

23 March 2021

Kia ora

Thank you for continuing to be on the evaluation panel as part of the procurement process for Like Minds Settings-based Education for Social Change.

Your evaluation pack is electronic and is available on c-Stack Cache. You will find the following documents available online:

1. Evaluation Instructions - please read these before starting any evaluating
2. Conflict of Interest and Confidentiality Declaration form template [**note: if you have already signed one of these and you have no new conflicts to declare you do not need to complete this form again.**]
3. Quick Guide to Conflict of Interests [*to help you decide what needs to be declared*]
4. released RFP document (note that we extended the deadline to today, so some of the timeline in the RFP has changed)
5. Register of Responses received
6. Submitted response documents. **Please note** that some content requires translation which is being arranged. We will send this out as soon as it is available. (Respondent #1, cover letters and some content in the responses)
7. Evaluation Form in MSWord format.

The evaluation panel will meet for the Wānanga and for the evaluation panel meeting at times and dates to be confirmed by [REDACTED]

Confidentiality – Electronic and printed copies of responses

Please treat your evaluation pack as commercial in confidence. If you download documents please do so on a computer where only you have secure access. Do not store them on an external unsecured hard drive or USB stick. Please permanently delete any files from your computer at the conclusion of this process.

If you print hard copies of any of the respondents' proposals please keep these and return them to Te Hiringa Hauora Procurement at the conclusion of this process for secure destruction. We can organise and pay for a courier for this if required.

If you have any queries in regards to your evaluation role please contact Te Hiringa Hauora Procurement via likemindsprocurement@hpa.org.nz or by phone: ext [REDACTED] or DDI [REDACTED] / ext [REDACTED] or DD [REDACTED]

Ngā mihi nui

[REDACTED], **Manager Procurement**
and [REDACTED] **Advisor Procurement**

[REDACTED]

23 March 2021

Kia ora

Thank you for continuing to be on the evaluation panel as part of the procurement process for Like Minds Social Movement Initiative.

Your evaluation pack is electronic and is available on c-Stack Cache. You will find the following documents available online:

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7. Evaluation Form in MSWord format.

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Ngā mihi nui

[REDACTED] **Manager Procurement**
and [REDACTED], **Advisor Procurement**

[REDACTED]

11 January 2021

Kia ora

Thank you for agreeing to be on the evaluation panel as part of the Registration of Interest process for Like Minds Settings-based Education for Social Change.

Your evaluation pack is electronic and is available on c-Stack Cache. You will find the following documents available online:

1. Evaluation Instructions - please read these before starting any evaluating
2. Conflict of Interest and Confidentiality Declaration form template [**note:** *if you have already signed one of these and you have no new conflicts to declare you do not need to complete this form again.*]
3. Quick Guide to Conflict of Interests [*to help you decide what needs to be declared*]
4. released ROI document
5. Q&A document
6. Register of Responses received
7. submitted response documents and videos (including translation of Te Reo Māori content where applicable)
8. Evaluation Form in MSWord format.

The evaluation panel will meet at a time and date to be confirmed.

Confidentiality

Electronic files

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If you have any queries in regards to the panel meeting or the ROI process, please contact Te Hiringa Hauora Procurement via likemindsprocurement@hpa.org.nz or by phone: ext [REDACTED] or DDI [REDACTED] / ext [REDACTED] or DDI [REDACTED].

Ngā mihi nui

[REDACTED], **Manager Procurement** and [REDACTED], **Advisor Procurement**

[REDACTED]

11 January 2021

Kia ora

Thank you for agreeing to be on the evaluation panel as part of the Registration of Interest process for Like Minds Social Movement Initiative.

Your evaluation pack is electronic and is available on c-Stack Cache. You will find the following documents available online:

1. Evaluation Instructions - please read these before starting any evaluating
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Ngā mihi nui

[REDACTED], **Manager Procurement** and [REDACTED], **Advisor Procurement**

[REDACTED]

[REDACTED]

From: [REDACTED]
Sent: Thursday, 6 May 2021 3:51 pm
To: Likeminds Procurement
Cc: [REDACTED]
Subject: Words for changing minds.

Kia ora procurement whānau

We have had the phone kōrero. I have drafted the wording below for the Changing Minds collective

Subject: Notification of outcome for RFP for Nōku te Ao Like Minds Settings-based Education for Social Change and Notification of outcome for RFP for Social Movement Initiative

Tēna koe Taimi rātou ko Ivan, ko Turaukawa, ko Zoe

He mihi nui kia koutou te apoapo. Ngā mihi kia koutou nei mana. Ngā mihi hoki ki ō mahi, te tāpaetanga me ō koutou ahuatanga ki tēnei te hoko huarahi. We would like to thank you for bringing your presence and mana to the this procurement process. We would also like to acknowledge the personal and professional commitment you have invested.

*He mihi aroha. Ka nunui tēnei kaupapa, ko Nōku te Ao Like Minds
Our heartfelt thanks. Nōku te Ao is a special and significant kaupapa*

Te Hiringa Hauora received several responses for our Nōku te Ao Like Minds RFP's Settings-based Education for Social Change and Social Movement Initiative. After a thorough evaluation process and wānaga, we have identified our preferred supplier for both the Nōku te Ao Like Minds Social Movement Initiative and Settings Based education for Social Change. Unfortunately the Changing Minds, E Tipu ē Rea, Asian Family Services and Manavation collective was not successful in being preferred for either procurement stream.

[REDACTED] has alerted us to a conversation you had with him today Taimi. [REDACTED] said he offered the following dates to you and the collective to de-brief with him and Te Hiringa Hauora staff about the procurement outcomes and the process. He wā whakawātea (a clearing space). The dates are May 18 or a time in the week of 24 – 28 May.

Should you have any queries regarding this email please do not hesitate to contact likemindsprocurement@hpa.org.nz

Ka aroha, ngā manaaki.

[REDACTED] | Programme Lead. [Like Minds, Like Mine](#)

Health Promotion Agency | Te Hiringa Hauora

Level 16 | 101 The Terrace | Wellington 6011

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PO Box 2142 | Wellington 6140 | New Zealand

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[REDACTED]
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T 04 917 0060 www.hpa.org.nz

[REDACTED]

From: Likeminds Procurement <likemindsprocurement@hpa.org.nz>
Sent: Monday, 8 March 2021 8:43 am
To: Likeminds Procurement
Subject: Extension of deadline for RFP for Like Minds

Kia ora koutou

After consideration around COVID-19 interruptions, we have decided to extend the deadline for your RFP submissions by one week.

This means the deadline will now be **12 noon, Tuesday 23 March** instead of 12 noon, Tuesday 16 March.

We appreciate your dedicated mahi and the invaluable contribution that you are making to this process. We look forward to seeing your proposals!

Ngā mihi nui

[REDACTED]

[REDACTED] | *Advisor Procurement*

Te Hiringa Hauora | Health Promotion Agency

Level 16 | 101 The Terrace | Wellington 6011
PO Box 2142 | Wellington 6140 | New Zealand

[REDACTED]
Working days: Monday to Thursday

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[REDACTED]

From: [REDACTED]
Sent: Thursday, 8 April 2021 11:43 am
To: [REDACTED]
Cc: Likeminds Procurement
Subject: FW: Link for Rākau Roroa Moodle Platform for panelists

Kia ora koutou

Please see below some more information and context surrounding Rākau Roroa ahead of the final decision sessions booked in for next Wednesday.

Noho ora mai

[REDACTED] | pronouns: she/her or they/them
Senior Advisor Mental Wellbeing

Health Promotion Agency | Te Hiringa Hauora

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From: HPA Procurement
Sent: Thursday, 8 April 2021 11:40 am
To: [REDACTED]
Cc: [REDACTED]
Subject: FW: Link for Rākau Roroa Moodle Platform for panelists

Kia ora [REDACTED]

See below from Taimi. We can definitely share this with the panel as while it wasn't presented yesterday, it was part of their planned presentation which they referred to during the Wānanga and Rakau Roroa was discussed as part of their response.

[REDACTED] would you please share this with the panel members – relevant to both streams?

Ngā mihi
[REDACTED]

[REDACTED] | *Advisor Procurement*

Te Hiringa Hauora | Health Promotion Agency
Working days: Monday to Thursday



From: Taimi Allan [<mailto:ceo@changingminds.org.nz>]

Sent: Thursday, 8 April 2021 11:32 am

To: HPA Procurement <procurement@hpa.org.nz>; Harley Rogers <H.Rogers@hpa.org.nz>

Subject: Link for Rākau Roroa Moodle Platform for panelists

Kia ora Harley and Susan,

We really enjoyed yesterday's wānanga, I hope today is also going well.

I noted that many of the panelists needed more understanding around Rākau Roroa, and in particular the online blended learning training, I had embedded it in the powerpoint presentation – but as we didn't use it yesterday I have arranged a guest login that anyone can jump on and have an explore. Please forward it to any of the panelists who want to take a closer look at the Rākau Roroa Kaupapa or tikanga.

I hope this is helpful

Site link: <https://rakauroroa.nz/login/>

Username: guest2

Password: Changingminds202!

Kia kaha, kia atawhai. Ngā mihi nui,

Nā Taimi, Kaitiaki Matua/ CEO, Changing Minds

	changing minds.	Taimi Allan (she/her) <i>Chief Executive Officer</i>
He mana tō te mātau ā-wheako Our lived experience is our strength		T: +64 9 623 1762 DDI: +64 9 242 1096 ceo@changingminds.org.nz

www.changingminds.org.nz

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changing minds. |

PO Box 10-256 Dominion Rd Auckland, 1446
762 Mount Eden Road, Mount Eden, Auckland 1024



From: Likeminds Procurement <likemindsprocurement@hpa.org.nz>
Sent: Tuesday, 23 February 2021 3:41 pm
To: Taimi Allan
Subject: Notification of outcome for ROI for Like Minds Settings-based Education for Social Change and Like Minds Social Movement Initiative [HPA-HPA.FID59785]
Attachments: RFP - Like Minds Settings-based Education for Social Change #1060166.PDF; Price Response form (RFP) - Settings-based Education #1027354.DOCX; Full Response form (RFP) - Settings-based Education #1027353.DOCX; Like Minds definitions of terms and te Reo Māori kupu (Words) #1034224.PDF; RFP - Like Minds Social Movement Initiative #1060185.PDF; Price Response form (RFP) - Social Movement #1049044.DOCX; Full Response form (RFP) - Social Movement #1049045.DOCX

Tēnā koe Taimi

Ka nui te mihi kia kōe me te whānau o Changing Minds, MANAvation, E Tipu E Rea Whānau, Asian Family Services mō tōu mahi ki runga i tēnei haerenga.

Te Hiringa Hauora received several responses for our ROIs for Like Minds and after evaluation your partnership has been shortlisted to receive a Request for Proposal (RFP) and an invitation to Wānanga with the evaluation panel for both opportunities (Settings-based Education *and* Social Movement Initiative). Please find the RFP documents attached to this email.

Please note that the closing date and time for both RFPs is 12noon 16 March 2021.

Should you no longer wish to be party to this process (for one or both opportunities), or should you have any queries regarding this email, please contact likemindsprocurement@hpa.org.nz

Shortly we will be in touch to arrange the details for the Wānanga.

Ngā mihi nui
Susan

Susan McIntyre | *Advisor Procurement*

Te Hiringa Hauora | **Health Promotion Agency**

Level 16 | 101 The Terrace | Wellington 6011
PO Box 2142 | Wellington 6140 | New Zealand
Phone: 04 912 0196
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[REDACTED]

From: Likeminds Procurement
Sent: Tuesday, 18 May 2021 9:48 am
To: [REDACTED] Likeminds Procurement
Cc: [REDACTED]
Subject: RE: Response from Changing Minds Collective?

Kia ora [REDACTED]

There are no emails from Changing Minds since the confirmation of notification of outcome email went to them on 6 May.

I will follow up with them today about their preferred date for a debrief.

Ngā mihi

[REDACTED]

[REDACTED] | [Advisor Procurement](#)

Te Hiringa Hauora | Health Promotion Agency

Working days: Monday to Thursday

[REDACTED]

From: [REDACTED]
Sent: Tuesday, 18 May 2021 9:22 am
To: Likeminds Procurement <likemindsprocurement@hpa.org.nz>
Cc: [REDACTED]
Subject: Response from Changing Minds Collective?

Kia ora procurement whānau

Have we received a response from the CM collective re a time to debrief?

