



Official Information request reference: 2021-017

21 April 2021

Email: [REDACTED]

Dear [REDACTED]

Thank you for your Official Information Act 1982 (the Act) request of 1 February 2021 requesting the following information:

1. *Any discussions/emails/meeting notes between Climate Change Commission staff and/or Commissioners and/or MPs and/or other officials from different government departments discussing the development of internal policies or processes on how the Climate Change Commission are going to uphold Te Tiriti o Waitangi in their work.*
2. *Any documents such as drafts and final versions of any internal policy or guidance documents on how the Climate Change Commission are going to uphold Te Tiriti o Waitangi in their work.*
3. *Any documents/emails/meeting notes on the development of policy recommendations in regard to the list of priorities/focus areas that the Commission developed*
4. *Any discussions/emails/meeting notes between Climate Change Commission staff and/or Commissioners and/or MPs and/or other officials from different government departments discussing relationship and discussions with whānau, hapū and iwi, including any Māori entities.*

Following consultation with you on the scope of your request, the time for response by the Climate Change Commission (the Commission) was extended on 19 March 2021 until 21 April 2021.

Requirements under the Climate Change Response Act

The Commission is an Independent Crown Entity, with responsibility under the Climate Change Response Act 2002 (the Act) for:

- a) providing independent, expert advice to the Government on mitigating climate change and adapting to the effects of climate change, and
- b) monitoring and reviewing the Government's progress towards its emissions reduction and adaptation goals.

In undertaking our work, the Commission supports the Crown's responsibilities as a Treaty partner. The Commission is required under the Act to consider the Crown-Māori relationship, Te Ao Māori and specific effects on iwi and Māori in all the advice it gives to the Government (section 5M(f)).

The Act also requires that when the Government acts on our advice, it explicitly includes strategies to recognise and mitigate the impacts on iwi and Māori of reducing emissions and increasing removals (section 3A(ad)), and that it considers economic, social, health, environmental, ecological and cultural effects of climate change for iwi and Māori. Both the Commission (section 5N of the Act) and the Government (sections 3A(ad) and 5ZS(6)) must also adequately consult with iwi and Māori on their advice and plans.

Publicly available information on the Commission's work

There are several publicly available documents which outline the Commission's approach and how it intends to work within these requirements. The Commission's Statement of Intent ([Statement of Intent » Climate Change Commission \(climatecommission.govt.nz\)](#)) and Statement of Performance Expectations [Statement of Performance Expectations » Climate Change Commission \(climatecommission.govt.nz\)](#) both outline that as an organisation we will endeavour to build meaningful and respectful relationships with iwi/Māori.

In developing our draft advice, the Commission has drawn on the He Ara Waiora framework. This has been developed from initial concept for applying tikanga Maori to government policy processes and, in particular, Treasury's Living Standards Framework. We also ran a specific engagement process on our draft advice with iwi/ Māori. Further information on our website can be found [here](#).

A webinar outlines how the Commission applied the He Ara Waiora framework to understand wellbeing from a Te Ao Māori perspective. It also outlines the key themes we heard throughout pre-consultation engagement with iwi/Māori. This recording is available on the Commission's website at the following link: <https://www.climatecommission.govt.nz/get-involved/events/>

Organisational Development

Since the Commission's establishment in 2019, we have been developing our internal processes and policies. There is an emerging piece of work focused on our internal capability with the intention of developing Tikanga, Koha and Te Reo policies. We have utilised some processes that are used by others that help us to uphold Te Tiriti and associated taonga protected under it including Te Reo, Mataranga Māori and tikanga. The Commission is delivering an internal programme to support staff to build their confidence with Mataranga Māori. This includes a newly established guest lecture series with presentations to date from:

- Dr Dan Hikuora –Mataranga Māori
- Dr Kathie Irwin – Te Ao Maori
- Hirini Reedy – Climate Call to Arms. A Maori Battalion Response.

Information included within our response

In response to your request, the Commission has identified the following information outlined in Appendix A. Where we have withheld information our reason under the Official Information Act is provided. The names and personal identifiers have been withheld under section 9(2)(a) which protects the privacy of natural persons.

We trust this addresses your questions. You have the right to seek an investigation and review by the Ombudsman of this decision. Information about how to make a complaint is available at www.ombudsman.parliament.nz or freephone 0800 802 602.

Please note that it is our policy to proactively release our responses to official information requests where possible. Our response to your request will be published shortly at [He Pou a Rangi » Climate Change Commission](#), with your personal information removed.

Yours sincerely



Jo Hendy
Chief Executive
He Pou a Rangi – Climate Change Commission

Appendix A: Information relevant to your request

Document no.	Document date	Content/Title	Notes
1.	19 January 2021 2.43 pm (email)	Meeting with the Māori Ministers of Parliament, followed by the briefing document attachment	The names and personal identifiers have been withheld under section 9(2)(a) which protects the privacy of natural persons.
2.	28 May 2020 (board paper)	Board Paper for 9 June meeting: Māori Engagement Strategy and Paepae establishment	The names and personal identifiers have been withheld under section 9(2)(a) which protects the privacy of natural persons.
3.	28 May 2020 (board paper)	Board paper for 9 June meeting “Te Mahere Whakamua – Māori focus workstreams and deliverables”	The names and personal identifiers have been withheld under section 9(2)(a) which protects the privacy of natural persons.
4.	16 December 2020 (board paper)	Board Paper: Consultation Plan to ensure iwi/Māori are adequately consulted”	The names and personal identifiers have been withheld under section 9(2)(a) which protects the privacy of natural persons.
5.	July 2019 (links to publicly available information)	He Ara Waiora papers referred to in items 2, 3 and 4 above	These are available publicly at He Ara Waiora/A Pathway Towards Wellbeing (DP 18/11) (treasury.govt.nz) and FNL He Ara Waiora Background Paper.pdf (canterbury.ac.nz) so not attached to our response.

Document no.	Document date	Content/Title	Notes
6.	1 February 2021 (internal paper)	<p>Summary – Case Studies Key Findings and Policy Considerations.</p> <p>This is a high-level overview of key findings from initial case study interviews. This fed into the development of policy recommendations in the Commission’s draft advice.</p> <p>Further information on the case studies can be found in the draft evidence report.</p>	<p>Engagement with iwi/ Māori over the period February to October 2020, using a wide range of methods, gathered important insights for future engagement, including the Māori collectives.</p> <p>The evidence report is on the Commission's website: Evidence-CH-06-Perspectives-from-Tangata-Whenua-27-Jan-2021.pdf (amazonaws.com)</p> <p>The section, “Part 2 Impacts” (pages 13-28) examines the impacts of climate change policy on iwi/Maori and considers how best to reduce these impacts through the Treaty principles of partnership, participation, and protection.</p>
7.	31 January 2021 (board paper)	Analytical Framework and Process Map for Emissions Budgets (draft)	Withheld in full under section 9(2)(g)(i) and section 9(2)(f)(iv)

From: [REDACTED]
To: [Harry Clark](#); [James Renwick](#); [Nicola Shadbolt](#); [Judy Lawrence](#); [Catherine Leining](#)
Cc: [REDACTED] [Lisa Tumahai](#); [REDACTED] [Rod Carr](#); [Jo Hendy](#); [Astrid Nunns](#)
Subject: Meeting with the Māori Ministers of Parliament
Date: Tuesday, 19 January 2021 2:43:22 pm
Attachments: [2021 Jan - Briefing for Māori MP's.pdf](#)
[Climate Change Commission - Brief for Maori Members of Parliament - Tuesday 26 January - 1400 - 1430hrs .msg](#)
[image001.png](#)

Kia ora tatou, ngā mihi o te tau hou!

Before the end of 2020 our team were in discussions with Minister Shaw's office trying to co-ordinate a pre-consultation meeting with the Māori Members of Parliament to discuss our approach to engagement and the insights we gathered.

It was challenging trying to co-ordinate a suitable time over the holiday period, however, we can confirm that this meeting is scheduled to go ahead on **Tuesday, 26 January from 2 – 2.30pm**, in **Ministerial Meeting /Function Rooms 2.024/2.025** a ZOOM facility will also be available.

Please note: the invite has been also extended to respective staffers attending on behalf of/or accompanying members.

For context, please see attached email and briefing paper the Minister's office circulated on our behalf.

If you have capacity and would like to attend either in person or via zoom, could you please let me know so we can progress arrangements.

Ngā mihi



[REDACTED] | Principal Analyst

[REDACTED]

[REDACTED]

W climatecommission.govt.nz



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He Pou a Rangi – Climate Change Commission: Approach and insights from engagement with iwi/Māori



EXECUTIVE SUMMARY

- He Pou a Rangi – Climate Change Commission was established in December 2020 under the Zero Carbon Act (2019) amendments to the Climate Change Response Act 2002, to provide independent, expert advice to the Government on mitigating climate change and adapting to its effects.
- Over time the Commission will take on additional tasks including monitoring the Government’s progress towards its emissions reductions and adaptation goals.
- The Commission’s first package of advice is due to the Minister of Climate Change by 31 May 2021, and will include the first three Emissions Budgets, and the first Emissions Reduction Plan.
- The Commission is required to uphold the Crown’s commitments to the Treaty of Waitangi.
- Our formal consultation period runs between 1 February to 14 March 2021
- The Commission employed a range of tools and tactics (detailed in the paper) to gather insights from iwi/Māori and build capability to ensure these perspectives informed our draft advice.

PURPOSE

1. The purpose of this paper is to inform you of our approach to engagement and analysis to understand impacts for iwi/Māori of emissions reductions and removals mitigation options. This paper is structured in two parts.
 - a. Part one provides with a high-level overview of the Climate Change Commission’s background, purpose, role and key deliverables.
 - b. Part two provides a high-level overview of our approach and insights from engagement with iwi/Māori.

PART ONE: HE POU A RANGI – CLIMATE CHANGE COMMISSION

BACKGROUND AND PURPOSE

2. He Pou a Rangi - Climate Change Commission (the Commission) was established in December 2019 under the Zero Carbon Act (2019) amendments to the Climate Change Response Act 2002 (the Act).
3. We are an independent Crown entity set up to provide expert, evidence-based advice to successive governments to help Aotearoa transition to a climate-resilient and low emissions future.
4. The Act describes two key purposes for the Commission:

- a. To provide independent, expert advice to the Government on mitigating climate change and adapting to its effects; and
 - b. To monitor and review the Government's progress towards its emissions reduction and adaptation goals.
5. Our [Statement of Intent 2020 - 2024](#) provides further detail of how we will deliver on our purpose as set out in the Act over a medium-term period.

HE POU A RANGI – OUR TE REO MĀORI NAME

6. 'He Pou a Rangi' at its simplest can be translated as 'a pillar of the sky'. A pillar of the sky upholds and honours Ranginui, this act carries a duty of care.
7. 'He' Pou (rather than 'Te' Pou) positions the Commission as just one pillar among many, recognising that we are one of many organisations committing effort to care for Ranginui.
8. In Māori sensibility, a pou provides a two-way connection, both upholding and uplifting what is above, but also connecting and grounding with what is below. He Pou a Rangi not only upholds a duty of care to Ranginui but acknowledges the connection to his wife Papatūānuku and their offspring within the ira atua and ira tangata.

OUR VISION AND MISSION

9. Our vision is of a thriving, climate-resilient and low emissions Aotearoa. Our mission is to deliver independent, evidence-based advice to guide climate change action for Aotearoa.

OUR CORE WORK

10. Our core work programme is set out in legislation. The Act requires the Commission to deliver specific tasks within prescribed timeframes (for a full schedule out to 2043 please refer to Appendix 1). Our first major set of deliverables is due by 31 May 2021.
11. Our first package of advice includes:
 - a. the first three Emissions Budgets, which provides the pathway towards reaching our 2050 target of a net zero, low emissions Aotearoa across economic sectors, and includes budgets for the maximum amount of greenhouse gases that can be emitted over five-year periods to reach our target; and
 - b. guidance on the Government's first Emissions Reduction Plan, which looks at how we can reduce emissions across the economic sectors, with policy and strategy recommendations to meet our long-term goals.
12. Other key deliverables before 31 May 2021 include:
 - a. providing advice on Nationally Determined Contribution (NDC) under the Paris Agreement through a review of whether the NDC is compatible with global efforts to limit global warming to 1.5°C above pre-industrial levels.

- b. providing advice to the Government on the reductions in biogenic methane emissions that may need to be made in the future. The advice is intended to provide greater certainty for planning purposes about the eventual reductions in biogenic methane emissions which might be required of Aotearoa under our international obligations.
13. The terms of reference for the Climate Change Commission’s review of the NDC and potential reductions in biogenic methane are available [here](#).
14. The Commission also provides the Government with other independent advice on key issues. This includes issues that could impact the ability of Aotearoa to meet its climate change goals and/or will assist the Commission to fulfil its role.

OUR ROLE IN UPHOLDING THE CROWN’S COMMITMENT TO THE TREATY OF WAITANGI

15. The Climate Change Response Act 2002 (the Act) requires that the Commission considers the Crown-Māori relationship, te ao Māori, and specific effects on iwi and Māori in all the advice it gives to the Government (s5M(f)). The Act requires that when the Government acts on our advice, it explicitly includes strategies to recognise and mitigate the impacts on iwi and Māori of reducing emissions and increasing removals (s3A(ad), and that it considers economic, social, health, environmental, ecological and cultural effects of climate change for iwi and Māori. Both the Commission and the Government must also adequately consult with iwi and Maori on their advice and plans. (s5N for the CCC and s3A(ad) and s5ZS(6) for the Minister).
16. At a later stage the Commission will prepare a national adaptation plan and must ensure the economic, social, health, environmental, ecological and cultural effects of climate change on iwi and Māori are taken into account.

