

#MANAAKI20

Evaluation of COVID-19 recovery support for whānau through Manaaki20 investment

Te Pūtahitanga o Te Waipounamu



July 2021

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& Innovation

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Tā Mark Solomon

“One of the pervasive impacts of COVID-19 appears to be personal and global reconsideration of the meaning, values and path toward wellbeing. Our engagement with whānau has revealed that through the lockdown, many whānau have begun new patterns of nurturing and healthy living that they intend to continue.

Manaaki20 was the Whānau Ora response to COVID-19; it mobilised hope rather than incite paralysis by fear; it enabled community activism through multiple response channels while also promoting collaboration and co-ordination – and it promoted moments that matter; whether that be a viral tik-tok in Kaikōura, a rap about COVID-19 in Murihiku; a drive in one stop shop for flu vaccination; COVID-19 screening, firewood and kai in Arowhenua or an inspirational and impeccably orchestrated virtual tangihanga hosted with dignity and pride by the eight iwi of Te Tau Ihu. Each of these moments showed us that whānau-led solutions can help us to endure even the most challenging of times.”

Acknowledgements

The evaluation team wish to acknowledge the whānau who contributed to this report and gave their time and wisdom to improve the outcomes for whānau. The research team would also like to thank the staff at Te Pūtahitanga o Te Waipounamu for their support throughout this evaluation.

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EXECUTIVE SUMMARY

This evaluation examines the second stage of Manaaki20 support provided by Te Pūtahitanga o Te Waipounamu.

The purpose of this support was to ameliorate the direct impacts of COVID-19 by assisting whānau to navigate the challenges faced through lockdown and the ongoing impact on the community from the global pandemic.

As part of their self-determining commissioning model Te Pūtahitanga o Te Waipounamu has funded over 300 kaupapa initiatives across Te Waipounamu. While the COVID-19 pandemic was an immediate threat to whānau and their entities, it also became an opportunity to demonstrate the social capital and self-determination that had developed as a consequence of the investment. The entities were quick to respond, mobilising their networks, and reaching into their communities.

This second phase of Manaaki20 sought to continue to strengthen the Whānau Ora entity community to deliver localised responses, build kaimahi capacity and capability, develop online capability and support whānau employment and wellbeing. Six initiatives have been evaluated in this research as part of the Manaaki20 investment. This evaluation employed an outcome harvesting approach to understand the impact of the investment.

The analysis identified a range of outcomes from across the six initiatives including.

- Mobilisation of Māori networks
- Increased communication amongst whānau and entities
- Social cohesion and connection amongst whānau during isolation and recovery
- Improved whānau health and wellbeing
- Employment sustained and financial security assured
- Increased access to employment opportunities
- Increased whānau food security
- Vulnerable kaimahi and whānau protected
- Increased whānau access to digital technology
- Reduction of stress, anxiety and worry
- Kaimahi capability built

“The demand from our people was overwhelming at times and further to this lots of government agencies wanted a lot of info from us in a short period of time.”

The outcomes from this evaluation demonstrate that the investment achieved the goal of easing the direct impact of COVID-19. The impact of the Manaaki20 investment should not be understated. COVID-19 posed a considerable threat to whānau wellbeing across Te Waipounamu. Supporting entities to operate through an uncertain time created a protective and enabling environment. Entities had the time and space to innovate, learn new skills and engage whānau in different platforms of delivery.

There were several key learnings from this evaluation. It was evident that whakapapa, whenua, tikanga, and te reo provide a sanctuary

for whānau in difficult times. Many entities used their cultural skill and expertise to engage whānau in online wānanga, Facebook live learning sessions offering support and social connection during the level responses.

There is an opportunity to learn from the recovery experience and share the innovations across the network. Many entities focused and pivoted their activity moving into online delivery which has continued post lockdown.



INTRODUCTION

Te Pūtahitanga o Te Waipounamu is a partnership between the nine iwi of Te Waipounamu: Ngāi Tahu, Ngāti Apa ki te Rā Tō, Ngāti Tama, Ngāti Kuia, Ngāti Koata, Te Ātiawa, Ngāti Toa Rangatira, Rangitāne and Ngāti Rārua.

It was formed in March 2014 as a legal partnership to reflect the aspirations of Te Waipounamu iwi for whānau. Te Taumata was established as a participants' council to act as guardians for the kaupapa of Whānau Ora in Te Waipounamu. In 2015, Te Taumata appointed the General Partner Limited board (GPL). The organisation is the realisation of an iwi-led Whānau Ora model that directly invests in whānau for social impact to bring about positive, intergenerational change.

Each year Te Taumata develops its annual objectives and clarifies its priorities. The General Partnership Board of Te Pūtahitanga o te Waipounamu is responsible for delivering the

strategic vision of Te Taumata while ensuring the Crown's investments are delivered. In July 2020 Te Pūtahitanga o Te Waipounamu created a mini-investment plan to provide support to whānau impacted by COVID-19.

Responding to the impacts of COVID-19, the plan reflected the immediate and medium-term needs and aspirations of whānau Māori in Te Waipounamu. This investment was focussed on ameliorating the direct impacts of the pandemic, assisting whānau to navigate the challenges faced through lockdown and the ongoing impact on the community.

COVID-19

On March 12, 2020, the COVID-19 virus was officially acknowledged as a pandemic by the World Health Organisation (WHO).

The highly infectious virus is transmitted when an infected person respires while breathing, sneezing, or coughing. It is also spread when people touch surfaces that are contaminated with the virus droplets. In response to rapidly rising infection rates globally, and the virus becoming evident within New Zealand, the Government introduced COVID-19 Alert Levels. On March 25 2020, the Government implemented Alert Level 4, placing the country into a nationwide lockdown. By early June 2020 there had been 1,154 confirmed cases of COVID-19 nationally with 22 deaths reported and 1,131 recoveries.

Within this context Te Pūtahitanga o Te Waipounamu began re-purposing its work to respond to COVID-19. Their response centred on the Manaaki 20 immediate response plan. Pre-COVID-19, Te Pūtahitanga o Te Waipounamu was fundamentally a commissioning agent. In response to the pandemic, they pivoted all work and coordinated efforts to respond to the needs of whānau in Te Waipounamu through the lockdown period.

An additional 45 Manaaki Navigators were distributed across Te Waipounamu, and emergency funding streams were established to support whānau in need (see figure one).

An evaluation of the immediate response collected whānau voice through case studies and surveys and found the following:

Whānau

- Many whānau were highly **financially exposed**. The sudden change in circumstances resulted in reduced

incomes and job losses, increased **whānau vulnerability and significant stress**.

- There were **high levels of whānau satisfaction** with the Manaaki20 response and the way whānau were treated during the response period.
- **Whānau resilience** appeared to be highly dependent on contextual factors and **immediate availability of resources**.
- In June, at the end of lockdown, whānau continued to report concerns regarding **employment security, future income, and whānau mental health and wellbeing**.

The ecosystem

- **Providers/entities adapted quickly** to the environment launching online activities and implementing response activities.
- Existing **high trust relationships** at a local level enabled quick mobilisation of resources to **meet the needs of whānau**.
- Opportunities were created for whānau to participate which supported **social cohesion and social networks**. Leadership highlighted the importance of **flexibility, agility**, and the opportunity to scale up innovative approaches.

The process

- A coordinated systems effort was implemented by Te Pūtahitanga o Te

Waipounamu, drawing on capability from the **Whānau Ora network**. Capacity was increased, a plan created and implemented, including triaging whānau requests, creating shared data tracking and creating digital platforms for the Manaaki20 campaign.

- Data collection, analysis, tracking and sharing **ensured accountability and transparency**.
- **Additional Navigators** were recruited within days to meet the increased need.

The evaluation demonstrated the wealth of resource in Māori communities supporting rapid, effective mobilisation (Savage et al., 2020).

Globally the COVID-19 pandemic exposed economic and political inequalities, raising questions about how to mitigate these inequalities to support the world's most vulnerable. Despite predictions Māori would experience much higher rates of infection and mortality, they had remarkably low levels of COVID-19 infection. Research evidence demonstrated that while the Government COVID-19 response policy was predominantly without specific consideration of Māori, a uniquely Māori response contributed to the positive outcomes (McMeeking, Leahy, & Savage, 2020). The first evaluation of the Manaaki20 response demonstrated the mobilisation of the Whānau Ora network across Te Waipounamu in response to the initial emergency response and lockdown (McMeeking & Savage, 2020).

Over the past year Aotearoa has managed to control transmission of COVID-19 within the community, however, the lasting impacts of the lockdown and the subsequent changes in levels restricting travel and tourism continue to impact whānau Māori across Te Waipounamu.

This evaluation examines the second stage of Manaaki20 support provided by Te Pūtahitanga o Te Waipounamu. Stage two aimed to ameliorate the direct impacts of COVID-19 by assisting whānau to navigate the challenges faced through lockdown, and the ongoing impact on the Māori community resulting from the global pandemic.



TE PŪTAHITANGA O TE
WAIPOUNAMU

MANAAKI NAVIGATOR LOCATION

KAIKŌURA: 3

Te Ahi Wairua o Kaikōura	1
Te Tai o Marokura	2

MURIHIKU: 4

Fiordland Community House	1
Awarua Whānau Services	1
Koha Kai	1
Ngā Kete Mātauranga Pounamu	1

ŌTĀKOU: 15

A3 Kaitaki Limited	2
Arai te Uru Whare Hauora	2
Aukaha	2
Corstorphine Community Hub	1
Kōkiri Training Centre	1
Te Hou Ora Whānau Services	1
Te Roopū Tautoko Ki Te Tonga	1
Tokomairiro Waiora Incorporated	2.5
Uruuruwhenua Health	2.5

TE TAI POUTINI: 2

Poutini Waiora	2
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TE TAU IHU: 6

Whakatū Te Korowai Manaakitanga Trust	1
Kaikaiawaro Trust	1
Maataa Waka Ki Te Tau Ihu	1
Waikawa Marae	1
Whakatū Marae	1
Te Hauora o Ngāti Rārua	1

WAITAHA: 14

Arowhenua Whānau Services	2
Kānohi ki te Kānohi Ltd	1
Noku Te Ao	1
Positive Directions Trust	2
Purapura Whetu Trust	1
Te Pūāwaitanga o Ōtautahi	1
Te Puna Oranga	1
Te Pūtahitanga o Te Waipounamu	3
Te Whare Hauora	1
Te Whatu Manawa Māoritanga o Rehua Trust	1

WHAREKAURI: 1

Ngāti Mutunga o Wharekauri	1
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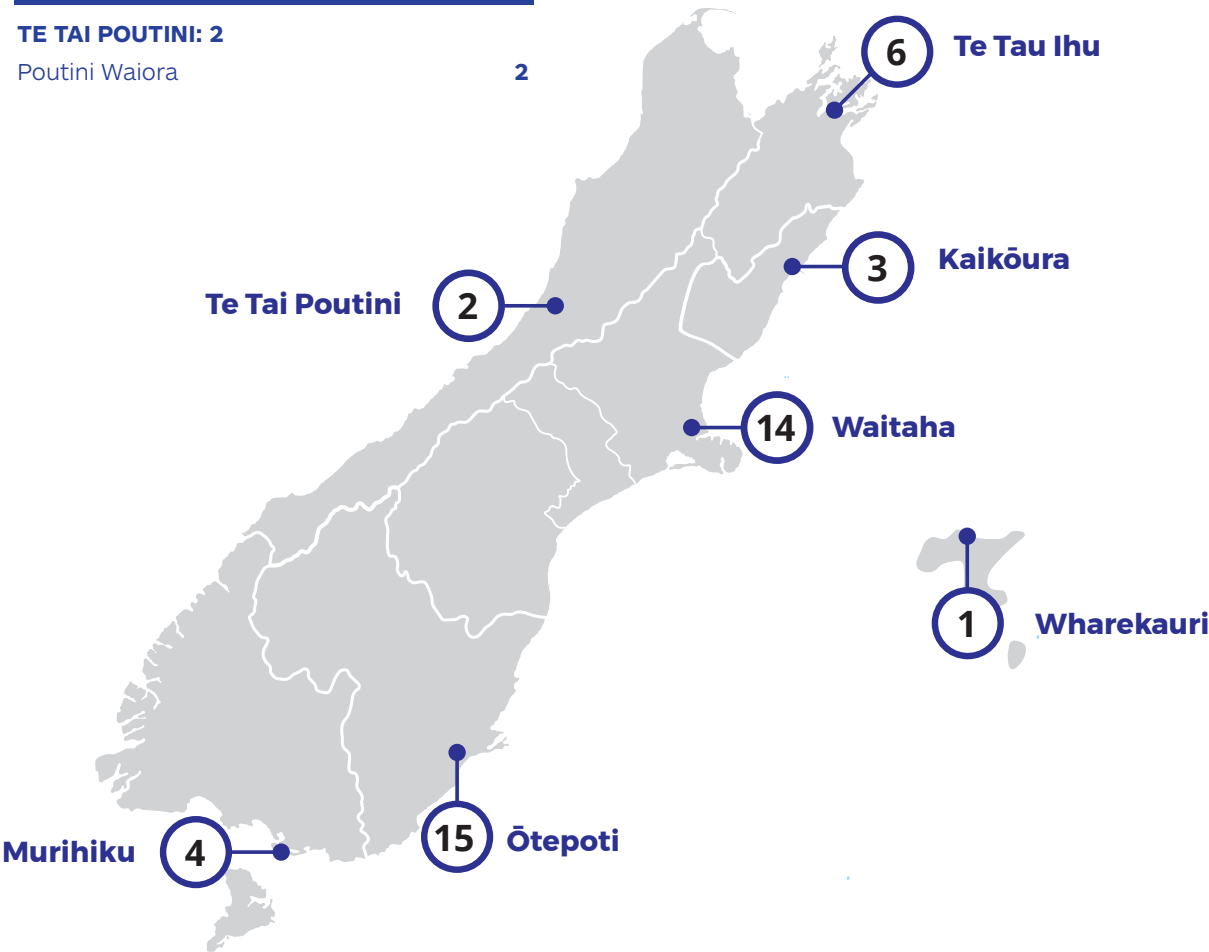


Figure 1: Distribution of additional Manaaki Navigators

MODEL OF CHANGE

Te Pūtahitanga o Te Waipounamu's model of change is depicted in figure two. Within this model, Te Pūtahitanga o Te Waipounamu provides resources to in-community change agents who are committed to enacting the social transformation they know meets the needs and aspirations of their community. Those change agents use 'kaupapa entities' which can be, a new organisation, service, programme, social business entity or the like, to catalyse social change.

Rather than have a single faceted intervention, the model catalyses ripples of self-determination. The layered effect of the ripples cumulatively foments, accelerates and amplifies the regeneration and re-institution of self-determination (McMeeking, Leahy, & Savage, 2020).

The first layer of self-determination: The change agents leading kaupapa initiatives are enacting a new pathway, a new solution for them and their whānau or hāpori.

The second and third layers of self-determination occur through the direct and deeper level impacts of their kaupapa initiative. For example, kaupapa initiatives that create employment opportunities for marginalised members of the community provide direct social gains through increased financial security.

The deeper transformative impact, however, is the contribution financial security makes to realisable self-determination: what a person or whānau believes is desirable, possible and meaningful.

Since establishing this model in 2014, Te Pūtahitanga o Te Waipounamu has funded over 300 kaupapa initiatives across Te Waipounamu. While the COVID-19 pandemic was an immediate threat to whānau and their entities, it became an opportunity for the kaupapa entities to demonstrate the social capital and self-determination that had developed as a consequence of the previous investment. The entities were quick to respond, mobilising their networks, and reaching into their communities.

The second phase of Manaaki20 sought to continue to strengthen the Whānau Ora network by investing in localised responses, building kaimahi capacity and capability, increasing online capability and supporting whānau employment and wellbeing.

The following intervention model from the investment plan demonstrates how the Manaaki20 investment is embedded in an intervention logic designed to support whānau recovery through the COVID-19 pandemic. This evaluation focuses on the Manaaki20 workstream and investment.

