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Te Kāwanatanga o Aotearoa



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

He Korowai Whakamana Guidance for Crown agencies upholding Treaty Settlements

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Whakamana

Seen on our title page, and throughout this report, the Whakamana is inspired by the mountain standing tall upon the landscape, this pattern is symbolic of influence. From the mountain we gain perspective, seeing the land and its people, recognising what is thriving and what needs care. The mountain embodies influence, determination, ambition, and resilience; calling us to strive for the highest peak, knowing that even if we do not reach it, we stand higher than when we began. On this journey we walk alongside one another in mahitahi, lifting each other up and strengthening the mana and relationships that connect all our people.

Whakataukī

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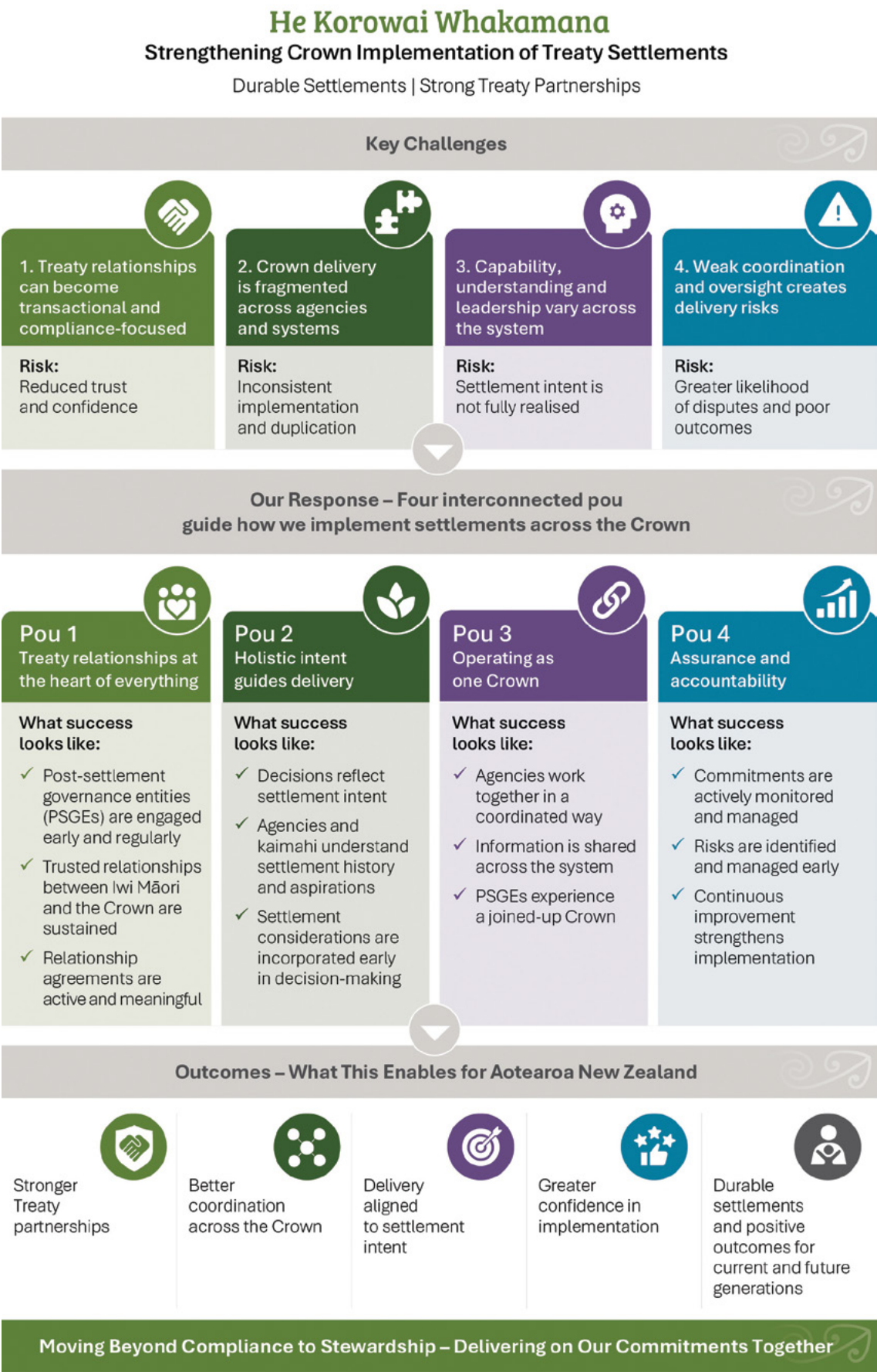
Introduction

Purpose

The purpose of this guidance is to support Crown agencies to deliver on historical Te Tiriti o Waitangi / Treaty of Waitangi (Treaty) Settlement commitments consistent with the purpose and intent of Treaty settlements. It aims to support durable settlement outcomes and genuine Treaty partnership.