CONSULTATION 1 FEBRUARY TO 14 MARCH 2021

17. On 1 February 2021, we will publicly release a draft of our advice package for formal consultation, with the submission period open until 14 March 2021.
18. Our objective for consultation is to ensure iwi/Māori, key stakeholders, and the general public have an opportunity to raise issues of concern, dispute facts, and provide general feedback prior to our final advice to the Minister. Submissions will be expertly reviewed, considered and reasonably accommodated where appropriate and within our compliance with the legislation.



PART TWO: APPROACH AND INSIGHTS FROM ENGAGEMENT WITH IWI/MĀORI

19. The Commissioners set an intention from the outset to be a good Treaty partner. In the initial phase of our work programme we have endeavoured to achieve this through the development of meaningful and enduring relationships with iwi/Māori, engaging genuinely, and building our competency to understand the insights shared to inform our advice. To give effect to this intent, we applied a range of tools and tactics over the first phase of our work programme.
20. Tools we applied included Te Arawhiti's engagement guidance, Atawhai Tibble's "5 Wai's", the principles of time, information, and goodwill as set out by the Pou Take Āhuarangi, and the framework "He Ara Waiora – A Pathway towards Wellbeing" (version 2.0).
21. These tools enabled the Commission's staff to engage appropriately with iwi/Māori and contextualise insights gathered through a Te Ao Māori and mātauranga Māori perspective.
22. Our tactics included undertaking research to build our knowledge of the relevant historic and contemporary context to improve our understanding of what we heard through engagement, and in addition to the Technical Reference Groups, a series of sector specific hui which Māori technical experts participated in. We also conducted zoom interviews with various Māori thought leaders, iwi representatives, and academics, and initiated small case studies with various Māori-collectives (mainly Ahu Whenua Trusts and marae) likely to be impacted by certain mitigations options aimed at reducing or removing emissions.

HE ARA WAIORA – OUR ANALYTICAL APPLICATION

23. The He Ara Waiora framework presents a Te Ao Māori perspective on wellbeing which formed an anchor for our analysis, on the basis that it resonated well with Māori throughout engagement and provided appropriate framing to understand and assess impacts of climate policy not only for iwi/Māori, but for Aotearoa katoa. He Ara Waiora also provides a frame for ensuring that climate policies and approaches consider the broader wellbeing of people and the environment, for current and future generations.
24. He Ara Waiora was initially developed under the Tax Working Group to explore how tikanga Māori could inform tax policy to improve wellbeing outcomes (version 1.0 of the framework). The framework was further developed (version 2.0) through a collaboration between Te Tai Ōhanga – The Treasury, [REDACTED] (facilitator, University of Canterbury) and pūkenga Māori (a full background on the framework and development process can be accessed [here](#)).
25. While version 1.0 of the framework sought to explore how tikanga Māori could be applied alongside the Living Standards Framework to tax policy, version 2.0 was designed by Māori and sought to identify the key aspects of wellbeing from a Te Ao Māori perspective, sourced in mātauranga Māori. Version 2.0 of the framework explored how Māori perspectives on wellbeing could be applied to public policy to achieve better outcomes for Māori.
26. He Ara Waiora version 2.0 (refer to Appendix 2) is anchored in wairua as a source of wellbeing. Te taiao at the centre (incorporating the ira atua) iterates a Māori perspective that environmental wellbeing is a precursor to human wellbeing, and that wellbeing within the ira tangata is premised on an interdependence between individual and collective wellbeing.

27. He Ara Waiora posits that dimensions of wellbeing (objectives or 'inherent goods') are 'ends' to wellbeing, but wellbeing is achieved through 'means' + 'ends'. In Te Ao Māori tikanga provides 'means' or the values that should underpin decision making and actions.
28. Pūkenga Māori who contributed to the development of the framework identified **four dimensions of wellbeing** within the ira tangata which include:
- Mana tuku iho – identity and belonging
 - Mana tauutuutu – individual and community rights and responsibilities
 - Mana āheinga – aspiration and capability
 - Mana whanake – sustainable prosperity
29. He Ara Waiora draws on tikanga values that have high-frequency use within Māori organisations and are considered appropriate as a 'means' to achieving wellbeing. These include:
- i. **Manaakitanga** – having a deep ethic of care towards people and whenua, acknowledging their role in the eco-system, and how they could be impacted through this work.
 - ii. **Tikanga** – ensuring the right decision makers are involved in the process, and the right decision making process is implemented.
 - iii. **Whanaungatanga** – being mindful of the relationality between all things, our connections to each other and how we connect to our whenua. (**Note:** application of whanaungatanga was not fully explored in He Ara Waiora version 2.0 therefore we have drawn our interpretation based on how it was referred to through our engagement process).
 - iv. **Kotahitanga** – taking an inclusive approach and working collaboratively with other agencies/organisations, communities, and people. For the Commission this would include accessing the best ideas and information while uplifting our collective efforts to transition to a low-emissions Aotearoa.
30. Through engagement with Māori we heard that all things are interconnected through wairua and whakapapa. Through whakapapa, Māori acknowledge their relationship to the environment (being the descendants of Io and of Ranginui and Papatūānuku). The ira tangata positions humans as the pōtiki in the whakapapa, therefore Māori inherit responsibilities to the other domains (e.g., the whenua, Tangaroa, Tāne Mahuta and Tāne's offspring, flora/fauna etc.) who preceded the emergence of humanity into te ao Marama.
31. Accordingly, through whakapapa Māori inherit responsibilities to consider the wellbeing of the broader system, and tikanga provides guidelines that enables a holistic way of living. An understanding of a Te Ao Māori view, and how tikanga is applied could extend to the way we consider climate change related decisions and actions.
32. We heard through engagement that many cultural and commercial Māori-collectives operate in accordance with the tikanga values that are relevant to them. Within the He Ara Waiora framework, tikanga is considered as a "means" which combined with the 'ends' can achieve 'waiora' or wellbeing. This was consistent with how Māori described the way tikanga applies to decision making on their whenua, where values of kaitiakitanga can take precedence or weigh heavily in decision making over traditional economic markers on the basis that intergenerational

wellbeing, and the wellbeing of the whenua, was more highly prioritised as an outcome measure.

33. Given the inherent synergies between He Ara Waiora and climate change kaupapa, and its broader resonance across other communities within Aotearoa, the Commission committed to extending the application of He Ara Waiora beyond our analysis of impacts for iwi/Māori to the broader analytical work. We acknowledge that the Commission are not experts in mātauranga or tikanga Māori, however, we are working to build our capability across the organisation and applying the tools set out above to meaningfully engage with iwi/Māori with an aim to be a good Treaty Partner, to encourage the Government to take climate positive action that considers the aspirations of iwi/Māori, and leads to better/more equitable outcomes for iwi/Māori.

OUR ENGAGEMENT APPROACH

34. Given the diversity across iwi and Māori, we recognise that iwi/Māori across the motu will experience the effects of emissions reductions and removals mitigation options differently. This may be due to their unique histories and/or the specific characteristics of their tribal takiwā. As such, we took a broad approach to gathering insights into how iwi/Māori across the motu will be affected by emissions reduction or removals. To date our engagement approach has included:
- building on the Interim Climate Change Committee's engagement with iwi and Māori
 - undertaking an assessment of Iwi Management Plans to understand iwi aspirations for resources in their takiwā
 - developing a literature review pertaining to Māori perspectives on climate change and/or protecting te ao tūroa/te taiao
 - drawing on the He Ara Waiora framework, as outlined above, to underpin our analysis
 - ensuring Māori technical experts were involved in the Technical Reference Groups
 - conducting Zoom sessions with Māori thought leaders, iwi representatives, Māori business leaders, and Māori academics and scientists
 - engaging with representatives from various marae and Māori organisations
 - initiated case study work with representatives of Māori-collectives
35. Our draft Evidence Report captures the insights we gathered through engagement with iwi/Māori set within the appropriate historic, contemporary and sector specific context. This report sets out the foundations for understanding and assessing impacts for iwi and Māori and identifies key risks.
36. Our Advice Report proposes approaches that will ensure Aotearoa's transition to an equitable low-emissions future gives consideration to the principles of the Treaty (partnership, participation, and protection) and applies He Ara Waiora to encourage better/more equitable outcomes for iwi/Māori.

KEY INSIGHTS FROM IWI/MĀORI

37. We have summarised key insights from iwi/Māori by sectors we focused on as part of our emissions reductions and removals analysis. We have also identified considerations as they align with the Treaty principles of partnership, participation, and protection.

Energy & Electrification:

Requirement		Consideration
Partnership	1.	Emphasis on rangatiratanga and a genuine partnership with iwi/Māori is essential to ensure future energy requirements take a kaitiaki approach to resource management and trade-offs between sufficient energy supply and protecting our natural environment.
	2.	Consideration should be given to opportunities for Māori collectives within a takiwā to partner with Crown in future local/regional energy production and distribution investments where benefits can flow through to whānau (particularly low-income households), and businesses.
	3.	Consideration should be given to strategic partnerships between Crown and Māori where there is an opportunity to advance research and development in carbon capture storage and hydrogen fuel cell technology.
Participation	4.	Māori collectives, particularly iwi and hapū, should be able to effectively exercise their rangatira and kaitiaki roles within their takiwā and participate in resource and asset management.
	5.	Consideration should be given to the energy requirements of the Māori economy being a developing economy, particularly in remote/rural communities.
	6.	Consideration should be given to potential inequitable impacts on iwi and Māori of increased electrification, particularly Māori living in low-income households.
	7.	Consideration should be given to support self-sufficient energy infrastructure in papakāinga development projects or projects which enable remote Māori communities to go off-grid, particularly where it enables whānau to live out their cultural and social aspirations in a low emissions way.
Protection	8.	A genuine acknowledgement of rangatiratanga is essential to ensure Māori can exercise their kaitiaki roles and manage and protect natural resources within their takiwā.
	9.	Consideration should be given to mātauranga Māori to identify potential future impacts of natural resource utilisation for energy use.

Forestry:

Requirement		Consideration
Partnership	1.	The Crown's approach to afforestation should take measures to emphasise rangatiratanga and collaboration through a genuine partnership with iwi and Māori. Genuine partnership will ensure iwi/Māori aspirations and the appropriate mātauranga are incorporated into afforestation solutions and opportunities
	2.	Māori-collectives with large land holdings should be considered for private/public investments which should incorporate kaitiaki and/or tikanga values and provide opportunities for Māori-collectives to participate in ownership further along the value chain.

	3.	Consideration should be given to how Māori-collectives could manage their emissions by takiwā in accordance with whakapapa and traditional kaitiaki management practices
Participation	4.	Consideration should be given to investments that enable Māori- collectives to participate across the supply chain and support local economies e.g., jobs (we heard from participants who represented Trusts operating in forestry where traditional labouring jobs in forestry are being replaced with automation in modern day production).
	5.	Consideration should be given to ensure Māori-collectives are not further disadvantaged if transitioning land use for competing strategies such as food sovereignty and papakāinga development, or when remaining Crown forest licensed land is returned through settlement.
	6.	Forestry is a key employment sector for Māori, consideration should be given to potential job loss/volatility due to increased automation, and opportunities to upskill/transition into specialized wood products.
	7.	Consideration should be given to the unintended consequences of policies that incentivise afforestation and the opportunity cost of commercial forestry for some Māori-collectives.
	8.	Consideration should be given to the availability of access to Māori-collectives for training on the NZ ETS.
Protection	9.	Consideration should be given to climate change policy and associated regulations and how they should enhance the ability for iwi and Māori to exercise rangatiratanga and kaitiakitanga within their takiwā.
	10.	Consideration should be given to the need for flexibility in the NZ ETS to enable Māori-collectives to change land use where it could support other social, cultural, environmental or economic priorities for the intergenerational wellbeing of their members (e.g., food sovereignty and papakāinga development). Being locked into a particular land-use does not enable the flexible management required for intergenerational organisations.
	11.	Consideration should be given to mechanisms to incentivise increased afforestation not constraining Māori-collectives from producing food. We heard that food sovereignty has become more of a focus post Covid-19.
	12.	Consideration should be given to species diversification e.g., natives (e.g., kānuka/mānuka for short term and by products, or long-term species such as kauri, tōtara, and rata), or exotics (e.g., Pine, Douglas Fir, Beech, Eucalyptus, etc.)
	13.	Consideration should be given to deeper exploration of the mātauranga relating to the realm of Tāne Māhuta with respect to sustainability, biodiversity, rongoa and traditional practices.

