



10 February 2026



Dear

Thank you for your requests made under the Official Information Act 1982 (OIA), received on the 28th, 29th and 30th November 2025. Your request is attached as **Appendix A**.

Inland Revenue does not hold some of the information in the scope of your request. As you have also requested this information from the below agencies, we have not transferred these requests to them. You can expect a response from these agencies in due course.

Question	Agency responding
15, 15a, 15b, 16, 16a, 16b, 20, 20a, 20b, 23, 23a, 23b	Health New Zealand
18, 18a, 18b, 19, 19a, 19b, 21, 21a, 21b	Ministry of Social Development
17, 17a, 17b, 22, 22a, 22b	Ministry for Business, Innovation and Employment

Requests for opinion

The OIA requires agencies to consider releasing the information it holds. Responding to your requests for “Why are the outcomes for Māori so different? What work is being done by the office to correct these differences?” (questions 9b, 10b, 11b, 12b, 13b and 14b). Agencies are not required to create opinions or engage in debate, see the Ombudsman’s website).¹ Inland Revenue applies the law consistently, giving regard to its legislative obligation to collect the highest net revenue over time.

Inland Revenue’s Māori Engagement: Tax, Workforce, Funding, and Language Services

- 1. How much tax is collected from the Māori people, from Māori business, from Māori groups every year? Is this a statistic that is reported? If not, why is it not reported?**
- 2. In relation to Māori businesses – how many Māori businesses are registered under IRD at this time? How many in the year 2020, in the year 2024? Has it increased or decreased? How much money was collected in tax from Māori businesses?**

¹ [Your ability to request official information | Ombudsman New Zealand](#)

Inland Revenue does not collect data on the ethnicity of individuals, or whether a business identifies as a Māori Business, as this information is not required to assess tax. The requested statistics are not reported because the information is not held, therefore these parts of your request are refused under section 18(g) of the OIA, as the information is not held by Inland Revenue and we do not believe it is held by another agency.

There is partial information available on entities structured as Māori Authorities. In the 2023-24 tax year Māori Authorities returned \$350 million of net-positive taxable income, and \$61 million of income tax. The tax payable reduced to \$33 million of residual income tax after tax credits were applied. The 2023-24 net GST returned to Inland Revenue by Māori Authorities was \$28 million (this does not include GST returned to the New Zealand Customs Service) and the PAYE of their employees, who may or may not be Māori, was also \$28 million.

3. Māori groups – what is the tax situation for Māori groups (land trusts, rūnanga, Treaty businesses)? What tax entitlements are available? How many Māori groups receive these entitlements?

Māori businesses can elect to have a Māori authority status which provides benefits such as a reduced tax rate and special rules for income tax, GST on koha, distributions, payments and credits. More information on the benefits to having Māori authority status and the eligibility criteria can be found on Inland Revenue's website here <https://www.ird.govt.nz/roles/maori-authorities>.

Māori customers can also obtain support from Kaitakawaenga Māori who can provide:

- One-to-one tax advice and information
- Tax training and seminars to Māori and other groups
- Tax agencies at resource centres or marae
- Information booklets on a range of different tax obligations.

As at 28 January 2026 there are 4,803 entities which have Māori Authority status.

4. Workers – How many IRD workers are Māori? What is the percentage? How many workers speak Māori? Are they able to receive support from IRD in the Māori language?

As of 30 November 2025, Inland Revenue employed 4,841 people, including fixed term and permanent employees. Of these, 491 people recorded Māori as one of their ethnicities, representing 10.1% of the workforce at that time.

Inland Revenue does not record all languages spoken by its people, therefore this part of your request is refused under section 18(g) of the OIA, as the information is not held by Inland Revenue and we do not believe it is held by another agency.

Inland Revenue is committed to increasing the use of te reo Māori. This supports the Crown's relationship with Māori and aims to improve outcomes for Māori. The payment of an allowance

based on an individual's competence in te reo Māori is one of the ways we encourage our employees to develop te reo Māori skills.

The allowance is available for all Inland Revenue people (permanent and fixed term, full-time or part-time) at the following rates, taxable and paid fortnightly.

Level Finder Attestation*	Descriptor	Taxable annual allowance (gross \$)	Number of recipients as at 30 June 2025
5	Complete proficiency	3,500	12
4	Higher proficiency	2,500	17
3	Moderate proficiency	1,750	16
2	Basic conversational proficiency	1,000	5
1	Basic routine language	500	0

*As certified by Te Taura Whiri i te Reo Māori (The Māori Language Commission) following a "Level Finder" examination²

Inland Revenue employees can receive support for learning and developing capability in te reo Māori.

We may approve study leave or reimburse course costs for staff learning te reo Māori through external providers, including wānanga and Kura Reo, as part of their personal development.

Some business groups have also arranged access to internally delivered or externally facilitated te reo Māori learning opportunities for their people.

In addition, *Te Awatea*, is our Māori cultural capability learning programme and is aligned with the Te Arawhiti framework. This programme supports people to develop their understanding of te ao Māori, including tikanga and te reo Māori, Te Tiriti o Waitangi and how to work more effectively with and for Māori.

Supporting these objectives, our Internal Communications team weaves te reo Māori through organisation-wide communications and promotes mahi Māori and staff upskilling through Te Awatea.

5. Positions – how many positions are Māori focused (Māori Advisors, etc.) in the year 2020, in the year 2024? How many were disbanded from November 2023?

Inland Revenue supports Māori kaupapa through:

- *Te Kāhui Tūhono* – an internally focused team of seven that supports the Māori cultural capability uplift within the organisation, supported by a Strategic Advisor role at Tier 3 level.

² Information on level finder examinations can be found here: <https://en.tetaurawhiri.govt.nz/lfe>

- An externally focused team of 26 *Kaitakawaenga Māori* within the Community Compliance & External Relationships function, who deliver service and support to Māori customers.
- *The Māori perspective Policy team* supports Inland Revenue to embed Māori perspectives, Te Tiriti o Waitangi analysis, and te ao Māori frameworks into tax and social policy development.

As at 30 June 2020, the *Te Kāhui Tūhono* team comprised of seven members. This number grew to 10 by June 2024 to support the delivery of the *Te Awatea* project (our Māori capability learning programme). This programme is due to finish at the end of 2026, and the team will reduce to the original seven members.

Our *Kaitakawaenga Māori rōpū* has steadily grown since its inception in 1996 and none of these roles have been disestablished at any stage.

The Māori Perspectives policy team has 2 members who are focused on supporting our Māori Perspectives work.

6. Māori funding – how much IRD funding is available for Māori schemes in the financial years 2020/21 to 2024/25? What schemes have been concluded, or had their funding reduced since November 2023?

Inland Revenue does not receive any dedicated funding for Māori-only tax and social policy schemes.

7. Services – how many IRD forms, services are available in the Māori language? Can tax payments be made solely in the Māori language? Is assistance able to be given in the Māori language?

Tax returns can be submitted in te reo Māori, and customers can receive assistance in te reo Māori.

The following four Inland Revenue forms or guides are available in te reo Māori:

- IR1073 He aha te Family Boost? (ir1073.pdf)
- IR69 He aha te Working for Families (ir697.pdf)
- IR382 ngā utu me ngā koha I te hapori Māori (on page Koha)
- IR614 Tā mātou tikanga mahi tahi I a koe (ir614-2009-maori-version.pdf)

Although customers cannot currently complete all tax forms or make payments entirely in te reo Māori on their own, we provide strong support through dedicated *Kaitakawaenga Māori* and interpreter services. In addition, bilingual online resources and navigation tools are available, enabling customers to file and pay with guidance in te reo Māori.

Business records can be kept in English or Māori.

8. I am requesting the documentation for the 2024-2025 Budget. I am also requesting for responses to be in the Māori language.

I have interpreted this part of your request to be for Inland Revenue's 2024-2025 Budget documents in the Māori language. This part of your request is refused under section 18(e) of the OIA, as the information does not exist. Inland Revenue did not create these documents in te reo Māori, nor have they been translated to te reo Māori.

Should you wish to arrange your own translation of Inland Revenue's Budget 2025 documents, they can be found at the following website: www.taxpolicy.ird.govt.nz/publications/2025/ir-budget-2025.

COVID protective equipment purchases – costs, types and suppliers

9. How much was spent for COVID protective equipment? Who were the suppliers? How much for each supplier?

10. How much money was spend on COVID PPE? What were the types? Who were the suppliers?

- a. Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.**

COVID protective equipment and COVID PPE have been defined as:

- Face masks
- Face shields and goggles
- Gloves
- Gowns and coveralls
- Respiratory protection

Table 1: Expenditure per financial year on COVID protective equipment (PPE) from 1 January 2020 to 28 November 2025.

	FY20	FY21	FY22	FY23	FY24	FY25	Total
Disposable face masks	19,800	368	20,492	10	22	44	40,736
Disposable latex gloves	146	1,356	274	484	71	101	2,432

Expenditure by supplier for the period 1 January 2020 to 28 November 2025 is as follows:

- NXP
 - Face Masks: \$34,085
 - Gloves: \$2,432
- OCS
 - Face Masks: \$6,650

We are unable to break this expenditure down by ethnicity, as the products were purchased for sites to use, not for individuals. No records were kept regarding who used these items, therefore this part of your request is refused under section 18(g) of the OIA, as the information is not held by Inland Revenue and we do not believe it is held by another agency. However, we can provide a breakdown by region and year.

Table 2: Expenditure per year on disposable face masks, broken down by Inland Revenue site from 1 January 2020 – 28 November 2025.

Disposable face masks	FY20*	FY21	FY22	FY23	FY24	FY25	Total
Auckland	-	350	5,072	-	22	44	5,488
Christchurch	-	-	4,674	-	-	-	4,674
Dunedin	-	-	350	-	-	-	350
Gisborne	-	-	104	-	-	-	104
Greymouth	-	-	-	10	-	-	10
Hamilton	9,525	-	3,516	-	-	-	13,041
Invercargill	-	-	308	-	-	-	308
Napier	-	-	238	-	-	-	238
Nelson	-	-	213	-	-	-	213
New Plymouth	-	-	133	-	-	-	133
Palmerston North	-	-	-	-	-	-	-
Rotorua	-	-	-	-	-	-	-
Tauranga	-	18	536	-	-	-	554
Timaru	-	-	57	-	-	-	57
Upper Hutt	-	-	190	-	-	-	190
Wellington	3,625	-	4,625	-	-	-	8,250
Whangarei	-	-	475	-	-	-	475

* In FY20, face masks were ordered at two central sites and shipped to other sites due to buildings being closed during lockdowns.

Table 3: Expenditure per year on disposable latex gloves, broken down by Inland Revenue site from 1 January 2020 – 28 November 2025.

Disposable latex gloves	FY20	FY21	FY22	FY23	FY24	FY25	Total
Auckland	-	390	200	19	-	26	635

Disposable latex gloves	FY20	FY21	FY22	FY23	FY24	FY25	Total
Christchurch	-	-	56	-	13	-	69
Dunedin	10	16	74	-	-	-	100
Gisborne	-	-	-	-	-	-	-
Greymouth	-	-	-	-	-	-	-
Hamilton	58	225	-	-	13	-	296
Invercargill	-	-	-	-	-	-	-
Napier	20	68	-	-	-	-	88
Nelson	-	34	-	-	-	-	34
New Plymouth	-	-	-	-	-	-	-
Palmerston North	-	250	-	130	-	-	380
Rotorua	-	-	-	19	-	9	28
Tauranga	-	204	-	-	-	-	204
Timaru	-	-	19	19	-	-	38
Upper Hutt	20	102	-	74	19	53	268
Wellington	39	-	-	112	26	13	190
Whangarei	-	38	-	37	-	-	75

Your request for all documents, statistics, reports, instructions in relation to this matter is withheld and/or refused for the following reasons:

9(2)(ba)(ii) - Invoices for PPE are considered commercially sensitive and are therefore withheld under section 9(2)(ba)(ii) of the OIA, to protect the commercial position of the person who supplied the information or who is the subject of the information.

18(g) - Due to the evolving nature of the COVID pandemic and urgency required to get PPE to our front-line workers as soon as possible, no documents, statistics, reports or instructions are held. Therefore, this part of your request is refused under section 18(g) of the OIA as the information is not held by Inland Revenue and we do not believe it is held by another agency.

COVID contracts awarded to Māori suppliers

11. How many COVID contracts were given to Māori providers? What is the total value? What percentage of all contracts?

a. Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different

ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.

