

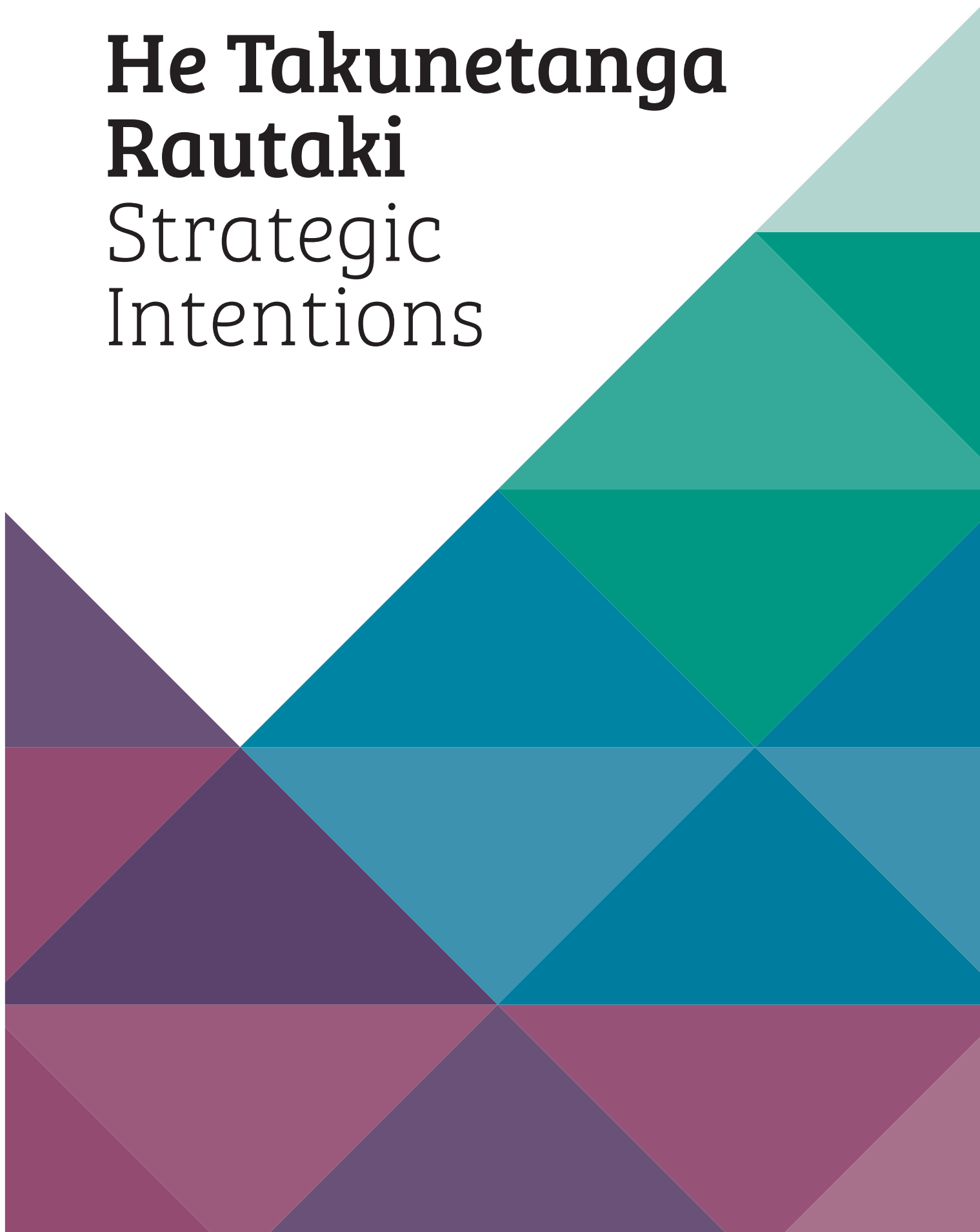
2025–2029

Te Kāwanatanga o Aotearoa



Te Puni Kōkiri
MINISTRY OF MAORI DEVELOPMENT

He Takunetanga Rautaki Strategic Intentions



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Whakamana

As seen on our title page,
and throughout the Strategic
Intentions, the Whakamana
pattern draws on the tukutuku
panel. Inspired by the
mountain standing tall upon
the landscape, this pattern
is symbolic of influence.





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Te kupu whakataki a Te Minita

Minister's Foreword

I taku tūranga hei Minita Whanaketanga Māori, e tautoko ana au i te aronga o ngā Koronga Rautaki mā Te Puni Kōkiri mō te whā tau e tū ake nei, otirā, te ngākau nui ki te hāpai ake i ngā moemoeā o te iwi Māori, whānau mai, hapū mai, lwi mai huri noa i Aotearoa.

He mea nui te whakatinanatanga o te pitomata a te iwi Māori ā-pāpori, ā-ōhanga anō hoki kia mātua whakaritea te tōnuitanga tonu o Aotearoa. Kia tūtuki ai tēnei me mātua mahitahi puta katoa i te kāwanatanga, me te wāhi nui a Te Puni Kōkiri kei mua e kōkiri ana, e poipoi ana i te pūnaha ki te whakapiki ake i ngā putanga oranga Māori.

I te tau 2024, i kitea e te Rūnanga ngā huringa e tika ana hei whakahou ake i te āhua o tā mātou kōkiri i te whanaketanga Māori. Hei wāhi o tēnei, i whakapakarihia ai Te Puni Kōkiri, me te whakawhitinga o ētahi mahi mai i Te Arawhiti, kia noho mai ai puta noa i te kāwanatanga hei reo matawhānui, hei reo aumangea, mō te whanaketanga Māori, me ngā hononga a te iwi Māori me ngā lwi ki te Karauna.

E whakamārama ana ngā Koronga Rautaki me pēhea e tūtuki ai Te Puni Kōkiri i te pikinga ake o te awenga rautaki, mā te hāngaitanga ake o te aronga ki ngā wāhanga matua e tino pānga ana ki ngā putanga oranga Māori, e ahu mai ana i ngā ara kōkiri whai taunakitanga me ngā mātau mai i ngā hapori.

I tua atu ki te ārahi tonu i te tohutohu kaupapahere e pā ana ki ngā wāhanga tāpua rawa ki te whanaketanga Māori, ka piki ake hoki Te Puni Kōkiri i tōna aroturukitanga o te pūnaha, me te poipoi i ngā āhuatanga o te pūnaha ki te whakapiki ake i te mahi a te rāngai tūmatanui whānui tonu.

Mā tēnei aronga rautaki ki ngā take matua ki ngā ekenga panuku a te iwi Māori, e taea ai e Te Puni Kōkiri te tautoko te pūnaha ki te kōkiri i te whakapikinga o ngā putanga mō ngā lwi, te iwi Māori, otirā, te katoa o Aotearoa.

As the Minister for Māori Development, I welcome the direction of the Strategic Intentions for Te Puni Kōkiri for the next four years and the commitment set out to uplifting the aspirations of Māori, whānau, hapū and lwi across Aotearoa.

Realising the social and economic potential of Māori is critical to ensuring the prosperity of New Zealand. This will require work across government, with Te Puni Kōkiri playing an important role leading and influencing the system to improve Māori wellbeing outcomes.

