

# Guidelines for engagement with Māori

Engage early. Be inclusive. Think broadly.

Effective and genuine engagement supports relationships that are based on trust and confidence.



# Introduction

These Guidelines will assist you to determine who you need to engage with, how to engage, and how to develop an effective engagement strategy. They have been designed to be read in conjunction with the Crown engagement with Māori framework. “Engagement” refers to the range of methods and activities that are used to interact with Māori.

Effective engagement with Māori is key to producing better quality outcomes and realising Māori Crown partnerships. It will allow you to gather on the ground information, views, reactions and strengthens the legitimacy of decisions. Engaging effectively with Māori contributes to the development of effective policy options, assists agencies in providing robust advice to Ministers and helps deliver improved outcomes.

For Māori, the process of genuine engagement with Māori by the government is:

- an acknowledgement of their rangatiratanga and status as Treaty partners
- an acknowledgement that mātauranga Māori makes an important contribution to solving policy and practical problems
- an acknowledgement that Māori have the resources and capability to contribute; and
- an acknowledgement that some issues affect Māori disproportionately and they are therefore better placed to develop the solutions.

Several agencies have statutory and/or Treaty settlement obligations to engage with specific groups. Engagement should not be limited to achieving formal obligations. Processes that consider Māori participation and views are likely to be more effective.

The goal is to have effective, efficient and inclusive approaches to Māori engagement across government which reflects the inclusion and consideration of Māori perspectives and cultural values. Good engagement should complement other ways your agency collects relevant information and data to inform policy development.

Throughout the development of your engagement process you should be guided by the following principles: Engage early, Be inclusive, Think broadly.

Engagement that is early, inclusive and broad will lead to the following:

- A greater understanding of one another’s expectations and aspirations
- Increased opportunities to co-design processes and systems
- Increased opportunities to establish shared projects and programmes
- Improved process based on understanding of one another’s priorities, expectations and available resources
- More efficient use of government and Māori resources
- Supporting Māori expectations and aspirations

If engagement is not early, inclusive or broad there may be reduced opportunities to develop meaningful future relationships and the development of effective policy options may be compromised.

The effort and costs of engagement will be reduced if agencies have established networks and ongoing relationships with Māori through which ideas can be tested as part of the normal work routine.

The framework and these guidelines are most relevant to engaging on a specific policy issue or initiative but the principles are also relevant to more informal engagement with Māori or when Māori initiate engagement with the Crown.



# What is the kaupapa?

Clearly define the intended purpose of your engagement and what you want to achieve.

Aligning your kaupapa within sectors will prompt you to consider the full range of interests and intersects to ensure that all the relevant interests are considered.

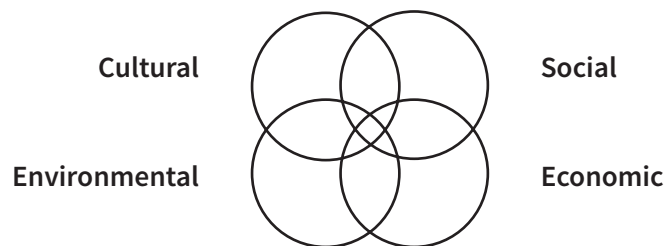
The first step in preparing for an engagement process is ensuring that you clearly define the intended purpose of the engagement and what you want to achieve.

Kaupapa in this context means the policy, purpose or matter for which you intend to engage on.

The framework prompts you to consider your kaupapa across sectors - cultural, environmental, social and economic - to assist you in the next step of determining

your target audience. You will find that different sectors generally have different audiences.

Remember that issues can be complex, multi-faceted and overlap sectors. Aligning your kaupapa within sectors will encourage you to consider where there are intersecting interests that need to be considered and any treatment required to ensure that all the relevant interests are considered.



If you are unsure about whether you have fully mapped the scope of your kaupapa, discussing your assessment with other officials, agencies and Māori will assist.

The most important thing to remember is to think broadly and consider any intersects across sectors as early as possible in your planning - it is easy to remove interests once the process has started, but it is difficult to introduce interests once a process is underway.

## Questions you should ask yourself to help determine the scope and purpose of your engagement process:

- What are you testing?
- What are your key messages?
- Are your key messages focused on the decisions required?
- Who can you talk to within your organisation (or in another agency) to determine the potential significance of your kaupapa to Māori?
- Are there legal requirements, Treaty settlement commitments or a policy/Ministerial directive driving your engagement?
- What relevance does this have in the social, cultural, economic and environmental sectors?



