

[SENSITIVE]

Te Kāwanatanga o Aotearoa



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

ROI Evaluation Report

Whānau Ora Commissioning Services



Document control

Version history

Date	Version	Author	Description of change
03 November 2024	0.1	9(2)(a)	Initial draft.
4 November 2025	0.2		Evaluation Panel feedback incorporated
5 November 2025	1.0		Endorsed by Evaluation Panel

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Endorsed by:

The following people have endorsed this document to progress for approval.

Name	Role	Date	Signature
Dame Karen Sewell	Chair, Independent Risk and Assurance Committee	04/11/24	Endorsed by email
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9(2)(a)	General Manager, Investments, Te Puni Kōkiri	05/11/24	Endorsed by email
9(2)(a)	Chief Advisor, Māori Operations, Ministry of Health	05/11/24	Endorsed by email
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Approvals

Approval of this ROI Evaluation Report

Process type: Open competitive tender (Registration of Interest (ROI) followed by Request for Proposals (RFP)). This is the Recommendation to Shortlist Respondents to the closed RFP.

Approvers:
Whānau Ora Steering Committee

**Deputy Secretary, Governance
(Board Chair)**

Signature:

Date:

 28/11/2024.

**Deputy Secretary, Regions
(Project Sponsor)**

Signature:

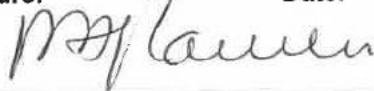
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**Deputy Secretary, Policy
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**Deputy Secretary, Strategy
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Signature:

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 28/11/24

**General Manager, Regional
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(Board member)**

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Date:

 28-11-24

**Acting General Manager, Data
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(Board member)**

Signature:

Date:

 28/11/2024.

Chief Advisor, Regions

Signature:

Date:

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[SENSITIVE]

ROI Evaluation Report

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Section 1. Introduction

This report:

- Confirms the evaluation process undertaken as part of Te Puni Kōkiri's Registration of Interest (ROI) for Whānau Ora Commissioning Services;
- Summarises the Evaluation Panel's findings, and recommends which Registrations the Evaluation Panel believes should be shortlisted (and not shortlisted) to the Request for Proposals (RFP) stage of the procurement process; and
- Describes the intended next steps.

Section 2. Recommendations

The Evaluation Panel recommends that you:

Note:	The ROI Evaluation process undertaken, and the change in Evaluation Panel as set out in Section 5.	Noted
Note:	The findings and recommendations of the Evaluation Panel.	Noted
Approve:	For Region 1 and 2, 9(2)(b)(ii) will be shortlisted to progress to the RFP stage.	Yes / No
Approve:	For Region 1, the remaining 6 Registrations described at Section 10 will not be shortlisted to progress to the RFP stage.	Yes / No
Approve:	For Region 2, the remaining 7 Registrations described at Section 11 will not be shortlisted to progress to the RFP stage	Yes / No
Approve:	For Region 3, 9(2)(b)(ii) will be shortlisted to progress to the RFP stage.	Yes / No
Approve:	For Region 3, the remaining 2 Registrations described at Section 12 will not be shortlisted to progress to the RFP stage	Yes / No
Approve:	For Region 4, 9(2)(b)(ii) will be shortlisted to progress to the RFP stage	Yes / No
Approve:	For Region 4, the remaining 5 Registrations described at Section 13 will not be shortlisted to progress to the RFP stage.	Yes / No

Section 3. Context

The ROI was advertised on 4 October 2024 via the Government Electronic Tender Service (GETS) and closed on 24 October 2023.

As reflected in the Receipt and Compliance Report dated 25 October 2024, 24 compliant Registrations progressed to evaluation.

The ROI Respondents were asked to confirm which geographical region or regions they are applying for and to provide information on proposed consortiums or collectives. Those regions and the number of Registrations in each being:

Regions		Number of Registrations
Region 1:	Northland, Auckland and Waikato	8
Region 2:	Bay of Plenty, Gisborne, Hawke's Bay, Taranaki, Manawatu-Whanganui and Wellington	9
Region 3:	Tasman, Nelson, Marlborough, Canterbury, West Coast, Otago and Southland	4
Region 4:	National service focussed on delivery methodologies that can deliver for Pacific peoples across Aotearoa New Zealand	8

One Respondent provided two separate Registrations – one for Region 1 and one for Region 2.

Two Registrations applied for both Regions 1 and 2.

One Registration applied for all four Regions.

Section 4. Evaluation process

The ROI evaluation was completed between 25 October and 1 November 2024 and included the following activities by the Evaluation Panel:

- Individual scoring of each Registration against the approved weighted criteria, using the agreed rating scale.
- Group moderation of the collated scores for the Evaluation Panel to:
 - Discuss their insights and scores
 - Identify concerns and required clarifications
 - Adjust individual scores where desired (although not required), and
 - Agree consensus scores.