Agriculture:

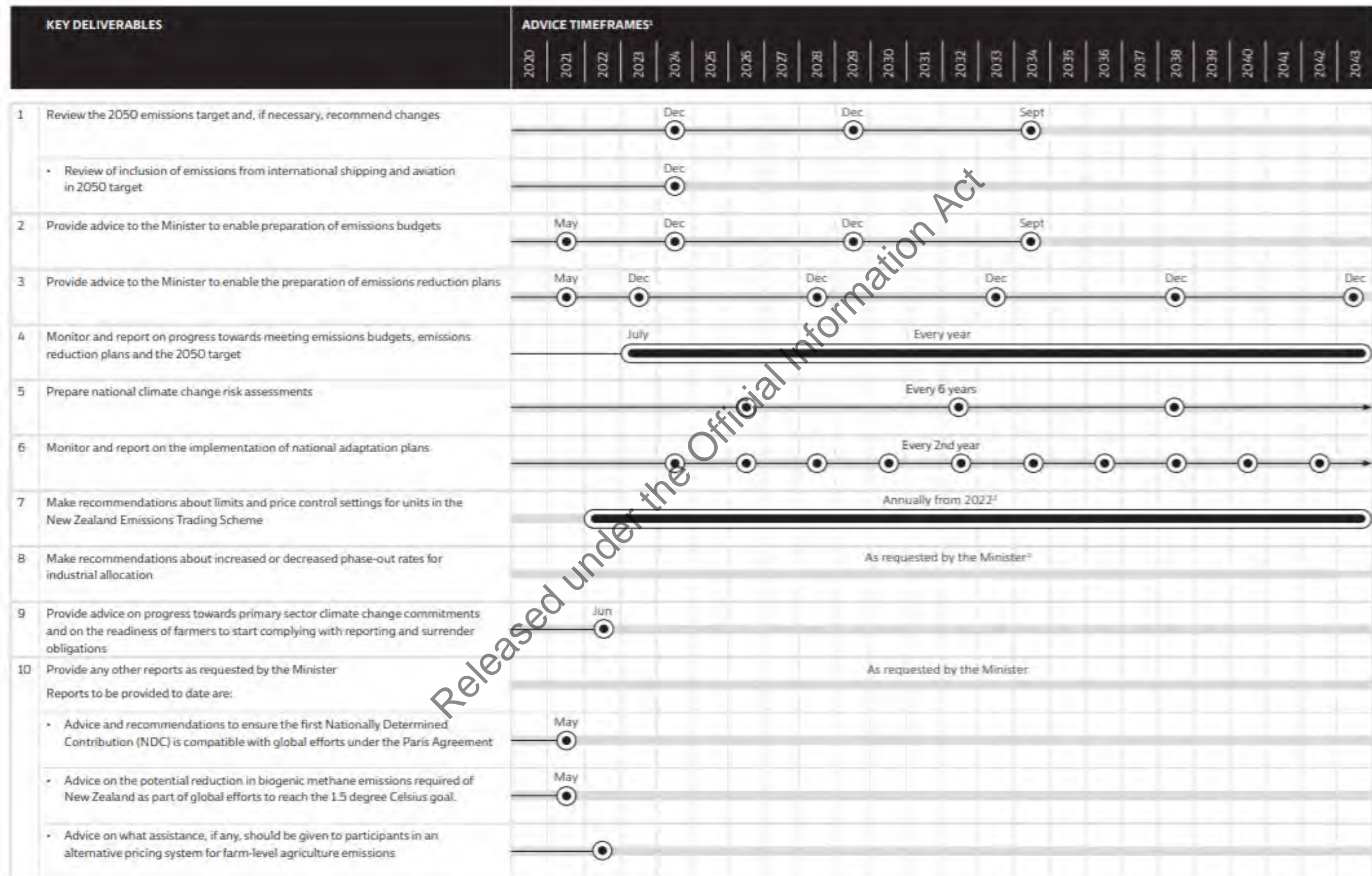
Requirement		Consideration
Partnership	1.	An emphasis on rangatiratanga and a genuine partnership with iwi/Māori would enable a kaitiaki approach to resource management.
	2.	Partnership is essential to progressing viable options and removing barriers to progress transitional land use.

Participation	4.	Consideration should be given to ensure Māori collective landowners are not further disadvantaged when perpetual leases expire.
	5.	Consideration should be given to how monitoring and measuring tools for on-farm inputs and run off can be improved. Also, the introduction of efficiency metrics/ratios that are supported by the XRB and audit processes.
	6.	Consideration should be given to ensure Māori collectives have access to farm advisors with the appropriate level of capability and expertise to provide suitable advice.
	7.	Consideration should be given to the nature of support available to smaller Māori collectives and if it is fit-for-purpose, to increase uptake of education and funding initiatives to support optimal land utilisation or the skills/knowledge required to support transitioning land use.
	8.	Consideration should be given to the availability of access to Māori collectives for training on the NZ ETS.
	9.	Consideration should be given to climate change policy and associated regulations and how they should enhance the ability for iwi and Māori to exercise rangatiratanga and kaitiakitanga within their takiwā.
Protection	10.	Consideration should be given to Māori collectives' ability to produce kai for their whānau, hapū, and iwi in accordance with cultural practice (e.g., manaakitanga), and food sovereignty strategies.
	11.	Consideration should be given to species diversification e.g., natives (e.g., kanuka/manuka for short term and by products, or long-term species such as kauri, totara, and rata), or exotics (e.g., pine, douglas fir, beech, eucalyptus).

OUR CONSULTATION APPROACH

38. We are still finalising the details of consultation events during the period 1 Feb to 14 March 2021, however, the Commissioners are scheduled to present our first draft advice to the Iwi Chairs Forum - Pou Take Āhuarangi at Waitangi in the first week of February. The Commission will also host a range of hui and open webinar during consultation which will enable us to touch base with our existing relationships and connect with a broader range of iwi/Māori. We have also initiated a working relationship with Te Puni Kōkiri's Regional team and hope to expand our reach through their network.

APPENDIX 1: Our key deliverables and timeframe



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APPENDIX 2: He Ara Waiora – a mātauranga Māori wellbeing framework

The ends and means relationship in He Ara Waiora is as depicted below:



Māori wellbeing framework designed by pūkenga Māori in collaboration with the Treasury. Developed through workshops, think tanks and wānanga with Māori thought leaders, iwi leaders, academics, and business operators.

Key Contributors	Other Contributors
<p>[Redacted] (UoC – Facilitator) [Redacted] – PKW/TWG [Redacted], The Treasury [Redacted], UoA [Redacted] – leader Te Whānau-a-Apani [Redacted] Whai Maia (Ngāti Whātua Ōrākei) [Redacted] – CNI, Ōpepe [Redacted], Te Wānanga</p>	<p>[Redacted] – Te Tumu Paeroa [Redacted] – Poutama Trust [Redacted] Waikato-Tainui [Redacted] – Waikato-Tainui [Redacted] – Whakatu Incorporation</p>

Agenda Item:	7.2	Ref code:	TBC
Date:	28 May 2020	Status:	Draft
Author:	[REDACTED]	Sector:	
Consulted:	Iwi Chairs Forum [REDACTED] Treasury counterpart [REDACTED] [REDACTED]	Second Tier sign off:	Astrid Nunns
Title	Māori Engagement Strategy and Paepae establishment		
Related Papers:	Te Mahere Whakamua Board Paper		
Board Meeting Date:	9 June 2020		

Purpose

1. The purpose of this paper is to:
 - i. outline our approach to engagement with iwi/Māori for the 12 months to May 2021,
 - ii. draw the links between this approach and the broader workstreams and deliverables set out in Te Mahere Whakamua; and
 - iii. explain the role of the Paepae in this strategy.

Background

2. Te Mahere Whakamua (refer [Te Mahere Whakamua Board Paper](#)) details how the Commission intends to deliver the core work required to meet the Māori specific legislative requirements of the Climate Change Response Act (2002) within the Broader work programme.
3. This Māori engagement strategy is designed to support the immediate needs of the foundational workstreams within Te Mahere Whakamua, predominantly through the establishment of quality relationships that help build the Commission's knowledge, insights, and networks within te ao Māori.
4. This strategy spans the 12 months from May 2020 to May 2021 and outlines the three phases of engagement and the engagement tactics we will employ at each phase.

Action sought	Date action required by
It is recommended that you: <ol style="list-style-type: none"> a) Note the Māori engagement approach over the 12 months to May 2021 b) Note the establishment of the Paepae in phase one of this strategy c) Approve the strategic approach outlined 	

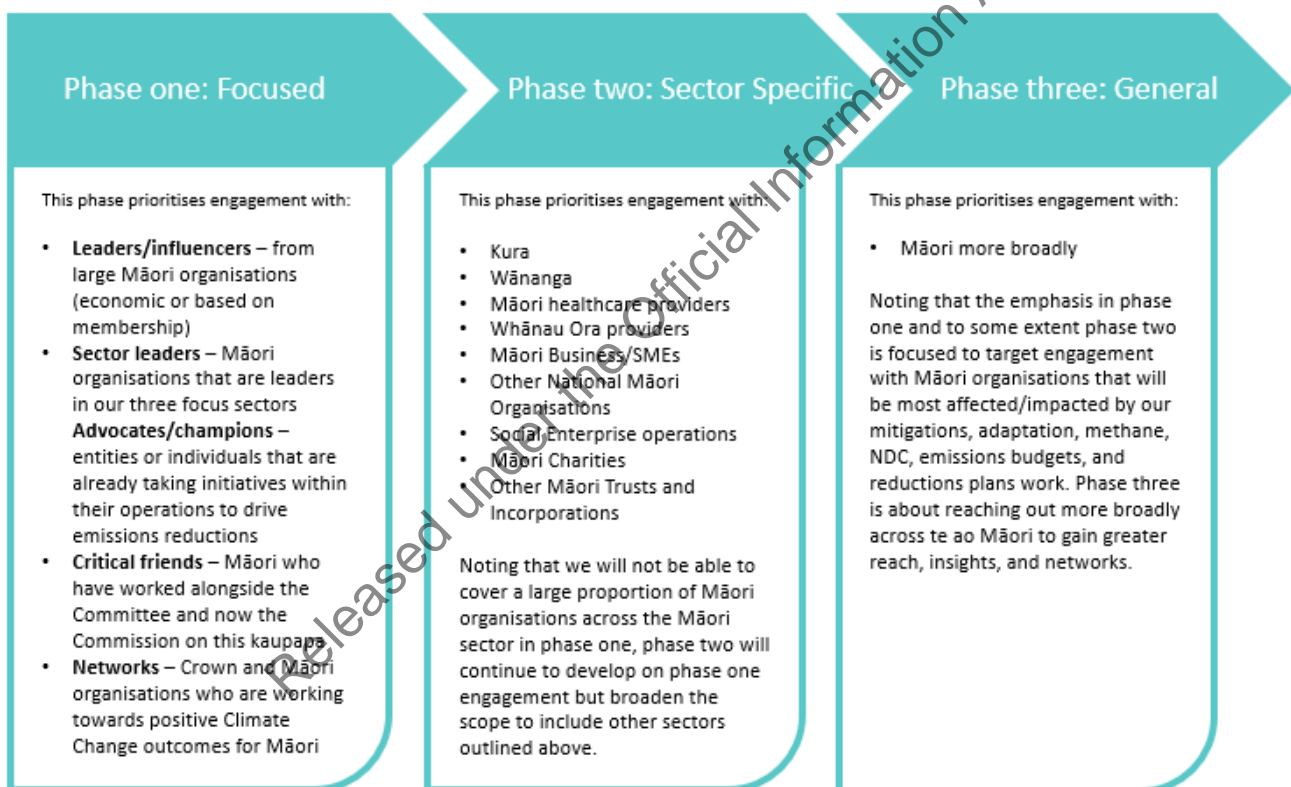
Māori engagement requirements and principles

5. With respect to Māori engagement, the Climate Change Response Act 2002 (the Act) sets out a range of legislative requirements that guide this engagement strategy. In addition, as a Crown Entity the Climate Change Commission (the Commission) is required to do its part to ensure the Crown upholds the Treaty partnership and gives effect to the principles of the Treaty. This expectation is iterated in Part 1, 3A, (ad) and (ae) of the Act which states that the Commission is required to:
 - i. include a strategy to recognise and mitigate the impacts on iwi and Māori in preparing and publishing an emissions reduction plan and to ensure that iwi and Māori have been adequately consulted, and
 - ii. take into account the economic, social, health, environmental, ecological, and cultural effects of climate change on iwi and Māori.
6. Te Arawhiti has provided guidelines as a basis for engaging with Māori to ensure Crown organisations incorporate a range of key considerations in the relationship. The guidelines include partnership, participation, protection, recognition of cultural values, and mana enhancing processes (refer. Appendix 1).
7. We recognise that being a good Treaty Partner goes beyond engagement, therefore we have factored in opportunities throughout Te Mahere Whakamua to understand Māori aspirations, recognise Māori rights and interests, enable active partnership and create opportunities for participation including co-design.
8. In addition to the Treaty principles and the requirements of the Act, we are mindful that successful engagement and consultation requires a two-way relationship therefore respectful and enduring relationships with iwi/Māori are critical. To achieve this our approach, where possible, will prioritise:
 - i. **Information** – having a clear understanding of who we want to connect with and why, as well as providing Māori organisations with relevant/targeted information to enable effective, constructive, and equitable participation.
 - ii. **Time** – recognising that Māori organisations have competing priorities. It is important that we engage with the appropriate decision makers and representatives, but also allow sufficient time for Māori decision makers and representatives to engage and participate as partners.
 - iii. **Goodwill** – it is not enough to seek information and perspectives from Māori without demonstrating: the process we will undertake to protect their views from misappropriation or misuse, how Māori perspectives will be incorporated into our work programme, and identifying the opportunities to peer review, feedback, or co-create.
9. We acknowledge that some Māori organisations are constrained by competing priorities, resourcing and time constraints, insufficient information, and engagement fatigue. We also recognise that some relationships will require the Commission to engage in accordance with the appropriate tikanga and kawa. To respond to these needs we are working to grow our internal capability, networks, and circle of 'critical friends'. We expect the establishment of the Paepae will also help improve our access to insights and information to support this engagement strategy.

Phased engagement approach

10. The aim of this engagement strategy is to gain access and insights to te ao Māori, create opportunities for iwi/Māori to partner and participate in the development of our work, and where appropriate build out networks and gain critical friends, champions, advocates, leaders and influences among te ao Māori that can help progress the transition to a low emissions Aotearoa within Māori communities and throughout New Zealand..
11. Given the limited time remaining in developing initial budget, we recommend a three phased approach to engagement that prioritises focused engagement in phase one, followed with broader sector specific engagement in phase two, then more general Māori engagement/consultation in phase three. These three phases are outlined in the diagram below.

