

Te Pōti Whanaketanga Māori

Vote Māori Development

Ministers' Report in relation to non-departmental appropriations for the year ended 30 June 2020



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Cover

Hone Dalton and Talya Marsh from Te Kotahitanga e Mahi Kaha Trust in Kaikohe, where the Minister for Māori Development, Nanaia Mahuta launched Tupu.nz, the website supporting owners of whenua Māori, in February 2020. Photo credit: Josie McClutchie.



Rārangi Take

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Introduction

On an annual basis, the Minister for Māori Development and Minister for Whānau Ora are required, under the Public Finance Act 1989, to report on non-departmental appropriations.

This report, for the 2019/20 financial year, presents that information in the context of Māori development investment. Funding through Vote Māori Development aims to support whānau, hapū and iwi to achieve their aspirations and lift wellbeing across a broad range of social and economic development outcomes.

The non-departmental report is a companion to *Te Puni Kōkiri Pūrongo-ā-tau – Annual Report* and is structured around the Key Focus Areas, set out in the Strategic Intentions document *He Takunetanga Rautaki 2018–2022*. This includes funding for a number of independent entities that receive funding through Vote Māori Development.

In each Key Focus Area, the report describes the general purpose and nature of the

relevant funding streams, with highlights and case studies of some of the activities they support. This report captures the investments made during the 2019/20 financial year, and the shift in focus to support the immediate COVID-19 response in the first half of 2020.

Detailed lists of the investments made under each funding stream can be found on the Te Puni Kōkiri website in the separate document 'Investment Recipients 2019/20'. While most investments are made through iwi and community organisations, some whānau trusts and individuals also receive funding through Vote Māori Development. The lists of Investment Recipients do not identify the names of individual whānau for privacy reasons, consistent with practice under the Official Information Act 1982.

Kendrin Graham and Anne Marie Broughton at Te Rua O Te Moko Ltd, a collective of four ahūwhenua trusts supported by Te Tumu Paeroa. The former winners of the Ahūwhenua Trophy for excellence in dairy farming have reunited whānau with whenua and are building an economic base for future generations. Photo credit: Mark Dwyer.



Minister for Māori Development foreword

Kei ngā iwi o te motu, tēnā koutou katoa.

Tangihia rā ngā mate o te tau. E te Pouwhakahaere Matua o Te Puni Kōkiri, e Piri e! Ko koe tērā i kapohia ake e te ringa o aituā. Kei te amorangi o te whare tapere, o te whare wānanga, o Te Puni Kōkiri – haere atu rā!

Otirā, kei te tangi tonu i te iwi i riro i te wā o te mate urutā. E te raukura o te maunga tītōhea, e Huirangi. Kua ngū tō reo, engari ko ō mahi kei te rangona tonu.

Mōu te kōrero, ‘he toa taua, he toa pāhekeheke, he toa reo Māori, he toa pūmau’. E okioki e!

Whakahōnoretia a Kīngi Tūheitia rātou ko te Whare Ariki o Pōtatau Te Wherowhero. Paimārire.

Nā Tāwhiao te kōrero, ‘Ki te kotahi te kākaho ka whati, ki te kāpuia, e kore e whati’. Kua whakatinanahia ēnei kōrero e ngā mahi a ngā iwi, huri noa i te motu, i te wā o te mate urutā o COVID-19. Me māia tonu tātou ki te whakakotahi i a tātou anō hei whakapūmau i te ora o ō tātou whānau, o ō tātou hapū, o ō tātou iwi ā ngā wiki me ngā marama e heke mai ana. Kāpuia!

The COVID-19 response by Māori shows the contribution and impact that Māori can have in their own communities.

The speed and effectiveness of the community-led response to what has been a pandemic of global proportions in the first half of 2020, and the ongoing effort, are evidence that the health and wellbeing of whānau require an integrated response and collaborative effort.

As we united against COVID-19, we witnessed the strengthening of connections between hapū, iwi, Māori providers and organisations, and across government and the private sector. This resulted in practical support that met the real needs of whānau and communities. It has also led to iwi and Māori seeking a stronger role in and contribution to economic regional recovery. That is what this Government is working to enable.

Thriving whānau and communities are the backbone of our nation, and our work within the Māori development portfolio is a key part of our drive to support Māori to achieve their social, economic and cultural aspirations.

Before COVID-19 broke in Aotearoa, Te Puni Kōkiri and related agencies were already delivering an ambitious programme of renewal across key areas for Māori, particularly around whenua Māori, and revitalisation of te reo Māori me ngā tikanga Māori (including through Māori media and broadcasting).

In terms of the investment funded through Vote Māori Development, our focus was firmly set on supporting whānau and communities to achieve long-term gains through improvements in their housing, marae, whenua-based enterprise, and community structures.



Photo credit: Rawhitiroa Photography.

As we continue to face the global pressures of a pandemic, and other challenges such as climate change, tackling inequality and poverty, and developing an economy that accounts for environmental impact, we require a long view as we seek to shape the new normal.

Building resilience at a community level while strengthening the services provided by government to realise real gains in Māori wellbeing, has to be our ongoing focus.

The need for strong connections between government and Māori and a strong Māori voice reflected across the public sector informs the way in which Te Puni Kōkiri positions itself for strategic impact and supports the aspirations of Māori.

Our government is determined to ensure the public service is delivering effectively for whānau, hapū and iwi. I am mindful that there is a growing ambition for Māori to participate in the economic recovery that our country requires as we shape a more productive, sustainable and inclusive

economy. That means making sure Māori enjoy the same outcomes as other New Zealanders in the economic rebuild, by maintaining a sharp focus on workforce resilience, community development, infrastructure investment and support for enterprise.

Shaping the new normal requires a willingness to try a different approach and, given the unprecedented context we find ourselves in, I believe Māori have much to offer as we look to different solutions.

Pai Mārire

Hon Nanaia Mahuta

Minister for Māori Development

Minita Whanaketanga Māori

Minister for Whānau Ora foreword

Mai i te whaiao ki te ao mārama. Tīmata mai i Te Rerenga Wairua, ki te tūrangawaewae o Te Tiriti o Waitangi, tū ana te tari o Te Tai Tokerau.

Heke iho ki te herenga waka, herenga tangata, ko te tari o Tāmaki Makaurau.

Kōpikopiko ana te haere i te awa o Waikato, he piko, he taniwha, he piko he taniwha, ko te tari o Kirikiriroa.

Papaki tū ana ngā tai ki Mauao, tau atu rā ki te tari o Tauranga Moana.

Hūpeke atu, mai i Maketū ki Tongariro, ki te takutai o Rotorua, ko te tari o Te Arawa.

Mai i Ngā Kuri-a-Whārei ki Tihirau, ki te tari o Whakatāne, ko te tari tokowhā kei roto i te rohe o Waikato – Waiariki.

Pōtikirua ki Te Toka-a-Taiau, ki Tūranganui, mai i Heretaunga hora ana Kahungunu ki

Wairarapa, e tū ana ngā tari o Ikaroa – Rāwhiti.

Tere atu ana te awa o Mōhakatino ki Te Tau Ihu o te Waka-a-Maui.

Ko ngā tari maha o te rohe o Te Tai Hauāuru whakawhiti atu i Te Moana o Raukawa ki te tihi o Aoraki, ko te tari o Te Waipounamu.

Mai i te mana o tō mātou tari matua kei Te Whanganui-a-Tara, tīmata ana ngā uara o taku whanaketanga.

Kei ngā mate huhua o te wā, koutou kua tangohia nei i te wā o te urutā o COVID-19, koutou kua haoa nei e te kupenga o Taramainuku – haere, haere, haere atu rā koutou. He hononga tāngata e kore e motu; ka pā he taura waka e motu. Kāti rā, e te iwi huri noa i te motu, nei rā te mihi maioha ki a koutou katoa.

I want to acknowledge the leadership and efforts of the Whānau Ora Commissioning Agencies in response to COVID-19 during and after the nationwide lockdown. Each Commissioning Agency ensured that whānau were able to access basic support and assistance as the country responded to a global pandemic.

Whānau Ora Commissioning Agencies mobilised almost overnight to partner with Government, iwi, Māori social and health providers, regional and district councils and District Health Boards to provide effective, rapid support to whānau.

This was a winning combination for whānau, hapū, iwi and Māori communities throughout the country.

Over 220,000 whānau members across Aotearoa were provided direct support during the initial response period, supplying over 217,000 care packages, 6,000 Whānau Direct grants and providing 600 devices.

We saw an increased demand for Whānau Ora support, with 10,000 additional families registering with Whānau Ora since the start of the pandemic.

The flexibility of Whānau Ora has allowed support to be tailored to the needs of whānau in the immediate response period, and to address a range of new needs facing whānau through the longer-term recovery and rebuild.

While retaining its focus on enabling tino rangatiratanga, or self-determination, where whānau are empowered to make their own decisions and plan for a better future, this is an important time for us to strengthen Whānau Ora to ensure it best meets the needs of whānau.

In Budget 2019 I had signalled that we would test a new localised commissioning approach for whānau in North Island communities.

Localised commissioning is about making homegrown Whānau Ora solutions more accessible in communities, which is key to ensuring better outcomes for whānau and puts resources closer to where they need to be.

Whānau Ora Review: Tipu Mātoro ki te Ao (2018) provided the opportunity to bring the decisions about where the money is spent closer to the whānau.

While Commissioning Agencies remain a primary channel for this funding, the extension through localised commissioning aims to reach further into some communities.

At this stage, localised commissioning is a prototype. Once it is tested, we can expect to know more about what works, where to invest, what to invest in and, most importantly, what whānau want.

In Budget 2020 this Government invested a total of \$136 million extra funding for Whānau Ora.

Of this, \$53 million will go directly to Whānau Ora Commissioning Agencies to continue supporting whānau to manage the direct impacts of COVID-19.

Another \$78 million will be allocated to commissioning activities that support additional whānau who have engaged with Whānau Ora because of COVID-19.



Photo credit: Adrian Heke.

This funding means whānau can continue to receive broader Whānau Ora support to achieve their aspirations and rebuild their resilience as the impacts of COVID-19 continue to unfold. The focus is on growing whānau resilience over the medium term.

As we look to the future, this is a good time for us to concentrate our efforts so that whānau remain at the heart of all that we do.

Nāku noa, nā

Hon Peeni Henare

Minister for Whānau Ora
Minita mō Whānau Ora

Investing in Māori development

Investment through the Māori Development and Whānau Ora portfolios is focused on innovative opportunities that support the capability and readiness of whānau and Māori communities to achieve their aspirations and enable intergenerational transformation.

Te Puni Kōkiri vision

Thriving whānau

When whānau are thriving,
so are their communities,
hapū, iwi and all of Aotearoa

Over the past three financial years, the non-departmental funding administered through Vote Māori Development has increased significantly. This includes new investment through Budget 2019 to expand Whānau Ora provision, support the revitalisation of te reo Māori, build stronger communities through revitalisation of marae, improve housing conditions, and improve employment opportunities through expanding the Cadetships initiative.

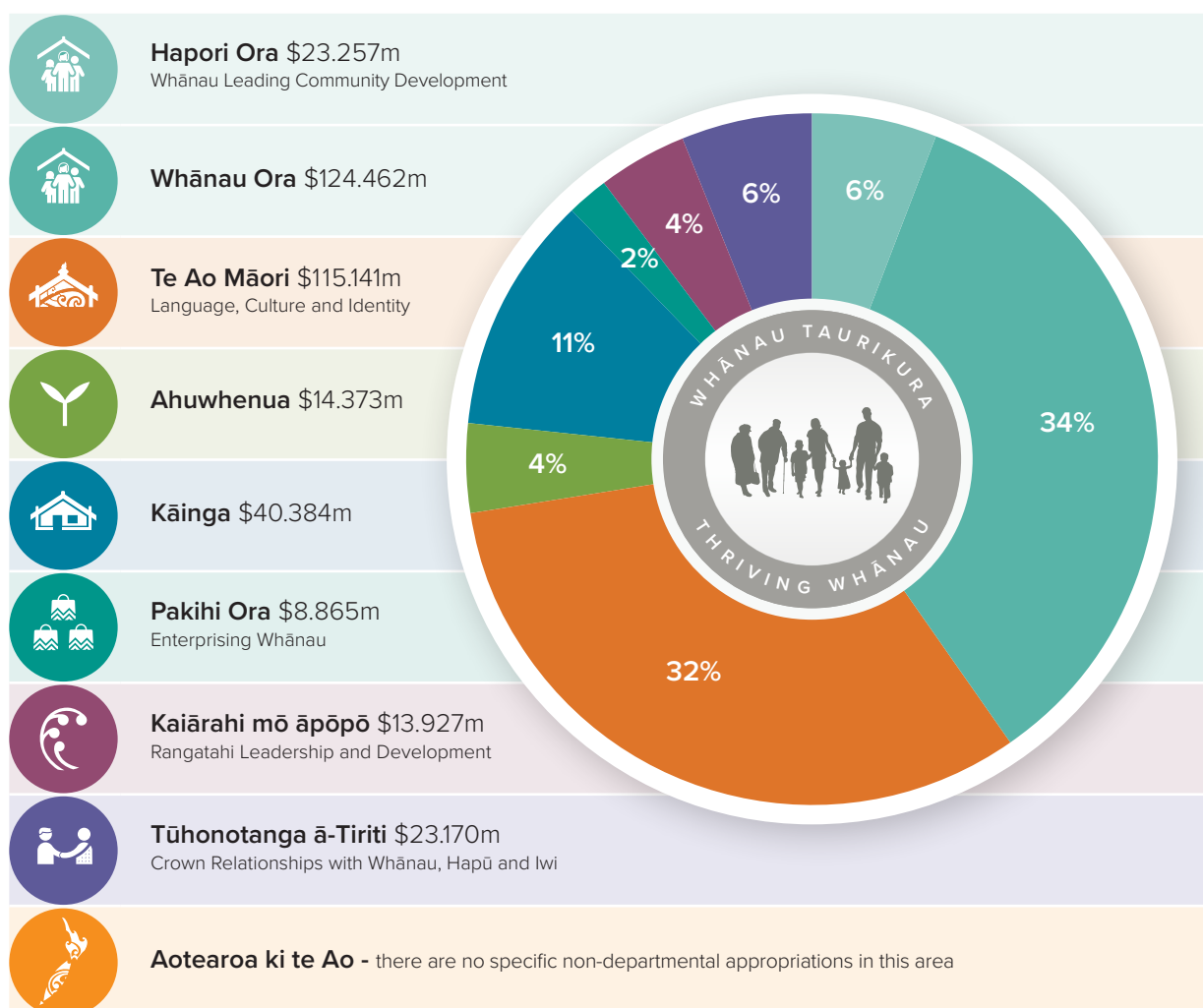
The investment portfolio is a combination of contestable investment funds that support community-led initiatives, and specific support

services and targeted investment pilots that test innovative approaches to address community needs within a te ao Māori context. The investment portfolio is structured around eight Key Focus Areas to lift wellbeing for Māori and support whānau to thrive.