Inland Revenue did not award any specific COVID related contracts.

Some minor purchases such as additional stocks of hand sanitiser were sourced using Māori suppliers that already have existing arrangements with Inland Revenue.

Treaty clauses in contracts and agreements

12. How many contracts and agreements followed Treaty clauses?

- a. Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.

Inland Revenue does not hold any commercial contracts that include Treaty clauses.

COVID wage subsidies for employees – broken down by ethnicity.

13. What was the distribution of the COVID financial support to workers, and the allocation to the different ethnic groups (Māori, European, Pasific Islander, Asian)?

- a. Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.

Inland Revenue did not claim COVID financial support or the wage subsidy for its people.

Expenditure on training and development for Māori staff

14. How much money was spent on Māori staff training and development?

Inland Revenue's learning approach recognises that most learning happens on the job. While formal learning plays a role, taking on new types of work, reflecting on progress with peers, and building confidence through practical application are the main ways our people build their capabilities.

From 1 January 2020 to 25 November 2025 Inland Revenue spent a total of \$57,150 (excluding GST) on external development programmes for Māori³ staff.

The external development programmes that have been attended by Māori staff are:

- Te Aratiatia (facilitated by The Ministry of Social Development) \$3,150 per person (excl. GST). Nine staff members were selected for and attended this programme.

³ The Te Aratiatia programme is open to both Māori and Pasifika staff.

- Te Ara ki Matangireia (Māori Emerging Leaders programme) \$5,200 per person (excl. GST). Four staff members were selected for and attended this programme.
- a. **Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.**

The internal communications regarding training and development opportunities for Māori staff are attached as **Appendix B**.

These documents do not exist in Te Reo and translating them would amount to creation of information. For completeness, these documents are provided in the form they are held (in English).

Other documents and information relating to training and development for Māori staff is contained within the staff member's Whanake interactions and is therefore withheld under section 9(2)(a) of the OIA, to protect the privacy of natural persons.

Glossary for Appendix B:

Featured News on Haukāinga (the name for Inland Revenue's intranet) is where information for all Inland Revenue people is published.

Viva Engage is part of the Microsoft suite of tools Inland Revenue uses and brings people together across the organisation in communities.

The People Leaders Message is published on Inland Revenue's intranet every Thursday to approximately 450 leaders and is designed to support leaders to share relevant updates with their teams.

Right of review

If you disagree with my decision on your OIA request, you have the right to ask the Ombudsman to investigate and review my decision under section 28(3) of the OIA. You can contact the office of the Ombudsman by email at: info@ombudsman.parliament.nz.

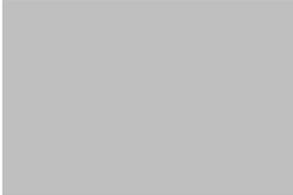
Publishing of OIA response

We intend to publish our response to your request on Inland Revenue's website (ird.govt.nz) as this information may be of interest to other members of the public. This letter, with your personal details removed, may be published in its entirety. Publishing responses increases the availability of information to the public and is consistent with the OIA's purpose of enabling more effective participation in the making and administration of laws and policies and promoting the accountability of officials.

This English version of the response is provided to support understanding. The Te reo Māori version has been prepared using a professional translation to ensure consistency between the two versions.

Thank you again for your request.

Yours sincerely



Erina Clayton

Enterprise Leader – People and Workplace Services

Appendix A – Original request

#	Question	English Translation
1	E hia te moni tāke e kohia ana mai i ngā tāngata Māori, i ngā pakihī Māori, i ngā rōpū Māori i ia tau? He tatauranga tērā e pūrongotia ana? Ki te kore, he aha te take kāore e pūrongotia ana?	How much tax is collected from the Māori people, from Māori business, from Māori groups every year? Is this a statistic that is reported? If not, why is it not reported?
2	Ko ngā pakihī Māori - e hia ngā pakihī Māori e rēhita ana ki a IRD i tēnei wā? E hia i te tau 2020, i te tau 2024? He tipu, he heke rānei? E hia te moni tāke e kohia ana mai i ngā pakihī Māori?	In relation to Māori businesses – how many Māori businesses are registered under IRD at this time? How many in the year 2020, in the year 2024? Has it increased or decreased? How much money was collected in tax from Māori businesses?
3	Ko ngā rōpū Māori - he aha te āhua o te tāke mō ngā rōpū Māori (ngā trusts whenua, ngā rūnanga, ngā pakihī Tiriti)? He aha ngā whakamanatanga tāke e wātea ana? E hia ngā rōpū Māori e whiwhi ana i ēnei whakamanatanga?	Māori groups – what is the tax situation for Māori groups (land trusts, rūnanga, Treaty businesses)? What tax entitlements are available? How many Māori groups receive these entitlements?
4	Ko ngā kaimahi - e hia ngā kaimahi IRD he Māori? E hia te ōrau? E hia ngā kaimahi e kōrero Māori ana? Ka taea te whiwhi āwhina mai i a IRD i te reo Māori?	Workers – How many IRD workers are Māori? What is the percentage? How many workers speak Māori? Are they able to receive support from IRD in the Māori language?
5	Ko ngā tūranga - e hia ngā tūranga e arotahi ana ki te kaupapa Māori (Kaitohutohu Māori, etc.) i te tau 2020, i te tau 2024? E hia kua whakakore mai i te Whiringa-ā-rangi 2023?	Positions – how many positions are Māori focused (Māori Advisors, etc.) in the year 2020, in the year 2024? How many were disbanded from November 2023?
6	Ko te pūtea Māori - e hia te pūtea a IRD mō ngā kaupapa Māori i ngā tau pūtea 2020/21 ki 2024/25? He aha ngā kaupapa kua whakamutua, kua whakaitia te pūtea rānei mai i te Whiringa-ā-rangi 2023?	Māori funding – how much IRD funding is available for Māori schemes in the financial years 2020/21 to 2024/25? What schemes have been concluded, or had their funding reduced since November 2023?

#	Question	English Translation
7	Ko ngā ratonga - e hia ngā puka IRD, ngā ratonga IRD e wātea ana i te reo Māori? Ka taea te utu tāke i te reo Māori anake? Ka taea te whiwhi āwhina i te reo Māori?	Services – how many IRD forms, services are available in the Māori language? Can tax payments be made solely in the Māori language? Is assistance able to be given in the Māori language?
8	Tēnā koe - E tono ana ahau kia homai ngā tuhituhinga mō Te Tahua Ōrau i te 2024-2025. Āe hoki, e tono ana ahau i te whakautu i te reo Māori.	I am requesting the documentation for the 2024-2025 Budget. I am also requesting for responses to be in the Māori language.
9	E hia te pūtea i pau ki te hoko ārai COVID? Ko wai ngā kaihoko? E hia mō ia kaihoko?	How much was spent for COVID protective equipment? Who were the suppliers? How much for each supplier?
9a	Tēnā tukuna mai ngā tuhinga, ngā tatauranga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
9b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
10	E hia te pūtea i pau ki te hoko PPE COVID? He aha ngā momo? Ko wai ngā kaihoko?	How much money was spend on COVID PPE? What were the types? Who were the suppliers?
10a	Tēnā tukuna mai ngā tuhinga, ngā tatauranga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.

#	Question	English Translation
10b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
11	E hia ngā kirimana COVID i tukuna ki ngā kaiwhakarato Māori? E hia te uara? E hia te ōrau o ngā kirimana katoa?	How many COVID contracts were given to Māori providers? What is the total value? What percentage of all contracts?
11a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
11b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
12	E hia ngā kirimana me ngā whakaaetanga e whai upoko Tiriti ana?	How many contracts and agreements followed Treaty clauses?
12a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
12b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.

#	Question	English Translation
13	He aha te tohatoha o ngā utu āwhina COVID ki ngā kaimahi, wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia)?	What was the distribution of the COVID financial support to workers, and the allocation to the different ethnic groups (Māori, European, Pasific Islander, Asian)?
13a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauīwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
13b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
14	E hia te pūtea i whakapaua ki te whakangungu me te whakawhanake kaimahi Māori?	How much money was spent on Māori staff training and development?
14a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauīwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
14b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
15	E hia te pūtea COVID i haere ki ngā kaiwhakarato hauora Māori? E hia ki ngā kaiwhakarato auraki?	How much COVID funding went to Māori health providers? How much went to mainstream providers?

#	Question	English Translation
15a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
15b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
16	He aha ngā tono raraunga COVID mai i Whānau Ora? He aha ngā whakautu?	What are the COVID data requests from Whanau Ora? What are the responses?
16a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
16b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
17	E hia te pūtea i pau ki ngā whare MIQ? Ko wai ngā kaiwhakarato? E hia mō ia?	How much money was spent in the MIQ accommodation? Who were the suppliers? How much for each one?
17a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.

#	Question	English Translation
17b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
18	E hia te pūtea i pau ki ngā pēke kai COVID? E hia i haere ki ngā hapori Māori?	How much money was spend on COVID food bags? How much went to Māori communities?
18a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
18b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
19	E hia te pūtea i pau ki ngā mahi taupā COVID? He aha ngā momo mahi?	How much money was spend on COVID wage subsidies? What were the different types of subsidies?
19a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
19b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.

#	Question	English Translation
20	E hia te pūtea i pau ki ngā whakamātautau COVID i ia rohe? E hia i haere ki ngā rohe Māori?	How much money was spent for COVID testing in each region? How much went to Māori regions??
20a	Tēnā tukuna mai ngā tuhinga, ngā tatauranga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
20b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
21	E hia te pūtea i pau ki te whakapā COVID? E hia ngā kaimahi? E hia he Māori?	How much money was spend on COVID repair payments? How many employees? How many were Māori?
21a	Tēnā tukuna mai ngā tuhinga, ngā tatauranga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
21b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
22	E hia te pūtea i pau ki ngā whare ohotata COVID? E hia te ōrau i haere ki ngā whānau Māori?	How much money was spent towards COVID emergency housing? What percentage went to Māori families?

#	Question	English Translation
22a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
22b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
23	E hia te pūtea i whakapaua ki te toro ki ngā hapori Māori mō te ārai?	How much money was spent for Māori community outreach funding for prevention?
23a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
23b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.

Appendix B – Internal communications regarding training and development opportunities for Māori staff

Te Aratiatia

Viva Engage August 3, 2020 – All Company

*** Te Aratiatia Programme ***

Te Aratiatia is a Ministry of Social Development programme for Māori and Pasifika staff who have potential to become leaders in the public sector. It's designed to prepare Māori and Pasifika staff for their first formal leadership role and develop their understanding of a range of different leadership tools.

It's that time again, if you are interested in applying for the Te Aratiatia programme for next year - please get in touch with me today!! I'm seeking your interest now to get you underway to apply. MSD will be taking applications soon.

Have a chat with your leader and then lets discuss the next steps!!

Course dates - week 1 February 2021/ week 2 August 2021

Any questions, please get in touch via email!

Thanks

Viva Engage September 28, 2022 – Whānau Māori community

Calling tangata whenua and tangata moana!

Applications are now open for Te Aratiatia - an award-winning leadership programme run by MSD. This is a rare chance for those who demonstrate potential to become effective leaders.

To help build on their whanake, we are seeking aspiring Māori and Pacific staff who:

- strongly identify with, and are visible in, their culture
- have strong ancestral connections as tangata whenua and/or tangata moana
- have not previously held a permanent management, or leadership, position in any organisation
- show their ability and aspiration for leadership: either professionally or in their community
- show their commitment to personal and career development.

Applications must be emailed to brendan.byrne@ird.govt.nz by Wednesday 5 October.

Your local network leaders will provide you with more information. In the meantime, check out the video below.

[DIVERSE TALENT - MINISTRY OF SOCIAL DEVELOPMENT on Vimeo](#)

Featured News Article September 2022

Applications open until 5:00pm Wednesday 5 October

Te Aratiatia is a programme run by the Ministry of Social Development (MSD) for Māori and Pacific people who have the potential to become leaders in the public sector.

Applications for Te Aratiatia 2023 are open now and close Wednesday 5 October at 5:00pm. Your leader will need to approve your application. Applications will also be reviewed by the respective Deputy Commissioner before being submitted to MSD who will then complete a shortlist, interview and final selection process through November.

The programme will run from March – November 2023.

