



# MĀORI OUTCOMES FUND

## IMPACT EVALUATION REPORT

MARCH 2024

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PREPARED BY

**Awa Associates**  
Kaupapa Māori Research  
& Evaluation

**AWA**  
associates

PREPARED FOR

**Ngā Mātārae**  
**Māori Outcomes Directorate**  
**Auckland Council**

Māori outcomes fund impact evaluation report 2024  
He arotakenga pūtea huanga Māori 2024

Prepared by Awa Associates Kaupapa Māori Research & Evaluation for Auckland Council

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# HE MIHI

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We wish to thank our evaluation participants and project leads from across the six initiatives for contributing their time and energy to this evaluation. We acknowledge and honour the waters paddled by the ancestors, and those doing the work in their communities. We celebrate your voice and story in this report.

**Ngā mihi maioha ki a koutou katoa.**

*- Awa Associates*

# WHAKARĀPOPOTOTANGA MATUA

## *Executive Summary*

### **Māori Outcomes Fund**

Auckland Council's Māori Outcomes Fund (MOF) was allocated \$150 million over two 10-year budget cycles and aimed to enhance Māori wellbeing and identity in Tāmaki Makaurau through innovative initiatives.

The MOF is part of a larger suite of Council efforts to support Māori outcomes. The Kia Ora Tāmaki Makaurau (KOTM) Framework guides Council's efforts to deliver Māori wellbeing outcomes, identifying 10 mana outcomes for strategic focus.

### **Evaluation**

Six MOF-funded initiatives were selected<sup>1</sup> and evaluated for their impact. The evaluation utilized kaupapa Māori research and evaluation methods and mātauranga Māori-based tools- Māori perspectives were central to the evaluation process.

Interviews, wānanga, and document review, were used as data collection tools to gather insights from MOF recipients and key kaupapa partners. A bespoke kaupapa Māori evaluation scale, developed by AWA Associates, *Tāmaki Herenga Waka*, was employed.

The key evaluation question (KEQ) was:

***How well and to what extent has the MOF contributed to the achievement of outcomes for Māori in Tāmaki Makaurau?***

### **Key Findings**

The Māori Outcomes Fund (MOF) initiatives selected for this evaluation contributed in significant ways to the achievement of outcomes for Māori in Tāmaki Makaurau. Diverse positive impacts were described and documented. For those involved in the six initiatives selected, having MOF funding and support has made a real difference.

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<sup>1</sup> Ngā Mātārae, the Māori Outcomes Directorate of Auckland Council, identified six MOF funded initiatives for inclusion in this evaluation. While MOF funds numerous initiatives, the six initiatives identified for inclusion were those that have received substantive funding from the MOF between June 2021-July 2023. They align broadly to six of the ten KOTM Mana outcomes. The six initiatives included in the evaluation are Amotai, the Cultural Initiatives Fund, the Marae Infrastructure Programme, Te Kete Rukuruku, Te Whakaoratanga o te Puhinui and Te Wharekura.

	<b>HE WAKA HOURUA</b> <i>Ancestral waka that explored what lay beyond the horizon</i> 1	<b>KIUTA</b> <i>Waka begin to alight upon the shores, seeking peace and prosperity</i> 2	<b>TĀMAKI</b> <i>A beneficent and special place offering peace and prosperity to increasing numbers of waka</i> 3	<b>PAPA POUNAMU</b> <i>Glistening harbours offer peace and prosperity to most waka</i> 4	<b>TĀMAKI HERENGA WAKA</b> <i>Tāmaki, a peaceful and prosperous moorage for many waka</i> 5
<b>Significance of identified outcomes</b>				PAPA POUNAMU TĀMAKI HERENGA WAKA	
<b>MOF's contribution to achieving [specific] actions</b>				PAPA POUNAMU TĀMAKI HERENGA WAKA	
<b>Role and significance of MOF in achieving these outcomes</b>					TĀMAKI HERENGA WAKA
<b>Satisfaction - MOF support and impact</b>					TĀMAKI HERENGA WAKA
<b>Overall</b>	1	2	3	4 5	

## Overall MOF rating

Using the *Tāmaki Herenga Waka* scale MOF recipients, key kaupapa partners, and other key informants rate the significance of the outcomes identified, MOF's contribution to achieving specific outcomes, the role and significance of MOF in achieving these outcomes, and satisfaction with MOF support and impact.

MOF was described overall, very positively, as positioned between *Papa Pounamu* — symbolized by glistening harbours offer peace and prosperity to most waka — and *Tāmaki Herenga Waka*, which represents Tāmaki as the mooring place for many waka.

## Significant impacts of the MOF

While common threads were evident, each of the six initiatives had a distinct narrative of impact highlighting the range of mahi supported by the MOF.

- Growth in Māori business participation
- Marae infrastructure and capacity enhancement
- Wide-reaching benefits to kaupapa partners and beneficiaries especially tamariki and rangatahi.



- Promotion of te reo Māori, identity, and mātauranga Māori, enhanced the visibility and use of te reo Māori and Māori knowledge, fostering inclusivity and diversity.
- Broader community and environmental benefits: Including strengthened cross-entity collaborations (mana whenua Council, other organizations), as well as community engagement in protection of te Taiao.

## Essential role of the MOF funding

Recipients described MOF pūtea as "totally instrumental" to their projects, making initiatives possible that otherwise would not have occurred.

- Funding as a springboard, propelling forward social, environmental, and cultural impacts. Recipients could trace the whakapapa of initiatives back to the initial MOF investment.
- MOF is seen as a worthy investment in future capabilities, through MOF, for example, marae were described as having been "future proofed". Communities also dedicate their own resources.

## Considerations across MOF

Synthesized from insights of recipients and kaupapa partners for enhancing MOF's impact in terms of its lasting contributions to the well-being and development of Māori in Tāmaki Makaurau.

- **Long-term community investments**  
It is desired that the Māori Outcomes Fund continue to prioritize projects have long-lasting impacts. It was noted that the full spectrum of benefits will unfold over an extended period.
- **Collaborative engagement and enhanced communication**  
Enhancing communication and collaboration with MOF recipients is essential for showcasing the MOF's impact and includes developing mechanisms for better monitoring.
- **Stability and strategic vision**  
Recipients described the way ongoing investment is critical and allows for the continuity and expansion of positive community outcomes that MOF funded initiatives have seen.
- **Deepened partnerships for impactful outcomes**  
Strengthening partnerships with mana whenua and local communities is highlighted as a pathway to ensure that the MOF investments are closely aligned with community needs and aspirations.
- **Equitable resource distribution**  
Addressing the complexities of operational and investment mechanisms with a focus on equity ensures that MOF resources are directed towards initiatives that meet the most pressing community needs.
- **Comprehensive understanding of impacts**  
Recognising the Māori Outcomes Fund as part of a broader, longstanding commitment to cultural preservation and community well-being is important. This involves acknowledging the huge efforts of whānau, hapū, and iwi in these spaces.

# TUATAHI

## *Background*

### **Kaupapa: Māori Outcomes Fund**

The Māori Outcomes Fund (MOF) is a significant Auckland Council initiative aimed at advancing Māori wellbeing and identity in Tāmaki Makaurau. The primary purpose of the fund is to support innovative initiatives that have the potential to scale up or introduce new solutions for implementation and testing. It is designed to encourage creativity and innovation in achieving Māori outcomes.

MOF was allocated \$150 million as part of the 10-year budgets for the periods 2018-28 and 2021-31. This funding is dedicated to activities that directly contribute to enhancing Māori wellbeing and identity. While the Māori Outcomes Fund is a substantial investment, it is important to note that it represents only a portion of the council efforts to advance Māori identity and wellbeing. There is a broader portfolio of “business as usual” activities funded through operational budgets within the council group that also contributes to these objectives. During the previous Long Term Plan (LTP) in 2018, an additional \$30 million was secured for the fund. This brought the total funding from \$120 million over 10 years to \$150 million. The additional funding aimed to enhance visibility and support for various aspects, including Māori identity, relationship agreements with the 19 iwi, Māori economic development, and infrastructure development for culturally significant sites. The MOF is managed as a centralized fund, and it supports various initiatives and programmes across the council group. This centralization aims to coordinate efforts in achieving Māori outcomes.

The Kia Ora Tāmaki Makaurau (KOTM) framework, developed in collaboration with mana whenua, is a performance measurement framework developed by Auckland Council, which aims to reflect te ao Māori and be informed by mātauranga Māori. It focuses on well-being outcomes that are significant to Māori whānau, marae, iwi, and communities. It was created in response to recommendations from a Treaty of Waitangi Audit and was formally adopted in 2021. This framework builds upon the Council's previous Māori Responsiveness Framework and aligns with key plans and budgets of Auckland Council, such as The Auckland Plan 2050 and LTP 2021-2031.

The KOTM framework identifies 10 mana outcomes.<sup>2</sup> It has received both governance and operational approval and provides practical guidance for Council staff to improve Māori outcomes. The framework also outlines focus areas for Council influence and support, offering measures to ensure consistent delivery. For example, one of the goals is to promote te reo Māori throughout Tāmaki Makaurau, potentially measured by the proportion of Tāmaki Makaurau parks and places with te reo Māori names.

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<sup>2</sup> The “Mana Outcomes” as per Auckland Council. (n.d.). Kia Ora Tāmaki Makaurau - Auckland Council. <https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/kaupapa-maori/maori-outcomes/Documents%20%20Kia%20Ora%20Tmaki%20Makaurau/kia-ora-tamaki-makaurau.pdf>

## Six selected initiatives

Ngā Mātārae, the Māori Outcomes Directorate of Auckland Council, identified six MOF funded initiatives for inclusion in this evaluation. While MOF funds numerous initiatives, the six initiatives identified for inclusion were those that have received substantive funding from the MOF between June 2021-July 2023. The six initiatives included in the evaluation are:

- **Amotai**
- **the Cultural Initiatives Fund**
- **the Marae Infrastructure Programme**
- **Te Kete Rukuruku**
- **Te Whakaoranga o Te Puhinui**
- **Te Wharekura**

These initiatives align broadly to six of the ten KOTM Mana outcomes:

1. Kia Ora te Umanga (Māori business, tourism, and employment) - *Amotai*
2. Kia Ora te Marae (Marae development) - *Cultural Initiatives Fund and Marae Infrastructure Programme*
3. Kia Ora te Ahurea - *Te Kete Rukuruku*
4. Kia Ora te Taiao (Kaitiakitanga) - *Te Whakaoranga o Te Puhinui and Te Wharekura*
5. Kia Ora te Kainga - *Cultural Initiatives Fund*
6. Kia Ora te Reo - *Te Kete Rukuruku*

In planning the evaluation collaboratively with Ngā Mātārae, Awa Associates identified KOTM as a starting point for an iterative and responsive evaluation, noting the ongoing refinement of KOTM.<sup>3</sup> Therefore, this evaluation, took account of the KOTM mana outcomes, but additionally deliberately privileged the wider kōrero about outcomes and impact shared by actual recipients MOF funding. Aligning with kaupapa Māori methods, an open, but focused, canvassing of narratives of impact and transformation with key informants and kaupapa partners, was utilised in this evaluation.

## Evaluation approach

Awa Associates employ a kaupapa Māori research and evaluation approach and methods to work together with kaupapa partners<sup>4</sup> to understand how we can amplify outcomes for whānau, hapū and iwi. This approach asserts that:

- Tikanga Māori and processes are followed, from inception to the dissemination of findings.
- Respectful relationships are established and maintained through ongoing whanaungatanga, relationships and community voice remain the centre of our approach.

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<sup>3</sup> Auckland Council (2022) Kia Ora Tāmaki Makaurau Implementation Strategy 2022 - 2025.

<sup>4</sup> 'Kaupapa partners' is the term Awa Associates uses to encompass groups and individuals who may have an interest in, influence over, or are impacted by, the kaupapa (project or programme). The term 'stakeholder' has roots in colonialism and inequality – particularly for indigenous peoples and is not appropriate for use within kaupapa Māori research and evaluation.

- Kaupapa Māori is validated with mātauranga Māori-based quality and success measures.
- A Māori worldview values multiple perspectives and experiences and strives for a shared understanding of issues.
- Māori have the strongest 'voice' in enquiries that occur in a Māori context, where views and beliefs (including thoughts and experiences) of Māori are elevated.

A kaupapa Māori evaluation approach seeks for the greatest benefit for Māori and addresses power dynamics, seeking to conduct research and evaluation for, by and with Māori (Smith, 2021). The evaluation design for the MOF draws on other evaluation approaches where these align with kaupapa Māori methodologies, including developmental (Patton, 2010) and advocacy approaches (Mertens and Wilson, 2018) and the theory-driven evaluation approach (Donaldson and Lipsey, 2006).