The guidance sets out the context for successful Treaty settlement implementation, arranged around four pou or pillars, with practical actions and resources. It updates guidance previously issued under He Korowai Whakamana (2024). The approach to the guidance, and the challenges it aims to address, is set out in Figure 1.

Figure 1. He Korowai Whakamana – Ngā Pou E Whā | Four Pillars



Ngā ariā matua | Key concepts behind the updated guidance

Te Tautuhi ō Rongo

In 2025, Te Puni Kōkiri published Te Tautuhi ō Rongo, our public policy framework designed to support the public service to take a consistent and structured approach to engagement, policy development, analysis and decision-making in giving effect to the Treaty. The framework provides a positive reading of the Treaty and encourages agencies to listen, consider, and analyse deliberatively before speaking, writing, or advising.¹

Te Tautuhi ō Rongo recognises that, through the Treaty, Māori hold both collective and individual rights, interests, and responsibilities. It provides a structured approach for considering how these rights, interests, and responsibilities apply to whānau, hapū, iwi, Māori organisations, and Māori as citizens. In the post-settlement context, it helps agencies understand the relationships between post-settlement governance entities (PSGEs), iwi, hapū, whānau, Māori organisations, and the Crown, identify who may be affected by decisions, and determine whose perspectives should inform policy and implementation.

Figure 2. Te Tautuhi ō Rongo Framework²



¹ Guidance and tools to help public servants apply Te Tautuhi ō Rongo can be found here – <https://www ldc.govt.nz/public-service-core-learning-hub/system-capability/te-tautuhi-o-rongo>
² Detailed guidance on the Te Tautuhi ō Rongo framework can be accessed here <https://www.tpk.govt.nz/blogs/download/posts-9121-A/Te%20Tautuhi%C5%8D%20Rongo%20Guidelines.pdf>

Partnership	Kāwanatanga	Rangatiratanga	Ōritetanga
Reflects the Preamble of Te Tiriti The Treaty and relationship established between the signatories (Crown & rangatira of hapū and iwi).	Reflects Article I – which gave the Government the right to govern.	Reflects Article II – Māori had existing rights prior to signing Te Tiriti, including maintenance of mana and authority over elements important to the identity of tangata whenua.	Reflects Article III – Crown promises that its obligations are to all New Zealand citizens and includes Māori.
The foundation to the Framework.	Locates the Government on the Framework.	Recognises there are matters that are the domain of hapū and iwi.	Recognises the roles and associated rights, interests and responsibilities for Māori as tangata whenua and as citizens.
Provides for macro-level initiatives where Crown can work in partnership with hapū or iwi.	Helps us understand the role of government to run the country and make day-to-day decisions.	Reminds us that the Crown has no business in this space.	Reminds us that the Treaty established ‘citizenships’ whilst acknowledging Māori as tangata whenua.

Te Tautuhi ō Rongo aims to help agencies on behalf of the Crown to be better Treaty partners and effectively implement Treaty settlement commitments in a way that better considers the holistic intent of settlements.

For example, Te Tautuhi ō Rongo can assist an agency to understand when it is engaging with a PSGE as a Treaty partner, compared to when the same agency and PSGE may engage in a commercial contracting relationship. This matters because different obligations apply to different contexts. Te Tautuhi ō Rongo can also help to identify other entities with rights and interests and responsibilities within a rohe such as rūnanga, marae and Māori land trusts.

Embedding Te Tautuhi ō Rongo can help agencies implement Treaty settlement commitments, strengthen Treaty relationships, improve engagement and policy development, and support more effective public services and outcomes for and with whānau, hapū, iwi and Māori. Te Tautuhi ō Rongo can also help identify any risks to upholding settlement commitments, for example as new policy is developed.

Consistent with long-standing Crown policy, settlements are full and final, but are not intended to fully compensate iwi for all losses suffered through Treaty breaches. They can only ever return a small fraction of what was lost.