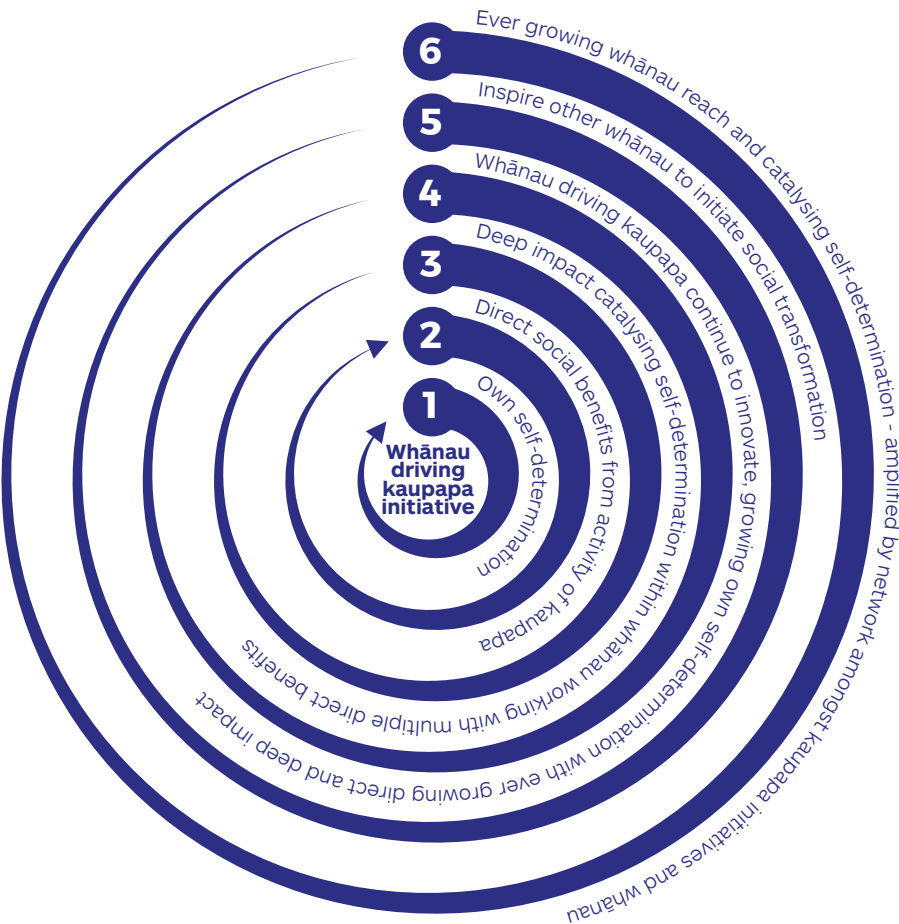


Figure 2: Te Pūtahitanga o Te Waipounamu Model of Change

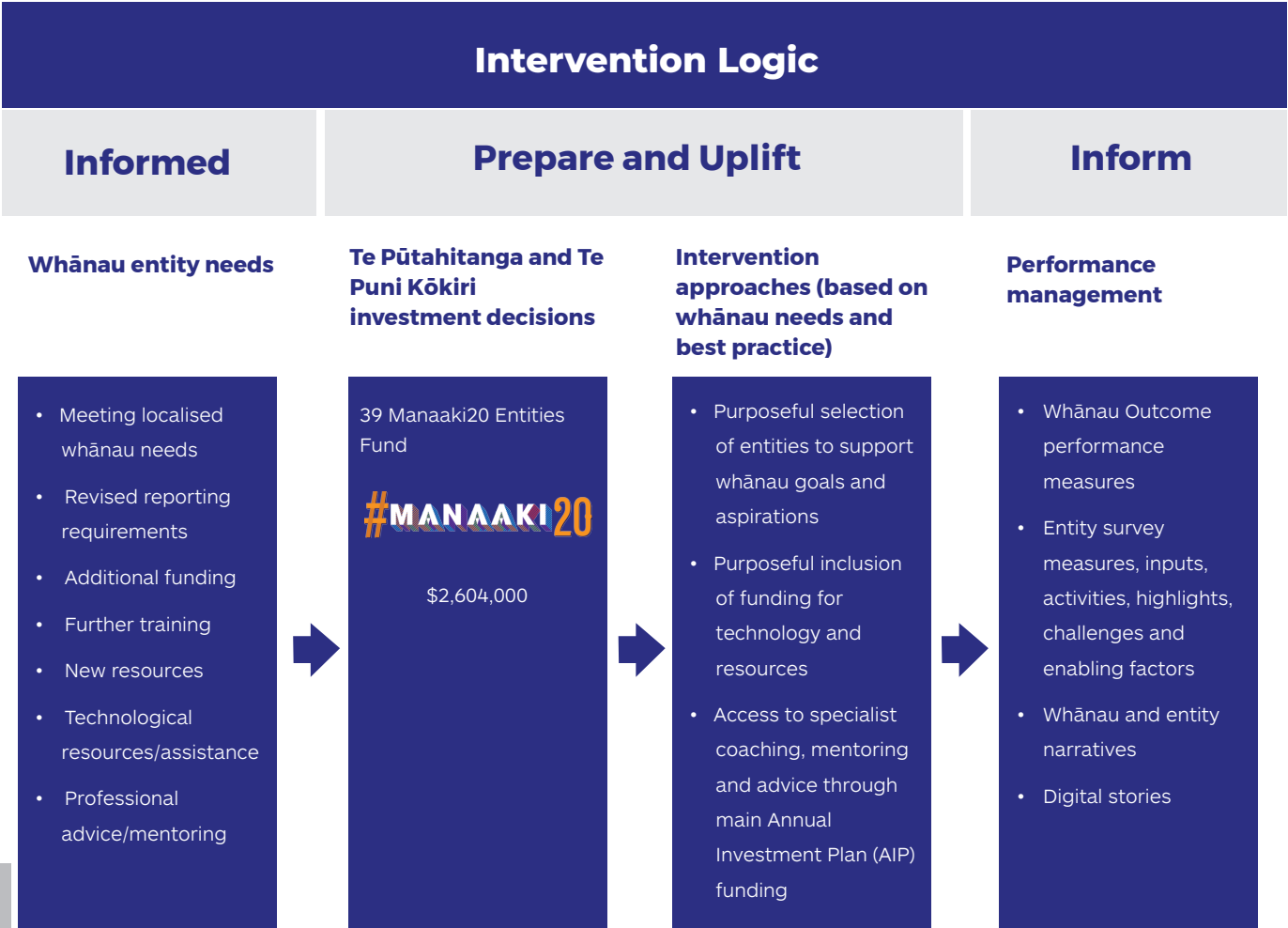


Figure 3: COVID-19 recovery intervention logic



MANAAKI20

The Focus of this Evaluation

What we have learnt ... “the value of whanaungatanga and the importance of understanding what other technology is out there to help us communicate.”

Additional funding of \$4,355,122.20 was secured through Budget 2020 to fund tailored and tangible resources for a direct response to COVID-19. Seven initiatives were funded in response to the crisis points emerging out of COVID-19.

Six initiatives have been reviewed as part of the Manaaki20 investment approach. The initiatives were designed to support whānau wellbeing in communities, bridge the digital divide, broker employment skills development, encourage responsive recruitment strategies, and enable business sustainability. A brief description of these initiatives follows.

Initiative one – Pūtea Whakatipu

Pūtea Whakatipu provides a secondary stage of investment to strengthen the capability, capacity and sustainability of whānau initiatives with proven results prior to investment from Te Pūtahitanga o Te Waipounamu. Pūtea Whakatipu recognises there is a need to promote growth, development and consolidation of whānau-driven initiatives. The name, Pūtea Whakatipu, reflects the two specific intentions of the fund. Pūtea recognises the investment, contribution and resource that is available to whānau. Whakatipu conveys the development stage of growth that

follows ‘te kakano’, the planting of the seed. Thirty-eight initiatives across Te Waipounamu received Pūtea Whakatipu, the level of funding ranged from \$3,000 to \$250,000.

Initiative two – Navigator Tinana

Navigator Tinana is a strategy to implement the Moving the Māori Nation Framework, a Te Puni Kōkiri initiative to promote Whānau Ora through whakapakari tinana. The strategy supports individuals, whānau and community organisations to improve the wellbeing of whānau Māori. A focus on improving Te Taha Tinana, the physical wellbeing of participants, is the central activity that engages whānau with Navigator Tinana. However, analysis indicates the Navigator Tinana impact reaches further than only physical health. It is evident the behavioural changes reported by whānau reflect the four walls of Te Whare Tapa Whā (Durie, 1994). There are several factors that distinguish Navigator Tinana services from mainstream health and fitness providers, these reside within their efforts to strengthen the remaining three walls of Te Whare Tapa Whā – Te Taha Wairua (spiritual), Te Taha Hinengaro (mental and emotional) and Te Taha Whānau (family and social).

Initiative three – Ariki Creative, Te Ara Waihiko

Ariki Creative has been building a comprehensive plan to bring Māori into the digital industry for the past five years. Te Ara Waihiko had four planned phases of development:

PHASE ONE

Building the framework 1-3 months. Develop a new purpose-built registration platform for whānau interested in digital literacy and skills development through digital technology. The framework will assist to identify the level of literacy of all whānau from children, rangatahi and parents to kaumātua. The platform will comprise a database of providers and recipients of support, providing solutions at each level to improve proficiency through school, tertiary, online and face-to-face. It will connect whānau to opportunities and providers with a whānau user database sharing value and development between one another.

PHASE TWO

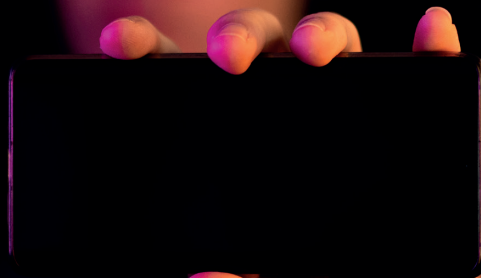
Finding the network partners 1-3 months. Users of the platform will be clustered into groups and geographic regions.

PHASE THREE

Go live 1-3 months. Once the platform and framework are established this phase is to promote the platform and its support across social media via influencers and provider networks encompassing key messaging, video promotion and in-house and traditional media.

PHASE FOUR

Sustainability. Building a network of users and providers with ongoing support will require sponsorship and commercial partners long-term. During the development and creation of the platform we will seek a strategic partner specialist who will design, coordinate and develop these relationships.



Initiative four: Aukaha Temp Agency, Feasibility Study

Te Ohu Aukaha is a collaboration between iwi, industry, and training providers. The intention is to support employment pathways for Māori and Pasifika. Aukaha saw the potential for whānau to be part of the building and civil construction sector through creating a localised workforce agency. They wanted to support whānau to gain skills that are easily transferable so whānau have a portfolio of skills to ensure they are more resilient. Aukaha, secured funding to run an exploration study into creating a temp agency structure that delivered a high level of pastoral care and relationship management.

the online portal whānau will be able to easily create professional online profiles (with support if needed) that outline their education, skills and experience. In turn employers register with Manaaki Connect to gain direct access to the online tool enabling them to access the profiles of whānau who have indicated they want to work in their region/industry. The portal will provide direct employment support to whānau.

Additional evaluation data for each initiative is presented at the end of this report.

Initiative five: Wayfinding

Wayfinding transposes the principles of celestial navigation and ocean voyaging by ancient and modern Pacific voyagers into a framework, a way of thinking. It was designed for changing environments and builds on the ability of businesses to work to a vision and take on the skills of navigation. The concept has been used in business incubation programmes, United Nation Development programmes and for entrepreneur and investor fellowship programmes. In-house workshops provide opportunities to understand the social and economic context in which the whānau entities operate. Wayfinding takes a holistic approach, which helps develop mitigation strategies for all types of potential risks. Wayfinding intends to equip whānau with the navigation skills to maximise opportunities and think differently about the way people work to ensure a sustainable future.

Initiative six: Manaaki Connect

Manaaki Connect aims to create an online recruitment tool to bridge and support those whānau who find themselves unemployed and looking for work post COVID-19. By using

OUTCOME HARVESTING

This evaluation employed an outcome harvesting approach to understand the impact of the investment.

Outcome harvesting is a monitoring and evaluation methodology used to identify, describe, verify and analyse outcomes. Outcome harvesting is designed to collect evidence of change and then work backwards to assess whether or how an organisation, programme or project contributed to that change. The approach contrasts with the more traditional way of carrying out evaluation, which is to start with activities and then attempt to trace changes forward through output, outcome and then impact levels.

The post-pandemic environment meant there were constraints placed on kaupapa entities and the evaluation team during data collection. A variety of data collection methods were utilised including Zoom interviews, face-to-face

interviews, case study hui and online survey. The data was collected between November 2020 and June 2021, some entities with larger investments had two data collection points - midway and at the end of their contract. The data was analysed using an outcome harvesting framework identifying the outcome, a description of that outcome, the change agent and the contribution they made to achieving the outcomes (see table one).

The following section examines the outcomes of the investment, followed by case studies of the six investment initiatives.



Key outcomes harvested from across the investment.

Outcome	Description	Change	Contribution
Mobilisation of Māori networks	Kaupapa entities active in their local communities. Networking across the entities utilises local resources. Online platforms are utilised for sharing information and resources.	Pūtea Whakatipu Navigator Tinana Te Ara Waihiko Mokowhiti	Funding for additional kaimahi increases opportunities in the network. Increased online capability and capacity for whānau entities. Engagement with stakeholders, creating future partnerships for employment and training.
Increased communication amongst whānau and entities	Entities visiting, phone calling, and utilising online platforms/shared learning spaces.	Pūtea Whakatipu Wayfinding	Funding enabled new online communication mechanisms in response to lockdown. Wayfinding brought entities together to communicate and share resources.
Social cohesion and connection amongst whānau during isolation and recovery	Creating new ways to stay in touch with whānau, online services, learning opportunities, Facebook groups.	Pūtea Whakatipu Navigator Tinana	Funding enabled capability to remain in the network, for kaimahi to reach out to whānau and funded innovative ways to connect.
Improved whānau health and wellbeing	Meeting basic needs of whānau. Connecting whānau to other services supporting access for whānau to gain further support. Accessible culturally appropriate practical support for health and wellbeing.	Pūtea Whakatipu Navigator Tinana	Funding enabled Navigators to create online spaces. Entities loaned fitness equipment to whānau. Funding enabled whānau to access online spaces providing hardware and advice. Karakia, mōteatea, te reo, waiata delivered daily feeding wairua of whānau.
Employment sustained and financial security assured	Financial planning, budgeting advice, and continuation of financial support for entities.	Pūtea Whakatipu Wayfinding Te Ohu Aukaha	Funding enabled entities to continue to employ whānau despite uncertain times. Financial planning, budgeting and having information to make good decisions (feasibility study).
Increased access to employment opportunities	Creating employment and training opportunities directly to whānau through online and face-to-face support.	Mokowhiti Wayfinding Te Ara Waihiko	Funding enabled the creation of new bespoke training and employment pathways. Funding supported business coaching across the network, assisting sustainable practices and business planning.

Outcome	Description	Change	Contribution
Increased whānau food security	Meeting basic needs including deliveries of kai, hygiene packages, food vouchers, fuel vouchers and firewood. Localised solutions to meet unique whānau needs.	Pūtea Whakatipu Navigator Tinana	Funding enabled kaimahi to be out in the regions delivering kai and hygiene packages, connecting with whānau, accessing other support when appropriate.
Vulnerable kaimahi and whānau protected	Increased online capability enabled vulnerable kaimahi to operate from home lessening risk of exposure to COVID-19	Pūtea Whakatipu Navigator Tinana	Funding enables purchasing of hardware and paying for data to ensure kaimahi and whānau could access and deliver online services.
Increased whānau access to digital technology	Increased access to digital spaces and technology. Te Ara Waihiko book supported Māori to connect with opportunities in digital careers.	Te Ara Waihiko Navigator Tinana	Funding enabled whānau to be connected to digital opportunities and participate in co-design of digital spaces.
Reduction of stress, anxiety and worry	Support for entities over COVID recovery period, reduced stress that arose through uncertainty of lockdown and continued business restrictions.	Pūtea Whakatipu Navigator Tinana	Funding enabled businesses to navigate the lockdown and subsequent restriction period with income. Certainty lessened stress and worry, particularly for new entities and those which are primarily established to provide a low or no cost service to whānau.
Kaimahi capability built	Training opportunities were undertaken with kaimahi, and businesses could refocus activities to new environment.	Wayfinding Pūtea Whakatipu Navigator Tinana Te Ara Waihiko	Funding provided space to pivot activity to the new COVID-19 environment. Many of the entities transferred face-to-face activity to online - kaimahi learnt new skills navigating the digital environment.

