce	Community Resilience & Infrastructure	Enterprise
<ul style="list-style-type: none"> • Employment rate of Māori (overall as well as rangatahi, wāhine, and rural) • Number of Māori training and apprenticeships participation and completion rates • Real wage growth • Job satisfaction rates • Household net worth and diversity of income • Educational attainment and equity (<i>education equity indicator is yet to be developed by Stats NZ</i>) 	<ul style="list-style-type: none"> • Home ownership rates among Māori • Average level of financial savings • Rate of income inequality • Family wellbeing - general social survey statistics • Access to essential infrastructure, such as safe drinking water • Contact with familywhānau and friends (<i>indicator yet to be developed by Stats NZ</i>) 	<ul style="list-style-type: none"> • The number of Māori enterprises with 3+ employees • Māori enterprise business growth • Māori business representation across industry sectors • Asset base of Māori enterprises • Māori enterprises R&D investment • The number of Māori enterprises exporting goods and services overseas



Section 2

The Māori Development Portfolio

2.1 Te Puni Kōkiri – who we are and what we do

2.1.1 What we do

In response to the 2019 Cabinet paper *Positioning Te Puni Kōkiri for Strategic Impact*, we have undertaken significant work to re-design our operating model and embed new ways of working. This has included reaffirming and clarifying the role of Te Puni Kōkiri as the Government's principal policy advisor on Māori wellbeing and development.

Particular responsibilities of the Ministry of Maori Development as set out in the Ministry of Māori Development Act 1991 Section 5:

- (1) The responsibilities of the Ministry of Maori Development include—
 - (a) promoting increases in the levels of achievement attained by Maori with respect to—
 - (i) education:
 - (ii) training and employment:
 - (iii) health:
 - (iv) economic resource development:
 - (b) monitoring, and liaising with, each department and agency that provides or has a responsibility to provide services to or for Maori for the purpose of ensuring the adequacy of those services.

As the Minister for Māori Development you also have specific statutory obligations and powers under a wide variety of Acts of Parliament. You are also responsible for the Crown Entities and Statutory Entities under the Māori Development portfolio which are listed in Appendix 1.

Officials can provide you with more detailed information on this as you require.

A critical and primary function the Ministry has is to assist you in other areas of Cabinet and parliamentary business:

- Te Puni Kōkiri advises you on policy proposals that have significant implications for Māori wellbeing.
- Te Puni Kōkiri develops legislative vehicles for you to address matters that have statutory implications, supporting you with proposals and through all the necessary stages.
- Te Puni Kōkiri provides support for you to meet your parliamentary accountabilities, including drafting answers to written and oral questions.

It is useful to hold regular meetings with you, where we can brief you in person to supplement written briefings sent to your Office. We will work with your Office to set up regular meetings and other meetings that may be required to progress specific issues.



2.1.2 Who we are

Our Executive Leadership Team is made up of the Secretary for Māori Development, the Chief of Staff, and four Deputy Secretaries across four puni:

- **Te Puni Whakahaere Tikanga**
(Strategy, Governance and Public Sector Performance)
- **Te Puni Tautoko Whakahaere**
(Organisational Support)
- **Te Puni Rangapū ā-Rohe me Whakahaere**
(Regional Partnerships and Operations)
- **Te Puni Kaupapa Here**
(Policy Partnerships).

The key contact for each of these puni is set out below:

Dave Samuels

Te Tumu Whakarae mō Te Puni Kōkiri
Secretary for Māori Development

Mobile: 9(2)(a)

Email: samud@tpk.govt.nz

Steve Sutton

Hautū Turuki, Te Tari o Te Tumu Whakarae
Chief of Staff, Office of the Secretary for
Māori Development

Mobile: 9(2)(a)

Email: sutts@tpk.govt.nz

Hamiora Bowkett

Hautū, Te Puni Whakahaere Tikanga
Deputy Secretary, Strategy, Governance
and Public Sector Performance