Diagram 1: Three phases of Māori engagement to May 2021



12. Note: this engagement strategy builds on the relationships and insights accessed through the Interim Climate Change Committee (refer appendix 6), insights gained via Te Mahere Whakamua workstream 1, and focuses on expanding our engagement relationships with iwi/Māori organisations that are critical to the assessment of mitigations and adaptation pathways, emissions budgets and reductions plans, NDC, and methane targets in alignment with Te Mahere Whakamua workstreams (refer to the projected Māori engagement timeline at appendix 3).

Phase one:

13. Phase one prioritises targeted engagement with entities that meet the Engagement Focus Criteria outlined in diagram above and detailed in appendix 2. Through the development of a

Māori sector matrix (summary provided in appendix 4 and 5) we have identified the following Māori-collectives as suitable engagement targets for phase one:

- Iwi, hapū, and marae
- Māori freehold land entities (operating in our focus sectors)
- National Māori Organisations including: [REDACTED] and [REDACTED]
- Crown Research Institutes, and Te Tumu Paeroa (Crown Entity)

14. To improve the success rate of our Māori engagement strategy and the broader work plan set out in Te Mahere Whakamua, phase one will also see in the establishment of a Paepae. As proposed in the Climate Change Commission Māori Capability Development paper. The Paepae is a bench of knowledge holders who can help the Commission gain direct access to te ao Māori perspectives and insights as well as leadership to provide direction and guidance where appropriate. They can also serve as a sounding board for testing our recommendations and advice.
15. Phase one will progress between May 2020 and August 2020 and engagement tactics during this phase include: zoom sessions, establishment of the Paepae, surveys, and ongoing relationship building with Iwi Chairs and other critical friends and networks.

Phase two:

16. In phase two we will continue to engage with phase one entities, however, we will expand our focus to include other aspects of the Māori sector who will be affected/impacted by our work or can help progress the transition to a low emissions Aotearoa within Māori communities. These sectors include:
- Kura and Wānanga
 - Māori healthcare and Whānau Ora providers
 - Māori businesses and SMEs
 - Other National Māori Organisations
 - Social enterprise operations
 - Māori charities and other Māori trust boards and incorporations
17. Phase two will progress between September and November 2020. Engagement tactics include zoom sessions, kanohi kitea, and ongoing relationship development with critical friends and networks.

Phase three:

18. By phase three we expect to have a good understanding of te ao Māori and the impacts of the key mitigations and adaptation options. This provides a good opportunity to take a broader approach to consultation between January and May 2021, which will be predominately kanohi kitea (depending on the National alert status at that time).
19. We understand it may take time to develop critical friends and networks, and we consider these aspects to be longer-term strategies extending beyond this 12 month period. For this reason we will continue to cultivate existing relationships we have established with Māori across all phases of the engagement strategy. Established relationships including Māori representatives in the Technical Reference Groups (TRGs), the Iwi Chairs Forum and other iwi/Māori organisations such as [REDACTED].

Appendices

Appendix 1. Te Arawhiti – Māori engagement guidelines

- i. **Partnership** - the Crown and Māori will act reasonably, honourably and in good faith towards each other as Treaty partners.
- ii. **Participation** - the Crown will encourage, and make it easier for Māori to more actively participate in the relationship.
- iii. **Protection** - the Crown will take active, positive steps to ensure that Māori interests are protected.
- iv. **Recognition of Cultural Values** – the Crown will recognise and provide for Māori perspectives and values.
- v. **Use Mana Enhancing Processes** - recognising the process is as important as the end point; the Crown will commit to early engagement and ongoing attention to the relationship.

<https://tearawhiti.govt.nz/te-kaui-hikina-maori-crown-relations/engagement/>

Appendix 2. Engagement focus criteria

- a) **Leaders/influencers** – entities that have the size (economic and/or membership base), resources, and the intent to support climate change initiatives.
- b) **Sector leaders** – identifying iwi and Māori organisations that are leaders in our focus sectors: Heat, Industry & Power, Transport, Land Use & Waste.
- c) **Advocates/champions** – entities or individuals that are already taking initiatives to drive emissions reductions, (e.g., change in land use, change in technologies, change in behaviour/practice, change in members/owners behaviour/expectations), and might be interested to endorse and/or support our work.
- d) **Critical friends** – Māori who have worked alongside the Committee and now the Commission in support of this kaupapa.
- e) **Networks** – iwi/Māori organisations and Māori representatives within Crown organisations (e.g., CRIs) who have work alongside the Commission in the interests of seeing good outcomes for iwi/Māori, or connecting with other established Māori networks such as Ngā Pukenga (He Ara Waiora), Ngai Kaihautu (EPA)

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Appendix 3. Projected Māori engagement timeline



Appendix 4. Māori Sector Matrix Summary

Through the development of a Māori Sector Matrix we have summarised the following:

- **Iwi/Hapū/Marae** - ~98 iwi entities identified (via StatsNZ) hapū entities and associated marae TBC. (Note: there are also many other iwi/hapū related entities, e.g., Māori Trust Boards, Charities, Post Settlement Governance Entities (PSGE's) and businesses which we have not quantified.
- **Māori freehold land entities** (e.g., [REDACTED]) – ~8,406 entity structures¹
- **National Māori organisations** ~7 which include [REDACTED] and [REDACTED]
- **Māori healthcare and Whānau Ora** providers - ~240 nationally in total
- **Kura and Wānanga** - ~113 Kura, Wānanga TBC
- **Māori SMEs, charitable organisations, and social enterprise** – TBC note: includes [REDACTED]
- **Government Agencies, Crown Entities, and Crown Research Institutes (CRIs)** - one of the key institutes being Te Tumu Paeroa (the Māori Trustee)





¹ Refer pages 9-14 of [Tax Working Group Paper - Overview of Māori Collectives](#) for further explanation of these entities.

Appendix 5. Phase one engagement targets

Phase one engagement:	Relevance:	Approach:
<p>Iwi and hapū organisations</p> <p>This division will enable us to connect with leaders/influences, advocates/champions, and sector leaders.</p>	<p>Iwi play an important role in Māori engagement as they are typically the mandated body to engage in the negotiation process. Iwi typically have a large membership base and own a range of assets which vary between iwi. Iwi Chairs Forum is a collective of iwi representatives and plays an important role in Māori engagement due to their leadership, representation, insights, and reach.</p> <p>In some rohe, hapū as the mana whenua play an important role in Māori engagement, and like iwi their connection to the marae and reach. Iwi and hapū both play a significant role in progressing the social, cultural, environmental, and economic aspirations of their members.</p>	<p>Zoom Interviews Targeted surveys Engagement (TBC)</p>
<p>Marae</p>	<p>Marae represent the centre of culture for Māori where kawa and tikanga are maintained. They are also the centre for preserving knowledge and education e.g., wānanga, waiata, mātauranga, rongoā, etc. Marae play an important role in Māori engagement as they often are represented by kaumatua, ahi kā or delegated hapū and iwi representatives. They also uphold kawa and tikanga and have access to knowledge systems e.g., mātauranga.</p>	<p>TBC</p>
<p>Māori freehold land entities</p> <p>This division will enable us to connect with leaders/influences, advocates/champions, and sector leaders.</p>	<p>Māori freehold land (MFL) is land still held by the original Māori owners. Comprising approximately 5% of NZ land (1.4m ha), ~27, 456 land titles with 8,406 management structures. Administration of Māori freehold land is provided for under the Te Ture Whenua Māori Act. There is a lot of variance between land blocks with respect to: size, number of owners, productivity, utilisation, management capability, LUC class, land use, regional variance, etc. While there is a large percentage of underutilised / unproductive MFL, some of these entities are big contributors to the Māori economy predominantly in the primary industries, but are also active in tourism, geothermal, housing, and digital sectors. Due to a range of complexities, this sector faces many challenges but in the main are supportive of initiatives to lower emissions.</p>	<p>Zoom Interviews Targeted surveys Engagement (TBC)</p> <p>Note: due to the size of this population and time available we will only be able to connect with a small sample of the total population in 12 months</p>
<p>National Māori Organisation: ██████████ ██████████</p>	<p>██████████ Māori Authorities that operate in a range of sectors including agriculture and forestry. ██████████ an important role in Māori engagement due to their membership base and reach</p>	<p>TBC</p>
<p>National Māori Organisations: ██████████ ██████████</p>	<p>██████████ play an important role in Māori engagement due to their membership base and understanding of impacts associated with ocean acidification, and associated cultural and economic impacts</p>	<p>Zoom Interview</p>

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Appendix 6. Key themes and comments from the Committee's agriculture and energy engagement

	Partnership	Protection	Participation
Equity 	There should be 50/50% representation on the Commission. Iwi/hapū/Māori collectives need to be on equal ground to participate in the Treaty partnership with Crown. To do this they need access to their information which sits in central or regional databases controlled by Crown and CRIs.	How can a Trust/Māori Inc. assert/ensure kaitiakitanga principles when they do not hold decision making rights over their whenua?	Māori are already looking at soil, water, air quality and waste reduction in their operations, therefore they are already "paying" for it. What is the value for Māori? How will energy poverty be addressed? Whānau/hapū are often more remote, more likely to uptake old technology and infrastructure.
Capability/Capacity 	Historic perpetual leases prevent Māori from exercising DM rights over their whenua. Consider opportunities for decentralised models to enable regions, and iwi/hapū to have more involvement and autonomy in renewable energy.	What opportunities will there be for Māori land-owners to be active decision makers not passive e.g., perpetual leases.	Complexity of administration under TTWM. Capacity to look to solutions, how are Māori expected to update emissions reductions opportunities when there are competing priorities. Services to support land use change and services to support upskill/retraining.
Whenua & Natural Resource Management 	There needs to be constitutional discussion around use and management of our natural resources e.g., windfarms, hydro, water allocation etc. What does it mean to be kaitiaki in Aotearoa?	There is a lot of Māori land* in perpetual leases, who protects the whenua when there are no decision-making rights? Loss of land due to coastal erosion. Preserving indigenous biodiversity vs uplifting productivity for economic returns. Water is already over allocated – what will be the impacts of hydro?	What is the success rate of Māori land* transitioning to high value land or operations? Will underdeveloped Māori land be disadvantaged by transitioning to low emissions activities?
Policy/Process 	Who is providing input/giving consent? Governance vs representation.	Decisions, approaches need to prioritise the wellbeing of the taiao.	Where does engagement, tikanga and opportunities to participate feature in the conversation around emissions reduction and travel? Should lease holders access benefits and subsidies for Māori just because they are farming on Māori land?

*Māori land refers to Māori freehold land or customary title land

Agenda Item:	7.1	Ref code:	TBC
Date:	28 May 2020	Status:	Draft
Author:	[REDACTED]	Sector:	Māori
Consulted:	Leadership Team Team Leads Treasury counterparts [REDACTED] Iwi Chairs Forum [REDACTED] [REDACTED]	Second Tier sign off:	Astrid Nunns
Peer Reviewer	[REDACTED]	PR Sector:	
Title	Te Mahere Whakamua – Māori focus workstreams and deliverables		
Related Papers:	[REDACTED]		
Board Meeting Date:	9-10 June 2020		

Purpose

1. The purpose of this paper is to inform the Board of the project plan supporting the Māori specific requirements of the broader work programme and to provide an overview of the workstreams and deliverables Commission staff are progressing.

Background

2. From the outset of the Commission's establishment, there has been effort invested in thinking about how to build capability within the Commission to meet our Māori specific legislative requirements and be a good Treaty partner. However, due to resource constraints, the broader scoping and planning of the deliverables required to support this work were delayed. This paper seeks to address that delay and bring the Board up to speed on the Māori focus work in progress.
3. Te Mahere (*plan*) Whakamua (*move forward – invokes aspiration and direction*)¹ is the project management plan that sits within the Commission's broader workplan and details the approach the Commission will take to ensure it can:
 - give consideration to the Māori specific requirements of the Climate Change Response Act 2002 (the Act);
 - enable Māori, as a Treaty partner, to see themselves participating in the Commission's work; and
 - uphold Crown obligations² as a Treaty Partner and give effect to the principals of Te Tiriti o Waitangi through the broader work plan.
4. This paper outlines the six core workstreams and associated deliverables within Te Mahere Whakamua that will support the Commission to build the knowledge, capability, and understanding required to meet its legislative requirements. The six workstreams are:

¹ Refer appendix 1 for obligations.