To apply:

- Email brendan.byrne@ird.govt.nz for details and to request an application form.
- Get approval from your leader to apply for the programme.
- Complete the application form and send to brendan.byrne@ird.govt.nz

More about Te Aratiatia Leadership Development Programme

Te Aratiatia means 'the pathway ahead'. The programme is designed to prepare Māori and Pacific people for their first formal leadership role and develop their understanding of a range of different leadership tools.

The programme includes assessments, coaching and project work over nine days in Wellington.

We are looking for people who:

- strongly identify and are visible in their culture and have strong ancestral connections to their Maori and/or Pacific culture
- have not previously held a permanent management or leadership position in any organisation
- are consistent high performers in their individual roles and contribute effectively to their team's performance and culture
- demonstrate the ability and aspiration for leadership, both professionally and possibly in their communities

- demonstrate a commitment to their own personal development and career.

Te Aratiatia will provide participants with a challenging learning experience that will expand their knowledge and understanding of what effective leadership looks like and also ask them to apply this knowledge in a practical project assignment. Key outcomes include:

- an understanding of effective leadership concepts and behaviours, and how they might best be able develop these for current and future roles
- increased levels of self-awareness regarding their own leadership and management strengths and areas requiring development
- practical project management experience that will also develop stakeholder management and influencing skills
- a development plan to support their on-going leadership development and career aspirations
- a network of peer support and relationships to help raise their profile and understanding of the broader organisational operating environment.

People Leaders Message Thursday 22 September 2022

Te Aratiatia – aspiring leader development programme

Te Aratiatia is a leadership programme run by Ministry of Social Development (MSD) for Māori and Pacific people who demonstrate potential to become effective leaders within MSD and Te Tari Taake.

He karanga tēnei ki ngā kaiārahi Māori, kai ārahi Pasifika hoki.

IR is seeking interest for the Te Aratiatia leadership programme for Māori and Pacific IR people who are keen to move into their first management role. This opportunity only occurs once a year.

Your action

If any of your people are interested in taking up a leadership role, let them know about the Te Aratiatia programme.

For more information and a registration form, email Brendan Byrne. Completed registration forms are due Wednesday 5 October.

Brendan.byrne@ird.govt.nz

Viva Engage September 21, 2023 – Whānau Māori community

Tēnā koutou e te whānau,

A second round is now open! There is a level of commitment required in the application process and it's still up to MSD whether you're accepted. This information will help you decide whether to invest the time in applying.

Application process

MSD doesn't give IR a set number of seats, last year four people applied and only one was accepted. It's wise to put your best foot forward and at the same time manage your expectations.

We've attached the comms and application form, to help you and your manager gauge commitment. We've made the IR application date in time for applicants to be endorsed by Tier 3 managers first. If accepted by MSD, we can facilitate conversations with your leadership, at their discretion, for the **funding of \$3,150 plus travel**. Your leader also needs to commit to the learning time required. **If you want to apply, please email the application directly to OrganisationalDevelopment@ird.govt.nz. Applications must arrive to the IR OD inbox by 4pm Friday 27 October.**

As attached, a key criteria is that MSD are looking for high-performing individuals who strongly identify with their Maori and/or Pacific culture and are not yet managers but have the potential and aspiration to move into their first management role in their organisation. The application form asks for examples of previous work to reflect this.

Recorded information session

Previous participants answered questions and gave guidance on what to expect before, during and after the programme. The recording and transcription are available here: [Q&A for Te Aratiatia applications 1-20230828_120438-Meeting Recording.mp4](#)

Please reply if you have questions in the meantime.

Nga mihi
The Organisational Development team.

Viva Engage October 20, 2023 – Diversity & Inclusion community/ All Company

Applications for Te Aratiatia Leadership programme close Friday 27 October

Applications for the Ministry of Development's (MSD) Te Aratiatia programme open until 4pm Friday 27 October.

Te Aratiatia is a challenging learning experience that expands one's knowledge and understanding. This builds on an understanding of what effective leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness. [Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

Promotional video

What do I need to do?

The Organisational Development (OD) team are handling enquiries and running an internal application process. If you would like to express interest, please email OrganisationalDevelopment@ird.govt.nz for an application form.

Please note:

- you must provide written approval by your team lead to apply
- completed application forms are due by 4pm Friday 27 October

[Organisational Development – People and Workplace Services | Corporate Space](#)

People Leaders Message August 24, 2023

Te Aratiatia - aspiring leader development programme

Applications are now open for the Ministry of Development's (MSD) Te Aratiatia programme. This Diversity Works award-winning development programme caters to Māori and Pacific people who:

- are aspiring leaders but have not held a leadership role before
- demonstrate a commitment to their own personal development and career
- perform strongly and actively contribute to their team's culture.

Te Aratiatia provides a challenging learning experience that expands one's knowledge and understanding. This builds on an understanding of what effective leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

What do I need to do?

If a team member expresses interest in applying, please ask them to email: OrganisationDevelopment@ird.govt.nz

Organisational Development (OD) team are running an internal application process. They can issue application forms and answer any queries relating to Te Aratiatia. Please note, you must provide written approval for your team member to apply.

Completed application forms are due by 5pm Monday 4 September.

Your action

- Let your team members know that applications for Te Aratiatia leadership programme are open until 5pm Monday 4 September.
- Provide written approval for your team member to apply if they decide to do so.
- For information, or to request an applications form, email OrganisationalDevelopment@ird.govt.nz

People Leaders Message Thursday 5 October 2023

Applications are now open for Te Aratiatia

Applications are now open for the Ministry of Development's (MSD) Te Aratiatia programme. The Organisational Development team are running an internal application process which closes at 4pm on Friday 27 October.

What is Te Aratiatia?

This Diversity Works award-winning development programme caters to Māori and Pacific people who:

- are aspiring leaders but have not held a leadership role before
- demonstrate a commitment to their own personal development and career
- perform strongly and actively contribute to their team's culture.

Te Aratiatia provides a challenging learning experience that expands one's knowledge and understanding. This builds on an understanding of what effective leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

What do I need to do?

If a team member expresses interest in applying, please ask them to email: OrganisationalDevelopment@ird.govt.nz

The Organisational Development (OD) team are running an internal application process. They can issue application forms and answer any queries relating to Te Aratiatia. Please note, you must provide written approval for your team member to apply.

Completed application forms are due by 4pm Friday 27 October.

[Organisational Development – People and Workplace Services | Corporate Space](#)

Your action

- Let your team members know that applications for Te Aratiatia leadership programme are open until 4pm Monday 27 October.
- Provide written approval for your team member to apply if they decide to do so.
- For information, or to request an applications form, email OrganisationalDevelopment@ird.govt.nz

Viva Engage December 5, 2024 – All Company

Interested in Te Aratiatia but didn't get your application in last time? Due to a low number of applicants, MSD are running a second chance round to apply for the 2025 programme.

Te Aratiatia is a programme designed to prepare Māori and Pacific people for their first formal leadership role. It runs March to August and includes a five-day residential workshop in Wellington.

Te Aratiatia provides participants with a challenging learning experience that builds an understanding of what effective leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

What do I need to do?

The Organisational Development team are handling enquiries and running an internal application process. If you would like to express interest, please email OrganisationalDevelopment@ird.govt.nz for an application form and further information.

Please note:

- you must provide written approval by your team lead to apply
- completed application forms are due by 5pm Friday 24 January

Viva Engage September 16, 2024 – All Company

Applications are open for the Ministry of Development's (MSD) Te Aratiatia programme until 5pm Friday 11 October.

Te Aratiatia is a programme designed to prepare Māori and Pacific people for their first formal leadership role. It runs March to August and includes a five-day residential workshop in Wellington.

Te Aratiatia provides participants with a challenging learning experience that builds an understanding of what effective leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

What do I need to do?

The Organisational Development team are handling enquiries and running an internal application process. If you would like to express interest, please email OrganisationalDevelopment@ird.govt.nz for an application form and further information.

Please note:

- you must provide written approval by your team lead to apply
- completed application forms are due by 5pm Friday 11 October.

Check out the online info session

Contact Organisational Development for the link to an online info session MSD are running on Thursday 3 October 12.30-1pm.

People Leaders Message Thursday 19 September 2024

Applications are now open for Te Aratiatia

Applications are now open for the Ministry of Development's (MSD) Te Aratiatia programme. The Organisational Development team are running an internal application process which closes at **5pm Friday 11 October**.

What is Te Aratiatia?

Te Aratiatia is a Diversity Works award-winning leadership development programme. This programme caters to Maori and Pacific people who:

- are aspiring leaders but have not held a leadership role before
- demonstrate a commitment to their own personal development and career
- perform strongly and actively contribute to their team's culture.

This challenging learning experience expands one's knowledge and understanding on what effective leadership looks like. Te Aratiatia will also:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

Your action

- Let your team members know that applications for Te Aratiatia leadership programme are open.
- Applications are due by **5pm Friday 11 October**.
- Please provide written approval for your team member to apply if they decide to do so.
- If your team member needs an application form, or has a query, please email OrganisationalDevelopment@ird.govt.nz
- If you want to know more about Organisational Development, please visit their Corporate Space. [Organisational Development – People and Workplace Services | Corporate Space](#)

Viva Engage June 30, 2025_– All Company

**Seeking aspiring Māori and Pacific leaders |
He karanga tēnei ki ngā kaiārahi Māori, kai ārahi Pasifika hoki.**

Applications are open for the Ministry of Development's (MSD) Te Aratiatia programme until **5pm Friday 29 August**.

Te Aratiatia is a programme designed to prepare Māori and Pacific people for their first formal leadership role. It runs February to August 2026 and includes a five-day residential workshop in Wellington.

Te Aratiatia provides participants with a challenging learning experience that builds an understanding of what effective leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

What do I need to do?

The Organisational Development (OD) team are handling enquiries and running an internal application process. If you would like to express an interest, please email OrganisationalDevelopment@ird.govt.nz for an application form and further information.

Please note:

- you must provide written approval by your team lead to apply
- completed application forms are due by 5pm Friday 29 August

Check out the online information sessions

Contact Organisational Development for the link to the online information sessions MSD are running on **Wednesday 13 August** or **Wednesday 20 August 2025**

People Leaders Message Thursday 3 July 2025

Applications are now open for the Ministry of Development's Te Aratiatia programme. The Organisational Development team are running an internal application process for the **February 2026** intake. Applications close at 5pm on **Friday 1 August**.

Te Aratiatia means 'the pathway ahead'

This Diversity Works award-winning development programme caters to Māori and Pacific people who:

- are aspiring leaders but have not held a permanent leadership role before
- demonstrate a commitment to their own personal development and career
- perform strongly and actively contribute to their team's culture.

Te Aratiatia is a challenging learning experience that expands one's knowledge and understanding. It also builds on an understanding of what effective and empathetic leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[2021 Case Studies - Ministry of Social Development | Te Uru Tāngata](#)

Here's how you can manaaki your team members

If a team member expresses interest in applying, please ask them to email OrganisationalDevelopment@ird.govt.nz

The Organisational Development team are running an internal application process. They can issue application forms and answer any queries relating to Te Aratiatia. Please note, you must provide written approval for your team member to apply.

[General information can also be found on Viva Engage.](#)

Your action

- Please let your team members know that applications are now open for the **February 2026** intake of Te Aratiatia.
- Encourage and support any interested team members to apply.
 - Share the information links provided in this message.
 - Provide written approval if they decide to apply.
- Completed applications are due by 5pm on **Friday 1 August**.
- If you have a question, or would like an application form, please email OrganisationalDevelopment@ird.govt.nz

People Leaders Message Thursday 14 August 2025

Applications are still open for Te Aratiatia

Applications for the February 2026 intake of Te Aratiatia remain open until **5pm Friday 29 August**.

The award-winning leadership experience, run by the Ministry of Social Development (MSD), challenges Māori and Pacific people who:

- are aspiring leaders but have not held a permanent leadership role before
- demonstrate commitment to their own personal development and career
- perform strongly and actively contribute to their team's culture.

[Find out more about Te Aratiatia on Te Uru Tāngata](#)

Please continue to manaaki your team members

The Organisational Development (OD) team support the application process. They can issue application forms and answer any queries relating to Te Aratiatia. They'll also let your team member know about MSD's Te Aratiatia information session, which is being held on **Wednesday 20 August**.

Remember 3 things, your team member:

1. must have your written approval **before** they apply
2. can contact the OD team with any questions about the application process – especially when they're stuck, and
3. must submit their completed application form by **5pm Friday 29 August**.