The term “commitments” is applied to the individual elements of Treaty settlement redress, but it is important to recognise that settlements are more than a collection of commitments. Rather, settlements are a negotiated package of redress that seeks to address grievances, remove the sense of injustice, and provide a foundation for the future.

Effective implementation of settlements requires more than meeting statutory and legal obligations. It requires agencies to understand the rationale for redress, the intention of a renewed and ongoing relationship between the Crown and the settling group, and to uphold this intent through decisions, conduct, and relationships over time.

The importance of effective settlement implementation

As the implementation of Treaty settlements has evolved, opportunities have emerged to strengthen how Treaty settlements are understood and delivered across the Crown. While many agencies have developed positive relationships with PSGEs for the purposes of Treaty settlement implementation, several recurring themes highlight areas for improvement.

Te Haeata – The Settlement Portal (Te Haeata) was established in 2019 as the Crown’s centralised database for tracking the status of commitments. Te Haeata is an important tool for monitoring and reporting on settlement delivery, but it does not capture commitments that arise from relationship instruments. The next step will be to evolve the monitoring to consider appropriate measurements that further enable Treaty partnership.

While meeting recorded commitments remains essential, agencies should also maintain and monitor their relationships with PSGEs, recognising settlements as a foundation of an ongoing Treaty partnership. Building relationship capability, cultural competence, Treaty settlement knowledge, and effective knowledge-sharing strengthens organisational readiness and continuity. Greater Crown coordination is also needed, as PSGEs are often required to engage with multiple agencies on the same kaupapa, creating duplication and unnecessary complexity for PSGEs in their interactions with the Crown. Sustaining trust depends on early engagement, transparent communication about opportunities and constraints, and constructive partnerships that uphold settlement commitments while balancing wider organisational demands.

Holistic Intent

Holistic intent is a term used to support an understanding of a Treaty settlement as a whole, in addition to the specific commitments.

The Auditor-General highlighted the importance of taking a holistic approach to settlement implementation. Referring to Crown expectations issued under He Korowai Whakamana, he noted that agencies should be “mindful of the holistic intention of the settlement rather than solely focusing on implementation of individual commitments.” He also observed that achieving a settlement’s holistic intent and supporting a renewed relationship may require public organisations to work with PSGEs “beyond specified redress to enhance the Māori Crown relationship and achieve mutual objectives.”³

This is not intended to be a legal definition of holistic settlement intent, but rather a practical description to support a shared understanding of how settlement commitments work together to give effect to settlements and contribute to long-term outcomes.

In practice, this means recognising connections across commitments, agencies, and work programmes; identifying opportunities to support shared priorities; and engaging constructively with PSGEs. By understanding how individual commitments contribute to wider aspirations and settlement outcomes, agencies can move beyond transactional delivery and better uphold the intent and integrity of settlements.

Horopaki | Context

This guidance reflects the continued evolution of the post-settlement system. Progress in the settlement of historical Treaty of Waitangi claims, the transfer of post-settlement functions to Te Puni Kōkiri,⁴ and the Auditor-General’s performance audit have all contributed to an increased focus on implementation and stewardship of Treaty settlements across the Crown. The guidance recognises the evolving system and opportunities to further strengthen this work.

Understanding Treaty settlements

Historical Treaty settlements acknowledge and address the Crown’s historical breaches of the Treaty and provide redress for the resulting harm experienced by iwi and hapū. They are intended to establish a foundation for a renewed relationship between the Crown and settled groups, based on partnership, trust, and respect for the Treaty and its principles.

Central to each settlement is the deed of settlement, which records the Crown’s acts and omissions in breach of the Treaty towards an iwi or hapū, the Crown’s apology for those acts and omissions, and the agreed redress. The deed of settlement is a legally binding agreement, aspects of which are enacted through settlement legislation.

³ Auditor-General, How public organisations are fulfilling Treaty settlements, April 2025, pages 18, 29

⁴ Cabinet paper: Clarifying agency functions (September 2024)

He Korowai Whakamana and the updated guidance

He Korowai Whakamana is the Crown’s post-settlement framework.⁵ It was developed to strengthen oversight and accountability of the Crown’s Treaty settlement commitments and improve consistency of practice.