Thanks

[REDACTED] | [Programme Lead. Like Minds, Like Mine](#)

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[REDACTED]

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T 04 917 0060 www.hpa.org.nz

[REDACTED]

From: [REDACTED]
Sent: Tuesday, 30 March 2021 12:11 am
To: Likeminds Procurement
Subject: Like Minds Settings-Based Education RFP Panelist Evaluations
Attachments: 2. [REDACTED] Evaluation form - RFP LM Settings-based Education.DOCX; 1. Changing Minds Evaluation form - RFP LM Settings-based Education.DOCX; 3. [REDACTED] Evaluation form - RFP LM Settings-based Education.DOCX

Talofa,

I hope this email finds you well!

Please find attached my RFP Evaluations for the Like Minds Settings-Based Education Contract.

I would like to highlight (for transparency sake) that two of the three RFPs note intentions to collaborate with/garner support from the organisation that I currently work for ([REDACTED]) explicitly by name. However, none of the respondents have contacted us to seek our endorsement or support for these RFPs or this work. Furthermore, my organisation has not been made aware that we have been listed in either RFP documentation. My reading of the RFPs is the first time that I've seen my organisation being connected to this particular mahi. I thought I'd make that clear at this point so as not to raise any alarm bells regarding issues of Conflict of Interest. I'm happy to talk to you over the phone about this further, if that is helpful ([REDACTED]).

If anything further is needed, please don't hesitate to get in contact with me.

Ia Manuia,
[REDACTED]

[REDACTED]

From: [REDACTED]
Sent: Wednesday, 17 March 2021 10:48 am
To: [REDACTED]
Cc: [REDACTED] HPA Procurement; [REDACTED]
Subject: FW: IN CONFIDENCE: Next steps - Like Minds Settings-based Education procurement
Categories: For our information

Tēnā koutou

Happy St Patrick's Day to you all if you're celebrating 😊

Touching base to let you know that our dates have shifted slightly.

We will now be holding the RFP wānanga between the 6th and the 8th of April, and we will hold the final evaluation panel to decide the preferred supplier on the 9th (Friday).

You will receive the three RFP responses for your evaluation on the afternoon of 23 March (next Tuesday), and your scores / questions will be due to our Procurement team by 5.00PM 29 March.

Stay tuned for further comms and Doodlepolls! Either myself or [REDACTED] will be in touch ASAP about arranging travel (if this applies to you). Please note, the final evaluation panel on the 9th will be held via Zoom.

If there are any issues, please sing out to me.

Noho ora mai

[REDACTED] | pronouns: she/her or they/them
Senior Advisor Mental Wellbeing

Health Promotion Agency | Te Hiringa Hauora

[REDACTED] T 04 917 0060 | www.hpa.org.nz
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PO Box 2142 | Wellington 6140 | New Zealand | Te Whanganui-a-Tara 6140 | Aotearoa



Sent: Thursday, 18 February 2021 11:57 am

To: [REDACTED]

Cc: [REDACTED] HPA Procurement <procurement@hpa.org.nz>; [REDACTED]

Subject: IN CONFIDENCE: Next steps - Like Minds Settings-based Education procurement

Kia ora koutou

Āno, ngā mihi mō ō koutou uta ki tēnei Kaupapa

We are part of the way through the procurement process for the Like Minds Settings-based Education for Social Change work stream.

This email is to update you and provide you with a guide on the next steps. Please see the table below:

Step	Description	Key date(s)	Notes
1.	Shortlist 1. Panel make recommendation to shortlist top three 2. Management approval to shortlist	18 February 2021	██████████ will send the RFP documentation to evaluation panel
2.	Te Hiringa Hauora procurement will communicate with ROI respondents both shortlisted and not shortlisted regarding the outcome of the ROI stage	23 February 2021	
3.	Te Hiringa Hauora procurement will send the Request for Proposal (RFP) to shortlist by 24 February. The deadline for their submissions will be 12 noon, 16 March.	24 February – 16 March 2021	
4.	The evaluation panel will receive the RFP responses	22 March	Via c-Stack Cache
5.	The evaluation panel will Individually evaluate the RFP responses	22 – 26 March	Take note of any questions you wish to ask of the respondent during the wānanga
6.	The evaluation panel will be required to submit their scores to Te Hiringa Procurement	By 26 March	Provide questions for wānanga
7.	The evaluation panel and RFP respondents will wānanga with RFP respondents Venue: Te Hiringa Hauora, Ponēke Wānanga: 3 x 2 hour (2 hours per RFP respondent)	Between 29 March – 6 April	Kānohi kitia if possible, Zoom if not. Te Hiringa Hauora will arrange travel
8.	The evaluation panel will meet to discuss individual evaluation, follow chaired process and as a result identify a preferred supplier.	7 – 9 April (or when we are able to co-ordinate)	Please note the wānanga is not a weighted criterion but can be discussed during the panel meeting

Please note that we haven't yet communicated with the unsuccessful respondents, so treat this email in confidence for now.

Thank you again for your valued involvement. If you have any questions at all, you can email me or ring me on ██████████.

Nāku noa, nā

██████████ | pronouns: she/her or they/them
Senior Advisor Mental Wellbeing

Health Promotion Agency | Te Hiringa Hauora

██████████ | T 04 917 0060 | www.hpa.org.nz

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[REDACTED]

From: [REDACTED]
Sent: Wednesday, 17 March 2021 10:46 am
To: [REDACTED]
Cc: [REDACTED] HPA Procurement; [REDACTED]
Subject: FW: IN CONFIDENCE: Next steps - Like Minds Social Movement Initiative procurement
Categories: For our information

Tēnā koutou

Happy St Patrick's Day to you all if you're celebrating 😊

Touching base to let you know that our dates have shifted slightly.

We will now be holding the RFP wānanga between the 6th and the 8th of April, and we will hold the final evaluation panel to decide the preferred supplier on the 9th (Friday).

You will receive the three RFP responses for your evaluation on the afternoon of 23 March (next Tuesday), and your scores / questions will be due to our Procurement team by 5.00PM 29 March.

Stay tuned for further comms and Doodlepolls! Either myself and [REDACTED] will be in touch ASAP about arranging travel (if this applies to you). Please note, the final evaluation panel on the 9th will be held via Zoom.

If there are any issues, please sing out to me.

Noho ora mai

[REDACTED] | pronouns: she/her or they/them
Senior Advisor Mental Wellbeing

Health Promotion Agency | Te Hiringa Hauora

[REDACTED] | T 04 917 0060 | www.hpa.org.nz
Level 16 | 101 The Terrace | Wellington 6011 | Te Whanganui-a-Tara 6011
PO Box 2142 | Wellington 6140 | New Zealand | Te Whanganui-a-Tara 6140 | Aotearoa



From: [REDACTED]
Sent: Thursday, 18 February 2021 11:54 am
To: [REDACTED]
Cc: HPA Procurement <procurement@hpa.org.nz>; [REDACTED]

Subject: IN CONFIDENCE: Next steps - Like Minds Social Movement Initiative procurement

Kia ora koutou

Āno, ngā mihi mō ō koutou uta ki tēnei Kaupapa

We are part of the way through the procurement process for the Like Minds Social Movement Initiative.

This email is to update you and provide you with a guide on the next steps. Please see the table below:

Step	Description	Key date(s)	Notes
1.	Shortlist 1. Panel make recommendation to shortlist top three 2. Management approval to shortlist	18 February 2021	██████████ will send the RFP documentation to evaluation panel
2.	Te Hiringa Hauora procurement will communicate with ROI respondents both shortlisted and not shortlisted regarding the outcome of the ROI stage	23 February 2021	
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4.	The evaluation panel will receive the RFP responses	22 March	Via c-Stack Cache
5.	The evaluation panel will individually evaluate the RFP responses	22 – 26 March	Take note of any questions you wish to ask of the respondent during the wānanga
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8.	The evaluation panel will meet to discuss individual evaluation, follow chaired process and as a result identify a preferred supplier.	7 – 9 April (or when we are able to co-ordinate)	Please note the wānanga is not a weighted criterion but can be discussed during the panel meeting

Please note that we haven't yet communicated with the unsuccessful respondents, so treat this email in confidence for now.

Thank you again for your valued involvement. If you have any questions at all, you can email me or ring me on ██████████

Nāku noa, nā

██████████ | pronouns: she/her or they/them
Senior Advisor Mental Wellbeing

Health Promotion Agency | Te Hiringa Hauora

██████████ | T 04 917 0060 | www.hpa.org.nz

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[REDACTED]

From: [REDACTED]
Sent: Monday, 31 May 2021 7:13 pm
To: [REDACTED]
Subject: RE: Hi [REDACTED] Can you please send me the procurement outcome letter?

From: HPA Procurement
Sent: Thursday, 6 May 2021 11:28 am
To: [REDACTED] HPA Procurement <procurement@hpa.org.nz>
Cc: [REDACTED]
Subject: RE: Hi [REDACTED] Can you please send me the procurement outcome letter?

Kia ora [REDACTED]

The process below looks robust and appropriate. If you call Changing Minds last you can then advise them who won the contracts as I'm sure they'll ask.

You may want to prepare a brief, generalised statement of what was best about the two successful respondents' proposals should Changing Minds ask about that in comparison to their own responses.

Otherwise good to go.
All the best with the calls.

[REDACTED]

[REDACTED] | *Advisor Procurement*
Te Hiringa Hauora | Health Promotion Agency
Working days: Monday to Thursday
Phone: [REDACTED]

From: [REDACTED]
Sent: Thursday, 6 May 2021 11:05 am
To: HPA Procurement <procurement@hpa.org.nz>
Cc: [REDACTED]
Subject: RE: Hi [REDACTED] Can you please send me the procurement outcome letter?

Thank you [REDACTED]

I am glad you support my approach. For the record I will not my process and phone call agenda below:

1. Today 6 May, I will phone the main contacts for each short list on the outcomes of their procurement responses for the Nōku te Ao social movement and education. They are [REDACTED] successful Education. [REDACTED] successful Social Movement. And Taimi Allen, Changing Minds unsuccessful.
2. The phone call agenda will be:
 - a. Thanking and acknowledging their efforts. Reinforce although this is the end of the procurement process we/I envision opportunities to support each other's Kaupapa (Mental well-being anti-discrimination subject) into the future
 - b. Reiterate robust process, government process also (competitive tender)
 - c. For Changing minds and their collective only, I will offer a face to face de-brief on the dates 17 or 18 May or week of 24 – 28
 - d. For [REDACTED] (Education) and [REDACTED] collective (social Movement), I will congratulate on being successful, discuss successful area and invite them to collaborative planning 19 – 21st
 - e. For [REDACTED] (Education) and [REDACTED] collective (social Movement), I will communicate we will be entering into contract negotiation in month of June

- f. For [REDACTED] (Education) and [REDACTED] collective (social Movement), I will offer a de-brief for their unsuccessful applications the week of 24 – 28

Note: I will have the panel notes and rec to select doc with me if the conversations do transition. For CM and [REDACTED] however, I will emphasise their partners are not on the call.

3. Following on from above phone conversations. We will email the shortlist this afternoon of the phone conversation. I will draft this and adapt from the letters you have supplied below.
4. We will continue follow the process outlined in the rec to selects. Note. The dates may change.
5. I will announce successful respondents in confidence MH team tomorrow.
6. Away we go 😊

Pehea ō whakaaro? Please reply if you have any concerns or feedback

Thanks

[REDACTED]

From: Likeminds Procurement <likemindsprocurement@hpa.org.nz>
Sent: Tuesday, 23 March 2021 1:19 pm
To: Taimi Allan
Cc: Zoe.hawke@etipuereaws.org.nz; Turaukawa Bartlett; Ivan Yeo; kelly.feng@asianfamilyservices.nz
Subject: Acknowledgement of receipt ***SUBMISSION : Education Proposal and Pricing [HPA-HPA.FID61468]

Tēnā koutou i tēnei ahiahi

Te Hiringa Hauora has received and registered your partnership's written response and separate price response for the Like Minds RFP for Settings-based Education for Social Change. Thank you for your response.

We look forward to meeting you all soon at the Wānanga. Our team will be in touch shortly to arrange logistics with you.

As per the RFP document, we will notify you of the outcome of the RFP by 26 April 2021.