Mobile: 9(2)(a)

Email: bowkh@tpk.govt.nz

Fiona McBeath

Hautū, Te Puni Tautoko Whakahaere
Deputy Secretary, Organisational Support

Mobile: 9(2)(a)

Email: mcbef@tpk.govt.nz

Paula Rawiri

Hautū, Te Puni Rangapū-ā-Rohe me
Whakahaere
Deputy Secretary, Regional Partnerships
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Geoff Short

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Our regional structure has each region led by a Regional Director. These regions are Te Tai Tokerau, Tāmaki Makaurau, Waikato-Waiariki, Ikaroa-Rāwhiti, Te Tai Hauāuru and Te Waipounamu.

The locations of each of our offices in these regions are listed below. We look forward to engaging with you on how our regional network can best support you.

Our regional structure

Te Tai Tokerau offices

Kaitiaki
Whangārei

Waikato Waiariki offices

Hamilton
Rotorua
Tauranga
Whakatane

Te Tai Hauāuru offices

Taranaki
Taumarunui
Whanganui
Te Upoko o Te Ika – Porirua
Nelson

Tāmaki Makaurau offices

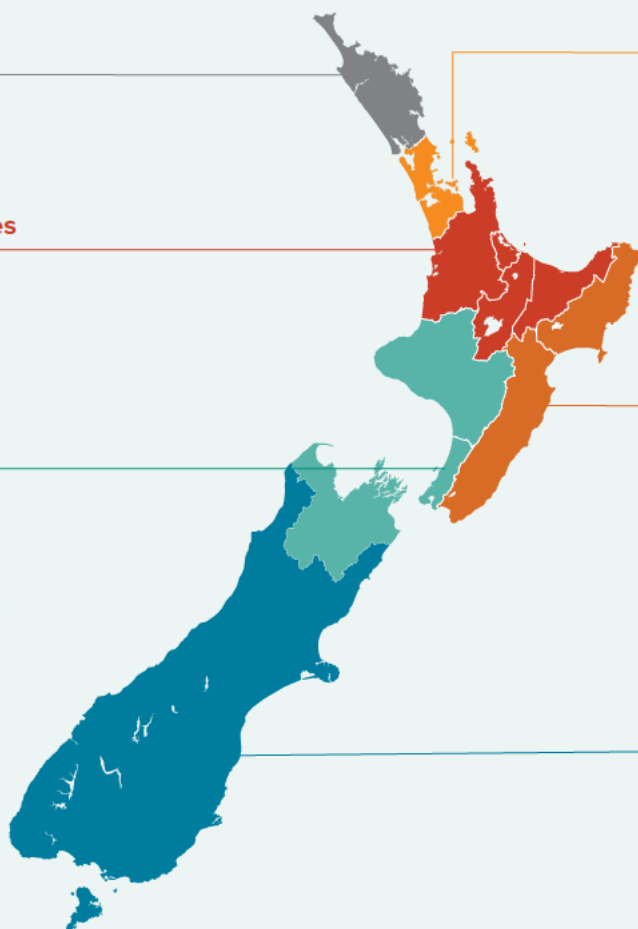
Auckland

Ikaroa Rāwhiti offices

Gisborne
Hastings

Te Waipounamu offices

Christchurch
Dunedin
Invercargill



Section 3

Key Opportunities for 2020-2023

3.1 Positioning Te Puni Kōkiri for strategic impact

Te Puni Kōkiri has been strengthening its organisation to deliver on the intentions of the *Positioning Te Puni Kōkiri for Strategic Impact* paper which was considered by Cabinet in 2019. This work is near completion and involved re-designing the organisation's operating model, embedding new ways of working, and growing our capabilities and capacity.

We have recently reviewed our organisational strategy and our strategic priorities to identify how Te Puni Kōkiri can make the greatest impact for achieving Māori wellbeing now and in the coming term of government.