Through a process of review and refinement with Ngā Mātārae we confirmed the scope of the evaluation, and the key evaluation question (KEQ).<sup>5</sup>

## Key Evaluation Question

**KEQ.1:** How well and to what extent has the MOF contributed to the achievement of outcomes for Māori in Tāmaki Makaurau?

Sub questions for KEQ.1:

- 1.a)** *What was the impact of the initiatives and projects and what made the difference?*
- 1.b)** *For whom, in what ways and in what circumstances (e.g. unintended outcomes)?*

Our impact focused key evaluation question goes beyond asking about activities or outputs and delves into the outcomes and impacts achieved by the Māori Outcomes Fund. The question asks about the extent to which the fund has contributed, implying a need for measurable data and evidence to evaluate the outcomes accurately. This is measured by the assessment of key informants - project leads and MOF recipients, across the six initiatives included in the evaluation.<sup>6</sup>

## Data Collection Methods

### Patapatai: interviews and wānanga

Interviews and wānanga were utilized to gather insights from MOF recipients about the impacts of the respective initiatives (see Āpitihanga A: Appendix A for the interview schedule and presentation).<sup>7</sup> Respondents were prompted to describe the impacts they have observed and to

<sup>5</sup> See Āpitihanga D- Appendix D- MOF Evaluation Plan.

<sup>6</sup> Amotai, Cultural Initiatives Fund, Marae Infrastructure Project, Te Kete Rukuruku, Te Whakaoranga o te Puhinui, Te Wharekura

identify who benefited from the initiatives. We asked which factors were most influential in achieving the outcomes observed. Additionally, recipients were asked to evaluate the significance of the outcomes and impacts they had highlighted. Wānanga as an approach to data gathering provides a format for open discussion embedded in Māori cultural practices. Central to wānanga are values of whanaungatanga (relationships), mihimihi (acknowledgements), and discussion (kōrero).

Interviews and wānanga were conducted with 22 people for the evaluation. These ranged in length from 45 to 120 minutes. Interviews were conducted mostly and via zoom video conferencing and some kanohi te kanohi. With permission, these were recorded and transcribed.

*Amotai* data collection included 3 participants, one Auckland Council key informant, one Amotai supplier and one Amotai purchaser. *Cultural Initiatives Fund* data collection included 4 participants, one Auckland Council key informant and MOF recipients from three marae. *Marae Infrastructure Programme* data collection included 4 participants, one Auckland Council key informant, and three recipients from two marae. *Te Kete Rukuruku* data collection included 4 participants, two Auckland Council key informants, local board members and one iwi representative. *Te Whakaoranga o Te Puhinui* data collection included 5 participants, three Auckland Council key informants (including project managers) and 2 Waiohua workstream members. *Te Wharekura* data collection included wānanga with 4 participants, one Auckland Council key informant and three iwi representatives.

#### Ata Tohutoru: Document review

A comprehensive review of relevant documentation was conducted, including Council reports on Māori outcomes, key project documentation such as funding agreements, plans and charters, monthly reporting, as well as media including social media, Council communications, external reports and websites.

## Evaluation Scale

Evaluation is about the assessment of a process or a situation and deciding whether it needs to be improved or left as it is. As a discipline, it captures and details actions, outputs, and outcomes, the depth of those impacts, and makes an assessment of whether there is a causal link between those actions and expected outcomes. Through the development of an evaluation plan<sup>8</sup>, we refine the measures of merit and worth within the programme's actions and outcomes. To do this, we use an evaluation scale to canvas the range of merit and worth.

Our kaupapa Māori assessment scale connects deeply with a kaupapa Māori methodology to determine value and merit across all components of the Māori Outcomes Fund (MOF). In our evaluation approach for the MOF, we have refined and called forward the scale of '*Tāmaki Herenga Waka*', through this scale we honour the enduring and persistent connection waka have had within the isthmus of Tāmaki Makaurau.<sup>9</sup>

The waka in the evaluation scale represents the communities of people and cultures that are thriving in an abundant and bountiful whenua of Tāmaki Makaurau. The scale honours the

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<sup>8</sup> See the abbreviated evaluation plan for this evaluation in Āpitiwhanga D- Appendix D- MOF Evaluation Plan.

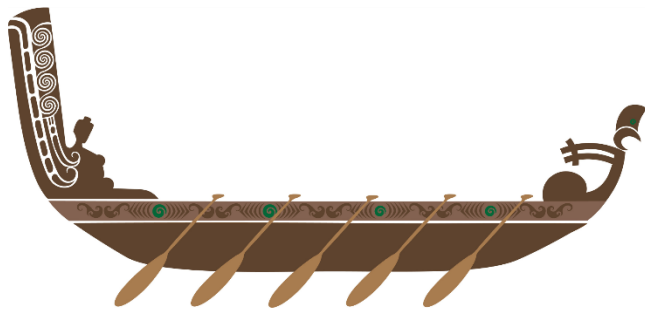
<sup>9</sup> New Zealand Leadership Institute. (n.d.). The legend of Kupe. Kupe Leadership Scholarships. <https://nzli.co.nz/kupe-leadership-scholarships/the-legend-of-kupe/>



enduring and persistent cultural narrative of Tāmaki Makaurau. In doing this we centre a kaupapa Māori lens to determine the merit and worth of the programme's outcomes. The scale is used as a tool to synthesize and assess the level of success and impact of outcomes that the Māori Outcomes Fund had for recipients.

Through our interviews with Māori Outcomes Fund recipients and key kaupapa partners, we used the scale to determine whether the outcomes of the fund are supporting prosperity and peace for a few waka or providing the mooring place of many waka. *Tāmaki Herenga Waka* has been designed specifically for this evaluation and signals our kaupapa of determining what success looks like from a Te Ao Māori perspective.

The scale was carefully socialized with respondents within the interview and wānanga process to ensure a sound understanding of its significance and application. This was to ensure that they could accurately reflect on and articulate the impact of the MOF initiatives using the scale. This process importantly maintains the human-centeredness of the evaluation, ensuring people's voices, experiences and perceptions guided the assessment of the MOF's impact.



## Tāmaki Herenga Waka

Tāmaki Herenga Waka is an evaluation scale fashioned specifically for this evaluation, and signals our kaupapa of determining what Quality and Success look like within Te Ao Māori. We celebrate and centre a mātauranga Māori foundation within our evaluation practice, and through this scale we honour the enduring and persistent connection waka have had within the isthmus of Tāmaki Makaurau.

### HE WAKA HOURUA

Ancestral waka that explored what lay beyond the horizon

1

### KI UTA

Waka begin to alight upon the shores, seeking peace and prosperity

2

### TĀMAKI

A beneficent and special place offering peace and prosperity to increasing numbers of waka

3

### PAPA POUNAMU

Glistening harbours offer peace and prosperity to most waka

4

### TĀMAKI HERENGA WAKA

Tāmaki, a peaceful and prosperous moorage for many waka

5

This scale will be used as a tool to synthesize and assess the **level of success** and **impact of outcomes** that the Māori Outcomes Fund has had for recipients.

*Tāmaki Herenga Waka* scale was used to measure the impact of the Māori Outcomes Fund (MOF) across the six selected initiatives. We employed a range of questions with key informants to assess<sup>10</sup>;

- the significance of identified outcomes and impacts
- MOF's contribution to achieving specific outcomes and impacts
- the role and significance of MOF in achieving these outcomes and impacts
- satisfaction with MOF support and impact

<sup>10</sup> see Āpitianga A: Appendix A for the interview schedule and presentation

Applied generally *Tāmaki Herenga Waka*


1. *He Waka Hourua* signifies the spirit of discovery, like the first waka that ventured beyond the horizon to discover new lands. At this foundational stage, the significance of potential outcomes and impacts of the MOF are just being identified, with funding and support enabling the exploration of new avenues for development. Kaupapa partners are tentatively optimistic, appreciating MOF's role as a catalyst for innovative approaches.
2. *Ki Uta* represents the initial signs of prosperity and peace, similar to waka alighting upon the shores, indicating that the MOF's impact (via the initiative/s) is beginning to manifest, offering promise and potential to new and existing waka. This phase marks the beginning of tangible benefits, with growing satisfaction among kaupapa partners spurred by visible results that promise further success.
3. *Tāmaki* reflects a beneficent and special place of prosperity and peace for increasing waka, here the impact of MOF's support becomes significantly more apparent. Clear and substantial outcomes are achieved, and MOF's strategic investments have led to considerable progress. Kaupapa partner satisfaction is high as notable advancements and improvements are celebrated.
4. *Papa Pounamu* denotes shimmering waters that offer prosperity and peace to most waka. At this level, the impact of MOF's contributions broadens, and have broader positive impact. Satisfaction among kaupapa partners reflects the positive impact of MOF-supported initiatives.
5. *Tāmaki Herenga Waka* represents Tāmaki as the mooring place of many waka, signifying abundant success and the attainment of peace and prosperity. Profound and transformative outcomes and impacts are achieved, marking a significant milestone in the journey towards achieving Māori outcomes in Tāmaki Makaurau. MOF's essential role in facilitating these transformative changes is celebrated, with high levels of satisfaction among all kaupapa partners. This level is realization of a vision where significant advancements for Māori are attained.

The use of *Tāmaki Herenga Waka*, concurrently honours narratives of significance to Tāmaki Makaurau, a Te Ao Māori framework, and provides a culturally resonant evaluation which remains faithful to the respondents' voices and experiences. The scale offers a lens through which the journey and impact of each initiative has been assessed.

## Data Analysis

This report utilises the data across all data sources (interviews, wānanga and document review). Interviews were recorded and transcribed. Transcripts were reviewed, analysed and coded. Themes were drawn out of the data and compared for similarities and differences, key learnings, strengths, and challenges. These were applied to answering the key evaluation question.

In places this report employs composite quotes, a technique frequently utilized in qualitative research. Also known as thematic or synthesized quotes, composite quotes, amalgamate insights from participants' kōrero to encapsulate overarching themes and sentiments. This tool enables us to succinctly convey the essence of this kōrero, and to enrich the depth, elevating the credibility and impact of the evaluation, as well as making findings more accessible and comprehensive. We have identified recurring themes through data analysis, selected quotes that encapsulate the core



of each identified theme, then woven together kōrero faithfully represent viewpoints without misrepresentation.

These next sections of the report provide evaluative insights to address the key evaluation question. The *Tāmaki Herenga Waka* scale was employed to allow ratings to be given, followed by narratives that illuminate the findings behind the ratings given.

# TUARUA

## Key Findings

KEQ.1: How well and to what extent the MOF has contributed to achieving outcomes for Māori in Tāmaki Makaurau?

1.a) What was the impact of the initiatives and projects and what made the difference?

1.b) For whom, in what ways and in what circumstances (e.g. unintended outcomes)?

The evaluation identified that the Māori Outcomes Fund (MOF) initiatives selected for this evaluation contributed in significant ways to the achievement of outcomes for Māori in Tāmaki Makaurau. Reflecting the experiences of MOF recipients and key kaupapa partners and anchoring the evaluation on outcomes and impacts identified by MOF recipients, diverse positive impacts were described and documented. For those involved in the six initiatives selected, having MOF funding and support has made a real difference.

	<b>HE WAKA HOURUA</b> <i>Ancestral waka that explored what lay beyond the horizon</i> 1	<b>KI UTA</b> <i>Waka begin to alight upon the shores, seeking peace and prosperity</i> 2	<b>TĀMAKI</b> <i>A beneficent and special place offering peace and prosperity to increasing numbers of waka</i> 3	<b>PAPA POUNAMU</b> <i>Glistening harbours offer peace and prosperity to most waka</i> 4	<b>TĀMAKI HERENGA WAKA</b> <i>Tāmaki, a peaceful and prosperous moorage for many waka</i> 5
<b>Significance of identified outcomes</b>				PAPA POUNAMU TĀMAKI HERENGA WAKA	
<b>MOF's contribution to achieving [specific] actions</b>				PAPA POUNAMU TĀMAKI HERENGA WAKA	
<b>Role and significance of MOF in achieving these outcomes</b>					TĀMAKI HERENGA WAKA
<b>Satisfaction - MOF support and impact</b>					TĀMAKI HERENGA WAKA
<b>Overall</b>	1	2	3	4 5	

## Overall MOF rating

We asked MOF recipients, key kaupapa partners, and other key informants to use our *Tāmaki Herenga Waka scale* to rate:

- The significance of the outcomes identified.
- MOF's contribution to achieving specific outcomes.
- The role and significance of MOF in achieving these outcomes.
- Satisfaction with MOF's support and impact.