In 2024, Cabinet recognised the changes needed to modernise our approach to Māori development. As part of this, Te Puni Kōkiri was strengthened, with the transfer of some functions from Te Arawhiti, positioning it to be a comprehensive and strong voice across government, for Māori development and lwi and Māori relations with the Crown.

These Strategic Intentions outline how Te Puni Kōkiri will achieve greater strategic influence, through a refined focus on key areas that have the most significant impact on Māori wellbeing outcomes, informed by evidence-based approaches and insights from communities.

In addition to continuing to lead policy advice on areas most significant to Māori development, Te Puni Kōkiri will also intensify its monitoring of the system, and influence system levers to improve the performance of the broader public service.

Through this strategic focus on the key contributors to success for Māori, Te Puni Kōkiri can support the system to drive the improvement of outcomes for lwi, Māori, and all of New Zealand.



Te kupu whakataki a Tumu Whakarae mō Te Puni Kōkiri

Secretary for Māori Development Introduction

He koanga ngākau kua riro māku te whakatakoto i ngā Koronga Rautaki 2025–2029, e whakarite ai te aronga mā Te Puni Kōkiri mō ngā tau e whā e tū mai nei.

He whakaata tō mātou rautaki i ngā whakatau a te Rūnanga 2024 me te whakahoutanga o te whakakitenga mō te whanaketanga Māori, he mea whakatūnga i Te Puni Kōkiri mō te whakaawenga rautaki. I runga i tō mātou mana kōkiri ā-ture i raro i te Ture Whanaketanga Māori (Māori Development Act) 1991, kua whakapikihia e tēnei whakatūnga o mātou haepapa aroturuki, mahi tohutohu anō hoki. Mā konei e mātua whakarite ai mātou e hāpai ana ērā atu hinonga i ō rātou haepapa ki te whakarato i ngā ratonga tūmatanui ki te iwi Māori, mā te iwi Māori, otirā, ngātahi tonu ki te taha o te iwi Māori.

Nā tā mātou koronga rautaki hou ka tōia mai ai ā mātou ara kōkiri ki mua tonu me te whakarite hoki he pēhea ēnei e whakamōhio i ā mātou mahi whakapai ake i ngā putanga mā te iwi Māori.

Ka noho matū tonu ki Te Puni Kōkiri tō mātou whakakitenga o ngā Whānau Momoho. E whakapono ana mātou ki te momoho te whānau, ka pēnā anō hoki ō rātou hapori, lwi, hapū, ka mutu, te katoa o Aotearoa. He mea kōkiri tēnei wawata i ā mātou whakapaunga werawera ki te hanga i te Aotearoa e taea ai e ngā whānau katoa te tū pakari, te momoho, te whai wāhi mai anō hoki.

Ko ngā kaupapa ā-whānau, e whakahaeretia ana ā-rohe, e whai tautoko ana hoki i te kāwanatanga, koia tērā, ko tō mātou ara kōkiri e āhukahuka ana kāore te rāngai tūmatanui i te whakatutuki mā te katoa o te iwi Māori. E whakatinanahia ana e tēnei ara kōkiri ā mātou akoranga e pā ana ki ngā mahi e tika ana mā te iwi Māori, te tūranga nui me te tohungatanga o te hunga e mahi ana i waho atu o te rāngai tūmatanui. Ki te taha o tēnei, **ko Te Tautuhi ō Rongo,** e whakatakoto ana tā mātou ara kōkiri kaupapahere ā-tūmatanui i te anga mō te rāngai tūmatanui ki te mātua whakarite e whai whakaaro ana te mahi whakatau ki te taumata teitei rawa ko ngā motika ngātahi, takitahi hoki o ngā lwi Māori me te iwi Māori. Ko te hua, he mea āwhina ki te whakamōhio i te tukanga whanaketanga kaupapahere tae atu ki te hoahoatanga ratonga me tōna whakatutukinga.

E āhukahuka ana i tō mātou tūnga hou, me ngā mahi kua whakawhitia mai i Te Arawhiti, kua whakamāramatia ake ō mātou wāhi whakaarotau e rima e āwhina ki te whakatutuki i tēnei matakitenga. E aro pū ana ēnei ki te whakatutukinga o te tauira **Whānau Ora**, te mātua whakaritenga o te whakatipuranga me **te whanaketanga ā-ōhanga Māori, te aroturuki me te mahi tohutohu** i te rāngai tūmatanui, te whakapakaritanga o te **reo Māori me tōna ahurea**, me te tautoko i ngā **hononga a ngā lwi me te iwi Māori ki te Karauna**.

E tino whakapono ana ahau e whakatakoto ana tēnei rautaki i te tūāpapa me te aronga mō Te Puni Kōkiri ki te mahi puta noa i te pūnaha, e whakakotahi ana i ā mātou whakapaunga werawera kia pai ake ai ā mātou mahi mā te iwi Māori, otirā, mā te katoa o Aotearoa.

I am pleased to present the 2025–2029 Strategic Intentions, which will set the direction for Te Puni Kōkiri for the next four years.

Our strategy reflects Cabinet's 2024 decisions and refreshed vision for Māori development, which positioned Te Puni Kōkiri for strategic influence. Recognising our legislative mandate, the Māori Development Act 1991, this positioning elevates our monitoring and mentoring responsibilities and emphasises our role in holding other agencies to account for delivering public services to, for and with Māori.

Our new strategic intent brings our approaches to the forefront and sets out how we intend for these to inform our work to improve outcomes *to, for* and *with* Māori.

Our vision of **Thriving Whānau** remains core to Te Puni Kōkiri. We believe that when whānau thrive, so too do their communities, lwi, hapū and, ultimately, all of Aotearoa. This vision drives our efforts to build an Aotearoa where whānau can all stand, thrive and belong.

Whānau-centred, locally led and government enabled is our delivery approach that recognises that the public service does not deliver for all Māori. This approach crystallises what we have learned about what works for and with Māori, and the vital role and expertise of those operating outside the public service. Alongside this, **Te Tautuhi ō Rongo**, our public policy approach, provides a framework for the public service to ensure that decision making at the highest level is deliberately considering the collective and individual rights of lwi and Māori. As a consequence, this helps inform the policy development process including service design and delivery.

Recognising our repositioning, and the functions that have been embedded from Te Arawhiti, we've clarified our five priority areas that will help achieve this vision. These centre on delivering the **Whānau Ora** model, enabling **Māori economic growth and development, monitoring and mentoring** the public service, strengthening **Māori language and culture**, and supporting **lwi and Māori relations with the Crown**.

I am confident that this strategy provides the foundation and focus for Te Puni Kōkiri to work across the system, uniting our efforts to deliver better for Māori, and all Aotearoa.

Te Tauākī Noho Haepapa a te Minita

I koa ana au e whai ana ngā mōhiohio e pā ana ki ngā koronga whakahaere ki tua kua whakatakotoria ki mua i taku aroaro e Te Puni Kōkiri i tēnei Tauākī o ngā Koronga Rautaki i ngā herenga o te Public Finance Act 1989, e hāngai ana hoki ki ngā kaupapahere me ngā kawatau whakatutukinga o te Kāwanatanga.