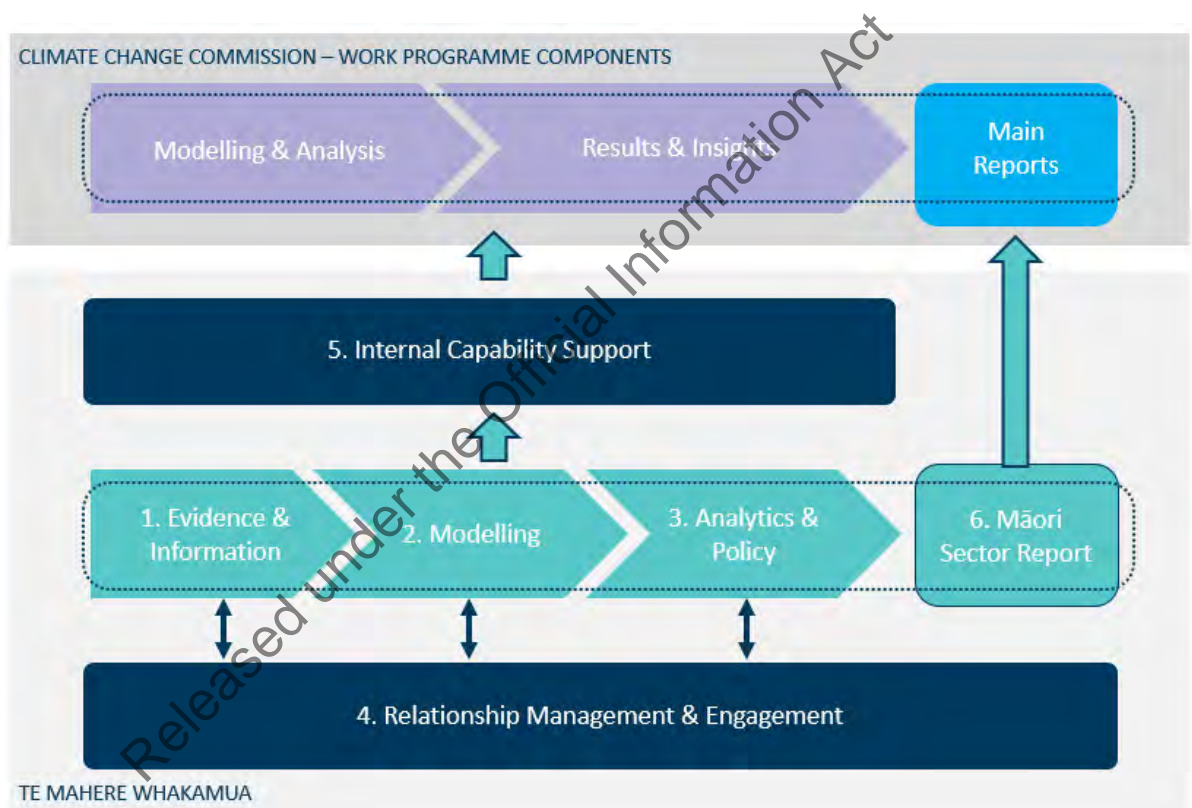
² Refer appendix 2 for obligations.

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- Workstream 1: Evidence and information
- Workstream 2: Modelling
- Workstream 3: Analytics and insights
- Workstream 4: Relationship management and engagement
- Workstream 5: Internal capability support
- Workstream 6: Māori sector report

Overview of Te Mahere Whakamua

5. The following diagram depicts the flow of Te Mahere Whakamua workstreams and how they support the Commission's broader workplan. An explanation of the workstreams is summarised below.



Foundational workstreams:

6. Workstreams 1-3 are the foundational workstreams within Te Mahere Whakamua that help ensure the Commission has undertaken sufficient research and analysis to confidently incorporate mātauranga Māori, and te ao Māori perspectives into the broader work programme.
- Workstream 1. Evidence and Information:** this workstream is intended to build the Commission's foundational knowledge of Mātauranga defined in the Act as traditional Māori knowledge and Te Ao Māori defined as the Māori world, te reo Māori, and tikanga Māori (i.e, Māori customs and protocols).

In addition, this workstream will help the Commission build an understanding of Māori cultural, social, environmental, and economic perspectives and aspirations.

This workstream will be supported by six key deliverables which include:

- collating insights;
- setting out what is meant by a Te Ao Māori perspective in relation to Climate Change;
- a literature review looking at the interface between science and mātauranga Māori;
- an environmental scan assessing current state emissions of Māori-collectives within the Māori economy;
- a gap analysis to help identify suitable pathways going forward; and
- a master data project to ensure the upkeep of our foundational data.

- ii. **Workstream 2. Modelling:** this workstream will deliver a Land Use Options report exploring how existing operations, transitional investments, behaviours, and innovative technologies could be framed in a Te Ao Māori context.

This report will draw on the outputs from workstream 1 and model options that could meet these requirements, identifying potential opportunities, impacts constraints, and policy levers that could help support Māori-collectives in the transition to a low emissions Aotearoa.

A key output from this workstream will be to identify ways the Commission's current modelling and future modelling tools could expand to incorporate Māori specific inputs and criteria.

- iii. **Workstream 3. Analytics and policy:** this workstream has a key supporting function within the Commission's broader work programme, applying the knowledge and insights developed through workstreams 1 and 2 to the scenarios, mitigations, and impacts work. This workstream will also apply the Commission's analytical framework, and Treasury's He Ara Waiora framework to assess impacts from a mātauranga, Te Ao Māori, and a Māori economy viewpoint.

Supporting workstreams:

7. Workstreams 4 and 5 focus on building relationships, networks, and capability.

- i. **Workstreams 4. Relationship management and engagement** ensures the Commission has access to the right networks and insights to inform and test we have understood a te ao Māori view and are reflecting this in our work. This workstream also creates opportunities to enable iwi/Māori to participate in the development of our work, including in particular through the establishment of the Paepae (initially introduced in the Climate Change Commission - Māori Capability Development paper).
- ii. **Workstream 5. Internal capability support:** draws on all the outputs of workstreams 1- 4 and ensures Commission staff are building sufficient capability to deliver quality outputs that reflect our Māori specific legislative requirements across the Commission's work and culture.

Outputs:

- i. **Workstream 6. Maori sector report:** this workstream brings all the above workstreams together in a Māori sector report. It provides the Māori specific insights and perspectives that will be incorporated into the Commission's main report.

Released under the Official Information Act



Project management and resourcing:

8. Te Mahere Whakamua was developed in consultation with the other Team Leads within the Commission, our Leadership Team, [REDACTED] (The Treasury) and [REDACTED] (Iwi Chairs Forum). Consideration has been given to how the workstreams and deliverables in Te Mahere Whakamua align with and support the Commission’s broader work programme.

9. Commission staff are currently revising the programme timeframes to recalibrate post Level 4 (lockdown). We note that Te Mahere Whakamua has had a late start, however, is now sufficiently resourced to deliver the workstreams outlined within a suitable timeframe.

10. It should be noted that Te Mahere Whakamua is focused on establishing the Commission’s foundational work to deliver to the Māori specific requirements of the Act. Going forward only some of these workstreams will be part of the Commission’s core work, additional work needs to be undertaken to determine what the key functions of the Māori focus team will be under the Commission’s new organisation structure.

Action sought	Date action required by
<p>It is recommended that you:</p> <ul style="list-style-type: none"> • note the workstreams and deliverables of Te Mahere Whakamua • note there is sufficient resource to meet these deliverables • note this project plan is for foundational work only • provide feedback on the direction of the project workstreams and deliverables 	

Released under the Official Information Act

Appendices

Appendix 1. Te Mahere Whakamua project workstreams and deliverables.

Workstream 1:		Evidence and Information
Purpose		To collate Māori specific evidence and information to support the development of a credible evidence base, base line projections, and gap analysis to support the Commission's work.
Key resource		[REDACTED]
Supporting resource		Whetū Consultancy Ltd.
Key activities & accountabilities		<ul style="list-style-type: none"> Undertake the research and analysis required to complete the workstream deliverables Conduct zoom interviews Collate, summarise, and organise data Completion of deliverables Report findings back to sector teams
Reference	Key Deliverable	Description
E&I.1	Insights	Summary of submissions, summary of Interim Climate Change Committee's (ICCC) engagement process, summaries of Iwi resource management plans and taiao strategies (refer to Whetu packages) and zoom sessions in collaboration with the Treasury.
E&I.2	Understanding a Te Ao Māori perspective	This paper will answer the question: what is a Te Ao Māori perspective in relation to Climate Change? Drawing from a range of medium, including Interim Climate Change Committee engagement notes, zoom sessions, He Ara Waiora, our literature review, and from selected Iwi and Hapu management plan summaries (ref E&I.1). This work will draw out Māori perspectives on climate change as they intersect with Māori cultural, social, environmental, and economic aspirations establishing a baseline understanding of what matters to Māori in respect to climate change. This product is dependent on E&I.1 and 3 and a dependency of E&I 4 and 5. This product will also support the development of workstreams 2 to 6.
E&I.3	Literature review (CCC Narrative)	The literature review focuses on the science interface with mātauranga and tikanga to form a background and educational narrative for staff. This document will ascertain what Māori scientists are researching and publishing and how they are linking their science and research projects to climate change and resulting environmental hazards. The report will also touch on the legislative environment and determine how tikanga Māori can utilise legislative and other tools to influence and participate in the climate change transition. This report will support deliverables E&I.2 and 4. This report will assist in forming the Māori perspective.
E&I.4	Environmental Scan - with a focus on Māori-collectives	This scan assesses the current state emissions of Māori collectives within the Māori economy as well as touching on the cultural, environmental and social, aspects of the Māori economy. This scan will form the Commission's baseline of current state emissions within Te Ao Māori, and combined with E&I.2 and 3, will provide the inputs for the gap analysis (E&I.5).
E&I.5	Gap analysis	The gap analysis will compare a Te Ao Māori perspective (E&I.2) i.e., what matters to Māori within the climate change kaupapa, with the current state emissions from Maori-collectives (E&I.4) to help identify the success criteria for Māori in the transition to a low emissions Aotearoa. The gap analysis will be contextualized in a post-pandemic recession environment and include a SWOT analysis to identify recession specific considerations that will need to be incorporated into the broader analysis e.g., priorities of iwi/Māori entities

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		in a post-pandemic/recession situation, how much exposure Māori entities or PSGEs have to international markets, risk, etc.
E&I.6	Master data	Central repository (preferably in PowerBI or some other business intelligence tool) containing of all relevant data, statistics, and information collated in support of the Commission's overall Māori focus work programme.

Workstream 2:		Modelling
Purpose		Development of a Land Options report, building on the workstream 1 deliverables and exploring how existing operations, transitional investments, behaviours, and innovative technologies could be framed in a Te Ao Māori context. This report will draw on the success criteria identified in E&I.5 and model options that could meet these requirements, identifying potential opportunities, impacts constraints, and policy levers that could help support Māori-collectives in the transition to a low emissions Aotearoa. A key output from this workstream will be to identify ways the Commission's current modelling and future modelling tools could expand to incorporate Māori specific inputs and criteria.
Key resource		[REDACTED]
Supporting resource		[REDACTED]
Key activities & accountabilities		<ul style="list-style-type: none"> • Undertake analysis and modelling • Completion of deliverables • Report findings back to sector teams
Reference	Key Deliverable	Description
MOD.1	Land Use Options Report - Scoping	The Land Use Options Report - Scoping paper. This paper will identify the focus area for the land use options report. This paper will be developed in parallel with workstream 1.
MOD.2	Land Use Options Report	The Land Use Options Report will draw on the components of workstream 1 and undertake economic modelling and analysis, based on the Māori freehold land dataset, to model mitigation and adaptation options that explore the art of the possible. The Land Use Options Report will incorporate a high-level assessment of Māori-collectives current state operations, what these organisations are currently doing to offset emissions, and what other options they could explore that align with Māori cultural, social, environmental, and economic perspectives. This report will incorporate barriers, constraints, risks, and opportunities.
MOD.2	Land Use Options Report - Recommendations	Summarise key findings and make recommendations that will contribute to the mitigations and adaptation pathways and ultimately the emissions budgets and emissions reductions planning advice.

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Workstream 3:		Analytics and Insights
Purpose		Apply the knowledge and insights developed through workstreams 1 and 2 to the Commission's broader scenarios, mitigations, and impacts work. Undertake a He Ara Waiora analysis to assess the policy impacts from a Te Ao Māori perspective of wellbeing.
Key Resource		[REDACTED]
Supporting Resource		Collaboration with [REDACTED] and [REDACTED] (Treasury) Ngā Pūkenga (He Ara Waiora - TBC). Collaboration with [REDACTED].
Key activities & accountabilities		<ul style="list-style-type: none"> Work with the Cross-cutting, Land Use, Heat, Industry, and Power, Transport, and Waste teams to identify mitigation and adaptation impacts for Māori in the preparation of emissions budgets and emissions reductions planning advice. Work in collaboration with Treasury to develop the He Ara Waiora – Climate Change workstream. Undertake analysis and develop recommendations and advice.
Reference	Key Deliverable	Description
A&I.1	Analytics	Assess impacts of mitigation and adaptation scenarios impacts
A&I.2	Policy	Assess mitigation and adaptation options through the He Ara Waiora Policy framework. Alignment with He Ara Waiora, enables the Commission to build on existing policy infrastructure already endorsed in te ao Māori.

Workstream 4:		Relationship management and engagement
Purpose		To ensure Māori, as a Treaty Partner are able to see themselves in the work of the Commission and enabled to participate in the development of that work. To ensure that Commission upholds the Crown's Treaty obligations and at the interface with Māori, gives effect to the Treaty principles of: Partnership, Participation, and Protection. To ensure our engagement is mana-enhancing, meaningful, and effective.
Key resource		[REDACTED]
Supporting resource		Collaboration with [REDACTED] Paepae (TBC)
Key activities & accountabilities		<ul style="list-style-type: none"> Develop criteria to determine critical, specific, and general relationships and a corresponding relationship matrix to align with the work programme. Undertake due diligence on iwi, hapū, and other Māori entities to identify leaders/influencers, advocates/champions, sector leaders, Collate DoS commitments Develop the establishment documentation for the Paepae Develop engagement approach Undertake external engagement
Reference	Key Deliverable	Description
RME.1	Relationship criteria	A set of criteria that defines what a critical, specific, or general relationship with the Commission is and why.
RME.2	Relationship matrix	A relationship matrix that aligns with the work programme and identifies key individuals or entities that meet the criteria.
RME.3	Paepae	Establish a Paepae to support the Climate Change Commission including rationale, terms of reference, and a nominations process.