Synthesizing the ratings from the *Tāmaki Herenga Waka* scale and considering all available data, the MOF is positioned between *Papa Pounamu* — symbolized by shimmering waters offering peace and prosperity to most waka — and *Tāmaki Herenga Waka*, which represents Tāmaki as the mooring place for many waka. The MOF is recognized here for advancing Māori outcomes in Tāmaki Makaurau in significant ways through the MOF initiatives. Recipients have acknowledged the outcomes and the substantial support and impact of MOF funding. Overall, MOF recipients have rated the significance of identified outcomes and MOF's contribution to achieving specific outcomes between *Papa Pounamu* and *Tāmaki Herenga Waka*. The role and significance of MOF in realizing these outcomes, along with satisfaction with MOF's support and impact, were highly regarded at the *Tāmaki Herenga Waka* level. Despite the high overall impact noted, there are considerations that MOF might take for further enhancing this impact (elaborated on in Section Tuatoru).

## Localized effects

Utilizing the harbour metaphor, every project has charted its distinct course, yet all can be seen as a part of the overarching MOF "waka," advancing a shared voyage toward improving Māori outcomes in Tāmaki Makaurau. While common threads in the journeys are evident, each initiative also unveils a distinct narrative of localized effects (refer to the following sections on each of the six evaluated) which highlights the range of mahi supported by the MOF.

In summary, the significant impacts associated with MOF across various sectors within Tāmaki Makaurau, include:

- **Growth in Māori business participation:** see Amotai (Initiative 1) which has fostered community and employment benefits through increased Māori business involvement in procurement.
- **Marae infrastructure and capacity enhancement:** Both the Cultural Initiatives Fund (Initiative 2) and the Marae Infrastructure Programme (Initiative 3) have notably improved marae infrastructure, aligning with goals for community development and self-sufficiency.
- **Wide-reaching benefits to kaupapa partners and beneficiaries:** Initiatives have supported economic empowerment, cultural preservation, kaitiakitanga, and educational enrichment for a broad range of partners and beneficiaries, including Māori businesses, marae communities, and the wider population of Tāmaki Makaurau, especially tamariki and rangatahi.



- **Promotion of te reo Māori, identity, and mātauranga:** Programmes like Te Kete Rukuruku (Initiative 4) and Te Wharekura (Initiative 6) and have enhanced the visibility and use of te reo Māori and Māori knowledge in urban settings, fostering inclusivity and diversity.
- **Broader community and environmental benefits:** MOF's influence includes stronger cross-entity collaborations, between Council and iwi, between mana whenua. Also, widespread community engagement in environmental conservation, protection of and regeneration of te taiao (Initiative 5. Te Whakaoranga o te Puhinui - Waiohua Workstreams and Initiative 6-Te Wharekura) and increased capacity for sustainable practices within marae communities.

## MOF funding is key

Recipients MOF funding highlighted the pivotal role of the MOF funding in enabling a range of cultural, environmental, and social initiatives. The funding is key and in many cases what MOF provides is financial support (however in practice in many initiatives MOF funding provides much more than economic support, e.g., see Amotai and MIP). This support has the potential to be transformative, as is seen as setting the stage for future growth and development.

- **Instrumental role of funding:** Recipients described MOF pūtea as "totally instrumental" to their projects, marking a departure from previous states - "prior to the fund there was nothing." The financial support is credited with making initiatives possible that otherwise would not have occurred.

“

“Before this funding, our marae had never been the recipient of such support, leaving us to rely heavily on fundraising. The work undertaken has set us up for the future and laid a solid foundation for engaging the next wave of rangatahi.”

- MIP Recipient, marae spokesperson

”

- **Funding as a springboard:** The MOF is described as a springboard, propelling forward social, environmental, and cultural impacts. Recipients could trace the whakapapa of initiatives back to the initial MOF investment, highlighting the fund's role in fostering innovation and growth. The seed funding nature of MOF is emphasized as essential for kick-starting new initiatives and innovations.

“

“We can trace the whakapapa of our marae projects directly back to the initial MOF investment—it was a springboard that launched onto a path of growth and development.”

- MIP Recipient, marae spokesperson

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- **The value of the investment:** MOF is seen as a worthy investment in future capabilities, through MOF, marae were described as having been "future proofed". Communities dedicate their own resources, the nature of the investment of MOF and of marae communities to future outcomes for Tāmaki Makaurau is profound.

“

.....

“Our commitment went well beyond just receiving the fund; we also contributed our own resources. This wasn't about getting a 'handout', but funding has been key in securing our marae's future, ensuring that we have the foundation to thrive for another 80 years.”

- MIP Recipient, marae spokesperson

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## Reading the rest of the report

To further address the Key Evaluation Question (KEQ1) of how well and to what extent MOF contributed to the achievement of outcomes for Māori in Tāmaki Makaurau, the next section separately describes, and documents impacts for the selected six initiatives<sup>11</sup>, focusing on specific impacts as identified by the actual recipients of MOF initiatives. By centering the evaluation on impacts identified by MOF recipients, the evaluation provides an authentic assessment of the MOF's contributions, reflecting the priorities and experiences of those directly involved in the initiatives, to understand the difference MOF funding has made.

Each section begins by outlining the initiatives' kaupapa-objectives, primary activities, and focus areas, and then aligns the initiative's aims with the strategic framework- *Kia Ora Tāmaki Makaurau* (KOTM). Each section also details the method for assessing the initiative's impact i.e., who was engaged to gather insights into impact.

Impacts were clarified by synthesizing data across all data points, including aggregating recipients' ratings to determine an overall rating for each initiative. We present *Tāmaki Herenga Waka* findings as well as narratives about impacts achieved e.g., contributing factors, beneficiaries, the nature of changes, and the specific contexts in which these changes occurred. These narratives ground the findings in the data collected, providing a clear rationale for the evaluative insights drawn.

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<sup>11</sup> Ngā Mātārae identified six MOF funded initiatives for inclusion in evaluation-Amotai, the Cultural Initiatives Fund, the Marae Infrastructure Programme, Te Kete Rukuruku, Te Whakaoranga o te Puhinui and Te Wharekura.

## Initiative 1: Amotai

Amotai is a MOF funded initiative<sup>12</sup> dedicated to enhancing Māori and Pasifika business active participation in procurement opportunities, thereby fostering economic growth and empowerment within these communities.

### Kaupapa

Amotai uses deliberate strategies to advance social and economic well-being by unlocking opportunities in the market. It does this through three core activities:

1. Connecting Māori businesses with large public and private procurers.
2. Ensuring Māori businesses have the capacity and capability to secure the opportunities presented.
3. Ensuring the buyers have the capability and capacity to implement procurement policies and initiatives that deliver high impact opportunities for Māori businesses.

Amotai is an intermediary that builds the capability of buying organisations like Auckland Council to use their procurement spend to grow the number of Māori (and Pasifika) businesses within our supply chain, so that our services better reflect the people of our city, wealth is shared equitably across Tāmaki Makaurau and Māori businesses, whānau and community prosper.<sup>13</sup>



### Kia Ora Tāmaki Makaurau

In linking to the Kia Ora Tāmaki Makaurau (KOTM) framework, the mana outcome that Amotai aligns to is *Kia Ora te Umanga*, focused on;

- *Empowerment of the Māori economy*: Amotai aims to foster an environment where intergenerational wealth creation is not just a goal but a reality for Māori in Tāmaki Makaurau. By enabling Māori businesses and iwi organisations to become significant drivers of a thriving economy, the project aspires to enhance innovation, enterprise, and economic resilience among Māori communities.

<sup>12</sup> See Āpitiwhanga C- Appendix C- for initiative details

<sup>13</sup> Auckland Council. (2021). *Amotai Buyer- Auckland Council* [Video]. YouTube. <https://youtu.be/KGrkAKUkmdl>

## Assessing impact

To gauge the transformative influence of MOF funded initiative, *Amotai*, we engaged directly with MOF recipients, the Amotai team are the most proximal to MOF, in that their programme directly receives MOF funding to operate. The more distal recipients were the Māori business that are members of Amotai, and the purchasers of services/goods supplied by Amotai member business.

Through this kōrero and the reflective insights and assessments, we measured how well and to what extent Amotai, as a MOF recipient, has contributed to the realization of outcomes for Māori in Tāmaki Makaurau.

The kōrero given illuminate key impacts of Amotai, what factors were instrumental, who were the primary beneficiaries, the ways change manifested, and the specific contexts in which transformation occurred.

## Rating

### HE WAKA HOURUA

Ancestral waka that explored what lay beyond the horizon

1

### KI UTA

Waka begin to alight upon the shores, seeking peace and prosperity

2

### TĀMAKI

A beneficent and special place offering peace and prosperity to increasing numbers of waka

3

### PAPA POUNAMU

Glistening harbours offer peace and prosperity to most waka

4

### TĀMAKI HERENGA WAKA

Tāmaki, a peaceful and prosperous moorage for many waka

5

Ratings on the Tāmaki Herenga Waka scale can be synthesized and taking all data into account, in its mahi, fostering economic opportunities for Māori and Pasifika businesses, the impact of Amotai MOF funded initiative, Amotai, sits at **Tāmaki Herenga Waka** on our scale. This signifies Tāmaki as the mooring place of many waka, and as one of the “MOF waka”, this indicates that Amotai is at a destination whereby it is creating a lasting legacy of prosperity for Māori.

In terms of the significance of identified outcomes, MOF's contribution to achieving specific outcomes, the role and significance of MOF in achieving these outcomes, and satisfaction with MOF support and impact all received the highest rating of **Tāmaki Herenga Waka** on the *Tāmaki Herenga Waka* scale.<sup>14</sup> This indicates that *Amotai* has successfully met its desired destination offering prosperity to many, and demonstrating a significant impact and high level of satisfaction with MOF's support (via *Amotai*).

Outlined below are the specific impacts achieved, which illuminate the ratings.

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<sup>14</sup> See Āpitianga B- Appendix B- for further details of ratings on Tāmaki Herenga Waka across the MOF evaluation for the six projects

## Specific Impacts - Amotai

### 1. Growth of business opportunities and economic impact

Our synthesized assessment of Amotai charts a successful journey thus far in advancing Māori business participation in procurement opportunities. Amotai is fostering growth and prosperity within a context of a growing recognition of the importance of supplier diversity. Amotai works with many Māori business (over 1800 suppliers are on its database currently). Poignant testimonials from Amotai members interviewed, described how Amotai has been instrumental in the establishment and nurturing of their businesses, and the economic transformations. These reverberate through other participating businesses and underscored the impact and contributions of Amotai to business development and economic empowerment.

“Our business growth-I can say without a shadow of a doubt that the opportunity that we were afforded from our relationship with Amotai and that opportunities that have come forth have allowed that progression to take place.”

- MOF recipient, Amotai business (supplier)

“Our relationship with Amotai was like throwing a pebble in the water, creating a ripple effect that expanded our opportunities. The first throw of the pebble was getting prequalified. Another throw led to networking, meeting buyers, and creating relationships, that wouldn't have been possible otherwise. Another throw of the pebble gave us the opportunity to tender directly to Auckland Council, engaging in a kanohi ki te kanohi (face-to-face) tender process. The process was invaluable, it taught us so much, we learned the importance of showcasing the depth of our company—our track record, the satisfaction of our clients, and the quality of our work.”

- MOF recipient, Amotai business (supplier)

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<sup>15</sup> See Initiative 3. Marae Infrastructure Programme- This tailored tender process described above led to 42% of MIP contracts being awarded to Māori businesses in the financial year 21/22, demonstrating the success of this approach in promoting participation of Māori businesses in significant infrastructure projects.



“

.....

“...they've come do their apprenticeship under us, then become qualified, and gone on to further study. They haven't all stayed with us after they graduated-those are some cool ways we've been able to extend the net out, particularly with the apprenticeships, you know, it's been a big thing that we've loved being in.”

- MOF recipient, Amotai business (supplier)

”

## 2. Capability and capacity building

*For businesses (suppliers)*

The transformative work done by Amotai extended to the development of business capabilities. Amotai was described as an ally in helping Māori businesses in understanding and adapting to market demands. Business owners consistently shared their resounding praise for the programme. Their positive experiences encompass various facets of their operations, reflecting the comprehensive support and guidance of Amotai.

“

.....

“The ability of Amotai to support us in our growth has been awesome. Where we were lacking in certain areas, they were there to assist us, like with our health and safety systems when we were setting up as a new business. Getting support to become health and safety prequalified opened the doors for us to tender for our own projects and at a higher level. Without a prequalification, you're basically destined to subcontract to others.”