This guidance is a living resource and builds on the 2024 Cabinet endorsed guidance on Crown expectations, released by Te Arawhiti as part of He Korowai Whakamana. It incorporates lessons from system reviews (the Auditor-General’s 2025 audit, the *Whole of System (Core Crown) Report on Treaty Settlement Delivery*),⁶ PSGE insights,⁷ and experience gained through the transfer of post-settlement stewardship responsibilities to Te Puni Kōkiri. The guidance applies to core Crown agencies but may also support non-core Crown and local authorities.⁸

Roles and responsibilities

Te Tari Whakatau | Office of Treaty Settlements and Takutai Moana leads the process to reach Treaty settlements and supports takutai moana determinations. For Treaty settlements this includes leading collaboration across government to help Crown agencies understand their roles and support coherent Crown positions.

Crown agencies have legal obligations to deliver the Treaty settlement commitments they are responsible for under deeds of settlement and settlement legislation. Chief Executives are responsible for ensuring their organisations have the capability, systems and culture required to give effect to settlement commitments and enduring relationships.

Te Puni Kōkiri (Ministry for Māori Development) is responsible for post-settlement system stewardship, including monitoring and reporting on Treaty settlement commitments, providing system leadership, supporting Crown agencies and PSGEs to work effectively together, and maintaining an overview of post-settlement relationships across the Crown.

Te Puni Kōkiri Regions

With a network of six regional offices, in the post-settlement context Te Puni Kōkiri regional staff work alongside PSGEs and Crown agencies to understand iwi priorities, provide local insights, support coordination across the Crown, and help connect agencies with relevant PSGE representatives. This role complements the direct relationships that agencies are responsible for building and maintaining with PSGEs.

5 Te Arawhiti (2023), “Proactive release – He Korowai Whakamana – Enhancing oversight of Treaty settlement commitments”, at whakatau.govt.nz

6 Te Puni Kōkiri, *Whole of System (Core Crown) Report on Treaty Settlement Delivery 2025*

7 PSGE insights identified by Te Arawhiti when developing He Korowai Whakamana (2022), the Auditor-General (2025), and Te Puni Kōkiri through the *Whole of Systems (Core Crown) Report on Treaty Settlement Delivery* (2025, and targeted PSGE engagement (2026) as part of this guidance update

8 For a definition of ‘core Crown agencies’ and ‘non-core Crown agencies’, refer Auditor-General (2025), *How public organisations are fulfilling Treaty settlements*, page 13

He Aratohu Guidance

Ngā Pou e Whā | Four Post Markers

- Four pou reflect the key elements of successful Treaty settlement implementation:
1. **Treaty relationships are at the heart of everything** – how to build and maintain trusted, enduring relationships.
 2. **Holistic intent guides delivery** – how to understand and give effect to holistic intent of settlements.
 3. **Operating as a Crown system** – the importance of working collaboratively across the Crown.
 4. **Assurance and accountability** – how to ensure that commitments are being delivered as promised.

Together, these pou reflect that delivering settlement commitments is not just a matter of compliance, but of stewardship, partnership, and collective responsibility across the Crown. Effective implementation depends on organisational capability, including the knowledge, skills, systems, leadership, and culture needed to support staff.

Holistic intent guides delivery

Why?

Settlement commitments sit within a broader settlement package. Understanding this wider context helps agencies implement commitments in ways that uphold settlement integrity, strengthen Treaty relationships, and support iwi aspirations and intended long-term outcomes.

What this looks like in practice

Agencies understand the commitments they are responsible for, the intended outcomes for each commitment and how they contribute to the overall settlement intent. This is particularly important when undertaking legislative reform, policy development, funding decisions, or operational activities within a settled group's area of interest. Agencies seek to understand and incorporate PSGE perspectives early in decision-making, working collaboratively to maintain confidence in settlement implementation and support enduring Treaty partnerships.

Example 2: Delivering holistic intent. *A statutory commitment relating to a culturally significant site was technically completed. Rather than ending engagement once the terms of the commitment were met, the agency worked with the PSGE to explore future management opportunities and access arrangements outside the Treaty settlement but consistent with the agency's legal and policy obligations that better reflected the long-term aspirations behind the redress.*

Suggested actions

- **Know your commitments and context** by understanding settlement commitments, settlement history and intent, relevant Waitangi Tribunal inquiries, and the wider Māori-Crown relationship.⁹
- **Build capability and understanding** by ensuring staff understand settlement documents, relationship arrangements, PSGE perspectives, and how the agency contributes to outcomes.
- **Focus on settlement intent** by considering both the wording and purpose of commitments, including long-term iwi and hapū aspirations and intergenerational outcomes.
- **Apply commitments and PSGE perspectives early** to policy and legislative development, as well as funding, service delivery, and operational decisions. Update operational policies to enable early engagement where that has been committed to in a settlement.
- **Utilise Te Tautuhi ō Rongo** to identify any risks and barriers, lessons learned, and opportunities to strengthen alignment between implementation of specific commitments with settlement objectives.