3.2 Our Purpose

Our role focusses on our functional responsibilities. For Te Puni Kōkiri this means that we perform our role by being the Government's principal policy advisor on Māori wellbeing and development. Our purpose is different, in that it articulates the 'why' rather than the 'what'. Our purpose provides the underpinning motivation for every member of Te Puni Kōkiri and speaks to our vision of Thriving Whānau.

The purpose that we have recently identified is: *Drawing strength from our past to build an Aotearoa New Zealand where whānau can all stand, thrive, and belong.*

We believe this purpose acknowledges the journey that brought us here, the whakapapa of Te Puni Kōkiri as an organisation and Māori as a people and sets out why we exist now. The role of Te Puni Kōkiri will not be complete, until all whānau Māori can stand, thrive, and belong.

3.3 Suggested Strategic Priorities

Our proposed strategic priorities respect the legislative roles we are required to deliver while also recognising the unprecedented challenges facing Aotearoa generally, and Māori specifically, right now. While Te Puni Kōkiri has many functions that must and will continue to be discharged, we believe our strategic priorities need to explicitly address the opportunities and risks arising out of the COVID-19 pandemic and the implications for Māori.

As discussed earlier in this document we have suggested these Strategic Priorities as they provide a means by which the focus of the portfolio can 'hone in' on the achievement of what matters most. We will work with you to ensure these priorities align with the Government's priorities for Te Puni Kōkiri and with your priorities as the Minister for Māori Development.

The suggested strategic priorities are:

- *Māori Economic Resilience* – the investment to recover from COVID-19 also builds a more sustainable, resilient and inclusive Māori economy.
- *Te Ao Māori* – the collective and individual rights and interests of Māori as tāngata whenua are recognised, protected, supported and invested in.
- *Equitable and effective government performance for Māori* – improved outcomes for Māori across key areas of government investment.

These priorities if you agree with them will provide a focus for our resources and investment.



They will also play a role in guiding our kaimahi toward a shared set of recognisable objectives. Determining new outcome measures to track performance will be a key element of the process to update the Statement of Strategic Intentions.

The sections below provide you with further detail on what we are thinking in terms of looking ahead to a work programme to be agreed with you.

3.3.1 Māori Economic Resilience

Te Puni Kōkiri is currently progressing a Māori Economic Resilience Strategy to shape priority actions across the public sector's COVID-19 response, which will specifically target the impacts experienced by Māori, as discussed in Section 1.

This a broad kaupapa, and Te Puni Kōkiri is committed to effective engagement with agencies, backed by data and analytics, alongside an understanding of the needs of our communities. Our immediate focus is on lifting Māori employment outcomes.

This is due to research about the likelihood of long-term benefit dependency increasing the longer someone is detached from the labour market. Furthermore, the longer an individual is disconnected from the labour market, the greater the 'wage penalty' is – i.e. lower wages when they re-enter the workforce, even in the same role. This also reflects well known evidence that detachment from the labour market also leads to a deterioration in a range of other outcomes.

Te Puni Kōkiri proposes progressing this mahi through the Education, Employment & Training Chief Executives group.⁹ The key areas of discussion regard how we can support Māori to get back into work, and how we can support more Māori to get into more high skilled jobs in the right industries. This will need to be progressed with a view toward the future shifts in the labour market, such as artificial intelligence and automation, and the transition to a zero-carbon economy.

We will also maintain a strong focus on lifting the performance, scale and number of Māori enterprises. There are opportunities to work with New Zealand Trade and Enterprise and the Ministry

of Foreign Affairs to lift Māori export opportunities; with the Ministry for Primary Industries across a wide range of kaupapa, and with the Ministry of Business, Innovation and Employment.

Our most recent work in this area utilised administrative data from across government to ascertain the number of Māori businesses, what sectors they are operating in, where they are based, and how well they are performing. This is an example of how our growing data and analytics capability will empower Te Puni Kōkiri to lead in our understanding of Māori wellbeing, and provide unique insights and advice across the Government system (and direct to Māori organisations where applicable) to more effectively target intervention and investment.