Investing in innovative initiatives is one of the seven streams of work across Te Puni Kōkiri to achieve greater impact for Māori through the delivery of government services. **This includes:**

- commencing a **formal monitoring programme** to monitor the effectiveness of public sector agencies' strategies, policies and services
- **providing targeted interdepartmental advice** on matters most likely to have a direct impact on wellbeing outcomes for whānau, hapū, iwi and Māori
- **leading policy advice** on issues of specific importance to Māori
- **co-creating strategic advice** on system levers and frameworks that will lift the quality of the wider public sector system performance for Māori
- **brokering opportunities** with whānau, hapū, iwi and Māori through its regional footprint and providing core hub support for government agencies
- **investing in innovative initiatives** that build the capability and readiness of whānau and Māori communities to achieve their aspirations
- **considering the impact of existing specialist advice and services** and providing advice on the feasibility of transferring them to the appropriate agencies.

Vote Māori Development: non-departmental appropriations by Key Focus Area



This document reflects the non-departmental funding administered through Vote Māori Development for services and initiatives to support whānau, hapū and iwi Māori achieve their aspirations. Departmental funding is set out in the financial section of the Te Puni Kōkiri Annual Report.

The figures in the graph above include both investment funding directly managed by Te Puni Kōkiri and allocations to specific entities. These include the Crown and statutory entities supporting te reo Māori, Te Tumu Paeroa – The Māori Trustee, and the Whānau Ora Commissioning Agencies.

Responsibility for Vote Māori Development funding is split between the Minister for Māori Development and the Minister for Whānau Ora, with the Whānau Ora allocations deliberately highlighted to reflect this.

Some investment funds and appropriations span multiple focus areas. Where possible, the appropriation funding has been split across each focus area. Where it is not possible to break down the allocation, it is described in the primary area of focus.

Investment in response to COVID-19

The COVID-19 pandemic has had, and will continue to have, a significant impact on whānau, hapū, iwi and Māori communities.

This impact can be seen in the allocation of Vote Māori Development appropriations. During the second half of the 2019/20 financial year, many projects and initiatives had to be deferred, adapted or cancelled, with variations to more than 220 funding contracts. This funding was then refocused to either meet immediate needs or support kaitono to continue to deliver services during the restrictions imposed across different Alert Levels.

Throughout this period, iwi, Māori organisations and communities played a critical role in ensuring services

and support were available to whānau, particularly kaumātua, kuia and those in rural and remote areas.

One of the first support packages Government delivered was a \$56.5 million all-of-government response to the specific health, social and economic support needs of Māori. This funding, \$26 million of which was delivered through Vote Māori Development, supported the provision of frontline services, tailored advice and information, and innovative responses to keep communities and whānau connected. A range of community organisations, government agencies and volunteers worked together establishing distribution hubs and support networks.



Alanzo Maaka-Brown with his message as part of the Ngāti Kuri Ahikaa stay safe campaign. Photo credit: Victoria Brown.

COVID-19 brought communities together and demonstrated the impact iwi, hapū, Māori organisations, councils and government agencies have when they work collaboratively.



In Ikaroa-Rāwhiti, Ngāti Kahungunu Iwi Incorporated was the driving force behind a major cooperative effort including iwi, Māori organisations, Hawke's Bay District Health Board, local councils and private companies, which established distribution centres for food and hygiene packs and local COVID-19 testing stations. Pictured: Ngahiwi Tomoana.

Te Kahu o Taonui, the Tai Tokerau Iwi Collective, played a vital role in supporting vulnerable and hard-to-reach whānau in Northland during the COVID-19 crisis. Its "solidified collaboration" will be critical as Northland recovers. Spokesperson, Toa Faneva says "Te Puni Kōkiri were one of our early partners and they've stood with us shoulder to shoulder ever since."



"Whānau aroha" was the driver behind Te Arawa COVID-19 response hub says head of Planning and Operations, Karen Vercoe. The hub brought together more than 50 Bay of Plenty organisations to support local whānau, reaching more than 600 households across Rotorua and the wider rohe during Alert Levels 3 and 4. The hub was designed not only to meet the immediate needs of whānau, but also to focus on collective employment and economic regeneration opportunities.

In Taranaki, the Dillon-Mako-Wright whānau featured in Māori Television campaigns to encourage whānau to stay home and stay safe. Reflecting the challenges faced by whānau living in large intergenerational households, the series of TV commercials by Māori for Māori engaged Māori audiences and reinforced the Government's messages. Similar campaigns on iwi radio highlighted the experiences of whānau living in papakāinga in Hastings and Ngāruawāhia.



(From top) 1. Photo credit: Ngāti Kahungunu Iwi Incorporated. 2. Photo credit: Ruth Heta. 3. Photo credit: Cinzia Jonathan. 4. Photo supplied by Te Aorangi Mako Dillon.



Going for goal – our investment in this area supports whānau to lead their own community initiatives to build wellbeing. Photo credit: Adrian Heke.

Hapori Ora

Whānau Leading Community Development

Enabling whānau to thrive

Whānau are at the heart of Māori society. If whānau thrive, their communities, hapū, iwi and all of Aotearoa thrive.

When whānau and communities lead the work to achieve their aspirations, they build a platform for sustained growth in community wellbeing.

Hapori Ora initiatives place whānau and communities at the centre of decision-making. They build strong and resilient communities, and improve health and wellbeing.

Ehara taku toa i te toa takitahi, engari he toa takitini.

Success is not the work of one, but the work of many.

Whānau and communities at the centre of decision-making

Empowering whānau and communities to identify and achieve their aspirations is key to improving wellbeing now, and for future generations.

A whānau-centred approach sits at the heart of investment in Hapori Ora, ensuring that whānau are at the centre of the design process and Māori organisations have the capability and capacity they need to build sustainable and resilient communities.

The investment in this focus area is a mix of services delivered by iwi and Māori community organisations, as well as the funding administered by the Whānau Ora Commissioning Agencies (see page 27).

The funding aims to improve whānau wellbeing across a range of areas, including strengthening cultural connections and knowledge, improving health and social outcomes, supporting whānau to live free from violence, and building resilient communities.

The flexible nature of this funding allows it to be tailored and targeted to the individual needs of whānau and communities.

Hapori Ora investment includes:

- **Māori Development Fund** – supporting initiatives that help whānau gain the skills, knowledge and confidence needed to achieve their aspirations
- **Whānau-Centred Family Violence Intervention** – supporting whānau affected by family or sexual violence to establish, restore and/or maintain safe and healthy relationships and live free from violence

- **Māori Wardens Funding Programme**

– supporting Māori Wardens to deliver community-based services, improve organisational capacity and capability, and support the delivery of national events

- **Matika: Moving the Māori Nation** –

supporting community projects that focus on holistic approaches to wellbeing and building resilience.

Responding to COVID-19

Iwi and Māori organisations played a crucial role in the initial response period, mobilising their communities to provide frontline support, advice and information, as well as essential supplies for whānau and kaumātua, particularly in rural and remote areas.

The Whānau Māori Community and Marae Response Fund

was established to support whānau, communities, marae and businesses affected by the pandemic. This funding, part of the all-of-government response package to meet the needs of Māori, enabled Te Puni Kōkiri regional networks to invest in trusted partners to provide immediate relief, support collaborative responses and tailor support for each community.

Whānau Māori Community and Marae Response Fund – COVID-19 Response

The fund was launched on 24 March 2020, on the eve of Alert Level 4, to provide immediate support to whānau, communities, marae and businesses affected by the COVID-19 pandemic.

The first wave of investments supported

106

regional and national response initiatives
totalling more than

\$4 million

of the total \$10 million response fund.

Flexible funding criteria supported a broad range of outcomes including:

- supporting organisations to continue to operate during Alert Levels 3 and 4 and help vulnerable whānau, in particular pakeke, kaumātua and kuia
- supporting collaboration between Māori providers, government agencies and local authorities
- establishing community-based assessment centres, community safe zones and distribution hubs
- establishing community communication systems
- distributing kai, care packs and personal protective equipment, and delivering medication for those unable to leave their homes
- providing business mentoring support.

The remaining funding will be allocated during 2020/21 to support the ongoing response and recovery efforts.



Rauawaawa Kaumātua Charitable Trust staff members Rachael Owen and Donna Tilyard-Davies prepare kai packs for kaumātua during COVID-19 restrictions.



Tia Taiaroa supports kaumātua to navigate technology and order kai online during the pandemic.



Angela Anderson (left) and Sarah Galvin, Minginui/Te Whaiti welfare responders, supporting whānau in need. Photos: supplied.

Funding portfolio

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Tahua Whanaketanga Māori

Māori Development Fund

\$17,026,000

Focus

This funding supports initiatives that take a community and whānau-led development approach to address local issues and support community aspirations.

Highlights

More than 240 community-led initiatives have been supported through the fund in 2019/20. They help whānau and communities gain the skills, knowledge and confidence needed to achieve their aspirations, including:

- development and implementation of community development plans to improve the wellbeing of whānau, by utilising a whānau-centred approach to increase involvement in community, marae and hapū activities
- initiatives to address homelessness, supporting vulnerable whānau to transition into safe, warm and dry housing and providing wrap-around support to ensure positive long-term outcomes
- building wellbeing using te ao Māori as the vehicle for delivery, including through kapa haka, traditional food and rongoā practices
- supporting iwi and Māori organisations to meet the specific needs of their communities during the COVID-19 initial response period.

Rōpū Whakahaere, Rōpū Hapori Māori

Community and Māori Governance Organisations

\$1,089,000

Focus

This funding includes the Māori Warden Funding Programme, which aims to support Māori Warden groups delivering community-based services. The contestable fund is available annually to all Māori Warden groups operating in communities nationally. (See page 72 for other funding under the Community and Māori Governance Organisations appropriation.)

Highlights

- In 2019/20 funding was approved for 71 Māori Warden groups, including \$78,000 for specialist training and \$89,000 for working with youth at risk.
- Māori Wardens played a key role in supporting whānau and communities during the COVID-19 response. This included providing security to supermarkets and food distribution centres, traffic control at COVID-19 health assessment centres, and regional border controls. Māori Wardens also supported the delivery of care packages and kai parcels to vulnerable whānau including kuia/kaumātua through essential service providers, as well as encouraging whānau to stick to small groups during tangihanga, minimising the risk to each other.
- As a result of increased visibility of the work of Māori Wardens, new Warden training programmes were held in East Coast and Far North rural communities, strengthening the ability of communities to meet local needs.

Hauora me te Oranga Māori

Whānau-Centred Family Violence Interventions

\$2,975,000

Focus

This funding supports initiatives that test innovative, whānau-centred approaches to eliminating family violence and sexual violence, aiming to establish, restore and/or maintain safe and healthy whānau relationships and help whānau live free from violence.

Highlights

- The localised design approach implemented in the first four prototype programmes in the Waikato, Hutt Valley and Christchurch is showing promising signs of successfully addressing violence issues for Māori. Each prototype uses whānau-centred, strengths-based approaches to support whānau to maintain safe relationships.
- During 2019/20, this initiative was extended to 14 new providers across six regions to address increased demand for support as a result of COVID-19. These new initiatives proactively provide strengths-based responses that are flexible and can adapt delivery as required under different Alert Levels should restrictions be reimposed.