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RME.4	CRM	Customer Relationship Management (CRM) database to capture due diligence on critical, and specific individuals or entities. Note: the CRM will also include details on “general” individuals and entities.
RME.5	Engagement strategy	A strategy that sets out the Commission’s Māori engagement approach, current and post pandemic.
RME.6	External engagement	Engagement, consultation and external communications.
RME.7	Networks	CRIs, critical friends, networks, etc., (see engagement matrix). ICCC

Workstream 5:		Internal Capability Support
Purpose		To develop the tools and support programmes required to enable the Commission to deliver on the Māori specific requirements of the Commission’s broader work programme, and ensure the Commission gives effect to the Treaty principles of: Partnership, Protection, and Participation.
Key resource		[REDACTED]
Supporting resource		[REDACTED]
Key activities & accountabilities		<ul style="list-style-type: none"> • Collate materials and build a tool kit • Develop skills matrix for self-assessment • Work with management and team leads and develop relevant Māori specific competencies to be incorporated into PDPs • Engage external resource to provide treaty training • Work in collaboration with the Treasury to deliver He Ara Waiora training.
Reference	Key Deliverable	Description
ICS.1	CCC Māori Capability Development Strategy	Paper setting out the Commission’s high-level Māori capability development strategy, to identify the Māori specific competencies required for individual staff and teams and develop an approach to ensure the Commission is able to facilitate capability building aligned to the needs of individuals in accordance with the Commission’s Treaty obligations, and work programme.
ICS.2	Tool kit and skills matrix	Develop suite of tools and a skills matrix to support staff capability building, for general use or to be incorporated in personal development plans.
ICS.3	Capability support	Provide support to Commission staff developing their capability.
ICS.4	Treaty training	Compulsory staff training in the principles of the Treaty.
ICS.5	Policy tools	Applying the He Ara Waiora – Policy framework (in collaboration with Treasury).

Workstream 6:		Reports
Purpose		To ensure the culmination of input from Māori and the development of workstreams 1-3 are represented in the Commission’s external publications.
Key Resource		[REDACTED]
Supporting Resource		TBC
Key activities & accountabilities		<ul style="list-style-type: none"> • To bring together the key aspects of workstreams 1, 2, and 3 in a Māori sector technical report. • To provide materials and/or peer review for the Commission’s report.
Reference	Key Deliverable	Description
REP.1	CCC Māori sector report	Māori sector report
REP.2	CCC report	Incorporating Māori insights and perspectives through the Commission’s main report.

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Appendix 2. Legislative requirements.

Excerpt from the Climate Change Commission Internal Capability Development Strategy.

The follow sections of the Climate Change Response Act 2002 (the Act) have specific reference to Māori considerations in the Act that relate to the Commission's functions and duties:

Part 1A, Subpart 1, 5H(1)(d)(ii), Part 1A, Subpart 1, 5H(2)(d)(ii)

- i. Part 1A, Subpart 1, 5H(1)(d)(ii) specifies that the Minister must have regard to the need for the Commission to have members who collectively have technical and professional skills, experience, and expertise in, and an understanding of innovative approaches relevant to, the Treaty of Waitangi (Te Tiriti o Waitangi) and te ao Māori (including tikanga Māori, te reo Māori, mātauranga Māori, and Māori economic activity).
- ii. Part 1A, Subpart 1, 5H(2) explains that in section 5H, mātauranga Māori means traditional Māori knowledge, te ao Māori means the Māori world, te reo Māori means the Māori language, tikanga Māori means Māori custom and protocol.

Part 1A, Subpart 2, 5M(f)

- i. In performing its functions and duties and exercising its powers under this Act, the Commission must consider, where relevant— the Crown-Māori relationship, te ao Māori (as defined in section 5H(2)), and specific effects on iwi and Māori.

Summary of 3A Treaty of Waitangi (Te Tiriti o Waitangi) specific to the Commission

- i. In order to recognise and respect the Crown's responsibility to give effect to the principles of the Treaty of Waitangi,—

Ref.	Relates to:	Requirement:	Applicable:
(a)	Orders in Council (agriculture)	consult with iwi and Māori who appear to or are likely to have an interest	N/A
(ab)	Nominations for the Climate Change Commission	seek nominations from iwi and Māori representative organisations	Yes
(ac)	Appointments of members of the Climate Change Commission	have regard for the commission to have members who have technical and professional skills, experience, and expertise, and innovative approaches, relevant to the Treaty of Waitangi	Yes
(ad)	Prepare and publish an emissions reduction plan	include a strategy to recognise and mitigate the impacts on iwi and Māori of reducing emissions and must ensure that iwi and Māori have been adequately consulted on the plan	Yes
(ae)	National adaptation plan	take into account the economic, social, health, environmental, ecological, and cultural effects of climate change on iwi and Māori	Yes
(b)	Pre-1990 forest land allocation plan	consult with representatives of iwi and Māori who appear to or are likely to have an interest	N/A
(c)	Fishing allocation plan	consult with representatives of iwi and Māori who appear to or are likely to have an interest	N/A
(d) (i), (ii), (iii)	Appointment and conduct of a review panel (re: ETS, and an operation and effectiveness levy)	ensures that the review panel has at least 1 member who, in the Minister's opinion, has the appropriate knowledge, skill, and experience relating to the principles of the Treaty of Waitangi and tikanga Māori to conduct the review;	N/A

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		must consult with the representatives of iwi and Māori that appear to the panel likely to have an interest in the review; the terms of reference for the review panel must incorporate reference to the principles of the Treaty of Waitangi	
(e)	Regulations relating to eligible agricultural activities	consult with representatives of iwi and Māori who appear to or are likely to have an interest	N/A
(f)	Regulations relating to adding further activity to Part 2 of Schedule 4 'Other removal activities'	consult with representatives of iwi and Māori who appear to or are likely to have an interest	N/A
(g)	Regulations relating to methodologies and verifiers	consult with representatives of iwi and Māori who appear to or are likely to have an interest	N/A
(h)	Regulations relating to unique emissions factors	consult with representatives of iwi and Māori who appear to or are likely to have an interest	N/A
(i)	Gazetting of targets	consult with representatives of iwi and Māori who appear to or are likely to have an interest	N/A
(j)	Regulations relating to targets	consult with representatives of iwi and Māori who appear to or are likely to have an interest	N/A

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Cover Page for Board Paper

Board Meeting	16 December 2020	Agenda Item: TBC	Pages: 9
Author(s):	[REDACTED]	Team:	Māori Focus Workstream
Peer Reviewer:	[REDACTED]	T2 sign off:	Astrid Nunns, General Manager
Consulted:	[REDACTED]		
Title of Paper:	Consultation Plan to ensure iwi/Māori are adequately consulted		
Previous paper:	<ul style="list-style-type: none"> • Māori Engagement Strategy (9 June 2020 Board meeting) • Advice 2021: Approach to consultation (25 November 2020 Board meeting) 		
Referenced Papers Link:	Agenda item 7.2 Māori Engagement Strategy Advice 21: Approach to consultation		

Purpose

1. This paper is to provide you with the iwi/Māori Consultation Plan to support the Communications and *Engagement Advice 21: Approach to consultation*, which was tabled at the 25 November Board governance meeting.
2. This paper provides an overview of our consultation approach that draws on Atawhai Tibble's '5 Wai's of Māori Engagement' model. Tibble is a respected Māori thought leader, with extensive experience in translation and enabling partnership between Māori and the Crown.
3. Appendix A presents how we have applied this approach to the activities and/or events from late January through to 14 March that are specific to the Māori Focus Workstream consultation phase.
4. Appendix A also shows which events or hui require the attendance or participation of our Deputy Chairperson Lisa Tumahai, likewise the events or hui that Chairperson Rod Carr is scheduled to attend.
5. This paper does not include events and activities requiring Board Members arranged by the Engagement and Communications team, apart from their attendance at the Iwi Chairs Forum over the Waitangi Week, and Waitangi celebrations.
6. At this meeting, we seek your approval of the *Consultation Plan to ensure iwi/Māori are adequately consulted* for the Advice 21 package.

Background

7. The Commission is preparing to publicly test its first draft package of advice in February, in advance of submitting its final advice to Government by 31 May 2021.
8. When the Commission was established by the Climate Change Response (Zero Carbon) Amendment Act 2019 (the Zero Carbon Act), we were given clear direction to engage meaningfully with New Zealanders. In regard to our responsibilities as Treaty partners, Sections 5N, 5ZA and 5ZH of the Zero Carbon Act sets out our obligations for Consultation. In particular, Part 1, 3A (ad) and (ae) states we are required to:
 - a. "include in an emissions reduction plan a strategy to recognise and mitigate the impacts on iwi and Māori of reducing emissions and must ensure that iwi and Māori have been adequately consulted on the plan", and

DRAFT

b. “in preparing a plan, take into account the economic, social, health, environmental, ecological, and cultural effects of climate change on iwi and Māori”

9. This tranche of our work focuses on the emissions budget and mitigations work, as per point a) above. Point b) refers to the National Adaptation Plan, however, this initial round of consultation will help to set up the foundations for further work regarding the National Adaptation Plan.
10. Shortly after the Zero Carbon Act came into effect, the Minister for Climate Change (the Minister) set out expectations that the Commission should build relationships with a wide range of groups and develop and implement a strategy for ongoing and transparent engagement with stakeholders and iwi, which includes adequate time and opportunity for submissions on our advice to be received, heard and considered.

How we developed the iwi/Māori Consultation Plan

11. Our approach has been consistent with the engagement principles set out in the [Māori Engagement Strategy](#) that was agreed at the 9 June Board meeting, and also follows tikanga i.e. working with the appropriate representatives or going through the entities mandating process.
12. We are also building on the insights gathered from early engagement undertaken by the Interim Climate Change Committee and the Commission.
13. Our approach focuses on:
 - i. relationships established throughout the engagement process through kanohi ki te kanohi (face to face) hui, online hui, and TRG sessions
 - ii. reconnecting with the same participants from the case studies and marae surveys
 - iii. providing opportunities for broader consultation with iwi/Māori who we have not yet engaged with through the Communications and Engagement arranged webinars
 - iv. arranging targeted kanohi ki te kanohi or online hui with Māori organisations, entities, thought leaders, marae and Māori-collectives we have not had the opportunity or capacity to develop relationships with yet.
14. The Minister’s expectation underpins our engagement and consultation process, which gives effect to tikanga while ensuring iwi/Māori are adequately consulted, consistent with the Treaty principles of partnership, protection and participation.
15. We are mindful that successful engagement and consultation requires a two-way relationship, therefore respectful and enduring relationships with iwi/Māori are critical.
16. To achieve this, we draw on Atawhai Tibble’s *5 Wai’s of Māori Engagement* in our engagement and relationship approach, while applying He Ara Waiora framework throughout our mahi. These approaches provide Commission staff tools to ensure the appropriate Māori decision makers are identified and involved in the process at every stage.
17. Tibble’s *5 Wai’s of Māori Engagement* provides a basic yet comprehensive tikanga approach when engaging and/or consulting with iwi/hapū/Māori. The framework for this model outlines five key themes Commission staff should be thinking about when approaching iwi/hapū/Māori for consultation.
 - 1) **Nā Wai:** Nā wai te hui i karanga? Clarify who from the Commission is connecting, and why connecting with iwi/Māori is important.
 - 2) **Ko Wai:** Ko wai ngā Māori nei? Who are we connecting or collaborating with? Who do we need to be connecting or collaborating with? What is the background of who are we are consulting/engaging with?
 - 3) **Mō Wai:** Mō wai tēnei hui? What is the benefit to/for Māori from meeting with us? What will they get out of the relationship? Understand who you are meeting with.
 - 4) **He Wai:** He wai? What are we doing to authentically to connect culturally?

- 5) **Ma Wai:** Mā wai tatou e korero? Or Ma wai tatou e arahi? 'Ma wai' is about the person or people leading you, making sure you have right team and skill sets, and most of all, making sure you have a cultural navigator.
18. We have reflected these values by emphasising consultation (led by the Māori Focus Workstream) with mandated/authorised representatives of iwi/Māori organisations/Māori-Collectives (refer to Chapter 6 of the Evidence Report). The reason for this approach is to ensure our engagement and consultation with iwi/Māori is mana enhancing i.e., acknowledging Māori-collectives and cultural constructs as recognised by iwi/Māori.
19. In addition to the Treaty principles and the requirements of the Act, we are mindful that successful engagement and consultation requires a two-way relationship therefore respectful and enduring relationships with iwi/Māori are critical. To achieve this approach, where possible, we will prioritise:
- I. **Information** – having a clear understanding of who we want to connect with and why, as well as providing Māori organisations with relevant/targeted information to enable effective, constructive, and equitable participation.
 - i. **Time** – recognising that Māori organisations have competing priorities. It is important that we engage with the appropriate decision makers and representatives, but also allow sufficient time for Māori decision makers and representatives to engage and participate as partners.
 - ii. **Goodwill** – it is not enough to seek information and perspectives from Māori without demonstrating the following: the process we will undertake to protect their views from misappropriation or misuse; how Māori perspectives will be incorporated in to our work programme; and identifying the opportunities to peer review, feedback, or co-create.