Ngā mihi mahana
Susan

Susan McIntyre | *Advisor Procurement*

Te Hiringa Hauora | **Health Promotion Agency**

Working days: Monday to Thursday

Phone: 04 912 0196

From: Taimi Allan [mailto:ceo@changingminds.org.nz]
Sent: Tuesday, 23 March 2021 7:54 am
To: Likeminds Procurement <likemindsprocurement@hpa.org.nz>
Cc: Zoe.hawke@etipuereaws.org.nz; Turaukawa Bartlett <turaukawa@manavation.co.nz>; Ivan Yeo <ivan.yeo@asianfamilyservices.nz>; kelly.feng@asianfamilyservices.nz
Subject: ***SUBMISSION : Education Proposal and Pricing
Importance: High

Kei te rangatira, e Susan, tēnā koe

Education RFP Response

Attached please find our:

1. Cover letter
2. RFP Response
3. Price Response

Ngā mihi nui,

Nā Zoe Hawke (Ngāti Pāoa, Ngāti Hako), Kaiwhakahaere Matua E Tipu E Rea
Tūrauakawa Bartlett, Ngāti Whātua. Kaiwhakahaere matua, MANAvation
Nā Taimi, Kaitiaki Matua/ CEO, Changing Minds
Ivan Yeo & Kelly Feng, Asian Family Services



	changing minds.	Taimi Allan <i>Chief Executive Officer</i>
He mana tō te mātau ā-wheako Our lived experience is our strength		T: +64 9 623 1762 DDI: +64 9 242 1096 ceo@changingminds.org.nz

www.changingminds.org.nz



PO Box 10-256 Dominion Rd Auckland, 1446
762 Mount Eden Road, Mount Eden, Auckland 1024

The information contained in this communication is intended solely for the use of the individual or entity to whom it is addressed and others authorised to receive it. It may contain confidential or legally privileged information. If you are not the intended recipient you are hereby notified that any disclosure, copying, distribution or taking any action in reliance on the contents of this information is strictly prohibited and may be unlawful. If you have received this communication in error, please notify us immediately by responding to this email and then delete it from your system.

From: Likeminds Procurement <likemindsprocurement@hpa.org.nz>
Sent: Tuesday, 23 March 2021 1:21 pm
To: Taimi Allan
Cc: Zoe.hawke@etipuereaws.org.nz; Turaukawa Bartlett; Ivan Yeo; kelly.feng@asianfamilyservices.nz
Subject: Acknowledgment of receipt ***SUBMISSION: Social Movement Proposal [HPA-HPA.FID61466]

Tēnā koutou i tēnei ahiahi

Te Hiringa Hauora has received and registered your partnership's written response and separate price response for the Like Minds RFP for Social Movement Initiative. Thank you for your response.

We look forward to meeting you all soon at the Wānanga. Our team will be in touch shortly to arrange logistics with you.

As per the RFP document, we will notify you of the outcome of the RFP by 26 April 2021.

Ngā mihi mahana
Susan

Susan McIntyre | *Advisor Procurement*

Te Hiringa Hauora | **Health Promotion Agency**

Working days: Monday to Thursday

Phone: 04 912 0196

From: Taimi Allan [mailto:ceo@changingminds.org.nz]
Sent: Tuesday, 23 March 2021 7:56 am
To: Likeminds Procurement <likemindsprocurement@hpa.org.nz>
Cc: Zoe.hawke@etipuereaws.org.nz; Turaukawa Bartlett <turaukawa@manavation.co.nz>; Ivan Yeo <ivan.yeo@asianfamilyservices.nz>; kelly.feng@asianfamilyservices.nz
Subject: ***SUBMISSION: Social Movement Proposal
Importance: High

Kei te rangatira, e Susan, tēnā koe

Social Movement RFP Response

Attached please find our:

1. Cover letter
2. RFP Response
3. Price Response

Ngā mihi nui,
Nā Zoe Hawke (Ngāti Pāoa, Ngāti Hako), Kaiwhakahaere Matua E Tipu E Rea
Tūrauakawa Bartlett, Ngāti Whātua. Kaiwhakahaere matua, MANAvation
Nā Taimi, Kaitiaki Matua/ CEO, Changing Minds
Ivan Yeo & Kelly Feng, Asian Family Services



**changing
minds.**

He mana tō te mātau ā-wheako
Our lived experience is our strength

Taimi Allan
Chief Executive Officer

T: +64 9 623 1762 DDI: +64 9 242 1096
ceo@changingminds.org.nz

www.changingminds.org.nz



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[REDACTED]

From: [REDACTED]
Sent: Friday, 19 March 2021 3:02 pm
To: [REDACTED]
Subject: FW: Like Minds Settings-based Education for Social Change - RFP documentation
Attachments: RFP for shortlisted respondents - Education # [REDACTED].DOCX; Price Response form (RFP) - Settings-based Education # [REDACTED].DOCX; Full Response form (RFP) - Settings-based Education # [REDACTED].DOCX

From: [REDACTED]
Sent: Wednesday, 24 February 2021 2:29 pm
To: [REDACTED]
Cc: [REDACTED] HPA Procurement
<procurement@hpa.org.nz>
Subject: Like Minds Settings-based Education for Social Change - RFP documentation

Kia ora koutou

The shortlisted respondents for the Like Minds Settings-based Education for Social Change work stream were notified of their progression to the RFP stage yesterday (23 February).

The RFP documentation will be provided to them via email. For your interest, attached is the same RFP documentation.

We have selected three shortlisted respondents for this work stream, who will be invited to wānanga with the evaluation panel at Te Hiringa Hauora, as noted in my email to you on 18 February.

You can expect contact from us in the coming week regarding panel date options and travel arrangements (if necessary).

Please note: once respondents have returned their short proposals to us and we send them to you for evaluation, it would be great if you could note any questions you have for our respondents that you intend to ask during wānanga (in addition to filling out the scoring sheet).

This is so our awesome procurement team can consolidate your questions prior to the wānanga. As stated in my previous email, we require your scores / questions by 26 March please 😊

As always, do call or email me if you have any questions at all – I'll be happy to help!

Nāku noa, nā

[REDACTED] | pronouns: she/her or they/them
Senior Advisor Mental Wellbeing

Health Promotion Agency | Te Hiringa Hauora

[REDACTED] | T 04 917 0060 | www.hpa.org.nz
Level 16 | 101 The Terrace | Wellington 6011 | Te Whanganui-a-Tara 6011
PO Box 2142 | Wellington 6140 | New Zealand | Te Whanganui-a-Tara 6140 | Aotearoa



hpa health promotion
agency
TE HIRANGA HAUORA

GETTING THROUGH TOGETHER

WHĀKA E TĀTOU TE PĀE TIRIHITI



From: [REDACTED]
Sent: Wednesday, 24 February 2021 2:27 pm
To: [REDACTED]
Cc: [REDACTED] HPA Procurement
Subject: Like Minds Social Movement Initiative - RFP documentation
Attachments: RFP for shortlisted respondents - Social Movement # [REDACTED].DOCX; Full Response form (RFP) - Social Movement # [REDACTED].DOCX; Price Response form (RFP) - Social Movement # [REDACTED].DOCX

Kia ora koutou

The shortlisted respondents for the Like Minds Social Movement Initiative work stream were notified of their progression to the RFP stage yesterday (23 February).

The RFP documentation will be provided to them via email. For your interest, attached is the same RFP documentation.

We have selected three shortlisted respondents for this work stream, who will be invited to wānanga with the evaluation panel at Te Hiringa Hauora, as noted in my email to you on 18 February.

You can expect contact from us in the coming week regarding panel date options and travel arrangements (if necessary).

Please note: once respondents have returned their short proposals to us and we send them to you for evaluation, it would be great if you could note any questions you have for our respondents that you intend to ask during wānanga (in addition to filling out the scoring sheet).

This is so our awesome procurement team can consolidate your questions prior to the wānanga. As stated in my previous email, we require your scores / questions by 26 March please 😊

As always, do call or email me if you have any questions at all – I'll be happy to help!

Nāku noa, nā

[REDACTED] | pronouns: she/her or they/them
Senior Advisor Mental Wellbeing

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EVALUATION PANEL – INSTRUCTIONS

REQUEST FOR PROPOSAL – LIKE MINDS SETTINGS-BASED EDUCATION

Thank you for continuing to participate in the evaluation of this procurement process.

Before you start – key principles about the process

When assessment panels are scoring submissions, the focus must always be on ensuring our individual and collective behaviours meet appropriate standards of probity.

- Everyone involved in the evaluation must have completed and signed a Conflict of Interest and Confidentiality Agreement.
- Confidentiality must be respected and maintained throughout the process.
- All proposal documentation needs to be kept in a secure place.
- Contact with prospective suppliers responding to this RFP:
 - Te Hiringa Hauora Procurement are the only people permitted to comment to outside parties about the evaluation process and outcome.
 - The Evaluation Panel should not discuss any element of the process with work colleagues or any other party, this includes your involvement in the evaluation process.

Conflict of interest / bias

The evaluation process must be free of bias and any perception of bias. Any conflicts of interest (actual, potential or perceived) and possible issues of bias must be disclosed and discussed with Te Hiringa Hauora Procurement before commencement of any evaluations. See the [quick guide for conflict of interest](#) for more information as this is very clear on what you should consider when declaring a conflict.

Instructions – your initial assessment

The objective of the evaluation process is to make a recommendation on a suitable provider/partnership to partner with Te Hiringa Hauora to collaboratively design and deliver Like Minds education to settings such as primary health and settings that impact on participation in the labour market for people who experience mental distress. The shortlisted suppliers are also meeting with you at a Wānanga in early April.

There are a number of principles that should be applied when you are assessing proposals:

- Each Evaluation Panel member must carry out an independent assessment prior to the evaluation workshop. Individual scores will then be reviewed and debated as a panel to achieve consensus.
- Proposals must be assessed in strict accordance with the criteria attached to these instructions. Use the enclosed laminated rating scale to help with allocating scores.

- Only information contained in the proposal is to be evaluated. No extraneous views, supposition, assumptions or previous knowledge should influence your individual assessment.
- You must assess each proposal on its own merit and not in comparison with another. While moderation will involve naturally comparing the assessment of scores across proposals, Evaluation Panel members should keep any such comparison to a minimum.
- Clear, succinct but comprehensive notes are required in support of your scores. All assessment notes and materials must be retained for audit purposes.
- Prior first-hand knowledge or experience in relation to proposals and/or respondents may only be introduced at the evaluation workshop and should not influence individual assessments prior.

Reference checks

The evaluation process will conclude with reference checks. Reference checks will enable verification of information provided by each respondent and to identify any potential issues that may occur during implementation phase. The evaluation panel will determine the questions to be asked and who will perform the checks.

NEXT STEPS

Wānanga and evaluation workshop

The Wānanga and evaluation panel meeting will be confirmed via email.

Before the evaluation workshop

Please undertake the following process:

1. Review the responses and make notes of their relevant strengths and weaknesses.
2. Score each response against the criteria listed in the evaluation criteria table (attached).
3. Record notes to support the evaluation panel discussion.
4. Record any questions you wish the provider to answer during the Wānanga.
5. Email your completed evaluation forms, complete with notes and questions, to likemindsprocurement@hpa.org.nz no later than 5pm 29 March 2021.
6. Bring to the evaluation workshop:
 - i. hard copies of your completed assessments of each response, with notes
 - ii. any copies of the responses and/or contents of your evaluation pack where you have printed these.

QUESTIONS/CLARIFICATIONS

Please contact likemindsprocurement@hpa.org.nz if you have any questions or wish to seek clarification from any respondent on any aspect of their registration.

EVALUATION CRITERIA (LM SOCIAL MOVEMENT RFP)

Criterion	Weighting
1. Strategic approach to education programme <ol style="list-style-type: none"> Strategic approach is robust, and includes theory of change. Strong rationale for proposed programme and key settings. The education programme is tailored to different excluder audiences. Outcomes are clear and measurable. Proposed approach contributes to the Like Minds mission and vision. 	40%
2. Organisational approach to partnerships <ol style="list-style-type: none"> Partnership approach includes lived experience communities and collaborators, including those most affected by discrimination including Māori, Pasifika, Asian and rainbow.¹ Any Tiriti-based partnerships in delivery of the requirements are clearly described and includes detail on structure, decision-making, division of funding and personnel, and relationship management. 	30%
3. Organisational approach to kaupapa Māori <ol style="list-style-type: none"> The education programme is based on Te Ao Māori. The education programme will apply Te Tiriti articles. 	15%
4. Organisational capability <ol style="list-style-type: none"> Organisational infrastructure will facilitate delivery of the education programme with national reach People with lived experience will deliver the requirements and solution incorporates appropriate support for successful delivery. 	15%
Total weighting	100%

RATING SCALE

The following scoring scale will be used in evaluating Proposals. Scores by individual panel members may be modified through a moderation process across the whole evaluation panel.

Description	Definition	Rating
Excellent	Exceeds the criterion with major additional benefits from the supplier.	9-10
Very good	Satisfies the criterion with minor additional benefits from the supplier.	7-8
Acceptable	Satisfies the criterion and the supplier's ability to meet it.	5-6
Minor reservations	Satisfies the criterion with minor reservations of the supplier's ability to meet it.	3-4
Serious reservations	Satisfies the criterion with major reservations about the supplier's ability to meet it.	1-2
Unacceptable	Does not satisfy the criterion and does not demonstrate any ability to meet it.	0

¹ 'Lived experience communities' are denoted in the ROI documentation as Māori, Pasifika, rainbow and disabled people. We have altered this in the RFP documentation in order to align with the direction of the Like Minds Strategy (2020-2025).

