

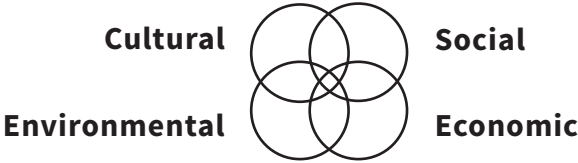
Ko te wairua tika, te ngakau pono, me te mana orite, te tūāpapa o te hononga o te Karauna me te Māori.
Engagement with Māori is a key component of realising Māori Crown partnerships. Effective engagement is based on developing effective and ongoing relationships with Māori. Relationships are based on trust, integrity, respect and equality.

Ka whakaatu i ngā tikanga me ngā whakaaro Māori ki roto i ngā mahi a te Karauna me ngā tari Kawanatanga. An effective, efficient and inclusive engagement process should reflect Māori perspectives and cultural values.

This engagement framework will assist you to determine who you need to engage with and how you engage. Engaging effectively with Māori contributes to the development of effective policy options, assists agencies in providing robust advice to Ministers and most importantly helps deliver improved outcomes. Throughout your engagement process you should be guided by the following key principles: Engage early, Be inclusive, Think broadly.

1. What is the kaupapa?

Understanding the full scope of the issue you are preparing to engage on will prepare you for determining the impact on Māori and your target audience. It’s important to keep in mind that issues can sit across a range of sectors and there may be related or overlapping issues that extend your range of interested stakeholders and require inter-agency collaboration. You may need to talk with Māori to fully understand the scope of your issue, so having ongoing relationships with key Māori stakeholders is useful.



2. Who to engage with.

Defining the issue and impact on Māori will enable you to determine who has a potential interest in the issue and what level of input they should have in discussions. Be inclusive and think broadly. Engagement may be required at different levels across the local, regional and national spectrum.



Local

The issue affects Māori in a local area.

e.g. Individuals, Whānau, Hapū and Iwi



Regional

The issue affects Māori in a particular area.

e.g. Iwi organisations, Collectives, Organisations with a particular purpose



National

The issue affects all Māori in Aotearoa.

e.g. National organisations dedicated to Social, Economic, Environmental, Cultural issues, or interested in all issues related to Māori

Te Kāhui Māngai is one of many useful resources available to assist you to establish a list of contacts to facilitate the involvement of those affected. Te Kāhui Māngai also provides a glossary of Māori groups and their purposes for reference.

It is important that you determine what existing relationships might exist within your own agency with relevant Māori as there may be existing forum for other discussions occurring that you can join up with. It’s also very important that agencies consult with each other to avoid creating overlapping processes.

5. How to proceed.

Once you have undertaken an impact assessment and determined who to engage with, ensure the following steps are included in your planning and implementation process. The associated guidelines also provide guidance for developing an effective engagement strategy.

Before engagement

Draft engagement strategy	Engagement strategy review
The Engagement Guidelines provide advice for developing an engagement strategy.	The Office for Māori Crown Relations – Te Arawhiti will review a finalised draft of your engagement strategy to ensure the principles of effective engagement have been applied and the process is broad and inclusive.
Seek feedback from other agencies who have an interest in the issue.	
An engagement strategy template is available at www.tearawhiti.govt.nz/te-kahui-hikina-maori-crown-relations	

This framework does not create new legal obligations on Crown agencies or override existing statutory obligations or duties. It should instead guide and support Crown agencies processes and decision-making. Agencies will consider the specific context of the relevant issue, policy or initiative and decide how to apply the framework.

3. How to engage.

Considering the significance of the issue for Māori and how they will be affected, either now or in the future, is fundamental for determining how you should engage so it is important that this is all-encompassing. Engagement may be required at different levels for different stakeholder groups.

Significant ►	Empower
Māori interests are significantly affected.	Māori decide and the Crown assists in implementing the decision made by Māori.
Māori interests are overwhelming and compelling.	
Māori interests are central and other interests limited.	Co-design
	The Crown and Māori will partner to determine the issue/problem, to design the process and develop solutions. The Crown and Māori will make joint decisions.
Moderate ►	Collaborate
Māori interests exist or are affected but wider interests take priority.	The Crown and Māori work together to determine the issues/problems and develop solutions together that are reflected in proposals. Each party retains its own decision making ability.
Specific Māori interests are affected.	Consult
	The Crown will seek Māori feedback on drafts and proposals. The Crown will ultimately decide. The Crown will keep Māori informed, listen and acknowledge concerns and aspirations, and provide feedback on how their input influenced the decision.
Minor ►	Inform
Māori interests are limited or not affected in any special way.	The Crown will keep Māori informed about what is happening. Māori will be provided with balanced and objective information to assist them to understand the problem, alternatives, opportunities and/or solutions.

4. When should you engage?

Early engagement is a key principle for effective engagement. Early engagement can help clarify issues, support communications with your target audience and ensure that Māori are informed to participate. It is important to remember that engagement doesn’t have to be a one-off process, it can be ongoing and occur at various stages of the process.