



## Briefing Note: Te Hurihanganui Update

<b>To:</b>	Hon Kelvin Davis, Associate Minister of Education – (Māori Education)		
<b>Cc:</b>	Hon Chris Hipkins, Minister of Education Hon Tracey Martin, Associate Minister of Education Hon Jenny Salesa, Associate Minister of Education		
<b>Date:</b>	5 May 2020	<b>Priority:</b>	Medium
<b>Security Level:</b>	In Confidence	<b>METIS No:</b>	1227509
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<b>Messaging seen by Communications team:</b>	N/A	<b>Round Robin:</b>	N/A

### Purpose of Report

This paper provides you with an update on implementation of Te Hurihanganui.

### Summary

- Implementation in 2020 has focused on establishing Te Hurihanganui communities, completing detailed design for the first phase (Te Pō), and the iterative evaluation framework.
- Engagement with six identified communities commenced in late 2019 and early 2020. Due to the pandemic, we recognise that ākonga, whānau, iwi, early learning services and schools across our six identified communities are likely to be under significant pressure themselves to manage the immediate educational, economic and wellbeing impacts.
- We will have to significantly adjust our implementation approach to the new environment faced by communities. However, we will re-engage communities to confirm their participation and gather baseline information, as and when they are ready.
- In addition, to support implementation the Ministry needs to procure a lead supplier to support continuity of community relationships and capability building, as well as assess how the transformative shifts are working within each community setting. Given the criticality of this partner to implementation, an open market procurement process will take approximately 3-5 months including tendering, selection process, and contract negotiations. This is expected to be completed by August-September.

- The Ministry will also go to open market to procure kaupapa Māori evaluation services to undertake an iterative evaluation of Te Hurihanganui. It is anticipated that this process will also take 3-5 months to complete, with the evaluator being confirmed between August and September.

## Proactive Release

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**Agree** that this briefing will **not** be proactively released at this time as we are yet to complete initial engagement with all communities regarding their participation in Te Hurihanganui.

**Agree / Disagree**



Rose Jamieson  
**Deputy Secretary (Acting)**  
**Parent Information and Community Intelligence**

**05 / 05 / 2020**

Hon Kelvin Davis  
**Associate Minister of Education**

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## Background

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1. In 2017 the Government undertook to restart Te Kotahitanga. Budget 2018 included funding to co-design an approach to address bias, strengthen equity and accelerate educational achievement and wellbeing of ākonga Māori. This co-design process produced *Te Hurihanganui: A Blueprint for Transformative System Shift* (the Blueprint).
2. The Blueprint was built on learnings from Te Kotahitanga and a wealth of evidence about impact, sustainability and ongoing improvement for ākonga Māori and their whānau. This Blueprint identified the importance of both critical consciousness and kaupapa Māori as essential for a transformative shift in education, guided by six design principles.
3. Budget 2019 included \$42 million over three years to implement and test *Te Hurihanganui* across six communities. Communities will include ākonga, whānau, hapū, iwi and community groups as well as at least 40 education providers (early learning and schooling). It will also include an iterative evaluation programme and a proactive approach from the education agencies to embed good practice across the system.
4. As you are aware, the Ministry has prepared the core design and implementation features and had initiated engagement with identified Te Hurihanganui communities prior to the current Covid 19 response [METIS 1223068 refers].

## Te Hurihanganui Implementation

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5. From July 2019 to early 2020 we completed the following activities:
  - Recruited Te Whānau o te Hurihanganui (Director and project team);
  - Completed analysis and selection process of 6 communities with a total of 60 early learning services and schools, as well as identifying 2 alternate communities;
  - Commenced engagement in 6 communities (iwi and education providers) and engaged takawaenga;
  - Set up Design and Implementation advisory group and completed detailed design of the first phase (Te Pō) to support educator and community capability, and action planning; and
  - Completed core project documentation, Change Story, Procurement Strategy, Community Implementation plan, and drafting procurement plans and RFPs.