It is noted that the group korero did result in significant changes in individual scores as Evaluation Panel members heard and considered the assessment of other evaluators. For clarity, it is the final consensus score for each question for each Registration that is the score of record for the ROI evaluation.

- Application of approved evaluation criteria weightings to consensus scores to establish weighted ranking of Registrations.
- Agreeing recommendations on which Registrations to shortlist and to not shortlist.

Consensus scores, rankings, summary comments and recommendations have been broken down by region and set out in this report at Sections 10 through 13.

Detailed findings are available on request.

The weighted evaluation criteria and weightings were as follows:

Criteria	Weighting
Commitment to the next iteration of Whānau Ora	30%
Alignment of values and kaupapa with the Whānau Ora Outcomes Framework.	4.3%*
Complementing the social investment approach with Whānau Ora commissioning.	4.3%*
Achieving the next iteration of Whānau Ora commissioning including the proposed approach to measurement, IDI data input, and reporting.	4.3%*
Partnering with Te Puni Kōkiri and collaborating with other selected commissioning agencies including continuous improvement and innovation.	4.3%*
The separation of commissioning services from the provision of services to whānau.	4.3%*
Building increased navigator numbers and capabilities across the region to better support whānau.	4.3%*
A standardised and consistent method for measuring progress of whānau against the Whānau Ora Outcomes Framework	4.3%*
Capability and capacity	40%
Track record in providing commissioning	8%
Track record in providing whānau-centred solutions.	8%
In terms of personnel, the capacity of your organisation to provide the services required by Te Puni Kōkiri.	8%
Operational and financial systems to manage delivery, including your ability to provide tabular machine-readable data.	8%
Know how to optimize service provider performance, encourage the development of whānau navigator capabilities and realize outcomes for whānau.	8%
Regional Coverage and Connections	30%
Organisation profile (including size, structure, consortium / collective arrangements).	6%
Evidence of understanding of considerations required to address the needs and aspirations of the whānau served.	6%
Existing and proposed connections with community and whānau across the region. (including Need to expand coverage or connections).	6%
Existing and proposed service provider network (including Need to expand coverage or connections).	6%
If / or where coverage or connections would need to be expanded.	6%
Total weightings	100%

* rounded to 1 decimal point

The non-weighted evaluation criteria and their evaluation method were as follows:

Non-Weighted Criteria	Evaluation Method
A response to proposed contract principles to be included in the Outcome Agreement (how hard will it be to contract).	Assessment of likelihood to be able to agree a contract
High level due diligence, including information on information on any conflicts of interest and legal claims history.	Pass / Pass with conditions / Fail

Section 5. Evaluation Panel

The Evaluation Panel comprised selected business and stakeholder representatives, supported by non-scoring advisors and procurement support.

During Receipt and Compliance checks, a significant compliance matter requiring resolution was identified related to the conflict-of-interest declaration from 9(2)(b)(ii)

9(2)(b)(ii)

Following discussion with the Procurement Lead, the Project Sponsor agreed that this member would be removed from the Evaluation Panel. This removal was reflected in the approved ROI Evaluation Plan.

During Individual Evaluations, a change was made to the approved ROI Evaluation Plan on 29 October, after Te Puni Kōkiri was informed that one of the evaluators 9(2)(a)

9(2)(a) would no longer be able to continue 9(2)(a) as an Evaluator due to other work commitments. 9(2)(a)

stepped in to replace her. 9(2)(a)

9(2)(a)

Both changes to the Evaluation Panel were approved by the Project Sponsor.

Section 6. Conflicts of interest and probity

Conflicts of Interest forms were completed by all evaluators prior to receiving the Registrations for evaluation.

One conflict arose during the Receipt and Compliance Checks, as described in Section 5 above.

Prior to moderation hui commencing, the Panel Chair confirmed that no new conflicts had been identified as a result of the Registrations received.

Plans were reviewed by Audit New Zealand, as independent Probity Assurer, to identify or satisfy any probity concerns.

The Probity Assurer attended the moderation and, where needed, provided observations and feedback to queries from the Evaluation Panel to ensure the evaluation process remained fair and consistent with the procurement plan and good procurement practice.

The Probity Assurer will provide an interim probity report that is expected to include observations on the evaluation process. At this stage it is anticipated that no material issues were identified that should preclude proceeding with approval of this report and its recommendation.

The probity report will be separately provided to the Whānau Ora Steering Committee on or around 8 November 2024.

Section 7. Response to Contract Principles

In the ROI Response Form, Respondents were asked to acknowledge the proposed Key Contract Principles for the Outcome Agreement set out in the ROI and to provide comment (if any) on how those principles would support the achievement of the goals for Whānau Ora.