Your action

If you or your team member have any questions, or would like an application form, please email OrganisationalDevelopment@ird.govt.nz

Te Ara ki Matangireia

Viva Engage November 15, 2022 – All Company

Applications are now open for the Māori Emerging Leaders programme.

This programme is run by Ara Kaiarahitanga Leadership Development Centre and Tukaha Global Consulting Ltd.

Grounded in whakaaro, te reo, and tikanga Māori, this programme will strengthen the capability and confidence for young Māori public servants.

[Apply for the Māori Emerging Leaders programme \(sharepoint.com\)](#)



Apply for the Māori Emerging Leaders programme

Applications are now open for the Māori Emerging Leaders programme.

irnz.sharepoint.com

Viva Engage November 29, 2022 – Whānau Māori community

Applications are still open for the Māori Emerging Leaders Programme until Friday 2 December.

This programme will build on your capability and confidence as you work in the Public Sector.

Grounded in whakaaro, te reo, and tikanga Māori, this programme includes:

- four 3-day wānanga hosted by different iwi
- one-on-one mentoring with a senior leader in the Public Service
- personal reflective practice
- regular check-ins with individuals and small groups
- delivery of a service project

Through learning and reflection, you will deepen your understanding of being Māori in the public service.

For mentees, we're looking for those who:

- identify as Māori and work in a Public Service department, department agency, or agency part of the Public Service Leadership Team
- are in the early stages of their career in the Public Service (2-5 years' experience)
- aged between 23 and 30 years old
- want to develop their leadership skills
- aspire to lead and/or serve within the Public Service and their communities.

If you are keen to apply, have a whanake kōrero with your people leader about this. Our SharePoint page highlights what's covered, some FAQs, as well as the EOI form.

[Apply for the Māori Emerging Leaders programme \(SharePoint\)](#)

Email your query, or the EOI, to OrganisationalDevelopment@ird.govt.nz

The Organisational Development team are your port of call if you are seeking any other guidance about building on your capabilities during your tenure with IR.

People Leaders Message Thursday 10 November 2022

Applications for the Māori Emerging Leaders programme are now open

Applications for the Māori Emerging Leaders programme are now open until Friday 2 December. This programme supports young people who identify as emerging Māori leaders within the Public Service.

To find out the criteria to apply for the programme, check out the Leadership Development Centre (LDC) website under the 'joining the programme' section.

[Māori Emerging Leaders | Leadership Development Centre](#)

The programme is also looking for mentors. You can find out the criteria for mentors in the same place.

[Read more about the Māori Emerging Leaders programme](#)

What benefits/impact will it have?

The programme takes on a te ao Māori approach in supporting career growth and development. Through this, participants can deepen their understanding of being Māori in the Public Service.

Senior Public Service mentors will gain fresh and valuable insights into the challenges faced by young māori in the Public Service. Through this they also gain a better understanding in how to support Māori aspirations in their organisation.

To find out what the programme includes check out the Leadership Development Centre website.

[Māori Emerging Leaders | Leadership Development Centre](#)

Applications must be emailed to Organisational Development by Friday 2 December. The Organisational Development team will review and send up to three applications to the Leadership Development Centre. Approved applications will then be sent to the Leadership Development Centre by Friday 9 December.

Your action

- have a whanake conversation with your people to gauge their interest and support them through the application process
- contact organisationaldevelopment@ird.govt.nz for any further queries or to request an application form

Viva Engage October 31, 2024 - All Company

Te Ara ki Matangireia Māori emerging leadership programme

Applications are now open for the Te Ara ki Matangireia Māori emerging leadership programme until Friday 6 December.

The 10-month emerging leadership programme grounded in te ao Māori supports early in career Māori with the skills and confidence to step into leadership and governance roles of the future. It is run by Te Kawa Mataaho – Public Service Commission and Tukaha Global Consulting Ltd.

The kaupapa includes:

- four 3-day wānanga hosted by different iwi (planned for March, June, September and November 2025)
- one on one mentoring with a senior leader in the Public Service
- delivery of a service project.

Who can apply?

We encourage nominations from those who whakapapa Māori and understand emerging Māori leaders may be at various stages in their te ao Māori and te reo Māori journey.

Participants must meet all the following eligibility criteria at the kaupapa start date of March 2025:

- identify as Māori
- are early in career (have 2-5 years' experience in the Public Service)
- aged 23-30 years old
- want to develop their leadership skills grounded in te ao Māori
- aspire to lead and/or serve within the Public Service and their communities.

For more information and application forms see the LDC website [Māori Emerging Leaders | Leadership Development Centre](#)

What do I need to do?

Please email completed application forms to OrganisationalDevelopment@ird.govt.nz or contact us for further information.

Please note:

- you must provide written approval by your team lead to apply
- completed application forms are due to OrganisationalDevelopment@ird.govt.nz by Friday 6 December.

People Leaders Message Thursday 7 November 2024

Applications are now open for Te Ara ki Matangireia Māori emerging leadership programme

Applications for Te Ara ki Matangireia Māori emerging leadership programme are now open. The Organisational Development team are running an internal application process which closes at 5pm, Friday 2 December.

What is Te Ara ki Matangireia?

Te Ara ki Matangireia is a 10-month programme leadership programme for Māori public servants who are:

- aged between 23 and 30 years old, and
- early in their Public Service career (2-5 year's experience).

Check out the Leadership Development Centre website to find out the criteria for applications and what the programme includes. [Māori Emerging Leaders | Leadership Development Centre](#)

Your action

- Use Whanake conversations as an opportunity to identify and support any team members who may be interested to apply.
- If you have any questions or need an application form, please email OrganisationalDevelopment@ird.govt.nz

Viva Engage October 22, 2025 – All Company

🌱 Te Ara ki Matangireia – A Pathway for Māori Emerging Leaders 🌱

Are you an early-in-career Māori public servant ready to grow your leadership potential?

Te Ara ki Matangireia is a 10-month kaupapa Māori leadership programme designed to uplift and empower rangatahi Māori in the Public Service. Grounded in **te ao Māori**, this programme offers a transformative journey through wānanga, mentoring, and reflective practice – all framed by the powerful creation narrative:

"Mai i te kore, ki te pō, ki te whaiao, ki te ao mārama"

◆ What's in the kaupapa?

- Four immersive wānanga hosted by iwi across Aotearoa
- One-on-one mentoring with senior Māori leaders
- Personal and group check-ins
- A service project to apply your learning
- Deepened understanding of your dual role as Māori in the Public Service

◆ Who can apply?

This kaupapa is for Māori public servants who:

- Are early in their career (2-5 years' experience in the Public Service)
- Aged 23-30 years old
- Are committed to attending all learning events, including overnight marae stays
- Have support from their leader to participate fully
- Are ready to grow their capacity and capability to lead and serve in Aotearoa

◆ **EOIs close: 5pm, 12 November 2025**

🗣️ **Hear from past participant Mahalia Muru, one of our rangatahi Māori:**

“Ko au ko koe, ko koe ko au. I am you and you are me. We are all connected, working for the betterment of others and not individually.”

“Kaupapa can allow a person to hold or grow their mana and mauri in a way that a programme cannot. Kaupapa reflects the way in which we complete the mahi, not for ourselves, as the kaupapa will remain long after we are gone.”

“As Māori, knowledge is power, and knowing our history helps us thrive as a people. Knowing where we come from and our connections to the land strengthens our identity.”

“I want to help pave a path for future young Māori. I want to inspire them to be in higher roles and make change.”

✍️ **Apply now or encourage someone you know to take this step.**

👉 [Learn more and download the EOI form](#)

Any questions email organisationaldevelopment@ird.govt.nz

“Ka pū te ruha, ka hao te rangatahi”



10 February 2026

[Redacted]

Tēnā koe [Redacted]

Tēnei te mihi kia koe mō ōu tono kei raro i te Ture Pārongo Ōkawa 1982 (OIA), i whakatau i ngā rā 28, 29 me te 30 o Noema 2025. E tāpiri atu tōu tono kei raro i te ingoa **Apitihanga A**.

Kāore Te Tari Taake e mau ētahi o ngā mōhiohio kei roto i te hōkaitanga o tōu tono. Nā tōu tono mō te mōhiohio mai i ngā pūtahi kei raro nei, kāore mātou e whitiwhiti ēnei tono ki a rātou. Ka tae mai he whakautu mai i a rātou hei te wā e haere ake nei.

Pātai	Pūtahi e whakautu ana
15, 15a, 15b, 16, 16a, 16b, 20, 20a, 20b, 23, 23a, 23b	Health New Zealand
18, 18a, 18b, 19, 19a, 19b, 21, 21a, 21b	Ministry of Social Development
17, 17a, 17b, 22, 22a, 22b	Ministry for Business, Innovation and Employment

Ngā tono mō ngā whakaaro

Mā te OIA e āta whai whakaaro kia wetewetea ngā mōhiohio e mau ana i a rātou. Ko ngā whakautu ki ōu tono "Why are the outcomes for Māori so different? What work is being done by the office to correct these differences?" (Ngā pātai 9b, 10b, 11b, 12b, 13b me 14b). Kāore ngā pūtahi e herehere ki te hāngai ngā whakaaro, te uru ki te taupatupatu rānei, kimihia te paetukutuku o te Kaitiaki Mana Tangata).¹ E whai tata a Te Tari Taake te ture hei ngā wā katoa, ā, e hāngai ana ki tōna takohanga ā-ture ki tikina te pūtea more nui rawa kei roto i ngā wā e haere ana.

Te Whai Wāhi Māori o Te Tari Taake: Taake, Rāngaimahi, Pūtea Moni, me ngā Ratonga Reo

Ngā pātai 1 me 2

Kāore a Te Tari Taake e kohi ana ngā raraunga e pā ana ki ngā mātāwaka o ngā tangata, me tū he pākihi hei Pākihi Māori, nā te mea, kāore tēnei mōhiohio e hiahia ana ki te arotake te tāke. Kāore ngā tatauranga e tono ana e whakaputa, nā te mea, kāore ngā mōhiohio e mau, nō reira, kei te whakakāhore ēnei mea o tōu tono kei raro i te whiti 18(g) o te OIA, nā te mea, kāore ngā

¹ [Your ability to request official information | Ombudsman New Zealand](#)

mōhiohio e mau ana kei roto i Te Tari Taake, ki tā mātou nei mōhio, kāore ēnei mōhiohio e noho kei roto i tētahi atu pūtahi rānei.

E wātea ana ētahi mōhiohio e pā ana ki ngā rōpū hinonga e noho hei Mana Urungi Māori – he Māori Authorities me kī. Kei roto i ngā tau taake 2023-24 ko ngā Mana Urungi Māori e whakahoki ko te \$350 miriona o te more-tōrunga moniwhiwhi kia tāke, ā, ko te \$61 miriona o te moniwhiwhi tāke. Ko te tāke kia utua e whakaiti ki te \$33 miriona o te moniwhiwhi toenga tāke ā muri i te whakamahinga o ngā moni taurewa tāke. Ko te more GST kei 2023-24 i whakahokia ki Te Tari Taake mā ngā Mana Urungi Māori ko te \$28 miriona (kāore tēnei e whakatau te GST e whakahokia mā Te Mana Ārai o Aotearoa) me te PAYE o ō rātou kaimahi, he Māori – kāore he Māori rānei pea, ko te \$28 miriona hoki.

Pātai 3

Ka taea ngā pakihi Māori te uru atu ki te tūnga hei mana Māori e whakarawe ngā āwhina pēra i te pāpātanga whakaiti tāke me ngā ture mātanga mō te tāke moniwhiwhi, te GST kei runga i te koha, ngā tohatoha, ngā utua me ngā moni taurewa. Mō ētahi atu mōhiohio e pā ana ki ngā painga mō te uru i te tūnga mana Māori me ngā paearu māraurau, ka taea te kite kei te paetukutuku o Te Tari Taake i konei <https://www.ird.govt.nz/roles/maori-authorities>.

Ka taea rānei ngā kiritaki Māori te tikina he tautoko mai i te Kaitakawaenga Māori e āhei ana ki te:

- Kotahi-ki te-kotahi ngā kupu āwhina tāke me ngā mōhiohio
- Whakangungu tāke me ngā wānanga ki ngā Māori me ētahi atu rōpū
- Ngā umanga tāke kei ngā wāhi rauemi, marae rānei
- Ngā pukapuka mōhiohio e kōrerohia e pā ana ki ngā momo utanga tāke.

Kei te rā 28 o Hānuere 2026 ko te 4,803 o ngā hinonga kei raro i te tūnga Mana Urungi Māori.