Example of good agency practice: Aligning work to long-term intergenerational plans of the settled group (e.g. 5–100-year horizons); using settlement resources (e.g. settlement deeds, third readings of settlement bills and Crown apologies), and relationship hui as opportunities for staff and decision-makers to understand holistic intent.

⁹ See Appendix for useful resources

Treaty relationships are at the heart of everything

Why?

Strong relationships help agencies understand settlement context, aspirations, and intent, and are critical to successful implementation. They also help PSGEs and agencies identify opportunities to achieve mutual objectives.

What this looks like in practice

Agencies balance delivery of commitments with ongoing investment in relationships, recognising both are essential to successful outcomes. Strong relationships are built through regular and timely engagement, open communication, shared understanding, mutual respect, and collaborative problem-solving. Agencies understand their settlement responsibilities and Treaty partnerships, retain institutional knowledge, and look beyond individual obligations to identify opportunities that support shared priorities and mutually beneficial outcomes.

Example 1: A relationship first approach. *A PSGE experienced repeated changes in agency personnel which meant the PSGE had to continually repeat the same information about its settlement aspirations. After the PSGE raised concerns with the agency, the agency responded by creating a formal relationship transition process, introducing incoming staff directly to PSGE representatives. Confidence in the relationship improved despite staff turnover.*

Suggested actions

- **Establish strong relationships and capability** from the outset of Treaty settlement negotiations.
- **Invest in long-term relationships** through regular kanohi ki te kanohi engagement, and proactively use relationship agreements to support ongoing partnership and joint work.
- **Identify PSGE leaders and engagement channels** to understand who should be involved to best inform decisions. Te Puni Kōkiri regional offices can help with on-the-ground intelligence and advice on tailoring approach.
- **Apply Te Tautuhi ō Rongo** when planning engagement to identify whose Treaty-based rights, interest and responsibilities may be affected and whose perspectives should inform decisions.
- **Prepare thoroughly, share information proactively with PSGEs, and communicate openly** on issues, risks and constraints, and work together to identify practical solutions.
- **Follow through on commitments** (including technical and time-bound commitments) by staying in regular contact and working through any implementation issues.
- **Build organisational capability around relationships** by ensuring leadership, resourcing, Treaty knowledge, cultural competence, and effective knowledge transfer are prioritised.

Example of good agency practice: Capability programmes that embed relational practice across staff and support long-term Treaty capability.

Assurance and accountability

Why?

Strong assurance and accountability helps the Crown deliver settlement commitments as intended, maintain trust with iwi, hapū and PSGEs, and uphold settlement integrity. As the number and complexity of settlements and commitments grows, agencies need clear oversight of delivery progress, delivery risks and responsibilities.

The best way to know if you are on track with implementation is to discuss progress with your Treaty partner. Establishing regular and open kōrero with PSGEs will build trust and confidence and support effective implementation. Effective commitment management helps identify and resolve issues early, provides confidence that commitments are being met, and supports proactive relationship management. Successful implementation is demonstrated not only through the delivery of settlement commitments, but also through the quality, durability, and effectiveness of the Māori-Crown relationships that settlements are intended to support.

What this looks like in practice

Agencies have communications protocols with PSGEs, alongside robust systems to manage, monitor, and report on settlement commitments, with clear ownership, evidence of delivery, and visibility of risks and dependencies. Crown-wide tools such as Te Haeata complement agency systems. Monitoring extends beyond completion of commitments, to assessing outcomes, relationship quality, and emerging challenges. Where issues arise, agencies work proactively with PSGEs, Te Puni Kōkiri, and other agencies to identify solutions and address risks early.