# Who to engage with

Determining the geographical relevance of the kaupapa alongside sectoral interests will enable you to determine your specific audience.

Think broadly - ensuring that the full range of people who have an interest in your kaupapa are engaged is imperative for ensuring that the full extent of views and feedback are canvassed.

Treaty settlement commitments and/or statutory commitments may also require that you engage with particular people or groups.

Who to engage with can depend on whether the kaupapa is specific to a geographic region. The overarching principle is that those who will be affected are entitled to be involved in the process.

In the same way that aligning your kaupapa within sectors will prompt you to consider intersecting interests, determining the geographical relevance

of the kaupapa will enable you to determine your audience on a local, regional or national scale. Think broadly - your kaupapa may have national and regional impacts or it may have several local impacts. Ensuring that the full range of people who have an interest in your kaupapa are engaged is imperative for ensuring that the full extent of views and feedback are canvassed.



## Local

The issue affects Māori in a local area.  
*e.g. Individuals, Whānau, Hapū and Iwi*



## Regional

The issue affects Māori in a particular area.  
*e.g. Iwi organisations, Collectives, Organisations with a particular purpose*



## National

The issue affects all Māori in Aotearoa.  
*e.g. National organisations dedicated to Social, Economic, Environmental, Cultural issues, or interested in all issues related to Māori*

Once you understand the relevant sector and geographical impacts of your kaupapa you should begin to make a list of individuals, whānau, hapū, iwi or Māori organisations to engage with.



There may be many organisations or groups that represent an iwi, for example there may be a rūnanga, a post settlement governance entity and/or a mandated iwi organisation. In the first instance, you should talk to as many representative entities as possible. If the kaupapa is not relevant to one of them they will be able to tell you and they may also be able to tell you if you need to talk to others. Your organisation may already have existing relationships with Māori stakeholders or a specific Māori advisory team who may be a good first point of contact.

Treaty settlement commitments and/or statutory requirements may also require that you engage with particular people or groups. Te Arawhiti is launching Te Haeata - Settlements Portal, to enable agencies to search relevant settlement commitments. You can learn more at [www.tearawhiti.govt.nz/te-kahui-whakatau-treaty-settlements](http://www.tearawhiti.govt.nz/te-kahui-whakatau-treaty-settlements).

#### Useful resources

There are a number of Māori organisations whose interests are in a particular sector or kaupapa, there are also Māori organisations that have an interest in all kaupapa that affect Māori. Te Kāhui Māngai ([www.tkm.govt.nz](http://www.tkm.govt.nz)) is one useful resource available to assist you to find relevant contacts. You can also contact Te Puni Kōkiri or The Office for Māori Crown Relations Rōpū - Te Arawhiti.



# How to engage

**A kaupapa that is significant to Māori will require more intensive involvement from Māori. Processes that give appropriate consideration to Māori participation and views are likely to be more effective.**

“Engagement” refers to the range of methods and activities that are used to interact with Māori. Assessing the level of significance of your kaupapa to Māori will help select an appropriate engagement method. Generally, the more significant a kaupapa is to Māori the more intensive the involvement from Māori should be.

The engagement framework provides a sliding scale assessment to help you consider the impact and engagement methods. There will be times where different methods of engagement are appropriate for different audiences and for different stages of your process, you should remain open and flexible to these situations, engagement is not a one size fits all model.

## The spectrum of engagement methods that are provided in the engagement framework:

<b>Inform</b>	The Crown will keep Māori informed about what is happening. Māori will be provided with balanced and objective information to assist them to understand the problem, alternatives, opportunities and/or solutions.
<b>Consult</b>	The Crown will seek Māori feedback on drafts and proposals. The Crown will ultimately decide. The Crown will keep Māori informed, listen and acknowledge concerns and aspirations, and provide feedback on how their input influenced the decision.
<b>Collaborate</b>	The Crown and Māori work together to determine the issues/problems and develop solutions together that are reflected in proposals. Each party retains its own decision making ability.
<b>Co-design</b>	The Crown and Māori will partner to determine the issue/problem, to design the process and develop solutions. The Crown and Māori will make joint decisions.
<b>Empower</b>	Māori decide and the Crown assists in implementing the decision made by Māori.