Pātai 4

Tae atu ki te 30 o Noema 2025, e whakawhiwhi mahi a Te Tari Taake ki 4,841 o ngā tangata, tae rā anō ki ngā kaupeka tūmau me ngā kaimahi pūmau. Kei roto i tēnei, ko te 491 o ngā tangata e tuhingia he Māori tētahi o ō rātou mātāwaka, e whakaata ana ko te 10.1% o te rōpū kaimahi i taua wā.

Kāore a Te Tari Taake te tuhi ngā reo katoa kua kōrero nā ōna tangata, nō rerira kua whakakāhoretia tēnei wāhi o tōu tono kei raro i te whiti 18(g) o te OIA, nā te mea, kāore ēnei mōhiohio e mau ana kei a Te Tari Taake, ā, ki tā mātou nei mōhio, kāore ēnei mōhiohio e noho kei roto i tētahi atu pūtahi rānei.

E manawanui a Te Tari Taake ki te whakapiki te whakamahi o te Reo Māori. E tautoko ana tēnei hoki te whanaungatanga i waenganui o te Karauna me te iwi Māori, ā, me te hiahia ki te whakapiki ngā putanga mō Māori. Ko te utua o tētahi utu tāpui nā te painga o te tangata ki te kōrero Māori, tētahi o ngā ara e tautoko ana mātou ōu mātou kaimahi kia whakapakari ai tā rātou reo Māori.

E wātea ana te utu tāpui mō ngā tangata katoa o Te Tari Taake (kaimahi pūmau, kaupeka pūmau, kaimahi ukiuki me ngā kaimahi hamanga) kei raro iho i ēnei pāpātanga, e tāke ana me utua ki ngā kaimahi ia rua wiki.

Taumata Kimi Taunakitanga*	Whakahua	Tahua tau tāke (moniwihwi peke \$)	Numa p ngā kaiwihwi tae ki te 30 Hune 2025
5	Matatau mārika	3,500	12
4	Matatau mōruna	2,500	17
3	Matatau mātairua	1,750	16
2	Matatau whakapū kōrero	1,000	5
1	Matatau hātepe tīmatanga	500	0

**Nā Te Taura Whiri i te Reo Māori i whakamahi (The Māori Language Commission) i muri i te whakamātautau "Kimi Taumata"²*

Ka taea ngā kaimahi o Te Tari Taake te whiwhi he tautoko mō te whakaako me te whakapakari tā rātou kounga kei roto i te reo Māori.

Hei ētahi wā, me whakaae mātou mō tew ā ako, te utua ngā utu akoranga mō ngā kaimahi e ako ana te reo Māori kei ngā kaiwhakarato kei waho, pērā i ngā wānanga, me ngā Kura Reo e hāngai ana ki ā rātou whakawhanake matawhaiaro.

E whakamahi ētahi o ngā rōpū pākihi he urunga ki ngā wāhi ako reo Māori e tū kei roto, kei waho rānei mō ā rātou tangata ki tea ko te reo Māori.

Hei tāpiri atu, ko *Te Awatea*, tētahi o ōu mātou kaupapa ako ngā ahurea Māori, ā e tiaroaro ana ki te pou tarāwaho o Te Arawhiti. E tautoko ana tēnei akoranga i ngā tangata e hiahia ana ki te whakapiki ā rātou māramatanga o tea o Māori, ōna tikanga me te reo Māori, Te Tiriti o Waitangi me pēhea te whai hua pai ki te mahi i te taha, mō ngā tangata Māori rānei.

Ki te tautoko ēnei whāinga, e rarangahia tōu mātou tīma Internal Communications te reo Māori kei roto i ngā whakawhitihiti kōrero ā-tōpūtanga me kaha ana ki te whakatuarā te mahi Māori me te whakapiki mātauranga o ngā kaimahi mā Te Awatea.

Pātai 5

E tautoko ana a Te Tari Taake i ngā kaupapa Māori kaupapa mā:

- *Te Kāhui Tūhono* – he tīma whitu o ngā tangata e arotahi kei roto hei tautoko te whakapiki ake o te Kaupapa Māori kei roto i te tōpūtanga, e tautokohia mā tētahi Kaitohutohu Rautaki kei te Taumata 3.

² Ko ngā mōhiohio mō ngā whakamātautau kimi taumata e taea te kite i konei: <https://en.tetaurawhiri.govt.nz/lfe>

- He tīma 26 o ngā tangata *Kaitakawaenga Māori* e arotahi ana kei waho kei roto i te āhuatanga Community Compliance & External Relationships, e tuku he ratonga me ngā tautoko ki ngā kiritaki Māori.
- Ko *Te Māori perspective Policy team* e tautoko ana a Te Tari Taake ki te whakararau ngā tirohanga Māori, te tātari o Te Tiriti o Waitangi, me te pou tarāwaho ao Māori kei roto i te tāke me te whakawhanake Kaupapa here hapori.

Kei te rā 30 Hune 2020, e noho ana ngā mema e whitu kei roto o te tīma *Te Kāhui Tūhono*. I tipu ake tēnei numa ki te 10 nā Hune 2024 kia tautoko te whakatakoto o te kaupapa o *Te Awatea* (tō mātou kaupapa ako Māori). Ka tae te mutunga o tēnei akoranga hei te mutunga o te tau 2026, me whakaiti anō tō mātou tīma ki ngā mema e whitu hei te tīmatanga.

E kaha tipu tō mātou rōpū *Kaitakawaenga Māori* mai i tōna tīmatanga hei te tau 1996, ā, kia kore o ēnei tūnga i whakakore kei te katoa o te wā.

Kei te tīma kaupapa here *Tirohanga Māori* ngā mema e rua e aro ana ki te tautoko tōu mātou mahi e pā ana ki ngā *Tirohanga Māori*.

Pātai 6

Kāore a Te Tari Taake e whiwhi he putea mō ngā tāke Māori-anake me ngā kaupapa here hapori.

Pātai 7

Ka taea ngā Whakahoki tāke te tuku kei roto i te reo Māori, ā, ka taea ngā kirimana te whiwhi tautoko kei roto i te reo Māori.

E wātea ana ēnei puka, tuhi arataki e whā e whai ake nei nā Te Tari Taake kei roto i te reo Māori:

- IR1073 He aha te Family Boost? (ir1073.pdf)
- IR69 He aha te Working for Families (ir697.pdf)
- IR382 ngā utu me ngā koha i te hapori Māori (on page Koha)
- IR614 Tā mātou tikanga mahi tahi i a koe (ir614-2009-maori-version.pdf)

Ahakoā kāore ngā kiritaki e āhei ana te whakaoti ngā puka tāke, te tuku utu kei roto i te reo Māori anake, e hoatu mātou he tautoko kaha mā ngā *Kaitakawaenga Māori* me ngā ratonga whakawhiti reo. Hei tāpiri atu, e wātea ana ngā rauemi reo-rua kei runga ipurangi, me ngā taputapu whakatere, kia whakamana i ngā kiritaki kia tuku me utu mā ngā tohutohu kei roto i te reo Māori.

Ka taea ngā tuhinga pākihi kia mau ki roto i te reo Ingarihi, Māori rānei.

Pātai 8

I whakamāori ahau tēnei wāhi o tōu tono e hiahia ana koe ngā tuhinga Mahere putea mō Te Tari Taake kei ngā tau 2024-2025 kei roto i te reo Māori. Kua whakakāhoretia tēnei wāhi o tōu tono kei raro i te whiti 18(g) o te OIA, nā te mea, kāore tēnei mōhiohio e ora ana. Kāore a Te Tari

Taake e hāngai ēnei tuhinga kei roto i te reo Māori, ā, kāore rānei ēnei i whakamāori ki te reo Māori.

Mēnā e hiahia ana koe ki te whakatakoto i tōu ake whakamāori o ngā tuhinga o te Mahere pūtea mō Te Tari Taake 2025, ka taea e koe te kite kei te paetukutuku e whai ake nei: www.taxpolicy.ird.govt.nz/publications/2025/ir-budget-2025.

Ngā hoko taputapu whakamarumarū COVID – ngā utu, ngā momo me ngā kaiwhakarato

Pātai 9, 10 me 10a

Ko ngā taputapu whakamarū COVID me te COVID PPE e tautuhi ana ko ngā:

- Maruhā
- Ārai mata me ngā mōwhiti haumarū
- Komoringa
- Kāone me ngā hipoki
- Tiaki manawa

Tēpu 1: Utua mō ia tau ahumoni mō ngā taputapu tiaki COVID (PPE) mai i 1 Hānuere 2020 ki te 28 Noema 2025.

	FY20	FY21	FY22	FY23	FY24	FY25	Tapeke
Ngā maruhā tuku noa	19,800	368	20,492	10	22	44	40,736
Ngā komoringa taherapa tuku noa	146	1,356	274	484	71	101	2,432

Utua mā te kaiwhakarato mō te wā 1 Hānuere 2020 ki te 28 Noema 2025 e haere ake nei:

- NXP
 - Maruhā: \$34,085
 - Komoringa: \$2,432
- OCS
 - Maruhā: \$6,650

Kāore mātou e taea te whakawehewehe ēnei utua mā ngā mātāwaka, nā te mea e utu ēnei taputapu mō ngā wāhi hei mahi, kāore mō ngā tangata kē. Kāore he tuhinga e pā ana kia ko wai i whakamahī ēnei mea, no reira kua whakakāhoretia tēnei wāhi o tōu tono kei raro i te whiti 18(g) o te OIA, nā te mea, kāore ngā mōhiohio e mau ana kei roto i Te Tari Taake, ki tā mātou nei mōhio, kāore ēnei mōhiohio e noho kei roto i tētahi atu pūtahi rānei. Engari, ka taea e mātou te tuku he wehewehenga mā ia rohe me te tau.

Tēpu 2: Utua mō ia tau mō ngā maruhā tuku noa, e wehewehe mā ia wāhi Te Tari Taake mai i 1 Hānuere 2020 – 28 Noema 2025.

Maruhā tuku noa	FY20*	FY21	FY22	FY23	FY24	FY25	Tapeke
Tāmaki Makaurau	-	350	5,072	-	22	44	5,488
Ōtautahi	-	-	4,674	-	-	-	4,674
Ōtepoti	-	-	350	-	-	-	350
Tūranga-nui-a-Kiwa	-	-	104	-	-	-	104
Māwhera	-	-	-	10	-	-	10
Kirikiriōa	9,525	-	3,516	-	-	-	13,041
Waihōpai	-	-	308	-	-	-	308
Ahuriri	-	-	238	-	-	-	238
Whakatū	-	-	213	-	-	-	213
Ngāmotu	-	-	133	-	-	-	133
Te Papaioea	-	-	-	-	-	-	-
Rotorua	-	-	-	-	-	-	-
Tauranga	-	18	536	-	-	-	554
Timaru	-	-	57	-	-	-	57
Whakatiki	-	-	190	-	-	-	190
Te Whanganui-a-Tara	3,625	-	4,625	-	-	-	8,250
Whangarei	-	-	475	-	-	-	475

* Kei te tau FY20, i tono ngā maruhā kei ngā pae pokapū e rua me tukuna ki ētahi atu wāhi nā te katinga o ngā whare i waenganui i ngā wā katinga.

Tēpu 3: Utua mō ia tau mō ngā komoringa taherapa tuku noa, e wehewehe mā te wāhi Te Tari Taake mai i 1 Hānuere 2020 – 28 Noema 2025.

Ngā komoringa taherapa tuku noa	FY20	FY21	FY22	FY23	FY24	FY25	Tapeke
Tāmaki Makaurau	-	390	200	19	-	26	635
Ōtautahi	-	-	56	-	13	-	69
Ōtepoti	10	16	74	-	-	-	100
Tūranga-nui-a-Kiwa	-	-	-	-	-	-	-

Ngā komoringa taherapa tuku noa	FY20	FY21	FY22	FY23	FY24	FY25	Tapeke
Māwhera	-	-	-	-	-	-	-
Kirikiroa	58	225	-	-	13	-	296
Waihōpai	-	-	-	-	-	-	-
Ahuriri	20	68	-	-	-	-	88
Whakatū	-	34	-	-	-	-	34
Ngāmotu	-	-	-	-	-	-	-
Te Papaioea	-	250	-	130	-	-	380
Rotorua	-	-	-	19	-	9	28
Tauranga	-	204	-	-	-	-	204
Timaru	-	-	19	19	-	-	38
Whakatiki	20	102	-	74	19	53	268
Wellington	39	-	-	112	26	13	190
Whangarei	-	38	-	37	-	-	75

Ko tōu tono mō ngā tuhinga, ngā tatauranga, ngā rīpoata, ngā whakaritenga e pā ana ki tēnei take e kaiponuhia me/kia whakakāhore rānei nā te mea:

9(2)(ba)(ii) – E whaiwhakaaro he tairongo arumoni ngā Nama mō PPE, nā reira kua kaiponuhia kei raro i te whiti 9(2)(ba)(ii) o te OIA, kia tiaki ai te nohonga arumoni o te tangata i tuku te mōhiohio, arā he take o te mōhiohio.