Matika: Moving the Māori Nation

\$2,167,000

Focus

This funding supports projects that focus on Māori holistic approaches to wellbeing, encompassing the three core aspects of tinana (physical wellbeing), hinengaro (emotional wellbeing) and wairua (spiritual wellbeing) through te ao Māori approaches.

Highlights

- The majority of the Matika funding (\$2 million) is allocated to the Whānau Ora Commissioning Agency to deliver whānau initiatives that encourage whakapakari tinana and create opportunities for whānau to pursue wider Whānau Ora outcomes.
- The remaining funding supported eight projects across Aotearoa, including a Māori basketball rangatahi programme in Tāmaki Makaurau, and a pilot rugby leadership programme designed to build resilience in a kaupapa Māori environment, with rugby as the point of engagement.

A detailed list of recipients of Hapori Ora funding is in the 'Investment Recipients 2019/20' list on the Te Puni Kōkiri website.



CASE STUDY

Funding helps Ngāti Wheke pursue their vision

This case study illustrates our focus on helping whānau and communities to lead their development, and build the skills and knowledge to innovate and achieve their aspirations.

A hapū based in Rāpaki on the northern edge of Whakaraupō (Lyttelton Harbour) has launched a 10-year plan to strengthen community wellbeing, with the help of multi-year funding through Te Puni Kōkiri.

Te Hapū o Ngāti Wheke have been working to restore their marae and kāinga in the small Banks Peninsula settlement, near Ōtautahi, and now are reaching out to bolster other aspects of their community health.

The hapū is building on what whānau have learned through the marae development process, and as participants in a wider Ōtautahi project focused on community development through housing.

Confirmation of three years of funding from Te Puni Kōkiri supports the creation and implementation of a strategic plan to cover the next decade.

In 2020, this has included finding a way to connect housebound whānau to Anzac Day commemorations at Rāpaki marae during the COVID-19 Alert Level restrictions, speeding up planned work on a website to help keep everyone linked up and informed.

Ngāti Wheke whānau on the Ngāi Tahu waka Kotukumairangi on Whakaraupō (Lyttelton Harbour) for Tuia 250. Photo credits: Ngāti Wheke.



A waka research project is also underway, which includes close participation by whānau.

Manaia Rehu, Chair of Te Hapū o Ngāti Wheke Inc, says their focus is on the seven pou they identified as the most important: *Oranga* – living healthy lifestyles physically, mentally, emotionally, spiritually and culturally, *Ahi Kā* – affirming the place of Ngāti Wheke as mana whenua and mana moana, *Tangarere* – taonga such as cultural heritage are shared and practised, *Taiao* – the natural environment is maintained and enhanced, *Kōrero Rangatira* – communicating in a mana-enhancing and inclusive way, *Pākihi* – actively supporting whānau and hapū businesses, and *Mātauranga* – supporting and assisting whānau on their learning pathway.

“It’s exciting to be underway with this, reaching right across the spectrum for our whānau, to find ways to work together to improve our cultural, social, environmental and economic wellbeing in the short and long term,” says Manaia.



Ngāti Wheke welcoming the Tuia 250 crews.



Celebrating with kai to welcome the waka hourua crews for Tuia 250.



Whānau Ora builds on collective whānau strengths, to strengthen wellbeing across a broad range of outcomes, including health, education, housing and employment. Photo credit: Josie McClutchie.

Whānau Ora

Empowering whānau to achieve

Whānau Ora is a whānau-led, holistic approach to improving wellbeing.

It puts whānau in charge of decision-making about the support they need to build on their strengths to achieve their goals.

The flexible Whānau Ora commissioning approach is designed to bring decision-making closer to communities. It allows the three Whānau Ora Commissioning Agencies to tailor delivery of their support to meet the needs of the whānau they work with – a crucial element in supporting whānau and communities throughout the COVID-19 pandemic.

**Kua tawhiti kē tō haerenga mai, kia kore e haere tonu.
He nui rawa ō mahi, kia kore e mahi nui tonu.**

We have come too far, not to go further.
We have done too much, not to do more.

– Tā Himi Henare

Whānau and communities at the centre of decision-making

Whānau Ora shapes the delivery of support according to the needs and aspirations of each whānau. It is grounded in te ao Māori and focuses on strengthening wellbeing across a broad range of outcomes, including health, education, housing and employment, building on collective whānau strengths.

Three Whānau Ora Commissioning Agencies (Commissioning Agencies) are contracted to provide support to whānau across Aotearoa New Zealand, operating under the oversight of the Minister for Whānau Ora. Te Pou Matakana (trading as Whānau Ora Commissioning Agency) covers the North Island, Te Pūtahitanga o Te Waipounamu covers the South Island, and Pasifika Futures supports Pacific families across the country. Each Commissioning Agency has the flexibility to design support and priority outcomes to meet the needs of the whānau they work with, consistent with the Whānau Ora Outcomes Framework.

The approach is supported by a passionate and agile Navigator workforce, who are committed to the success of their communities and the whānau they work with.

Following the 2018 review of Whānau Ora, *Tipu Mātoro ki te Ao*, Budget 2019 saw an increase in funding for the delivery of Whānau Ora support through the three Commissioning Agencies.

Funding was also allocated for new initiatives to explore localised commissioning approaches and to embed the Whānau Ora approach in the delivery of support to individuals and whānau connected to the Corrections system.

Localised commissioning

The localised commissioning approach involves partnering with hapū, iwi and communities to support the development of local solutions for whānau. Localised commissioning complements the existing expertise and mechanisms of the Commissioning Agencies, with a focus on shifting decision-making closer to local communities and whānau.

Four initiatives are in place to trial localised commissioning, with an evaluation running alongside to assess the benefits and identify areas of improvement:

- Te Tihi o Ruahine Whānau Ora Alliance, exploring a rangatahi enterprise
- Te Whare Maire o Tapuwae Charitable Trust, working collectively with the Wairoa Community Partnership Group
- Huria Trust, exploring a unique marae-based model
- Raukawa Settlement Trust, focusing on strengthening the suite of support for whānau as a post-Treaty settlement entity.



Minister for Whānau Ora, Hon Peeni Henare, and Te Puni Kōkiri Regional Manager Mere Pohatu (at left), with members of Te Whare Maire o Tapuwae Charitable Trust and the Wairoa Community Partnership group, at a meeting to discuss the localised commissioning initiative being tested in Wairoa.

Paiheretia te Muka Tangata – Uniting the Threads of Whānau

Paiheretia te Muka Tangata is a multi-agency, whānau-centred approach that aims to improve the outcomes for tāne Māori and their whānau connected to the Corrections system. The initiative seeks to embed a whānau-centred and whānau-led approach using a Kaiarataki Navigator workforce established by Te Puni Kōkiri to work with tāne and their whānau. The Kaiarataki Navigator workforce will be supported by Ara Poutama (Department of Corrections) and Manatū Whakahiato Ora (Ministry of Social Development).

An important component in the development of Paiheretia is the co-design process. In each pilot region, Hawke's Bay and Te Tai Tokerau, a

co-design rūpū was established bringing together government officials, non-government service providers, mana whenua, iwi and whānau who have engaged with the Corrections system, with independent facilitators guiding the process.

While the focus for 2019/20 has been on the co-design process in each region, funding also supported the engagement of Navigators to support tāne to reintegrate back safely and successfully into their whānau and communities during the immediate COVID-19 response period and Alert Level restrictions.

Responding to COVID-19

24

The three Commissioning Agencies played a crucial role in responding to the needs of whānau and communities during the COVID-19 pandemic.

\$15 million of reprioritised and additional funding was allocated to the Commissioning Agencies to provide support to whānau during the initial response period. Commissioning Agencies also repurposed some of their own operational funding and redeployed staff to respond to emerging needs.

Through the Commissioning Agencies, whānau received support packages containing essential supplies – food, firewood, winter clothes, and hygiene supplies. Whānau were supported through grants to meet power bills and to ensure they had access to internet data for accessing services and schooling. Regular health and welfare checks were also carried out. Surveys

undertaken to assess whānau needs provided valuable insights into the support that will be needed in the coming months and years.

217,049
care packs

226,396
whānau members supported

Budget 2020 provided **\$136 million** over the next two years to enable the Commissioning Agencies to support whānau through the longer-term COVID-19 response and recovery effort. This included **\$20.5 million** allocated in the latter part of the 2019/20 financial year.

Manaaki online and ongoing

When Aotearoa stayed home to fight COVID-19 in early 2020, the Whānau Ora Commissioning Agency in the South Island reached out.

Te Pūtahitanga o Te Waipounamu set up a comprehensive online service to support whānau through the isolation and uncertainty of Alert Levels 3 and 4.

This included assistance for struggling whānau, surveying to get a clear view of issues in the community, survival funding for organisations the Commissioning Agency was already supporting, and an online 'community wall' platform with up-to-date information about support and public health guidance.

The #Manaaki20 website launched in March 2020 "to keep whānau connected informed, and inspired by sharing stories of what we were doing to keep each other healthy, well and connected."

This includes collecting posts from leaders at all levels, providing encouragement and information to build strength together.



Image:
Te Pūtahitanga o Te Waipounamu.

Whānau Ora outcomes 2019/20

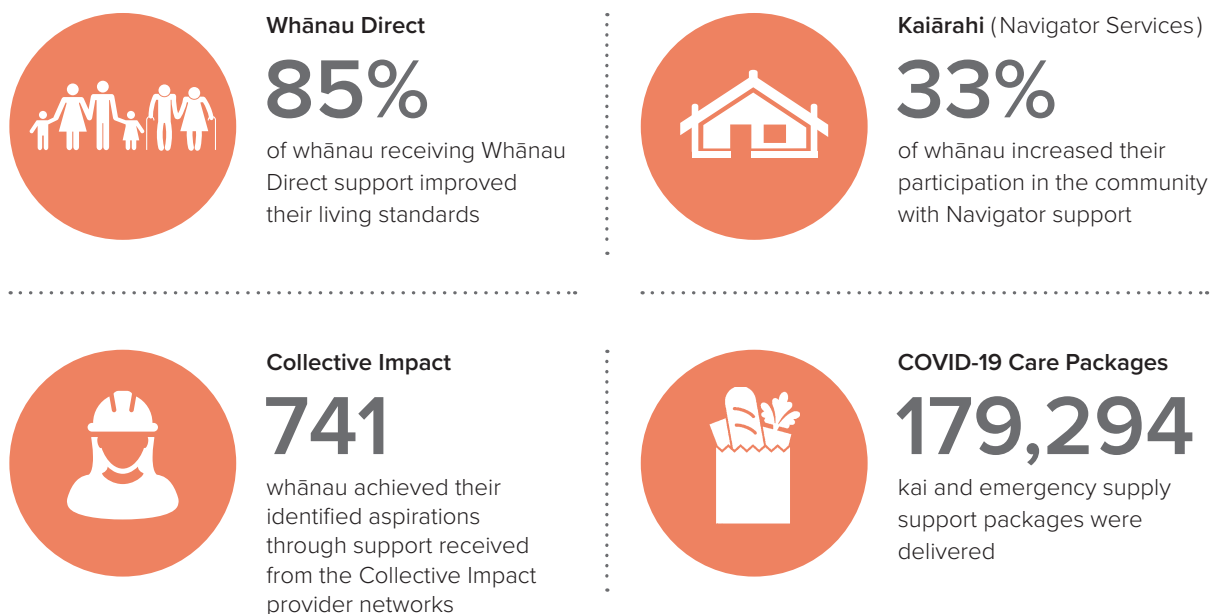
Each Whānau Ora Commissioning Agency sets its own priority outcome areas aligned with the overarching Whānau Ora Framework.

Whānau Ora Outcomes Framework



Examples of the outcomes achieved by each agency include:

Te Pou Matakana (trading as Whānau Ora Commissioning Agency)



Continued over...

Te Pūtahitanga o Te Waipounamu



Navigator Services

91%

of whānau are better able to make decisions about their future



Navigator Services

94%

of whānau say they were satisfied with the services they received from their Navigator



Commissioning Pipeline

3,120

whānau were supported to achieve a range of outcomes through whānau-led initiatives



COVID-19 Care Packages

20,000

kai and emergency supply support packages were delivered

Pasifika Futures



Core Commissioning (Navigational Services)

79%

of whānau are adopting financial plans and budgets to support them in improving their economic circumstances



Innovation

35%

STEM students at Otahuhu College achieved NCEA University entrance through Innovation support, exceeding Pacific university entrance achievement rates of 30%



Commissioning for Communities

706

whānau received targeted community support



COVID-19 Care Packages

17,755

kai and emergency supply support packages were delivered

Whakamahi i ngā Huanga a Whānau Ora

Whānau Ora Commissioning

\$124,062,000

Focus

The funding for Whānau Ora delivers services and support for whānau to achieve goals in areas whānau themselves identify as important. The aim is to improve whānau wellbeing through empowering whānau to identify their aspirations, develop plans and find the right support to realise them.

This appropriation includes Whānau Ora baseline funding for service delivery, as well as reprioritised and additional funding allocated as part of the all-of-government initial COVID-19 support package for Māori, and \$20.5 million to support the immediate and near-term recovery of whānau from COVID-19 through the Budget 2020 COVID-19 Response and Recovery Fund.