In addition, Te Puni Kōkiri is working closely with the Ministry of Housing and Urban Development to identify and continue to focus on matters impacting on Māori housing. We will be working with MHUD and other officials to progress this work.

3.3.2 Supporting Te Ao Māori

Te Puni Kōkiri has a role to play to ensure the collective and individual rights of Māori as whānau are recognised, protected, supported and invested in. This strategic priority recognises that we can assist the Government's response to the priorities arising in Te Ao Māori, whether that be iwi-led, social, cultural, environmental or otherwise. Our Te Ao Māori priority is about fulfilling our role as the principal policy advisor to the Government on Māori wellbeing and development.

We suggest two areas that sit within this priority might include Te Whare o te Reo Mauri Ora to support the growth of healthy and vibrant Māori language and culture; and Te Pae Tawhiti – leading the whole of Government work between Crown and Māori to give effect to Ko Aotearoa Tēnei report by the Waitangi Tribunal, and the WAI 262 claim. WAI 262 was lodged in 1991 and covers mātauranga Māori, whakairo, wāhi tapu, biodiversity, genetics, Māori symbols and designs and their use and development. Officials are available to brief you on these matters as you require.

⁹ This group includes chief executives of the Ministry of Business, Innovation and Employment, Ministry of Education, Ministry for the Environment, the Tertiary Education Commission and is chaired by the chief executive of the Ministry of Social Development.



3.3.3 Equitable and effective government performance for Māori

This suggested strategic priority recognises that Te Puni Kōkiri has a legislated monitoring function under the Ministry of Māori Development Act 1991: “monitoring and liaising with each department or agency that provides or has responsibility to provide services to or for Māori for the purpose of ensuring the adequacy of those services.” This function involves Te Puni Kōkiri identifying appropriate areas for evaluating the work of other public sector agencies in delivering effectively for Māori.

Since 2019, we have refined our approach to this function and it remains a strategic priority for Te Puni Kōkiri due to the opportunity it presents for meaningful improvements to Māori wellbeing, through influencing the performance of the public sector. This increased monitoring of government delivery for Māori will help to ensure you are equipped to identify where and how to direct public sector efforts to increase Māori wellbeing. There is an opportunity to scale up our monitoring work programme and our ability to do so depends on budget decisions. We look forward to discussing this opportunity with you further.

Looking ahead, we also are working on a Māori Wellbeing Report to monitor the public sector system, based on key indicators developed by Māori experts alongside our public sector monitoring team. This report and the indicators used will be refined over time.

Our approach to this strategic priority also involves developing policy positions based on data and analysis about Māori wellbeing now and into the future. Our intentions are to embed these

insights and response strategies into our long-term goals and also to help focus the strategic intentions of other key government agencies in their work with and for Māori. The most effective ways for Government to positively impact Māori wellbeing, is through the various policy levers and delivery models which the public sector system uses.

Te Puni Kōkiri also has a key responsibility to lead policy development and design for the wider public service on the roles and obligations agencies have to Māori as citizens and Māori as whānau. The first deliverable in this kaupapa will be a macro policy framework for use across the public sector.

The final aspect of this priority is Te Puni Kōkiri continuing to grow the influence of whānau centred policy approaches and grow the impact of Whānau Ora into our communities. This includes the successful implementation of Ngā Tini Whetu referred to earlier in this document. Additionally with the impacts of Covid-19, the ongoing development of a new Whānau Ora strategy, the strategic repositioning of Te Puni Kōkiri and reform across the health and social sector there is an opportunity to review the kaitiaki arrangements that best support the delivery of the Whānau Ora kaupapa. Officials are available to discuss this further with yourself and the Minister for Whānau Ora.

We look forward to further defining and developing this priority with you to understand how Te Puni Kōkiri can most effectively support you, the Government and wider public service in achieving meaningful and sustainable improvements in Māori wellbeing.