“We had a significant drop in business during the 2 month lockdown and business directly after shifted also, we responded towards supporting Te Pūtahitanga during and after the lockdown, restructure the business and moved office 5 times within 10 months.”

-Whānau entity

IMPACT

The intention of the support provided by Te Pūtahitanga o Te Waipounamu was to ameliorate the direct impacts of COVID-19 by assisting whānau to navigate the challenges faced through lockdown and the ongoing impact on the community from the global pandemic. The outcomes from this evaluation demonstrate that the investment achieved this goal.

While not all the initiatives were able to stand up their innovations within the time frames of this evaluation, they are poised to be fully operational within the next couple of months. At this time many of the intended outcomes for these initiatives will be realised, increasing the reach and impact of this investment.

The impact of the Manaaki20 funding should not be understated. COVID-19 posed a considerable threat to whānau wellbeing across Te Waipounamu. The decision to extend funding support into the Te Pūtahitanga o Te Waipounamu commissioning network post the immediate COVID-19 response

has no doubt secured the future sustainability of many entities. The previous evaluation noted how the network was able to mobilise quickly to respond directly to whānau needs in local communities across Te Waipounamu. This evaluation demonstrates the importance of supporting the network to pivot its activity and create new opportunities in a new environment. In short to restore, refocus and reimagine the way ahead (Te Pūtahitanga o Te Waipounamu, 2020).

The mobilisation of the model

As discussed previously, the commissioning model developed by Te Pūtahitanga o Te Waipounamu is layered and creates ripples of impact (see figure two). This evaluation noted the layered effect of the ripples across the model, the following table provides examples of how this is evidenced in the investment.

Layer	Example from evaluation
<p>The first layer of self-determination. This is reflected in many of the entities pivoting immediately on lockdown to join the distribution network to ensure resources reached Māori communities. Whānau leading entities refocussed their activity to respond with solutions designed to meet the needs of their communities. Funding enabled whānau to innovate, plan and respond to uncertainty and challenges over the 2020-2021 period.</p>	<p>Whānau Whanake supported the wellbeing of whānau with health conditions, disability, access needs and tangata whaiora. Zoom sessions were held to check in with whānau; virtual live physical training classes hosted; te reo Māori was taught on 'wānanga Wednesday', and a new specialist Kaumātua service – He Korowai Whānau – was established which included weekly check-ins, delivery of essential access goods and grocery shopping.</p>
<p>The second and third layers of self-determination. This is evident as entities continued to support kaimahi and create new opportunities for employment. Entities were enabled to be innovative in their approach, many seeking to create online spaces to increase social cohesion and connection.</p>	<p>Wayfinding engaged with over 60 whānau entities developing bespoke financial planning and risk management during an uncertain period. Sustainability for enterprise and activity was a key focus for the entities. Several entities were supported to shift activity to an online environment - recreating their activity in a digital space.</p>
<p>The deeper transformative impact. The contribution of financial security creates realisable self-determination: what a person or whānau believes is desirable, possible and meaningful.</p>	<p>Te Ara Waihiko ran two co-design events with rangatahi to create the virtual space. They held a series of roadshow events to directly connect with whānau across Te Waipounamu to publicise the opportunity the portal will provide. This led to partnerships with stakeholders including tertiary institutions and PTE's feeding into course design and an online portal with the goal of supporting Māori students to be successful through their study and into employment. Māori are over-represented in the digitally excluded – this initiative seeks to level the playing field.</p>

Supporting entities to operate through an uncertain time created a protective and enabling environment. Entities had the time and space to innovate, learn new skills and engage whānau in different platforms of delivery. The evaluation noted two types of initiatives - those which were designed to create new opportunities in a post COVID-19 world, such as Te Ara Waihiko and

Mokowhiti, and those that sought to continue and adapt their current activity to respond to the changed environment. Funding the activity through the Te Pūtahitanga o Te Waipounamu commissioning model accelerated and amplified the local response and the re-institution of self-determination.

Lessons Learnt for Continuous Improvement

Several lessons were learnt through the process. Entities were keen to adapt and refocus activity. The financial support, particularly in Pūtea Whakatipu and Navigator Tinana, enabled space and resource for entities to innovate and support whānau within the restrictions.

While the initiatives were set up to respond to COVID-19, they were also impacted by COVID-19. The funding was a protective factor creating an enabling environment for whānau entities to continue to contribute to the network. The damage to the network that could have been experienced by the entities without this support should not be underestimated. It could have threatened the viability of many of the entities and the network that has been created over the past seven years.

The feasibility study was a good investment and worthwhile activity. A small investment enabled Te Ohu Aukaha to make an informed decision regarding pressure to upscale quickly in response to COVID-19. There can be significant pressure for entities to create or invest in new initiatives without understanding viability or future implications. The feasibility study enabled the entity to make a sound decision, manage risk and concentrate efforts in existing supports.

Whānau-based entities pivot quickly as they don't have organisational barriers. They are primarily established to serve the needs of whānau within their locality, therefore they are responsive, and not bound by rigid or fixed business structures that can slow innovation. Evaluation data demonstrates a myriad of innovations, ideas and solutions to the challenges faced by the whānau, created by the entities and enabled by the Manaaki20 Fund.

It is evident in the data that whakapapa, whenua, tikanga, te reo provide a sanctuary for whānau in difficult times. The common thread across the initiatives is the leveraging of te ao

Māori to provide support for whānau. This is what elevates the entities from mainstream support approaches and enables them to connect with whānau in ways that other services or providers may not be able to do.

Several entities noted there is an opportunity to learn from the COVID-19 experience. They suggested Whānau Ora kaimahi along with other Manaaki20 funding recipients could help build resilience across the network by sharing information, challenges, problem solving and supports. Activities such as regular workshops where people with organisational, mentor and management knowledge share their expertise was a suggestion of how momentum could be maintained post-funding. A post-COVID-19 hui or symposium could also provide an opportunity for shared learnings; for example, how to facilitate mental health support for whānau in an online environment.

Several entities noted recommendations for future ways of working in their feedback. Consideration of funding streams for more than 12 months duration, particularly for the sustainability of small businesses, impacted directly by COVID-19, for example local tourism entities, was recommended. In addition, an analysis of the network to understand the extent of the reach of the entities could identify locations where whānau who are in need are not connected.

What we have learnt ... "the value of whanaungatanga and the importance of understanding what other technology is out there to help us communicate."



INITIATIVE ONE – PŪTEA WHAKATIPU

The focus of the Pūtea Whakatipu funding was to strengthen growth, development, and the consolidation of whānau driven initiatives during the COVID-19 period. The entities are located across Te Waipounamu and draw on the resources of their locality to enable their activity (Wave 10).

Many of the whānau initiatives funded through Te Pūtahitanga o Te Waipounamu wave funding were in the startup phases of business development. The impact of the lockdown created an immediate threat to their sustainability as they were not yet able to endure the financial restrictions of lockdown and the subsequent slowing of business.

Initiatives that received funding

Thirty-eight initiatives were funded through Pūtea Whakatipu. The funding varied considerably across the 38 entities, 18 received less than \$50,000, 16 between 50,000 and 100,000, three between \$100,000 and \$200,000 and one initiative more than \$250,000. Ninety percent of the funding was spent across 33 initiatives. The three entities with larger investments had higher running costs and overheads to sustain over the COVID-19 period with a significant loss of income during the period.

Distribution of funding across entities

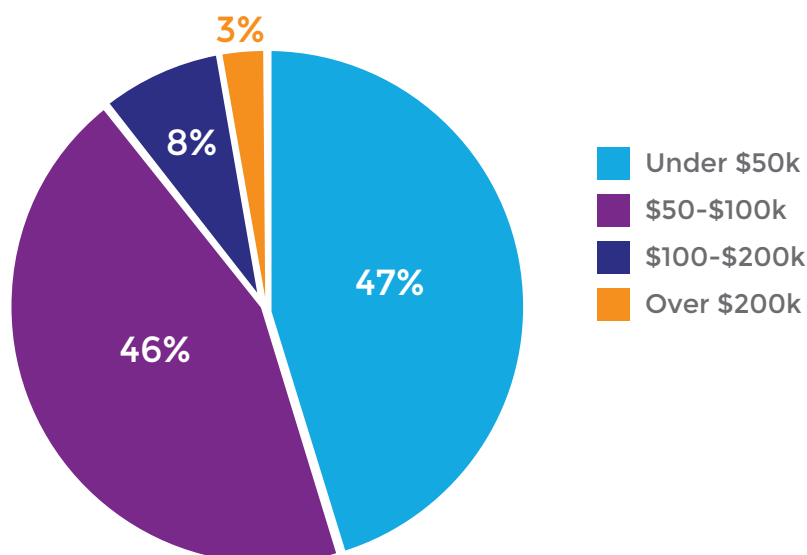


Figure 5: Distribution of funding across entities

FINDINGS

In April 2021 Ihi Research independently hosted a survey for the entities which received Pūtea Whakatipu. The aim of the survey was to demonstrate the impact of the funding for the entities and the whānau they work with. The survey investigated:

- the impact of COVID-19, both on the initiatives and the whānau supported by them.
- the additional activities carried out by initiatives due to COVID-19.
- the identification of current and future needs.
- support from Te Pūtahitanga o Te Waipounamu during and post-COVID-19; and
- recommendations for future support.

Responses were received from 20 of the 38 initiatives. Respondents were drawn from five geographical regions. One entity identified as working across multiple regions. The map in figure four illustrates the geographical location of the entities and those that responded to the survey.

Geographical location of entities



Region	No. of entities who responded to the survey
Te Tau Ihu (Motueka/Whakatū/Wairau)	9
Waitaha	7
Kaikōura	1
Ōtepoti	1
Murihiku	1
Multiple regions	1

Figure 4: Regional distribution of Pūtea Whakatipu funding

The impact of COVID-19 on entities

Seventy-five percent of survey participants recognised the impact as significant. Entities recognised the impact of COVID-19 on their work in four distinct areas. Their comments related to:

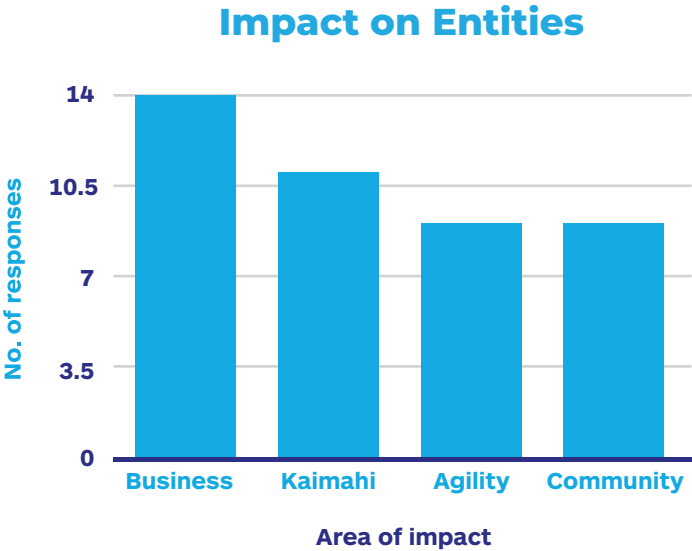
- day-to-day business management,
- the agility to adapt to a different work environment,
- kaimahi (staffing), and
- the ability to support their community through a crisis.

Key impacts identified in the survey

Key Impact	Challenges Faced
Impacts on business sustainability	<ul style="list-style-type: none"> • Closing down for periods of time • Postponement or cancellation of planned events or activities • Less orders or people participating in activities • Clients unable to pay due to loss of income • Unable to source products or resources • Unable to provide wellbeing services to kaumātua • Rapid increases or decreases in demand for services
Impacts on kaimahi	<ul style="list-style-type: none"> • Job uncertainty for kaimahi • Demand from community being overwhelming • Vulnerable staff not being able to work • Needing to provide government with information in short timeframes • Personal stress for kaimahi and their own whānau (tragedies, family care and stress at home) • More stress as less kaimahi cope with an increase in orders/referrals
Impacts on their ability to respond and adapt to a different work environment	<ul style="list-style-type: none"> • Restructuring the business • Staff working from home rather than face-to-face • Moving to different locations • Moving to online formats • Upskilling kaimahi to online work • Setting up new facilities • Kaiako losing access to online learning
Impacts on the wider community	<ul style="list-style-type: none"> • Need to support local community needs by establishing a community hub through the entity • Community needs are at the fore front - change in priorities. • Social distancing and isolation changed community interaction • Unable to provide wellbeing services to kaumātua

The most common impact of COVID-19 for entities was the loss of income and the uncertainty of being able to sustain their business. While some entities were able to adapt to an online environment, the cost of equipment such as laptops and tablets, and the possibility of little or

no income was particularly stressful. The impact of COVID-19 on whānau had consequences for entities. For example, one whānau reported rangatahi engagement in learning may have decreased with an increase in home life stress due to loss of employment.



The impact of COVID-19 on whānau

Seventy-five percent of survey participants recognised the impact of their activity on whānau was significant. Three issues were identified as having the greatest impact on whānau as a result of COVID-19, these were:

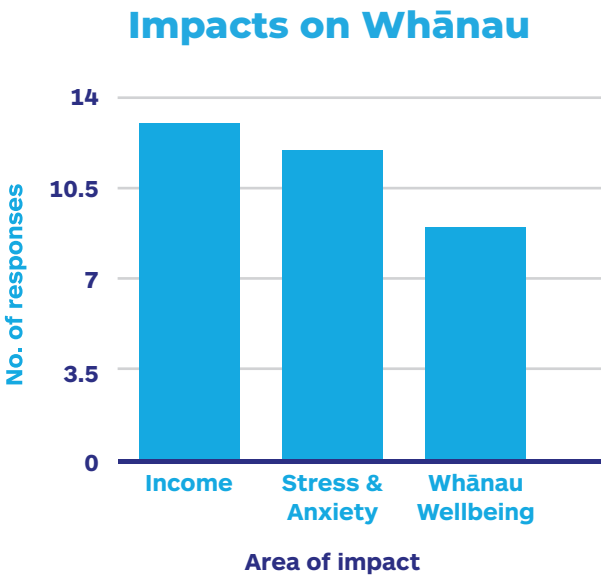
- a loss or drop in income,
- mental health and anxiety, and
- overall whānau wellbeing

Over half of the respondents recognised the impact of losing income and jobs as being significant for whānau. The loss of finance in a whānau affected access to education, childcare, and meeting basic health and care needs. Opportunities to communicate with others, when data or IT equipment was needed, particularly for those living in isolated areas, was a noted barrier for whānau.

Over half of the respondents recognised mental health and anxiety issues increased for whānau during this time. Not all whānau members felt safe in their own home, especially if there were challenges with violence and addiction. Many whānau felt isolated from family and friends. A concern for several entities was the difficulty assessing whānau wellbeing when you could not meet kanohi-ki-te-kanohi /face to face.

Whānau being unable to access services to meet basic needs was a concern for several entities. Several comments related to the importance of looking after vulnerable whānau and kaumātua. While the entities were able to communicate through shared online spaces, phone calls and text messages, they noted the impact of not seeing some whānau face-to-face for a long period of time and the significant impact this had on their wellbeing.

Additional concerns were reported regarding whānau wellbeing. Examples included vulnerable whānau members having a fear of going out to the doctor and of COVID-19 itself. The entities reported that some whānau experienced a drop in motivation and ceased activities such as studying, that they were doing kanohi-ki-te-kanohi prior to COVID-19.