- MOF recipient, Amotai business (supplier)

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### *For purchasers (procurers)*

The impacts included a more inclusive procurement strategy, with spend targets with Māori businesses and set and being worked towards, as well as embedded in key planning documents. Purchasers reported more effective engagement with Māori businesses and incorporation of supplier diversity into its procurement processes, as benefits of Amotai engagement.

The work of Amotai with purchasers directly contributed to creating economic opportunities for Māori businesses by facilitating the setting of spending targets, not only providing Māori businesses with access to substantial contracts but has also positioned them for future growth and success.

“

.....  
“We applied for a lot of tenders prior to the opportunity (facilitated by Amotai) and we didn't get a lot of feedback or guidance. It costs a lot of money as a small business to apply for a tender, to have a QS (Quantity Surveyor) actually go in and do the mahi.”

- MOF recipient, Amotai business (supplier)

.....

”

### **3. Strategic influence and policy integration**

The strategic inclusion of spend targets for Māori businesses within key planning frameworks, such as Council business plans and statement of intent, signifies a policy-level commitment to fostering Māori economic development. This initiative has broader implications, influencing the wider business ecosystem through the promotion of social procurement practices, which in turn encourage a systemic shift among contractors and suppliers. Looking ahead, respondents reported a concerted effort to amplify the impact of these supplier diversity initiatives.

“

.....  
“The partnership with Amotai has helped us to connect with Māori businesses and implement effective procurement policies. We have now set a target for spending with Māori businesses.”

- MOF recipient, Amotai business (buyer)

.....

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### **4. Proactive partnerships**

Proactive partnership between Amotai and suppliers and purchasers were identified as crucial to achieving impact. Recently a more proactive approach by Amotai, included the introduction of new framework, Tere ki Tai, which assesses a purchaser's maturity in implementing supplier diversity and supports them to grow their spend with Amotai suppliers. The partnership was

characterized by purchaser’s setting goals, followed up by regular hui and strategic support, match making with Māori businesses and advising on supply diversity.

“

.....

“The full extent of impact from Amotai will be seen over a longer period...these are all long-term goals (economic, employment, community impact, social benefits). I think we will see there's a lot more that can be achieved when we look back over say a 10-year period.”

- MOF recipient, Amotai business (buyer)

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## *Initiative 2: Cultural Initiatives Fund*

The MOF funded<sup>16</sup> Cultural Initiatives Fund (CIF)<sup>17</sup> supports marae and papakāinga to meet their built, facility, and infrastructure upgrade needs.

### **Kaupapa**

Marae can access funds for a range of purposes including capital works, maintenance, project management, as well as feasibility and concept design, business planning, governance, and asset management planning.<sup>18</sup> Support for marae and housing development has been described as a crucial element of the Auckland Council's Long Term Plan<sup>19</sup>, with marae being recognized as community hubs, and their development as vital for the wellbeing of Tāmaki Makaurau.

While CIF does not support capital development for papakainga directly, it focuses on covering regulatory and planning costs associated with papakainga development. This is aimed at facilitating the creation of housing solutions that are warm, dry, and energy efficient.

The CIF's oversubscription reflects the high demand for such support. The selection process faces challenges due to this high demand, leading to the difficult task of declining some applications.<sup>20</sup>



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<sup>16</sup> See Āpitianga C- Appendix C- for initiative details, e.g., number years funded (\$/year).

<sup>17</sup> Cultural Initiatives Fund – Marae Development Grant ([aucklandcouncil.govt.nz](https://www.aucklandcouncil.govt.nz/grants-community-support-housing/grants/regional-grants/Pages/grant-details.aspx?itemID=84))  
<https://www.aucklandcouncil.govt.nz/grants-community-support-housing/grants/regional-grants/Pages/grant-details.aspx?itemID=84>

<sup>18</sup> In the 2023/2024 round a total of \$1.2 million in grants were approved for nine applicants. Marae and three papakāinga housing initiatives, encompass a range of activities such as the installation of solar panels, water storage equipment, maintenance tasks, asset replacement, and future planning. The Cultural Initiatives Fund has supported 20 marae developments over five years

<sup>19</sup> <https://www.aucklandcouncil.govt.nz/plans-projects-policies-reports-bylaws/our-plans-strategies/budget-plans/The-10-year-budget-2021-2031/Pages/default.aspx>

<sup>20</sup> Auckland Council. (2023, August 3). Planning, Environment and Parks Committee – Items 01 – 04. Retrieved from <https://councillive.aucklandcouncil.govt.nz/meeting-topic/cultural-initiatives-fund-fy-2023-2024-marae-and-papakāinga-development-applications/>

## Kia Ora Tāmaki Makaurau (KOTM)

CIF delivers on the Kia Ora Tāmaki Makaurau goal to ‘invest in marae to be self-sustaining and thriving hubs for Māori and the wider community’. <sup>21</sup>In linking to the Kia Ora Tāmaki Makaurau framework (KOTM), the mana outcomes that the CIF aligns to are Kia Ora te Marae, and Kia Ora te Kainga.

- *Kia Ora te Marae* focuses on *strengthening of marae as cultural hubs*, the CIF seeks to support the transformation of marae into self-sustaining and thriving centres of excellence that are also pivotal in providing a variety of essential services to their communities. The vision encompasses marae that are well-equipped to foster Māori identity, culture, and community well-being.
- The *Kia ora te Kāinga* aspect emphasizes the importance of whānau Māori living in warm, healthy, and safe homes that meet their individual and communal needs. In aligning with this, the CIF aims to ensure that housing options are fit-for-purpose. This also reflects a commitment to supporting Māori housing and papakāinga aspirations by providing expert advice, appropriate investment, and improved associated infrastructure.<sup>22</sup>

## Assessing impact

To comprehensively assess the impact of the *Cultural Initiatives Fund*, we engaged directly with CIF programme recipients (and Council initiative leads). Drawing from this kōrero and the reflective insights and assessments gained, we were able to assess how well and to what extent the *Cultural Initiatives Fund*, as a recipient of MOF funding, has contributed to achieving outcomes for Māori in Tāmaki Makaurau.

The kōrero shared illuminated key impacts of the CIF, instrumental factors, primary beneficiaries, the ways change manifested, as well as the specific contexts in which transformation occurred.

Through this kōrero and the reflective insights and assessments, we measured how well and to what extent MOF (via CIF, as a “MOF funded” fund) has contributed to the realization of outcomes for Māori in Tāmaki Makaurau.

## Rating

### HE WAKA HOURUA

Ancestral waka that explored what lay beyond the horizon

1

### KI UTA

Waka begin to alight upon the shores, seeking peace and prosperity

2

### TĀMAKI

A beneficent and special place offering peace and prosperity to increasing numbers of waka

3

### PAPA POUNAMU

Glistening harbours offer peace and prosperity to most waka

4

### TĀMAKI HERENGA WAKA

Tāmaki, a peaceful and prosperous moorage for many waka

5

<sup>21</sup> Auckland Council. (n.d.). Kia Ora Tāmaki Makaurau - Auckland Council.

<https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/kaupapa-maori/maori-outcomes/Documents%20%20Kia%20Ora%20Tmaki%20Makaurau/kia-ora-tamaki-makaurau.pdf>

<sup>22</sup> Auckland Council. (n.d.). Kia Ora Tāmaki Makaurau - Auckland Council.

<https://www.aucklandcouncil.govt.nz/about-auckland-council/how-auckland-council-works/kaupapa-maori/maori-outcomes/Documents%20%20Kia%20Ora%20Tmaki%20Makaurau/kia-ora-tamaki-makaurau.pdf>



Ratings on the Tāmaki Herenga Waka scale can be synthesized, and taking all data into account, the *Cultural Initiatives Fund*, as one of the “MOF waka”, sits between, *Tāmaki Herenga Waka*, akin to Tāmaki becoming the mooring place of many waka, and *Papa Pounamu*, where the glistening harbours offer peace and prosperity to most waka. This intermediate rating emphasizes the journey from widespread benefits towards achieving transformative impacts, it acknowledges MOF's critical contribution and high levels of recipient satisfaction with the *CIF/MOF's* support and the resulting impacts.

CIF recipients rated the significance of identified outcomes and satisfaction with MOF's support and impact rated at *Tāmaki Herenga Waka*. However, MOF's contribution to achieving specific outcomes was slightly lower in *Papa Pounamu*, suggesting some areas for improvement in achieving outcomes, while still achieving a high overall impact.

Outlined below are specific impacts achieved, which illuminate the ratings.

## Specific Impacts – Cultural Initiatives Fund

### 1. Enhancement of compliant infrastructure

CIF funding allowed for varied aspects such as like geotech reports, consents, utilities, environmental improvements, and replanting native flora. Prioritization and completion of compliance-focused projects, including the installation of fire sprinkler systems and other essential infrastructure, were significant outcomes. In many cases projects incorporated practices informed by *kōrero tuku iho* e.g., water channelling from rain overflow, integrating *mātauranga Māori* in the design and landscaping.

### 2. Enhancement of cultural well-being

The funding has enhanced recipients' ability to deliver services to *whānau* services in culturally informed ways, enabling Māori to operate in authentic ways aligned with cultural beliefs, thereby enhancing the effectiveness and relevance of these services to *whānau*. CIF recipients also reported funding has contributed significantly to transforming *marae* into spaces more suitable for *wānanga*. This had the positive flow-on effect of increased community participation in *wānanga* (notably *wānanga* for *rangatahi*, *iwi*, *te reo*, *maramataka*, *tikanga*, *kai sovereignty* and *moemoea*) as well as other community development and education. These activities all supports the aspirations of *marae*, to improve *whānau* well-being and enhance cultural and spiritual resilience.

“

.....  
“The work achieved has significantly enhanced our capability to offer *whānau* services in ways that are informed by our culture, from our own spaces. This autonomy in how we deliver means they are intertwined with our traditions and values.”

- CIF Recipient, *marae* spokesperson

”  
.....

“

“The impact of rangatahi being able to attend moemoeā wānanga on our marae has been developing a deep connection to their history and whakapapa, enhancing their sense of identity and belonging. Passing down this knowledge, ensuring that the next generation is well-equipped and confident to continue the legacy and the mahi.”

- CIF Recipient, marae spokesperson

”

### 3. Capability and capacity building

Recipients highlighted that by providing financial resources and other support, such as technical assistance, training, and resources to strengthen organizational capabilities, the *Cultural Initiatives Fund* has enabled projects that align with marae visions for development. Value-driven and culturally sound management of funds and contractors, contributed to the timely completion of critical projects.

### 4. Increased self-sufficiency of marae

Achieving self-sufficiency goals, notably in reducing operational costs like water bills. The CIF process provided learning experiences, especially in utilizing fund and managing project challenges. This knowledge was instrumental in improving financial efficiency and project management. Marae were in various ways on journeys towards self-sustainability (for example with initiatives like an industrial kitchen and catering staff income can be derived from hiring out Marae for as a (well-known and utilized) venue. Renovations and upgrades increase the demand for use of marae.

“

“Achieving compliance through CIF's support has opened new doors for us (hosting events, providing catering on-site). This compliance has not only made us self-sustainable but also allowed us to support community during crucial times like during COVID.”

- CIF Recipient, marae spokesperson

”

### 5. Strengthened resilience and support

The Cultural Initiatives Fund (CIF) has been instrumental in enabling marae to excel as community hubs and emergency responders. By providing shelter, support, and resources, marae have significantly aided those affected by emergencies, including cyclone Gabriel, flooding events, and the challenges during the COVID-19 pandemic. The CIF's timely and adaptable support for

infrastructure improvements and operational enhancements has been vital in strengthening marae's ability to effectively serve their communities, thus reinforcing their foundational role as pillars of strength and resilience within Tāmaki Makaurau.

The proactive response of marae to emergencies, notably the COVID-19 pandemic, underscores the Māori Outcomes Fund's (via CIF) vital role in boosting resilience, grounded in whanaungatanga, manaakitanga and kaitiakitanga.

.....

“The CIF fund has enabled us to establish quality mechanisms of korowaitanga (support) that stand firm in the face of challenges like COVID-19, cyclones, and severe flooding. This funding has boosted our capacity to respond to crises, based in the principles of manaakitanga.”

- CIF Recipient, marae spokesperson

.....

## 6. Papakainga impacts

The *Cultural Initiative Fund (CIF)* has been instrumental in several papakainga projects. This has included feasibility funding and facilitated the returning of whānau home. The development of papakainga, along with increased engagement in environmental projects, shows sustained efforts and growing community involvement. Future aspirations described by CIF recipients include plans for new homes (including social housing partnerships) and tech connectivity across the marae.

.....