Highlights

- **Whānau Ora commissioning**

As at 30 June 2020, just over 13,000 whānau were actively supported through Whānau Ora activities. During the year:

- Te Pou Matakana (Whānau Ora Commissioning Agency) partners engaged 5,196 priority whānau through Kaiārahi (Navigator) support
- 105 whānau-led initiatives were funded through Te Pūtahitanga o Te Waipounamu supporting 78 percent of whānau to become more economically secure and involved in wealth creation
- 1,748 families supported by Pasifika Futures prioritised goals relating to healthy lives. Of these families, 82 percent developed a health plan.

- **Localised commissioning**

Four localised commissioning initiatives began to trial new ways of delivering services in local communities. Each initiative focuses on meeting specific community needs and empowering whānau to achieve their aspirations.

- **COVID-19 response**

- Te Pou Matakana (Whānau Ora Commissioning Agency) mobilised immediately and set up community testing stations. The support provided by nurses at these testing stations has helped to build clinician and whānau trust within the healthcare system and maximise the testing rates for Māori to ensure early detection of community spread of COVID-19 for Māori.
- Te Pūtahitanga o Te Waipounamu launched an extensive online campaign called #Manaaki20 to keep whānau informed and connected during Alert Levels 3 and 4. It allowed them to connect with hard-to-reach whānau and provided a platform to gain unique insights into exactly what whānau needed and how they could best provide support.
- Pasifika Futures took a whānau-centred approach to their support for Pacific families requiring access to self-isolation facilities, including essential workers needing to isolate from their families. They reported having up to 202 self-isolation beds available in Auckland, Hamilton, Wellington, Christchurch and Invercargill through Alert Level 4.

Continued over...

Whakamahi i ngā Huangā a Whānau Ora (Continued...)**Paiheretia te Muka Tāngata****\$400,000****Focus**

Paiheretia te Muka Tāngata – Uniting the Threads of Whānau draws on the strengths of the Whānau Ora approach to support tāne Māori and their whānau engaged in the Corrections system to develop their own pathways to achieve their aspirations. Paiheretia is jointly led by Te Puni Kōkiri, Ara Poutama Aotearoa (Department of Corrections) and Manatū Whakahiato Ora (Ministry of Social Development), in partnership with Māori. It is initially focused in Hawke's Bay and Te Tai Tokerau.

Paiheretia is jointly funded by the three partner agencies. The funding reported here is the non-departmental funding appropriated to Te Puni Kōkiri to support the purchase of Navigator support for whānau. This was limited while the 2019/20 focus was on the co-design of the initiative with stakeholders. Funding for Navigator support will increase in 2020/21.

Highlights

- The level of support that could be provided by a Kaiarataki Navigator workforce was trialled during the COVID-19 immediate response period. As a result, an emergency procurement process was undertaken to contract non-government providers to provide this support for tāne to reintegrate back to their whānau and communities during the Alert Level restrictions. This support is continuing under Alert Level 1.
- Te Puni Kōkiri has provided insights and advice to other agencies on the approach used to co-design a whānau-based kaupapa in this context, including the collaboration between whānau, iwi, mana whenua, non-government providers and government officials.

► **A detailed list of recipients of Whānau Ora localised commissioning and Paiheretia te Muka Tāngata funding** is in the 'Investment Recipients 2019/20' list on the Te Puni Kōkiri website.

This case study illustrates our focus on supporting collaboration across the public sector and with community organisations to extend whānau-centred approaches.

Soldiers on the fruit and vegetable packing line were a notable feature of Manawatū efforts to get essential supplies to whānau during the COVID-19 restrictions.

Collaboration across a wide range of organisations was key to the speedy response, says the chief executive of the Palmerston North-based Te Tihi o Ruahine Whānau Ora Alliance Trust.

Materoa Mar says local iwi, the local charitable trust, Māori health services and government agencies all worked together to identify and meet urgent needs.

The immediate response included supply of fruit and vegetable packages and hygiene kits including sanitiser, toilet paper and soap, while whānau who needed it were also given non-perishable food packages.

The New Zealand Army made up the packages for each region, which were then distributed by iwi.

Ngāti Kauwhata spokesman Dennis Emery says he was delighted by the support from the Manawatū District Council, Manfeild Park and Te Tihi o Ruahine to help whānau.

“Our people were in need; they were calling out for help. We were very pleased to be able to help them.”

The packs were distributed across the Manawatū region including Bulls, Levin, Tararua, Ruapehu and Whanganui.



Trooper David Caulfield packs a whānau package, one of hundreds supplied to iwi to distribute. Photo credit: Stuff Limited.

Trust chief executive Materoa Mar says the effective response was the result of great cooperation across the region.

“It’s about everybody. A lot of whānau experience challenges in their lives already and when something like lockdown happens these challenges increase exponentially.”

Through the initial COVID-19 response, Whānau Ora Commissioning Agencies across Aotearoa provided effective, rapid support to nearly 220,000 whānau members, supplying more than 217,000 care packages, 6,000 Whānau Direct grants and 600 devices to support whānau throughout the initial response period.



Anei tētahi tamaiti e tautoko ana i te hīkoi mō te reo Māori i Kirikiriroa. Ko Rawhitiroa Photography te kaiwhakaahua.

From the parade for Te Wiki o te Reo Māori in Hamilton, September 2019. Photo credit: Rawhitiroa Photography.

Te Ao Māori

Language, Culture and Identity

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Supporting te ao Māori across Aotearoa

Revitalising te reo Māori and the connection to te ao Māori will help build a shared national identity that values te reo Māori and tikanga Māori as taonga for all.

Investment in this area supports the Government's ongoing commitment to work in partnership with iwi and Māori to create the conditions for te reo Māori to thrive as a living language.

Investment also supports community-driven efforts to enhance and celebrate te ao Māori and traditional mātauranga, fund the repair and revitalisation of marae, and support kapa haka and manu kōrero events.

Ko te reo Māori te waharoa ki te ao Māori.

Māori language is the gateway to te ao Māori.

Revitalising te reo and tikanga Māori

Te Whare o te Reo Mauri Ora sets the overarching framework for the partnership between iwi, Māori and the Crown to support the revitalisation and active use of te reo Māori. Te reo Māori enables participation in, and interaction with, te ao Māori and creates a foundation for a shared national identity that values history, mātauranga and tikanga Māori.

.....

The Maihi Karauna strategy is the Crown's strategy for the revitalisation of te reo Māori, which supports the conditions within society for te reo Māori to thrive as a living language. The Maihi Māori strategy – led by Te Mātāwai – is focused on the restoration of te reo Māori as a nurturing first language within whānau and Māori communities. The two strategies are complementary and require close partnership to ensure revitalisation efforts are joined and mutually effective.

Investment in the Key Focus Area of Te Ao Māori includes funding to support the te reo Māori entities:

- **Te Māngai Pāho** – supporting the development and commissioning of Māori language content, music, and digital and new media initiatives
- **Te Taura Whiri i te Reo Māori** – leading the coordination of the Maihi Karauna strategy implementation, language planning, resource development, and coordination of national te reo Māori events

- **Te Mātāwai** – leading the implementation of the Maihi Māori strategy and investment in whānau and community language initiatives, plans and research
- **Māori Television Service** – supporting the broadcast and delivery of engaging and informative te reo content across a range of media platforms.

Community-led Investment

The Māori Development Fund supports community-led initiatives for te reo me ngā tikanga Māori through specific programmes and one-off investment.

Oranga Marae

Delivered jointly by Te Puni Kōkiri and the Department of Internal Affairs, Oranga Marae funds the physical and cultural revitalisation of marae as centres of Māori identity and mātauranga. It has three phases:

1. Marae development planning
2. Technical and feasibility support for capital works (such as design and building consent costs)
3. Marae development infrastructure to repair, rebuild or replace assets.

An evaluation of the Oranga Marae programme during 2019/20 found that marae revitalisation enabled transformational shifts at the individual, whānau and hapū level. Programme enhancements were also identified including support for marae to navigate the application process more easily, and the development of additional tools and resources. These changes will be implemented in the coming year.

Kāinga Rua

Introduced as part of the Budget 2019 expansion of Oranga Mārae, Kāinga Rua supports marae to develop their capability and capacity in emergency management preparedness, and to contribute to sustainability initiatives in their local communities. This includes building relationships with local Civil Defence Emergency Management Groups. Three pilots were trialled during 2019/20.

Community-based events

Investment in this area also supports community-led initiatives building strong communities and enhanced cultural identity. This includes succession planning initiatives to increase the level of engagement in marae, hapū and iwi activities, sponsorship of kapa haka and manu kōrero competitions, and community celebrations promoting local history and te ao Māori.



Responding to COVID-19

Many of the larger events planned for the first half of 2020 were unable to proceed due to the restrictions implemented as part of the COVID-19 response. Other initiatives continued in a modified form, using online forums and wānanga.

Māori Television, iwi radio, Te Māngai Pāho and Te Taura Whiri i te reo Māori played key roles in the all-of-government and community-driven response to the pandemic.

Māori Television was supported through the Whānau Māori Community and Marae Response Fund (see page 15) to ensure that pandemic messaging targeted to Māori was provided to Māori communities and iwi. Te Māngai Pāho utilised existing funding to commission specific social media content to engage hard-to-reach rangatahi during the COVID-19 response.

Te Taura Whiri i te Reo Māori utilised existing resources and connections to establish a translation service to support the National Crisis Management Centre, the Ministry of Health and core government agencies to provide public health messages and information in te reo Māori. This included developing a lexicon of pandemic-related terminology that had not previously existed.

This work was vital to ensuring Māori communities had targeted messaging throughout the different Alert Levels and were able to share stories of life and activities while restrictions were in place.

Sheree White in the māra kai for her whānau five-home papakāinga in Kahupātiki, Hawke's Bay. Investment in this area supports community sharing of knowledge and skills in te ao Māori, such as communal kai. Photo credit: Josie McClutchie.

Funding portfolio

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Pāpāho Reo me ngā Kaupapa Māori

Te Māngai Pāho

\$66,259,000

Focus This funding supports Māori broadcast and streamed services managed by Te Māngai Pāho, the government's purchaser of Māori language content. It funds 21 iwi radio stations, plus initiatives in music and digital and new media, all of which support New Zealanders to increasingly experience te reo me ngā tikanga Māori.

In 2019/20 an additional one-off \$0.5 million was provided through the COVID-19 Response and Recovery Fund to support the news and current affairs capacity of the Māori media sector. Te Māngai Pāho worked with Māori Television and iwi radio to ensure key messages were tailored to meet the needs of local Māori communities.

- Highlights**
- A key focus for 2019/20 was to grow engagement with Māori language audiences. Funding for new digital and online media content supported this approach, with many innovations in this area coming from rangatahi producers.
 - Te Māngai Pāho reviewed its music strategy in 2019/20 to explore opportunities to increase the audience for Māori music. Hinewehi Mohi's 'Waiata Anthems' dominated the local charts following the album's launch in Te Wiki o te Reo Māori in 2019.
 - During COVID-19, Te Māngai Pāho worked with the Māori Television Service and the iwi radio networks to provide support for community initiatives during Alert Level 4, including one-off funding to each of the iwi radio stations. The producers of online programme 'Hahana' were funded to create a campaign to deliver COVID-19 messaging to hard-to-reach rangatahi through social media. This saw a total of 7.2 million engagements across Facebook, Instagram and TikTok.
 - The Shared Research Action Group has enhanced the coordination of research effort across the entities working in the broader Māori language arena.

Whakarauora Reo mō te Motu

Te Taura Whiri i te Reo Māori

\$7,664,000

Focus	This funding supports Te Taura Whiri i te Reo Māori to lead the coordination of the Maihi Karauna strategy implementation to revitalise te reo Māori through language planning, national events, research, translation services and language resources. This supports the use of te reo Māori as a living language of Aotearoa New Zealand.
Highlights	<ul style="list-style-type: none"> Coordinated and delivered a range of successful events across the financial year, including an expanded Te Wiki o te Reo Māori in 2019, Ngā Tohu Reo Māori celebrating te reo Māori advocates and initiatives, and 13 Maihi Karauna events. Nine rangatahi hui were also held, culminating in a national two-day rangatahi summit in December 2019. Developed 15 new language plans (three in the private sector and 12 in the public sector). Finalised a shared research agenda in partnership with Te Whare o te Reo Mauri Ora and held three joint public events with Te Mātāwai. Responded to COVID-19 through the development of a Translation Service to ensure messages were tailored for whānau and communities. Te Taura Whiri i te Reo Māori participated in the cross-government communications network made up of Communication Managers from Te Puni Kōkiri, Te Mātāwai, Te Māngai Pāho and Te Taura Whiri i te Reo Māori. During 2020, the Toi Reo Māori examinations (both written and oral) shifted to an online format due to the restrictions imposed in the COVID-19 response.

Whakarauora Reo mō te Whānau, Hapū, Iwi me te Hapori

Te Mātāwai

\$14,817,000

Focus

Te Mātāwai represents Māori in the te reo partnership with the Crown and leads the Maihi Māori strategy. This strategy focuses on the acquisition and use of te reo Māori in homes and communities, as well as on research, and funding whānau-led initiatives to support the revitalisation of te reo Māori.