EVALUATION PANEL – INSTRUCTIONS

REGISTRATION OF INTEREST – LIKE MINDS SETTINGS-BASED EDUCATION FOR SOCIAL CHANGE

Thank you for agreeing to participate in the evaluation of this ROI. Your participation in this process is valued and appreciated. The ROI is the first step in a two-step process to select a supplier to work with Te Hiringa Hauora.

Before you start – key principles about the process

When assessment panels are scoring submissions, the focus must always be on ensuring our individual and collective behaviours meet appropriate standards of probity.

- Everyone involved in the evaluation must have completed and signed a Conflict of Interest and Confidentiality Agreement.
- Confidentiality must be respected and maintained throughout the process.
- All proposal documentation needs to be kept in a secure place.
- Contact with prospective suppliers responding to this ROI:
 - Te Hiringa Hauora Procurement are the only people permitted to comment to outside parties about the evaluation process and outcome.
 - The Evaluation Panel should not discuss any element of the process with work colleagues or any other party, this includes your involvement in the evaluation process.

Conflict of interest / bias

The evaluation process must be free of bias and any perception of bias. Any conflicts of interest (actual, potential or perceived) and possible issues of bias must be disclosed and discussed with Te Hiringa Hauora Procurement before commencement of any evaluations. See the [quick guide for conflict of interest](#) for more information.

Instructions – your initial assessment

The objective of the evaluation process is to shortlist up to three respondents that have proven company capacity and capability to partner with Te Hiringa Hauora to collaboratively design and deliver Like Minds education to settings such as primary health and settings that impact on participation in the labour market for people who experience mental distress. The shortlisted suppliers will then be invited to respond to a closed Request for Proposal (“RFP”), followed by a wānanga with the evaluation panel prior to final selection.

There are a number of principles that should be applied when you are assessing proposals:

- Each Evaluation Panel member must carry out an independent assessment prior to the evaluation workshop. Individual scores will then be reviewed and debated as a panel to achieve consensus.
- Proposals must be assessed in strict accordance with the criteria attached to these instructions. Use the enclosed laminated rating scale to help with allocating scores.
- Only information contained in the proposal is to be evaluated. No extraneous views, supposition, assumptions or previous knowledge should influence your individual assessment.
- You must assess each proposal on its own merit and not in comparison with another. While moderation will involve naturally comparing the assessment of scores across proposals, Evaluation Panel members should keep any such comparison to a minimum.
- Clear, succinct but comprehensive notes are required in support of your scores. All assessment notes and materials must be retained for audit purposes.
- Prior first-hand knowledge or experience in relation to proposals and/or respondents may only be introduced at the evaluation workshop and should not influence individual assessments prior.

Reference checks

The evaluation process will conclude with reference checks. Reference checks will enable verification of information provided by each respondent and to identify any potential issues that may occur during implementation phase. The evaluation panel will determine the questions to be asked and who will perform the checks.

NEXT STEPS

Evaluation workshop (face to face meeting)

The purpose of this meeting is to enable the evaluation panel to reach a consensus on the registrations, determine if any other information is required and confirm the reference questions. The ultimate outcome is to make a recommendation to management on the shortlisted respondents to be invited to respond the RFP.

The evaluation panel meeting will be confirmed via email.

Before the evaluation workshop

Please undertake the following process:

1. Review the responses and make notes of their relevant strengths and weaknesses. Note that responses may be written or presented in video format.
2. Score each response against the criteria listed in the evaluation criteria table (attached).
3. Record notes to support the evaluation panel discussion.

4. Email your completed evaluation forms, complete with notes, to likemindsprocurement@hpa.org.nz no later than the day before the confirmed evaluation panel meeting. You will be reminded of this when the date and time/location of the evaluation panel is confirmed.
5. Bring to the evaluation workshop:
 - i. hard copies of your completed assessments of each response, with notes
 - ii. any copies of the responses and/or contents of your evaluation pack where you have printed these.

QUESTIONS/CLARIFICATIONS

Please contact likemindsprocurement@hpa.org.nz if you have any questions or wish to seek clarification from any respondent on any aspect of their registration.

EVALUATION CRITERIA (LM SETTINGS-BASED EDUCATION ROI)

Registrations which meet BOTH pre-conditions will be evaluation on their merits according to the following evaluation criteria and weightings.

Criterion	Weighting
1. Organisational capacity	20%
a. Experience in delivering projects led by people with lived experience	
b. Infrastructure to develop and manage an education programme	
c. Experience in delivering work with national reach	
2. Organisational expertise in Māori worldviews	20%
a. Track record of basing work in Te Ao Māori worldview	
b. Track record of applying Te Tiriti articles to work	
c. Track record of using Te Reo and Tikanga Māori in work	
3. Organisational capability	20%
a. Experience in managing innovative and equitable education programmes	
b. Experience in tailoring education to a variety of audiences and settings, including Māori	
c. Track record of successful outcomes through education.	
4. Kotahitanga (ability to work in partnership)	20%
a. Track record of working in partnership with other organisations to deliver work.	
b. Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve delivery	
5. Organisational values	20%
a. Organisational values align with the vision of Like Minds	
b. Track record of organisational commitment to social justice	
Total weightings	100%

Pre-conditions

Respondents have claimed that they meet the following pre-conditions:

#	Pre-condition
1.	Must be a Māori organisation(s) OR a non-Māori organisation(s) in a Tiriti-based partnership with a Māori organisation(s) AND
2.	Must be a peer-led organisation(s) or network(s) OR a peer-led team in a non-peer-led organisation.

RATING SCALE

3.2.2 Rating scale

The panel will use this rating scale to evaluate suppliers' bids against the criteria. Half scores will not be accepted.

Description	Definition	Rating
Excellent	Exceeds the criterion with major additional benefits from the supplier.	9-10
Very good	Satisfies the criterion with minor additional benefits from the supplier.	7-8
Acceptable	Satisfies the criterion and the supplier's ability to meet it.	5-6
Minor reservations	Satisfies the criterion with minor reservations of the supplier's ability to meet it.	3-4
Serious reservations	Satisfies the criterion with major reservations about the supplier's ability to meet it.	1-2
Unacceptable	Does not satisfy the criterion and does not demonstrate any ability to meet it.	0

EVALUATION PANEL – INSTRUCTIONS

REQUEST FOR PROPOSAL – LIKE MINDS SOCIAL MOVEMENT INITIATIVE

Thank you for continuing to participate in the evaluation of this procurement process.

Before you start – key principles about the process

When assessment panels are scoring submissions, the focus must always be on ensuring our individual and collective behaviours meet appropriate standards of probity.

- Everyone involved in the evaluation must have completed and signed a Conflict of Interest and Confidentiality Agreement.
- Confidentiality must be respected and maintained throughout the process.
- All proposal documentation needs to be kept in a secure place.
- Contact with prospective suppliers responding to this RFP:
 - Te Hiringa Hauora Procurement are the only people permitted to comment to outside parties about the evaluation process and outcome.
 - The Evaluation Panel should not discuss any element of the process with work colleagues or any other party, this includes your involvement in the evaluation process.

Conflict of interest / bias

The evaluation process must be free of bias and any perception of bias. Any conflicts of interest (actual, potential or perceived) and possible issues of bias must be disclosed and discussed with Te Hiringa Hauora Procurement before commencement of any evaluations. See the [quick guide for conflict of interest](#) for more information as this is very clear on what you should consider when declaring a conflict.

Instructions – your initial assessment

The objective of the evaluation process is to make a recommendation on a suitable provider/partnership to partner with Te Hiringa Hauora to support and grow a social movement led by people with lived experience. The shortlisted suppliers are also meeting with you at a Wānanga in early April.

There are a number of principles that should be applied when you are assessing proposals:

- Each Evaluation Panel member must carry out an independent assessment prior to the evaluation workshop. Individual scores will then be reviewed and debated as a panel to achieve consensus.
- Proposals must be assessed in strict accordance with the criteria attached to these instructions. Use the enclosed laminated rating scale to help with allocating scores.

- Only information contained in the proposal is to be evaluated. No extraneous views, supposition, assumptions or previous knowledge should influence your individual assessment.
- You must assess each proposal on its own merit and not in comparison with another. While moderation will involve naturally comparing the assessment of scores across proposals, Evaluation Panel members should keep any such comparison to a minimum.
- Clear, succinct but comprehensive notes are required in support of your scores. All assessment notes and materials must be retained for audit purposes.
- Prior first-hand knowledge or experience in relation to proposals and/or respondents may only be introduced at the evaluation workshop and should not influence individual assessments prior.

Reference checks

The evaluation process will conclude with reference checks. Reference checks will enable verification of information provided by each respondent and to identify any potential issues that may occur during implementation phase. The evaluation panel will determine the questions to be asked and who will perform the checks.

NEXT STEPS

Wānanga and evaluation workshop

The Wānanga and evaluation panel meeting will be confirmed via email.

Before the evaluation workshop

Please undertake the following process:

1. Review the responses and make notes of their relevant strengths and weaknesses.
2. Score each response against the criteria listed in the evaluation criteria table (attached).
3. Record notes to support the evaluation panel discussion.
4. Record any questions you wish the provider to answer during the Wānanga.
5. Email your completed evaluation forms, complete with notes and questions, to likemindsprocurement@hpa.org.nz no later than 5pm 29 March 2021.
6. Bring to the evaluation workshop:
 - i. hard copies of your completed assessments of each response, with notes
 - ii. any copies of the responses and/or contents of your evaluation pack where you have printed these.

QUESTIONS/CLARIFICATIONS

Please contact likemindsprocurement@hpa.org.nz if you have any questions or wish to seek clarification from any respondent on any aspect of their registration.

EVALUATION CRITERIA (LM SOCIAL MOVEMENT RFP)

Criterion	Weighting
1. Strategic approach to social movement <ol style="list-style-type: none"> Strategic approach is robust, and includes theory of change. Strong rationale for proposed programme and key settings. Social movement activities are tailored to different excluder audiences. Outcomes are clear and measurable. Proposed approach contributes to the Like Minds mission and vision. 	40%
2. Organisational approach to partnerships <ol style="list-style-type: none"> Partnership approach includes lived experience communities and collaborators, including those most affected by discrimination including Māori, Pasifika, Asian and rainbow.¹ Any Tiriti-based partnerships in delivery of the requirements are clearly described and includes detail on structure, decision-making, division of funding and personnel, and relationship management. 	30%
3. Organisational approach to kaupapa Māori <ol style="list-style-type: none"> The social movement work is based on Te Ao Māori. The social movement work will apply Te Tiriti articles. 	15%
4. Organisational capability <ol style="list-style-type: none"> Organisational infrastructure will facilitate the social movement with national reach. People with lived experience will deliver the requirements and solution incorporates appropriate support for successful delivery. 	15%
Total weighting	100%

RATING SCALE

The following scoring scale will be used in evaluating Proposals. Scores by individual panel members may be modified through a moderation process across the whole evaluation panel.

Description	Definition	Rating
Excellent	Exceeds the criterion with major additional benefits from the supplier.	9-10
Very good	Satisfies the criterion with minor additional benefits from the supplier.	7-8
Acceptable	Satisfies the criterion and the supplier's ability to meet it.	5-6
Minor reservations	Satisfies the criterion with minor reservations of the supplier's ability to meet it.	3-4
Serious reservations	Satisfies the criterion with major reservations about the supplier's ability to meet it.	1-2

¹ 'Lived experience communities' are denoted in the ROI documentation as Māori, Pasifika, rainbow and disabled people. We have altered this in the RFP documentation in order to align with the direction of the Like Minds Strategy (2020-2025).

Unacceptable	Does not satisfy the criterion and does not demonstrate any ability to meet it.	0
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EVALUATION PANEL – INSTRUCTIONS

REGISTRATION OF INTEREST – LIKE MINDS SOCIAL MOVEMENT INITIATIVE

Thank you for agreeing to participate in the evaluation of this ROI. Your participation in this process is valued and appreciated. The ROI is the first step in a two-step process to select a supplier to work with Te Hiringa Hauora.

Before you start – key principles about the process

When assessment panels are scoring submissions, the focus must always be on ensuring our individual and collective behaviours meet appropriate standards of probity.