Additional activities carried out by initiatives

All entities were involved in supporting whānau with practical resources during and after COVID-19. Four key categories of additional activities supported whānau. These were: support for meeting basic needs, wellbeing support, communication support and online support.

Meeting basic needs included deliveries of kai, hygiene packages, food vouchers, fuel vouchers and firewood. Other examples included kaimahi transporting whānau to get medical supplies or helping with a warrant of fitness so whānau who had lost employment could get tamariki to childcare, freeing them to look for jobs.

Over half of respondents undertook specific activities related to whānau wellbeing. This support included lending whānau free gym equipment to use at home, healing work, phone and online counselling, safety plans for whānau in fragile home environments, and free nutrition plans. Some of the kaimahi were aware of not being able to support the wellbeing needs of whānau, despite their best intentions and actions. They were concerned about how the lack of services would affect the people they had built relationships with, and who they cared about.

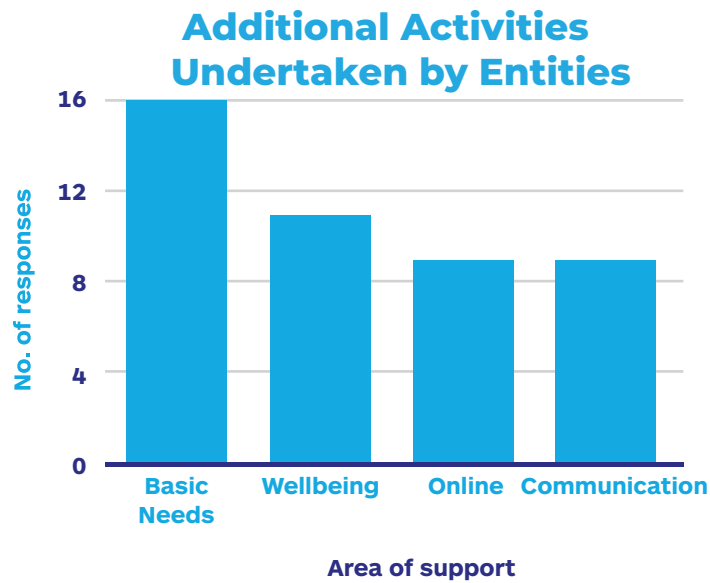
Almost half of respondents supported whānau through online activities and regular communication activities including teaching

sessions which supported whānau and kaimahi to upskill and engage in study and education. One entity made learning packs for students to use through Google Classrooms. Connecting opportunities supported whānau wellbeing and resilience. Examples included providing support to access Māori networks and counselling as well as sharing in online community activities such as Local Champs Online.

Communication activities included regular phone check-ins with whānau, and the use of online tools such as Zoom for groups of whānau, iwi, and kaimahi. Data top ups were provided to some whānau so they could stay connected with each other.

Regardless of the planned focus of an entity, respondents recognised the need to look after each other, to identify those in their communities who were isolated and vulnerable, and to ensure they were not alone. They shared leftover resources such as kai. They made time to ring people and to get resources to them. They did these things while also supporting their own families through personal stress.

The additional activities undertaken at this time reflect a strong commitment to whānau wellbeing and resilience.



Impact of Pūtea Whakatipu funding

The overwhelming response from survey participants was that Pūtea Whakatipu funding gave the entities time and space. This was manifested in a variety of ways, notably:

- reduced stress, anxiety and panic;
- supported entities to concentrate on planning new ways of moving forward for their businesses;
- kept staff employed and supported vulnerable staff at risk of losing income; and
- built whanaungatanga.

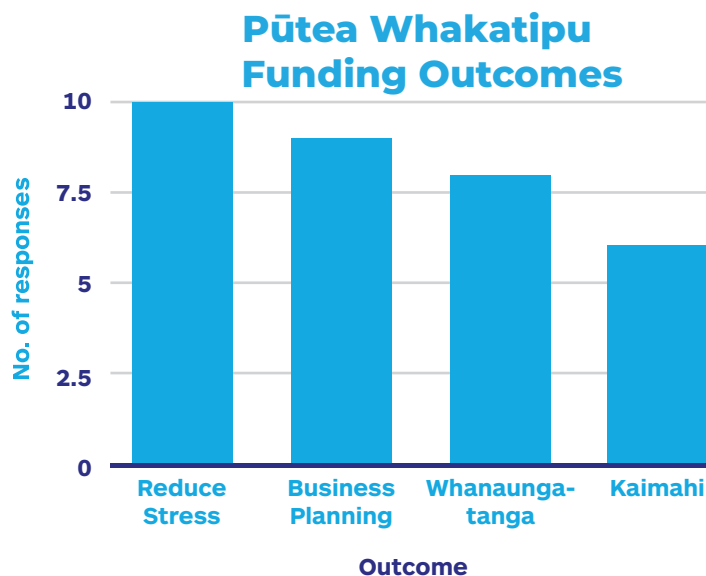
Half of the respondents identified increased stress, anxiety and panic due to COVID-19. They noted the Pūtea Whakatipu funding helped reduce stress by keeping them from being overwhelmed, giving them some certainty around funding for their business, and alleviating mental stress so they could get on with their jobs.

Numerous participants spoke of having the space to upskill kaimahi, developing new plans for the entity, and identifying new goals and stronger ways of working to support the kaupapa of the mahi. This included the development of online

platforms and the use of these to keep rangatahi engaged in learning, to support whānau connections and to upskill kaimahi. Pūtea Whakatipu funding provided an opportunity for new learning and development for entities, during a time when revenue and activity was unpredictable.

Entities valued their kaimahi. Funding was used in some cases to support vulnerable kaimahi who could be at risk of losing their jobs. Keeping kaimahi employed was important to entities. They recognised the financial challenges, but prioritised strategies such as allowing kaimahi to work from home and providing opportunities for them to upskill in areas such as te reo and IT. A benefit to entities was that kaimahi could share their new learnings with each other.

Building whanaungatanga was highly valued. Respondents described this as 'being more present' with groups including whānau, iwi, tāne Māori and the wider community. Building stronger connections supported kaimahi to get to know whānau better, to work alongside them to plan for achieving their own goals and aspirations. Amongst the chaos of COVID-19 respondents recognised the connection to community as a gift. They identified that Pūtea Whakatipu funding provided the space for this to happen.



Support from Te Pūtahitanga o Te Waipounamu

Overwhelmingly Te Pūtahitanga o Te Waipounamu support was recognised as exemplary, with responses praising the service. Three entities commented that they had no suggestions that could improve the service. Comments reflected the gratitude people had for a caring, and empathetic organisation that they felt was always there to support them. One of the respondents suggested the organisation was ‘better than

non-Māori networks’ due to a clarity of information and regular dialogue that was missing in their interactions with other organisations. Comments supported Te Pūtahitanga o Te Waipounamu continuing with its current model of working. There was also recognition that kaimahi within Te Pūtahitanga o Te Waipounamu went above and beyond in their care of whānau.

As one respondent said,

“Look after yourselves too!”

Suggestions for how Te Pūtahitanga o Te Waipounamu could improve support in the future focussed on four key areas:

1 The identification of whānau who fall through the gaps (may have relocated, do not know about Te Pūtahitanga o Te Waipounamu).

2 The use of electronic platforms (training and support for using them; the development of networks to share ideas, stories, other kaupapa Māori organisations and potential resource development). This could offer the opportunity for a more coordinated approach to supporting whānau from all entities.

3 Funding Model - Changing the model from one year to a longer period (possibly three years). This could support certainty and sustainability, especially for smaller businesses.

4 Staffing - the possibility of some kaimahi being recognised as essential workers in lockdown, and the use of specific kaimahi as weekend Navigators to avoid burnout.

Thoughts about the future

When asked to gauge the level of optimism they held for the future, 65% of survey participants identified themselves as completely optimistic. Living through the experience of lockdown appeared to have brought the importance of gratefulness, connection to each other, whānau wellbeing and resilience to the fore. While COVID-19 was recognised as challenging and complex, many comments reflected a sense of hope and optimism, especially if the lessons learned during and after lockdown continued to impact decision-making. This was strongly linked to whānau wellbeing. As one respondent noted.

“COVID tested us, but it also taught us what is important.”

One third of respondents were unsure or fearful of the future. The sustainability of entities could not be taken for granted, especially when communities had less pūtea available. This could affect the growth of entities. There was recognition that there is a need to adapt and be agile in business but knowing which steps to take could be difficult. The key to realising achievements in the next 12 months was through strong connections to whānau.

Entity ambitions for the next year

All respondents were able to identify specific goals for their entities over the next 12 months. These related to the sustainability, development, and growth of the entity. Continuing to support whānau and kaimahi knowledge, wellbeing and resilience were identified as key outcomes.

Connections to community and whānau were prioritised. There was a recognition that if an entity was successful, it could share information with other entities about how it had problem solved and addressed challenges. In this way Māori businesses could support each other.

There was acknowledgement that inequities remain. Whānau have a variety of experiences,

strengths, challenges and needs. Not all whānau need the same types of support or service from an entity. Funding and contracting inequity across Crown and Māori procurement systems was another concern. Entity ambitions were linked to addressing systemic and familial issues of inequity.

Supports for next year

While respondents had a range of ideas about support, they may require in the next 12 months, they also took the time to once again acknowledge the support that had been offered to date. They were humble in their appreciation and recognition of the difference Te Pūtahitanga o Te Waipounamu made to them. As one respondent noted, “Never let us go - always keep us on your pānui- tell us what you need – share.”

Two key areas of continued support included the provision of financial support, and the use of communication and connections. Financial support was recognised as having two common purposes. Firstly, entities wished to maintain the current momentum of their work. They recognised the huge efforts they had made to build a base of support for their mahi. They also realised their work could be compromised within a short period of time in a crisis such as COVID-19.

Funding was identified as an enabler for sustainability of entities. Training kaimahi for IT and ensuring IT upgrades could happen would help entities stay agile in an online environment. A one-year funding option was challenging when small businesses were striving to grow their market. Suggestions of a longer duration funding option were raised.

Communication and connections were identified as valuable supports for entities. Small businesses noted they benefited from being able to connect and collaborate with others in similar positions.

Participants in the Pūtea Whakatipu survey identified challenging and complex issues in their mahi supporting whānau through COVID-19 and its aftermath. They needed to rethink business plans and directions as income dwindled or

completely stopped. Levels of stress, panic and anxiety increased, both for entities themselves and also for the communities they serve.

Participants were grateful and humbled by the provision of Pūtea Whakatipu funding. Manaaki20 funding provided a space for learning opportunities because it gave entities some certainty that they could still exist. It provided a space for them to rethink new goals and directions. They could upskill themselves and others. New online platforms were developed. Most importantly survey participants discussed how the basic needs of whānau could be met in practical and efficient ways. The provision of essential items for survival and care supported

whānau to cope, regardless of the unpredictability of COVID-19.

Survey responses reflect messages of hope that learnings of stronger whānau connections, of manaakitanga and whanaungatanga will continue in the ways we work and live together. Pūtea Whakatipu funding allowed entities to reconnect with each other, with whānau and with their communities. Priorities changed as whānau wellbeing came to the fore. Although fear was acknowledged, entities recognised the power of connection and collaboration in building resilience and hope.

OUTCOMES FROM PŪTEA WHAKATIPU

- Supporting social connection for whānau through online connection
- Creating online spaces to support cohesion for groups of whānau
- Meeting basic needs of whānau
- Increasing food security for whānau in need
- Enabling businesses to diversify, be flexible and agile in their responses
- Supporting whānau holistic wellbeing
- Connection between entities supporting one another
- Increasing business sustainability
- Supporting vulnerable kaimahi to work from home
- Increasing whānau digital access
- Reduction in stress for whānau running entities through an uncertain time
- Supporting online learning for rangatahi

INITIATIVE TWO – NAVIGATOR TINANA

Whakapapa of Navigator Tinana

Navigator Tinana were first introduced through a Te Puni Kōkiri initiative, Moving the Māori Nation, focussing on promoting Whānau Ora through whakapakari tinana. Navigator Tinana provides a distinctly Māori approach to improving the wellbeing of whānau through engaging in physical activity. This offers a holistic and culturally competent approach to involving whānau in exercise. The Navigator Tinana Baseline Evaluation (2019) identified that Navigator Tinana had wider impacts beyond improving physical health.

Navigator Tinana separates itself from mainstream providers by providing cultural connections to whānau engaged with initiatives. The outcomes reflect Te Whare Tapa Whā (Durie, 1984) as they support whānau to achieve holistic wellbeing.

Whānau who participated in Navigator Tinana experienced spiritual and psychological change while pursuing physical wellbeing. While physical transformations, such as losing weight, were noted, positive changes in whānau relationships, mental health and wellbeing were significant outcomes consistently identified by whānau. Whānau engaged with Navigator Tinana reported increased hope, efficacy, reliance and optimism.

Navigator Tinana are unique in fusing te ao Māori and physical health to boost the spiritual and psychological traits associated with psychological

capital. Psychological capital (Youssef-Morgan, Siewert & Luthans, 2018) is an individual's positive psychological state of development. Navigator Tinana is distinguished by its approach which utilises six features represented by the acronym H.E.R.O.I.C. - Hope, Efficacy, Resilience, Optimism, Interdependence and Cultural connection. These features strengthen the walls of Te Whare Tapa Whā and increase psychological capital for whānau.

Kaimahi are distinctly Māori in their approach. This is a unique and vital part of the kaupapa. Navigator Tinana are embedded within their local communities and committed to assisting whānau to overcome inhibitors to health, fitness, and cultural activities. Kaimahi develop lasting relationships with the whānau they serve at little or no financial cost to participants. They facilitate social connection and act as positive role models.

It is evident Navigator Tinana provide safe and inclusive environments. Whānau who have suffered negative past experiences have found the culturally and emotionally safe environments provided by Navigator Tinana enabling. Kaimahi are unique in this capacity. They are highly skilled practitioners with industry specific capabilities that enable them to be successful in their role. Their commitment to whānau is evident with many of them going above and beyond mainstream expectations. Navigator Tinana don multiple roles for whānau in supporting their physical, spiritual, emotional and cultural wellbeing.

Post-COVID-19 support

During the lockdown period, gyms and fitness services were forced to close, threatening their financial viability. Te Pūtahitanga te Waipounamu provided financial support to Navigator Tinana entities so they could continue to deliver their services during lockdown and post-lockdown. In addition, Navigator Tinana were able to broaden the types of services they provided to support their communities.

Under the Manaaki20 funding initiative six Navigator Tinana entities received additional funding to ensure continuation and sustainability to services during the recovery period. The investment ranged from \$40,000 to \$80,000. Two entities were in Te Tau Ihu and four in Christchurch. The investment acknowledged the importance of whānau wellbeing from a holistic perspective.

The strategies adopted by each Navigator Tinana initiative responded to the unique opportunities and needs in their own local area. The case studies below illustrate the approach of six Navigator Tinana entities:

- Omaka Marae
- Hawaiki Kura
- Yoga Warriors
- RCG group
- Korotangi Ltd
- Hale Compound Conditioning (HCC)

CASE STUDY

OMAKA MARAE

Omaka Marae, in Blenheim, is a multi-faceted space that supports whānau into participation in exercise, fitness, health and wellbeing within a te ao Māori framework.

The assistance provided by Te Pūtahitanga o Te Waipounamu was closely aligned with other initiatives operated by Omaka Marae. Hence, the fund operated in a complementary capacity supporting the blend of agriculture, te ao Māori and rangatiratanga woven through the community's operations.

Before the onset of COVID-19, Omaka Marae had been focussing on upgrading their commercially based social enterprise. Their customers were primarily sourced from tourism and sales. As the pandemic intensified and made this unworkable, they redeployed their focus into a new direction, prioritising an online-business model and increasing the involvement of the village in agriculture. The funding supported Omaka Marae with the resources to achieve those goals.

Omaka Marae incorporated the funding into a range of activities directed at strengthening the community and reinforcing the connection of whānau to Papatūānuku. They responded to the challenges set by COVID-19 by seeking to increase their agricultural capacity and leverage off self-sustaining activities to support the community.