### Initial Community Engagement

6. We have been engaging with identified communities to seek agreement to participate in Te Hurihanganui. Our approach follows a process of engaging regional offices, then iwi, then schools/early learning services, then whānau and wider community participants. This engagement approach was centred on “kanohi ki te kanohi” to enhance building and strengthening of relationships to support the kaupapa across their community.
7. Initial engagement has begun for all six of the identified communities and was postponed as the country moved to Alert Level 4. A summary of engagement is provided in the table below:

Community	Engagement Progress
Porirua/Tawa	Regional office, iwi/mana whenua, schools, ECEs and whānau engagement underway. Community agreement to participate in Te Hurihanganui.
Mataura	Regional office, iwi/mana whenua, schools, ECEs engagement underway. Iwi and sector agreement to participate in Te Hurihanganui.
Te Puke	Regional office, iwi/mana whenua, schools, ECEs and whānau engagement underway. Iwi and sector agreement to participate in Te Hurihanganui.
s 9(2)(ba)(i)	Regional office, iwi/mana whenua engagement underway. Iwi agreement to participate in Te Hurihanganui. Further engagement required to confirm participation of schools and ECEs.
	Regional office, iwi/mana whenua engagement underway. Further engagement required to confirm community participation.
	Regional office, iwi/mana whenua engagement initiated. Further engagement required to confirm community participation.

8. As outlined above, community engagement for three communities (Porirua/Tawa, Mataura and Te Puke) was well advanced progressed prior to Alert Levels 3 and 4. For these communities, we had secured general agreement from the iwi, schools and early learning services to participate in Te Hurihanganui. For the remaining communities s 9(2)(ba)(i) we had initiated engagement with iwi/mana whenua, but not with schools and early learning services.
9. Across all our communities we have engaged with 11 iwi and 22 education providers to introduce Te Hurihanganui and seek agreement to participate in the kaupapa. This has included approximately 50 iwi engagements and 150 sector engagements to date.
10. Due to the pandemic, we recognise that ākonga, whānau, iwi, early learning services and schools across all our identified communities are under significant pressure to manage the immediate educational, economic and well-being impacts of Covid-19. These pressures are unlikely to ease for some time, and it will be important that we provide communities with the space, support and time to re-adjust to a new normal.
11. We have been assessing and adjusting our implementation approach to this new operational environment and believe it is feasible for community engagement to include:
  - *an extension to the timeline for engagement and initial capability building* through to the end of 2020;
  - *online engagement* channels from Alert Level 2 that maintains social connections where physical distancing or travel is not possible;
  - continue to *sustain relationships* by remaining accessible and responding to queries across all Alert Levels (as required);
  - *re-engagement* with communities from Level 2 to confirm participation and provide updates on implementation as groups in communities become available; and
  - identify conditions in which we could safely consider *kanohi ki te kanohi engagement* using public health guidelines.
12. This approach means we continue to take a phased and layered approach to implementation, guided by communities' availability and willingness to engage at different times over the coming months.

13. To support this adjusted implementation approach we need to ensure funding is available to support external suppliers to work with education providers, whānau, community, and iwi. We will be seeking an In-Principle Transfer to adjust funding in outyears to support the kaupapa.

## Community Implementation

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14. Detailed design carried out in the first quarter of 2020 means the first phase of community implementation in each of the six locations would focus on:
- supporting change and thought leaders across each community;
  - building authentic reciprocal relationships across all community groups;
  - collating and analysing baseline community data and contexts;
  - building individual and community capability around critical theory and kaupapa Māori and 'what works' for Māori; and
  - supporting community action plans to be developed.
15. The first phase (Te Pō) focuses on fostering relationships and capability building. Detailed design identified a number of consistent activities to support communities including: relationship building wānanga; developing baseline knowledge around critical consciousness and kaupapa Māori; workshops to encourage deeper learning for individuals and communities; building an understanding of scale and sustainability in each community; and completing all Community Action Plans. The Community Action Plans provide each community with a tailored transformation pathway for them to implement in the second phase.
16. While there is a consistent intent and implementation approach, it's important to tailor the activities to the specific needs of each community. Consistency in intent, support and relationships is an important feature of the kaupapa as we navigate the *different ways* to support *different communities* while maintaining a system perspective of how to scale and sustain the change over time.
17. Budget funding envisaged communities would be supported by appropriate external providers. Our detailed design highlighted the need for a core team (the Work Team) to work consistently with each community as well as across all six communities. In addition, funding and resourcing will also be made directly available to support iwi and community driven activity.