Highlights

- Through Te Whare o Te Reo Mauri Ora, Te Mātāwai plays a leading role in collaboration across the sector, especially in measurement and evaluation of the impact of the revitalisation efforts. Te Mātāwai focuses on raising the wellbeing of te reo Māori, and on the impact of this on the overall wellbeing of Māori socially and economically.
- In 2019/20 Te Mātāwai committed over \$11.620 million through Te Mātāuru investment fund and is now managing 223 active contracts worth \$12.739 million across all eight kāhui (clusters).

Te Mātāwai continues to monitor and assess the likely impact COVID-19 will have on te reo Māori revitalisation at a local level.

Whakaata Māori

Māori Television Service

\$19,264,000

Focus

This funding is to provide television broadcasting services, including on-demand language learning content. As part of the aim to protect and promote te reo Māori me ngā tikanga Māori, a minimum of 70 percent of primetime content is expected to be in te reo Māori.

Highlights

- In 2019/20, Māori Television launched its new outcomes framework, *Te Huapae – Our Plan for Success*. The outcomes framework provides quantitative and qualitative measurement tools for success against 17 priority short, medium, and long-term outcomes.
- Throughout 2019/20 Māori Television shifted towards being an audience-led and digital-first organisation, with a refreshed focus on news and current affairs, delivering quality news that matters to Māori, anywhere, anytime and on any device.
- Māori Television submitted a detailed submission on the discussion paper, *Te Ao Pāpāho – Māori Media Sector Shift: High Level Options*, and participated in the June 2020 engagement process on the proposed sector shift.
- To deliver coverage of the COVID-19 pandemic, Māori Television established a *National Māori News Service* as a digital platform in collaboration with iwi radio. The platform reached 2.8 million users in the first weeks of Alert Level 4, and over 2.0 million in mid-April.
- Māori Television worked in partnership with the Ministry of Education to provide *Mauri Reo, Mauri Ora*, a te reo Māori educational channel to support distance learning during Alert Levels 3 and 4.

Tahua Whanaketanga Māori

Māori Development Fund

\$7,137,000

Focus

This funding supports community-led events and initiatives to support te reo me ngā tikanga Māori and increase awareness of mātauranga Māori and local history.

Highlights

Over 260 community-led initiatives were funded to support the recognition, value and encouragement of te ao Māori across Aotearoa, including:

- 73 marae receiving investment support through Oranga Marae to support different aspects of the cultural and physical revitalisations of their marae
- the development and implementation of the Kāinga Rua pilot supporting three marae to develop capability and capacity to support emergency management preparedness, and to support sustainability initiatives in their local communities
- community-led initiatives to increase the level of understanding of te reo Māori and awareness of traditional knowledge and history
- more than 35 Matariki projects building understanding and awareness of the cultural significance of Matariki across local communities.

▶ A detailed list of recipients of Māori Development funding for community initiatives is provided in the 'Investment Recipients 2019/20' list on the Te Puni Kōkiri website. Additional information on the achievements of the te reo Māori entities is available in their respective Annual Reports.

This case study illustrates our focus on supporting the revitalisation of marae as centres of Māori identity and mātauranga.

At 12:05pm on a spring afternoon in 2003, a fire alarm rang out in Kaikohe. That day Far North hapū Ngāti Ueoneone could do little but watch as its marae burned to the ground, taking 100-plus years of history with it. Whānau were left with nowhere to unify as a hapū, for the first time in over a century.

Today a vibrant, contemporary marae stands with modern facilities to support community togetherness. Ngāti Ueoneone has built a new wharekai, restored its wharepaku and is working towards a new whare tūpuna to house its taonga.

“Rebuilding Ōkorihi Marae goes hand in hand with revitalising our people, our reo and our tikanga,” says Quinton Hita, chair of the marae.

“The need to rebuild created an opportunity for us to focus on our dreams for the future. We purposely worked with technical experts who aligned with our needs.”

There were challenges and lessons on the long journey to this point. It took hard work, patience, mātauranga and skill, with support from Te Puni Kōkiri and the Department of Internal Affairs through the Oranga Marae programme, to make the vision a reality. Those hard-won lessons are now being shared with other hapū embarking on similar journeys.

After the opening of the rebuilt marae in 2019, one of the kaumātua quietly told Quinton that he had not expected to live to see the marae erected.

“He was so happy. Which means in the end, we had done our job.”



The new wharekai at Ōkorihi Marae, the heart of a visionary rebuild after a fire in 2003. Photo credit: Ōkorihi Marae.

Finnisha Nicola Letitia Tuhiwai (Ngāpuhi), packhouse manager for Maungatapere Berries in Te Tai Tokerau and 2020 Ahuwhenua Young Māori Grower Award finalist. Photo credit: Alphapix.



Supporting whānau to improve connections to and productivity of whenua

Whenua is central to understanding and retaining strong whakapapa connections and achieving whānau aspirations for the future.

Ahuwhenua investment supports Māori freehold land owners and trustees to explore options to increase whānau connections to their whenua, diversify land use, and develop investment opportunities to lift whenua productivity.

Alongside this, on-the-ground whenua services, improved access to information and resources and targeted legislative changes are supporting whānau towards sustainable development opportunities that unlock the potential of whenua.

Manaaki whenua, manaaki tangata, haere whakamua.

Care for the land, care for the people, go forward.

Improving connections to and productivity of whenua Māori

A majority of the 1.4 million hectares of Māori freehold land in Aotearoa New Zealand is underutilised and land owners face unique challenges to developing their whenua.



58 projects
received funding
in 2019/20

The Government's wider Whenua Māori Programme is overcoming barriers Māori freehold land owners experience.

Supporting Māori land owners to connect with, use and develop their land enables whānau to achieve their aspirations and lift social, cultural and economic wellbeing outcomes.



covering
341
land blocks

The **Whenua Māori Fund** assists Māori freehold land owners and trustees in their exploration of ways to boost the productivity of their whenua. It supports land owners to understand options for tangible, on-the-ground projects focused on growing the economic performance of the whenua.



182,000
hectares

The fund supports initiatives that:

- seek to improve land use (including bringing unused land into use or diversification)
- assess the feasibility of proposed land use options
- help owners and trustees prepare for commercial ventures
- remove barriers to more productive use of the land
- prepare owners and trustees to take advantage of other government programmes.

This investment recognises that Māori freehold land owners experience unique challenges to developing their land.



representing
75,000
land owners

Vote Māori Development also provides funding to support the work of **Te Tumu Paeroa** – an independent statutory entity providing professional trustee services for 1,300 blocks of whenua Māori throughout the country.

Responding to COVID-19

As the extent and severity of the COVID-19 pandemic became apparent, \$1 million of unallocated funding from the Whenua Māori Fund was reprioritised to support the Whānau Māori Community and Marae Response Fund (see page 15). This included support for Māori businesses to ensure they were aware of and able to access the range of business support packages and subsidies.

Progress on many existing initiatives was delayed due to the COVID-19 restrictions, and contract deliverables and timeframes were varied as a result of this. Other initiatives, particularly those investigating the feasibility of tourism projects, are being reviewed with land owners in light of the ongoing impact of the global pandemic.

Funding portfolio

Kōtuitui Te Ture Whenua

Whenua Māori Fund

\$3,112,000

Focus

This funding supports interventions, tools and research that assist owners of Māori freehold land to improve the productivity of their land. \$1 million of this appropriation was reprioritised in 2019/20 to support the all-of-government COVID-19 response package to meet the specific needs of Māori during the pandemic.

Highlights

- 58 initiatives were supported in 2019/20 through the Whenua Māori Fund, involving more than 182,000 hectares of Māori freehold land.
- The impact of initial funding for planning or feasibility studies can be seen through the ability of land owners to access investment funds for the longer-term development of their whenua. For example, the Whenua Māori Fund supported Te Rimu Trust in Te Araroa to develop a business case for the development of a citrus orchard and on-site nursery. The Trust was subsequently successful in a Provincial Growth Fund application to help convert 18–25 hectares of farmland into a citrus orchard, supporting the Trust's vision for a sustainable future.

► **A detailed list of recipients of the Whenua Māori Fund** is set out in the 'Investment Recipients 2019/20' list on the Te Puni Kōkiri website.

Ngā Whakahaere a Te Tumu Paeroa

Te Tumu Paeroa

\$11,261,000

Focus

This funding supports Te Tumu Paeroa, the Māori Trustee, to fulfil its statutory and common law obligations and effectively manage and administer the approximately 1,300 whenua Māori land blocks for which it is responsible.

Highlights

- During 2019/20, Te Tumu Paeroa worked with a network of organisations to identify and enhance training programmes to build governance capability within land trusts and to inform a national strategy and approach.
- Te Tumu Paeroa also invested in housing developments, partnering with Te Puni Kōkiri to support home repairs for whānau in Te Tai Tokerau and Te Tai Rāwhiti (see the Kāinga chapter following), and completed the Paetutu housing development through Te Tumu Kāinga.
- A new operating model has been implemented to support the delivery of core trust and property services, to improve consistency of service and better outcomes for land owners.
- A new data and content kaitiakitanga project was progressed to improve the integrity and quality of data, alongside work to future proof IT infrastructure and systems, and support effective remote working arrangements during the COVID-19 immediate response period.

This case study illustrates our focus on supporting whānau to connect to and govern their whenua and build sustainable development opportunities.

Waima Topu B Trust and its 539 land owners are realising a dream to return to day-to-day management of their Māori freehold land in the South Hokianga.

Following almost 20 years of lease arrangements, the owners of the farm in Waima want to see the condition of their whenua improved and utilised to the best advantage of whānau.

“More than ever, our shareholding whānau want to have an authentic experience of their whenua,” says Trust co-chair Colin Fitzpatrick. “Enabling more whānau to set foot on this land will strengthen connection to whakapapa and create a path forward for future generations.”

With a strategic plan in hand, the Trust applied for Whenua Māori Fund assistance to bring in expertise to understand what is needed to bring the land back to optimal productivity.

It was a partnered approach, with investment contributions and in-kind support from the kaitono, iwi, Te Puni Kōkiri Whenua Advisory Service and regional business partners.

The resulting business case supported a successful Provincial Growth Fund application, with the Trust receiving \$960,000 in February 2020 to get their five-year plan for reinstating the land underway.

Some of the support from the Whenua Māori Fund was earmarked for governance training to ensure the Trust's successful transition into active management.



Left to right: Mihi Harris (co-chair Waima Topu B); James Parsons (AgFirst); Desmond Warmington (Trustee); Sam Johnson (Te Puni Kōkiri Whenua Advisory Service).

Trust co-chair Mihi Harris says, “We will get to employ local people, develop parts of the farm that we didn’t previously have access to, and by having whānau coming back on to the farm, put in place a succession plan.”

In addition to 688 hectares of farm land, Waima Topu B supports eight papakāinga and four rental houses. More than 200 whānau live locally.



Robert MacDonald stands on ancestral land in Waimārama, south-east of Hastings. In the first stage of this papakāinga development, seven affordable homes will provide a healthy, safe environment where whānau can enjoy security of tenure. Papakāinga like this enable whānau to reconnect with their whenua and support their marae and local community, which may include kura and kōhanga reo. Photo credit: Josie McClutchie.

Kāinga

Improving Māori homes and communities

47

Supporting whānau to achieve their housing aspirations

Healthy, secure and affordable homes provide long-lasting and intergenerational effects on whānau wellbeing.

Kāinga investments focus on increasing the supply of new housing through papakāinga developments, housing repairs, and building capability to meet housing goals.

The investments take a community development approach, using housing as an anchor for community transformation.

Ka mate kāinga tahi, ka ora kāinga rua.

When one door closes, another will open.

Improving Māori Housing Outcomes

The Māori Housing Network is a programme established in 2015 to support whānau to achieve their housing aspirations. Improving the quality of existing housing, and supporting the development of new housing, improves health, education, social and employment outcomes.

The Māori Housing Network invests across three focus areas:

- **Repairing existing homes** owned and occupied by whānau Māori – usually as part of a wider community programme
- **Supporting the development of new homes for whānau**, usually as papakāinga housing on Māori land – building both collectively-owned rental housing and the infrastructure for whānau to build privately-owned homes
- **Building the capability of whānau**, hapū, iwi and rōpū to respond to Māori housing aspirations.

Sorted Kāinga Ora

A core component of each of these focus areas is building the knowledge and capability of whānau to achieve their aspirations. The Sorted Kāinga Ora programme, developed in conjunction with the Commission for Financial Capability, supports whānau to build their financial capability to support home ownership.

Budget 2019 increased funding for the programme, allowing it to be rolled out across the country.

Community development projects

These projects support whānau to build community capability and aspirations by linking housing, business development and whānau skills training initiatives.

In 2019/20 six projects were underway across the country:

- **Tākou Bay** – supporting community development through housing repairs, training and skills development, employment support and development of infrastructure for new housing sites
- **Papakura Marae** – supporting the development of housing for kaumātua
- **Kāingaroa Village** – building the capability of local organisations to support housing aspirations, housing assessments, and sourcing funding for water infrastructure repairs – see case study
- **Taumarunui/Te Kuiti** – improving whānau health and wellbeing through repairs to existing homes and new housing builds
- **Raupunga** – building skills and employment opportunities through using local whānau to support building of papakāinga, housing repairs, and delivery of Sorted Kāinga Ora workshops
- **Oranga Hapori o te Marae o Waitaha** – supporting long-term community development planning, housing repairs and papakāinga developments, and capability building.