Section 4

Decisions required in the first 100 days

Over the next 100 days, we will engage with you early on your priorities and work programme. During that time, we will also seek your feedback and decision on a wide range of work including legislation in the house, upcoming appointments, policy decisions related to current programmes and Budget 2021. The major items already identified are listed below.

4.1 Cabinet decisions required

You have a small number of reports to Cabinet over the next few months that will need to be completed. The following programmes will require policy decisions during your first 100 days as Minister. following programmes will require policy decisions during your first 100 days as Minister.

Kaupapa	Description	Milestone
Te Aute Endowment Lands	Report on funding sources and appropriate mechanisms to progress with any ex-gratia payment	November 2020
Social Procurement	Report on progress with implementing social procurement that focuses on growing Māori enterprise and employment	December 2020

4.2 Legislation in the House

Te Puni Kōkiri administers and is responsible for several legislation. You have no current legislation before Parliament. You may want to consider whether a Māori Purposes Bill (an omnibus Bill to make amendments to legislation you administer) is necessary.



4.3 Appointments

The Minister for Māori Development is charged with several specific statutory responsibilities and obligations under a wide variety of Acts. These may require the Minister to make appointments or recommendations regarding appointments (to boards or statutory bodies). The following appointments and recommendations will arise within your first 100 days.

Kaupapa	Description	Milestone
Māori Land Court Judges	Appointment process for two new judges and shortlist preferred candidates underway.	Appointments required by early 2021
Waitangi Tribunal members	Select candidates for appointment, consult with Cabinet, and make recommendations to the Governor General.	As soon as possible in early 2021
Poutama Trust appointments	Shortlist preferred candidates and appoint Trustees.	Appointments required by early 2021
Manaaki Tāonga Trust appointments	Shortlist preferred candidates and appoint Trustees. This is a set of appointments you make with the Minister for Arts, Culture and Heritage.	Appointments required by early 2021
Māori Wardens	Sign appointment letters.	Monthly
Hauraki Gulf Marine Park Act 2000	Minister of Conservation appoints in consultation with Minister of Fisheries and yourself – you have a representative on this Board (Martin Mariassouce acting RD for Tāmaki Makaurau)	Appointment term is determined by the appointee
Māori Television Service	Shortlist preferred candidates and appoint a member.	Appointment required early 2021



4.4 Events of Significance

The Minister for Māori Development will be attending the Waitangi Day and Rātana celebrations. The following events will arise within your first 100 days.

Kaupapa	Description	Milestone
Rātana Celebrations	The 148th birthday celebrations for Tahupōtiki Wiremu Rātana (the Rātana celebration). This event is attended annually by a government delegation including Ministers.	January 2021
Waitangi Day	Your attendance at Waitangi provides opportunity to draw attention to the significance of your achievements and initiatives that align with this Government's priorities. This information is intended to assist you to foster interest from iwi, hapū and whānau to participate.	6 February 2021

4.5 Upcoming Accountability Documents

Kaupapa	Description	Milestone
Budget 2021	Development of an overall budget strategy and individual proposals for the Māori Development portfolio.	November 2020-March 2021
Statement of Strategic Intentions	Te Puni Kōkiri plans to prepare its next Strategic Intentions document in early 2021 covering a four-year period from 2021 to 2025. We look forward to working with you on the new Strategic Intentions covering the changes arising from the COVID-19 pandemic, its impact on the Māori population and the consequent shifts in future Government priorities.	February/March 2021
Annual Report/Minister's Report	Reports provided to Parliament on the achievements of Te Puni Kōkiri for 2019/20 against departmental and non-departmental funding.	November/December 2020
Māori Affairs Select Committee – Annual Review	Appearance of the Chief Executive before the Māori Affairs Select Committee.	February/March 2021



Section 5

Appendices



5.1 Appendix 1: Crown Entities and statutory entities

As Minister for Māori Development you have responsibilities for two Crown Entities. The Crown has a controlling interest in these organisations, but the organisations run their operations at arm's length from the Crown and are legally separate.