“The feasibility study funding from CIF was a game-changer for us. It's a step you need, and it's not something that is easily affordable. MIF was instrumental, enabling us to plan on a solid foundation.”

- CIF Recipient, marae spokesperson

.....

## 7. Strengthened community relationships

The funding has contributed to improved relationships between the marae and council, fostering a collaborative and constructive partnership. This enhanced relationship has facilitated better communication, understanding, and cooperation, leading to more effective and coordinated efforts in community development and project implementation. Collaboration can maximize the fund's impact, effectively leveraging resources and expertise. Council has a role in implementing the MOF with cultural sensitivity and competency from the time of application to project implementation. Gathering feedback from fund recipients and the wider community helps to inform future funding rounds and enhance impact.



“

.....

“Having good relationships with Council, particularly with Māori staff and in the Māori Outcomes unit, has been really helpful because you should be at the table, and they know you. They relate to you in all the struggles and the challenges that you go through.”

- CIF Recipient, marae spokesperson

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## Initiative 3: Marae Infrastructure Programme

The MOF funded<sup>23</sup> Marae Infrastructure Programme MIP<sup>24</sup> has a dedicated budget of \$60 million allocated to improve the condition of 32 Marae mana whenua and mataawaka across the region over a span of 10 years.

### Kaupapa

Aiming to support resilience by addressing priority maintenance and renewals issues, this substantial investment highlights the commitment to preserving and enhancing Marae infrastructure, ensuring these cultural and community hubs are maintained and upgraded to meet the needs of their communities.

Goals of the Marae Infrastructure Programme are to:

- Deliver safe, healthy, and warm marae environments as part of Auckland Council's broader focus on self-sustaining and prosperous marae.<sup>25</sup>
- Support marae in achieving Building Warrant of Fitness requirements and increasing Code of Compliance.
- Focus on physical works related to the marae's main buildings and associated infrastructure.
- Enhance whānau connections to marae, ensuring their role as cultural and social hubs.
- Promote the marae as focal points for Māori social, economic, and cultural leadership.
- Extend whanaungatanga to the wider community, especially in times of need.
- Achieve value for money and leverage through collaboration with internal and external funding partners.<sup>26</sup>



<sup>23</sup> See Āpitianga C- Appendix C- for initiative details, e.g., number years funded (\$/year).

<sup>24</sup> Auckland Council. (2020). Marae Infrastructure Programme – Interim Funding Guideline. [https://infocouncil.aucklandcouncil.govt.nz/Open/2020/02/PAC\\_20200213\\_AGN\\_9595\\_AT\\_files/PAC\\_20200213\\_AGN\\_9595\\_AT\\_Attachment\\_72862\\_2.PDF](https://infocouncil.aucklandcouncil.govt.nz/Open/2020/02/PAC_20200213_AGN_9595_AT_files/PAC_20200213_AGN_9595_AT_Attachment_72862_2.PDF)

<sup>25</sup> Te Puni Kōkiri published a report on Marae in New Zealand which reports the existence of over 700 marae throughout the country – a major feature of the Māori cultural infrastructure. The report is available at [www.tpk.govt.nz](http://www.tpk.govt.nz).

<sup>26</sup> Auckland Council. (2020). as above



## Kia Ora Tāmaki Makaurau

In linking to the Kia Ora Tāmaki Makaurau framework, the mana outcome that the *Marae Infrastructure Programme* aligns to is Kia Ora te Marae, focused on;

- *Strengthening of marae as cultural hubs:* The *Marae Infrastructure Project* seeks to support the transformation of marae into self-sustaining and thriving centres of excellence that are not only culturally significant but also pivotal in providing a variety of essential services to their communities. The vision encompasses marae that are well-equipped to foster Māori identity, culture, and community well-being, and have an abundant presence in communities.
- Marae provide a cultural connection and space to practice kaitiakitanga for Mana Whenua and Māori communities. Mana Whenua marae carry the responsibility of ahikaa; mataawaka marae manaaki whānau and the community.
- Marae offer services that contribute to and support whānau and community wellbeing, such as civil defence centres, kōhanga reo and early childhood education. Marae often deliver a range of health, education and social services.
- Marae have a leadership role to manaaki and foster whanaungatanga for Māori and the wider community, this requires appropriate resource and support

## Assessing impact

To comprehensively assess the impact of the *MIP* we engaged directly with *MIP* recipients (and Council initiative leads). Through this kōrero and the reflective insights and assessments, we measured how well and to what extent the *MIP* as a recipient of MOF funding, has contributed to achieving outcomes for Māori in Tāmaki Makaurau (our key evaluation question).

The kōrero given illuminate key facets of the impact of the *MIP*, what factors were instrumental, who were the primary beneficiaries, the ways change manifested, and the specific contexts in which these transformations occurred.

## Rating

### HE WAKA HOURUA

Ancestral waka that explored what lay beyond the horizon

1

### KI UTA

Waka begin to alight upon the shores, seeking peace and prosperity

2

### TĀMAKI

A beneficent and special place offering peace and prosperity to increasing numbers of waka

3

### PAPA POUNAMU

Glistening harbours offer peace and prosperity to most waka

4

### TĀMAKI HERENGA WAKA

Tāmaki, a peaceful and prosperous moorage for many waka

5

Ratings on the Tāmaki Herenga Waka scale can be synthesized and taking all data into account overall, *MIP* sits at **Papa Pounamu**, where the glistening harbours offer peace and prosperity to most waka. This rating reflects the significant journey of *MIP* as one of the “MOF waka” in supporting transformative work so marae can enhance their resilience, while providing fit for purpose spaces to practice culture, kaitiakitanga, ahi kaa, manaaki for whānau and the community.

Recipients of the MOF funded MIP rated the significance of identified outcomes highly, but mixed ratings were received regarding MOF's contribution to specific outcomes, at *Tāmaki*<sup>27</sup> indicating that there is room to enhance its impact to meet perceived needs more comprehensively (see considerations below).

Outlined here are the specific impacts achieved, which illuminate the ratings.

## Specific Impacts – Marae Infrastructure Programme

### 1. Improved infrastructure

A collaborative process facilitated the creation of solutions to address infrastructure needs and reinforce the significance of marae within the community. Bespoke solutions to infrastructure needs were developed by engaging in a close partnership with marae representatives, and gaining an understanding of specific needs, cultural values, and long-term objectives.

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“Preventing sewerage overflow into our land has significantly improved our marae environment. It is protecting our whenua and crucial for the health and safety of our whānau, it makes gatherings safer.”

- MIP recipient, marae spokesperson

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“This funding has been crucial in upgrading our marae's infrastructure guaranteeing its functionality for the benefit of future generations, uplifting its mauri and transforming it into a more vibrant space for fostering connections.”

- MIP recipient, marae spokesperson

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“Addressing critical environmental concerns was key part of MIP, notably through the safe removal of asbestos.”

- MIP recipient, marae spokesperson

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<sup>27</sup> See ĀpitiHanga B- Appendix B- for further details of ratings on Tāmaki Herenga Waka across the MOF evaluation for the six projects

## 2. Capacity enhancement

MIP goes beyond financial assistance for marae infrastructure enhancements by integrating a specialized team tasked with project facilitation. This support model significantly enhances the capabilities of marae, and is invaluable for marae committees, who may not possess this level of specialized knowledge. The MIP's unique offering includes a team with the necessary expertise in project management, regulatory adherence, and construction oversight. The team's guidance helps ensure that projects adhere to best practices but also achieve desired outcomes without unnecessary complications or resource wastage. This team enables marae to better allocate their resources and ensure that their primary focus is marae core activities rather than construction/repair work.

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“The financial support and the allocation of a project manager significantly alleviated the pressures on our marae. It enabled us to achieve compliance and infrastructure improvements, address long-standing issues like asbestos removal and outdated facilities (e.g., wharepaku) which were essential.”

- MIP recipient, marae spokesperson

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## 3. Capacity building

Beyond immediate execution of infrastructure projects, the presence of an expert team provides an opportunity for knowledge transfer and capacity building within the Marae community. By working alongside the MIP team, marae members reported gaining insights into project management, maintenance strategies, and sustainability practices. This capability enhancement helps marae to be equipped to manage future projects more independently, fostering long-term resilience and self-sufficiency. Not only achieving the immediate goal of infrastructure improvements. This strategy strengthens operational capacity of marae and has a flow on impact for the future.

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“Handling multiple funding streams has been complex but incredibly rewarding, enhancing our knowledge and capability.”

- MIP recipient, marae spokesperson

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#### 4. Kaitiakitanga, sustainability and economic development

Incorporating sustainable practices and technologies in infrastructure projects aligns with kaitiakitanga and long-term sustainability for marae, advancing the aspiration that marae be self-sustaining and thriving. Furthermore, through strategic investments in marae infrastructure, the MOF indirectly contributes to local economic development. Additionally, improved facilities, hosting more visitors and events, potentially generates additional self-sustaining income for marae.

“Our vision extends beyond compliance; it's about sovereignty in water, energy, food, and data. Our marae is not just surviving; it's poised to thrive.”

- MIP recipient, marae spokesperson

#### 5. Abundant presence of marae in communities

Practically, physical upgrades like new kitchens and bathrooms not only improve facilities but also draw people back to marae, enhancing its role in the community. Enhanced facilities support kaitiakitanga and manaakitanga by providing spaces where activities can take place. Through this enhancement of infrastructure, marae are better equipped to serve their communities, reinforcing their presence and significance, and the responsibilities of ahi kaa and manaaki whānau can be met, which strengthens cultural connections.

Infrastructure upgrades allow marae to offer a range of essential services that contribute to community well-being, such as functioning as civil defence centers, hosting kōhanga reo and early childhood education, and delivering health and social services more effectively. This fosters whanaungatanga, promoting the well-being of Māori and the wider community.

“This funding enabled us to enhance our marae offerings, from whakaaro and raranga to essential social services, in a way that respects the needs of our whānau. It's remarkable how much we've been able to achieve thanks to this pūtea.”

- MIP recipient, marae spokesperson

#### 6. Educational impacts

Improved marae facilities serve as venues for educational programmes, including the teaching of te reo Māori, toi Māori and kaitiakitanga, extending marae-based learning opportunities to both Māori and non-Māori in the community.

The focus on upgrading infrastructure with considerations for health and safety often includes environmentally sustainable practices, teaching sustainable living practices first hand.

“MIP has contributed to an increase in whakapapa knowledge and to a revitalized the marae, drawing our whānau back and strengthening our bonds.”

- MIP recipient, marae spokesperson

“MIP fast-tracked our journey towards compliance, enhancing our ability to secure accreditation and deliver on our ambitions. It served as a springboard for subsequent projects, including those under the CIF.”

- MIP recipient, marae spokesperson

## 7. Economic impacts

A deliberate strategy to engage Māori contractors for marae upgrades aimed to maximize the investment's impact. By prioritizing Māori businesses in procurement processes,<sup>28</sup> MIP facilitated direct economic benefits to these businesses, and contributing to broader economic development within communities.<sup>29</sup> The innovative procurement strategy allowed closed tenders to be run for Māori businesses, levelling the playing field by ensuring these businesses were not competing against larger, more established, non-Māori entities. Supported by Council's procurement team, MIP successfully connected Māori businesses with opportunities to tender for and win these contracts. This brought these opportunities to the attention of Māori businesses that might otherwise have been unaware of or unable to compete for such projects. Furthermore, contractors having Māori values and incorporating cultural understandings within the project management process, was reported as leading to enhanced cultural sensitivity in their operations. Marae benefited from ongoing relationships with the Māori businesses that were introduced through this kaupapa.

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<sup>28</sup> For works under \$300k

<sup>29</sup> MIP had a substantial economic impact, with 42% of the Marae Infrastructure contracts being awarded to Māori businesses in the financial year 21/22, involving more than 10 Māori businesses and resulting in nearly \$4 million being spent with Māori and Pasifika businesses since the programme's inception in 2018. (Source <https://amotai.nz/news/Marae%20upgrades>)



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“The impact of MIP extends beyond the physical renovations; it has catalyzed enduring relationships with the council and contractors, yielding both significant social and economic outcomes....our marae is revitalized.”

- MIP recipient, marae spokesperson

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One example of work guided by the Marae Infrastructure Programme (MIP) and innovatively designed was support for Māori business participation in marae upgrades across Tāmaki Makaurau. This approach involved directing MIP contracts under \$300k primarily to Māori businesses from the Amotai list of approved contractors, aiming to bolster economic growth within these communities. Implementing a closed tender system exclusively for Māori businesses, eliminates competition with larger, non-Māori entities, and fosters a fairer competitive environment.