- Everyone involved in the evaluation must have completed and signed a Conflict of Interest and Confidentiality Agreement.
- Confidentiality must be respected and maintained throughout the process.
- All proposal documentation needs to be kept in a secure place.
- Contact with prospective suppliers responding to this ROI:
 - Te Hiringa Hauora Procurement are the only people permitted to comment to outside parties about the evaluation process and outcome.
 - The Evaluation Panel should not discuss any element of the process with work colleagues or any other party, this includes your involvement in the evaluation process.

Conflict of interest / bias

The evaluation process must be free of bias and any perception of bias. Any conflicts of interest (actual, potential or perceived) and possible issues of bias must be disclosed and discussed with Te Hiringa Hauora Procurement before commencement of any evaluations. See the [quick guide for conflict of interest](#) for more information.

Instructions – your initial assessment

The objective of the evaluation process is to shortlist up to three respondents that have proven company capacity and capability to partner with Te Hiringa Hauora to support and grow a social movement led by people with lived experience. The shortlisted suppliers will then be invited to respond to a closed Request for Proposal (“RFP”).

There are a number of principles that should be applied when you are assessing proposals:

- Each Evaluation Panel member must carry out an independent assessment prior to the evaluation workshop. Individual scores will then be reviewed and debated as a panel to achieve consensus.

- Proposals must be assessed in strict accordance with the criteria attached to these instructions. Use the enclosed laminated rating scale to help with allocating scores.
- Only information contained in the proposal is to be evaluated. No extraneous views, supposition, assumptions or previous knowledge should influence your individual assessment.
- You must assess each proposal on its own merit and not in comparison with another. While moderation will involve naturally comparing the assessment of scores across proposals, Evaluation Panel members should keep any such comparison to a minimum.
- Clear, succinct but comprehensive notes are required in support of your scores. All assessment notes and materials must be retained for audit purposes.
- Prior first-hand knowledge or experience in relation to proposals and/or respondents may only be introduced at the evaluation workshop and should not influence individual assessments prior.

Reference checks

The evaluation process will conclude with reference checks. Reference checks will enable verification of information provided by each respondent and to identify any potential issues that may occur during implementation phase. The evaluation panel will determine the questions to be asked and who will perform the checks.

NEXT STEPS

Evaluation workshop (face to face meeting)

The purpose of this meeting is to enable the evaluation panel to reach a consensus on the registrations, determine if any other information is required and confirm the reference questions. The ultimate outcome is to make a recommendation to management on the shortlisted respondents to be invited to respond the RFP.

The evaluation panel meeting will be confirmed via email.

Before the evaluation workshop

Please undertake the following process:

1. Review the responses and make notes of their relevant strengths and weaknesses. Note that responses may be written or presented in video format.
2. Score each response against the criteria listed in the evaluation criteria table (attached).
3. Record notes to support the evaluation panel discussion.
4. Email your completed evaluation forms, complete with notes, to likemindsprocurement@hpa.org.nz no later than the day before the confirmed evaluation

panel meeting. You will be reminded of this when the date and time/location of the evaluation panel is confirmed.

5. Bring to the evaluation workshop:

- i. hard copies of your completed assessments of each response, with notes
- ii. any copies of the responses and/or contents of your evaluation pack where you have printed these.

QUESTIONS/CLARIFICATIONS

Please contact likemindsprocurement@hpa.org.nz if you have any questions or wish to seek clarification from any respondent on any aspect of their registration.

EVALUATION CRITERIA (LM SOCIAL MOVEMENT ROI)

Registrations which meet BOTH pre-conditions will be evaluation on their merits according to the following evaluation criteria and weightings.

Criterion	Weighting
1. Organisational capacity	20%
a. Experience in delivering projects led by people with lived experience	
b. Infrastructure to develop and manage social movement activities	
c. Experience in delivering work with national reach	
2. Organisational expertise in Māori worldviews	20%
a. Track record of basing work in Te Ao Māori worldview	
b. Track record of applying Te Tiriti articles to work	
c. Track record of using Te Reo and Tikanga Māori in work	
3. Organisational capability	20%
a. Experience in managing innovative and equitable social movement activities	
b. Experience in tailoring activities to a variety of audiences and settings, including Māori	
c. Track record of successful outcomes through social movement activities	
4. Kotahitanga (ability to work in partnership)	20%
a. Track record of working in partnership with other organisations to deliver work	
b. Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation	
5. Organisational values	
a. Organisational values align with the vision of Like Minds	20%
b. Track record of organisational commitment to social justice	
Total weightings	100%

Pre-conditions

Respondents have claimed that they meet the following pre-conditions:

#	Pre-condition
1.	Must be a Māori organisation(s) OR a non-Māori organisation(s) in a Tiriti-based partnership with a Māori organisation(s) AND
2.	Must be a peer-led organisation(s) or network(s) OR a peer-led team in a non-peer-led organisation.

RATING SCALE

3.2.2 Rating scale

The panel will use this rating scale to evaluate suppliers' bids against the criteria. Half scores will not be accepted.

Description	Definition	Rating
Excellent	Exceeds the criterion with major additional benefits from the supplier.	9-10
Very good	Satisfies the criterion with minor additional benefits from the supplier.	7-8
Acceptable	Satisfies the criterion and the supplier's ability to meet it.	5-6
Minor reservations	Satisfies the criterion with minor reservations of the supplier's ability to meet it.	3-4
Serious reservations	Satisfies the criterion with major reservations about the supplier's ability to meet it.	1-2
Unacceptable	Does not satisfy the criterion and does not demonstrate any ability to meet it.	0

16 February 2021

Dear [REDACTED]

Thank you for agreeing to be part of the Like Minds Settings-based Education for Social Change Evaluation Panel that took place on Wednesday 27 January at 11am – 4pm and Thursday 11 February from 9am – 10.15am at Te Hiringa Hauora, Level 16 101 The Terrace, Wellington.

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Te Hiringa Hauora cannot do this work on its own. We need to work with experts who bring their lived experience of mental distress, cultural expertise, social change expertise and / or Like Minds programme knowledge to the table, in order to ensure our approaches are effective. Te Hiringa Hauora convened meetings to evaluate suppliers' submissions to this kaupapa. We have approached you because of your Māori cultural expertise and your lived experience of mental distress.

Te Hiringa Hauora will meet travel costs for members travelling outside of Wellington and nominal daily meeting fee **may** be paid. This information is set out in the schedule attached to the Terms of Engagement enclosed with this letter. Please sign and return the Terms of Engagement to [REDACTED]
[REDACTED] Senior Advisor Mental Wellbeing at [REDACTED]

Thank you once again for making time to participate in the Like Minds Settings-based Education for Social Change Evaluation Panel.

Yours sincerely

[REDACTED]

[REDACTED]

Acting Manager, Mental Wellbeing

[REDACTED]

Appointment to Te Hiringa Hauora Like Minds Settings-based Education for Social Change Evaluation Panel

The terms of engagement is between [REDACTED] and **Te Hiringa Hauora**

and takes effect from January 2021 and ends by 9 April 2021.

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- 1.2 You may use or disclose confidential information only to the extent that such disclosure is necessary for the proper and diligent carrying out of your duties and functions under this agreement.
- 1.3 This section, Section One, does not apply to information that is legally required to be disclosed, or which becomes generally available to, and known by, the public, other than due to a breach of this Section One.

2. Health and safety

- 3.1 **Our responsibilities:** We accept our responsibility under the Health and Safety at Work Act 2016 (the Act) to take all practicable steps to ensure a healthy and safe working environment. At the commencement of this engagement, we will provide you with all relevant copies of our health and safety policies and procedures and provide a brief health and safety overview upon your arrival at our premises.
- 3.2 **Your responsibilities:** You accept your responsibility under that Act to observe all safety procedures, to adopt healthy and safe work practices, including reporting any potential hazards or risks that may affect Te Hiringa Hauora staff or other visitors to our premises, and to comply with the provisions of our health and safety policy and procedures.

3. Privacy



- 4.1 You consent to us:
 - collecting personal information about you from time to time for our personnel administration purposes
 - disclosing this information where that is reasonably required for business reasons.


4. Terms of engagement

- 5.1 We agree to engage you, and you agree to accept this engagement, on the terms set out in this Terms of Engagement and its attached schedule, Schedule A. This appointment does not alter your existing employment status prior to or on completion of this appointment.

5.2 You acknowledge that we have:

- provided you with a copy of this letter
- advised you that you are entitled to seek independent advice about its effect
- given you a reasonable opportunity to seek such advice.

Signed for and on behalf of Te Hiringa Hauora :	
	
(signature)	
Name:	
Position:	Acting Manager Mental Wellbeing
Date:	16 02 2021

Signed by  :	
<hr/>	
(signature)	
Date:	
Address:	
Phone number:	
Email address:	

SCHEDULE A

1. Member fees

1.1 The members of the Like Minds Social Movement Initiative Evaluation Panel will receive fees in accordance with Cabinet's guidelines, at the rate of:

- Member \$ [REDACTED] per hour worked (excluding GST), capped at a total of \$ [REDACTED] (GST exclusive).

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2. Invoices

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3 February 2021

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Te Hīringa Hauora cannot do this work on its own. We need to work with experts who bring their lived experience of mental distress, cultural expertise, social change expertise and / or Like Minds programme knowledge to the table, in order to ensure our approaches are effective. Te Hīringa Hauora convened meetings to evaluate suppliers' submissions to this kaupapa. We have approached you because of your expertise in leading a social movement to counter racism and discrimination.

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Thank you once again for making time to participate in the Like Minds Social Movement Initiative Evaluation Panel.

Yours sincerely

[REDACTED]
[REDACTED]

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Signed for and on behalf of **Te Hiringa Hauora**:

(signature)

Name:

Position:

Date:

Manager Mental Wellbeing

3 February 2021

Signed by

(signature)

Date:

Address:

Phone number:

Email address:

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Yours sincerely

[REDACTED]

[REDACTED]

Acting Manager, Mental Wellbeing

[REDACTED]

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Signed for and on behalf of Te Hiringa Hauora :	
	
(signature)	
Name:	
Position:	Acting Manager Mental Wellbeing
Date:	16 02 2021

Signed by 	
<hr/>	
(signature)	
Date:	
Address:	
Phone number:	
Email address:	

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Yours sincerely

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Signed for and on behalf of **Te Hiringa Hauora**:



(signature)

Name:	[REDACTED]
Position:	Manager Mental Wellbeing
Date:	3 February 2021

Signed by [REDACTED] [REDACTED]

(signature)

Date:	
Address:	
Phone number:	
Email address:	



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Yours sincerely

[REDACTED]

[REDACTED]

[REDACTED]

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Signed for and on behalf of **Te Hiringa Hauora**:

[Redacted signature area]

(signature)

Name:

[Redacted name]

Position:

Date:

Signed by [Redacted] [Redacted]

(signature)

Date:

Address:

Phone number:

Email address:

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Thank you for agreeing to be part of the Like Minds Settings-based Education for Social Change Evaluation Panel that took place on Wednesday 27 January at 11am – 4pm and Thursday 11 February from 9am – 10.15am at Te Hiringa Hauora, Level 16 101 The Terrace, Wellington.

Te Hiringa Hauora/Health Promotion Agency is excited to be embarking on a new strategic direction for the Like Minds 2020-2025 programme. The new vision for Like Minds is a nation where all people uphold the mana and human rights of people who experience mental distress. This initiative will contribute to this vision by using lived experience-led education to reduce prejudice and discrimination against people who experience severe mental distress.

Te Hiringa Hauora cannot do this work on its own. We need to work with experts who bring their lived experience of mental distress, cultural expertise, social change expertise and / or Like Minds programme knowledge to the table, in order to ensure our approaches are effective. Te Hiringa Hauora convened meetings to evaluate suppliers' submissions to this kaupapa. We have approached you because of your expertise in workplace education and your lived experience of mental distress.

Te Hiringa Hauora will meet travel costs for members travelling outside of Wellington and nominal daily meeting fee **may** be paid. This information is set out in the schedule attached to the Terms of Engagement enclosed with this letter. Please sign and return the Terms of Engagement to [REDACTED]
[REDACTED] Senior Advisor Mental Wellbeing at [REDACTED]

Thank you once again for making time to participate in the Like Minds Settings-based Education for Social Change Evaluation Panel.

Yours sincerely

[REDACTED]

[REDACTED]

Acting Manager, Mental Wellbeing

[REDACTED]

Appointment to Te Hiringa Hauora Like Minds Settings-based Education for Social Change Evaluation Panel

The terms of engagement is between [REDACTED] [REDACTED] and **Te Hiringa Hauora**

and takes effect from January 2021 and ends by 9 April 2021.