Example 4: Good agency practice. *Joint agency-PSGE reviews that track commitments, relationships, and shared problem-solving to support continuous improvement.*

Suggested actions

- **Kōrero with your Treaty partner** to support timely and effective implementation, connect with the PSGE and relevant Crown agencies, and manage issues and opportunities to realise holistic intent.
- **Establish and/or maintain systems** to manage and track commitments, responsible teams, implementation milestones, risks, dependencies and escalation pathways.
- **Assess whether Te Tautuhi ō Rongo** has been appropriately considered when reviewing implementation, risks, challenges and opportunities for improvement.
- **Monitor delivery of commitments**, including seeking regular feedback from PSGEs when assessing implementation, risks, challenges, and opportunities for improvement.
- **Monitor the quality of engagement and relationship management practices**, including responsiveness, follow-through, information sharing, and PSGE feedback.
- **Regularly update settlement commitment information in Te Haeata**, including meaningful commentary, evidence, and alignment with relevant guidance.
- **Follow Treasury guidance for annual reporting** to track progress and provide visibility of settlement implementation performance.
- **Apply findings and lessons from system reviews**, including the Auditor-General's 2025 report to strengthen assurance, accountability, and continuous improvement.

Operating as a Crown system

Why?

PSGEs expect to engage with the Crown in a coordinated way. Settlement commitments are often interconnected and may depend on multiple agencies working together to achieve the intended outcomes. Settlements with collective engagement frameworks, in particular, require coordinated engagement by clusters of agencies to support priority kaupapa.

Working as one Crown helps agencies align efforts, reduce duplication, share knowledge, and provide for a more coherent engagement with PSGEs. It creates opportunities to better support settlement aspirations and identify mutually beneficial outcomes.

What this looks like in practice

Agencies work collaboratively to understand shared responsibilities, coordinate their engagement, and identify opportunities to advance common priorities and outcomes. Agencies support coordinated and consistent engagement with PSGEs by sharing information, preparing jointly where appropriate, and presenting a united Crown.

Example 3: One Crown response. *Several agencies were engaging separately with the same PSGE on interconnected issues. A joint planning process and coordinated engagement schedule reduced duplication, clarified responsibilities, and improved outcomes.*

Suggested actions

- **Identify and coordinate with relevant agencies** (and within your own agency) before engaging PSGEs, to clarify roles, including identifying the lead agency, and establishing regular communications.
- **Consider opportunities for collective engagement** for example applying a clear “front door” approach to support more coordinated Crown engagement aligned to PSGE priorities, including by coordinating with Te Puni Kōkiri.
- **Use Te Tautuhi ō Rongo** as a shared framework across agencies to build a common understanding of affected groups, engagement needs, and Treaty-based rights and interests.
- **Use cross-agency working groups**, communities of practice, and shared networks of subject matter experts to strengthen coordination and consistency across the Crown.
- **Share relevant information**, including technical information, relationship information, and implementation updates early.
- **Help PSGEs navigate the Crown** through connection with relationship managers, subject matter experts, and decision-makers.
- **Have systems in place that retain institutional knowledge**, including by maintaining records, handover processes, and relationship knowledge.

Example of good agency practice: Multi-agency relationship frameworks and agreements (e.g. Arts, Culture and Heritage Te Ara Taonga framework).

Kuputaka | Glossary

Kupu	Definition
Crown acknowledgements	Formal statements by the Crown recognising historical actions, omissions, or impacts on an iwi or hapū that contributed to Treaty settlements.
Crown apology	A formal apology from the Crown acknowledging breaches of Te Tiriti o Waitangi The Treaty of Waitangi and the harm caused to an iwi or hapū.
core Crown agencies	Public service departments, departmental agencies, the New Zealand Defence Force, and New Zealand Police.
non-core Crown agencies	All other public organisations, including Crown entities, local authorities, State-owned enterprises and Crown-owned companies.
Deed of Settlement	The legally binding agreement between the Crown and a claimant group that records the terms of a Treaty settlement
Te Haeata – The Settlement Portal	The Crown’s shared data system tracking the status of Treaty settlement commitments.
He Korowai Whakamana	The Crown’s framework for achieving oversight and enhancing accountability for the Crown’s Treaty settlement commitments.
hapū	A Māori kinship group made up of whānau (extended families), forming a primary social and political unit within an iwi.
iwi	A large Māori tribal group connected through common ancestry and comprising multiple hapū.
Crown Post-Settlement Issue Resolution Pathway	A structured process for raising, managing, and resolving issues relating to the implementation of Treaty settlement commitments.
post-settlement governance entity (PSGE)	The legal entity recognised to receive and manage Treaty settlement redress on behalf of an iwi or claimant group.
pou	A pillar, post, or guiding principle that provides support, structure, and direction.
redress	The package of remedies provided by the Crown in a Treaty settlement, which may include cultural, financial, and commercial components.
relationship redress	Settlement redress designed to establish, strengthen, or maintain relationships between claimant groups and Crown agencies.
settlement implementation	The process of delivering and giving effect to the commitments and obligations contained in a Treaty settlement.