Beyond direct economic benefits to specific Māori businesses, there are broader community and employment outcomes. Engaging Māori businesses has a flow on impact on local employment and skill development, contributing to long-term socioeconomic benefits.

## Initiative 4: *Te Kete Rukuruku*

Te Kete Rukuruku is an initiative working at restoring Māori presence, names and purakau into the urban fabric of Tāmaki Makaurau.

### Kaupapa

Receiving annual funding from the Māori Outcomes Fund (MOF)<sup>30</sup>, the initiative's main focus and practical outputs are restoring Māori names to local parks and community areas, in partnership with Mana whenua and local boards<sup>31</sup> (local boards provide partial funding support). Through these naming initiatives, the programme seeks to revitalize Māori identity and increase community knowledge about cultural and history of Tāmaki Makaurau.

The initiative was developed in response to concerns from mana whenua about inconsistent naming practices by Council and now involves collaboration with 19 mana whenua groups with historical and territorial rights. The aim is to collect and share the stories unique to Māori in Tāmaki Makaurau, and to improve the council's engagement with Māori perspectives on naming.

The logistical and operational aspects of renaming involved managing the process across numerous local boards. Dealing with the intricacies of each naming project, involves significant coordination and effort.



### Kia Ora Tāmaki Makaurau (KOTM)

Linking to the Kia Ora Tāmaki Makaurau framework, *Te Kete Rukuruku* aligns with the mana outcome of Kia Ora te Ahurea, focusing on:

*Promotion of Māori identity and culture:* Te Kete Rukuruku aspires to enrich Tāmaki Makaurau with a vibrant Māori identity and culture. This includes bolstering the use and visibility of te reo

<sup>30</sup> See Āpitianga C- Appendix C- for initiative details, e.g., number years funded (\$/year).

<sup>31</sup> Local boards engaged in include Albert-Eden, Henderson-Massey, Hibiscus and Bays, Kaipātiki, Māngere-Ōtāhuhu, Manurewa, Ōtara-Papatoetoe, Papakura, Puketāpapa, Waitākere Ranges, Whau, Franklin, Maungakiekie-Tāmaki, and Waitematā.

Māori across public spaces, thereby ensuring the language's vitality and accessibility for future generations.

## Assessing impact

To comprehensively assess the impact of Te Kete Rukuruku we engaged with those leading and involved in various aspects, including Local Board members. Through this kōrero and the reflective insights and assessments, we measured how well and to what extent Te Kete Rukuruku, as a recipient of MOF funding, has contributed to achieving outcomes for Māori in Tāmaki Makaurau.

The kōrero given illuminate key facets of the impact of Te Kete Rukuruku, what factors were instrumental, who were the primary beneficiaries, the ways change manifested, and the specific contexts in which these transformations occurred.

## Rating

### HE WAKA HOURUA

Ancestral waka that explored what lay beyond the horizon

1

### KI UTA

Waka begin to alight upon the shores, seeking peace and prosperity

2

### TĀMAKI

A beneficent and special place offering peace and prosperity to increasing numbers of waka

3

### PAPA POUNAMU

Glistening harbours offer peace and prosperity to most waka

4

### TĀMAKI HERENGA WAKA

Tāmaki, a peaceful and prosperous moorage for many waka

5

After synthesizing ratings on the Tāmaki Herenga Waka scale and considering all data, *Te Kete Rukuruku* overall sits between **Tāmaki Herenga Waka**, akin to Tāmaki becoming the mooring place of many waka, and **Papa Pounamu**, where the glistening harbours offer peace and prosperity to most waka. This rating reflects the significant journey of the initiative towards enriching the cultural fabric of the community, moving from foundational achievements towards much broader impacts, specifically supporting restoration of Māori names, in partnership with mana whenua and local boards<sup>32</sup>.

This initiative, as one of the "MOF waka", has shown a high level of success, with significance of identified outcomes, MOF's contribution to achieving specific outcomes, the role and significance of MOF in achieving these outcomes, and satisfaction with MOF support and impact, all receiving high ratings, indicating that Te Kete Rukuruku is effectively meeting its objectives, providing significant support and impact. The reasons for some slightly lower ratings relate to the perception that much more is to be achieved, as noted by respondents: 'This is an ongoing kaupapa requiring a shift in community attitudes.'

<sup>32</sup> Local boards engaged in the naming efforts include Albert-Eden, Henderson-Massey, Hibiscus and Bays, Kaipātiki, Māngere-Ōtāhuhu, Manurewa, Ōtara-Papatoetoe, Papakura, Puketāpapa, Waitākere Ranges, and Whau, with Franklin, Maungakiekie-Tāmaki, and Waitemātā recently joining the programme. This expansion signifies the council's intention to enhance the presence and learning of te reo Māori across Auckland, in line with its broader objectives to increase the visibility and usage of te reo in the region.

## Specific Impacts – Te Kete Rukuruku

### 1. Increased visibility of te reo Māori through the return of ingoa

A key desired impact of the project is the restoration, increased recognition, and understanding of ancestral ingoa (names) and narratives, unique to the iwi of Tāmaki Makaurau, and the associated increased visibility of te reo Māori across the community, including in schools and community groups. *Te Kete Rukuruku* has worked in partnership with mana whenua groups to reflect the richness of Auckland's heritage by bringing Māori ingoa and narratives to parks and places. The adoption and use of ingoa provided through the initiative have opened avenues for enhancing reo Māori journeys, described as "the catalyst of a bilingual journey". By having these stories and Te Reo Māori visible and commonplace, people can become more comfortable with te reo and learn more about the history. This is seen as vitally important and is expected to become the norm rather than the exception.

One example of *Te Kete Rukuruku* mahi is the creation of the first fully bilingual park, Tahurangi/Crum Park in Titirangi. Visitors to this park see bilingual interpretive signage featuring the purakau behind the name, as provided by mana whenua. Signage also features a QR Code that people can scan with their phone to hear the correct pronunciation of Tahurangi. Another example is Hayman Park in Ōtara-Papatoetoe renamed, Manu-kau Noa Iho. The new name, which translates to 'it is only just birds', tells the story of the Tainui canoe's voyage to the Manukau Harbour, where the crew mistook the cries of sea birds for human voices. Manu-kau Noa Iho will also feature bilingual interpretive signage, to give insights into the name's origins, provided by mana whenua.<sup>33</sup>

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“Seeing the rise in the visibility of Te Reo Māori within our communities, schools, and local boards has been incredibly heartening. This initiative has sparked a bilingual journey, elevating our language and bringing it into everyday use.”

- *Te Kete Rukuruku, Local Board Member*

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“The project has been a catalyst for a bilingual journey, challenging our community towards embracing te reo Māori. We've noticed increased visibility of reo Māori and a growing interest in our stories and names. However, the challenge remains to improve pronunciation and get these names and stories more widely known. Majority of places with new names lack plaques or signs, which means unless people research, they wouldn't know about these names.”

- *Te Kete Rukuruku, iwi kaupapa partner*

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<sup>33</sup> <https://ourauckland.aucklandcouncil.govt.nz/news/2024/03/the-tale-of-it-s-only-just-birds-one-of-21-parks-in-otara-papatoetoe-to-receive-maori-names/>

## 2. Whakawhanaungatanga and relationship building

Engaging with diverse groups and balancing the interests and historical claims of different mana whenua groups presented a complexity that *Te Kete Rukuruku* has navigated successfully. *Te Kete Rukuruku* has fostered significant relationship building both within iwi, between iwi, and between iwi and local boards. An iwi representative highlighted, "this project has given us something to come together on," underscoring the importance of collaborative efforts. This unity has not only been pivotal for the success of *Te Kete Rukuruku* but has also set a solid foundation for future endeavours, showcasing the project's role in strengthening community bonds and cooperation.

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“Relationships and processes have matured, allowing us to be comfortable enough to have korero with other iwi and start looking at themes, such as te taiao, which lets all of us contribute without competing iwi histories. Collaboration with our whanaunga has been really good; this project has allowed a space to work together closely. A main benefit is whakawhanaungatanga has been strengthened with other iwi and local boards.”

- *Te Kete Rukuruku, iwi kaupapa partner*

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## 3. Mātauranga Māori - connections across educational and community contexts

*Te Kete Rukuruku* has significantly contributed to mana whenua recognition and a deeper connection to the whenua, bridging the gap between the wider community and Mātauranga Māori. By sharing purakau and mātauranga Māori, the project has impacted various community groups. *Te Kete Rukuruku* has supported the integration of local histories into the school curriculum, enriching educational content with the important insights of mana whenua narratives across Tāmaki Makaurau. Naming ceremonies have involved learning about the significance of the newly adopted names and the purakau behind them, seen as a "positive challenge" to the community to embrace te reo Māori.

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“Sharing of purakau and mātauranga has enhanced identity, linking schools, families, and sports teams more closely with our cultural heritage.”

- *Te Kete Rukuruku, Local Board Member*

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“The benefit to schools, in particular is evident as they attend toku ingoa/naming ceremonies, contribute to murals, participate in park clean ups, demonstrating the project at its best, with 13 schools involved. Each board now boasts one fully bilingual park, complete with signage, interpretive text, stories, and QR codes for correct pronunciation, totalling 12 bilingual parks, 10 with comprehensive narratives. This effort significantly raises iwi profile and cultural awareness within the community, as many people are previously unaware of their local iwi. Without this fund, none of this could have been realized.”

- Te Kete Rukuruku, iwi kaupapa partner

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#### 4. Strengthening iwi capacity

The project has reinforced tikanga around naming and raised awareness about the importance of these processes, leading to increased visibility of mana whenua traditions and protocols. Consistent funding has enabled the growth of internal infrastructure dedicated to the preservation of history and mātauranga Māori, ensuring that purakau and histories are formalized for the benefit of future generations. This aspect of the project has been instrumental in preserving cultural heritage and strengthening the capacity of iwi to manage and share their knowledge.

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“Naming, a core part of Te Kete Rukuruku, has been more time-consuming than anticipated, revealing the depth of mana behind the process. It's led us to want to do more and work more closely with other iwi. We're grateful for the project's consistency (not stopping and starting) which has allowed us to build capacity.”

- Te Kete Rukuruku, iwi kaupapa partner

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#### 5. Enhancing Council and Local Board capacity

Local boards and Council have reportedly gained a better understanding and experience of authentic iwi partnership through the execution of authentic partnerships with iwi, including insights into power sharing and the roles and contexts of mana whenua. This improved comprehension fosters a more respectful and effective collaboration between council and iwi, setting a precedent for future projects and initiatives. The project has laid the groundwork for a more inclusive approach, where mana whenua perspectives are integral to decision-making processes.



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“The most impactful outcome of this project is strengthening that relationship between the local board and iwi, and these relationships have been utilized as a springboard for other cooperation. The depth of community building can't be achieved if things are just driven by Council alone or a politician alone.”

- Te Kete Rukuruku, Local Board Member

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## Initiative 5: *Te Whakaoranga o te Puhinui*

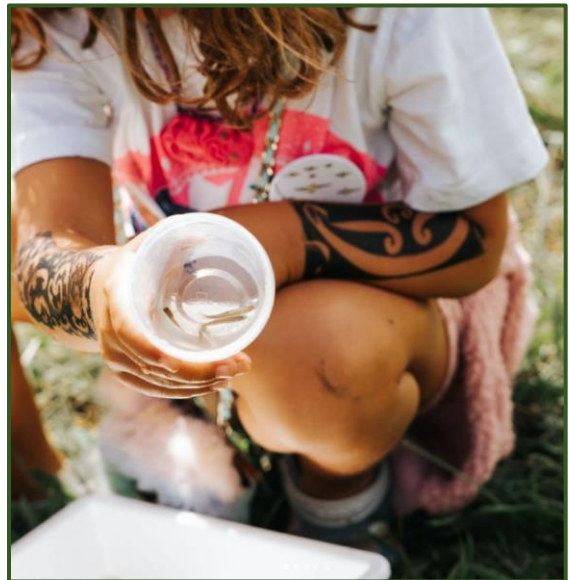
Te Whakaoranga o Te Puhinui is a collaborative partnership between mana whenua and Auckland Council, encompassing Manurewa and Ōtara-Papatoetoe local boards, Eke Panuku Development, Healthy Waters, crown agencies and community organisations.