Our consultation approach for iwi/ Māori

20. As we enter the Commission's public submissions consultation phase, the Māori Focus Workstream consultation plan moves into:
- i. strengthening established relationships,
 - ii. re-connecting with iwi/Māori who were involved throughout the evidence phase,
 - iii. establishing new relationships with targeted Māori-collectives, Māori organisations and Māori thought leaders, and
 - iv. connecting with iwi/Māori who connect with us.
21. This consultation plan includes an open public webinar set for 26 January 2021. This will be led by our Deputy Chair Lisa Tumahai and Rod Carr, with support from [REDACTED] (Director, Te Ao Māori Strategy and Performance, The Treasury).
22. Akin to the Commission's other public webinars, this event is open to the public. However, for this event targeted invitations will be sent to potential Māori invitees that have not had an opportunity to participate in the development of the mahi to date, or who have had a light touch involvement (refer to appendix A).
23. We are aware from our insights to date that during consultation itself our Treaty Partners will be interested in the following:
- i. understanding our engagement process
 - ii. the approach we took to gather insights
 - iii. our key findings which inform our evidence and advice, and
 - iv. how the insights and findings have been incorporated into the Commission's recommendations to the Government.

24. Going forward we can explore broadening our approach/medium. However, due to resource constraints our focus for this consultation period is to fulfil our obligations to the legislation and the Treaty Partnership.
25. The submissions process will be consistent with the Commission's broader approach to consultation.

Consultation outcomes sought

26. **Meet our legislative requirements:** ensure the Crown upholds the Treaty partnership by giving effect to the Treaty principles of partnership, participation and protection. Ensure iwi and Māori are adequately consulted.
27. **To build meaningful and enduring relationships with iwi/Māori:** ensure the process enables iwi/Māori to be heard, understood, and see their feedback incorporated into the final product, in doing so reinforcing our desire to develop genuine and meaningful relationships with iwi/Māori.
28. **To inform:** socialise the Commission's evidence, proposed advice and recommendations more broadly amongst iwi/Māori beyond our established relationships.
29. **To test:** testing what we heard through engagement and ensuring we have understood the critical aspects of the insights and information captured, and appropriately reflected these issues/findings in our work.
30. **To collaborate:** ensuring a process that enables iwi/Māori to participate and includes opportunities to co-design where applicable.

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Attachments

We have attached the following:

- Appendix A: Consultation Plan to ensure iwi/Māori are adequately consulted for period: Late -January 2021 to 14 March 2021

Action sought	Date action required by
<p>It is recommended that you:</p> <ol style="list-style-type: none"> 1. Note that you have previously endorsed the Advice 21 Consultation Strategy, but that the iwi/Māori component was not yet included in that strategy. 2. Approve the Consultation Plan to ensure iwi/Māori are adequately consulted and the detailed plan attached to this paper 	<p>At the meeting</p>

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Appendix A: Consultation Plan to ensure iwi/Māori are adequately consulted for period: Mid January 2021 to 14 March 2021

Existing Relationships Reconnect with Māori entities, individuals, collectives, academics, organisations, thought leaders and/or representatives we have already developed strategic partnerships with.						
Ko Wai - Who we will connect and/or collaborate with? What is the background/rationalisation?	Nā wai - Who from the Commission is leading and why is connecting with this group important?	Mō wai - what is the benefit to iwi/Māori; what will they get out of the relationship?	He wai - e.g. what are we doing to connect authentically and culturally?	Ma wai - who is/are the cultural navigator/s for the Commission?	How	When
<p>Established relationships (including from ICC) we engaged with throughout the year to continue developing the relationships and providing opportunities to participate in the development of the work.</p> <p>Māori-collectives: Ahu whenua & PSGE</p> <ol style="list-style-type: none"> 1. [REDACTED] 2. [REDACTED] 3. [REDACTED] 4. [REDACTED] 5. [REDACTED] 6. [REDACTED] 7. [REDACTED] <p>Marae</p> <ol style="list-style-type: none"> 1. [REDACTED] 2. [REDACTED] 3. [REDACTED] 4. [REDACTED] 5. [REDACTED] 	<p>Māori Focus Team</p> <p>Why</p> <ul style="list-style-type: none"> Upholding the Treaty principles of participation and partnership by keeping them informed of how their involvement impacted the integration of Māori specific requirements into the Commission’s evidence and advice to the Minister. To listen and understand the specific issues/ impacts/opportunities they see as possible impacts of the Emissions Budget policy on Māori businesses, communities and organisations. Opportunity to identify structures within Māori society that were representative of tradition/culture/whakapapa/ decision making over assets, aspirations, future development opportunities. 	<ul style="list-style-type: none"> Setting the foundation for strategic relationships to enable ongoing feedback and input into the development of our evidence, advice and recommendations. Participants can see how tikanga and mātauranga Māori is foundational in our process for developing advice that will lead into climate change policies. 	<ul style="list-style-type: none"> Initial relationships established by connecting through mandated representatives. These relationships are ongoing and enduring. We also met with individuals that approached us. 	<p>Lisa Tumahai [REDACTED]</p> <p>Supported by [REDACTED] – Poutiaki - Director Te Ao Māori Strategy and Performance, The Treasury</p> <p>Māori-collectives: Ahu whenua & PSGE (esp. case studies)</p> <p>[REDACTED] – already established relationships</p> <p>Marae</p> <p>[REDACTED] – already established relationships with them</p>	<ul style="list-style-type: none"> Māori-collectives case study participants - Kanohi ki te kanohi (face to face) hui Marae - online hui, phone calls and emails Email invitations sent to each to invite them to the January webinar 	<p>From late December 2020 - Māori Focus Team will be setting up various mid-January to 14 March hui as appropriate.</p>
<p>Iwi/Māori thought leaders from:</p> <p>Wananga</p> <ol style="list-style-type: none"> 1. Wananga o Raukawa - [REDACTED] 2. University of Auckland - [REDACTED] <p>Māori Organisations</p> <ol style="list-style-type: none"> 3. [REDACTED] 4. [REDACTED] 5. [REDACTED] 6. [REDACTED] 	<p>Māori Focus Team</p> <p>Why</p> <ul style="list-style-type: none"> Inform them of the consultation stage and submission process To uphold the Treaty principles of participation and partnership by keeping them informed of how their involvement impacted the integration of Māori specific requirements into the Commission’s advice To listen and understand the specific issues/ impacts/opportunities they see as possible impacts of the Emissions Budget policy on Māori businesses, communities and organisations. 	<ul style="list-style-type: none"> Sets the foundation for strategic relationships to enable ongoing feedback and input into the development of our evidence, advice and recommendations. Participants can see how tikanga and mātauranga Māori is foundational in our process for developing advice that will lead into climate change policies. 	<p>Established relationships by connecting through mandated representatives.</p>	<p>Māori Focus Workstream [REDACTED]</p>	<ul style="list-style-type: none"> Kanohi ki te kanohi hui Online hui Email invitations sent to each to invite them to the January webinar 	<p>Re-engage early January 2021 to:</p> <ol style="list-style-type: none"> 1. inform them of the consultation stage and process 2. arrange hui as appropriate

<p>National Māori organisations to include but not limited to:</p> <ol style="list-style-type: none"> 1. [REDACTED] 2. [REDACTED] 	<p>Lisa Tumahai, Rod Carr and Māori Focus Team</p> <p>Why</p> <ul style="list-style-type: none"> • To maintain existing relationships. • To demonstrate how their involvement has informed and been integrated into the Commission’s evidence, advice, and recommendations. • To create opportunities to increase uptake of climate positive action due to their connections/work with Māori freehold land owners. • Allows us to test policy proposals and responses to identify key areas of interest and concern for Māori. 	<ul style="list-style-type: none"> • Participants can see how tikanga and mātauranga Māori is foundational in our process for developing advice that will lead into climate change policies. • Demonstrates how their concerns insights have been captured, and ongoing opportunities to inform government policy and measure progress. 	<p>Established relationships by connecting through mandated representatives.</p>	<p>Lisa Tumahai [REDACTED]</p>	<ul style="list-style-type: none"> • Email invitations sent to each to invite them to the January webinar • Online hui 	<p>Re-engage early January 2021 to:</p> <ol style="list-style-type: none"> 1. inform them of the consultation stage and process 2. arrange hui as appropriate
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New relationships						
Ko Wai - Who we will connect and/or collaborate with? What is the background/rationalisation?	Nā wai - Who from the Commission is leading and why connecting with this group is important?	Mō wai – what is the benefit to iwi/Māori; what will they get out of the relationship?	He wai – e.g. what are we doing to connect authentically and culturally?	Ma wai – who is/are the cultural navigator/s for the Commission?	How	When
<p>Iwi/Māori Workstream webinar Open public webinar with targeted iwi/Māori invitees to provide information and engage more broadly with iwi/Māori who have not had an opportunity to participate in the development of the mahi to date, or who have had a light touch involvement.</p> <p>Potential attendees include:</p> <ol style="list-style-type: none"> 1. Māori academics 2. Māori business owners 3. Māori rangatahi organisations 4. Social Enterprises 	<p>Lisa, Rod, the Māori Focus team</p> <p>Why</p> <ul style="list-style-type: none"> • Giving effect to the Treaty principles of partnership, participation and protection, and that iwi and Māori are adequately consulted. • Opportunity to engage more broadly, particularly with people not available in the development stage, who we did not have the resourcing to connect with. 	<ul style="list-style-type: none"> • Have the chance to become familiar with the Commission's evidence, proposed advice and recommendations. • Provides an opportunity to test with Māori what the Commission heard through engagement, and ensure we understood the critical aspects of the insights and information captured, and that they are appropriately reflected in our work. 	<p>██████████ to facilitate in accordance with the appropriate tikanga protocols for this forum.</p>	<p>Lisa Tumahai supported by ██████████ and ██████████</p>	<p>Webinar arranged by Engagement and Communications Team</p>	<p>26 January 2021</p>
<p>Iwi/Māori thought leaders including but not limited to:</p> <p>Wananga</p> <ol style="list-style-type: none"> 1. Victoria University ██████████ <p>Māori Organisations</p> <ol style="list-style-type: none"> 1. ██████████ 2. ██████████ <p>*more to be confirmed</p>	<p>Māori Focus Workstream</p> <p>Why</p> <ul style="list-style-type: none"> • Māori thought leaders play a critical role in knowledge development and thought leadership and make a valuable contribution to Māori engagement. • Māori organisations operate in various industries and community programmes across the rohe, so will be valuable connectors to iwi/Māori across the motu • Holds Crown accountable to the Treaty partnership by giving effect the Treaty principles of partnership, participation and protection, and that iwi and Māori are adequately consulted. 	<ul style="list-style-type: none"> • To become familiar with the Commission's evidence, proposed advice and recommendations. • Provides an opportunity to test with Māori what the Commission heard through engagement, and ensure we understood the critical aspects of the insights and information captured, and that they are appropriately reflected in our work. 	<ul style="list-style-type: none"> • The Māori Focus Team will establish new relationships by connecting through mandated representatives. • Demonstrate authenticity and cultural connection in our process and our use of He Ara Waiora. 	<p>The Māori Focus Team</p>	<p>Initial introductory email to connect – mid January and arrange hui as appropriate and if they are interested</p> <p>Various Hui</p> <ul style="list-style-type: none"> • Kanohi ki te kanohi • Various 1:1 online 	<p>Arrange hui within first three weeks of consultation stage, with follow up session/s to be arranged as required or requested.</p>
<p>Iwi Chairs Forum Represents a broad range of Iwi representatives who are members of the forum.</p> <p>Waitangi ceremonies Agenda to follow – although note the evening of Wednesday 3 February there will be a pre-brief hui with Pou Take Ahuarangi, to meet them, and to provide feedback on the presentation to be given by Rod/Commission.</p>	<p>All Board members will be attending, possible with ██████████</p> <p>Why Opportunity to build a partnership with representatives of iwi who are members of the forum.</p>	<ul style="list-style-type: none"> • To test policy proposals and responses to identify key areas of interest and concern for Māori. 	<p>To be led by Lisa Tumahai and Rod Carr.</p> <p>Attendance at the Waitangi pōwhiri 8am Thursday morning.</p>	<p>Lisa Tumahai supported by ██████████</p>	<p>All Board Members personal attendance</p>	<p>Arrange hui within first three weeks of consultation stage, with follow up session/s to be arranged as required or requested.</p> <p>Agenda to be provided before itinerary can be drafted</p>
<p>Federation of Māori Authorities Represents a broad range of Māori authorities, many who operate in the agricultural sector.</p>	<p>Lisa Tumahai, Rod Carr and Māori Focus Team</p> <p>Why</p>	<p>To test policy proposals and responses to identify key areas of interest and concern for Māori Authorities.</p>	<ul style="list-style-type: none"> • The Māori Focus Team will establish new relationships by connecting through mandated representatives. 	<p>TBC Lisa Tumahai and Māori Focus workstream supported by ██████████</p>	<p>Initial introductory email to connect the Māori Focus Sector early January, and arrange hui as</p>	<p>Arrange hui within first three weeks of consultation stage, with follow up session/s to be arranged as required or requested.</p>