TERMS OF ENGAGEMENT

1. Confidentiality

- 1.1 In the course of your engagement, you may acquire confidential information. You must keep that confidential information strictly confidential at all times (even after this engagement has been terminated). You must never use, or attempt to use, it for your own personal gain or the gain of anyone else.
- 1.2 You may use or disclose confidential information only to the extent that such disclosure is necessary for the proper and diligent carrying out of your duties and functions under this agreement.
- 1.3 This section, Section One, does not apply to information that is legally required to be disclosed, or which becomes generally available to, and known by, the public, other than due to a breach of this Section One.

2. Health and safety

- 3.1 **Our responsibilities:** We accept our responsibility under the Health and Safety at Work Act 2016 (the Act) to take all practicable steps to ensure a healthy and safe working environment. At the commencement of this engagement, we will provide you with all relevant copies of our health and safety policies and procedures and provide a brief health and safety overview upon your arrival at our premises.
- 3.2 **Your responsibilities:** You accept your responsibility under that Act to observe all safety procedures, to adopt healthy and safe work practices, including reporting any potential hazards or risks that may affect Te Hiringa Hauora staff or other visitors to our premises, and to comply with the provisions of our health and safety policy and procedures.

3. Privacy



- 4.1 You consent to us:
 - collecting personal information about you from time to time for our personnel administration purposes
 - disclosing this information where that is reasonably required for business reasons.


4. Terms of engagement

- 5.1 We agree to engage you, and you agree to accept this engagement, on the terms set out in this Terms of Engagement and its attached schedule, Schedule A. This appointment does not alter your existing employment status prior to or on completion of this appointment.

5.2 You acknowledge that we have:

- provided you with a copy of this letter
- advised you that you are entitled to seek independent advice about its effect
- given you a reasonable opportunity to seek such advice.

Signed for and on behalf of Te Hiringa Hauora:	
	
(signature)	
Name:	
Position:	Acting Manager Mental Wellbeing
Date:	16 02 2021

Signed by 	
<hr/>	
(signature)	
Date:	
Address:	
Phone number:	
Email address:	

SCHEDULE A

1. Member fees

- 1.1 The members of the Like Minds Social Movement Initiative Evaluation Panel will receive a nominal daily meeting fee in accordance with Cabinet's guidelines, at the rate of:
 - Member \$ [REDACTED] per hour excluding GST, capped at a total of \$ [REDACTED] (GST exclusive). Fees are not payable if the member is a Public Servant, state servant or employee of a Crown body in full-time work.
- 1.2 Te Hiringa Hauora will meet all reasonable travel and meal costs for members travelling from outside of Wellington.
- 1.3 Te Hiringa Hauora will book any flights and/or accommodation that is required. Taxi chits, where necessary, will be provided in advance of the meeting.
- 1.4 Te Hiringa Hauora will deduct withholding tax of 33% unless IRD has issued an exemption certificate or specialist tax rate certificate.

2. Invoices

All invoices for meeting fees and other costs should be emailed to accounts@hpa.org.nz

Members invoicing for meeting fees, should provide an invoice plus GST (that is IRD compliant) or seek reimbursement as an individual and return the attached IR330 Tax Declaration.

3 February 2021

Dear [REDACTED]

Thank you for agreeing to be part of the Like Minds Social Movement Initiative Evaluation Panel that took place on Thursday 28 January at 11am – 4pm and Monday 1 February at 2pm – 4pm at Te Hīringa Hauora, Level 16 101 The Terrace, Wellington.

Te Hīringa Hauora/Health Promotion Agency is excited to be embarking on a new strategic direction for the Like Minds 2020-2025 programme. The new vision for Like Minds is a nation where all people uphold the mana and human rights of people who experience mental distress. This initiative will contribute to this vision by utilising lived experience advocates to develop innovative initiatives to challenge prejudice and discrimination against people with experience of severe mental distress.

Te Hīringa Hauora cannot do this work on its own. We need to work with experts who bring their lived experience of mental distress, cultural expertise, social change expertise and / or Like Minds programme knowledge to the table, in order to ensure our approaches are effective. Te Hīringa Hauora convened meetings to evaluate suppliers' submissions to this kaupapa. We have approached you because of your Pasifika cultural expertise, your lived experience, and your knowledge of the Like Minds programme.

Te Hīringa Hauora will meet travel costs for members travelling outside of Wellington and nominal daily meeting fee **may** be paid. This information is set out in the schedule attached to the Terms of Engagement enclosed with this letter. Please sign and return the Terms of Engagement to [REDACTED] [REDACTED] Senior Advisor Mental Wellbeing at [REDACTED]

Thank you once again for making time to participate in the Like Minds Social Movement Initiative Evaluation Panel.

Yours sincerely

[REDACTED]

[REDACTED]

[REDACTED]

The terms of engagement is between [REDACTED] and **Te Hiringa Hauora**

and takes effect from January 2021 and ends by 9 April 2021.

TERMS OF ENGAGEMENT

1. Confidentiality

- 1.1 In the course of your engagement, you may acquire confidential information. You must keep that confidential information strictly confidential at all times (even after this engagement has been terminated). You must never use, or attempt to use, it for your own personal gain or the gain of anyone else.
- 1.2 You may use or disclose confidential information only to the extent that such disclosure is necessary for the proper and diligent carrying out of your duties and functions under this agreement.
- 1.3 This section, Section One, does not apply to information that is legally required to be disclosed, or which becomes generally available to, and known by, the public, other than due to a breach of this Section One.

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3. Privacy

- 4.1 You consent to us:
 - collecting personal information about you from time to time for our personnel administration purposes
 - disclosing this information where that is reasonably required for business reasons.

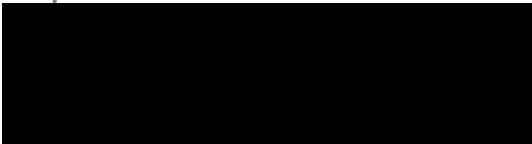
4. Terms of engagement

- 5.1 We agree to engage you, and you agree to accept this engagement, on the terms set out in this Terms of Engagement and its attached schedule, Schedule A. This appointment does not alter your existing employment status prior to or on completion of this appointment.

5.2 You acknowledge that we have:

- provided you with a copy of this letter
- advised you that you are entitled to seek independent advice about its effect
- given you a reasonable opportunity to seek such advice.

Signed for and on behalf of **Te Hiringa Hauora**:



(signature)

Name:	[Redacted]
Position:	Manager Mental Wellbeing
Date:	3 February 2021

Signed by [Redacted] [Redacted]

(signature)

Date:	
Address:	
Phone number:	
Email address:	



SCHEDULE A

1. Member fees

- 1.1 The members of the Like Minds Social Movement Initiative Evaluation Panel will receive a nominal daily meeting fee in accordance with Cabinet's guidelines, at the rate of:
 - Member \$ [REDACTED] per hour excluding GST, capped at a total of \$ [REDACTED] (GST exclusive). Fees are not payable if the member is a Public Servant, state servant or employee of a Crown body in full-time work.
- 1.2 Te Hiringa Hauora will meet all reasonable travel and meal costs for members travelling from outside of Wellington.
- 1.3 Te Hiringa Hauora will book any flights and/or accommodation that is required. Taxi chits, where necessary, will be provided in advance of the meeting.
- 1.4 Te Hiringa Hauora will deduct withholding tax of 33% unless IRD has issued an exemption certificate or specialist tax rate certificate.

2. Invoices

All invoices for meeting fees and other costs should be emailed to accounts@hpa.org.nz

Members invoicing for meeting fees, should provide an invoice plus GST (that is IRD compliant) or seek reimbursement as an individual and return the attached IR330 Tax Declaration.

Like Minds, Like Mine New Zealand

Strategic learning report

September 2020

Prepared for Te Hiringa Hauora/Health Promotion Agency by:

Kate McKegg, Julian King (The Kinnect Group), Alicia Crocket, Louise Were, Debbie Goodwin, and Kellie Spee

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Te Hiringa Hauora would like to thank the dedicated and passionate people involved in delivering the Like Minds, Like Mine programme, and participants, who supported and contributed to this learning evaluation of the Like Minds, Like Mine programme in New Zealand.

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This document has not been externally peer reviewed.

The document is available at: www.hpa.org.nz/our-work/research/publications

Any queries regarding this report should be directed to Te Hiringa Hauora at the following address:

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NZBN 9429041905333

September 2020

REPORT INFORMATION

Disclaimer:

The information in this document is presented in good faith using the information available to us at the time of preparation. It is provided on the basis that the authors of the document are not liable to any person or organisation for any damage or loss which may occur in relation to taking or not taking action in respect of any information or advice within this document.

Acknowledgements

This report is the culmination of nearly three years of working closely with those involved with Like Minds, Like Mine. We would like to take this opportunity to thank all of those who have worked with us and supported the evaluation. Specifically we'd like to mention the mental health team at Te Hiringa Hauora (both past and present) and the dedicated and passionate providers who are out there delivering the programme. We would also like to especially thank those from the lived experience community and all our participants who have contributed to this learning journey right from the start.

To all of you, your generosity sharing your thoughts and ideas has supported our learning and helped to shape the future of Like Minds, Like Mine.

Tuku mihi ki a koutou katoa.

The evaluation team was comprised of the following people:

Kate McKegg, Julian King, Louise Were, Alicia Crocket, Kellie Spee, Debbie Goodwin and Bonnie Scarth.

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EXECUTIVE SUMMARY

Introduction

1. Te Hiringa Hauora/Health Promotion Agency is responsible for the Like Minds, Like Mine programme, which aims to increase social inclusion and reduce stigma and discrimination against people with experience of mental illness/distress. The Knowledge Institute has completed an evaluation of the programme from 2018 to 2020.
2. The evaluation process has been mindful of the long history of Like Minds, Like Mine, recognising that adaptations, changes and development of the programme represent an ongoing journey, rather than a destination to be reached. The evaluation framework (2018) and process have been anchored by the Like Minds, Like Mine guiding principles. The evaluation also has applied social justice, equity, Te Tiriti o Waitangi and benefit group¹ lenses throughout.
3. The key evaluation questions (KEQs) are:
 - KEQ 1: What have we learned about delivering Like Minds, Like Mine?
 - a) What have we learned about using a principles-focused approach to delivery?
 - b) What have we learned about ensuring the needs of benefit groups are met in delivery?
 - KEQ 2: What have we learned about what it takes to achieve valuable outcomes for Like Minds, Like Mine?
 - KEQ 3: What have we learned about the value proposition of Like Minds, Like Mine and what is needed to achieve it?
 - KEQ 4: What are any further emerging learnings from across the Like Minds, Like Mine programme?²

¹Like Minds, Like Mine benefit groups include people with serious mental distress (SMD), Māori, Pasifika and young people

²To meet current information needs in an evolving context, the KEQs were updated in 2019 from the original ones proposed in the 2018 evaluation framework to emphasise strategic learning rather than summative judgements.

4. This report is the final report for the Like Minds, Like Mine evaluation. Its primary purpose is as a strategic learning document³. It reflects on what has been learned about Like Minds, Like Mine design, delivery and outcomes. It provides information on the contextual changes that have influenced Like Minds, Like Mine design and delivery and summarises what has been learned. Lastly, it suggests some related opportunities for the future.

Approach and Methods

5. The evaluation uses a principles-focused approach. The Like Minds, Like Mine principles have been used as a frame for the key evaluation questions and criteria to bring together the diverse delivery approaches and contexts of Like Minds, Like Mine. The principle statements used for the evaluation were slightly modified from the principles listed in the Like Minds, Like Mine 2014-2019 national strategic plan based on wide consultation with stakeholders early in the evaluation. The modifications made the principles more descriptive and inclusive of the benefit groups. An additional Te Tiriti o Waitangi principle was also added to support the exploration of a Te Tiriti framing in the programme. The principles used in the evaluation were:

- The Like Minds, Like Mine Programme (under the stewardship of the Health Promotion Agency/Te Hiringa Hauora) acknowledges the special relationship between Māori and the Crown under the Te Tiriti o Waitangi
- People with lived experience, prioritising people with serious mental distress (SMD), Māori, Pasifika and young people, are leading the Like Minds, Like Mine programme and/or its relevant workstreams
- Strong shared purpose and practice is responsive to a changing environment
- Multi-level approaches and multiple activities are used
- Human rights and the social model of disability are the foundations of the programme
- Condition-favourable contact⁴ with those with lived experience, prioritising people with SMD, Māori, Pasifika and young people, has an equalising effect (Power of contact)
- Programme activity highlights socially inclusive behaviours, prioritising people with SMD, Māori, Pasifika and young people.

³Coffman, C., and Beer T. (2011) *Evaluation to support strategic learning, principles and practices*. Center for Evaluation Innovation.