The Aroha Te Rangi Robin Ahu Whenua Trust papakāinga in Kahupātiki, Hawke's Bay has five homes on ancestral land. Papakāinga like this reflect a whānau support system that provides for intergenerational wellbeing. Healthy, secure affordable housing is a building block for thriving whānau and strong Māori communities. Photo credit: Josie McClutchie.

Investing in partnership

The Māori Housing Network works with other funders and organisations to improve the number and quality of whānau-owned homes and affordable rental properties. This includes:

- partnering with Te Tumu Paeroa to repair at least 49 whānau-owned homes across Te Tai Tokerau and Te Tai Rāwhiti
- co-investing with the Ministry of Housing and Urban Development in the Hastings place-based initiative to repair 20 whānau-owned homes and build 22 affordable rental homes on papakāinga, as well as investment in infrastructure for at least 17 other house sites on Māori land.

Te Ara Mauwhare: Pathways to Home Ownership

This multi-year appropriation (operating from 2017 until 2021) aims to identify and test innovative models to support low-to-medium-income whānau to move towards home ownership. Five initiatives are underway in Kaitaia, Wainuiomata, Papaioea (Palmerston North), Hastings (Flaxmere) and Rēkohu/Wharekauri (Chatham Islands). Each initiative is using a range of bespoke rent-to-own or shared ownership models to support whānau into new or refurbished homes.

Responding to COVID-19

Papakāinga developments and housing repair activities effectively ceased during the Alert Levels 3 and 4, with only urgent repairs addressing immediate health and safety issues able to occur.

As a result, over \$9 million of funding from existing contracts had to be transferred into the 2020/21 financial year.

To support the response to the COVID-19 pandemic, Te Puni Kōkiri refocussed Māori Housing Network investment criteria to bring forward projects that could be delivered quickly, ideally hammer-ready with infrastructure in place, or otherwise shovel-ready with a resource consent in place. This included a focus on creating jobs in regions utilising social procurement where possible. In doing so, the intention is both to improve whānau wellbeing through providing access to warm, dry and affordable housing and to provide employment opportunities in a climate of increased unemployment.

**109**

new projects approved
during 2019/20

**430**

home repair assessments

**523**

whānau home repairs

**6**

rōpū supported to
build their capability

**41**

initiatives to increase
whānau knowledge
about housing issues

**33**

Sorted Kāinga Ora
financial capability
programmes

**41**

new affordable rental
homes on papakāinga

**10**

rōpū supported to plan
for their papakāinga

**92**

house build sites on
whenua Māori supported
with infrastructure

Funding portfolio

Te Kōtuitui Hanga Whare mō ngā Māori

Māori Housing Network

\$36,871,000

Focus

This funding supports whānau to achieve their housing aspirations, with a focus on developing new papakāinga housing, assessing and repairing existing houses to ensure they are warm, healthy and secure, and building capability to support home ownership aspirations.

Highlights

Since establishment in 2015, the Māori Housing Network has invested more than \$100 million in housing projects across the country.

Over 100 new initiatives have been supported in 2019/20 including:

- funding to repair 523 whānau homes and to construct 41 affordable rental homes on papakāinga
- support for 10 whānau to plan for their papakāinga initiatives.

COVID-19 exacerbated housing issues for many Māori whānau, with increased incidence of overcrowding. Regional support packages and engagement in communities highlighted additional areas of severe housing need, particularly in relation to the quality of housing. This need is being factored into the ongoing housing programme.

He Huarahi ki te Whare

Te Ara Mauwhare – multi-year appropriation

\$3,513,000

Focus

This funding invests in trialling innovative models that enable low-to-medium-income whānau Māori to move towards home-ownership.

Six rūpū delivered the Sorted Kāinga Ora programme, developed under Te Ara Mauwhare, to help whānau build their financial capability to support home ownership aspirations.

Five progressive home ownership trials have been supported through Te Ara Mauwhare during 2019/20 using a range of bespoke rent-to-own or shared ownership models. These are:

- He Korowai Trust in Kaitaia, which worked with students from He Korowai trades training institute to refurbish surplus Kāinga Ora houses, providing new homes on the Whare Ora papakāinga for eight whānau through a long-term rent-to-own agreement
- Port Nicholson Block Settlement Trust, which is developing 15 homes at Te Puna Wai papakāinga in Wainuiomata, with whānau entering into an initial rental period followed by a shared ownership or rent-to-own agreement

Highlights

- Te Tihi o Ruahine Whānau Ora Alliance, which is developing ten new homes on two small urban papakāinga on surplus Kāinga Ora land in Papaoia. Five whānau who currently live in public housing have been selected to move onto the first papakāinga under a bespoke rent-to-own agreement. The Ministry of Housing and Urban Development is co-funding this trial
- The Chatham Islands Housing Partnership Trust, which is developing five homes as the first stage of the Sandstones papakāinga. These will be sold to whānau on a very long-term rent-to-own agreement, recognising that bank finance is not available on the Chatham Islands
- Te Taiwhenua o Heretaunga was selected to develop a shared equity whānau cooperative model for a co-housing pod within its Waingakau affordable housing development in Taradale. The trial was delayed while the rūpū secured development finance for Waingakau as a whole and is now expected to progress in 2020/21.

Te Runanganui o Ngāti Porou also explored a progressive home ownership initiative, but decided not to proceed at this time.

A detailed list of recipients of Kāinga funding is set out in the 'Investment Recipients 2019/20' list on the Te Puni Kōkiri website.

This case study illustrates our focus on using the investment in housing to support communities meet their wider aspirations.

After three decades of fighting to keep their community alive, the hapori of Kāingaroa Village have renewed hopes for their kāinga.

Located between Rotorua and Taupō the village was originally established as worker accommodation by the New Zealand Forest Service. In 1987, the land was returned to tangata whenua, Ngāti Manawa, and the village assets were transferred to the Kāingaroa Papakāinga Trust.

Over time the village became run down. That was not how locals wanted it, and they have been working, with the support of Te Puni Kōkiri, to realise their dreams of recovery.

Kāingaroa kaumātua Hati Skipper says the village has always been carried on love.

“You meet old people in Rotorua who have memories of the place and they ask you ‘How’s Kāingaroa?’,” Hati says.

“You tell them [about the condition of the village] and they just about cry on your shoulders. They have a lot of aroha for Kāingaroa.”

In July 2019, Minister Mahuta announced a \$2.4 million investment in housing and interagency support to help the whānau repair and revitalise their essential facilities.

Warm, dry and affordable homes are at the heart of the Whānau and Community Development investment programme, which builds out from this core to help the community develop, build and maintain long-term sustainability.



Kāingaroa resident Patricia Hitaua stands with (at left) Charlie Rahiri, Pouwhakahaere for Te Puni Kōkiri Waikato–Wairiki, and at right Minister for Māori Development Nanaia Mahuta, at the launch of the community development project. Photo credit: Rawhitiroa Photography.

Kāingaroa Village Council administration manager Denise Takahi says the community came together to identify what was important.

“At the top of our list was our water bore, then it was desludging our oxidation pond, then it was our housing, then our street lights and so on,” she says.

The physical improvements provide the basis for healthy lifestyles, engagement in education, stable employment, and improving the wider social, cultural, economic and environmental wellbeing.

“Ultimately the end goal is to see what we can leave for our tamariki, what can we leave for our mokopuna,” Hati says.

Kendall Flutey (Ngāi Tahu, Ngāti Kahungunu) is Chief Executive of Māori-owned business Banqer Limited and creator of an award-winning financial literacy game for schools. Photo credit: Banqer.



Pakihi Ora

Enterprising Whānau

55

Increasing economic resilience through sustainable enterprise

Supporting whānau to gain the skills and knowledge needed to support sustainable enterprise builds economic security and resilience and empowers whānau to achieve their aspirations.

Investment through Pakihi Ora includes providing specialist services that help small to medium enterprises to grow, as well as support for feasibility and investment strategies to build towards wider investment opportunities.

Rukea atu tō kura, he nui te kura kei uta e ngangahu mai nei.

Value what you already have as you work towards what you want.

Growing sustainable enterprises

Small-to-medium-sized businesses are a core part of the New Zealand economy. Supporting the creation and growth of these businesses provides opportunities to invest in a range of whānau and community wellbeing outcomes, build economic resilience, and create a more inclusive economy for Māori.

Exploring development opportunities

In addition to this specialist support, the Māori Development Fund provides funding for Māori entities to access expert support and advice. This can include funding for feasibility studies, the development of investment proposals and business cases, and market testing. This support can enable smaller entities to access wider government support and opportunities such as the Provincial Growth Fund.

Specialist advice and support

Building the skills, knowledge and experience of business owners and leaders is a key part of investment through Pakihi Ora.

The **Māori Business Growth Programme** provides advice and specialist support to small-to-medium-sized businesses with a willingness and ability to grow. In 2019/20, this included ensuring Māori businesses were able to access the support and subsidies available to businesses as part of the wider government COVID-19 response.

The **Ka Hao Māori Digital Technology Development Fund** invests in technology projects that support the advancement of Māori in the digital sector.

New Zealand Māori Tourism provides specialist advice and support to businesses and enterprises in the Māori tourism sector. This funding focuses on the development of authentic Māori experiences, providing a unique point of difference and introducing visitors to te ao Māori and local stories and landmarks.



Approximately

450

businesses

received information, advice and relationship services



40

businesses

received individual specialist support



11

businesses

received investment to provide workshops and coaching programmes to other businesses

Responding to COVID-19

As part of the all-of-government response package for Māori, New Zealand Māori Tourism received \$1 million for initial needs assessment and a tailored support package for Māori businesses.

New Zealand Māori Tourism worked in partnership with the Federation of Māori Authorities, Poutama Trust and Māori Women's Development Inc to support

250 businesses

during the initial response period. This included needs assessments and the creation of the Māori

Business Response Fund, covering tax advice, access to subsidies, HR/accounting advice and redeployment strategies. Approximately

190 businesses

also received targeted investment to help them navigate the challenges and impacts of COVID-19.

Through Budget 2020, New Zealand Māori Tourism also received funding for the 2020/21 financial year to support Māori tourism businesses to reposition in light of the ongoing effects of the global pandemic.

Te Puni Kōkiri investment to support local and regional enterprise assisted the development of an online Māori mall initiative in Te Tai Hauāuru. Hokohoko was developed by Te Rōpū Pakihi, after the Kāpiti-Horowhenua Māori business network identified the need for e-commerce opportunities to help local businesses continue to trade and reach new markets despite COVID-19 restrictions. Te Rōpū Pakihi is providing a business growth and development programme to support Māori businesses through Hokohoko and other initiatives. Photo credit: Te Rōpū Pakihi.



Funding portfolio

58

Tahua Whanaketanga Māori

Māori Development Fund

\$2,908,000

Focus

This funding provides practical support for whānau, entrepreneurs and businesses to grow a more productive, sustainable and innovative Māori economy. At a broader level, the fund supports regional economic development opportunities, including partnering with the Provincial Growth Fund to maximise overall gains in wellbeing for Māori.

Highlights

More than 90 community-led initiatives were supported in 2019/20 through the fund, with a focus on:

- investment in feasibility studies and project plans to enable Māori entities to collate the evidence needed to apply for wider government funding, including through the Provincial Growth Fund and New Zealand Trade and Enterprise
- supporting Māori businesses with information, advice and brokering relationship services to establish and grow their business (more than 450 businesses were supported through the Māori Business Growth Service in 2019/20)
- brokering partnerships to support the scale-up of Māori tech businesses through a collaborative approach between the Māori Business Growth Service and New Zealand Trade and Enterprise. Te Puni Kōkiri provided investment support to businesses to support their growth aspirations and worked closely with New Zealand Trade and Enterprise to explore opportunities for private investment in the businesses.

Tahua Whanaketanga Hangarau Māori

Ka Hao – Māori Digital Technology Development Fund

\$797,000

Focus

This targeted funding supports Māori economic development by encouraging Māori participation in the ICT sector and supports access to Māori language and culture through ICT.

Highlights

In 2019/20, the fund continued to support the delivery of 15 projects across Aotearoa New Zealand, including:

- Digital Natives Academy, which is equipping Rotorua rangatahi to become creators, developers and innovators of digital technology. The programme has continued to develop computer programming and coding knowledge among whānau, tamariki and rangatahi
- Pam Fergusson Charitable Trust's OMGTech, which is providing communities with digital tech workshops, resources, training and infrastructure. The goal is to ensure the set-up is community-led and sustainable, putting communities at the forefront of their own economic growth and intergenerational wellbeing. Communities are exploring how they can create industries through having tech hubs or backyard studios. A rangatahi group in Huntly built their own makerspace lab in a garage that is open to anyone in the community. They used donated laptops, found their own funding for other equipment, and were trained in pou carving
- KidsCoin Limited, which is, through its digital learning tools and upskilling programmes, developing rangatahi and whānau financial capability and foundation skills in digital technology, to help more whānau to gain the skills needed to become work-ready for jobs in digital technology.