### Kaupapa

Waiohūa Iwi, including Ngaati Te Ata, Ngaati Tamaoho, and Te Ākitai Waiohūa, have played a pivotal role in a collaborative effort<sup>34</sup> which has seen the development of Te Whakaoranga o Te Puhinui – The Puhinui Regeneration Strategy and an associated charter. The charter represents a shared commitment by mana whenua, council, and the wider community to restore Te Puhinui/Puhinui Stream and its surrounding area. The intention is to focus on intergenerational outcomes for tangata, whenua, and taiao, with the goal to restore the mauri of Te Puhinui and its surroundings. The strategy outlines a range of strategic initiatives and capital works required over the short and long term, with a vision that extends from maunga to moana emphasizing holistic restoration for Te Puhinui. The overarching Te Whakaoranga o Te Puhinui initiative includes 15 strategic initiatives and a variety of sub-initiatives.

Under Te Whakaoranga o Te Puhinui MOF funds a series of initiatives referred to as **Waiohūa Workstreams** identified by the Waiohūa Working Group as priorities.<sup>35</sup> The active MOF funded workstreams are:

1. The regeneration of Te Reo Waiohūa
2. The regeneration of Arotakenga (whakapapa-centred wellbeing monitoring and evaluation for Te Whakaoranga o Te Puhinui)
3. Taiao protection, regeneration, education and activation
4. The regeneration of Maramataka
5. Te Puhinui Storytelling



<sup>34</sup> Te Whakaoranga o Te Puhinui (2022) Te Whakaoranga o Te Puhinui: Te Whakaraapopoto Te Puhinui Regeneration Summary | May 2022

<sup>35</sup> Te Whakaoranga o Te Puhinui (2022) Te Whakaoranga o Te Puhinui: Te Whakaraapopoto Te Puhinui Regeneration Summary | May 2022

## Kia Ora Tāmaki Makaurau

In linking to the Kia Ora Tāmaki Makaurau framework, the mana outcome that *Waiohua Workstreams-Te Whakaoranga o Te Puhinui* aligns to is Kia Ora te Taiao, focused mainly on;

- *Kaitiakitanga (environmental stewardship and sustainability): Te Whakaoranga o Te Puhinui* aims to embody the principle of kaitiakitanga by actively protecting and enhancing the natural environment of Tāmaki Makaurau. The goal is to ensure the sustainability of natural resources, promoting a harmonious balance between human activity and the preservation of the mauri of the land and waterways.
- Kia Ora te Reo and Kia Ora te Ahurea also align to Waiohua Workstreams.

## Assessing impact

*Waiohua Workstreams* are early in their lifecycles as initiatives in terms of assessing impact. This was highlighted by discussions conducted with key informants about projects just beginning or moving into implementation. This timing issue made it untenable to measure impacts fully, with realistic timelines for assessing long term outcomes and impacts needed. The larger *Te Whakaoranga o Te Puhinui* initiative can be described as multi-generational, and certainly aims for regenerative long-term outcomes, such as enhanced community well-being and ecological health of Te Puhinui. At this stage, actions and immediate outputs (e.g., plans written, projects initiated, people brought together) are more apparent than outcomes and impacts.



To comprehensively assess the impact of the *Waiohua Workstreams -Te Whakaoranga o Te Puhinui* as a MOF recipient, a range of participants needed to be engaged. In this initiative a number of limitations<sup>36</sup> meant our kōrero was limited mostly to project leads/project managers and coordinators, with one community based *Waiohua Workstream* kaimahi interview. Reflective insights collected are described below. Ratings on the *Tāmaki Herenga Waka* scale are only reported when impact is strongly evidenced, for *Waiohua Workstreams - Te Whakaoranga o Te Puhinui* therefore ratings are not included.

The discussion with the project leads/managers, community coordinator and *Waiohua Workstreams* kaimahi reveals that considerable effort and time have been invested in the project,

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<sup>36</sup> Assessment of the *Waiohua Workstreams* within *Te Whakaoranga o Te Puhinui* encountered constraints in fully capturing their spectrum of impact. In part this was due to the size and complexity for the initiative. For example, the broader *Te Whakaoranga o Te Puhinui* documentation, while offering essential context, is unable to directly inform the evaluation of the MOF-funded *Waiohua Workstreams*. These workstreams, delineated by the *Waiohua Working Group*, target specific priorities in the regeneration of Te Puhinui. An adaptive and flexible evaluation methodology was employed, synthesizing insights from a range of documented sources, including monthly reporting, as well as interviews with 3 project leads/managers and 1 MOF recipient- *Waiohua workstream* kaimahi.

community events and momentum are progressing well, and also an acknowledgment of the further growth and achievements should be forthcoming. The kaimahi interviewed emphasized the critical support provided by the MOF, facilitated through Council and Eke Panuku, which has been instrumental in covering costs and enabling free participation for the community. This funding has significantly contributed to removing financial obstacles and achieving desired outcomes.

In detailing their experience with the MOF, they described efficient and straightforward interactions with leads, easy administrative processes and procedures, as well as respect for the autonomy of their workstream within the larger initiative, allowing progress to be achieved.

“I’ve experienced the opposite (challenges to work with MOF). I rate it highly, and holding several contracts, I often find the funding process tedious...sometimes it is months of negotiations. But with MOF, it was refreshingly straightforward...it felt respectful, not making us jump through endless hoops...thank you for trusting us to deliver without micro-managing every detail.”

- MOF Recipient - Waiohua Workstreams kaimahi

## Actions and Outputs – Te Whakaoranga o te Puhinui

*Waiohua Workstreams* comprises actions for 2023/2024 that have been reported and described in the reviewed documentation and conducted interviews.<sup>37</sup>

1. **The regeneration of Te Reo Waiohua has involved** translation of educational materials and community signage, with positive feedback received from Waiohua iwi. The emerging and potential impact of this workstream marks a step towards language and cultural revitalization.
2. **The regeneration of Arotakenga** has progressed with the development and piloting of the tool against Te Aka Raataa concept. This workstream embeds whakapapa-centred wellbeing monitoring. This framework will guide future actions and adjustments.
3. **Taiao protection, regeneration, education, and activation initiatives** have actively engaged the community in protection and regeneration efforts in 2023. Events catalysed community action towards environmental conservation.
4. **The regeneration of Maramataka** involved educational resources being crafted and shared. By integrating Maramataka into school curricula and community awareness, this initiative has begun to revitalize traditional mātauranga, and rekindled connections to te Taiao.

<sup>37</sup> Gained mostly from document review<sup>37</sup>-some emerging impacts of *Waiohua Workstreams-Te Whakaoranga o te Puhinui*.



5. **Te Puhinui Storytelling** efforts involved the production of engaging content, including videos about *Te Whakaoranga o Te Puhinui*, Matariki wānanga and other key events throughout 2023.<sup>38</sup> amplifying the narratives of Te Puhinui.

Across these workstreams, specific actions undertaken have culminated in outputs that pave the way for impacts, we discuss emerging impacts here.

## Emerging Impacts – Waiohū Workstreams Te Whakaoranga o te Puhinui

### 1. Community engagement and ownership

The role of the community programmes manager in pulling together wide community networks and spending time on whakawhanaungatanga underscores the importance of trust and collaboration among different organizations and groups. Establishing clear roles and responsibilities has reportedly streamlined processes, minimized redundancy, and ensured that activities align with the aspirations of the iwi and the community, thereby enhancing the efficiency of collective efforts.

“Coordination work is important, other community partners have a full workload and we don't want to accidentally be like doubling up on the things...so as long as we know everybody else's mahi, and like where they fit in, we can work together a little bit more collaboratively, which is really awesome.”

- MOF Recipient, Waiohū Workstreams kaimahi

### 2. Strategic alignment with Mana Whenua aspirations

A charter agreement<sup>39</sup> for *Te Whakaoranga o Te Puhinui* represents a collective commitment among key partners, including iwi kaupapa partners. Although the iwi kaupapa partners are not available to attend every related meeting, aligning mahi with the Charter facilitates the recognition of the essential role of iwi, respecting their guidance, autonomy, and capacity. In this approach, the critical role of Te Waiohū Iwi as kaitiaki is recognized, and ongoing efforts actively engage mana whenua priorities, vision and aspirations.

<sup>38</sup> See Maioro Taylor (2023) *Te Whakaoranga o Te Puhinui*.  
<https://youtu.be/WCPMzpm4JIQ?si=018T3mTkqD616I-T>

Maioro Taylor (2023) *Te Maatahi o te tau mo Manurewa (Te Whakaoranga o Te Puhinui)* YouTube.  
[https://youtu.be/y9uxyLy4aX4?si=x\\_mUDRjZzj4-pWY7](https://youtu.be/y9uxyLy4aX4?si=x_mUDRjZzj4-pWY7)

<sup>39</sup> Te Whakaoranga o Te Puhinui (2022) *Te Whakaoranga o Te Puhinui: Te Whakaraapopoto Te Puhinui Regeneration Summary* | May 2022

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“They have told us specifically, we are stretched to capacity, so we can't attend everything, but we have the charter agreement, so every single thing that we do, we can link back and say this is an iwi outcome that they have verbalized that they want to see.

So even if we don't have them there physically, at every single thing that we do, we know that we are doing things that are in line with that charter agreement.”

- MOF Recipient, Waiohua Workstreams kaimahi

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### 3. Environmental restoration and conservation

Te Puhinui Giveback Days are community events focused on kaitiakitanga and community engagement. Running these giveback days was reported as contributing to increased community engagement in local conservation efforts. By involving communities in activities like awa clean-up days, there is a restoration of local ecosystems and a developing sense of ownership and responsibility towards the environment. Community gatherings strengthen community resilience and connections, promote social well-being by bringing people together and building networks of support and collaboration.

Awa clean-up and rubbish removal directly improves the health of local waterways and lands.<sup>40</sup> This hands-on approach to conservation raises awareness and promotes local ownership over natural resources. Another *Waiohua Workstream* associated example is Te Pu A Nga Maara<sup>41</sup> a roopu of rangatahi who have been actively involved in the restoration and protection of ecosystems, enhancing biodiversity and supporting the resilience of native species in Te Puhinui area. This happens by pest removal which enhances the survival prospects of native species and restoring natural habitats. Removal of litter and invasive species from awa, thereby directly improving the health and aesthetics of the awa.

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“We want them to have a good experience and to see their work reflected, for the Eye on Nature school days...we invite 48 schools to come and be a part of that kaupapa, like how much rubbish we collected...we filled a skip bin just full of loose litter.”

- MOF Recipient, Waiohua Workstreams kaimahi

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<sup>40</sup> <https://www.eventfinda.co.nz/2023/te-aka-raata-giveback-day-puhinui-volunteer-clean-up/auckland>

<sup>41</sup> <https://www.tpnm.co.nz/kaupapa>

#### 4. Educational impact and cultural reconnection

*Waiohua Workstreams* are involved in organization of events like Eye on Nature and workshops on maramataka, educating the community, about te taiao, local fauna and flora, and mātauranga Māori. Specifically targeting young people through these collaborative events helps in inspiring the next generation about kaitiakitanga. The use of activations involving digital technologies, pūrakau and specific tools such as the maramataka are innovative means of engaging and raising awareness about the environmental and cultural significance of Te Puhinui. These activities help in reconnecting people with the whenua, aiming to foster a lifelong passion for its care.

“We invite 48 schools to come and be a part of that kaupapa...it's a pretty big week we invite like 12 schools every day...they have those personal experiences; they see it with their own eyes as well. Our big, long-term vision is that we are raising a generation of kids that know that the environment is important.”

- MOF Recipient, *Waiohua Workstreams kaimahi*

#### 5. Long-term sustainability through funding

Long-term funding for community involvement removes barriers to participation in conservation efforts. MOF funding has enabled *Waiohua Workstreams* to offer free participation to the community and schools, ensuring the initiative's activities are accessible to all and amplifying the impacts.

“The fund helps get people involved and we can't do this work without people getting involved. Once you have been on the land, and seen what it looks like... It's something that's worth protecting. It is a natural place, and it's beautiful.”

- MOF Recipient, *Waiohua Workstreams kaimahi*

## Initiative 6: *Te Wharekura*

Te Wharekura, a MOF funded initiative,<sup>42</sup> collaboratively developed with Ngāti Whātua Ōrākei, aimed to transform a Category B heritage shelter located next to Queen’s Wharf in Auckland’s downtown ferry basin into a digital storytelling and environmental education platform.

### Kaupapa

This initiative seeks to protect and enhance the mauri (life force) of the Waitematā and Tīkapa Moana/Hauraki Gulf by providing visibility and deepening the understanding of Māori culture and identity through the values of kaitiakitanga (guardianship), manaakitanga (hospitality), and kotahitanga (unity). The project's objectives include creating a space that:



1. Celebrates mana whenua and cultural richness by expressing mana whenua values, sharing stories, and ensuring people's presence.
2. Enhances sustainability and the environment through information and education about water quality, environmental conservation, and the taonga of Tīkapa Moana/Hauraki Gulf.
3. Creates a welcoming space for hosting and educating visitors, community members, and school groups on environmental stewardship and marine biology, aligned with broader conservation and biosecurity initiatives.