You also have statutory responsibilities for and key relationships with three other Statutory Entities. These are each established under their own legislation and are independent from the Crown.

As Minister, your primary role is to oversee and manage the Crown's interests in or statutory responsibility for these entities, particularly in relation to performance and governance. Your responsibilities include:

- ensuring an effective Board is in place
- participating in the setting of an entity's strategic direction where applicable
- reviewing entity performance in regard to respective accountability documents
- managing and effectively responding to organisational risks
- tabling key accountability documents before the House of Representatives.

5.1.1 Crown Entities

Entity	Role	Board Chair
Te Taura Whiri i te Reo Māori	<p>Take steps to give effect to the status of Māori as an official language of New Zealand.</p> <p>Promote the Māori language as a living language and as an ordinary means of communication.</p> <p>Take the lead in co-ordinating the implementation of the Maihi Karauna strategy.</p> <p>Consider and report to the Minister on matters relating to the Māori language.</p> <p>Grant certificates of proficiency in te reo Māori.</p>	<p>Dr Rawinia Higgins Chairperson</p> <p>9(2)(a)</p>
Te Māngai Pāho	<p>Allocate funding to iwi radio stations for operations and to produce at least 520 hours of new Māori language content per annum.</p> <p>Allocate funding directly to the Māori Television Service to produce in-house programmes and the acquisition of local and overseas programmes.</p> <p>Manage contestable funding to produce independently made Māori language programmes for television and radio, including music CDs and special broadcast events.</p>	<p>Dr Eruera Tarena Chairperson</p> <p>9(2)(a)</p>



5.1.2 Statutory Entities

You also have statutory responsibilities for and key relationships with three other Statutory Entities. These are established under their own legislation and are independent from the Crown.

Entity	Role	Board Chair
Māori Television Service	<p>Contribute to the protection and promotion of te reo Māori me ngā tikanga Māori through the provision, in te reo Māori and English, of a high-quality, cost-effective television service that informs, educates, and entertains viewers, and enriches New Zealand's society, culture, and heritage.</p> <p>Through its programming, provide for the needs and preferences of young people, children participating in te reo Māori immersion education, all persons learning te reo Māori, and persons whose first language is, or have a high proficiency in, te reo Māori.</p>	<p>Jamie Tuuta</p> <p>9(2)(a)</p>
Te Mātāwai	<p>Act on behalf of Māori to provide leadership in promoting the health and wellbeing of the Māori language for iwi and Māori at the community level.</p> <p>Act as a partner of the Crown within te reo Māori revitalisation.</p> <p>Develop the Maihi Māori and implement this strategy by way of support for community-based te reo Māori initiatives.</p> <p>Conduct a leadership and oversight role for the Māori Television Service, including appointing four members of the Board.</p> <p>Provide nominations for a number of appointments to the Boards of Te Taura Whiri i te Reo Māori and Te Māngai Pāho.</p>	<p>Waihoroi Shortland</p> <p>Hoa-Toihau</p> <p>9(2)(a)</p> <p>Mereana Selby</p> <p>Hoa-Toihau</p> <p>9(2)(a)</p>
Te Tumu Paeroa - The Māori Trustee	<p>Support the statutory roles of the Māori Trustee in relation to protecting and enhancing whenua Māori.</p> <p>Maintain trust and registry services, property management, governance and business support, and land development for Māori-owned land.</p>	<p>Dr Charlotte Severne</p> <p>Māori Trustee</p> <p>Chief Executive of Te Tumu Paeroa</p> <p>9(2)(a)</p>

5.2 Appendix 2: Vote Māori Development Funding for 2020/21

Funding for Te Puni Kōkiri departmental and non-departmental operational areas comes under the Māori Development portfolio.