There may be statutory or legislative mechanisms in place that require specific forms of engagement with specific groups, for example, issues that would generally require partner/co-design or empower methods of engagement but statutory or legislative mechanisms don't require that method of engagement. In these circumstances, you should work with Māori to find an

appropriate solution. Remember, processes that give appropriate consideration to Māori participation and views are likely to be more effective.

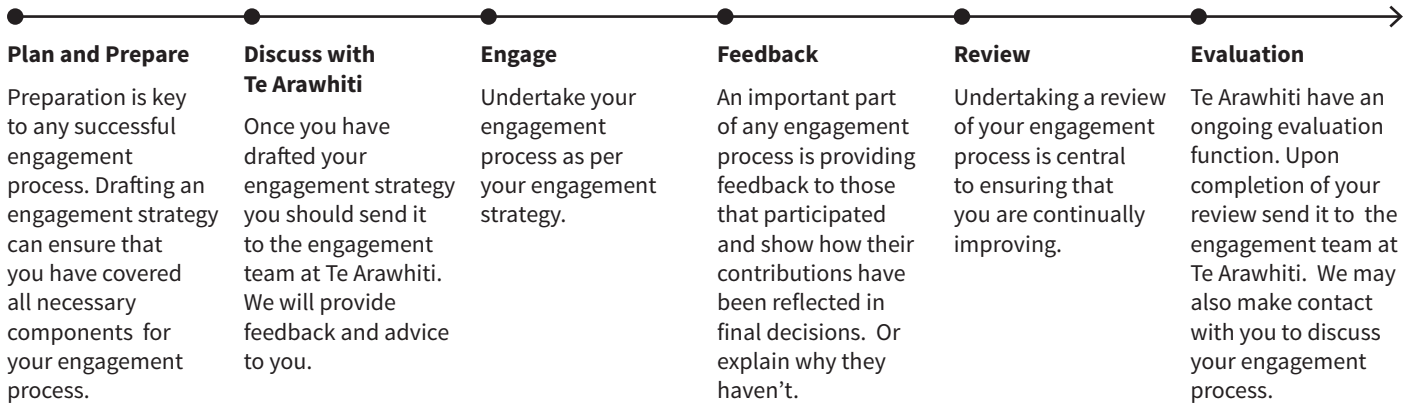
Your assessment may also encourage you to consider whether amending the statutory or legislative mechanisms is required.



# The engagement process

Your engagement strategy will guide your engagement process, it is a living document that should remain open to change.

You should look for options to co-ordinate within your organisation and across government and timeframes should allow sufficient time for your audience to engage effectively.



## Developing an Engagement Strategy

Once you have determined who you need to engage with and which engagement method you think is most appropriate, you should draft your engagement strategy.

Your engagement strategy should contain the following:

- principles for engagement;
- timeframes;
- audience and stakeholder analysis;
- communication strategy and key messages;
- risk analysis;
- implementation plan; and
- a feedback and review process for the engagement.

Te Arawhiti has developed a template engagement strategy that you may use when drafting your strategy. It can be found on our website or at appendix one.

Once you have completed your draft engagement strategy you should provide it to Te Arawhiti for review. Te Arawhiti will consider, amongst other things, whether the principles for effective engagement have been applied and if the process is broad and inclusive. They will also provide practical advice based on their knowledge of the current engagement landscape. Te Puni Kōkiri is also available to assist with developing your engagement strategy.

You can provide your draft engagement strategy by email to The Office for Māori Crown Relations – Te Arawhiti at [crownmaoriengagement@tearawhiti.govt.nz](mailto:crownmaoriengagement@tearawhiti.govt.nz).



### *Looking for opportunities to coordinate engagement*

The pressures for Māori to participate in engagement processes is constantly increasing and engagement fatigue is common.

As well as considering the timing of your engagement process and avoiding clashes with other engagement process, look across Government to see if there are opportunities to join-up with other processes that are occurring in the same period of your planned engagement.

#### **Things you should consider when looking for opportunities to coordinate engagement:**

- Is there any potential cross-over with any other engagement processes occurring around the same time?
- Is the government currently engaging with this group on any other matters?
- Has the government engaged recently on this issue or with the same audience, and what was the result?
- Is there an opportunity to coordinate with other engagement processes occurring?
- How can we maximise this opportunity for involvement and meaningful engagement?

### *Timeframes*

Your engagement strategy should show that you have given due consideration to appropriate timeframes, i.e. ensuring you have allowed sufficient time for people to engage effectively.