Ministerial Statement of Responsibility

I am satisfied that the information on future operating intentions provided by Te Puni Kōkiri in this Statement of Strategic Intentions is in accordance with the requirements of the Public Finance Act 1989 and is consistent with the policies and performance expectations of the Government.



Hon Tama Potaka

Minita Whanaketanga Māori
Minister for Māori Development
June 2025

Te Tauākī Noho Haepapa a te Hēkeretari

I te waitohutanga o tēnei tuhinga, e āhukahuka ana au ko au te tangata noho haepapa mō ngā mōhiohio kei ngā Koronga Rautaki mā Te Puni Kōkiri. Kua whakaritea tēnei mōhiohio i runga i ngā herenga o te wāhanga 38 me te wāhanga 40 o te Public Finance Act 1989.

Secretary's Statement of Responsibility

In signing this document, I acknowledge that I am responsible for the information on the Strategic Intentions for Te Puni Kōkiri. This information has been prepared in accordance with section 38 and section 40 of the Public Finance Act 1989.



Dave Samuels

Te Tumu Whakarae mō Te Puni Kōkiri
Secretary for Māori Development
June 2025

Section 1 Our Strategic Framework Tapatoru

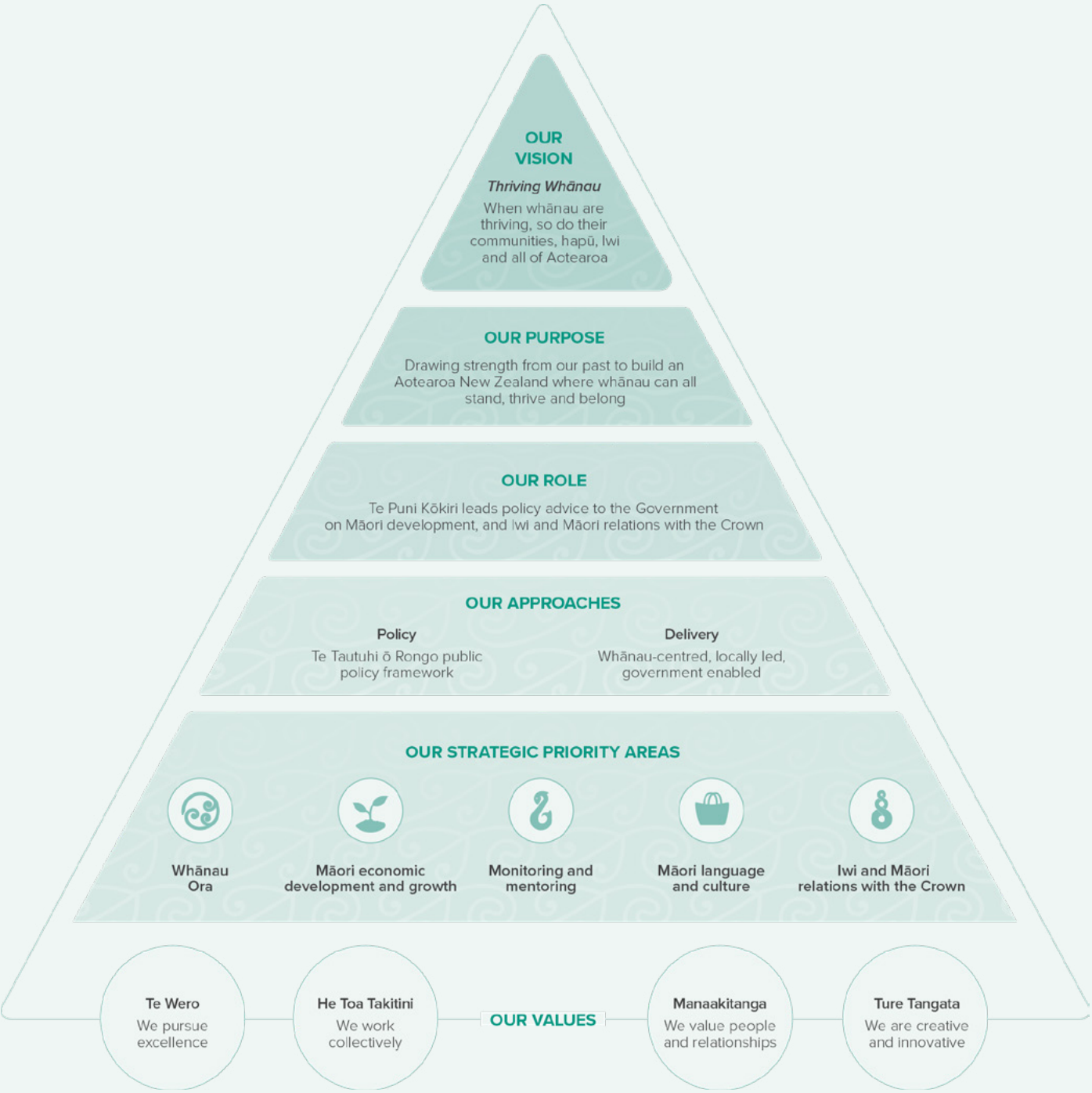
Tapatoru

Our strategic framework

Te Puni Kōkiri leads policy advice to the Government on Māori development, and Iwi and Māori relations with the Crown. We draw strength from our past to build an Aotearoa New Zealand where whānau can all stand, thrive and belong. This anchors us in our history, as we adapt to the changing and evolving needs of hapū, Iwi and Māori and the Crown.

Our updated strategic framework | Tapatoru (depicted in the visual) draws from our experience to position Te Puni Kōkiri for strategic impact, influencing outcomes for Māori across the public service and monitoring the Government on its performance for Māori.

The strategic framework is underpinned by our enduring values. These values guide how we behave within the Ministry, across government, and in collaboration with whānau, hapū, Iwi and Māori.



Our vision and purpose

Our enduring vision and purpose guide us in what we want to achieve:

- Our vision of *Thriving Whānau* reflects that when whānau are thriving, so too are their communities, hapū, Iwi and all of Aotearoa New Zealand
- Our purpose, drawing strength from our past, to build an Aotearoa New Zealand where whānau can all stand, thrive and belong, guides us to this vision.

Our role

Te Puni Kōkiri leads policy advice to the Government on Māori development and Iwi and Māori relations with the Crown.

Under the Ministry of Māori Development Act 1991, Te Puni Kōkiri has statutory responsibilities to:

- Promote increases in the levels of achievement attained by Māori in education, training, employment, health and economic resource development
- Monitor and liaise with each department and agency that provides, or has a responsibility to provide services to or for Māori for the purpose of ensuring their adequacy.

In August 2024, Cabinet agreed to changes to transform the Government’s approach to Māori development, as well as to clarify agency functions and position Te Puni Kōkiri for strategic influence. These changes encompass Te Tiriti o Waitangi | The Treaty of Waitangi, social, economic and cultural development, and ensure that Te Puni Kōkiri can effect intergenerational transformation for and with Māori.