⁴Condition favourable contact refers to contact between people who have experience of mental distress and those with the potential to exclude which includes all the conditions required to make this contact effective in countering stigma and discrimination.

6. This evaluation triangulates and layers streams of evidence that speak to the different delivery contexts of Like Minds, Like Mine. This report draws on evidence from the scoping literature review and workshops; provider site visits and self-reflection activities; as well as contract monitoring reports; interviews with providers, those delivering the programme, organisational spokespeople and participants; and provider-collected pre- and post-workshop data where applicable.
7. Analysis of qualitative data was through an inductive coding process against the guiding principles and the evaluative criteria. Deductive coding was also used where critical and emergent findings were identified that did not align with the guiding principles or evaluation criteria. All coding was completed in MAXQDA. Quantitative data was analysed using basic descriptive statistics. No further statistical analysis was able to be completed because of the nature of the data.
8. The strategic learning themes in this report emerged through a systematic and structured, multi-step synthesis and reflection process completed by the evaluation team and Te Hiringa Hauora separately and then collectively. There was strong alignment between the groups' reflections on the areas of critical learning that emerged from the evaluation evidence about both the process of design and delivery, and achievement of outcomes. These themes blend learning about a principles-focused approach with learning about effective design and delivery, along with what it takes to achieve valuable outcomes.
9. Limitations in both qualitative and quantitative data are likely to have influenced the evaluation findings. For the qualitative data, the process through which interviewees were invited to participate and the multiple roles that participants often had in the programme may have introduced bias. In addition, because of implementation delays in some workstreams there was not enough time between participating in the programme and the interview to reflect on examples of sustained behaviour change. Also, some Like Minds, Like Mine activities were more well-represented in the interviews than others. For the quantitative data, the primary limitation is that the data was not standardised across the providers, and was grouped per workshop rather than by individual. As a result, the evaluation was unable to analyse quantitative data across multiple providers.

Locating Like Minds, Like Mine Within a Changing Context

10. The 23-year history of Like Minds, Like Mine signals its ability to continually adapt and respond to changes in the environment, whilst remaining true to its core goals. A change from a National to a Labour coalition government in 2017 created some changes in context that have influenced the direction of Like Minds, Like Mine. A strengthening focus by government on Te Tiriti o Waitangi and equity, as well as on population wellbeing has opened the door for Like Minds, Like Mine to make this more of a focus.
11. Similarly, strategic direction changes within Te Hiringa Hauora have also influenced the direction of Like Minds, Like Mine. For example, an increasing focus on equity and human rights, as well as a burgeoning commitment to reflect and implement a Te Tiriti framing. Another example is the creation of the Tangata Whenua Advisory Group in 2019 to provide support and advice from a Te Tiriti o Waitangi perspective to all Te Hiringa Hauora mental health programmes.

What have we learned?

12. The four strategic learning themes that emerged in the evaluation are: a) a Te Tiriti framing and applying an equity lens; b) including and supporting benefit groups; c) programme cohesion in complexity; and d) capacity and capability building. The areas of learning within these themes sit across all the KEQs. Each theme explores learning about delivering Like Minds, Like Mine using a principles-focused approach, particularly for benefit groups (KEQ 1 and 2) as well as what it takes to achieve valuable outcomes (KEQ 3).

Te Tiriti framing and applying an equity lens

13. Te Hiringa Hauora made explicit its intent to support a Te Tiriti framing of Like Minds, Like Mine design and delivery through the integration of a Te Tiriti o Waitangi principle for the evaluation in 2019. Also, within the Human Rights and Social Model of disability principle, Te Tiriti o Waitangi is seen as a foundational document with which to align Like Minds, Like Mine design and delivery. Applying a Te Tiriti framing has revealed two important areas of learning about Like Minds, Like Mine strategy, design and delivery.

14. Firstly, Māori partners and Māori-led approaches are needed at all levels of the programme to ensure policy, design and delivery meets the needs of Māori. To date there has been insufficient funding and resource applied to develop Māori capability and capacity. The evaluation also identified that Te Hiringa Hauora is exploring new ways of working to better reflect their obligations as a statutory partner of Te Tiriti o Waitangi. They have progressed some foundational changes and more are planned to bring a Te Tiriti framing into Like Minds, Like Mine, but this is still emerging.
15. Secondly, systems, structures and practices that are more effective for Māori and align with Te Tiriti are required. Tauwiwi⁵ organisations have struggled to successfully adapt to provide a Māori-specific focus, so further guidance and support to improve their responsiveness for Māori would likely be beneficial. However, improving Māori responsiveness and cultural safety within Tauwiwi organisations does not replace the need for Māori specific and Māori-led approaches.
16. **Opportunities for the future:** Te Hiringa Hauora deepening its understanding of how to respond to their obligations as a statutory partner; enabling Māori-led approaches, including resourcing kaupapa Māori organisations; supporting Tauwiwi organisations to develop their Māori responsiveness, cultural safety and alignment with Te Tiriti; and implementation of flexible and collaborative contracting approaches that enable these to occur.

Including and supporting benefit groups

17. Benefit groups for Like Minds, Like Mine delivery were identified in the 2014-2019 National Strategic Plan⁶. These benefit groups are the people who are disproportionately impacted by stigma and discrimination related to mental distress, namely, people with serious mental distress (SMD), Māori, Pasifika and young people. Like Minds, Like Mine intends to reduce stigma and discrimination particularly for these groups.

⁵Non-Māori

⁶Ministry of Health and Health Promotion Agency. 2014. *Like Minds, Like Mine National Plan 2014–2019: Programme to Increase Social Inclusion and Reduce Stigma and Discrimination for People with Experience of Mental Illness*. Wellington: Ministry of Health.

18. The key lesson learned, evident in changes already occurring within Te Hiringa Hauora, is that for programming to be effective for benefit groups they must have a voice, and be involved in design and delivery. Doing this ensures design and delivery is developed by, and with, those with lived experience of the benefit groups.
19. This lesson is exemplified through the deep and enduring involvement of people with lived experience in the programme. A guiding principle for Like Minds, Like Mine specifies the importance of lived experience involvement in the programme. This involvement is achieved by channelling funding through lived experience providers, as well as supporting non-lived experience organisations to develop genuine and authentic inclusion of people with lived experience. As a result, Like Minds, Like Mine has been tailored to effectively prioritise the needs of people with lived experience of mental distress throughout design and delivery. Most people with lived experience spoke highly of the programme and identified how it has supported them to speak their truth and grow their self-confidence, increased their feelings of connectedness and their motivation to help others.
20. **Opportunities for the future:** strengthening the role and voice of Māori, Pasifika and young people in design and delivery to support programme delivery that underpins their cultural values; and prioritising leadership, partnership and resource allocation for these groups.

Programme cohesion in complexity

21. Like Minds, Like Mine has the aspirational goal of increasing social inclusion in New Zealand. Yet, increasing social inclusion is an ongoing process of social change which involves all New Zealanders. There are multiple causal factors that are more powerful and pervasive than Like Minds, Like Mine is ever likely to be. It makes sense, therefore, to build Like Minds, Like Mine around a shared mission or kaupapa that seeks to support changes across multiple levels of the system, while also reinforcing its distributed, diverse, multi-organisation and decentralised structure.
22. There are three important conditions for this sense of shared mission to occur. Firstly, there is a role for strategic leadership within Like Minds, Like Mine

supporting systems level change, through policy work and the development of cross-sector relationships. Secondly, the evaluation highlighted the value of collaboration and sharing of knowledge, experience and resources within the programme to support greater reach and learning. And finally, a set of shared principles can be used to support increased coherence by providing a shared understanding of the programme's mission and kaupapa.

23. **Opportunities for the future:** Te Hiringa Hauora to provide oversight and guidance, setting strategic direction, advocating at a systems level and fostering a collaborative and cohesive programme; using the detailed principles developed during evaluation scoping intentionally to design and deliver on a shared kaupapa into the future; investing time and resource to build provider capacity and alignment with the principles; supporting sharing of expertise and experience across the programme through a more flexible and collaborative contracting model; better articulation of a systems-level approach.

Capacity and capability building

24. As Te Hiringa Hauora moves into operationalising a new strategic plan, understanding where the programme can support additional capacity and capability building is useful. The evaluation clearly identified that the skills and expertise of the providers and those with lived experience of mental distress who have contributed to Like Minds, Like Mine is critical. This applies to the design and delivery of the programme and achieving outcomes.
25. At the provider level, a critical component is supporting capability and capacity development for those with lived experience who step into leadership roles to tell their stories safely and confidently. Further, developing and resourcing capability and capacity within providers for programme monitoring and evaluation would increase Like Minds, Like Mine's ability to tell its performance story more effectively. The principles could be used as a platform for developing an evidence base about the quality, value and impact of Like Minds, Like Mine.
26. At the participant level, continuing to focus on providing tools and practical ways in which participants can change their behaviour was seen as a strength of the programme and a key mechanism of change. Additionally, intentionally developing champions and agents of change was seen as an important way

to build capacity and capability of programme participants. Therefore, the programme should continue its focus on developing the capacity and capacity of participants to respond and support social inclusion.

27. **Opportunities for the future:** supporting those delivering the programme to ensure condition-favourable contact is achieved; supporting participants to become champions and agents of change; supporting greater alignment with the principles; articulating Like Minds, Like Mine theory of change and hallmarks of increased social inclusion at a systems-level; support monitoring and evaluation of delivery, outcomes and value.

The value proposition of Like Minds, Like Mine

28. The ambition of Like Minds, Like Mine is to make a meaningful contribution to continuous processes of social change that build a more inclusive society. As noted earlier, the systems that support social inclusion are dynamic, complex and much bigger than Like Minds, Like Mine (for example, social and cultural networks, positive relationships, cohesive communities, social participation). To make a meaningful contribution to change, with a relatively modest budget, the programme needs to strategically intervene, targeting specific parts of the system most likely to achieve change.
29. The evaluation identified that Like Minds, Like Mine is indeed a set of diverse strategic interventions, aligned with success factors identified in literature that represent leverage points for system change. The importance of lived experience leadership and condition-favourable contact were affirmed in the evaluation as key mechanisms of change, alongside the other principles. In many respects, the guiding principles represent a key part of the theory of change for Like Minds, Like Mine. They are evidence and experience-based ways of working, or mechanisms of change, that support change for people with lived experience of mental distress.

Conclusion

30. Like Minds Like Mine's ongoing journey of learning, adaptation and growth is reflected in this report alongside some possible opportunities to consider for the future. As it has done over the past 23 years, Like Minds, Like Mine continues to work to reduce stigma and discrimination in Aotearoa New Zealand. Its long

history highlights its ability to adapt and grow according to a changing context. This evaluation found that the core value proposition of the programme lies in its guiding principles. These principles allow it to continue to adapt to changes in the mental health landscape whilst remaining focused on evidence and experience informed, principled ways of working that make a difference to those with lived experience of mental distress.

INTRODUCTION

31. Te Hiringa Hauora/Health Promotion Agency is responsible for the Like Minds, Like Mine programme, which aims to increase social inclusion and reduce stigma and discrimination against people with experience of mental illness/distress. The Knowledge Institute has completed an evaluation of the programme (2018-2020). The evaluation is framed by the Like Minds, Like Mine guiding principles and focuses on strategic learning and adaptation of the programme now and into the future.

32. The key evaluation questions (KEQs) are:
 - KEQ 1: What have we learned about delivering Like Minds, Like Mine?
 - c) What have we learned about using a principles-focused approach to delivery?
 - d) What have we learned about ensuring the needs of benefit groups are met in delivery?
 - KEQ 2: What have we learned about what it takes to achieve valuable outcomes for Like Minds, Like Mine?
 - KEQ 3: What have we learned about the value proposition of Like Minds, Like Mine and what is needed to achieve it?
 - KEQ 4: What are any further emerging learnings from across the Like Minds, Like Mine programme?⁷

33. The evaluation framework outlined key elements that underpin all components of the evaluation:
 - Guiding principles act as a reference point above and throughout the whole framework, to guide evaluation of design, delivery and immediate outcomes
 - Locating the evaluation within social justice, equity, Te Tiriti o Waitangi, benefit group (people with serious mental distress (SMD), Māori, Pasifika and young people) lenses

⁷To meet current information needs in an evolving context, the KEQs were updated in 2019 to emphasise strategic learning rather than summative judgements. Previous KEQs can be found in the evaluation framework and in earlier reports.

- Framing Like Minds, Like Mine ‘outcomes’ as gradual changes in an ongoing, long-term social process (a journey, not a destination).
34. The evaluation began in late 2017 when a scoping phase was commissioned by Te Hiringa Hauora. Implementation of data collection for the evaluation started in mid-2018 and was completed in early 2020.