### Work Team Partner

18. The Ministry does not have all the appropriate capability or expertise to undertake the community implementation on its own and needs to procure a Work Team partner to support the six communities.
19. We completed detailed design with a Design and Implementation advisory group to confirm the services and functions of a Work Team. The process also clarified:
- the importance of ongoing operational and relational approaches of a kaupapa Māori approach to implementation;
  - a number of enduring services are required over the life-course of Te Hurihanganui community implementation to ensure continuity of relationships and services;
  - funding arrangements for community capability building and capacity; and
  - modifications that might be required to manage ongoing Covid implications;

20. In confirming the procurement process to select a Work Team partner we are advised that:
- the value of direct services and management of other suppliers could be up to \$20m over the life of the programme. At this level of funding it is best to undertake an open tender process;
  - due to the need to provide continuity of relationships and service across communities it would be difficult to break-up the service provision into smaller parts without compromising delivery and outcomes, and would hamper any supplier to secure appropriate resources and expertise over a longer period. As such, it is likely we need to procure a lead provider arrangement as the Work Team partner;
  - despite a limited market of expertise and experience, there is significant risk in not undertaking an open tender process as suppliers may believe that they have the ability to deliver the services and have been treated unfairly; and
  - it has been necessary to seek external support to complete the detailed design for the first phase of community implementation (by way of the Design and Implementation advisory). While there may be a perception of this process providing some suppliers with an advantage, the procurement process will include a number of steps that will manage and mitigate this risk to ensure the process is fair and transparent. We will engage an independent probity expert to support the procurement process.
21. An open market procurement process will take approximately 3-5 months to complete and will mean we are prepared to progress community implementation between August - September. While this is a delay in our implementation timeline, the timeline will already be extended to provide each community with the time needed to adjust to any implications of Covid-19.
22. In communicating the procurement arrangements with our Design and Implementation advisory, some have been disappointed with the delay in community implementation and the need to undertake an open tender process when the market has limited expertise and experience. They may seek to contact you to voice their concerns.

## Evaluation

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23. Te Hurihanganui will also source a Kaupapa Māori evaluation supplier to work with the Ministry, communities and our Work Team partner to evaluate programme across its duration.
24. The evaluation will determine the value and effectiveness of Te Hurihanganui in addressing racism and achieving equity and wellbeing for ākonga Māori and their whānau. In doing so, it will also provide important insights that can identify and guide transformative system shift.
25. To establish the impact of Te Hurihanganui we first need a way of measuring progress. The first phase of the evaluation will develop an Evaluation Framework that includes:
- development of a series of evaluative rubrics that allow us to track the journey of communities and system stewards during the implementation of Te Hurihanganui;
  - baseline data capture across communities and the system; and
  - an evaluation plan detailing how the evaluator will undertake the evaluation over the course of the kaupapa.

26. The evaluation implementation will be determined by the Framework and Plan developed during Phase One. It will include ongoing participant engagement, data capture/analysis, iterative reports, and one final report with a set of actionable recommendations.
27. Again, while there will be a limited number of Kaupapa Māori evaluators, due to the size and nature of the services, we intend to go to open market to procure an evaluator. It is anticipated that this process will also take 3-5 months to complete, with the evaluator being confirmed between August and September.

Proactively Released