Part of this transformation included the transfer of some functions from Te Arawhiti to Te Puni Kōkiri, relating to Māori Crown relations, namely: advising on the distinct rights, interests and responsibilities of hapū, Iwi and Māori; and the implementation of Treaty settlement commitments. These functions were transferred to Te Puni Kōkiri on 24 February 2025. The key functions of Te Puni Kōkiri are now to:

- Promote increases in levels of Māori achievement in education, training, employment, health and economic resource development
- Monitor and liaise with departments to ensure the services they provide to or for Māori are adequate
- Advise the Government and the public service on the distinct rights, interests and responsibilities of hapū, Iwi and Māori
- Lead post-settlement relationships with Post-Settlement Governance Entities and monitor the Crown’s implementation of Treaty settlement commitments
- Support investment into whānau-centred, locally led and government enabled interventions.

Our approaches

As the lead policy advisor to government on Māori development and Iwi and Māori relations, Te Puni Kōkiri influences the system to improve policies and services that deliver to and for whānau, hapū, Iwi and Māori.

Over the past five years, we have worked to develop and embed two key approaches that frame our work and will enable agencies to best meet the distinct needs of the populations they serve. These are our:

- Policy approach – Te Tautuhi ō Rongo
- Delivery approach – Whānau-centered, locally led, government enabled.

Through these approaches, Te Puni Kōkiri is positioning for strategic influence by ensuring that, over time, government effort is aligned to evidence-based approaches that work for and with Māori.

The policy approach

Government policy is a critical lever in delivering better outcomes to and for whānau, hapū, Iwi and Māori and achieving our vision of *Thriving Whānau*.

Te Tautuhi ō Rongo means to listen, consider and analyse deliberately before speaking, writing and advising. Underpinned by a positive reading of Te Tiriti o Waitangi | The Treaty of Waitangi, Te Tautuhi ō Rongo as a policy framework provides a structured approach for considering how Treaty-based rights, interests and responsibilities apply. This is particularly important when exploring an issue or opportunity, developing or implementing policy, or engaging with stakeholders.

In simple terms, Te Tautuhi ō Rongo acknowledges that in accordance with Te Tiriti o Waitangi | The Treaty of Waitangi, Māori have collective rights and interests as expressed through their Iwi and hapū. Aligned to this Māori, as do all citizens of Aotearoa New Zealand, have individual rights and interests that are considered when government policy is developed.

When working on any public policy matters, it is important to understand who is impacted and the extent of the impact. This enables appropriate scaling and approaches to be considered. Often the distinction between individual Māori citizenship, and the collective rights, interests and responsibilities of hapū and Iwi, can be misunderstood or used interchangeably by the government. This in turn leads to poor policy, which is not fit for purpose and does not deliver on the distinct needs of those for whom it is designed.

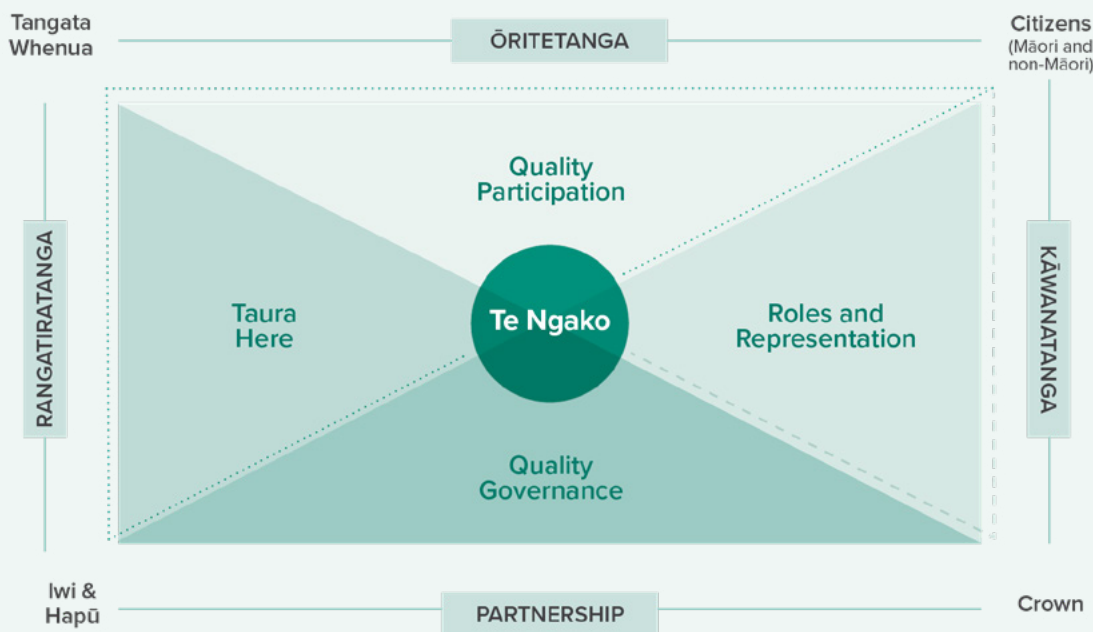
We are seeking to address this problem and enable an opportunity by offering Te Tautuhi ō Rongo as a public policy framework.

The intention is for government to identify the specific interests early in the policy cycle and use this to inform the policy development process – explaining the context, undertaking the analysis, providing the advice and identifying the actions.

Te Puni Kōkiri has been working on ways to apply this framework to all our advice, with the eventual goal of it being the lens through which all Māori issues are considered across government.

Our goal is that by embedding Te Tautuhi ō Rongo as a key public policy framework, it supports decision makers at all levels to consistently give effect to Te Tiriti o Waitangi | The Treaty of Waitangi. This will deliver more efficient public services and improve outcomes for and with whānau, hapū, Iwi and Māori.

Te Tautuhi ō Rongo



The delivery approach

Our delivery approach – whānau-centred, locally led and government enabled – aligns with system-level social investment principles. The approach ensures services to and for Māori are delivered in a way that is effective, and appropriate, for the communities they are being delivered to.

Whānau-centred recognises that whānau are the primary unit of hapū, iwi and wider Māori society and assumes that whānau are best placed to determine their goals, aspirations, priorities and needs. As a government agency, this will often require us to enable service delivery models that support whānau to address and progress the things that are important to them – in the short term, and as part of their longer-term development.

Locally led recognises that solutions that work best for whānau often need to be driven from within their communities. Many whānau have distinct needs that are not met by universal service delivery. This can result in whānau becoming disillusioned, disengaged or disconnected.

Locally led solutions can address this need through devolved service delivery models, for example, to non-government groups like commissioning entities or trusted providers with strong community links who are better positioned to support those whānau who are otherwise hard to reach. This can be seen in our Whānau Ora commissioning approach.

Government enabled recognises the role of government is to actively create settings that enable locally led solutions, which will vary between regions, communities and hapori. By utilising Te Tautuhi ō Rongo, the Government can recognise who is best placed to achieve optimal outcomes for and with whānau and their communities, and what its role is within service design and delivery.

This approach requires consideration of how involved government should be in delivering whānau-centred outcomes, as well as how we can ‘do with’ communities and whānau rather than ‘do to’.

Together, these approaches provide a way of working that supports better, more impactful government policy and service delivery. They will improve decision making and positively impact long-term outcomes with best practice, evidenced solutions.

Section 2 Our Current Context

Our current context

To consider where we want to be in the future and what we need to focus on to get there, we must consider what is driving us today. In addition to learning from our history and applying those learnings through our policy and delivery approaches to our work, we also need to consider the picture for whānau, hapū, Iwi and Māori today.