The funding below is per the 2020 Pre-Election Economic and Fiscal Update¹⁰.

5.2.1 Departmental Appropriations

Departmental Appropriations	\$000
Te whakatinanatanga o ngā wawata ā-pāpori, ā-Ōhanga, ā-whakawhanaketanga ahurea o te iwi Māori Realising the social, economic and cultural development aspirations of Māori	77,090
Whakapakari Kaupapa Whānau Ora (Whānau Ora Commissioning Approach)	11,254
Te Puni Kōkiri Utunga Haupū Rawa (Te Puni Kōkiri – Capital Expenditure)	3,572
Total Departmental Expenses	91,916

¹⁰ Approved funding up to 5 Here-turi-kōkā 2020



5.2.2 Non-Departmental Appropriations

Non-Departmental Appropriations	\$000
Ngā Whakahaere a Te Tumu Paeroa (Māori Trustee Function)	11,586
Pāpāho Reo me ngā Kaupapa Māori (Māori Broadcast and Streamed Services)	68,759
Tahua Whanaketanga Māori (Māori Development Fund)	45,437
Te Kōtuitui Hanga Whare mō ngāi Māori (Māori Housing)	33,920
Whakaata Māori (Māori Television)	19,264
Whakamahi i ngā Huanga a Whānau Ora (Commissioning Whānau Ora Outcomes)	176,728 ¹¹
Whakarauora Reo mō te Motu (National Māori Language Revitalisation)	8,810
Whakarauora Reo mō te Whānau, Hapū, Iwi me te Hapori (Family, Tribal and Community Māori Language Revitalisation)	14,817
Pōari Kaitiaki Māori o Taranaki (Taranaki Māori Trust Board PLA)	15
Rōpū Whakahaere, Rōpū Māori (Community and Māori Governance Organisations)	24,375
Utu Whakahaere Whenua Karauna (Administrative Expenses for Crown Land)	49
Te Kaitaonga Hua Papori Social Procurement	4,190
Takoha Rangatiratanga Rangatiratanga Grants	480
He Huarahi Ki Te Whare (Home Ownership Pathways) Multi-Year Appropriation	2,600
Tahua Whanaketanga Hangarau Māori (Māori Digital Technology Development Fund) Multi-Year Appropriation	4,500
Total Non-Departmental Expenses	415,530

¹¹ Approved funding up to 5 Here-turi-kōkā 2020



5.3 Appendix 3: List of Te Puni Kōkiri Investment Funds

This appendix provides a list of non-departmental funding under the Māori Development portfolio.

Areas of Investment	Investment Fund	What it is and why we invest in it
Housing	Te Kōtuitui Hanga Whare mō ngāi Māori: Māori Housing Network	Provides practical assistance and resources to whānau and Māori housing providers to improve housing outcomes for Māori, including funding to support the development of papakāinga, housing repairs, and the Sorted Kāinga Ora programme.
	Te Ara Mauwhare: Pathways to Home Ownership	Trials new approaches to help whānau achieve housing independence, including pathways to homeownership.
Whānau and community development	Whānau Ora Commissioning	Supporting a whānau-centred approach to service delivery, administered through the Whānau Ora Commissioning Agencies that aims to increase support for whānau to achieve their aspirations and lift overall wellbeing. Includes funding to deliver Matika: Moving the Māori Nation.
	Paiheretia te muka tāngata	Using the Whānau Ora approach to support Māori under 30 in the Corrections system and wider whānau to build and maintain strong relationships, providing support to lower reconviction rates and address issues that may have contributed to offending.
	Whānau-Centred Family Violence Interventions Pilot	Supporting whānau to access and participate in family violence intervention initiatives.
	Puna Whanaketanga Māori (Māori Development Fund) – General Allocation	Funding to support partnerships in regional economic development initiatives; building capacity for social enterprise-based development, skills, learning and leadership; rangatahi development and leadership and supporting Te Ao Māori and whanaungatanga. (Includes time-limited funding to Kōhanga Reo & funding for Maihi Karauna Events led by Te Taura Whiri).
	Rangatiratanga Grants	Providing financial assistance to promote and enhance initiatives for the social, economic and cultural advancement of Māori.



