



19 July 2022

Minister of Foreign Affairs

For information by

19 July 2022

PROGRESS REPORT MĀTAURANGA MĀORI PROGRAMME

BRIEFING Overview Submission

PURPOSE To update you on progress made to implement the Ministry's review into its Mātauranga Māori capability.

Taipitopito whakapā – Contact details

NAME	ROLE	DIVISION	WORK PHONE
Ben King	Deputy Chief Executive (Policy)	Office of the Deputy Chief Executive	s9(2)(a)
Morag Wiley	Programme Manager	People and Operations Division	s9(2)(a)

Mā te Tari Minita e whakakī – Minister's Office to complete

☐ Approved

☐ Noted

☐ Referred

☐ Needs amendment

☐ Declined

☐ Withdrawn

☐ Overtaken by events

☐ See Minister's notes

Comments

PROGRESS ON MĀTAURANGA MĀORI PROGRAMME

Pito matua – Key points

- In September 2021, the Ministry presented to you the Mātauranga Māori Review at MFAT Report by Patrick Rata and Joanna Heslop. The report detailed 24 key recommendations to address Manatū Aorere's obligations to Te Tiriti o Waitangi, the need for meaningful relationships with Māori as Treaty partners, and growing authentic Mātauranga Māori capability and confidence. Since the report was released to staff, good progress has been made to establish an implementation programme.
- A Mātauranga Māori Implementation Programme is in place to coordinate, navigate and deliver results on the key recommendations from the report.
- A Governance Steering Group has been in place since December 2021 ensuring the programme remains aligned with Government, Public Service, and Ministry obligations, commitments, and expectations in our role as a Treaty Partner. Two operational reference groups are in the process of being established to ensure that the programme deliverables are fit for purpose.
- An implementation programme was established from January 2022 to lead and coordinate development and implementation of programme initiatives, are working in collaboration with the Māori Policy Unit and Te Pou Māori throughout planning and delivery.
- To give voice to this kaupapa, a series of external wānanga led by the Deputy Chief Executive with public sector colleagues and internal wānanga sessions twice monthly for staff has been convened. A pilot scholarship is also being offered, for a staff member to undertake one year of study to grow their Mātauranga Māori and Te Reo Māori capability.
- We have forged partnerships with key Māori leaders, specialists and expertise to work alongside our Ministry on authentic engagement with Māori, and to also develop Māori capability frameworks and strategies and the leadership business model.
- Steady progress has also been made with the development of bilingual Te Reo Māori collateral, commencing with translation of Group and Divisional names and progressing to job titles for email signatures and business cards. We will have karakia billboards in all meeting rooms and shared kitchen spaces as a practical and visible resource to encourage the use of Te Reo Māori.
- The Ministry will inform you on progress bi-monthly.

Ben King
for Secretary of Foreign Affairs and Trade

PROGRESS ON MĀTAURANGA MĀORI PROGRAMME

Tūtohu – Recommendations

It is recommended that you:

- | | | |
|---|---|-----------------|
| 1 | Note the establishment of the steering governance group to support strategic direction and guidance for the Mātauranga Māori programme. | Yes / No |
| 2 | Note a programme team will work in collaboration with the Ministry's Māori Policy Unit and staff network Te Pou Māori throughout planning and delivery of initiatives. | Yes / No |
| 3 | Note key developments and progress to date. | Yes / No |

Date: / /

PROGRESS ON MĀTAURANGA MĀORI PROGRAMME

Pūrongo – Report

1. The Mātauranga Māori Review Report by Patrick Rata and Joanna Heslop was presented to you in September 2021 prior to the released to staff in November 2021. The Senior Leadership Team has responded formally to the report and progress has been made to establish an implementation programme.
2. This submission provides you with a progress report on the Ministry's Mātauranga Māori Review Implementation Programme.
3. The successful implementation of the Mātauranga Māori programme will allow the Ministry to build more experience, knowledge, skills and capabilities to confidently engage with whānau, hapū and iwi and successfully embed Te Ao Māori (Te Reo Māori, tikanga, kawa, Te Tiriti o Waitangi) into the status quo of the Ministry.
4. Successful implementation will ensure that all the work undertaken in the Ministry, whether it is across foreign, development and trade policy or corporate support functions, benefit from uplifting the Ministry's collective capability in Mātauranga Māori.