A detailed list of recipients of funding through the Māori Development Fund and Ka Hao Māori Digital Technology Development Fund is set out in the 'Investment Recipients 2019/20' list on the Te Puni Kōkiri website.

Whakapakari, Whakatairanga Tāpoi Māori

Strengthening and Promoting Māori Tourism

\$5,160,000

Focus

This funding, administered by New Zealand Māori Tourism, supports the Māori tourism sector to develop local and global opportunities for tourism and trade. During 2019/20, \$1 million of additional one-off funding was provided through New Zealand Māori Tourism to support Māori businesses to respond to the impact of COVID-19.

Highlights

- During 2019/20, over 20 international delegations were hosted, including government and indigenous representatives from Japan, Taiwan, China, Korea, Australia, Canada, Peru, Chile, French Polynesia, Tahiti, Malaysia, Indonesia and Myanmar; the whānau of Sherpa Tenzing Norgay; and movie and television directors and producers.
- Networking events were supported, with a particular focus on the annual Māori Tourism Trade Day and Dragon's Den event, which allowed Māori tourism operators to network, access educational presentations, and pitch their experiences to international and domestic wholesale buyers, through pre-arranged 'speed dates'.
- New Zealand Māori Tourism has also negotiated the return of the South Pacific Tourism Exchange to Aotearoa after a six-year hiatus in Australia, and co-hosted the exchange with the South Pacific Tourism Organisation in Auckland.
- During the COVID-19 response, New Zealand Māori Tourism worked with Māori Inc peak bodies to support Māori businesses across a broad range of sectors to access specialist advice and support.

This case study illustrates our focus on supporting the growth of local businesses that, in turn, support whānau communities to build resilience and opportunity.

Māori tech business Jobloads pivoted its original business during the COVID-19 restrictions and has developed a digital solution that connects pre-verified workers with horticulture industry jobs.

At its helm is Candice Pardy (Ngāi Tāmanuhiri and Ngāti Porou), whose business idea came from the challenges she faced trying to find a reliable labour supply for her Gisborne persimmon orchard.

“We believe there is dignity in every job and people can find mana at work. But it can be difficult to uphold the workplace mana of people when the temporary labour supply system hasn’t worked right for a long time.

“This imbalance led to our team developing a digital solution that removes the friction workers and businesses experience when they team up on seasonal work,” she says.

Supported by a \$150,000 Te Puni Kōkiri investment, the Jobloads app gives prospective workers a free platform to choose when, where, and how they work. For small businesses it takes the hassle out of hiring as they upload their jobs and get matched with workers without the worry of contracts and CV checking.

Candice’s original business, Carloads, connected workers with transport to carpool to work – but when COVID-19 hit people couldn’t share rides anymore.



Jobloads Chief Executive Candice Pardy (left) has created a new app that quickly matches horticultural workers and growers in Gisborne; the plan is to expand to other industries. Photo credit: Jobloads.

“Now we have an oversupply of jobseekers plus displaced people from tourism and hospitality. I want to partner with iwi as we have shared interests in supporting Māori employment, particularly members impacted by COVID,” she says.

Candice says while she is driven to do well at business, her real passion is to do something good, especially for Māori.

“I was one of eight with a solo Mum and most of my whānau didn’t have a great start. I think that builds resilience, but lacking clear role models was the thing. I know we can create role models through the platform and create optimum conditions where all parties can thrive,” she says.



Papa Rangi McLean (Chair Manurewa Marae) and his mokopuna Rangatira McLean. Programmes such as this #Talk2Me programme in Tāmaki Makāurau connect rangatahi with leaders and mentors, to build skills and resilience. Photo credit: Mo+Co.

Kaiārahi mō āpōpō

Rangatahi Leadership and Development

63

Enabling rangatahi to develop skills, knowledge and resilience

With a growing youth population, rangatahi Māori will play an increasing role in shaping and leading Aotearoa New Zealand into the future.

Kaiārahi mō āpōpō investment focuses on innovative programmes to improve the wellbeing of rangatahi, aiming to increase their skills, opportunities, and experience of leadership. The support provided empowers rangatahi to make informed choices about the quality of their lives and builds their resilience to manage through challenge and change.

Ka pū te rūhā, ka hao te rangatahi.

When the older generation is worn out, the new generation steps up.

Empowering rangatahi for success

64

Growing the skills and confidence of rangatahi is critical to support their development into the leaders of the future.

A strong focus of investment through Kaiārahi mō āpōpō is addressing the challenges and barriers rangatahi face in education and employment. Three separate initiatives are funded through the Māori Development Fund.

- **Taiohi Ararau (Passport to Life)** aims to increase the participation of Māori taiohi in society and employment by supporting rangatahi to gain essential skills, such as their driver's licence, build their financial literacy and find opportunities for further education or training. This initiative is targeted at the Tai Tokerau rohe.
- **Pae Aronui** tests new and innovative approaches to support Māori aged 15–25 years who are not in education, employment or training. Pae Aronui focuses on building the confidence, capability and connectedness of rangatahi.

Trial programmes are in place in five different regions – South Auckland, West Auckland, Hamilton, Lower Hutt and Porirua. Each

programme is tailored to meet the specific needs of the rangatahi involved and recognises that many require support to meet immediate needs (including housing, income and health) before focusing on re-engaging in education or exploring training and employment options. This approach is seeing greater collaboration amongst agencies to achieve shared outcomes.

- **Te Aro o te Ha** aims to trial holistic, community-led and whānau-centred approaches including mentoring and pastoral care to support rangatahi along a pathway that develops the skills needed to succeed in further education or employment outcomes.

The programme is delivered by Māori Warden groups who are already actively working with rangatahi and their whānau to reduce truancy, and support re-engagement in learning and finding employment. The trial will continue for a second year in 2020/21 with an increased focus on employment outcomes.

Across Pae Aronui and Te Aro o te Ha:



Over **300**
rangatahi were
engaged



More than **140**
achieved employment
outcomes*



More than **120**
achieved education
outcomes*

*Some rangatahi will have achieved both employment and education outcomes



Cadetships at Dempsey Wood Civil are giving workers in the civil infrastructure company new pathways to leadership. Whakapuawai Class of 2020 is pictured at the launch at Makaurau Marae, Māngere. (Back L-R): Wilson Matangi, Adam Karena, Teina Johnstone, John Castle, Adrian Brown, Jessy Opai. (Front L-R): Mike Hick, Gail Hōhaia (Te Puni Kōkiri), Teresa Tawhai, Mack Conner. Photo credit: Dempsey Wood Civil.

Supporting employment and development opportunities

In addition to programmes specifically targeted at rangatahi, the **Cadetships programme** provides employment opportunities, mentoring and pastoral care, and leadership development opportunities for Māori of all ages.

The Cadetships programme is an employer-led, kaupapa Māori initiative supporting both new and existing Māori employees. It focuses on supporting employees to achieve higher-level skills, preferably linked to NZQA-recognised qualifications, and to transition into management or supervisory roles. The programme also encompasses elements of tikanga to support cadets to increase their confidence and mana.

In 2019/20 the Cadetships programme had a specific focus on supporting:

- growth industry employers to attract and develop new Māori employees
- employees to achieve new qualifications and training
- employers to attract, develop and assist the advancement of wahine Māori.

Many previous cadets are in key leadership positions, with some overseeing their organisation's current Cadetships programme, as well as being mentors to new participants, providing strong pastoral care, advice and training throughout the programme.

Increasing wellbeing and resilience

In addition to the focus on increasing skills and employment opportunities, Kaiārahi mō āpōpō investment focuses on increasing the wellbeing and resilience of rangatahi, and ensuring rangatahi have the opportunity to access activities that increase their aspirations.

The **Rangatahi Suicide Prevention Fund** invests in initiatives that support rangatahi (aged 10–24 years) to build the skills and resilience needed to successfully navigate challenging life situations and contribute to a reduction in suicide.

Largely delivered through initiatives designed by rangatahi, these programmes engage rangatahi through a range of activities – sport and physical activity, performing arts, digital technology/gaming, media and drama – to build life skills, confidence, decision-making skills, resilience and leadership.

The **Māori Development Fund** provides skills development programmes to meet specific community needs. This includes programmes to increase the number of rangatahi with a driver licence to improve future employment opportunities, pastoral care and work-readiness support and training, and STEM education outcomes through tailored programmes with a kaupapa Māori focus.

Rangatiratanga Grants provide one-off funding (usually under \$10,000) to individuals and organisations, to provide access to opportunities that would not occur otherwise and support the achievement of specific outcomes and aspirations.

Responding to COVID-19

Rangatahi face particular challenges as a result of the COVID-19 pandemic. Many have been hit with the closure of businesses or reduced hours in the hospitality and tourism sectors, while others dealt with isolation and a lack of wider support networks during the immediate response period.

As face-to-face delivery of services was not possible for several months, some contracts have been extended to deliver services over a longer period of time, while others were able to switch to online sessions and the use of video resources.

Funding freed up through variations to contracts within the Cadetships programme allowed new investment to begin immediately once workplaces returned to normal operations. More than 20 new Cadetships programmes were approved between May and June 2020 alone.

Additional funding allocated through the Budget 2020 COVID-19 Response and Recovery Fund will extend the number of Cadetship places to 1,200 during 2020/21, helping to address the increase in unemployment and to support Māori into higher-skilled leadership roles.

Funding portfolio

Tahua Whanaketanga Māori	
Māori Development Fund	\$11,148,000
Focus	This funding provides opportunities for whānau and enterprises to enhance education and employment outcomes for rangatahi.
Highlights	<p>The Māori Development Fund invests in programmes improving education and employment outcomes for rangatahi Māori through the Taiohi Ararau, Pae Aronui and Te Aro o te Ha initiatives. It also funds the successful Cadetships initiative supporting Māori of all ages through employment and development programmes.</p> <p>Other community-led initiatives are supporting rangatahi to gain the skills they need to successfully transition into adulthood. This includes:</p> <ul style="list-style-type: none"> • work-readiness and employment support initiatives that incorporate a strong focus on pastoral care to support rangatahi to remain in employment • education initiatives that use te ao Māori concepts to improve education outcomes for rangatahi particularly in science, technology, engineering and mathematics (STEM). Through these initiatives, more than 100 secondary school students have transitioned into tertiary education.

Hauora me te Oranga Māori**Rangatahi Suicide Prevention Fund****\$2,324,000****Focus**

This funding supports a range of community initiatives to improve rangatahi wellbeing and resilience, helping to reduce suicide.

Highlights

The Rangatahi Suicide Prevention Fund supported 23 new initiatives and continued a further four initiatives during the 2019/20 financial year. The fund supports initiatives that increase rangatahi skills, knowledge, wellbeing and resilience to successfully navigate challenging life situations, which in turn will contribute to a reduction in suicide.

Examples include:

- Mika Haka Foundation, supporting takatāpui Māori with training in life skills and professional development in the field of performing arts, digital technology and media
- Te Kupenga Hauora Ahuriri, strengthening rangatahi wellbeing and building resilience through workshops that increase decision-making skills using sport and physical activity
- the Whāriki Trust initiative 2Face Drama, a three-day camp for rangatahi focused on using drama for rangatahi suicide awareness.

A new project specifically responding to an increased risk of suicide experienced during Alert Levels 2–4 was supported in Te Tai Tokerau. This initiative focused on facilitating kōrero between rangatahi and kaumātua impacted by suicide.

Takoha Rangatiratanga**Rangatiratanga Grants****\$455,000**

These one-off grants (usually under \$10,000) provide financial assistance to organisations and individuals of all ages, for activities and initiatives that promote the social, economic and cultural advancement of Māori.

More than 100 grants have been made in 2019/20 in the areas of whānau wellbeing, te ao Māori, and skills learning and education.

► **A detailed list of recipients of Kaiārahi mō āpōpō funding** is set out in the 'Investment Recipients 2019/20' list on the Te Puni Kōkiri website.

This case study illustrates our focus on supporting rangatahi to gain the skills, knowledge and opportunities they seek. This includes investing in projects to increase rangatahi wellbeing, resilience and leadership, as well as the ability to successfully navigate challenging life situations, to influence a reduction in suicide.

The #Talk2Me programme in Tāmaki Makaurau is helping rangatahi find their voice through hip hop, urban dance, performing arts and social media.

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The goal is to make their voice loud and heard, by young people, their friends and whānau – and that “no matter how big or small, your problems matter, you matter, and your life matters”.

The suicide prevention programme is run by Te Kaha O Te Rangatahi Indigenous Youth Hub, using dance as the vehicle to help rangatahi from all backgrounds across Tāmaki Makaurau to achieve their own wellbeing goals.

The #Talk2Me showcases are an opportunity for rangatahi to express themselves on stage, sharing with their friends, whānau and communities that suicide is an issue faced by everyone. The message to parents, aunties, uncles and kaumātua is that their rangatahi need them, and to show rangatahi they are not alone.

Rangatahi performers and dancers are connected with mentors who are community leaders and experts in their craft. The participants receive wrap-around support, including regular check-ins at rehearsals. This provides rangatahi with a safe space where they can be upfront about when they are feeling down and know that they are always supported by those around them.