Demographically, Māori are a young and fast-growing population. While a large proportion of Māori live in urban areas, there are also regional variations in population distribution. This signals that Māori will make up a substantial proportion of the workforce, thus significantly contributing to the economy of Aotearoa, New Zealand.

Over the past decades, there has been an increasing resurgence of effort towards growing Māori language, culture and identity, and we will continue to focus on this area. By supporting and enabling the preservation of Māori language and culture, we can further unlock the economic and social potential of te ao Māori. This also enhances the cultural identity and heritage of Aotearoa New Zealand as a whole.

While progress has been made, outcomes for Māori still lag behind most other groups across a range of health, education, employment and economic measures – for example, while the Māori asset base is growing, overall Māori business ownership is still lagging.

Government has made significant investment into social services, and yet the public service cannot reach those with high and overlapping complex needs. We have learned through our delivery approach, whānau-centred, locally led, government enabled, that there are other actors that can reach Māori. Whānau Ora puts whānau at the centre of services and supports their needs, to build on their strengths and to achieve their aspirations. This has demonstrated positive results for whānau where the public service cannot always reach.

Because the public service cannot deliver effectively to all Māori, it has resulted in Māori consistently reporting lower levels of trust and confidence in government than other New Zealanders. Strengthening the relationship between Iwi and Māori and the Crown is an important consideration in our work. With our additional functions agreed by Cabinet, there will be an increased focus on this, including in the context of post-settlement obligations and opportunities.

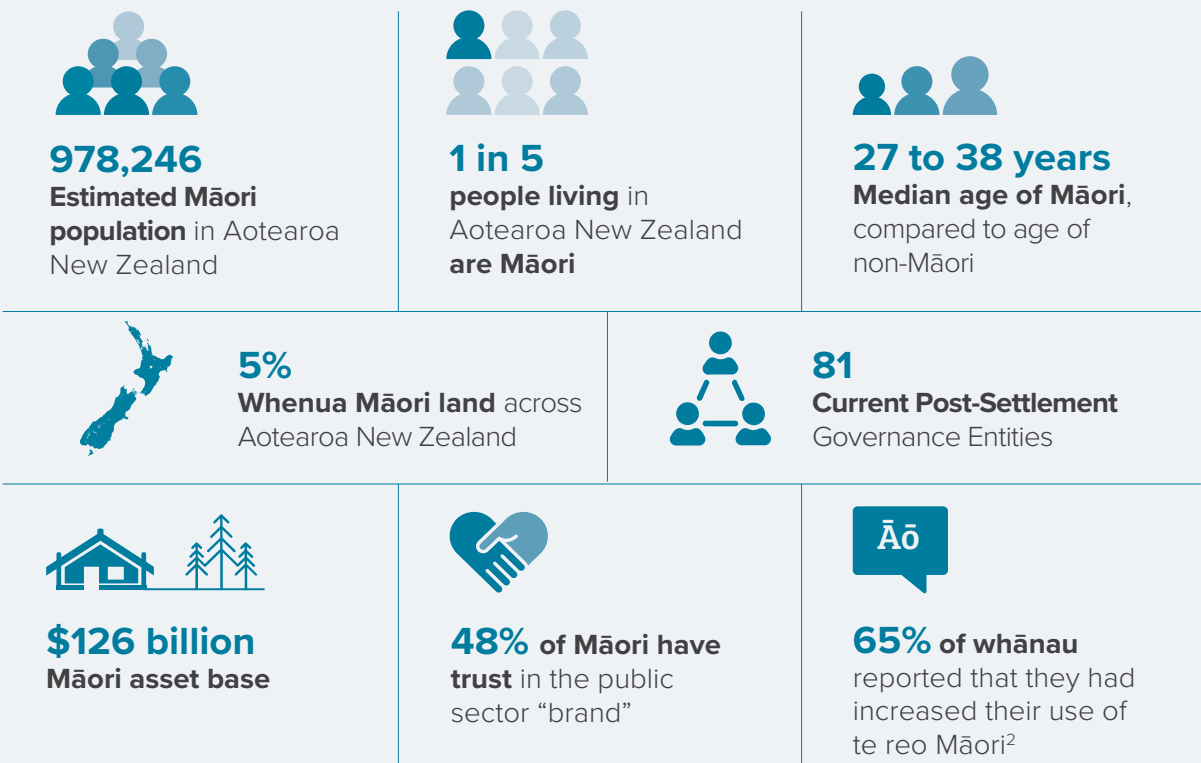
Along with our statutory role and the direction set by the 2024 Cabinet decision to position Te Puni Kōkiri for strategic influence, our insights on the current context for Māori inform our strategic priority areas. They consider where effort is currently needed to lift outcomes for and with Māori and deliver on our vision of *Thriving Whānau*.

Capturing our insights

Te Puni Kōkiri continually identifies trends by gathering data and evidence, along with regional insights, to understand the landscape we operate in – where Māori are, what their needs are, and how outcomes across domains are trending up and down.

We also consider future trends, some of which are highlighted in our 2023 Long Term Insights Briefing. These include future economic shocks and technological advancements that are likely to disproportionately impact Māori, requiring us to think now about these possible futures.

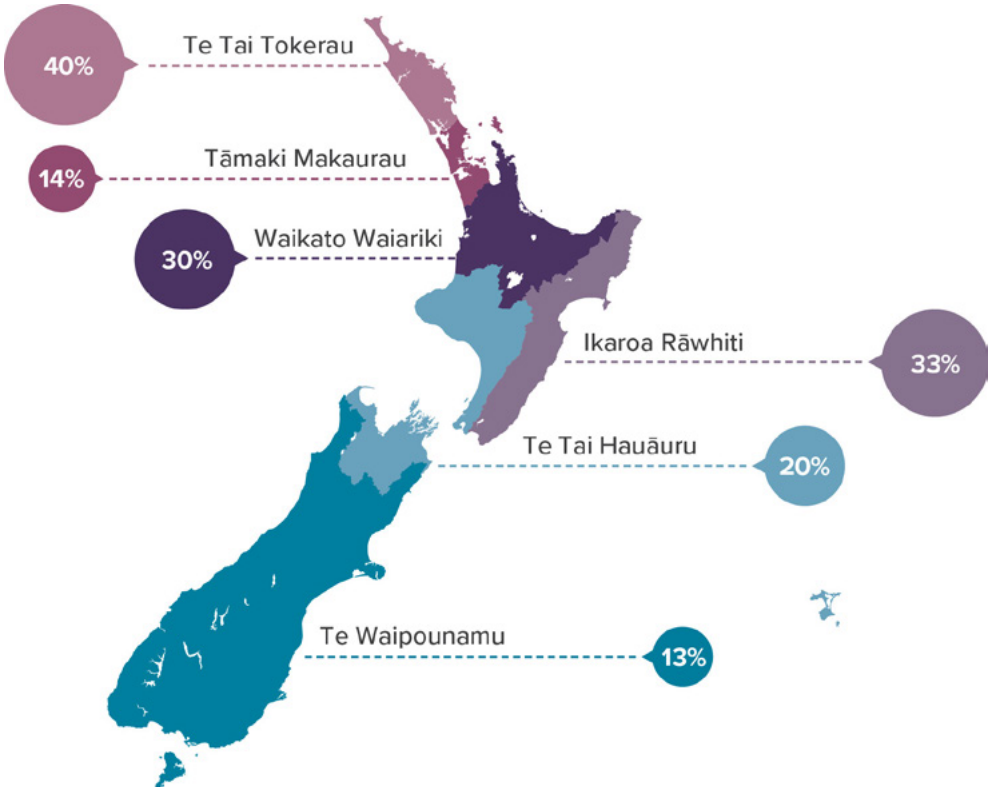
These insights allow us to provide targeted advice to government to improve outcomes for Māori, and understand the needs and opportunities of hapū, Iwi and Māori entities.