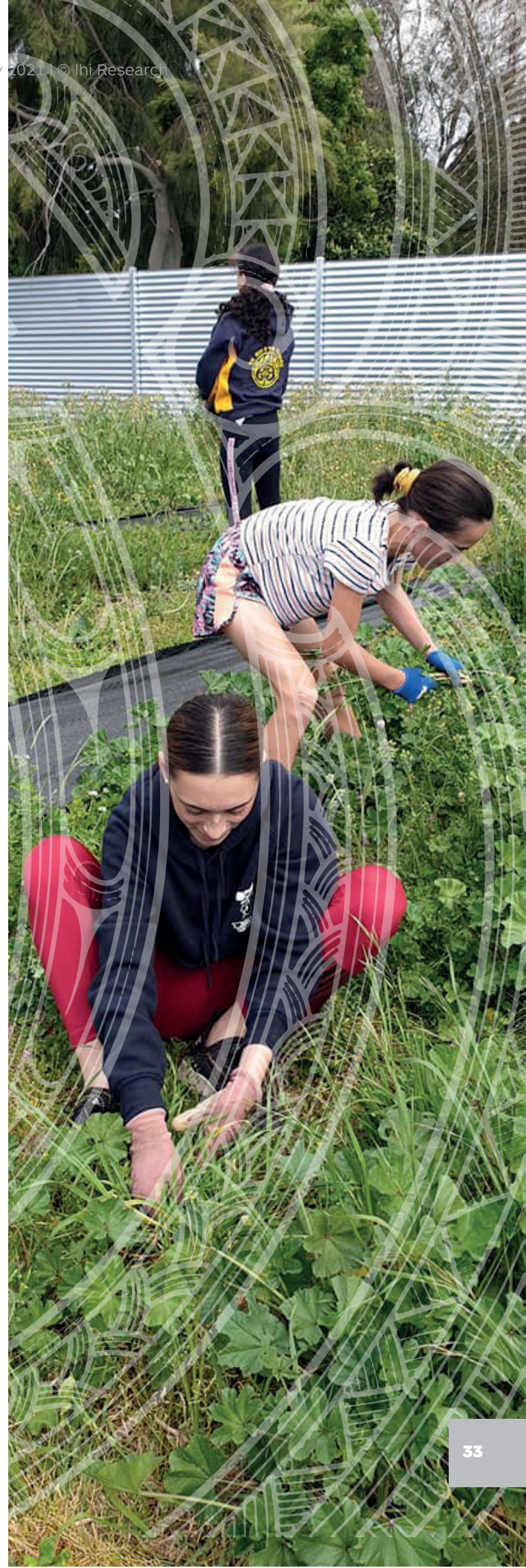
Omaka Marae staff recognised COVID-19 created barriers to whānau consistently accessing fresh kai. They overcame those hurdles by creating a Kōha box to distribute locally grown fresh produce. The Kōha box was provided at no cost and continues to operate to this day as a self-sustaining and ecologically friendly initiative. They explain:

"It was definitely a response to COVID-19 . . . we'd heard out in the community that a lot of families were struggling, and we knew that if we could get some kind of māra kai up and running, there's always excess produce, and that if we just made it available to everybody. There's no cost associated with it. It's based on take what you need, give what you can, kōha mai, kōha atu. So, basically the ways you can give is, there is a money box there but there's no prices on anything, or you can come down and work the garden, or you can bring produce from your own home."

The funding also assisted the marae to upgrade its farming infrastructure and accommodate for challenging weather conditions. The marae obtained soil and irrigation networks which bolstered growth capacity and their ability to provide for the community. Moreover, staff used this as an opportunity to develop lesson plans with the local kura focussing on involving tamariki in food cultivation and preparation.

This kaupapa stimulated community interest in homegrown produce and healthy recipes. Whānau experienced cumulative benefits from the grass roots approach of the initiative involving children at the most basic level of their activities. The reciprocal nature of the initiative's activities socially connected whānau. Moreover, the social nature of the initiative increased self-determination among whānau by turning over ownership of the activities to the village. The initial aim of creating the Kōha box was to create an economically sustainable option to supply the village with fresh produce at a low cost. This aspiration broadened to achieve the funding goals by incorporating te ao Māori into the production of the produce to be deposited into the box for the village.

The Kōha box was more effective than initially expected, and the wider response from the community exceeded expectations. Online reporting strongly indicated that whānau had taken control of the narrative within their own homes and adopted the healthy lessons imparted upon the tamariki.



CASE STUDY

HAWAII KURA

Hawaiki Kura is a whānau enterprise specialising in Māori development, Māori tourism, and cultural education in the Wairau region.

Hawaiki Kura provides a range of expertise and knowledge to rangatahi, pakeke and non-indigenous entities through wānanga and cultural revitalisation activities. In addition to providing education, Hawaiki Kura works to holistically support the wellbeing of whānau and growth of mātauranga Māori within the community.

COVID-19 presented Hawaiki Kura with a series of challenges in adapting the business to the global pandemic environment. Prior to COVID-19, Hawaiki Kura operated extensively within kanohi-ki-te-kanohi wānanga and the tourism industry, catering to international customers. Hawaiki Kura was proactive in responding to the health risks faced by the community and made the early decision to suspend tourism operations. A pivotal response was developed to connect with their people and by utilising the internet and zoom they were able to adapt their business model and provide activities and support to whānau during this time.

“We had to diversify and act quickly. Running wānanga is like our bread and butter, that's what we do. To no longer be able to do that face-to-face with our people, then we had to pivot and figure out different ways of being able to connect with our people. A lot of that was done over the internet, through Zoom meetings and those type of things. And then also, that aroha stuff, that heart stuff, which is outside the stuff that you get paid for, by going around and ensuring that people are okay and those who are closest to you are okay in that space.”

Te Pūtahitanga o Te Waipounamu funding supported Hawaiki Kura to continue to operate and deliver its services. It also provided resources so they could further investigate the opportunities that could come out of COVID-19.

This assisted them to develop their internal structures, marketing strategies, and investigate local business opportunities to diversify their income streams. Hawaiki Kura staff upskilled so they could utilise the internet and social media platforms, and link these to their website. They were able to increase their output on social media and online spaces to promote a positive outlook and the utilisation of te ao Māori strategies for wellbeing.

Although technology provided Hawaiki Kura opportunities to support and grow whānau, nothing can replace coming together kanohi-ki-te-kanohi. Coming out of lockdown and back into their space gave Programme Manager Kiley Nepia a new appreciation for that space and how they operate.

“If anything, the importance of our work has now been highlighted and amplified because we work in that whole space of te whare tapa whā.”

The kaupapa whānau noted the negative messaging that was spreading at the beginning of COVID and made a conscious effort, in line with the style of Hawaiki Kura, to stay positive and inspire and give hope to whānau through their online social media platforms. They shared everyday occurrences with their whānau, including their whānau health journey and their morning rituals of karakia and mōteatea.

Hawaiki Kura encountered several barriers during COVID-19. Aside from the general challenges faced when running a business, delivering wānanga in an online capacity presented a challenge to maintain the mauri of the programme. COVID-19 reduced their operating capacity but also presented opportunities for growth in domestic cultural education.

Hawaiki Kura is poised for growth. As the workload increases over the next year there is an opportunity to employ one or two part-time staff to meet the growing demand for their services. They have identified gaps they could fill in the cultural development, cultural awareness and cultural health spaces. Prior to COVID many whānau were already under stress. COVID heightened their stress levels and again highlighted how important it is for Hawaiki Kura to provide its services to whānau. As Kiley explains,

“We work in the space of ensuring our whānau have good mana and good mauri, and all that kind of stuff. And so, the funding for us was to be able to, one, keep us operating and, two, provide us with some resources to be able to investigate further opportunities that would come from COVID.”



CASE STUDY

HALE COMPOUND CONDITIONING

Hale Compound Conditioning (HCC) is a group fitness provider owned by Corey and Manu Hale based in Ōtautahi.

When the COVID-19 lockdown took effect, they were challenged by the pandemic to continue delivering their service in an online capacity. In response to the challenge, and with the help of Te Pūtahitanga o Te Waipounamu, HCC was able to change its approach and continue to support whānau.

In preparation for lockdown, HCC ensured its members received fitness equipment to sustain them until normal business activities were able to resume. They created a new programme especially for the lockdown environment, and expanded the Zoom memberships to households, rather than individuals. HCC ran and recorded two trainings a day, six days a week via Zoom.

The funding provided ongoing financial support to HCC so it could remain operating during the national lockdown. It allowed them to retain some financial momentum and supplement the loss of

income caused by the lockdown. The funding assisted HCC to continue supporting whānau during, and after, the lockdown through their combination of exercise and manaakitanga.

HCC was able to create and maintain pathways for whānau to grow physically, mentally and emotionally by connecting and working towards one common goal – better health for all during the COVID-19 challenges.

Online workouts and extended Zoom memberships to households, rather than individuals, increased the overall health and wellbeing of whānau. This presented an opportunity for whānau members to engage in exercise and to try something new, taking control of their health. Socially connecting daily via Zoom facilitated communal engagement outside the whānau bubble. This bolstered the collective wellbeing of the gym.

Corey and Manu observed that their initiative achieved some unexpected outcomes connected to their mahi. They engaged whānau from other areas of Aotearoa and abroad in their workouts. Whānau residing in Auckland, Tokyo, United Kingdom, and Australia joined workouts and reaped the benefits of the Zoom gym. Some whānau became healthier during the lockdown due to having constant exercise and no access to fast food. A significant unexpected outcome identified by HCC was the contribution that Zoom made to supporting the emotional wellbeing of whānau. Involving tamariki in the workouts presented an opportunity to engage in positive

habits and cultivate healthy lifestyles within the whānau.

HCC identified a small number of barriers in the process of delivering the Zoom workouts. Knowledge of IT and communications software became an integral component of meeting the operational demands of running an online knowledge of how to run an online gym with the right cords, technology, and processes presented issues. These may be overcome by installing new operating systems and engaging tech support to assess where the issues lie and suggest remedies.



CASE STUDY

YOGA WARRIORS

Yoga Warriors is based around yoga movement, mindfulness and te reo Māori.

The focus is on whānau, individual wellbeing and connection, and addressing Te Whare Tapa Whā. Yoga Warriors work with a mix of Māori, Pasifika, and Pākehā clients in their main studio, through whānau outreach and through additional outreach programmes. Teaching includes yoga in schools, within kaupapa Māori drug and alcohol rehabilitation, other rehabilitation centres and at Te Puna Oranga, a Māori youth justice facility.

Yoga Warriors founder and main instructor Letesha Hallett, responded quickly to the COVID-19 restrictions, delivering community yoga classes through Zoom. The community outreaches could not operate throughout lockdown, but classes picked up again and grew after restrictions eased.

Te Pūtahitanga o Te Waipounamu funding was hugely beneficial in enabling the business to continue throughout, and after lockdowns. The community benefitted from subsidised yoga classes, with the funding going towards running costs and delivery scope. Letesha was able to start up another programme, 'Following Your Karanga', which involved a two-day wānanga for 10-15 young women. Participants carried out a range of activities, including yoga, wellbeing, visualisation, and journaling. Many had not experienced yoga

before and were keen for a second round of the wānanga in the future.

Throughout COVID-19, a lot of contracts ended, particularly in Auckland where there was hesitancy interacting with external providers. Letesha was able to be prepared for this and adapted to work with more local contracts.

Letesha was eight months pregnant when lockdown hit. Coincidentally, a lot of the women who took part in the Zoom classes were also pregnant. They were able to share their journey together. Letesha relies on connection for her business and found that communication through social media and Zoom was difficult. While she picked up a few extra members during COVID-19, the lack of physical connection made it hard for people to start the programme.

Yoga has always been a very non-Māori space, and Letesha wants to provide a space where Māori feel empowered, rather than excluded from an environment that is traditionally very Western. In her first yoga class she was the only brown person. This inspired her to make yoga a more encouraging and welcoming space for Māori and Pasifika.

Subsidising classes has helped inspire and empower participants. In the kaupapa Māori drug and alcohol rehabilitation centres, teaching yoga with te reo Māori commands was culturally and emotionally significant as participants felt more comfortable and included. This is a very important part of the job for Letesha,

“I think it just makes them feel good in these classes, and inspired... There’s been no barriers, they’re included in things.”

Letesha believes it is the social connection that she makes with people who are often ostracised that helps build relationships. She is trusted and respected. This makes a big difference to her building rapport and being able to run the programmes successfully. Reconnecting with people, whānau and organisations after lockdown was not difficult with people keen to restart their fitness work. She says,

“It was about reconnecting, getting them back and me getting back in front of them.”

This endorsed the value, importance, and impact of her programmes.

There are many examples of people increasing their confidence and self-determination, both in yoga classes and in real life. Many remain in contact with Letesha after the yoga programme

has ended. The feedback she receives highlights how yoga has helped or encouraged people and how it has impacted on other parts of their life.

“I think it’s totally empowering for them. I think it opens up avenues and I think it opens their minds to think ‘wow, if I can do this, man, I can do anything.’”

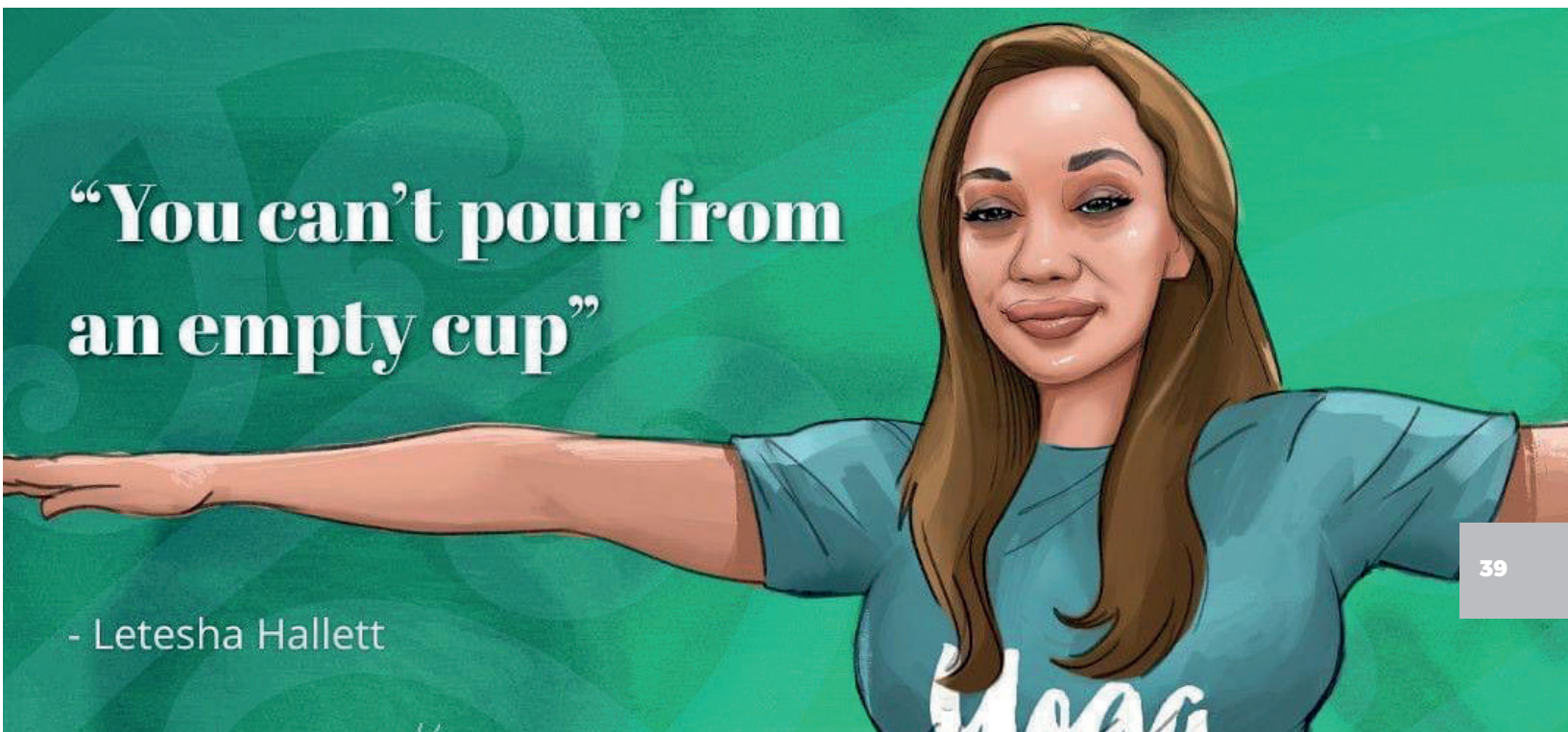
Many rangatahi, particularly rangatahi Māori who she has worked with, have also wanted to become yoga teachers, or have seen Letesha as a role model. One younger woman did some work for Letesha after she left the rehab centre, and through this work was able to get her children out of care.