Areas of Investment	Investment Fund	What it is and why we invest in it
Rangatahi leadership and development	Puna Whanaketanga Māori (MDF) – Mahia Kia Angitu (Cadetships)	Cadetships provide funding to employers to support permanent Māori employees to achieve their potential in the workplace through tailored training, qualifications acquisition, skills development and mentoring, and therefore contribute to thriving, innovative and resilient businesses.
	Puna Whanaketanga Māori (MDF) – Pae Aronui	Testing innovative approaches to improving education and employment outcomes for Māori 15-24-year olds that are not in education, employment or training (NEET) or at risk of becoming NEET, or at key transition points.
	Rangatahi Manawaora (Rangatahi Suicide Prevention Fund)	Supporting initiatives that build resilience amongst rangatahi and help reduce the high rate of Māori suicide, focused on rangatahi Māori aged 10-24.
	Puna Whanaketanga Māori (MDF) – Taiohi Ararau	Funds activity that provides pastoral care to identify the opportunities (and barriers) for Taiohi Māori to obtain essential documents and access to services and entitlements and support innovative approaches to enhancing education and employment for Māori 15-24 year olds that are not in education, employment or training (NEET) or are at risk of becoming a NEET in the provincial growth areas with emerging employment opportunities.
Language, culture, and identity	Puna Whanaketanga Māori (MDF) – Oranga Marae – Joint with DIA	Oranga Marae supports the revitalisation of the physical and cultural infrastructure of marae, including supporting marae to be prepared for emergencies and zero waste management.
	Te Pūtake o Te Riri	The Fund supports whānau, hapū and iwi to promote the sharing of knowledge, creation of resources and revitalisation of cultural practices through the delivery of events and activities that recognise of Aotearoa/New Zealand Wars and Conflicts.
Ahuwhenua	Whenua Māori Fund	Investing in interventions, tools, and research to support initiatives which assist Māori landowners to improve the productivity of their land.
	Oranga pāpori, oranga ōhanga mā te whenua Māori (Whenua Māori Programme)	The Whenua Māori Programme aims to lift incomes, skills and opportunities for Māori freehold landowners and support the realisation of their whenua aspirations. This departmental funding will support a whenua knowledge hub and dedicated regional advisory support and investment in Te Tai Tokerau, Waikato/Waiariki and Tairāwhiti.



Crown Entity Investments	Te Māngai Pāho	Promoting Māori language and culture through the provision of funding for Māori initiatives in music, radio, television, and new media.
	Te Taura Whiri i te reo Māori	Giving effect to the status of Māori as an official language of New Zealand and supporting initiatives and research that promote te reo Māori at a national level.
Statutory Entity Investments	Māori Television Service	Contributing to the protection and promotion of te reo Māori me ngā tikanga through the provision, in te reo Māori and English, of a high-quality and cost-effective television service.
	Te Mātāwai	Providing leadership and community funding to promote the health and wellbeing of the Māori language for iwi and Māori at the community level.
	Te Tumu Paeroa	Māori Trustee – focused on mobilising Māori land and assets to achieve prosperity for Māori.

5.4 Appendix 4: Additional Information Available

The following documents are available to you on request by way of additional information:

- Executive Summary of Cabinet Paper: Positioning Te Puni Kōkiri for Strategic Impact – June 2019
- Memorandum of Understanding Between Te Puni Kōkiri and Te Arawhiti – May 2019
- Te Puni Kōkiri Performance Improvement Framework – August 2020
- Whānau Ora Review – February 2020
- Estimates of Appropriations 2020/21: Vote Māori Development – June 2020









Te Puni Kōkiri
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