Assessment of the likelihood to be able to agree a contract was undertaken by the Legal Advisors.

In summary, most Registrations simply stated that they acknowledge the proposed contract principles. Some added commentary to accompany their acknowledgment.

Two clarifications were identified, and satisfactory answers were received from the relevant Respondents.

Accordingly, there was nothing in the responses to the proposed Key Contract Principles that would differentiate any Registration for the purposes of evaluating this part of the ROI or that should preclude the Registration from proceeding to the next stage of the procurement process.

The summary report is provided as a separate file, as referenced at Appendix A.

Section 8. High-level due diligence

During the ROI stage, Respondents were asked to provide information related to any conflicts of interest and/or current or previous litigation and disputes.

A high-level assessment was undertaken by the Diligence Adviser.

In summary, no major concerns were identified that warranted immediate action.

A total of 5 disclosures were made relating to Question 1 (proceedings and claims). None were considered to warrant being categorised as a Fail. Four were categorised as a Pass with Conditions and one as a Pass.

The four responses categorised as a Pass with Conditions were due to insufficient information to assess the materiality of the issue and the potential for impacts on the financial position and performance of the Respondent. Only one of the disclosures relates to a Registration recommended for shortlisting, as follows.

- 9(2)(b)(ii) [REDACTED]
9(2)(b)(ii) [REDACTED] It is not currently known
 - Whether the dispute being mediated is of a size that could result in material adverse impacts to 9(2)(b)(ii) [REDACTED] and
 - The significance of the role of the 9(2)(b)(ii) [REDACTED] in delivery of the outcomes Te Puni Kōkiri is seeking.

As a Pass with Conditions, 9(2)(b)(ii) [REDACTED] will need to fully disclose information sufficient to answer these questions and enable Te Puni Kōkiri to assess the materiality of the risks and to determine whether these are a barrier to allowing the Respondent to proceed further in the Procurement

There were no disclosures in relation to Question 2 (disputes with workers or trade unions).

The summary report is provided as a separate file, as referenced at Appendix B.

Section 9. Overall summary of scores

The consolidated consensus scores and rankings for the weighted criterion across all four Regions are as follows:

10

9(2)(b)(ii)

Sections 10 through 13 below detail the summary findings and recommendations for each region.

It is noted that:

- 9(2)(b)(ii) applied for Regions 1 and 2
- 9(2)(b)(ii) applied for Regions 1 and 2
- 9(2)(b)(ii) provided two Registrations – one for Region 1 and one for Region 2.
- 9(2)(b)(ii) applied for all four Regions.

Section 10. Region 1: Summary of scores, rankings, and findings

For Region 1: Northland, Auckland and Waikato, eight (8) Registrations were received.

The below left table captures the consolidated consensus scores and rankings for the weighted criterion.

The below right table captures the final rankings and is colour coded 'green' where they are recommended to proceed to the next stage of the procurement, and 'red' where they are recommended not to proceed to the next stage of the procurement.

9(2)(b)(ii)

Summary of findings

9(2)(b)(ii)

9(2)(b)(ii)

The Evaluation Panel acknowledged that it is typically desirable to have multiple Respondents progress in each Region to ensure choice and competitive tension. 9(2)(b)(ii)

9(2)(b)(ii)
9(2)(b)(ii)

Remaining Registrations: None of the remaining Registrations for Region 1 scored sufficiently high to proceed to the next stage of the procurement. Weaknesses across the Registrations included:

- While many of the Respondents are providing excellent services, the current services are confined to narrow or specialised services (whether focussed on health, education, or iwi) or to narrow or specialised regional coverage.
- Plans to expand to cover the whole range of whānau, services, and/or regions were not apparent or were not convincing, leading to comments that the Respondents were heading in the right direction, but were not yet ready to take on the scale, complexity, and responsibility of this opportunity.
- While commitment and willingness to work to the next iteration of Whānau Ora was high, there was a lack of understanding and/or demonstrated experience of commissioning, with responses focussing more on service delivery and/or funds administration.
- Some Registrations included good thinking and some good strategies, but lacked evidence that strategies were being or had been implemented.

Recommendations

For Region 1, the consensus recommendation of the Evaluation Panel is that:

- a) 9(2)(b)(ii) are shortlisted to proceed to the next stage of the procurement for Region 1.
- b) The remaining six Registrations for Region 1 are not shortlisted.

A detailed summary on the Evaluations Panel's assessment of each Registration is available on request.

Section 11. Region 2: Summary of scores, rankings, and findings

For Region 2: Bay of Plenty, Gisborne, Hawke's Bay, Taranaki, Manawatu-Whanganui and Wellington, nine (9) Registrations were received.

The below left table captures the consolidated consensus scores and rankings for the weighted criterion.