18(g) – Nā te āhua kuneroa o te mate urutā COVID me te mahi ohore e hiahia ana ki te tuku PPE ki a mātou kaimahi reanga-i-mua hei tew awe tonu o tew ā, kāore ngā tuhinga, ngā tatauranga, ngā rīpoata, ngā whakaritenga kia mau ai kei a mātou. No reira, kua whakakāhoretia tēnei wāhi o tōu tono kei raro i te whiti 18(g) o te OIA, nā te mea, kāore ngā mōhiohio e mau ana kei roto i Te Tari Taake, ki tā mātou nei mōhio, kāore ēnei mōhiohio e noho kei roto i tētahi atu pūtahi rānei.

Ngā kirimana COVID e tuku atu ki ngā kaiwhakarato Māori

Ngā pātai 11 and 11a

Kāore a Te Tari Taake e tuku he kirimana, inarā e pā ana ki a COVID.

I utu ētahi utua iti, pērā mō ētahi atu waipatuero ārai ringaringa hei tapiri atu mā ngā pākiri Māori kua whakaritenga onaiānei e Te Tari Taake.

Ngā whiti Tiriti kei roto i ngā kirimana me ngā whakaaetanga

Ngā pātai 12 me 12a

Kāore a Te Tari Taake e mau i ngā kirimana ahumoni i whakauru i ngā whiti o Te Tiriti.

Ngā utu taupa COVID mō ngā kaimahi – wehewehe mā te mātāwaka.

Ngā pātai 13 me 13a

Kāore a Te Tari Taake e kōhi putea tautoko COVID me te utu taupa mō ōna tangata.

Whakapaunga utu mō te whakangungu me te whakawhanake kaimahi Māori

Pātai 14

Ko te huarahi ako o Te Tari Taake e mōhio ana ko te nuinga o ngā akoranga i whakamahi kei roto i tōna mahi. He wāhi mō ngā akoranga ōkawa, ko te uru atu ki ngā mahi hōu, te whaiwhakaaro o te haerenga o tētahi kaupapa kei te taha o ōu hoa aropā, me te hāngai tōu māia mā te whakamahi o ngā mea kua ako, ko ēnei ngā ara matua hei āwhina i ngā tangata ki te heke ki ōna taumata.

Mai i te 1 Hānuere 2020 ki te 25 Noema 2025 i utu a Te Tari Taake he tapeke ko te \$57,150 (hāunga I te GST) mō ngā kaupapa whanaketanga kei waho mō ngā kaimahi Māori³.

Ko ngā kaupapa whanaketanga kei waho i haere ai ngā kaimahi Māori, ko:

- Te Aratiatia (nā te Ministry of Social Development i whakahaere) \$3,150 mō ia tangata n (excl. GST). Nine staff members were selected for and attended this programme.
- Te Ara ki Matangireia (te kaupapa Māori Emerging Leaders) \$5,200 mō ia tangata (excl. GST). E whā ngā kaimahi Māori i whiriwhiri, ā, i haere ki tēnei kaupapa.

Pātai 14a

Ko ngā whakakakau kei roto e pā ana ki te whakangungu me te ara whakawhanake mō ngā kaimahi Māori, hei tāpiri atu ko te **Apitihanga B**.

Kāore ēnei tuhinga e ora tonu kei roto i Te Reo, ā, ko te whakamāori o ēnei e hāngai ana ki te orokohanga o mōhiohio. Mō te whakaotinga, e tuku ana ēnei tuhinga kei roto i tā rātou whakatakotoranga (kei te reo Ingarihi).

Ko ngā tuhinga i tua atu me ngā mōhiohio e pā ana ki te whakangungu me te whakawhanake o ngā kaimahi Māori e noho ana kei roto i ngā taunekeneke Whanake o te kaimahi, nō rerira kua kaiponuhia kei raro i te whiti 9(2)(a) of the OIA, kia tiaki te tūmataiti o ngā tangata.

³ E wātea ana te kaupapa Te Aratiatia mō ngā tangata Māori, Pasifika rānei.

Papakupu mō Apitihanga B:

Ko Ngā Rongo Kōrero Matua kei runga i a Haukāinga (ko te ingoa mō te ipurangiroti o Te Tari Taake) te wāhi e whakaputa ngā mōhiotio mō ngā tangata katoa mō Te Tari Taake.

Ko Viva Engage he wāhi o ngā taputapu Microsoft e whakamahi a Te Tari Taake hei whakapiri ngā tangata puta noa o te umanga kei roto i nga hapori.

Ko te People Leaders Message i whakaputa kei runga i te ipurangiroti o Te Tari Taake ia Tāite ki te tata atu o 450 o ngā kaiarataki, ā, e hāngai ana ki te tautoko i ngā kaiarataki kia tuku i ngā whakahōu whai take ki ā rātou tīma.

Mana arotakenga

Mēnā kāore koe e whakaae ki tōku whakatau e pā ana ki tōu tonu OIA, ka taea e koe te pātai atu ki te Kaitiaki Mana Tangata kia whakawā, kia arotakenga tōku whakatau kei raro i te whiti 28(3) o te OIA. Ka taea e koe te Whakapā atu ki te tari o te Kaitiaki Mana Tangata mā te Īmēra kei: info@ombudsman.parliament.nz.

Te whakaputa o te whakautu OIA

Me whakaputa mātou tō mātou whakautu ki tōu tonu kei runga i te paetukutuku o Te Tari Taake (ird.govt.nz) nā te mea, he painga pea ēnei mōhiotio mō ētahi atu o ngā mema o te hapori. Ko tēnei reta, me te tango o ōu taipitopito whaiaro, te tuku katoa hei whakaputa. Ko te whakaputa o ngā whakautu e hāngai ana ki te āheinga o ngā mōhiotio mō ngā hapori kia āta pānui, ā, e hāngai pū te ki kaupapa o te OIA kia whakawhānui te whai wāhi ki te hanga me whakahaerenga o ngā ture me ngā kaupapa here, me te whakatairanga kawenga takohanga o ngā kaiarataki.

Ko te putanga kei roto i te reo Ingarihi e whakaratohia kia tautoko te māramatanga. Ko te putanga reo Māori i whakareri mā tētahi mātanga whakawhiti reo kia riterite anō ngā kaupapa ōrite kei roto i ngā putanga e rua.

Tēnā, ngā mihi anō mō tōu tonu.

Ngā mihi



Erina Clayton

Enterprise Leader – People and Workplace Services

Apitihanga A

#	Question	English Translation
1	E hia te moni tāke e kohia ana mai i ngā tāngata Māori, i ngā pakihī Māori, i ngā rōpū Māori i ia tau? He tatauranga tērā e pūrongotia ana? Ki te kore, he aha te take kāore e pūrongotia ana?	How much tax is collected from the Māori people, from Māori business, from Māori groups every year? Is this a statistic that is reported? If not, why is it not reported?
2	Ko ngā pakihī Māori - e hia ngā pakihī Māori e rēhita ana ki a IRD i tēnei wā? E hia i te tau 2020, i te tau 2024? He tipu, he heke rānei? E hia te moni tāke e kohia ana mai i ngā pakihī Māori?	In relation to Māori businesses – how many Māori businesses are registered under IRD at this time? How many in the year 2020, in the year 2024? Has it increased or decreased? How much money was collected in tax from Māori businesses?
3	Ko ngā rōpū Māori - he aha te āhua o te tāke mō ngā rōpū Māori (ngā trusts whenua, ngā rūnanga, ngā pakihī Tiriti)? He aha ngā whakamanatanga tāke e wātea ana? E hia ngā rōpū Māori e whiwhi ana i ēnei whakamanatanga?	Māori groups – what is the tax situation for Māori groups (land trusts, rūnanga, Treaty businesses)? What tax entitlements are available? How many Māori groups receive these entitlements?
4	Ko ngā kaimahi - e hia ngā kaimahi IRD he Māori? E hia te ōrau? E hia ngā kaimahi e kōrero Māori ana? Ka taea te whiwhi āwhina mai i a IRD i te reo Māori?	Workers – How many IRD workers are Māori? What is the percentage? How many workers speak Māori? Are they able to receive support from IRD in the Māori language?
5	Ko ngā tūranga - e hia ngā tūranga e arotahi ana ki te kaupapa Māori (Kaitohutohu Māori, etc.) i te tau 2020, i te tau 2024? E hia kua whakakore mai i te Whiringa-ā-rangi 2023?	Positions – how many positions are Māori focused (Māori Advisors, etc.) in the year 2020, in the year 2024? How many were disbanded from November 2023?
6	Ko te pūtea Māori - e hia te pūtea a IRD mō ngā kaupapa Māori i ngā tau pūtea 2020/21 ki 2024/25? He aha ngā kaupapa kua whakamutua, kua whakaitia te pūtea rānei mai i te Whiringa-ā-rangi 2023?	Māori funding – how much IRD funding is available for Māori schemes in the financial years 2020/21 to 2024/25? What schemes have been concluded, or had their funding reduced since November 2023?

#	Question	English Translation
7	Ko ngā ratonga - e hia ngā puka IRD, ngā ratonga IRD e wātea ana i te reo Māori? Ka taea te utu tāke i te reo Māori anake? Ka taea te whiwhi āwhina i te reo Māori?	Services – how many IRD forms, services are available in the Māori language? Can tax payments be made solely in the Māori language? Is assistance able to be given in the Māori language?
8	Tēnā koe - E tono ana ahau kia homai ngā tuhituhinga mō Te Tahua Ōrau i te 2024-2025. Āe hoki, e tono ana ahau i te whakautu i te reo Māori.	I am requesting the documentation for the 2024-2025 Budget. I am also requesting for responses to be in the Māori language.
9	E hia te pūtea i pau ki te hoko ārai COVID? Ko wai ngā kaihoko? E hia mō ia kaihoko?	How much was spent for COVID protective equipment? Who were the suppliers? How much for each supplier?
9a	Tēnā tukuna mai ngā tuhinga, ngā tatauranga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
9b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
10	E hia te pūtea i pau ki te hoko PPE COVID? He aha ngā momo? Ko wai ngā kaihoko?	How much money was spend on COVID PPE? What were the types? Who were the suppliers?
10a	Tēnā tukuna mai ngā tuhinga, ngā tatauranga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.

#	Question	English Translation
10b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
11	E hia ngā kirimana COVID i tukuna ki ngā kaiwhakarato Māori? E hia te uara? E hia te ōrau o ngā kirimana katoa?	How many COVID contracts were given to Māori providers? What is the total value? What percentage of all contracts?
11a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
11b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
12	E hia ngā kirimana me ngā whakaaetanga e whai upoko Tiriti ana?	How many contracts and agreements followed Treaty clauses?
12a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
12b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.

#	Question	English Translation
13	He aha te tohatoha o ngā utu āwhina COVID ki ngā kaimahi, wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia)?	What was the distribution of the COVID financial support to workers, and the allocation to the different ethnic groups (Māori, European, Pasific Islander, Asian)?
13a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauīwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
13b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
14	E hia te pūtea i whakapaua ki te whakangungu me te whakawhanake kaimahi Māori?	How much money was spent on Māori staff training and development?
14a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauīwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
14b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
15	E hia te pūtea COVID i haere ki ngā kaiwhakarato hauora Māori? E hia ki ngā kaiwhakarato auraki?	How much COVID funding went to Māori health providers? How much went to mainstream providers?

#	Question	English Translation
15a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
15b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
16	He aha ngā tono raraunga COVID mai i Whānau Ora? He aha ngā whakautu?	What are the COVID data requests from Whanau Ora? What are the responses?
16a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
16b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
17	E hia te pūtea i pau ki ngā whare MIQ? Ko wai ngā kaiwhakarato? E hia mō ia?	How much money was spent in the MIQ accommodation? Who were the suppliers? How much for each one?
17a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.