The Programme

5. The Mātauranga Māori Review Implementation Programme has been established to assist in navigating the Mātauranga Māori Review Report recommendations and ensure the right structures and systems are in place to deliver strategic and operational objectives.
6. Appendix A provides an overview of the Programme Structure, Programme Workstreams, and a high level delivery timeline for 2022 (noting work will continue into 2023).
7. The programme governance structure consists of the Mātauranga Māori Review Steering Group (the Steering Group) with a focus on enabling strategic outcomes and priorities. They have been operating since December 2021. Members of the Steering Group are:
 - Ben King, Deputy Chief Executive (Policy) and Programme Sponsor
 - Audrey Sonerson, Deputy Chief Executive (People and Operations)
 - Geoff Short, Deputy Secretary (Policy Partnerships), Te Puni Kokiri
 - Jacqui Caine, General Manager (Strategy and Influence), Te Rūnanga o Ngāi Tahu
 - Ara Tai Rakena, Lead Adviser United Nations, Human Rights, and Commonwealth Division and Te Pou Māori representative.
8. Working in collaboration with the Māori Policy Unit (MPU) who remains the lead on policy and tikanga matters, and Te Pou Māori (the Ministry's Māori staff network) throughout the planning and delivery of initiatives is an imperative.

PROGRESS ON MĀTAURANGA MĀORI PROGRAMME

9. An implementation programme team has been established to lead and coordinate development and implementation of programme initiatives with the relevant business owners and subject matter experts, and to support the Ministry to prepare and be ready for resulting change to the way we work. While establishment of the team has been impacted by the competitive employment market and the limited pool of specialised skills and experience, recruitment for the core programme team will be completed at the end of this month.

Progress to date

10. The Deputy Chief Executive, Ben King has hosted initial wānanga with public sector colleagues undertaking similar work as a forum for sharing best practise, experiences and information. This brings visibility and voice to agency whanau on the same journey of uplifting the Ministry's collective capability in Mātauranga Māori and the application of Te Tiriti o Waitangi into everyday mahi.
11. In parallel, a series of wānanga for Ministry staff has commenced, with three sessions convened to date and further sessions are planned twice monthly until December 2022. Wānanga held to date:
- *Kura Moeahu, Chair of Te Rūnanganui o Te Āti Awa* – discussed his Iwi Te Āti Awa, iwi engagement, the significant landmarks of Te Āti Awa and the history of Te Āti Awa. With views on valuable and authentic partnerships between iwi and government agencies.
 - *Andrea Smith, Deputy Secretary APEC New Zealand* – discussed the recent APEC 2021 and the development of joint ambitions and outcomes alongside Māori as a progressive partnership success model.
 - *Mataia Keepa, Tohunga Matariki and Founding Director of iKōrero Ltd* – a presentation of Matariki knowledge and how we can personalise this mātauranga for ourselves and whanau.
12. Two operational reference groups focused on People and Capability; and Partnership and Strategy with Māori will be established in line with commencement of key initiatives. The People Reference Group membership is being confirmed to align with the commencement of development of key capability initiatives this month.
13. To progress the development of strategies and frameworks for the partnership with Māori workstream, Eruera Keepa, a consultant with expertise in public and private sector engagement in Mātauranga Māori programmes has secured as the programme's Māori Engagement Lead to lead this work. Eruera is also engaging with Ministry groups to understand current and future Māori engagement needs. Work is under way to co-design partnership and engagement principles with leaders to develop Māori engagement plans tailored to business groups that is cohesive, coordinated and consistent with broader Māori engagement ambitions.
14. The Deputy Chief Executive has also initiated engagement with Traci Houppapa and Ngahiwi Tomana to form the nucleus of a Māori Partnership Forum. Conversations have centred on the Ministry's approach to a Treaty partnership with Māori. With their guidance it is our intention to define an authentic, enduring and sustainable Manatū Aorere partnership model with Māori.