Sources: Statistics New Zealand, Māori Land Court, Te Haeata, Public Service Commission, Whakaata Māori Social Investment Report

1 Due to consuming Whakaata Māori content.

Māori population distribution by region



Notes

- % of the regional population identifies as Māori by descent.
- These territorial authority areas are mapped to Te Puni Kōkiri regions based on the area of intersection prioritisation. If a target area matches with multiple Te Puni Kōkiri regions, the Te Puni Kōkiri region that covers most of the target area is chosen.
- All insights use the most up-to-date data available at the time of production.

Government and Ministerial priorities

The Government has several priorities. Some of the key areas shaping our direction include:

Economic growth through the Going for Growth agenda:

The Minister for Māori Development has introduced Going for Growth with Māori | Tōnui Māori to realise the potential of the Māori economy. We will seek to influence through this and our focus on Māori economic growth and development (pg. 22) across the five pillars in Going for Growth agenda.

Improved public services:

Improved public services are monitored through government targets. These seek to improve the lives of all New Zealanders in key issue areas (health, education, crime and employment). We are currently working with key agencies to report on the progress of these targets as they relate to Māori. This is foundational to our focus on monitoring and mentoring (pg. 23).

Improved public services will also be achieved through social investment which will direct government investment into evidence-based, early intervention approaches. We will seek to impact this through our focus on Whānau Ora (pg. 21).

Section 3 Our Focus

Our focus

Our strategic framework | Tapatoru identifies five strategic priority areas that will guide our work over the next four years. Each of these areas has an overarching, aspirational, strategic outcome that describes the desired result we want to see, and outlines the activities Te Puni Kōkiri will undertake to move us towards our desired outcomes.

Across all our strategic priority areas, we will be advocating for approaches that help us reach our vision of *Thriving Whānau*.

Who do we work with?

To position ourselves as effective strategic influencers and achieve our desired outcomes, Te Puni Kōkiri must build, maintain and strengthen our relationships. We seek to partner and collaborate with a wide range of groups, including:

- Māori, Iwi and hapū and marae leaders
- Central agencies and public services
- Whānau Ora commissioning agencies
- Māori organisations and Māori entities (including Post-Settlement Governance Entities)
- Māori businesses
- International counterparts and organisations.

This broad collaboration ensures that Te Puni Kōkiri can effectively influence and support services for Māori across various sectors.

Through the responsibilities Te Puni Kōkiri holds for reporting the progress of government targets as they relate to Māori, we are strengthening relationships with lead agencies. The intention is to continue to grow these relationships as we move into system-wide reporting.

In addition, Te Puni Kōkiri supports the objectives of the following Crown Entities:

- Te Māngai Pāho
- Te Taura Whiri i te Reo Māori

and monitors the following statutory bodies:

- Te Tumu Paeroa
- Te Mātāwai
- Māori Television Services (Whakaata Māori).

Whānau Ora



Why focus on Whānau Ora?

The Whānau Ora commissioning model puts whānau at the centre of services and supports their needs, building on their strengths to achieve their aspirations. Over the last decade, the Whānau Ora model has delivered positive results for whānau across Aotearoa New Zealand, and is an embodiment of our delivery approach, supporting our vision of *Thriving Whānau*.

Te Puni Kōkiri believes that there is opportunity to leverage the proven success of the Whānau Ora model to deliver further success for New Zealanders with distinct needs.

Strategic outcome we want to achieve

The public sector adopts the Whānau Ora commissioning model

What difference will we make?

- Facilitate robust data collection and use, enabling a strong evidence base for the effectiveness of the Whānau Ora commissioning model
- Public sector agencies actively participate in Whānau Ora commissioning
- Whānau can lead their own development, independent from government.

What do we want to do?

- Promote system settings to enable whānau-centred, locally led, government enabled approaches in service delivery
- Provide tools to support agencies with the commissioning of Whānau Ora, including the development of monitoring functions
- Improve measurement of whānau capacity to achieve outcomes through the expansion project
- Influence the use of approaches that recognise whānau as best placed to determine their futures
- Influence the use of approaches that support outcomes for whānau through locally led and government enabled solutions
- Influence approaches that support whānau to move beyond ‘crisis response’ and ‘intervention’, to a strengths-based model outlining their aspirations as a whanau and a plan to achieve them
- Complement the government’s approach to social investment, ensuring high quality evidence on Whanau Ora impacts can inform decisions on future social sector investment.

\$179m+

allocated to achieve the Whānau Ora commissioning outcome goals in 2025/26

700

Whānau Ora navigators across the Aotearoa New Zealand²

Source: Estimates 2025/26 – Vote Māori Development, Whānau Ora

2 These are indicative figures only.

Māori economic development and growth



Why focus on Māori economic development and growth?

Over the last two decades, the Māori economy has grown faster than the overall economy in this country. Despite this key economic indicators (such as employment, income and rates of business ownership) in the Māori economy still lag behind those of non-Māori. To sustain current momentum and realise further potential, Te Puni Kōkiri is positioning itself for strategic impact, working across government to identify and remove constraints to growth and productivity.

Strategic outcome we want to achieve

Creating the conditions to support Iwi and Māori economic success

What difference will we make?

By applying our influence and investment in the continued growth of the Māori economy, and through coordinated effort, we will see:

- More Māori businesses are supported to accelerate exports
- The growth potential of more Māori assets is unlocked

- The global profile of Māori as indigenous economic leaders is enhanced and collaboration between indigenous economies is strengthened
- Policy and settings increase the number of Māori employed in higher skilled, higher paid roles
- Economic agencies are accountable for their delivery to and for Māori.

What do we want to do?

- Respond to the specific economic opportunities and needs of Iwi and Māori entities through co-investment, facilitation, brokerage and policy advice to stimulate enterprise and asset development, including infrastructure investment, export acceleration and diversification
- Monitor, influence and mentor agencies that deliver policies and services impacting Māori economic, education and skill outcomes to use approaches that will increase effectiveness
- Reduce barriers to improved productivity of collective assets through policy advice, influencing system shifts and legislative change
- Advance international opportunities for indigenous economic collaboration.

1.4m

ha (approx) Māori freehold land, 7% highly productive, 63% suitable for pastoral or forestry uses

28k

Māori freehold land blocks

12%

of registered businesses in Aotearoa New Zealand are Māori-owned

Sources: Te Ōhanga 2023 (BERL) and Household Labour Force Survey

Monitoring and mentoring



Why focus on monitoring and mentoring?