#	Question	English Translation
17b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
18	E hia te pūtea i pau ki ngā pēke kai COVID? E hia i haere ki ngā hapori Māori?	How much money was spend on COVID food bags? How much went to Māori communities?
18a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
18b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
19	E hia te pūtea i pau ki ngā mahi taupā COVID? He aha ngā momo mahi?	How much money was spend on COVID wage subsidies? What were the different types of subsidies?
19a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
19b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.

#	Question	English Translation
20	E hia te pūtea i pau ki ngā whakamātautau COVID i ia rohe? E hia i haere ki ngā rohe Māori?	How much money was spent for COVID testing in each region? How much went to Māori regions??
20a	Tēnā tukuna mai ngā tuhinga, ngā tatauranga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
20b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
21	E hia te pūtea i pau ki te whakapā COVID? E hia ngā kaimahi? E hia he Māori?	How much money was spend on COVID repair payments? How many employees? How many were Māori?
21a	Tēnā tukuna mai ngā tuhinga, ngā tatauranga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
21b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
22	E hia te pūtea i pau ki ngā whare ohotata COVID? E hia te ōrau i haere ki ngā whānau Māori?	How much money was spent towards COVID emergency housing? What percentage went to Māori families?

#	Question	English Translation
22a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
22b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.
23	E hia te pūtea i whakapaua ki te toro ki ngā hapori Māori mō te ārai?	How much money was spent for Māori community outreach funding for prevention?
23a	Tēnā tukuna mai ngā tuhinga, ngā taturanga, ngā pūrongo, ngā tohutohu katoa e pā ana ki tēnei kaupapa. Mehemea ka taea, tēnā wehewehea ki te momo tangata (Māori, Pākehā, Pasifika, Āhia, tauwiwi kē), ki te rohe, ki te tau.	Can you please provide all documents, statistics, reports, instructions in relation to this matter. If able, is this information able to be separated into different ethnic groupings (Māori, European, Pacific Islander, Asian, other ethnic groupings), by region, by year.
23b	He aha te take i pēnei ai ngā putanga mō te Māori? He aha ngā mahi a te tari ki te whakatika i ngā rerekētanga? Ko te Tiriti o Waitangi te ture - e hāngai ana ēnei pātai ki ngā kawenga o te Karauna i raro i te Tiriti.	Why are the outcomes for Māori so different? What work is being done by the office to correct these differences? The Tiriti o Waitangi is law – these questions are formulated from the obligations the Crown has under Te Tiriti.

Apitihanga B – Internal communications regarding training and development opportunities for Māori staff

Te Aratiatia

Viva Engage August 3, 2020 – All Company

*** Te Aratiatia Programme ***

Te Aratiatia is a Ministry of Social Development programme for Māori and Pasifika staff who have potential to become leaders in the public sector. It's designed to prepare Māori and Pasifika staff for their first formal leadership role and develop their understanding of a range of different leadership tools.

It's that time again, if you are interested in applying for the Te Aratiatia programme for next year - please get in touch with me today!! I'm seeking your interest now to get you underway to apply. MSD will be taking applications soon.

Have a chat with your leader and then lets discuss the next steps!!

Course dates - week 1 February 2021/ week 2 August 2021

Any questions, please get in touch via email!

Thanks

Viva Engage September 28, 2022 – Whānau Māori community

Calling tangata whenua and tangata moana!

Applications are now open for Te Aratiatia - an award-winning leadership programme run by MSD. This is a rare chance for those who demonstrate potential to become effective leaders.

To help build on their whanake, we are seeking aspiring Māori and Pacific staff who:

- strongly identify with, and are visible in, their culture
- have strong ancestral connections as tangata whenua and/or tangata moana
- have not previously held a permanent management, or leadership, position in any organisation
- show their ability and aspiration for leadership: either professionally or in their community
- show their commitment to personal and career development.

Applications must be emailed to brendan.byrne@ird.govt.nz by Wednesday 5 October.

Your local network leaders will provide you with more information. In the meantime, check out the video below.

[DIVERSE TALENT - MINISTRY OF SOCIAL DEVELOPMENT on Vimeo](#)

Featured News Article September 2022

Applications open until 5:00pm Wednesday 5 October

Te Aratiatia is a programme run by the Ministry of Social Development (MSD) for Māori and Pacific people who have the potential to become leaders in the public sector.

Applications for Te Aratiatia 2023 are open now and close Wednesday 5 October at 5:00pm. Your leader will need to approve your application. Applications will also be reviewed by the respective Deputy Commissioner before being submitted to MSD who will then complete a shortlist, interview and final selection process through November.

The programme will run from March – November 2023.

To apply:

- Email brendan.byrne@ird.govt.nz for details and to request an application form.
- Get approval from your leader to apply for the programme.
- Complete the application form and send to brendan.byrne@ird.govt.nz

More about Te Aratiatia Leadership Development Programme

Te Aratiatia means 'the pathway ahead'. The programme is designed to prepare Māori and Pacific people for their first formal leadership role and develop their understanding of a range of different leadership tools.

The programme includes assessments, coaching and project work over nine days in Wellington.

We are looking for people who:

- strongly identify and are visible in their culture and have strong ancestral connections to their Maori and/or Pacific culture
- have not previously held a permanent management or leadership position in any organisation
- are consistent high performers in their individual roles and contribute effectively to their team's performance and culture
- demonstrate the ability and aspiration for leadership, both professionally and possibly in their communities
- demonstrate a commitment to their own personal development and career.

Te Aratiatia will provide participants with a challenging learning experience that will expand their knowledge and understanding of what effective leadership looks like and also ask them to apply this knowledge in a practical project assignment. Key outcomes include:

- an understanding of effective leadership concepts and behaviours, and how they might best be able develop these for current and future roles
- increased levels of self-awareness regarding their own leadership and management strengths and areas requiring development
- practical project management experience that will also develop stakeholder management and influencing skills
- a development plan to support their on-going leadership development and career aspirations
- a network of peer support and relationships to help raise their profile and understanding of the broader organisational operating environment.

People Leaders Message Thursday 22 September 2022

Te Aratiatia – aspiring leader development programme

Te Aratiatia is a leadership programme run by Ministry of Social Development (MSD) for Māori and Pacific people who demonstrate potential to become effective leaders within MSD and Te Tari Taake.

He karanga tēnei ki ngā kaiārahi Māori, kai ārahi Pasifika hoki.

IR is seeking interest for the Te Aratiatia leadership programme for Māori and Pacific IR people who are keen to move into their first management role. This opportunity only occurs once a year.

Your action

If any of your people are interested in taking up a leadership role, let them know about the Te Aratiatia programme.

For more information and a registration form, email Brendan Byrne. Completed registration forms are due Wednesday 5 October.

Brendan.byrne@ird.govt.nz

Viva Engage September 21, 2023 – Whānau Māori community

Tēnā koutou e te whānau,

A second round is now open! There is a level of commitment required in the application process and it's still up to MSD whether you're accepted. This information will help you decide whether to invest the time in applying.

Application process

MSD doesn't give IR a set number of seats, last year four people applied and only one was accepted. It's wise to put your best foot forward and at the same time manage your expectations.

We've attached the comms and application form, to help you and your manager gauge commitment. We've made the IR application date in time for applicants to be endorsed by Tier 3 managers first. If accepted by MSD, we can facilitate conversations with your leadership, at their discretion, for the **funding of \$3,150 plus travel**. Your leader also needs to commit to the learning time required. **If you want to apply, please email the application directly to OrganisationalDevelopment@ird.govt.nz. Applications must arrive to the IR OD inbox by 4pm Friday 27 October.**

As attached, a key criteria is that MSD are looking for high-performing individuals who strongly identify with their Maori and/or Pacific culture and are not yet managers but have the potential and aspiration to move into their first management role in their organisation. The application form asks for examples of previous work to reflect this.

Recorded information session

Previous participants answered questions and gave guidance on what to expect before, during and after the programme. The recording and transcription are available here: [Q&A for Te Aratiatia applications 1-20230828_120438-Meeting Recording.mp4](#)

Please reply if you have questions in the meantime.

Nga mihi
The Organisational Development team.

Viva Engage October 20, 2023 – Diversity & Inclusion community/ All Company

Applications for Te Aratiatia Leadership programme close Friday 27 October

Applications for the Ministry of Development's (MSD) Te Aratiatia programme open until 4pm Friday 27 October.

Te Aratiatia is a challenging learning experience that expands one's knowledge and understanding. This builds on an understanding of what effective leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness. [Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

Promotional video

What do I need to do?

The Organisational Development (OD) team are handling enquiries and running an internal application process. If you would like to express interest, please email OrganisationalDevelopment@ird.govt.nz for an application form.

Please note:

- you must provide written approval by your team lead to apply
- completed application forms are due by 4pm Friday 27 October

[Organisational Development – People and Workplace Services | Corporate Space](#)

People Leaders Message August 24, 2023

Te Aratiatia - aspiring leader development programme

Applications are now open for the Ministry of Development's (MSD) Te Aratiatia programme. This Diversity Works award-winning development programme caters to Māori and Pacific people who:

- are aspiring leaders but have not held a leadership role before
- demonstrate a commitment to their own personal development and career
- perform strongly and actively contribute to their team's culture.

Te Aratiatia provides a challenging learning experience that expands one's knowledge and understanding. This builds on an understanding of what effective leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

What do I need to do?

If a team member expresses interest in applying, please ask them to email: OrganisationDevelopment@ird.govt.nz

Organisational Development (OD) team are running an internal application process. They can issue application forms and answer any queries relating to Te Aratiatia. Please note, you must provide written approval for your team member to apply.

Completed application forms are due by 5pm Monday 4 September.

Your action

- Let your team members know that applications for Te Aratiatia leadership programme are open until 5pm Monday 4 September.
- Provide written approval for your team member to apply if they decide to do so.
- For information, or to request an applications form, email OrganisationalDevelopment@ird.govt.nz

People Leaders Message Thursday 5 October 2023

Applications are now open for Te Aratiatia

Applications are now open for the Ministry of Development's (MSD) Te Aratiatia programme. The Organisational Development team are running an internal application process which closes at 4pm on Friday 27 October.

What is Te Aratiatia?

This Diversity Works award-winning development programme caters to Māori and Pacific people who:

- are aspiring leaders but have not held a leadership role before
- demonstrate a commitment to their own personal development and career
- perform strongly and actively contribute to their team's culture.

Te Aratiatia provides a challenging learning experience that expands one's knowledge and understanding. This builds on an understanding of what effective leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

What do I need to do?

If a team member expresses interest in applying, please ask them to email: OrganisationalDevelopment@ird.govt.nz

The Organisational Development (OD) team are running an internal application process. They can issue application forms and answer any queries relating to Te Aratiatia. Please note, you must provide written approval for your team member to apply.

Completed application forms are due by 4pm Friday 27 October.

[Organisational Development – People and Workplace Services | Corporate Space](#)

Your action

- Let your team members know that applications for Te Aratiatia leadership programme are open until 4pm Monday 27 October.
- Provide written approval for your team member to apply if they decide to do so.
- For information, or to request an applications form, email OrganisationalDevelopment@ird.govt.nz

Viva Engage December 5, 2024 – All Company

Interested in Te Aratiatia but didn't get your application in last time? Due to a low number of applicants, MSD are running a second chance round to apply for the 2025 programme.

Te Aratiatia is a programme designed to prepare Māori and Pacific people for their first formal leadership role. It runs March to August and includes a five-day residential workshop in Wellington.

Te Aratiatia provides participants with a challenging learning experience that builds an understanding of what effective leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

What do I need to do?

The Organisational Development team are handling enquiries and running an internal application process. If you would like to express interest, please email OrganisationalDevelopment@ird.govt.nz for an application form and further information.

Please note:

- you must provide written approval by your team lead to apply
- completed application forms are due by 5pm Friday 24 January

Viva Engage September 16, 2024 – All Company

Applications are open for the Ministry of Development's (MSD) Te Aratiatia programme until 5pm Friday 11 October.

Te Aratiatia is a programme designed to prepare Māori and Pacific people for their first formal leadership role. It runs March to August and includes a five-day residential workshop in Wellington.

Te Aratiatia provides participants with a challenging learning experience that builds an understanding of what effective leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

What do I need to do?

The Organisational Development team are handling enquiries and running an internal application process. If you would like to express interest, please email OrganisationalDevelopment@ird.govt.nz for an application form and further information.