The below right table captures the final rankings and is colour coded 'green' where they are recommended to proceed to the next stage of the procurement, and 'red' where they are

9(2)(b)(ii)

Summary of findings

9(2)(b)(ii)

Remaining Registrations: As with Region 1, none of the remaining Registrations for Region 2 scored sufficiently high to proceed to the next stage of the procurement. Weaknesses were similar as described for Region 1. In this grouping the Evaluation Panel also commented that there were several Registrations where the quality of the Registration was not as good as had been anticipated; that they thought the Respondents had a better story to tell than what had been submitted.

Recommendations:

For Region 2, the consensus recommendation of the Evaluation Panel is that:

- a) 9(2)(b)(ii) are shortlisted to proceed to the next stage of the procurement for Region 2.
- b) The remaining 7 Registrations for Region 2 are not shortlisted.

A detailed summary on the Evaluations Panel's assessment of each Registration is available on request.

Section 12. Region 3: Summary of scores, rankings, and findings

For Region 3: Tasman, Nelson, Marlborough, Canterbury, West Coast, Otago and Southland, four (4) Registrations were received.

The below left table captures the consolidated consensus scores and rankings for the weighted criterion.

The below right table captures the final rankings and is colour coded 'green' where they are recommended to proceed to the next stage of the procurement, and 'red' where they are

9(2)(b)(ii)

Summary of findings

9(2)(b)(ii)

9(2)(b)(ii)

Remaining Registrations: The remaining two Registrations for Region 3 did not score sufficiently high to proceed to the next stage of the procurement. As with other Regions, weaknesses across the Registrations included:

- The current services are confined to narrow or specialised services or regional coverage.
- Plans to scale capability or to expand coverage to the whole range of whānau, services, and/or region were not apparent or were not convincing. The Respondents were not considered ready or capable of taking on the scale, complexity, and responsibility of this opportunity within the available timeframe.
- While commitment and willingness to work to the next iteration of Whānau Ora was high, there was a lack of understanding and/or demonstrated experience of commissioning, with responses focussing more on service delivery and/or funds administration.
- Some good thinking and strategies were discussed, but lacked evidence that strategies were being or had been implemented.

Recommendations

For Region 3, the consensus recommendation of the Evaluation Panel is that::

- a) 9(2)(b)(ii) are shortlisted to proceed to the next stage of the procurement for Region 3.
- b) 9(2)(b)(ii) are not shortlisted to the next stage of the procurement for Region 3.

A detailed summary on the Evaluations Panel's assessment of each Registration is available on request.

Section 13. Region 4: Summary of scores, rankings, and findings

For Region 4: National service focussed on delivery methodologies that can deliver for Pacific peoples across Aotearoa New Zealand, eight (8) Registrations were received.

The below left table captures the consolidated consensus scores and rankings for the weighted criterion.

The below right table captures the final rankings and is colour coded 'green' where they are recommended to proceed to the next stage of the procurement, and 'red' where they are recommended not to proceed to the next stage of the procurement.

9(2)(b)(ii)

Summary of findings

9(2)(b)(ii)

9(2)(b)(ii)

Remaining Registrations: The remaining five Registrations for Region 4 were not considered to have scored sufficiently high to proceed to the next stage of the procurement. As with other Regions, weaknesses across the Registrations included:

- The current services are confined to narrow or specialised services or regional coverage.
- Plans to scale capability or to expand coverage to the whole range of whānau, services and/or region were not apparent or were not convincing. The Respondents were not considered ready or capable of taking on the scale, complexity and responsibility of this opportunity within the available timeframe.
- While commitment and willingness to the next iteration of whānau ora was high, there was a lack of understanding and/or demonstrated experience of commissioning, with responses focussing more on service delivery and/or funds administration.
- Some good thinking and strategies were discussed, but lacked evidence that strategies were being or had been implemented.

For Region 4, the consensus recommendation of the Evaluation Panel is that:

- a) Three Registrations **9(2)(b)(ii)** are shortlisted to proceed to the next stage of the procurement for Region 4.
- b) **9(2)(b)(ii)** are not shortlisted to proceed to the next stage of the procurement for Region 4.

A detailed summary on the Evaluations Panel's assessment of each Registration is available on request.

Section 14. Next Steps

On approval of this report, all Respondents will be advised whether they have been selected to proceed.

Those not shortlisted will be advised that they will not be progressed to the subsequent stage and will be provided an opportunity for a debrief at the appropriate time in the process, likely once the RFP has been released.

Those who are shortlisted, as indicated in Sections 10-13 above, will be invited to respond to a closed RFP, as indicated in the Procurement Plan.

Appendix A – Detailed Findings: Response to Contract Principles

Please see attachment: ROI Review of Key Contract Principles

Appendix B – Detailed Findings: High-level due diligence

Please see attachment: ROI Due Diligence Report