The project scope encompassed a co-design process with mana whenua and Auckland Council to establish governance and operational frameworks, design and fit out the kiosk for public opening, and install agreed content.

### Kia Ora Tāmaki Makaurau

In linking to the Kia Ora Tāmaki Makaurau framework, the mana outcome that Te Wharekura aligns to is Kia Ora te Taiao, focused on;

- *Kaitiakitanga (environmental stewardship and sustainability):* Te Wharekura aims to embody the principle of kaitiakitanga by actively protecting and enhancing the natural environment of Tāmaki Makaurau. The goal is to ensure the sustainability of natural

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<sup>42</sup> See Āpitianga C- Appendix C- for initiative details, e.g., number years funded (\$/year).

resources, promoting a harmonious balance between human activity and the preservation of the mauri of the land and waterways.

## Assessing Impact

To comprehensively assess the impact of Te Wharekura, we engaged with those involved in its development, which included representatives from Ngāti Whātua Ōrākei and the Council lead. Through this kōrero and the reflective insights and assessments, we measured how well and to what extent Te Wharekura, as a recipient of MOF funding, has contributed to achieving outcomes for Māori in Tāmaki Makaurau.

The kōrero given illuminate key facets of the impact of *Te Wharekura*, what factors were instrumental, who were the primary beneficiaries, the ways change manifested, and the specific contexts in which these transformations occurred.

## Rating

### HE WAKA HOURUA

Ancestral waka that explored what lay beyond the horizon

1

### KI UTA

Waka begin to alight upon the shores, seeking peace and prosperity

2

### TĀMAKI

A beneficent and special place offering peace and prosperity to increasing numbers of waka

3

### PAPA POUNAMU

Glistening harbours offer peace and prosperity to most waka

4

### TĀMAKI HERENGA WAKA

Tāmaki, a peaceful and prosperous moorage for many waka

5

When synthesizing ratings on the scale and considering all data, *Te Wharekura* overall sits at **Tāmaki Herenga Waka** akin to Tāmaki becoming the mooring place of many waka. This rating reflects significance of *Te Wharekura* as a visionary initiative, which as one of the “MOF waka” is supporting transformative outcomes for Māori in Tāmaki Makaurau.

In terms of the significance of identified outcomes, MOF's contribution to achieving specific outcomes, the role and significance of MOF in achieving these outcomes, and satisfaction with MOF support and impact, all received the rating of **Tāmaki Herenga Waka** on our scale.<sup>43</sup> This indicates that *Te Wharekura* has reached a desired destination offering prosperity to many, and demonstrating a significant impact and high level of satisfaction with MOF's support, demonstrating the fund's crucial role in facilitating culturally significant projects. The initiative not only met, but exceeded expectations, showcasing the potential for similar initiatives going forward.

Outlined below are the specific impacts achieved, which illuminate the ratings.

<sup>43</sup> See Āpitianga B- Appendix B- for further details of ratings on Tāmaki Herenga Waka across the MOF evaluation for the six projects



## Specific Impacts – Te Wharewaka

### 1. Cultural visibility and educational outreach

*Te Wharekura*, embodying both physical and digital spaces, serves as a significant platform for storytelling and environmental education, enriching sustainability and environmental awareness. Integrating digital storytelling seamlessly into the project enabled the effective transmission of cultural narratives and environmental awareness.

Its central location in urban Tāmaki Makaurau significantly elevates visibility and recognition for Ngāti Whātua Ōrākei, facilitating cultural and educational engagement on a broad scale. The strategic location of *Te Wharekura* has led to heightened visibility and recognition of Ngāti Whātua Ōrākei, contributing to a broader awareness and appreciation *mana whenua* and *mātauranga Māori* in this urban environment.

“Having *Te Wharekura* in the heart of the city...has turned out to be a powerful way to assert our presence. It’s vital for us to share our stories and presence through this space... we decided that it needed to be something of significance...there are *taonga* that have been specifically made for that *whare*.”

- *Kaupapa partner/MOF recipient, Ngāti Whātua Ōrākei*

“For me, it’s a contemporary expression of *ahi kaa* in the city that we gifted. It’s like, this is the hill, these are our homes, and this is just another expression of that. Additionally, we’ve discussed the notion of cultural infrastructure. Just as there is an understanding of failing physical infrastructure, we recognize the importance of cultural infrastructure. This is cultural infrastructure, -significant elements that help uphold culture within a place.”

- *Kaupapa partner/MOF recipient, Ngāti Whātua Ōrākei*

### 2. Strengthening cultural presence and community engagement

*Te Wharekura* promotes inclusivity and diversity, welcoming individuals from various backgrounds to engage with Māori culture and environmental values. This initiative has also notably improved relationships between a range of entities, including Council, design teams, and Heritage NZ, demonstrating the power of collaborative efforts and broad engagement, and underscores its success in expanding reach and impact. Effective strategies for engaging the community played a pivotal role in fostering positive interactions and knowledge sharing.

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“This space, this 'vessel' we've created (Te Wharekura), it's more than just a building. It's a living declaration of our ahi kaa...every time someone walks past and feels its mauri, it's a reminder, anchoring us visibly in the landscape of Tāmaki Makaurau.”

- Kaupapa partner/MOF recipient, Ngāti Whātua Ōrākei

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### 3. Advancing kaitiakitanga

*Te Wharekura* exemplifies kaitiakitanga promoting responsible environmental stewardship and practices. *Te Wharekura* aims to set an example by demonstrating this commitment and acknowledging the interconnectedness of culture, education, environment, and community. To achieve this, *Te Wharekura* features the mahi toi of senior Ngāti Whātua Ōrākei artists and the walls celebrate Māori culture through reo, pūrakau, kōrero, and waiata. The art connects visitors to the land, history, and environment, reinforcing kaitiakitanga.<sup>44</sup> *Te Wharekura* also serves as a laboratory for environmental education, blending mātauranga Māori and kōrero tuku iho with Western science, promoting responsible environmental practices amongst future generations of tamariki and rangatahi.

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“Te Wharekura stands as a beacon for sustainability and environmental awareness, aligning with the principles of kaitiakitanga... it looks into the future as well as the past, it keeps us knowing who we are, and people learning about who we are. It (Tāmaki Makaurau) is not just a concrete jungle, there are people and stories attached to every kilometre within that CBD and across the Isthmus.”

- Kaupapa partner/MOF recipient, Ngāti Whātua Ōrākei

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### 4. Innovative technology for knowledge sharing

The use of innovative technology and collaboration with technical experts and toi Māori has expanded the initiative's reach and impact. For example, the digital and video resources developed for *Te Wharekura* can be repurposed and serve as valuable educational tools in other contexts, meaning mana whenua can share their stories, traditions, and values with uri and with a wider audience. Additionally, the use of technology was also noted as potentially enabling a unique form of cultural residency. *Te Wharekura* was designed with the flexibility to be 'reskinned'

<sup>44</sup> See more at <https://ourauckland.aucklandcouncil.govt.nz/news/2023/09/te-wharekura/>

by different iwi, allowing them to showcase their taonga and narratives through digital means, enhancing cultural exchange and connection.

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.....  
“So if we (Ngāti Whātua Ōrākei) were to offer it to a whanaunga iwi, they could come in, they could display the taonga within the cases, they could change the digital content to reflect them ... it's a way for us to express that connection.”  
- Kaupapa partner/MOF recipient, Ngāti Whātua Ōrākei  
.....”

## 5. Whakawhanaungatanga and cultural visibility

The execution of effective collaboration between council and iwi, and other entities, sets a precedent for future projects and initiatives. *Te Wharekura* is a model and sets a benchmark for future initiatives, focusing on resource development and capability growth. Merging cultural heritage, education, and environmental awareness, the project's success, particularly in using Toi Māori art, has significantly enhanced the cultural identity and representation of Ngāti Whātua Ōrākei. It has played a crucial role in raising consciousness, leaving a lasting cultural footprint in the region.

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.....  
“Our aspiration for Te Wharekura extends to creating other spaces where design elements speak of our ahi kaa, reinforcing our connection to this land. Te Wharekura is a testament to what can be achieved.”  
- Kaupapa partner/MOF recipient, Ngāti Whātua Ōrākei  
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# Tuatoru

## *Ngā tūtohunga – Considerations across the MOF*

### Summary of Findings

In the final summary, this evaluation of the six selected MOF initiatives has shown the fund has made substantial contributions towards achieving outcomes for Māori in Tāmaki Makaurau. Overall, the MOF has been met with praise for its significant contributions to Māori outcomes, as is reflected in the ratings on the *Tāmaki Herenga Waka* scale. Recipients of funding have expressed appreciation for the outcomes achieved and satisfaction with the support and impact provided by the MOF, evidencing its key role in facilitating change.

MOF initiatives have been described here as playing a pivotal role in economic development, cultural preservation, kaitiakitanga, environmental stewardship, marae sustainability and educational enrichment, significantly contributing to Māori economic and cultural aspirations, community well-being, and resilience. Projects like Te Wharekura and Te Kete Rukuruku have been instrumental in the revitalization of te reo Māori and mātauranga Māori, fostering inclusivity and diversity within urban settings. Initiatives such as Amotai have catalyzed significant growth in Māori business engagement in procurement processes, leading to community and employment advancements. Meanwhile, efforts by the Cultural Initiatives Fund (CIF) and the Marae Infrastructure Programme (MIP) have greatly enhanced marae infrastructure and capabilities, fostering aspirations towards self-sufficiency.

The reach of MOF-funded initiatives extends across a diverse spectrum of community members and beneficiaries, including Māori businesses, marae communities, and the broader population of Tāmaki Makaurau, notably impacting tamariki and rangatahi.

The MOF has initiated a range of broader benefits that extend beyond initiatives' primary goals, including strengthened collaborations across various entities. These extended impacts highlight the MOF's comprehensive and multifaceted influence on the community.

### Considerations

Analysis of the collective insights of recipients and kaupapa partners brings to light some considerations for enhancing MOF's impact in terms of its lasting contributions to the well-being and development of Māori in Tāmaki Makaurau. Describing and documenting the impact of the MOF as experienced and voiced by actual MOF recipients and kaupapa partners from the community, has meant that these considerations are deeply embedded in the aspirations of, and benefits perceived by, those directly influenced by the MOF.

#### 1. Long-term community investments

MOF recipient and kaupapa partner feedback underscores the value of sustained investment in fostering long-term benefits. It is suggested that the Māori Outcomes Fund continues to prioritize projects that promise long-lasting impacts on community engagement, cultural preservation, and economic resilience, reflecting a shared commitment to future generations. It was noted that while

some impacts may be immediately observable, the full spectrum of benefits will unfold over an extended period – impact requires persistence.

## **2. Collaborative engagement and enhanced communication**

Enhancing communication and collaboration with MOF recipients is essential for showcasing the MOF's impact. This includes developing mechanisms for better monitoring, as well as data sharing and employing storytelling to highlight the fund's achievements, thereby deepening the community's engagement and understanding of its goals and successes.

## **3. Stability and strategic vision**

Recipients described the way ongoing investment is critical and allows for the continuity and expansion of positive community outcomes that MOF funded initiatives have seen. Impacts of the Māori Outcomes Fund can be potentially optimised within a long-term initiative with clear, strategic objectives aimed at increasing its reach and deepening its impact on Māori success.

## **4. Deepened partnerships for impactful outcomes**

Strengthening partnerships with mana whenua and local communities is highlighted as a pathway to ensure that the MOF investments are closely aligned with community needs and aspirations. This approach ensures that MOF remains adaptable and responsive to the evolving landscape of community priorities.

## **5. Equitable resource distribution**

Addressing the complexities of operational and investment mechanisms with a focus on equity ensures that MOF resources are directed towards initiatives that meet the most pressing community needs. This approach supports the principle of fairness and contributes to the overall vitality of the communities served.

## **6. Comprehensive understanding of impacts**

Recipients of MOF offered that recognising the Māori Outcomes Fund as part of a broader, longstanding commitment to cultural preservation and community well-being is important. This involves acknowledging the huge efforts of whānau, hapū, and iwi. While MOF has been a crucial enabler, it is important to note that MOF has been a part of a shared vision, which generally precedes MOF, existing way before and beyond the fund, over decades in cases, not years. This evaluation highlights that with acknowledgment of the dedication of whānau, hapū and iwi (and recognising the issues of navigating the complexities of funding and operational demands), the MOF can go forward with a key role in supporting these and other ongoing endeavours to enhance Māori outcomes across Tāmaki Makaurau.



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