Kupu	Definition
settlement legislation	An Act of Parliament that gives statutory effect to a Deed of Settlement and enables settlement commitments to be implemented.
post-settlement stewardship	The Crown’s ongoing responsibility to uphold settlement commitments and maintain effective relationships with settlement partners after settlement legislation is enacted.
Takutai moana	Marine and Coastal Area.
Te Tautuhi ō Rongo	A public policy framework developed by Te Puni Kōkiri that helps public servants understand and consider the distinct rights, interests, and responsibilities of whānau, hapū, iwi, Māori as citizens, and the Crown when developing policy, making decisions, and engaging with stakeholders.
Treaty settlement	The negotiated resolution of historical claims by iwi or hapū against the Crown for breaches of Te Tiriti o Waitangi/The Treaty of Waitangi.
Wai claim	A claim lodged with the Waitangi Tribunal alleging Crown actions or omissions that breach Te Tiriti o Waitangi/The Treaty of Waitangi.
wānanga	A forum, gathering, or process for learning, discussion, knowledge sharing, and deliberation, often grounded in Māori values and practices.

Āpitiḡanga – Ngā rauemi whaihua

Appendix – Useful resources

Our Policy Approach – Te Tautuhi ō Rongo <https://www.tpk.govt.nz/mi/mo-te-puni-kokiri/our-stories-and-media/our-policy-approach-te-tautuhi-o-rongo>

Te Puni Kōkiri – He Korowai Whakamana Treaty Settlement Commitments <https://www.tpk.govt.nz/en/a-matou-whakaarotau/maori-crown-relations>

Cabinet Social Outcomes Committee paper, ‘Clarifying agency functions,’ and CAB-24-MIN-0295.02 August 2024 <https://www.publicservice.govt.nz/assets/DirectoryFile/Clarifying-agency-functions.pdf>

How public organisations are fulfilling Treaty settlements, Auditor-General, April 2025 <https://ao.parliament.nz/2025/treaty-settlements/summary.htm>

Whole of System (Core Crown) Report on Treaty Settlement Delivery, Te Puni Kōkiri 2025 <https://www.tpk.govt.nz/en/mo-te-puni-kokiri/corporate-documents/proactively-released-information/cabinet-papers/all-cabinet-papers/whole-of-system-core-crown-report-on-treaty-settle>

Te Tari Whakatau – Find a Treaty settlement <https://whakatau.govt.nz/te-tira-kurapounamu-treaty-settlements/find-a-treaty-settlement>

The Red Book – ‘Ka tika ā muri, ka tika ā mua Healing the past, building a future’ <https://whakatau.govt.nz/te-tira-kurapounamu-treaty-settlements/the-red-book>

He Tirohanga o Kawa ki te Tiriti o Waitangi, A Guide to the Principles of the Treaty of Waitangi, Te Puni Kōkiri, 2001 <https://www.tpk.govt.nz/en/mo-te-puni-kokiri/corporate-documents/o-matou-mohiotanga/crownmaori-relations/he-tirohanga-o-kawa-ki-te-tiriti-o-waitangi>

Treaty Settlement Quarterly Reports: Te Tari Whakatau whakatau.govt.nz/te-tira-kurapounamu-treaty-settlements/quarterly-reports

Māori Crown Relations capability framework <https://whakatau.govt.nz/assets/Tools-and-Resources/Maori-Crown-Relations-Capability-Framework-Organisational-Capability-Component.pdf>

Building closer partnerships with Māori – principles <https://www.tpk.govt.nz/en/a-matou-whakaarotau/maori-crown-relations/building-closer-partnerships-with-Māori>

Cabinet Office circular CO (19) 5: Te Tiriti o Waitangi / Treaty of Waitangi Guidance <https://www.dpmc.govt.nz/publications/co-19-5-te-tiriti-o-waitangi-treaty-waitangi-guidance>

Te Kāhui Māngai for information on the governance arrangements of settled groups and the role of the PSGE within those arrangements. <https://www.tkm.govt.nz>

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