PROGRESS ON MĀTAURANGA MĀORI PROGRAMME

15. We have forged external partnerships with Haemata consultancy to develop the Māori Capability Framework, Te Reo Māori Strategy and a cultural competency programme. Discussions have also been initiated with Te Amokura, to work alongside us on defining a fit for purpose leadership model for the Ministry
16. A pilot scholarship programme to support a New Zealand based staff member to undertake study for an academic year will focus on areas relevant to Mātauranga Māori. The study will have a strong language component, be based on campus, and support a staff member to grow their language ability and Mātauranga Māori capability. Applications are being prepared for the selection panel to review this week.
17. A key recommendation of the report was for the Ministry to consider the introduction of bilingual email signatures and business cards. In addition to this, appropriate karakia will be made available in every meeting room supported by an explanation of the purpose and meaning. This will aid staff familiarity and confidence to use Te Reo Māori and the identification of appropriate karakia has been completed with the assistance of the Māori Policy Unit. A reference group has been established to ensure the translations for the above resources are appropriate and fit the context of the Ministry.
18. Work is also in progress to create an internal Mātauranga Māori centralised repository for this programme, with access to existing language and cultural resources, key reports, and latest news on developments as a reference point for staff on the progress of this work.

Reporting

19. The Ministry will report to you on progress with this programme bi-monthly.

MATAURANGA MĀORI REVIEW IMPLEMENTATION PROGRAMME GOVERNANCE STRUCTURE

GOVERNANCE

STRATEGIC GOVERNANCE
Strategic advice and guidance to ensure delivery of expected outcomes and benefits, and alignment to strategic priorities

PROGRAMME STEERING GROUP
Chair: Ben King - Māori DCC Policy
Members: Audrey Henderson - DCC P&D, Jacqui Carter - Te Kaitiaki o Hurihanga, Geoff Smith - Te Pūnahaui, Aoi Tai Rukia - Te Pūnahaui Representative

SPONSORING LIAISON
MĀTATU

OPERATIONAL GOVERNANCE
Operational advice & guidance for the delivery of outputs

PEOPLE & CAPABILITY REFERENCE GROUP
Workstreams - Organizational Structure
Chair - DCC
Business Lead: Programme Manager
Other: Tūhā Leaders

PARTNERSHIP & STRATEGY REFERENCE GROUP
Workstreams - Governance & Strategy
Partnership with Māori
Chair - DCC
Business Lead: Programme Manager
Other: Tūhā Leaders

SUBJECT MATTER EXPERTS
Input into development of outputs - may be embedded in workstream/project teams

DELIVERY PARTNERS
Te Pūnahaui

DELIVERY

PROGRAMME SPONSOR
Ben King, DCC Policy

PROGRAMME MANAGEMENT

PROGRAMME MANAGER
Māori Policy

PRINCIPAL ADVISER
Christina Edwards

ENGAGEMENT LEAD
TBC

PROGRAMME COORDINATION & ADMIN

OUTCOME FOCUS

DELIVER

PARTNERSHIP WITH Māori
Business Owners - MPU

- Māori/whānau engagement strategies and frameworks
- Alignment with Trade Agreements
- Alignment with Te Pūnahaui

GOVERNANCE & STRATEGY
Business Owners - DCCP

- Governance requirements
- Decision-making principles
- Strategic planning

LEADERSHIP
Business Owners - DCCP

- Leadership accountabilitys
- Leadership Business Model
- Māori Policy Function

ORGANISATIONAL STRUCTURE
Business Owners - PEP

- Structure & roles design
- Change processes
- Organizational composition
- Data
- Employee lifecycle

CAPABILITY
Business Owners - PEP

- Māori Capability Development
- Training
- Wānanga Amara

ENGAGEMENT THROUGHOUT

- Business Leads & Delivery Leads assigned per deliverable (identified in separate workstream plans)
- Business Owners - function responsible for ongoing management
- Business Lead - relevant manager responsible for that function
- Delivery Leads - lead delivery of specific programme initiative, embedded in the programme team.

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MĀTAURANGA MĀORI IMPLEMENTATION PROGRAMME – WORKSTREAMS

BLUE DOT = recommendation/s that the initiative responds to

GREEN BOX = where external expertise will be procured to develop initiatives with the Ministry