Yoga Warriors removes social and cultural barriers to yoga by weaving te ao Māori into a traditionally non-Māori space. Participants feel included and welcome, and empowered to hear their own reo.

COVID-19 forced Letesha to be flexible and adapt to different situations. Through this journey, there have been contracts that haven’t worked out, but they have quickly been replaced with new ideas and programmes to benefit the community. Throughout COVID-19 Letesha adapted to the constantly changing conditions and was happy with her outcomes. Her goal was to deliver what she could without overpromising and by keeping it simple.

“You can’t pour from an empty cup”

- Letesha Hallett



CASE STUDY

KOROTANGI LTD

Korotangi Ltd created Taonga Tākaro as an initiative that promotes korikori tinana, creating exercise and nutritional resources embedded in te ao Māori and te reo Māori.

It encourages whānau to be self-disciplined and own their wellbeing. Funding from Te Pūtahitanga o Te Waipounamu supported several ongoing projects and services that Korotangi provides. These projects diversified through the changing environment of COVID-19.

The first of Taonga Tākaro activities was starting online support programmes with whānau around food, nutrition and healthy exercise. They are working on four seven-to-eight-week programmes. The goal is to create a resource that whānau can adopt as part of an everyday routine to increase their basic knowledge of the tākaro and learn pūrākau, basic karakia, mihi and waiata. This initiative moved online during COVID-19.

Another activity that has been developed is training towards and taking at least five teams to Iron Māori. They have five whānau-based teams with an age range from 17 to 62. Korotangi wanted to ensure a whānau-style approach to this event to ensure everyone felt included, even if they weren't elite sportspeople. Iron Māori is inspiring because people of all shapes, sizes and ages turn up. Korotangi Director Dallas Hibbs observed,

“For a lot of our whānau who may have been spooked by anything that sounds like an endurance-based activity, there are enough good stories ... the event is run in such a way that all sizes and ages show up.”

Another project is Dragon Boat Tug of War. Dallas has a water sports background and wants to inspire more Māori to be water safe. This activity provides an innovative way to improve Māori safety around water. Dragon Boat Tug of War can be done in a pool, and so is safer than a river or the ocean. The local Dragon Boat Club is on board, and the City Council is providing Korotangi with pool space. They are now looking to get some local schools involved in this mahi.

A major project the funding supported was a kaumātua technology project. This allowed Korotangi to distribute 20 iPads and to have training provided so kaumātua had the ability to connect online with their mokopuna who they may have been separated from during the lockdowns.

A team of six people work to make these events, activities and outcomes happen. Prior to COVID-19 they had been anticipating a move towards more online content. COVID-19 sped this up. Korotangi found that by going online they could spend more time on their infrastructure and preparing libraries of footage for their online programming. For example, during lockdown they edited a video of a father with four boys aged between three and 12 years making a kai and getting the kids into the kitchen to be involved. This was relevant to their community and resonated with some of the struggles their families were going through during the lockdowns. COVID-19 forced them to be more participation and family focussed.



They shifted towards a more whānau style of engagement, and much of their success and outreach was through word of mouth. This makes outcomes more difficult to capture in reporting, but the community connection makes Māori feel included.

There are many learnings unfolding as the projects are developed. The kaumātua technology project taught the importance of preserving mana and dignity, when working with Māori. Dallas didn't want to call this an isolation or loneliness project, because it tramples on the mana of the kaumātua/kuia. Their wairua is fed by their connection to their mokopuna, yet they may have an aversion to technology. As he explained,

"There's a real skill in looking after people's dignity while also offering help."

This project was a fine balance between keeping the dignity of kaumātua intact while teaching them how to Skype or Zoom their family who they couldn't see otherwise. The initial benefits of the kaumātua learning the technology was nothing compared to the connection benefits they had from being able to stay in contact with their whānau.

Korotangi learned that while working with Māori, even if you have the best of intentions, it is essential to look after someone's mana when offering help, or they will turn it down. This is a real skill that had to be developed to make sure they were offering a strengths-based initiative.

CASE STUDY

WHĀNAU WHANAKE

Whānau Whanake supports whānau with chronic health, trauma or disability to live well, using physical activity, exercise and healthy eating.

Whānau Whanake began after the Christchurch earthquakes in response to the high needs of people living with chronic conditions that were not being met by government services or mainstream health and wellbeing providers. The initiative provides kanohi-ki-te-kanohi (face-to-face) connection and a bridge between professional services and vulnerable whānau.

COVID-19 changed and accelerated the services of Whānau Whanake significantly. It highlighted whānau vulnerabilities. Staff noticed similarities between the patterns of behaviour in people post-earthquake and during COVID-19. There was a particular need for more hinengaro (mental health) services, and COVID-19 meant the creation of new opportunities and ways to connect with whānau.

Whānau Whanake staff worked from home and rapidly responded, adapting to the wide-ranging needs of whānau. After their initial check-in with the five whānau they supported, they expanded and, by the end of the rāhui were supporting up to 121 whānau. An increase from around 50 to approximately 350 individuals. Cate Grace from Whānau Whanake explained how their approach was a point of difference for them.

“It was all about social connections first, whānau first We became an essential service.”

The effectiveness of their strategy was evident especially as the amount of people they were working with expanded rapidly.

The main kaupapa of Whānau Whanake is connecting with whānau with chronic health and helping them lead more healthy lifestyles. Although their service delivery changed, these outcomes were still achieved.

Whānau Whanake became an essential service through the lockdown working in the community distributing resources, shopping for groceries, helping with health requirements and checking in and having a kōrero with whānau. They assisted kaumātua to set up digital workstations at home, either for work or to communicate with their children, grandchildren, and wider whānau. This achieved the outcome of whānau wellbeing, social cohesiveness, and capability and resilience building of whānau networks. As Cate said,

“The whole time it's always been about whānau ... we've always believed that when someone comes to us, the whānau gets the flow on effect.”

Whānau Whanake had a significant online presence through Facebook and Zoom providing engaging challenges, activities and opportunities for connection and distraction. Online initiatives included recipe sharing, Zoom lessons, handwashing videos, healthy eating, cooking, baking and exercise challenges. The Lockdown Loaf challenge was a hit, and one staff member even had a COVID-19 test so he could make a video to show everybody what it was like and remove some of the fear and stigma around it. Wānanga Wednesday included a staff member and her young son teaching basic te reo lessons. Kaimahi regularly phoned whānau with calls ranging from a few minutes to a couple of hours. By the end of the rāhui they were working with 55 kaumātua, encouraging them to get moving and to keep their health appointments.

With the right support, whānau are becoming more empowered to self-manage their chronic conditions and take control of their own healthy lifestyles and find new ways to participate in society during the national lockdown.

The flagship project of Whānau Whanake was Iron Māori and not being able to hold this event was disappointing. However, kaimahi remained focussed on people's overall health and wellbeing and being fitter. A neighbourhood half marathon was held.

The Whānau Whanake approach is extremely effective and sustainable as it focusses on the whole whānau, rather than just individual health. These outcomes have helped whānau be more cohesive, resilient and nurturing in the face of a global pandemic. This kaupapa Māori approach was a strength through COVID-19 for Māori, and for all cultures that they worked with.



OUTCOMES FROM NAVIGATOR TINANA

- Whānau accessed guided physical activity online
- Increased food security for whānau in need
- Connection and social support from group activities
- Whānau learning new skills including te reo
- Entities diversifying and responding with innovation to the changing environment
- Engaging whānau living overseas
- Tamariki and rangatahi engaging in physical activity with whānau
- Whānau were able to access cultural activities online such as karakia, mōteatea



INITIATIVE THREE – ARIKI CREATIVE TE ARA WAIHIKO

The Te Ara Waihiko initiative is the brainchild of Ariki Creative's founder Hori Mataki.

Hori has a proven track record helping rangatahi achieve their aspirations in the digital space. Te Ara Waihiko builds upon his previous work supporting rangatahi to create careers and businesses in art, animation and digital design. His internship programme 'The Kiwa Project' enabled rangatahi to transition from study into the workforce, developing their cultural and technical skillset. Inequitable access to digital careers for Māori has been well documented and has been an area of interest for several years. These continued efforts are an attempt to level the playing field for Māori.

A report by the Digital Inclusion Reference Group (2017) noted that Māori and Pasifika in New Zealand are over-represented among the digitally excluded. The Māori Economic Development Advisory Board (2015) highlighted the extent of exclusion. In 2012, 68% of Māori households had internet access compared to 86% of all households (Figuracion, 2015). In terms of broadband access, 73% of Māori internet users had access to broadband compared with 89% for European/Pākehā. The World Internet Project (WIPNZ) survey in 2015 revealed a similar gap for Māori and Pasifika, in terms of internet use (Smith, P., Bell, A., Miller, M & Crothers, C., 2016). Māori and Pasifika are also over-represented amongst the 75,000 youth who are not in employment, education or training (NEET) (MBIE, 2016).

Attracting Māori to digital careers is recognised as an area of opportunity. MBIE launched the first round of the Ka Hao Māori Digital Technology Development Fund, in 2016, attracting 170 applications, (Te Puni Kōkiri, 2016). The funding was specifically targeted at improving digital skills and pathways for Māori into digital technologies. The objective was to grow the number of Māori in high-value jobs by improving and promoting pathways for Māori to enter the digital technologies sector, and by supporting the development of skills necessary to participate in sectors deploying digital technologies.

In 2020, Te Pūtahitanga o Te Waipounamu partnered with Ariki Creative to build a comprehensive initiative, Te Ara Waihiko, to engage more Māori in the digital world. Ariki Creative and Māui Studios are recognised as indigenous leaders and innovators in the digital space. Ariki Creative has a history of supporting rangatahi Māori into digital careers through internships and mentoring.

The COVID-19 pandemic forced many consumers to use devices to work, learn, teach, and connect. This initiative was funded to develop a purpose-built registration platform for whānau interested in gaining and improving their digital literacy and skills development through digital technology.

Implementation was planned to occur as follows:

- A framework will be developed during the first phase to identify the level of literacy of whānau from children, rangatahi, parents and kaumātua.
- The second phase will engage network partners and build membership across geographic regions to the network.
- The third phase will see the platform go live, while the fourth phase ensures the sustainability of the platform for end users.
- Finally, the development of an online digital course to enhance branding and digital marketing capabilities for Whānau Ora entities.

PLANNED ACTIVITIES

The activities were planned to occur over four phases.

PHASE ONE: BUILDING THE FRAMEWORK

This mahi included:

- Developing a new, purpose-built registration platform for whānau interested in digital literacy and development through digital technology.
- Building a database of providers and recipients of support, providing solutions at each level to improve their proficiency through school, tertiary, online and face-to-face.
- Connecting whānau to opportunities and providers via a user database.
- Ensuring the platform provided resources and support to enable all whānau, from tamariki to kaumātua, to engage. Planned resources included picture books, printable guides, video tutorials, and step by step lessons.

PHASE TWO: FINDING NETWORK PARTNERS

This mahi included:

- Finding industry partners to support whānau to gain skills and experience in digital industries.
- Connecting with schools to publicise the platform opportunities to rangatahi.
- Creating relationships with tertiary providers.
- Gaining support from relevant government ministries e.g. The Ministry of Education, MBIE.
- Connecting with Whānau Ora entities.

PHASE THREE: GO LIVE

Once the platform and framework are established, promoting the platform and its support offerings via social media, influencers and provider networks. **This would include:**

- Key messaging
- Video promotion
- In-house and traditional media

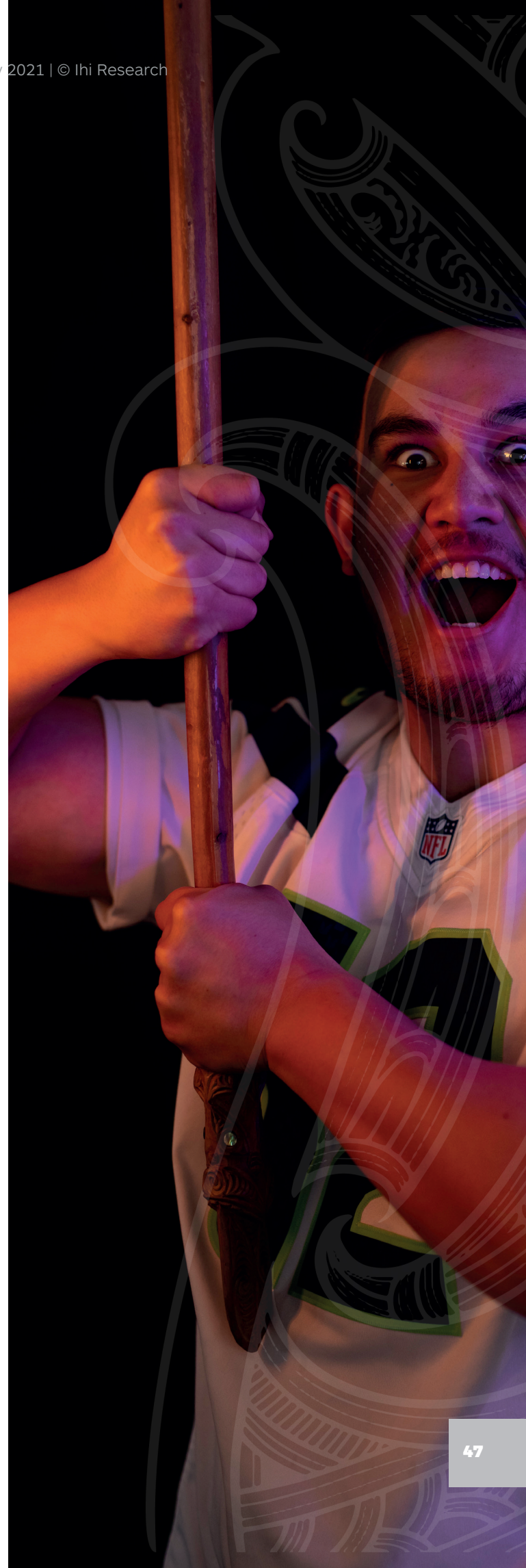
Ariki Creative proposed grounding the framework with a uniquely Māori narrative and story around a new atua (Waihiko). The story of Waihiko was envisioned as a way to connect with ākonga Māori through the launch of an illustrated book.

PHASE FOUR: SUSTAINABILITY

- Building a network of users and providers with ongoing support by gaining long-term sponsorship and commercial partners. Contracting a strategic partner specialist to design, coordinate and develop these relationships.

Online wānanga for new entities and SMEs

The final planned outcome for this funding was building a digital online course. The course would upskill Whānau Ora entities in regard to branding and digital marketing.



ACTIVITES

Despite the challenges of COVID-19 Ariki Creative has progressed through the implementation plan.

PHASE 1:

Two focus groups were held with rangatahi to socialise the idea of the Te Ara Waihiko platform and book. The focus groups provided feedback that Ariki Creative was able to utilise in its planning.

During development, a number of opportunities were taken to publicise the platform's development and what it aims to achieve. This included meetings with Genesis Energy, Te Puni Kōkiri, Tokona te Raki and CHCH NZ.