Both monitoring and mentoring are cornerstones of our role within the public service and will position Te Puni Kōkiri for strategic influence across the public sector. They inform our overall strategic direction, accountability deliverables, through to our policy and legislation delivery. Having this line of sight means that when we are successful in our monitoring and mentoring role, and we expect to see flow-on successes in our other strategic priority areas.

We define monitoring as building an evidence base of the effectiveness of public service delivery to and for Māori, by analysing and reporting data. Through monitoring we can enable wider system accountability, and liaise with agencies to understand their own performance as it relates to delivering outcomes to and for Māori.

Mentoring is framed as leveraging opportunities through partnerships and collaboration across the system for the provision of advice. Through mentoring, Te Puni Kōkiri can support agencies to engage with, and actively use, evidence-based approaches to better inform their decision making. In turn, this can improve the outcomes they can achieve through their provision of services to and for Māori.

Strategic outcome we want to achieve

Monitor and liaise with agencies delivering services to Māori for the purpose of ensuring those services are adequate

What difference will we make?

- Public sector agencies can be held accountable for the delivery of outcomes to and for Māori
- Public sector agencies have the appropriate tools to enable evidence-based decision making and policy development
- Public sector agencies adopt approaches that are proven to work for and with Māori.

What do we want to do?

- Improve on and maintain data-driven insights to evidence the success in the approaches, including social investment, when delivering services to Māori
- Hold the system to account, including through reporting on government targets
- Influence public sector agencies to build an evidence base, to support them to make evidence-based decisions and better policy making where it impacts Māori
- Monitor and use data to report on public sector agencies' obligations through tools such as Te Haeata
- Provide mentorship in the use of the approaches to other public sector agencies for developing policies and decision making that are effective for Māori.

Māori language and culture



Why focus on Māori language and culture?

Māori language and culture are areas of specific importance to whānau, hapū, Iwi and Māori; and our Minister has outlined a vision of continued, targeted, revitalisation of the Māori language and culture.

By supporting and enabling the preservation, protection and advancement of Māori language and culture, we can further unlock the economic and social potential of te ao Māori. This will enhance the cultural identity and heritage of Aotearoa New Zealand as a whole.

Strategic outcome we want to achieve

Māori language and culture is preserved, promoted and advanced

What difference will we make?

- Māori language is increasingly spoken
- Māori culture is visible and celebrated
- Mātauranga Māori and its expression is recognised

What do we want to do?

- Fund and monitor statutory entities to promote and uplift both te reo Māori and the Māori culture
- Lead te reo Māori revitalisation policy within the context of Te Whare o te reo Mauriora and Maihi Karauna to enable te reo Māori to be a thriving everyday language
- Apply te ao Māori perspectives and Te Tautuhi ō Rongo to our own work, to ensure te reo me ngā tikanga Māori is included in government policy development and service design where applicable
- Develop domestic frameworks for recognition, including:
 - reflecting international frameworks for traditional intellectual property
 - as a means to enable further cultural and economic growth.

200k+

people can have a conversation in te reo Māori

549k

attended a Māori cultural festival

10%

average increase in the number of referred trademark applications to the Māori Trademark Advisory Committee

Sources: Stats NZ, Mānatu Taonga | Ministry of Culture and Heritage, Intellectual Property Office of New Zealand

Iwi and Māori relations with the Crown



Why Iwi and Māori relations with the Crown?

As outlined in Section 1, under Our role (pg. 11), Cabinet decided to expand the functions of Te Puni Kōkiri to cover responsibility for the Māori-Crown Relationship.

The transfer of Māori-Crown Relationship functions to Te Puni Kōkiri was completed on 24 February 2025 and we are now delivering them. The transfer has positioned Te Puni Kōkiri as a key contributor to improving the Government’s capability and commitment to enhancing the relationship between Iwi and Māori and the Crown.

Strategic outcome we want to achieve

Strengthening the relationships with Iwi and Māori

What difference will we make?

- The Crown’s delivery of Treaty settlement commitments is monitored and reported on, increasing transparency for government and the wider public
- The Crown is practically equipped to fully participate in significant events, engagements and Accords with Iwi and Māori

- Public sector agencies understand and uplift their own Iwi and Māori relations capability.

What do we want to do?

- Lead the system regarding how we work with Iwi and Māori, informed by our policy approach, Te Tautuhi ō Rongo
- Provide tools and resources to uplift public service capability, guided by our policy approach, Te Tautuhi ō Rongo
- Continue to build close connections with Post-Settlement Governance Entities to aid implementing our delivery approach
- Recognise stewardship responsibilities and accountabilities by the public service for settlement legislation and ongoing relationships with, and obligations to, Post-Settlement Governance Entities
- Work alongside agencies to resolve significant settlement issues where required
- Partner with Iwi and Māori organisations to coordinate significant events, such as Waitangi Day and Accords
- Work with Iwi and Māori to identify and realise opportunities as part of the Crown-Māori relationship.

48%

of Māori have trust in the public sector “brand”

150

public organisations (approximately) share about 12,000 individual contractual and legal commitments

\$2.738

billion in financial and commercial redress has been transferred through settlements

Sources: Public Sector Commission, , Auditor-General Report on How public organisations are fulfilling Treaty settlements

How will we report on our performance?

Our strategic outcomes provide the long-term focus for how we will work towards our vision of *Thriving Whānau*. While we are just one part of the system that will need to contribute to see success in these outcomes, we are committed to continuously improving the way we demonstrate the impact that we do have.

By December 2025, we will have refreshed our suite of strategic outcome measures. We will be looking to identify outcome measures that can meaningfully and appropriately assess the impact that we will have. As part of this we will consider how the system is progressing, as well as how our policy advice is received and how our approaches are being applied across government. Our aim is to strike a balance between long-term, system-wide measures and short- and medium-term measures, particularly where we have a direct influence.

From 2025/2026, the Te Puni Kōkiri annual reports will communicate our performance through strategic outcome measures. In addition to this regular reporting, we will explore other opportunities to enhance transparency and accessibility in our performance story.

Through a process of continuous improvement and regular reviews, we will ensure that all our measures remain relevant and accurately represent our contributions.

We will assess how effectively and efficiently our funded outputs are delivered, as set out in the annual Estimates of Appropriations. As part of our continuous improvement, appropriation measures will be regularly reviewed to ensure they remain relevant and meaningful.

Section 4 How We Are Organised

How we are organised

At Te Puni Kōkiri, we recognise that our people are critical to achieving our outcomes and our vision of *Thriving Whānau*. In combination with effective systems and processes, we look to draw on existing capability, skills and knowledge, enabling kaimahi to grow and develop within their roles.

Our values

Our enduring values underpin how we work internally, with the wider public sector, and with hapū, Iwi and Māori. They guide the way we operate, and ensure our work remains rooted in key concepts derived from te ao Māori.

Our values are:

Te Wero

We pursue excellence

- We strive for excellence, and we get results
- We act with courage when required, take calculated risks and are results focused

Manaakitanga

We value people and relationships

- We act with integrity and treat others with respect
- We are caring, humble and tolerant
- We are co-operative and inclusive

He Toa Takitini

We work collectively

- We lead by example, work as a team and maximise collective strengths to achieve our goals

Ture Tangata

We are creative and innovative

- We test ideas and generate new knowledge
- We learn from others and confidently apply new knowledge to get results

Operating model

In 2025, Te Puni Kōkiri revised its operating model. While our core behaviours and values remain the same, it now reflects changes in our operating context since 2020.