Seek input early and not too late in the policy development process (it is important to go to Māori with initial thinking/proposals rather than a fully formed or fixed view).

When establishing timeframes, you need to consider the capacity of your audience to participate in your engagement process and the timeframes should remain as flexible as possible to allow for unexpected situations.

You should consider what other activities might be occurring within Māori communities that may impact on your process.

#### **Timeframes should allow your audience sufficient time to consider your kaupapa and to prepare and provide a response.**

- What are your timeframes for engagement and how flexible are they?
- Are you giving Māori sufficient time to consider the kaupapa and respond?
- As a rule of thumb, invitations to any engagement should be distributed at least two-weeks prior to an event.

### *Audience analysis*

Your engagement strategy should identify the appropriate Māori groups, organisations, communities or individuals that you are intending to engage with. You will have gathered this information when determining who to engage with.





## *Communication strategy and key messages*

A clear communications strategy will contribute to the success of your engagement process.

Your communications strategy should include the key messages you intend to deliver to your audience that are tailored to suit the audience you are engaging with. Your key messages should acknowledge the value that Māori perspectives can bring to your kaupapa.

Included in your communications strategy should be consideration of the relevant information that you are going to share with your audience. This material should be developed as early as possible so that it can be distributed to your audience as early as possible so informed input can be provided.

Any engagement material that you produce should be easily accessible to your audience, their accessibility to different forms of media should be considered. The form of communication used should be suitable for your audience and you should always offer more than one way.

Finally, your strategy should include how you will manage any media interest in engagement.

## *Risk analysis*

Your engagement strategy should show that you have considered and identified risks that may impact negatively on the successful completion of your engagement and ways in which they can be overcome or mitigated.

Be flexible and prepared to change the engagement approach as required, particularly if any issues arise that need to be addressed more thoroughly.

## *Implementation*

### **Things you should consider when thinking about the implementation of your engagement strategy:**

- What has worked well and why in any previous engagement processes?
- Have you involved people from your organisation or key stakeholders group who are committed, who are effective at listening and communicating with the audience?
- Do you need to establish a Māori design group to assist you to develop your policy and/or engagement process?
- Have you determined what Māori protocols may need to be organised and do you have the appropriate staff?
- How will Māori perceptions and expectations be identified and managed before, during and after engagement?
- How can we maximise this opportunity for involvement and meaningful engagement?
- Are you providing a range of opportunities for Māori to provide input in the circumstance they are not available to attend hui or meetings (ie. electronic feedback options)?
- Have you included resource to record the discussions at the engagement so you can disseminate this back to participants and inform your feedback/evaluation?



## *Feedback*

An important part of meaningful engagement is feedback. Engagement is not a one-way process. Māori invest time and effort into the process. Your engagement strategy should outline how you will provide feedback to your audience about how their input has been used or not.

## *Review*

Reviewing your engagement process is important to help agencies understand how they can improve their engagement processes going forward.

Te Arawhiti has developed tools to support agencies in this review; a self-review template and an engaged group survey.

Agencies should consider how they can leverage the review process to enhance their relationship with groups they have engaged with.

### **Considerations on feedback and review for your engagement strategy:**

- How will results of the engagement be reported back?
- The form and type of feedback needed in responding to input from engagement
- What are the timeframes for feedback?
- How will feedback be collected, analysed and summarised?
- Who will be the contact person for any concerns?
- Will there be a review of the engagement process?
- Who will be involved in the review process?
- How can your agency leverage follow-up and evaluation to enhance your relationship with Māori?



# Evaluation

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From time to time, Te Arawhiti will undertake evaluations of engagement across Government to ensure that we are providing targeted support to agencies in their engagement processes and to determine how comfortable, confident and capable the Public Sector is in their engagement with Māori.

Te Arawhiti asks that agencies provide their completed self-review templates and surveys to us after their engagement process is over. These, along with information such as engagement strategies, form the basis of our evaluation and reporting processes.

To supplement this information collected from agencies, Te Arawhiti will undertake a hands-on review of a small number of individual engagements. This would involve either observing an engagement as it occurs, or reviewing it after the fact, culminating in a short report on the engagement.

*These guidelines do not create new legal obligations on Crown agencies or override existing statutory obligations or duties. They should instead guide and support Crown agencies processes and decision-making. Agencies will consider the specific context of the relevant issue, policy or initiative and decide how to apply the guidelines.*