The dual language platform has been built and is live, accessible at <https://waihiko.io/>. The platform allows users to:

- Find out about the Waihiko kaupapa
- Register their details
- Learn about different tech career pathways and opportunities
- Access a directory of education, study and skill providers
- Access various supports and information e.g. cyberbullying, Netsafe
- Purchase the Waihiko book.
- Video tutorials for kaumātua are in development.

PHASE 2:

Te Ara Waihiko has successfully created partnerships to support the kaupapa reflecting the need to engage users, gain registrations,

create a pathway to support them into training and, ultimately, into digital careers.

The book launch and roadshow were well attended by school groups. Consequently, this is where the majority of the registrations through Te Ara Waihiko originate. A number of teachers have registered and are interested in increasing their own skill base. The majority of registered users are still in secondary school and the impact of the connections created through the platform will be evident as users leave school and move into further training. Formal partnerships are entered into through a partnership agreement. The engagement process ensures prospective partners align with the vision of Te Ara Waihiko and there are shared outcomes between both parties. Te Ara Waihiko is able to support new partners and host them on the platform to be a go-to site for different areas of interest e.g. cyber safety, tertiary education.

PHASE 3:

Ariki Creative has successfully developed and launched both the online platform and the Te Ara Waihiko book. Launch events were held across Te Waipounamu in Waiharakeke, Ōtautahi, Kaikōura, Otepoti and Waihōpai which enabled Ariki Creative to publicise Te Ara Waihiko and the opportunities available to Māori in digital careers. Other opportunities have also been leveraged.

Events like Ko Māui Hangarau, an event to ignite rangatahi interest in tech, innovation and entrepreneurship have been utilised to publicise the platform. Core Education has joined as a partner to create a resource to support use of the Waihiko book in schools. In addition, the Digi Awards are considering changing the name of their awards to the Waihiko Awards.

A number of well-known Māori tech and digital entrepreneurs support Te Ara Waihiko. Their stories are accessible through the website.

PHASE 4:

A specialist was appointed to develop partnership relationships. Support for Whānau Ora entities is available. This is a continuation

of the support Ariki Creative has previously provided through the Te Ao Hangarau initiative. Whānau initiatives are able to gain expert assistance with website development, brand development, logo design and marketing. The online course for whānau entities remains in development.



Photo: Rangatahi focus groups

OPPORTUNITIES

A number of opportunities have been identified during this project:

Ariki Creative is influencing the way various entities engage with Māori. They have noticed that many boards do not have Māori representation, and although they have a willingness to work with and support Māori, they are unsure about what that looks like in practice. In addition, there is a need to support their tertiary and Private Training Establishment (PTE) partners as they increase the numbers of Māori students accessing their courses. Ariki want to ensure the providers' course content and teaching practice creates an environment that will allow Māori students to be successful, as Māori.

As Māori increasingly move into digital training and careers there is an opportunity to learn from other similar initiatives to see what makes them effective. Kia Ora Hauora is an initiative funded by the Ministry of Health that seeks to increase the number of Māori entering the health workforce. A 2020 evaluation of Kia Ora Hauora found the following aspects increase effectiveness:

- Promoting the initiative in high schools. Early exposure can assist students to select the prerequisite courses they need to enter digital, tech and design related pathways.
- Tracking engagement, pathway, retention and destination data is beneficial. It enables cost benefit to be evaluated and areas of loss from the pathway to be investigated and addressed.

- Consistently high quality pastoral care ensures students are supported through their study and in the workplace. While this is often the responsibility of the tertiary provider or PTE, good communication between Te Ara Waihiko and Māori students through their study is important. This will enable areas of concern to be raised and support to be given to students when necessary.

SUSTAINABILITY

There is an opportunity to form a collectively governed, charitable trust to continue this important initiative. It is difficult to manage a business and manage this platform. A separate governance arrangement may open opportunities for growth and funding and enhance long-term sustainability. The involvement of important strategic partners at board level may aid sustainability and enhance the reach and impact of the initiative.



OUTCOMES FROM TE ARA WAIHIKO

- Rangatahi co-designing digital design concepts with Ariki Creative
- Stakeholders who can support whānau into tech careers engaged
- Influencing the experiences of Māori students in training partners' courses
- Launching of the online platform to support whānau digital literacy
- Activity sustained the viability of the whānau entity
- Launching of Te Ara Waihiko
- Writing and publishing the Waihiko book
- Employment of digital interns continues through a period of uncertainty

INITIATIVE FOUR: TE OHU AUKAHA

Temp Agency Feasibility Study

Whakapapa

Te Ohu Aukaha was established to generate social value and improved social outcomes by contributing economic activity in the Otago region. The organisation started its journey in the late 1990s, when it was known as Kāi Tahu ki Otago Natural Resource Management Limited or KTKO. In 2017 the organisation rebranded itself as Te Ohu Aukaha to better reflect the range and breadth of its services and consultancy expertise.

Te Ohu Aukaha is a rūnaka based consultancy service governed and owned by five Kāi Tahu papatipu rūnaka: Te Rūnanga o Waihao, Te Rūnanga o Moeraki, Kāti Huirapa Rūnaka ki Puketeraki, Te Rūnanga o Ōtākou and Hokonui Rūnanga. Enhancing positive social outcomes drive Te Ohu Aukaha activity. Staff achieve this through collaboration and connecting Māori and Pasifika businesses and suppliers with sector partners. The partners include Te Rūnanga o

Ngāi Tahu, Ngāi Tahu Property and Ngāi Tahu Tourism; local government; tertiary education providers and a range of other stakeholders.

The Otago region, and in particular Dunedin, is undergoing significant growth in the trades and construction sector. Te Ohu Aukaha has invested in developing opportunities that enable local businesses to be more inclusive in their workforce and supply chain practices.

“Te Ohu Aukaha contributed to an article in the Otago Daily Times, that reported that over the next 10 years, there will be an estimated \$15 billion investment of construction and infrastructure work in the region and detailed what sort of workforce will be needed.”

(Chris Rosenbrock)

MAHIA TE MAHI

Te Ohu Aukaha offers programmes including facilitation of supplier/contractor diversity and trade training in a range of disciplines across the trades and construction sector.

Te Ohu Aukaha has positioned itself as a key facilitator linking Māori and Pasifika owned businesses with other businesses seeking to increase supplier diversity for positive social outcomes. They collaborate with local training providers including Otago Polytechnic Te Kura Matatini ki Otago, which provides training for Māori and Pasifika in the trades and construction sector. Te Ohu Aukaha has a well-established apprenticeship and pastoral care scheme that offers a high level of pastoral support to trainees.

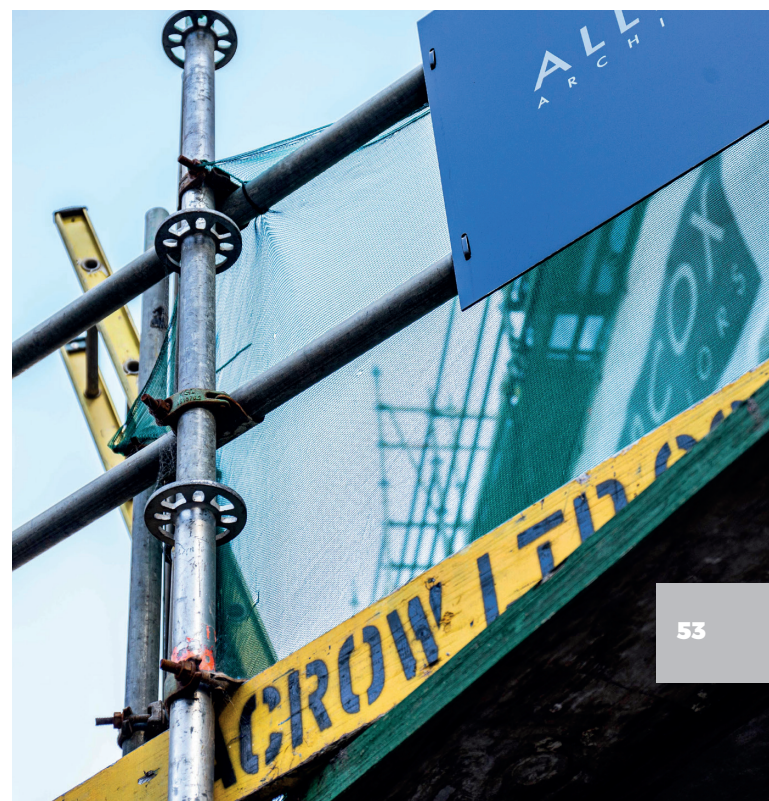
Ensuring registered job seekers, apprentices and trainees are work ready is a key focus for Te Ohu Aukaha. Te Ohu Aukaha has 126 people registered on its database who are either seeking employment or accessing training opportunities in the trades and construction sector. Approximately 35 have gained employment, and approximately 40 trainees have accessed the He Toki trades programme through Otago Polytechnic to gain a Level 3-4 qualification.

The He Toki Māori Trade Training Construction Course has established a training site in Central Otago, Cromwell where nine participants are enrolled. This satellite programme is supported by Otago Polytechnic in partnership with Te Ohu Aukaha. Te Ohu Aukaha was able to secure significant funding through the 'Provincial Growth Fund' to support Māori and Pasifika into apprenticeships.

"If a company or employer comes to us, and says, 'I want to take on an apprentice,' part of our criteria is that they should be Māori or Pasifika."

As a fund holder, Te Ohu Aukaha invests about \$36,000 per apprentice to support them and their employer via a wage subsidy, training, PPE (Personal Protection Equipment) gear, and tools. Te Ohu Aukaha is focussed on creating an ecosystem that supports Māori and Pasifika employment and training and skills pathways that supports multiple entry points. General Manager of Te Ohu Aukaha Chris Rosenbrock explains how some whānau are work ready and have the qualifications, skills and experience and go straight into work. However, the majority are at different stages of work readiness and require more support and time.

Te Ohu Aukaha has access to an Employment Navigator, a role supported by Te Pūtahitanga o Te Waipounamu, which complements its other Whānau Ora Navigator positions. The organisation has sought advice through Yardley/Lo & Associates Ltd, a local accountancy firm which is assisting in developing suitable options that are in the best interest of whānau, employers, Otago Polytechnic, and other stakeholders. Key to the initiative is maintaining the vision set by former Chief Executive for Te Ohu Aukaha, the late Tahu Pōtiki. It is also important to ensure the project is supported by sound financial viability and sustainable practices.



MANAAKI20 FUNDING

During COVID-19 there was an increased interest in the service Te Ohu Aukaha offered. Looming unemployment in the post-COVID-19 environment drove Te Ohu Aukaha to consider developing a 'temporary labour hire company' – providing trainees with sustainable employment and staff to the construction sector.

Through the Manaaki20 fund, Te Pūtahitanga o Te Waipounamu funded a feasibility study to assist Te Ohu Aukaha with its vision. The study focussed on strengthening partnerships with whānau, hapū, iwi and community, and looked into maintaining an effective pastoral care and mentoring approach. The focus was on promoting further collaboration across its partnerships and other services, providing access and support to resources. The goal was the development of a sustainable business plan.

Te Ohu Aukaha explored the feasibility of implementing an integrated employment approach, potentially establishing a 'temp agency' that would complement its existing initiatives. The feasibility study investigated the opportunities available and provided legal advice around establishment. Te Ohu Aukaha was able to identify potential risks and how these could be managed and mitigated.

After seeking legal advice, it was decided it was not feasible to continue establishing the temporary employment agency. This recommendation was primarily informed around the challenges of maintaining financial viability under the temporary

employment model. To achieve sustainability, this would have required supporting a minimum of 25 apprentices, working at least 30 hours a week.

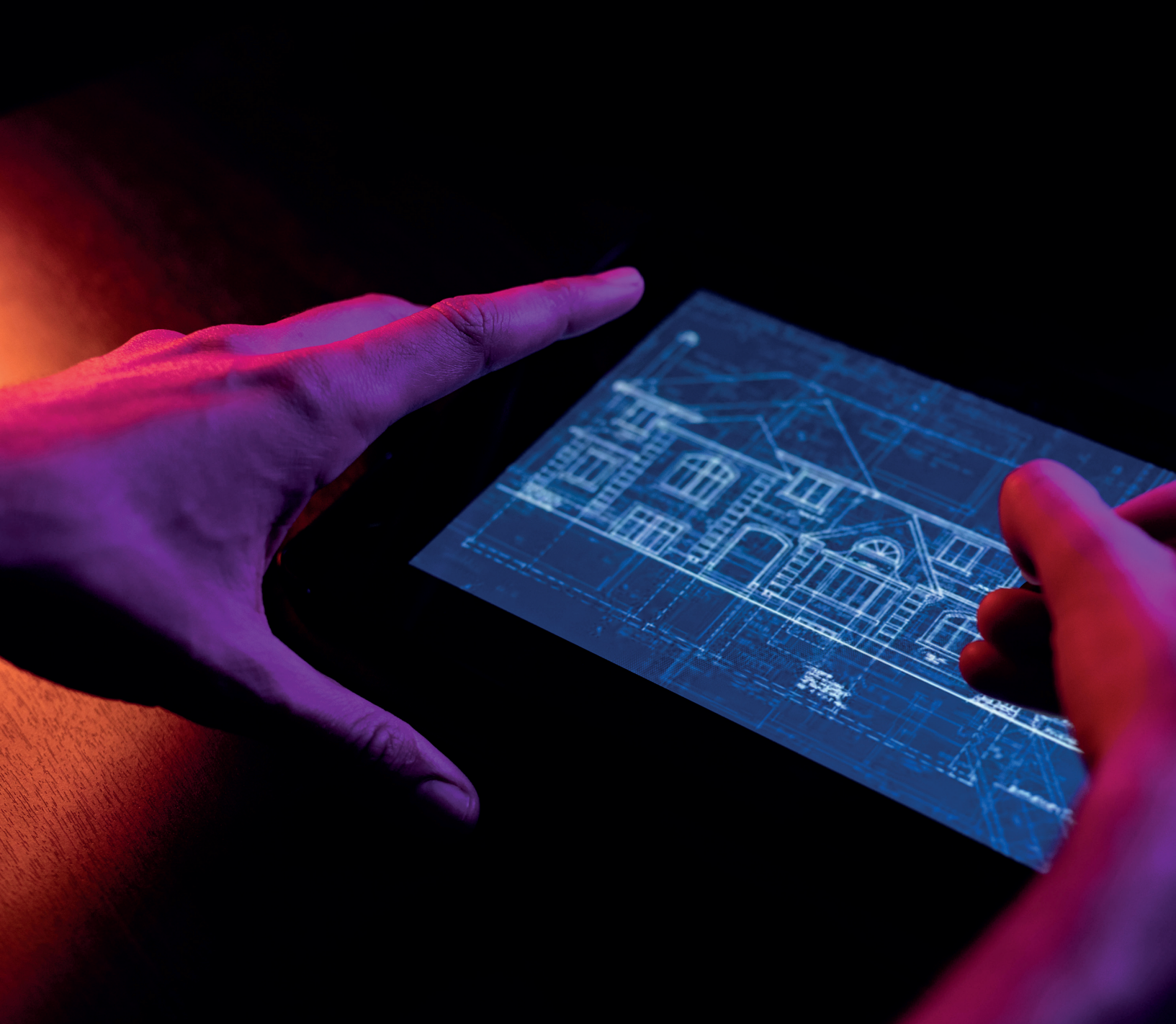
As Chris Rosenbrock explains,

"To break even, this would need to be sustained for at least 12 months. Te Ohu Aukaha is still building and expanding relationships within the trades and construction sector and the risks are too high to sustain an additional challenge of securing a cohort of at least 25 apprentices who are work ready and outsourced to various employers. But it is not to say this cannot be revisited again at a later date."

Looking ahead, Te Ohu Aukaha is focussed on building existing relationships with employers including Downer, Fulton Hogan and other locally based companies. Chris stated these companies have indicated a willingness to place Te Ohu Aukaha apprentices within their organisations. These partnerships enable Te Ohu Aukaha to provide employee and pastoral support within construction organisations that support the kaupapa.