Please note:

- you must provide written approval by your team lead to apply
- completed application forms are due by 5pm Friday 11 October.

Check out the online info session

Contact Organisational Development for the link to an online info session MSD are running on Thursday 3 October 12.30-1pm.

People Leaders Message Thursday 19 September 2024

Applications are now open for Te Aratiatia

Applications are now open for the Ministry of Development's (MSD) Te Aratiatia programme. The Organisational Development team are running an internal application process which closes at **5pm Friday 11 October**.

What is Te Aratiatia?

Te Aratiatia is a Diversity Works award-winning leadership development programme. This programme caters to Maori and Pacific people who:

- are aspiring leaders but have not held a leadership role before
- demonstrate a commitment to their own personal development and career
- perform strongly and actively contribute to their team's culture.

This challenging learning experience expands one's knowledge and understanding on what effective leadership looks like. Te Aratiatia will also:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

Your action

- Let your team members know that applications for Te Aratiatia leadership programme are open.
- Applications are due by **5pm Friday 11 October**.
- Please provide written approval for your team member to apply if they decide to do so.
- If your team member needs an application form, or has a query, please email OrganisationalDevelopment@ird.govt.nz
- If you want to know more about Organisational Development, please visit their Corporate Space. [Organisational Development – People and Workplace Services | Corporate Space](#)

Viva Engage June 30, 2025_– All Company

**Seeking aspiring Māori and Pacific leaders |
He karanga tēnei ki ngā kaiārahi Māori, kai ārahi Pasifika hoki.**

Applications are open for the Ministry of Development's (MSD) Te Aratiatia programme until **5pm Friday 29 August**.

Te Aratiatia is a programme designed to prepare Māori and Pacific people for their first formal leadership role. It runs February to August 2026 and includes a five-day residential workshop in Wellington.

Te Aratiatia provides participants with a challenging learning experience that builds an understanding of what effective leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[Te Aratiatia – Medium-Large Organisation Winner \(2021\) | Diversity Works](#)

What do I need to do?

The Organisational Development (OD) team are handling enquiries and running an internal application process. If you would like to express an interest, please email OrganisationalDevelopment@ird.govt.nz for an application form and further information.

Please note:

- you must provide written approval by your team lead to apply
- completed application forms are due by 5pm Friday 29 August

Check out the online information sessions

Contact Organisational Development for the link to the online information sessions MSD are running on **Wednesday 13 August** or **Wednesday 20 August 2025**

People Leaders Message Thursday 3 July 2025

Applications are now open for the Ministry of Development's Te Aratiatia programme. The Organisational Development team are running an internal application process for the **February 2026** intake. Applications close at 5pm on **Friday 1 August**.

Te Aratiatia means 'the pathway ahead'

This Diversity Works award-winning development programme caters to Māori and Pacific people who:

- are aspiring leaders but have not held a permanent leadership role before
- demonstrate a commitment to their own personal development and career
- perform strongly and actively contribute to their team's culture.

Te Aratiatia is a challenging learning experience that expands one's knowledge and understanding. It also builds on an understanding of what effective and empathetic leadership looks like and will:

- create strong networking opportunities
- provide practical tasks to increase understanding and self-awareness.

[2021 Case Studies - Ministry of Social Development | Te Uru Tāngata](#)

Here's how you can manaaki your team members

If a team member expresses interest in applying, please ask them to email OrganisationalDevelopment@ird.govt.nz

The Organisational Development team are running an internal application process. They can issue application forms and answer any queries relating to Te Aratiatia. Please note, you must provide written approval for your team member to apply.

[General information can also be found on Viva Engage.](#)

Your action

- Please let your team members know that applications are now open for the **February 2026** intake of Te Aratiatia.
- Encourage and support any interested team members to apply.
 - Share the information links provided in this message.
 - Provide written approval if they decide to apply.
- Completed applications are due by 5pm on **Friday 1 August**.
- If you have a question, or would like an application form, please email OrganisationalDevelopment@ird.govt.nz

People Leaders Message Thursday 14 August 2025

Applications are still open for Te Aratiatia

Applications for the February 2026 intake of Te Aratiatia remain open until **5pm Friday 29 August**.

The award-winning leadership experience, run by the Ministry of Social Development (MSD), challenges Māori and Pacific people who:

- are aspiring leaders but have not held a permanent leadership role before
- demonstrate commitment to their own personal development and career
- perform strongly and actively contribute to their team's culture.

[Find out more about Te Aratiatia on Te Uru Tāngata](#)

Please continue to manaaki your team members

The Organisational Development (OD) team support the application process. They can issue application forms and answer any queries relating to Te Aratiatia. They'll also let your team member know about MSD's Te Aratiatia information session, which is being held on **Wednesday 20 August**.

Remember 3 things, your team member:

1. must have your written approval **before** they apply
2. can contact the OD team with any questions about the application process – especially when they're stuck, and
3. must submit their completed application form by **5pm Friday 29 August**.

Your action

If you or your team member have any questions, or would like an application form, please email OrganisationalDevelopment@ird.govt.nz

Te Ara ki Matangireia

Viva Engage November 15, 2022 – All Company

Applications are now open for the Māori Emerging Leaders programme.

This programme is run by Ara Kaiarahitanga Leadership Development Centre and Tukaha Global Consulting Ltd.

Grounded in whakaaro, te reo, and tikanga Māori, this programme will strengthen the capability and confidence for young Māori public servants.

[Apply for the Māori Emerging Leaders programme \(sharepoint.com\)](#)



Apply for the Māori Emerging Leaders programme

Applications are now open for the Māori Emerging Leaders programme.

irnz.sharepoint.com

Viva Engage November 29, 2022 – Whānau Māori community

Applications are still open for the Māori Emerging Leaders Programme until Friday 2 December.

This programme will build on your capability and confidence as you work in the Public Sector.

Grounded in whakaaro, te reo, and tikanga Māori, this programme includes:

- four 3-day wānanga hosted by different iwi
- one-on-one mentoring with a senior leader in the Public Service
- personal reflective practice
- regular check-ins with individuals and small groups
- delivery of a service project

Through learning and reflection, you will deepen your understanding of being Māori in the public service.

For mentees, we're looking for those who:

- identify as Māori and work in a Public Service department, department agency, or agency part of the Public Service Leadership Team
- are in the early stages of their career in the Public Service (2-5 years' experience)
- aged between 23 and 30 years old
- want to develop their leadership skills
- aspire to lead and/or serve within the Public Service and their communities.

If you are keen to apply, have a whanake kōrero with your people leader about this. Our SharePoint page highlights what's covered, some FAQs, as well as the EOI form.

[Apply for the Māori Emerging Leaders programme \(SharePoint\)](#)

Email your query, or the EOI, to OrganisationalDevelopment@ird.govt.nz

The Organisational Development team are your port of call if you are seeking any other guidance about building on your capabilities during your tenure with IR.

People Leaders Message Thursday 10 November 2022

Applications for the Māori Emerging Leaders programme are now open

Applications for the Māori Emerging Leaders programme are now open until Friday 2 December. This programme supports young people who identify as emerging Māori leaders within the Public Service.

To find out the criteria to apply for the programme, check out the Leadership Development Centre (LDC) website under the 'joining the programme' section.

[Māori Emerging Leaders | Leadership Development Centre](#)

The programme is also looking for mentors. You can find out the criteria for mentors in the same place.

[Read more about the Māori Emerging Leaders programme](#)

What benefits/impact will it have?

The programme takes on a te ao Māori approach in supporting career growth and development. Through this, participants can deepen their understanding of being Māori in the Public Service.

Senior Public Service mentors will gain fresh and valuable insights into the challenges faced by young māori in the Public Service. Through this they also gain a better understanding in how to support Māori aspirations in their organisation.

To find out what the programme includes check out the Leadership Development Centre website.

[Māori Emerging Leaders | Leadership Development Centre](#)

Applications must be emailed to Organisational Development by Friday 2 December. The Organisational Development team will review and send up to three applications to the Leadership Development Centre. Approved applications will then be sent to the Leadership Development Centre by Friday 9 December.

Your action

- have a whanake conversation with your people to gauge their interest and support them through the application process
- contact organisationaldevelopment@ird.govt.nz for any further queries or to request an application form

Viva Engage October 31, 2024 - All Company

Te Ara ki Matangireia Māori emerging leadership programme

Applications are now open for the Te Ara ki Matangireia Māori emerging leadership programme until Friday 6 December.

The 10-month emerging leadership programme grounded in te ao Māori supports early in career Māori with the skills and confidence to step into leadership and governance roles of the future. It is run by Te Kawa Mataaho – Public Service Commission and Tukaha Global Consulting Ltd.

The kaupapa includes:

- four 3-day wānanga hosted by different iwi (planned for March, June, September and November 2025)
- one on one mentoring with a senior leader in the Public Service
- delivery of a service project.

Who can apply?

We encourage nominations from those who whakapapa Māori and understand emerging Māori leaders may be at various stages in their te ao Māori and te reo Māori journey.

Participants must meet all the following eligibility criteria at the kaupapa start date of March 2025:

- identify as Māori
- are early in career (have 2-5 years' experience in the Public Service)
- aged 23-30 years old
- want to develop their leadership skills grounded in te ao Māori
- aspire to lead and/or serve within the Public Service and their communities.

For more information and application forms see the LDC website [Māori Emerging Leaders | Leadership Development Centre](#)

What do I need to do?

Please email completed application forms to OrganisationalDevelopment@ird.govt.nz or contact us for further information.

Please note:

- you must provide written approval by your team lead to apply
- completed application forms are due to OrganisationalDevelopment@ird.govt.nz by Friday 6 December.

People Leaders Message Thursday 7 November 2024

Applications are now open for Te Ara ki Matangireia Māori emerging leadership programme

Applications for Te Ara ki Matangireia Māori emerging leadership programme are now open. The Organisational Development team are running an internal application process which closes at 5pm, Friday 2 December.

What is Te Ara ki Matangireia?

Te Ara ki Matangireia is a 10-month programme leadership programme for Māori public servants who are:

- aged between 23 and 30 years old, and
- early in their Public Service career (2-5 year's experience).

Check out the Leadership Development Centre website to find out the criteria for applications and what the programme includes. [Māori Emerging Leaders | Leadership Development Centre](#)

Your action

- Use Whanake conversations as an opportunity to identify and support any team members who may be interested to apply.
- If you have any questions or need an application form, please email OrganisationalDevelopment@ird.govt.nz

Viva Engage October 22, 2025 – All Company

🌿 Te Ara ki Matangireia – A Pathway for Māori Emerging Leaders 🌿

Are you an early-in-career Māori public servant ready to grow your leadership potential?

Te Ara ki Matangireia is a 10-month kaupapa Māori leadership programme designed to uplift and empower rangatahi Māori in the Public Service. Grounded in **te ao Māori**, this programme offers a transformative journey through wānanga, mentoring, and reflective practice – all framed by the powerful creation narrative:

"Mai i te kore, ki te pō, ki te whaiao, ki te ao mārama"

◆ What's in the kaupapa?

- Four immersive wānanga hosted by iwi across Aotearoa
- One-on-one mentoring with senior Māori leaders
- Personal and group check-ins
- A service project to apply your learning
- Deepened understanding of your dual role as Māori in the Public Service

◆ Who can apply?

This kaupapa is for Māori public servants who:

- Are early in their career (2-5 years' experience in the Public Service)
- Aged 23-30 years old
- Are committed to attending all learning events, including overnight marae stays
- Have support from their leader to participate fully
- Are ready to grow their capacity and capability to lead and serve in Aotearoa

◆ **EOIs close: 5pm, 12 November 2025**

🗣️ **Hear from past participant Mahalia Muru, one of our rangatahi Māori:**

“Ko au ko koe, ko koe ko au. I am you and you are me. We are all connected, working for the betterment of others and not individually.”

“Kaupapa can allow a person to hold or grow their mana and mauri in a way that a programme cannot. Kaupapa reflects the way in which we complete the mahi, not for ourselves, as the kaupapa will remain long after we are gone.”

“As Māori, knowledge is power, and knowing our history helps us thrive as a people. Knowing where we come from and our connections to the land strengthens our identity.”

“I want to help pave a path for future young Māori. I want to inspire them to be in higher roles and make change.”

✍️ **Apply now or encourage someone you know to take this step.**

👉 [Learn more and download the EOI form](#)

Any questions email organisationaldevelopment@ird.govt.nz

“Ka pū te ruha, ka hao te rangatahi”