	Opportunity to build a partnership with representatives of iwi who are members of the Association		<ul style="list-style-type: none"> Demonstrate authenticity and cultural connection in our process and our use of He Ara Waiora. 		<p>appropriate and if they are interested</p> <ul style="list-style-type: none"> Kanohi ki te kanohi Online 1:1 	
Te Ohu Kaimoana	<p>Lisa Tumahai, Rod Carr (TBC) and Māori Focus Team</p> <p>Why Opportunity to build a partnership with representatives who work to advance Māori interests in the marine environment, including customary fisheries, commercial fisheries and aquaculture as well as providing policy and fisheries management advice to iwi and the wider Māori community.</p>	To test policy proposals and responses to identify key areas of interest and concern for Mandated Iwi Organisations.	Authenticity and cultural connection demonstrated in our process and our use of He Ara Waiora.	Māori Focus Workstream	<p>Initial introductory email to connect – mid January and arrange hui as appropriate and if they are interested</p> <p>Various Hui</p> <ul style="list-style-type: none"> Kanohi ki te kanohi Online 1:1 	Arrange hui within first three weeks of consultation stage, with follow up session/s to be arranged as required or requested.
<p>Crown Entities and Crown Research Institutes (CRI) including but not limited to:</p> <ol style="list-style-type: none"> NIWA GNS Plant & Food EPA Manaaki Whenua Callaghan Innovation <p>Note: a relationship with Te Tumu Paeroa is already in progress.</p>	<p>Māori Focus Team</p> <p>Why Opportunity to provide information to better enable CRIs to prepare for changes that could affect their business/projects and relationships with iwi/Māori organisations.</p>	To test policy proposals and responses to identify key areas of interest and concern for Māori.	Authenticity and cultural connection demonstrated in our process and our use of He Ara Waiora.	Māori Focus Workstream	<p>Initial introductory email to connect – mid January and arrange hui as appropriate and if they are interested</p> <p>Various Hui</p> <ul style="list-style-type: none"> Kanohi ki te kanohi Various 1:1 online 	Arrange hui within first three weeks of consultation stage, with follow up session/s to be arranged as required or requested.
Any other interested parties that reach out and wish to engage with us	<p>Māori Focus Team, Communications and Engagement Team</p> <p>Why Māori are not homogeneous – interests and backgrounds vary from iwi to iwi, region to region and from land block to land block. When consulting or meeting with Māori it is critical to understand their place in space and time will determine what the results of their concerns, needs, future impacts and solutions will be.</p>	<p>Interested parties are able to:</p> <ol style="list-style-type: none"> connect, be informed and/or familiarised with our work to date; ask specific questions pertaining to iwi/Māori as Aotearoa transitions to a low-emissions future. 	Authenticity and cultural connection demonstrated in our process and our use of He Ara Waiora.	Māori Focus Workstream – dependant of the parties reaching out to us		

Key Findings

Climate Change kaupapa

1. Awareness relating to Climate Change kaupapa (including the Kyoto Protocol, the Paris Agreement, and the Zero Carbon Bill amendments to the Climate Change Response Act 2002) was diverse. Some participants were very knowledgeable, others had some level of awareness but thought that easier access to information would have been useful, others saw “Climate Change” as yet another issue humanity has created by not recognising or living in accordance with whakapapa and nature’s laws.

Cultural values drive decision making

2. All participants emphasised that cultural values drive decision making. This included balancing decisions around what’s good for the whenua and wai, upholding whakapapa, enhancing whānaungatanga (social connectivity within iwi, hapū, and whānau), revitalising customary knowledge systems and practices, and ensuring economic returns for intergenerational sustainability and prosperity.

Impacts of Crown Initiatives

3. Some participants identified direct links between current day social, cultural, environmental, and economic problems (experienced among their whānau/hapū) to past Crown initiatives. Examples raised included Crown acquisition of customary land and disruption of land ownership, also Crown imposed operations including exotic forestry (replacing natives) and farming which has destroyed indigenous biodiversity, created negative environmental impacts, and disrupted customary knowledge systems, practices and economic models.
4. Participants emphasised that if contemporary policies are grounded in the same “short-term” thinking they will continue to disadvantage current and future generations of Māori.

Inequity

5. Participants identified how operating in a dual value system (Māori cultural values vs western hegemonic values) disadvantages Māori. Examples raised included:
 - a. the grandparenting of Nitrate Discharge Allowances (NDAs) in the Lake Taupō catchment disadvantaged Māori landowners and operators who had already reduced their stocking rates as it was culturally the “right thing to do”,
 - b. the ETS which economically locks Māori landowners into exotic forestry even though it might not align with their cultural values or owners aspirations (e.g. preferences for housing, or food production), and
 - c. the lack of legal recognition of traditional Māori whakapapa based constructs (as opposed to trusts and companies) continues to disrupt traditional land governance, management, and utilisation and restricts the more traditional intra-hapū collaboration that exist within iwi.

Cost of doing business or transitioning land use

6. Culturally led decision-making, combined with the impacts of historic Crown initiatives are often compounded through the introduction of new policy. Increased compliance and regulations in farming further increases the cost of doing business, e.g., some Māori landowners had already made decisions that reduced profitability to prioritise the wellbeing of the whenua. For some

Māori land-owners, the ETS imposes penalties that may preclude shifts away from the exotic forestry they inherited.

Technology and the future of work

7. Participants considered that the current state of measuring and monitoring tools were insufficient to fully capture the wellbeing status of the whenua from a kaitiaki perspective (e.g., [REDACTED]) and adequate investment should be made to improve capability.
8. Further advancements in technology (e.g., robotics) could replace a lot of manual based labour (particularly in horticulture and production forestry). It is important that Crown initiatives, and Māori led decision-making and investments, give consideration to the opportunities created through new and emergent technology as well as the disproportionate representation of Māori in labouring jobs.

Education

9. Participants emphasised the need to provide their tamariki with an education that sets them up for success i.e., skills and knowledge that:
 - a. uphold customary practice and enables self-sufficiency (e.g. fishing, hunting, rongoa etc.),
 - b. enables them to participate and thrive in a technologically advanced future, and
 - c. ensures cultural and economic resilience
10. Participants also acknowledged that part of the short-fall in making improvements to existing on-farm practice is due to farm advisors (often non-Māori) reluctance to changing practices, or a gap in their own knowledge.

Intergenerational planning

11. Participants emphasised that Māori are intergenerational, therefore long-term planning generally means 100 years or more. For some participants this meant thinking about what the whenua might be used for 100 years into the future, for others it was about looking to the whakapapa, understanding what the whenua was and focusing on restoration as a starting point for building.

Māori-Crown relationship and engagement going forward

12. Most participants considered Māori to be the ideal partner for Crown in regard to climate change, as climate change aligns with Māori values and an intergenerational approach to land use. They noted, however, for this to be effective the partnership needs to be “real”, one that recognises rangatiratanga and doesn't compromise Māori rights under the Treaty.
13. Participants acknowledged that some of the limitations for engaging with Crown include the inappropriate approach (i.e., going through the mandated representatives) and insufficient timeframes. Competing priorities and insufficient resourcing were among the limitations raised.
14. Some participants expressed that they are reluctant to engage with Crown because so many of the issues their whānau are experiencing and addressing today are a result of Crown policies. Nor are they interested in jumping to Crown initiatives as they typically are based on short-term planning and don't represent what's important to the hau kāinga and the ahi kaa¹. Their experience is that it perpetuates the cycle of Crown telling Māori what to do on their whenua, which inevitably results in poor outcomes for the whenua and the people.

¹ The people based at home, the marae who uphold the culture (tikanga, kawa etc.,) of the kāinga and marae.

Doing good

15. Irrespective of what decisions the Crown makes, participants in their capacity as Trustees on Māori land trusts will continue to do 'what's right' in accordance with their cultural values.

Policy considerations

1. Conversations with participants led to discussions around policy considerations that would enable more successful outcomes for Māori. Discussion points ranged from principles that could guide policy to potential policy options. The emphasis was that policy options should form a comprehensive package that addresses gaps/shortfalls or facilitates opportunities across all levels of the system.

Principles included:

2. Crown adopting more holistic long-term thinking to better align policy design with the way Māori think and plan.
3. Crown to be more integrated in the way they work across agencies so potential inconsistencies/issues are identified before they are implemented.
4. Enabling co-designing opportunities to ensure Māori have been able to participate in the policy design process from the outset.
5. Ensuring the policy process recognises rangatiratanga.
6. Taking a proactive approach to building an understanding of what matters to Māori i.e., what their aspirations are and how they are reflected in their own strategies and plans for their people and their whenua².
7. Ensure the policy process and approach to implementation reflects true partnership in the Māori-Crown relationship.

Potential Policy Options:

Recognition of Māori operating constructs

8. Māori-collectives as individual entities are not recognised for their cultural alignment based on whakapapa. Māori-collectives connected by whakapapa (e.g., an iwi entity or Post-Settlement Governance Entity (PSGE), a hapū-collective or charitable trust and Ahu Whenua Trusts) should have to ability to "net-off" emissions across their balance sheets. This would provide the flexibility required to balance considerations between their asset base, the aspirations of their people, and any future development opportunities). This approach would support rangatiratanga and mana motuhake.
9. Legal recognition of traditional Māori whakapapa-based constructs (as opposed to companies, Limited/General Partnerships, and discretionary or charitable trusts) continues to disrupt traditional land governance, management, and utilisation which restricts the more traditional intra-hapū collaboration that exist within iwi. Recognising traditional Māori constructs in legal entity form would enable Māori-collectives to operate as Māori rather than fitting into boxes that don't capture their true characteristics.

Co-investment/Partnership

10. Co-investment models that enable Māori to own part of the infrastructure of the future, particularly when it is relevant to their takiwā. Examples might include:

² Examples of this approach include the Regional Economic Development Strategies

- a. technology institutes or establishments that foster capability in robotics, artificial intelligence, virtual reality, etc. particularly amongst rangatahi.
- b. clean energy infrastructure, particularly where it enables potential to flow benefits back though to whānau and/or address energy poverty amongst more vulnerable whānau.
- c. industry where there is link to sustainable development within a rohe, particularly where there might be an interest within the rohe to access new technologies or skills and training, and the ability to update the education syllabus proactively.
- d. Consider options to enable future-focused investment in local communities/economies that enhance Māori economic resilience e.g., applying Impact Investment type methodologies, rather than traditional economically biased methodologies or determinants of viability (e.g., economies of scale or a lower than preferred ROI), which might negate the investment, even if it is still profitable and meets other non-financial criteria.

Funding

11. First and foremost, funding opportunities made available to Māori should be developed out of a process that includes the principles outlined above.
12. Funding options need to consider the various stages of maturity and development across the spectrum of Māori-collectives. This includes factoring in limitations or barriers to entry such as capacity (resourcing availability and time), skills, and capability.
13. Funding options should include:
 - a. Access to education and strategic, commercial or technical advice with respect to climate change and associated future focused initiatives (as applicable).
 - b. Incentives should include a focus on climate change adaptation and/or mitigation (emissions reductions/removals) rather than just development or uplifting utilisation/productivity.
 - c. A broader range of financial tools/instruments available to navigate barriers to entry associated with access to capital³ such as hybrid loans, capital-underwrite, crystallisation investment options, etc.
 - d. Options to de-risk investments to transition land use, or other emergent technologies.

Education:

14. To structure for a true partnership, a range of solutions can be addressed through education including:
 - a. Encouraging and aligning with education strategies that improve our collective knowledge (nationally) of Māori history (e.g., New Zealand history being taught in schools from 2022) to help improve engagement/policy discourse amongst our future leaders.
 - b. Supporting wānanga to enhance our repository of mātauranga to draw insights and understanding from, so the climate change discourse is more balanced between western science and mātauranga.
 - c. Making climate change related information more accessible to decision-makers across the range of Māori-collectives.

³ Some Māori-collectives are cash poor but asset rich, however, the inability to put up whenua as collateral, (because of its status as taonga tuku iho (handed down from tūpuna), locks them out of capital intensive development options, or options that have longer payback period such as culturally led investments).

- d. Supporting advisors (e.g., farm) to upskill or access the tools and support networks necessary to lead out and advice with confidence.
- e. Supporting kura to design education modules that re-educate rangatahi in customary practices that have been disrupted, thus supporting the transition of knowledge necessary to uphold kaitiaki responsibilities.
- f. Invest in schools, kura, wānanga etc. to ensure they have the necessary resources/technology to prepare our rangatahi for jobs of the future.
- g. Identify future trends for highly skilled jobs and start investing in the transition of Māori currently in labouring roles (particularly in sunset industries) and enable Māori to re-train in these areas. e.g. engineering, on-farm tech, farm advisors, etc.

Technology and Innovation:

15. We heard from a number of participants that the future of work and industry will be driven by technology. To ensure equitable outcomes for Māori, policy packages need to ensure Māori have access and can participate in the end-to-end process e.g., education, training, ideation, prototyping, development etc.

Doing good:

16. Māori-collectives who operate in accordance with their cultural values effectively operate in a dual-values system (i.e., one that balances trade-offs between cultural, social, economic, and environmental priorities, and one with an economic-bias). In effect this distorts the principle of competitive neutrality which disadvantages Māori-collectives who are culturally driven to “do good”. Māori-collectives (or early adopters) should not be penalised for being proactive about doing things that prioritise cultural, social, or environmental wellbeing.
17. Introduction of Payment for Environmental Services. Outside the ETS, there should be support for investment in activities that deliver other environmental benefits such as the preservation and protection of indigenous biodiversity.

Conclusions

18. To ensure the Commission’s advice and recommendations are equitable, they need to take into consideration how historic actions by the Crown have had a significant negative impact on Māori (culturally, socially, economically, and environmentally), and continue to compromise Māori wellbeing today. The Climate Change Commission, being a step removed from government and therefore not tarred with historical grievance issues, is in a prime position to pursue enduring and meaningful relationships with Māori-collectives.
19. This report presents an insight to the way decision-makers on Māori land demonstrate a different style of leadership in land management practice. It is an approach driven by cultural values which prioritises protecting and nurturing the whenua and the people, it challenges the status quo in respect to current practice, but also the ideology and systems that perpetuate some of the problems we experience today. Incorporating the indigenous wisdom of tangata whenua in our climate change solutions, might expediate our attainment of a low-emissions Aotearoa with a more prosperous future outlook extending far beyond a 30-year time horizon.