The operating model is a guide to help kaimahi – individually and collectively – to deliver our Strategic Intentions. It assists us to identify where additional capabilities are required and to target training opportunities or recruitment in those areas.

For new activities that have been recently added, such as the functions transferred from Te Arawhiti, the operating model helps guide how we deliver this activity and what skills we need to develop to achieve our objectives.

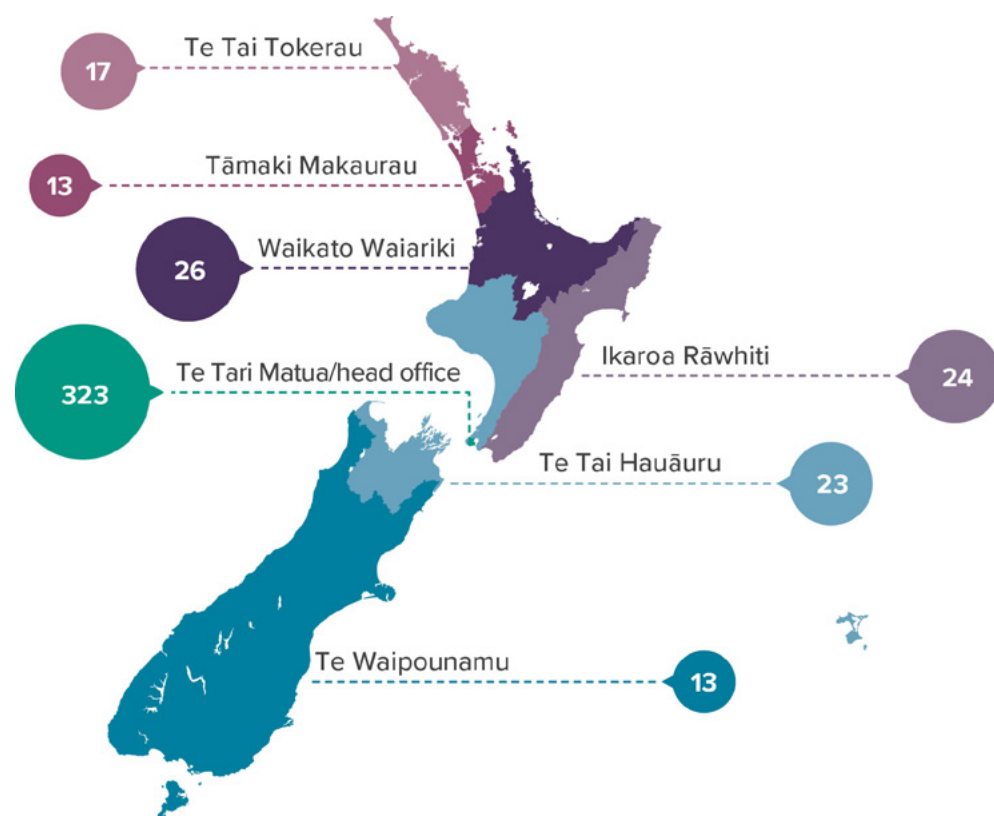
Key updates include:

- Our new functions – transferred from Te Arawhiti have been incorporated, with clear alignment to our existing regional engagement, policy, and public sector performance functions.
- Stronger emphasis on monitoring – our operating model now gives greater prominence to our monitoring role, reflecting the direction to improve public sector accountability. To support this, we have created a standalone Public Sector Performance function, responsible for system monitoring and supporting agencies to improve outcomes. This function will enable us to identify and communicate how we prioritise, how we will support the system, and how the impact of investment will be measured.
- Integration of our approaches – our approaches have been integrated into the operating model. The approaches apply differently to our various functions, informing all our work.

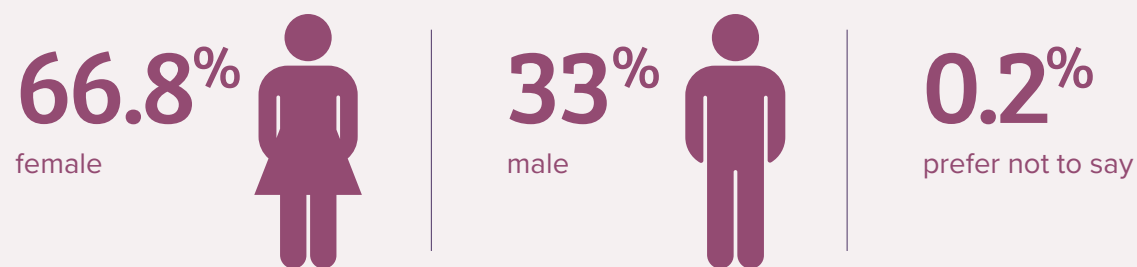
Our people

We have 439 kaimahi³ working across our head office (Te Tari Matua) and 15 regional offices across Aotearoa New Zealand. Our diverse workforce enables us to gain regional insights and maintain on-the-ground relationships with Māori, Iwi and hapū.

Refer to the Te Puni Kōkiri website for further information on how we are organised to achieve our strategic intentions.



66.9% of all our kaimahi identify as Māori



³ As of 31 March 2025. Includes permanent and fixed-term kaimahi. Excludes staff on parental leave and long leave without pay, casuals and contractors.

Māori Language Strategy | Te Ahikāroa o Te Reo Māori

Te Ahikāroa o Te Reo Māori, the Māori language strategy of Te Puni Kōkiri, has an ambitious goal of 80% of staff using mostly te reo Māori by 2040. The strategy, introduced in 2019, aims to build a culture and community within the organisation in which te reo Māori flourishes.

In 2023/2024, we reported that:

- 51% of kaimahi are proficient in te reo Māori
- 77% of kaimahi are confident in delivering karakia, mihi or pepeha
- 79% of kaimahi are confident in their understanding of Te Tiriti o Waitangi | The Treaty of Waitangi.

Teams are supported to tailor language plans that work for them and their competency level. We are confident that, although ambitious, we will continue to progress towards our goal.

Internal governance framework

Te Puni Kōkiri has one overarching governance board – the Executive Leadership Team (ELT). ELT's objectives include enabling the Secretary for Māori Development to effectively lead Te Puni Kōkiri and ensuring we are well placed to deliver to our strategic framework.

ELT achieves these objectives by operating a series of focused committees:

Strategy and Performance – provides strategic leadership to Te Puni Kōkiri, oversees the organisation's responsiveness to accountability responsibilities and government expectations, and monitors performance against our strategic objectives.

Investment – provides strategic governance for investment plans for the contestable funds administered by Te Puni Kōkiri and makes non-departmental operating expenditure investment decisions on behalf of the Secretary.

Capability and Systems – provides oversight, governance and support to enable effective and efficient operations, including Te Puni Kōkiri having the required capabilities, systems and other resources to achieve its strategic priorities.

Finance – provides oversight, governance and support to enable the effective deployment and ongoing monitoring of financial resources.

Audit and Risk Management – provides independent advice and observations on the risk management framework and processes, internal control environment and mechanisms, internal and external audit activities, and financial reporting.

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I orea te tuatara ka puta ki waho

A problem is
solved by continuing
to find solutions