Nganeko Kohunui (Tūhoe) loud and proud, performing with #Talk2Me programme in Tāmaki Makaurau.

Photo credit: Mo+Co.

Running alongside the series of showcases is a #TalktoMe social media campaign, which already has over 1,000 posts sharing and supporting the kaupapa.

‘Safetalk’ community workshops are held at local marae and schools to support communities affected by suicide throughout south, west and greater Auckland. Rangatahi and their whānau are taught how to identify mental health signs and symptoms and where to go for help. A key element of this kaupapa is connecting rangatahi with the essential support services available in their community.

Makayla Clark and Roxanne Gray from the Ahuriri Māori Wardens, at the opening of the Te Puni Kōkiri office in Hastings, December 2019. Photo credit: Josie McClutchie.



Tūhonotanga ā-Tiriti

Crown Relationships with Whānau, Hapū and Iwi

71

Strengthening relationships between the Crown and Māori

Tūhonotanga ā-Tiriti supports stronger engagement between
Māori entities, whānau, hapū and iwi and the Crown.

Investment in this area supports the work of national Māori entities, as well
as providing funding for historical commitments and one-off payments.

Nāu te rourou, nāku te rourou, ka ora ai te iwi.

With your food basket and my food basket the people will thrive.

Commitments to iwi, rūpū and Māori entities

Vote Māori Development includes funding to fulfil a range of commitments in respect of iwi, rūpū and Māori entities. These include one-off and ongoing commitments, which range widely in scope, size and duration.

Rōpū Whakahaere, Rōpū Hapori Māori	
Community and Māori Governance Organisations	\$1,680,000
<p>This funding supports the work of various community and Māori governance organisations to engage on a range of kaupapa on behalf of their communities, or to cover the administrative costs of running their organisations. This includes funding that supports the mentoring of wahine Māori and their whānau in business, the operations of the Turanganui-a-Kiwi post-settlement entities, and the administration of the New Zealand Māori Council and Te Ariki Trust. The appropriation also supports the Māori Wardens Funding Programme (as set out on page 16).</p>	
Whaiwāhitanga Māori	
Māori Participation	\$626,000
<p>This funding supports the Māori Affiliation Service maintained by the Tūhono Trust. This service assists iwi and other Māori organisations to develop and maintain accurate and comprehensive membership registers, by sourcing iwi affiliation and contact information from consenting Māori electors. This includes some funding to the Electoral Commission for the collection of iwi information.</p>	
Utu Whakahaere Whenua Karauna	
Administrative Expenses for Crown Land	\$49,000
<p>This funding is for operating expenses associated with Crown-owned land administered by Te Puni Kōkiri under the Māori Affairs Restructuring Act 1989. Most of these areas of land have been disposed of. The one remaining Crown asset covered by this specific appropriation in 2019/20 is a partial shareholding in Waihana 4 (Hurakia Station, Tihoi).</p>	

Poari Kaitiaki Māori o Taranaki

Taranaki Māori Trust Board

\$15,000

This appropriation funds the payment of an annuity to the Taranaki Māori Trust Board, in accordance with section 9(2) of the Māori Trust Boards Act 1955 in recognition of wrongful land confiscation.

Following the Deed of Settlement with the Taranaki Māori Trust Board in September 2019, legislation is required to cease these annual payments. Te Puni Kōkiri is working to identify a suitable legislative vehicle for this.

ONE-OFF

Te Hokohoko mai o te Moni ā-Tau a te Poari Kaitiaki Māori o Taranaki

Taranaki Māori Trust Board Deed of Settlement

\$20,800,000

In September 2019, the Taranaki Māori Trust Board signed a Deed of Settlement with the Crown to settle all issues regarding historical annuity payments and to buy out all future payments. This appropriation was established to fund this one-off payment.



Statement of Service Performance

This section provides end-of-year performance information, as is required under section 19B(2) of the Public Finance Act 1989. Included are those appropriations where the Minister for Māori Development and Minister for Whānau Ora have been identified as the performance reporter, in the supporting information for the Appropriation Act.

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Appropriations reported against in this section are listed below:

76	Tahua Whanaketanga Māori (Māori Development Fund)
78	Whakamahi i ngā Huanga a Whānau Ora (Commissioning Whānau Ora Outcomes)
80	Kōtuitui Te Ture Whenua (Te Ture Whenua Network)
81	Te Kōtuitui Hanga Whare mō ngā Māori (Māori Housing)

Homeowner Wendy Johnson (right) talks with Te Puni Kōkiri advisor Monique Heke and Wharariki Trust chief executive Ana Apatu, in her Hastings kāinga. Collaboration between government, community and whānau has delivered housing repairs that restore family homes to safe, healthy living conditions that whānau can maintain long-term. Photo credit: Josie McClutchie.

Tahua Whanaketanga Māori

(Māori Development Fund)

Scope

This appropriation is limited to purchasing partnered interventions, tools and investigative studies required to accelerate Māori development.

Purpose

This appropriation is intended to achieve the following impacts:

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

Financial

Actual 2019 \$000	Expenses	Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Total Supp. Budget 2020 \$000
22,153	Total Appropriation	27,389	26,121	38,219

This appropriation increased by \$12.098 million to \$38.219 million for 2019/20 due to:

- new funding provided in the Budget 2020 COVID-19 Response and Recovery Fund to build sustainable and resilient communities by increasing the capability and capacity of Māori organisations (\$2.993 million)
- bringing forward funding from outyears to contribute to the COVID-19 Māori Response Package (\$7.599 million)
- fiscally neutral adjustments between appropriations required to establish the COVID-19 Māori Response Package (\$2.401 million)
- an increase in Parihaka Capability funding, funded by contributions from several ministries and organisations (\$105,000).

This increase was partly offset by a financially neutral adjustment to transfer funding for the Maihi Karauna strategy for the revitalisation of te reo Māori to the Whakarauora Reo mō te Motu, National Māori Language Revitalisation, appropriation (\$1 million).

Performance reporting

Achievement against our performance reporting requirements for the 2019/20 financial year are summarised in the following table:

Actual 2019	Assessment of Performance	Actual 2020	Target 2020
New measure	Percentage of projects over \$50,000 that are co-funded	88%	65% or above
New measure	Number of community events that promoted te ao Māori, mātauranga and te reo Māori	185	Minimum of 150
New measure	Percentage of investment proposals that are decided within six weeks of first assessment	89%	60% or above

Whakamahi i ngā Huanga a Whānau Ora (Commissioning Whānau Ora Outcomes)

78

Scope

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

Purpose

This appropriation is intended to achieve the engagement of NGO commissioning agencies to achieve the Whānau Ora outcome goals where whānau and families are:

- self-managing and empowered leaders
- living healthy lifestyles
- participating fully in society
- confidently participating in te ao Māori (the Māori world)
- economically secure and successfully involved in wealth creation
- cohesive, resilient and nurturing,
- responsible stewards of their living and natural environment.

Financial

Actual 2019 \$000	Expenses	Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Total Supp. Budget 2020 \$000
71,345	Total Appropriation	124,418	91,281	124,462

This appropriation increased by \$33.181 million to \$124.462 million for 2019/20 due to:

- an increase in funding from the all-of-government response to the specific health, social and economic support needs of Māori through the initial COVID-19 response period (\$10 million)
- bringing forward funding to 2019/20 from outyears to contribute to the all-of-government response package for Māori (\$3.917 million)
- an increase in funding due to reprioritisations within Vote Business, Science and Innovation and Vote Justice to support the COVID-19 response (\$500,000)
- new funding provided through the Budget 2020 COVID-19 Response and Recovery Fund to support the immediate and near-term recovery of whānau from the impact of COVID-19 (\$20.514 million).

This increase was partly offset by an expense transfer from 2019/20 to outyears to facilitate increased support for Commissioning Agencies for general commissioning activities (\$1.750 million).

Performance reporting

Achievement against our performance reporting requirements for the 2019/20 financial year are summarised in the following table:

Actual 2019	Assessment of Performance	Actual 2020	Target 2020
8,633	Number of whānau supported by commissioning agency Navigators as reported at 30 June	10,033	8,000–10,000
40%	Percentage of whānau who achieved their budgeting or financial literacy goals with the support of Te Pou Matakana Navigators	40%	More than 40%
598	Number of whānau who achieved their physical health goals with the support of Te Pou Matakana Navigators	>700	600–700
76%	Percentage of whānau who are better able to provide a stable home environment with the support of Te Pūtahitanga o te Waipounamu Navigators	87%	More than 60%
72%	Percentage of whānau who are now making positive healthy lifestyle choices with the support of Te Pūtahitanga o te Waipounamu Navigators	92%	More than 60%
69%	Percentage of whānau who have reduced their debt by five percent or more with the support of Pasifika Futures Navigators	84%	More than 50%
39%	Percentage of whānau who have become smokefree with the support of Pasifika Futures Navigators	40%	More than 30%

The performance results for 2019/20 clearly demonstrate how the Whānau Ora commissioning approach is successfully supporting whānau and families to achieve self-identified outcomes and wellbeing aspirations. The additional commissioning funding provided in the 2019/20 year has enabled an increase in whānau engagement with Commissioning Agencies.

COVID-19 had a significant impact on the operations of the Commissioning Agencies in 2019/20, who pivoted and reprioritised their activity mid-year to provide support to whānau that was focused on health and

economic outcomes due to the pandemic outbreak. This reprioritisation is evident and reflected in the Te Pou Matakana Physical Health outcomes result. While an exact figure is not available, it is reasonable to conclude that more than 700 whānau achieved their physical health outcomes out of the 5,196 whānau supported in 2019/20 by Te Pou Matakana Kaiārahi Navigators.

These targets will continue to be reviewed and provide a performance baseline which can be refined and used to inform the 2020/21 Annual Investment Plans and associated targets as part of a programme of continuous improvement.

Kōtuitui Te Ture Whenua

(Te Ture Whenua Network)

80

Scope

This appropriation is limited to the purchase of interventions, tools and research to support initiatives which assist Māori land owners to improve the productivity of their land.

Purpose

This appropriation is intended to support Māori land owners to improve the productivity of their land.

Financial

Actual 2019 \$000	Expenses	Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Total Supp. Budget 2020 \$000
3,838	Total Appropriation	2,652	3,200	3,112

This appropriation decreased by \$88,000 to \$3.112 million for 2019/20 due to a fiscally neutral adjustment transferring this funding into the \$56.5 million all-of-government response package to meet the specific health, social and economic support needs of Māori through the initial COVID-19 response period.

This decrease was partly offset by an expense transfer from 2018/19 to ensure that funding remains aligned with eventual milestone payments for projects supported by this fund (\$912,000).

Performance reporting

Actual 2019	Assessment of Performance	Actual 2020	Target 2020
New measure	Number of Māori land blocks with feasibility study completed	90	More than 25

Te Kōtuitui Hanga Whare mō ngā Māori (Māori Housing)

81

Scope

This appropriation is limited to providing practical assistance and resources to whānau and Māori housing providers to improve housing outcomes for Māori.

Purpose

This appropriation is intended to achieve improved housing outcomes for Māori by providing capability support and practical assistance to whānau and Māori housing projects.

Financial

Actual 2019 \$000	Expenses	Actual 2020 \$000	Unaudited Budget 2020 \$000	Unaudited Total Supp. Budget 2020 \$000
26,549	Total Appropriation	34,560	33,910	36,871

This appropriation increased by \$2.961 million to \$36.871 million for 2019/20 due to:

- the drawdown of the Hastings Homelessness Contingency (\$2.600 million)
- an expense transfer from 2018/19 to ensure that funding remains aligned with eventual milestone payments for projects supported by this fund (\$361,000).

Continued over...

Performance reporting

Actual 2019	Assessment of Performance	Actual 2020	Target 2020
100%	Māori Housing Network initiatives are funded in accordance with the National Investment Approach and Regional Investment Plans	100%	100%
292	Number of whānau homes approved to be repaired through a community-based repair programme, or an urgent individual whare repair	523	200–220
34	Number of new affordable rental homes on papakāinga co-funded to be built	41	15–20
12	Number of projects approved to provide capability support to rūpū in delivering their housing aspirations	6	15–18

Repair programme

The community-based repair programme is a key part of the Māori Housing Network programme, supporting improved health and wellbeing outcomes for whānau. This year, 523 home repairs were supported, facilitated by additional funding received in Budget 2019.

New whānau homes on papakāinga

Te Puni Kōkiri contributed to the construction costs of 41 new affordable rental homes for whānau, well above the target of 15–20 new homes. Te Puni Kōkiri Māori Housing Network supports the delivery of papakāinga workshops, and assists rūpū with papakāinga planning, infrastructure for new homes to be built on whenua Māori, and contributes to the construction costs of rental homes. A focus

this year was to direct funds received from the Budget 2019 homelessness contingency towards increasing the supply of affordable rental housing in Hastings on sites we had previously supported with infrastructure.

Building capability

During 2019/20, six rūpū were provided with capability support to help them deliver on their housing aspirations, and 33 Sorted Kāinga Ora programmes were supported. Whānau and rūpū can receive support from several housing agencies (for example, Kāinga Ora, Ministry of Housing and Urban Development). This year, much of our capability support has been provided as part of community-based repair programmes, or as part of a papakāinga development.

Disclaimer

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