Embarking on the feasibility study enabled Te Ohu Aukaha to make an informed decision about feasibility and sustainability. This in turn has enabled them to focus their efforts on their core business of providing pastoral support for trainees on their books and invest in localised relationships. It has been an important step in the continued development of the agency.

⁷ NEET - Not in Education, Employment or Training



OUTCOMES FOR TE OHU AUKAHA

- A feasibility study was carried out to determine the worth of extending the current trade scheme
- The feasibility study noted that extending the current programme would not be financially sustainable
- The study enabled Te Ohu Aukaha to make an informed decision regarding the requests to extend their current trade scheme
- Te Ohu Aukaha has continued to successfully focus on its core business

INITIATIVE FIVE: FLYING GEESE PRODUCTIONS - WAYFINDING

Wayfinding transposes the principles of celestial navigation and ocean voyaging by ancient and modern Pacific voyagers into a framework, a way of thinking.

It was developed by Faumuina Felolini Maria Tafuna'i under the guidance of voyaging tohunga Hoturoa Barclay-Kerr. It was designed specifically for changing environments and builds business' ability work to a vision and take on the skills of navigation. It has been used in business incubation programmes, United Nation Development programmes and for entrepreneur and investor fellowship programmes.

The primary skills gained from Wayfinding are:

- Being able to imagine your Island of Success.
- Accurately describe your skills, resources and team on your waka.
- Create a vales compass to guide your actions.
- Identify your anchors regarding compliance, finance and fears.
- Recognise your current social, political and economic environment.
- Describe your Island of Doom and mitigate against it.
- Set a course that uses your resources and networks most effectively.

The Island of Success for this programme would be to have thriving Māori commissioned enterprises and agencies equipped with the skills to navigate storm-like conditions. These enterprises would be better able to serve their communities with financially viable enterprises. There could emerge business leaders who can also pass on their knowledge and networks to young entrepreneurs. Rangatahi would be inspired by seeing this enterprise activity through impact storytelling. The wider community, including local and national stakeholders, would have increased confidence in Māori enterprise.

In March 2020, New Zealand businesses were forced to navigate a storm few had experienced before, COVID-19. The global pandemic shut borders and sent New Zealand into a nationwide lockdown. This rapidly changing environment made businesses become innovative and agile, adapting to new working methods such as video conferencing from home, e-learning and click and collect to name a few.

Flying Geese Productions partnered with Te Pūtahitanga o Te Waipounamu to support Māori enterprises in Te Waipounamu through Wayfinding during the 2020/2021 economic recovery. As part of their contractual obligations, four core platforms have been established:

TAUTOKO

Support enterprises through Wayfinding to gain strategic navigational skills to help them assess their business, potential pitfalls and opportunities during the 2020-21 economic recovery.

- Run a series of Wayfinding Workshops in Te Waipounamu.
- Provide Wayfinding Analysis for each participant.

WHATUNGA

Provide pastoral care across multiple platforms to enterprises to ensure they can achieve their goals and are connected into an ecosystem of enterprise.

- Fortnightly e-panui covering developments, profiles and results.
- Monthly motivation videos from Māori navigators and voyagers.
- Fortnightly online meetings with Wayfinders and the business community.

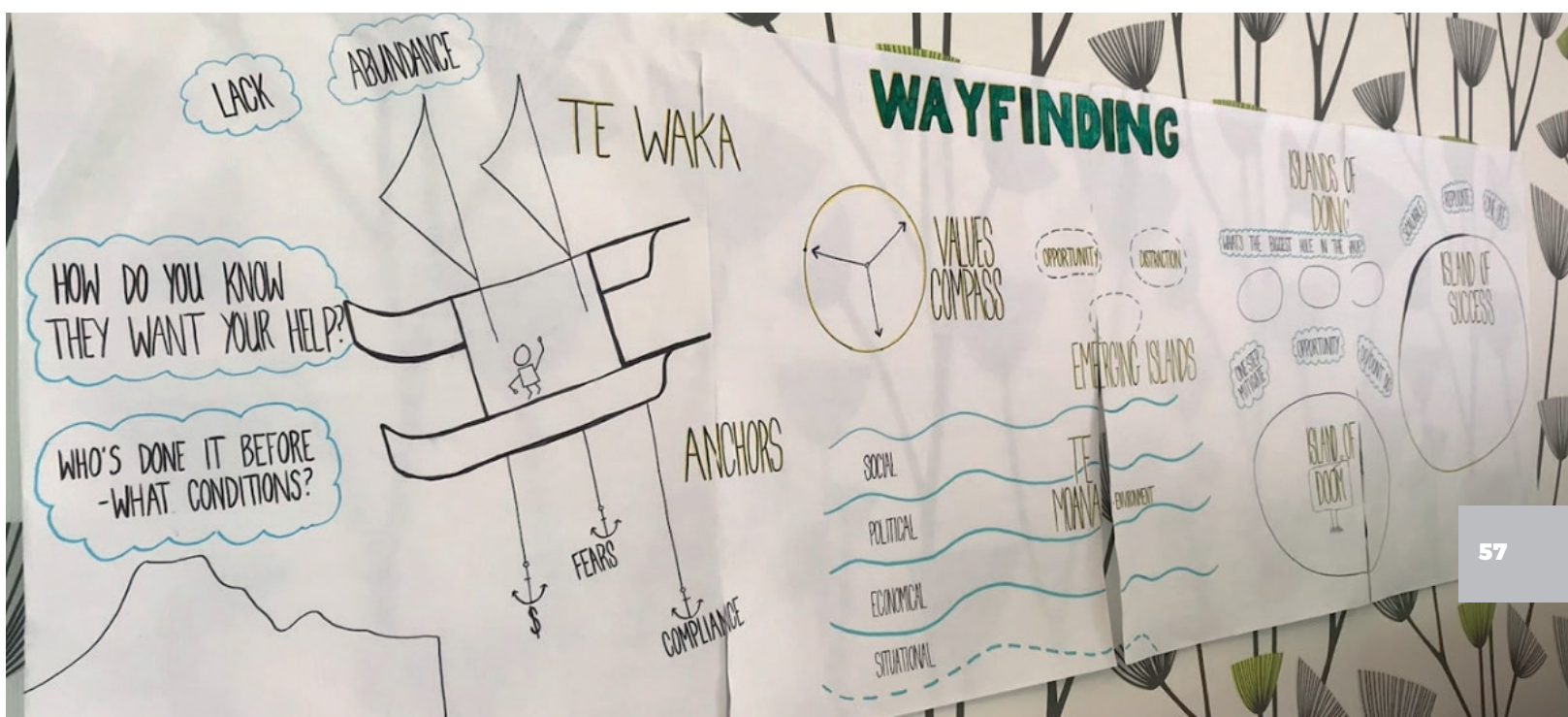
KARANGA

Communicate the story to build the confidence of enterprises, facilitate passive learning and discovery and widen the reach of the programme.

MĀTAURANGA

Parallel impact strategy that communicates the activities and audiences, facilitate passive learning and discovery and widen the reach of the programme.

- Produces profiles of enterprises, learn about each other and connect creating networks.
- Produce video interviews with enterprises.
- Media releases covering enterprises and the programme.



Flying Geese productions engaged over 20 enterprises (60+ whānau) on their Wayfinding workshop tour of Te Waipounamu during September – October 2020. They were able to hold in situ workshops in over 10 towns/cities all over Te Waipounamu. In-house workshops provided opportunities to understand the social and economic context in which these enterprises were operating. They looked at the current environment of their market, the home environment they are operating in and what is happening politically, to develop and imbed strategic thinking. Wayfinding takes a holistic approach, by also looking at what is going on in terms of their individual and whānau physical and mental health. This helps them to develop mitigation strategies for all types of potential risks.

Almost every workshop began with Hoturoa joining by Zoom to facilitate karakia, mihi to the whānau and kōrero. Whānau had already completed surveys as part of the recruitment process, this data was loaded into Basecamp, an online collaboration app, which enabled Hoturoa to speak specifically to the enterprise/s and their individual needs.

These workshops can evoke a lot of emotion during the introduction process for both the Wayfinding team and the whānau as they share their pepehā and mihi. This raw emotion helps to build goodwill and connection really quickly. Wayfinding works best when a safe space for sharing information is created and whānau are open and honest about their situation, helping the team to give a proper diagnosis of where the enterprises are at.

Faumuina and her team are a light touch facilitation team, they provide whānau with the tools to come up with their own ideas and see them through. Whānau are supported and provided information to identify their Island of Success, their Island of Doom and how to identify their anchors. They are supported and given advice on many different areas including compliance, subcontracting, and tax obligations etc, helping them to become legally compliant. They are introduced to software and websites that can help them such as Hnry,

an online accountant for the self-employed, and NZBN, a New Zealand business register.

Through Wayfinding analysis, Faumuina and her team support whānau to identify where they have abundance and where they are lacking and then figure out how they can use that abundance to address the lack. For example, if one of the enterprises wanted to hire a hall, they look at how they could use their networks to access one instead of hiring one. Whānau have been able to redirect their waka and use their skills to make better economic choices.

Profiles of the enterprises are created and included in their fortnightly e-pānui. Every other fortnight they have a Zoom hui where they bring everyone together to network, create whanaungatanga and camaraderie. The goal is for the Zoom hui to continue beyond the contracting period and form a network and community where they can share and learn. Due to the large amount of information, brainstorming and kōrero at the workshops, the Wayfinding team takes notes, transcribes them and gives them back to whānau so they can refer to them.

Wayfinding has had a significant impact on whānau enterprises. Some have taken ownership and rebranded, and some have been able to attract new people to their organisation because they are clearer about what they want and have more clarity on what they need to do. Some were unaware of how colonised their business models were and now feel free to be more Māori in their way of working. Wayfinding comes from voyaging, celestial navigation and waka. It empowers whānau who discover they can now pull from their own whakapapa for knowledge, rather than looking to Western textbooks for knowledge.

There has been a huge amount of team bonding, this has had a positive impact when developing their business and mitigation strategies, by doing this together, people own it. Within their teams some people have identified, especially because of COVID, that they are not coping, their teams have then collectively been able to create mitigation strategies around potential risks.

The Wayfinding workshops were a great success. Touring Te Waipounamu and taking the workshops to whānau was really effective, whānau are more relaxed and hold the manawhenua when you go to them. Every workshop was unique, because of this they developed resources while on the road to assist in the learning. They have considered a workbook, but each workshop is different, the workshops are delivered through Wayfinding, so they adapt to the needs of each group. After every workshop, the Wayfinding team debrief, which is Wayfinding in itself, reflecting and learning.

Beyond the contracting period, Wayfinding will continue but it may be slightly different. Without funding it would be through subscription, a single client base. If it were to keep running there would be opportunity to bring on more and more businesses and create a community.

Overall Wayfinding for Te Pūtahitanga o Te Waipounamu was really successful and had a significant impact on the enterprises that took part. The team was agile and navigated each unique workshop applying Wayfinding to everything they did. They were able to demonstrate Wayfinding while equipping whānau with the navigation skills to maximise opportunities and think differently about the way they work to ensure they have a sustainable future.

OUTCOMES FOR WAYFINDING

- **Working with 60+ entities to develop business navigation plans**
- **Supporting business sustainability for whānau**
- **Developing risk management plans with whānau entities throughout uncertain times**
- **Whānau entities access bespoke business support**
- **Whānau entities connecting and utilising resources across the network**

INITIATIVE SIX: MOKOWHITI CONSULTANCY LTD - MANAAKI CONNECT

Manaaki Connect

Mokowhiti Consultancy is a whānau owned and operated business established in 2002 by Cazna Luke. Cazna and her extended whānau of 25 and counting, live in a contemporary papakāinga setting in Tai Tapu, Christchurch, which is also the base for their whānau owned and operated business.

Cazna believes good business is based on the values and philosophy of whanaungatanga, it is the foundation on which she built Mokowhiti Consultancy. Whanaungatanga is firmly incorporated into the business structure and is woven throughout the contracts, providing an important point of difference and a potent commercial advantage.

Cazna has a commitment to creating solutions that contribute to realising whānau, hapū and tribal aspirations and possesses a resolute belief in, and commitment to, whānau driving their own futures. Mokowhiti Consultancy has successfully set up numerous Māori businesses and Māori development organisations, one of which is Kia Ora Hauora.

Established in 2009, Kia Ora Hauora (KOH) is an innovative Māori health workforce development programme for Aotearoa New Zealand. Kia Ora Hauora implements a range of strategies that influence, motivate and support Māori to choose and enter a health career pathway.

In early 2020, Kia Ora Hauora launched its KOH Connect Online recruitment platform for its registered health graduates to transition into health sector employment through building the capability and capacity of graduates specifically in the work and readiness frame. KOH Connect is dedicated to assisting more Māori into their preferred health career pathway.

Students registered with KOH Connect can create a customised professional online profile promoting their personal brand, skill, and specialties. They can nominate the top three regions where they want to work when they graduate. HR teams can access the tool and the profiles of students who have indicated they want to work in their district.

Manaaki Connect seeks to replicate the KOH Connect online recruitment model and scale its scope to include all professions to support whānau living in Te Waipounamu to increase their work readiness and promote their skills directly to employers.

Manaaki Connect is a direct response to address the financial impacts of the unemployment whānau face as a result of the COVID-19 crisis. The pandemic has further exposed whānau to financial insecurity and the brunt of job losses. Manaaki Connect is designed to accelerate and bridge whānau who have been adversely impacted by COVID-19 into employment. It is a mechanism to engage with whānau and support their employment and career pathway opportunities.

Manaaki Connect aims to provide the following suite of supports to:

- Create a whānau friendly online portal designed to build a one-page profile to help them to connect with employers and transition into employment.
- Identify career pivots and retraining opportunities and information to support whānau into other possible career pathways.
- Provide access to undertake a Clifton Strength Finder assessment to assist whānau to increase interview confidence and work readiness.
- Have access to one-on-one support and coaching with their Māori HR specialist team.
- Increase whānau awareness and preparedness for recruitment processes by guiding whānau through the application, screening, and interview process.

By proactively managing these steps they will be able to fast track the transition of whānau who register into employment by promoting the talent pool directly to potential employers.

Target employment outputs set by Mokowhiti were split quarterly over the duration of their one-year contract. However, due to the complexities of developing such a complex platform, creating a prospectus and engaging employers, these targets have been reset to be completed within the contracting period instead of being split and achieved within the original quarterly time frames. As Manaaki Connect is modelled on their KOH Connect platform, they are able to use the learnings from that to refine and inform their Manaaki Connect delivery.

Mokowhiti has completed the website, it has been user tested to ensure it is whānau friendly and fit for purpose. The online portal has been designed and is ready for prospective employees to build their one-page profile to help them connect with employers and transition into employment. Personal profiles of employees include a photo, personal statement and completed short survey. Employees can then look for jobs and filter by region/s and industry. Employers only obtain access to employees who register interest within their region and industry. The launch of the website, the communications and promotion, are set to be completed and go live in the near future.

Within a month of the website going live, Mokowhiti will facilitate supported workshops so whānau have direct access to one-on-one support and coaching with their Māori HR specialist team.

MANAAKI CONNECT

An ongoing task for Mokowhiti is the identification of potential industry and employment partners.

Currently their comprehensive list includes, but is not exclusive to, the following sectors:

- Hospitality
- Fishing aquaculture
- Trades
- Providers
- Rūnanga
- Marae
- Māori entities
- Education
- Local authorities
- Horticulture/Agriculture

Once populated Manaaki Connect can go-live to employers.

By modelling Manaaki Connect on their KOH Connect platform, which was launched to employers 28 February 2021, Mokowhiti have been able to use the learnings from KOH Connect to inform and refine their Manaaki Connect delivery. This model is unique as it is by Māori for Māori. Other Māori recruitment agencies have assumed traditional models of recruitment. Mokowhiti has flipped the model making it more meaningful for both employee and employer by having the focus on people and getting the right fit rather than the job.

OUTCOMES FOR MANAAKI CONNECT

- Creation of a bespoke online employment portal for whānau
- Online portal has been user tested and is ready for launching
- Potential employers have been engaged, industry and sectors identified
- The foundation has been laid to support whānau employment



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