This report

35. This report is the final report for the Like Minds, Like Mine evaluation. It reflects on what has been learned about Like Minds, Like Mine’s design, delivery and outcomes, as well as the use of a principles-focused approach to evaluation. It considers these areas of learning in light of the Like Minds, Like Mine strategy and opportunities.
36. The report starts by presenting some key information to describe the current delivery of the Like Minds, Like Mine programme and the environmental context that has influenced this delivery in the past three years. It then provides a summary table of programme delivery during the evaluation period (2018-2019). Following this is a summary of the evaluation approach including methodology, data collection analysis and synthesis and limitations of the evaluation data. Finally the report discusses what has been learned about Like Minds, Like Mine and possible opportunities for the future, framed by four strategic learning themes, before concluding with a discussion of the value proposition of Like Minds, Like Mine.
37. A final note about this report. The Like Minds, Like Mine community is small and are well-known to each other. To retain greater anonymity in this report we have tried to minimise mention of specific providers, activities or roles wherever possible. Rather, we have tried to keep reporting focused on the Like Minds, Like Mine programme overall. We use the term ‘providers’ in this report to refer to all organisations that are delivering aspects of the programme including Te Hiringa Hauora, Mental Health Foundation, Changing Minds, Mind and Body, Peerzone and University of Otago, Wellington. In saying this, there are some instances in this report where the design, delivery or impact of a specific programme is separated out because something unique about it is worth mentioning.

Programme overview and summary of activity

38. Like Minds, Like Mine operates in a unique and important niche within the mental health and human rights landscape. Since 1997, Like Minds, Like Mine has worked to increase social inclusion and reduce stigma and discrimination for people who experience mental distress. The programme has continually adapted and responded to changes in the environment, while holding firm to its core goals.
39. The current delivery model of Like Minds, Like Mine is presented in Figure 1 below. It is guided by a set of evidence and experience-informed principles, and identifies benefit groups⁸ that reflect people most affected by stigma and discrimination and the recipient groups⁹, where discrimination is most likely to come from. The Like Minds, Like Mine guiding principles from the National Strategic Plan are below. These were modified for the evaluation to make them more descriptive and inclusive of the benefit groups after wide consultation with stakeholders:
- Leadership and coordination is strong and includes people with mental illness
 - Strong shared purpose that responds to a changing environment
 - Multi-level approaches are used
 - Social model of disability and human rights is the foundation of the programme
 - Public contact with people with mental illness has an equalising effect (Power of contact)
 - Programme activity highlights socially inclusive behaviours¹⁰.
40. An additional Te Tiriti o Waitangi principle was added for use in the evaluation. This principle was developed and agreed by Te Hiringa Hauora and the Ministry of Health. This principle is:
- The Like Minds, Like Mine Programme (under the stewardship of Te Hiringa Hauora/Health Promotion Agency) acknowledges the special relationship between Māori and the Crown under Te Tiriti o Waitangi.

⁸The term benefit groups was identified by Te Hiringa Hauora as the preferred term to use for these groups. Previously they were referred to as priority groups which is the term used in Figure 1.

⁹The term recipient groups was identified by Te Hiringa Hauora as the preferred term to use for these groups. Previously they were referred to as priority audiences which is the term used in Figure 1.


¹⁰Ministry of Health and Health Promotion Agency. 2014. *Like Minds, Like Mine National Plan 2014–2019: Programme to Increase Social Inclusion and Reduce Stigma and Discrimination for People with Experience of Mental Illness*. Wellington: Ministry of Health.

41. As the blue boxes in Figure 1 show, the Like Minds, Like Mine programme structure has six different workstreams, five of which are included in the evaluation¹¹. Each of these workstreams targets different benefit and/or recipient groups. Like Minds, Like Mine activities within these workstreams range from supporting people with lived experience to actively combat stigma and discrimination within their chosen setting (Rākau Roroa, Community Grants, Media Watch) through to supporting potential excluders¹² to reduce stigma and discriminatory practices (Community education programmes, national promotion).

¹¹The Health Professionals workstream is not included in the evaluation because the timeframe for design and delivery was different to the rest of the workstreams which were active throughout 2018-2020.

¹²Excluders refers to people who have the power to exclude people experiencing mental distress.

Figure 1: Infographic of Like Minds, Like Mine delivery



LIKE MINDS, LIKE MINE®
Whakaitia te Whakawhiri i te Tangata


Work Programme

Guided by the Like Minds, Like Mine National Plan 2014–2019

These initiatives are designed to collectively contribute to a socially inclusive New Zealand that is free of stigma and discrimination towards people with mental distress.


This document only outlines HPA's 2018-19 activities. It will continue to evolve over time.

Guiding principles



- Leadership and coordination is strong and includes people with mental distress.
- Strong, shared purpose responds to a changing environment.
- Multi-level approaches are used.
- Social model of disability and human rights is the foundation of the programme.
- Public contact with people with mental distress has equalising effect.
- Programme activity highlights socially inclusive behaviours.


Priority audiences



People, environments and infrastructures that have the power to exclude people with mental distress:

- Workplaces
- Media
- Health and social services
- Communities, family, whānau and friends

Priority groups



Emphasis on people who will benefit most from the programme:

- Māori and Pacific people with mental distress
- People aged under 25 years with mental distress
- People with severe mental distress

Strategic leadership

The Ministry of Health and the Health Promotion Agency are jointly responsible for the strategic leadership and development of the programme.

Operational leadership

The Health Promotion Agency is responsible for operational leadership of the programme including planning, funding and oversight.

Other advice

Leadership and input also comes from the Pacific Leadership Group, Multi-agency Advisory Group, and Global Anti-Stigma Alliance.

National promotion

A social marketing campaign addressing stigma and discrimination amongst friends and whānau will be rolled out in 2018- setting a national context to encourage them to offer support to people experiencing mental distress. While being guided by them in terms of what support they need. This will include TV, radio, digital, social media, and resources for the community.



Communications and media

The Mental Health Foundation provides public relations, communications and media services to support the programme. This includes e-newsletters, website, social media, media engagement.



Community education projects

Three organisations (Mind & Body, University of Otago, and PeerZone) have been funded to deliver anti-stigma and discrimination education projects in the following settings:

- Social housing
- Education
- Police
- Health care
- Workplaces



Rākau Roroa (Tall Trees) – growing mental health leadership

Changing Minds are leading the delivery of a new initiative to recruit, train and support people to use their story of mental distress and recovery to reduce discrimination and encourage help-seeking in their communities.



Health professional projects

Developing an approach to anti-stigma and discrimination education for health professionals.



Community Grants Project

A Community Grants Fund has been established to enhance the reach and impact of the Like Minds, Like Mine programme through supporting 18 community initiatives each year that contribute to a reduction in stigma and discrimination and promote social inclusion. The Grant will be administered by the Mental Health Foundation and applications open in May 2018.



42. A summary of programme delivery during 2018 and 2019 is provided in Table 1. It describes the activity and target audiences of the Like Minds, Like Mine workstreams.

Table 1: Summary of programme delivery by workstream groups (2018-2019)

Workstream	Brief description
National promotion	A social marketing campaign addressing stigma and discrimination amongst friends and whānau was rolled out in 2018/19 to encourage them to offer support to people experiencing mental distress, while also being guided by those with mental distress in terms of the kind of support they need. This included TV, radio, digital, social media, and resources for the community.
Communications and media (Mental Health Foundation)	The Mental Health Foundation provides public relations, communications and media services to support the programme. This includes e-newsletters, website, social media, media engagement.
Rākau Roroa	This project is an anti-prejudice and discrimination initiative which trains and supports a growing network of leaders with lived experience of mental distress and recovery. It delivers community projects all around the country, using the stories of lived-experience leaders to challenge prejudice and discrimination.
Community grants	A Community Grants Fund was established to enhance the reach and impact of the Like Minds, Like Mine programme. The fund supports community initiatives that contribute to a reduction in stigma and discrimination and promote social inclusion.
'No Worries' - delivered by Peerzone	This project is focussed on delivering anti-stigma and discrimination education in workplace settings to a wide geographical area within New Zealand.
'Education Two + Rethink' – delivered by Mind and Body	This project centres on anti-stigma and discrimination education for selected Education Providers (secondary, tertiary, alternative) in the North Island (Northland, Auckland, Waikato, Bay of Plenty and Wellington) to promote social inclusion for people with mental distress. Project delivery includes face-to-face workshops, plus e-learning support and consultation.

Workstream	Brief description
'Social Housing Two + Rethink' – delivered by Mind and Body	This project centres on anti-stigma and discrimination education for selected Social Housing Providers in the North Island (Auckland, Hamilton, Tauranga and Wellington) to promote social inclusion for people with mental distress. Project delivery includes face-to-face workshops, plus e-learning support and consultation.
Psychological Medicine education – delivered by University of Otago	This project focuses on reducing stigma and discrimination through enhancing the practice of trainee doctors and medical students. The project uses the World Health Organization Quality Rights Initiative training tools, and the latest evidence-based literature to include a human rights focus.
NZ Police anti-stigma and discrimination education – delivered by University of Otago	This project focuses on delivering anti-stigma and discrimination education to police staff and recruits. University of Otago works with Kites Trust and the New Zealand Police to deliver contact-based education for staff and recruits to improve the police response to people who experience mental distress.

Locating Like Minds, Like Mine within a changing context

43. The latest iteration of Like Minds, Like Mine has been operating since 2014. This evaluation does not cover this entire timeframe. Evaluation scoping started in 2017 and data collection started early 2018 and finished in late 2019. This section identifies key contextual and environmental changes that have occurred during this iteration of Like Minds, Like Mine at the central government level, and within the Te Hiringa Hauora environment.

International environment

44. Like Minds, Like Mine is part of the Global Anti-Stigma Alliance (GASA). Through this alliance, Like Minds, Like Mine has consolidated links with other similar overseas programmes and associated research. By sharing its developments over the past 23 years with GASA and other international connections, the programme has built a solid international reputation, as well

as ensuring global practice experience and evidence informs the programme's change over time. In particular, Like Minds, Like Mine was one of the first programmes to aim to reduce stigma and discrimination through a combination of national marketing and community driven initiatives. Similarly, the deep integration of people with lived experience of mental distress in Like Minds, Like Mine is seen globally as a unique and special characteristic of the programme.

Government environment

45. The most recent strategic plan for Like Minds, Like Mine (2014-2019) signalled a major change of direction for the programme from a community-based, regional-networked approach to a nationally-led approach targeted to the recipient groups and guided by a set of principles. Te Hīringa Hauora became the single lead agency for Like Minds, Like Mine in early 2015, with the Ministry of Health retaining strategic responsibility. Strategic development was supported through a joint project group¹³.
46. A change in government in 2017 from a National to a Labour coalition government led to further changes within the health sector. With the new government came a stronger focus on Te Tiriti o Waitangi and equity, as well as a focus on population wellbeing. For example, the 2019 wellbeing budget provided a \$1.9 billion package for mental health.
47. The Ministry of Health under the Labour coalition government has reviewed and is currently refocusing mental health delivery in New Zealand. The mental health and addictions inquiry and the subsequent recommendations from He Ara Oranga Report¹⁴ suggested a greater focus on wellbeing and recovery for those experiencing mental distress at all stages of severity. He Ara Oranga also recommends a focus on mental health promotion and prevention at a population level, which will be coordinated by a newly formed independent commission (The Mental Health and Wellbeing Commission).

¹³Ministry of Health and Health Promotion Agency. 2014. *Like Minds, Like Mine National Plan 2014–2019: Programme to Increase Social Inclusion and Reduce Stigma and Discrimination for People with Experience of Mental Illness*. Wellington: Ministry of Health.

¹⁴Government Inquiry into Mental Health and Addiction. 2018. *He Ara Oranga: Report of the Government Inquiry into Mental Health and Addiction*. Accessed from: www.mentalhealth.inquiry.govt.nz/inquiry-report/

Te Hiringa Hauora environment

48. The health context that Te Hiringa Hauora operates in today also has changed considerably since its inception in 2012. In 2019, changes were signalled in the form of a new Letter of Expectation from the Minister of Health and the formation of a new Governance Board and new Chief Executive. In response, Te Hiringa Hauora has been repositioning and reframing its future approach and role in relation to health promotion.
49. Since October 2019, Te Hiringa Hauora has been developing a strategic plan that affirms a new strategic direction for the organisation. This new direction reflects a desire to have a more proactive strategic leadership role within the health sector. The strategy also focuses on equity and human rights. Another important recent shift across all of Te Hiringa Hauora is their commitment to reflecting and implementing a Te Tiriti framing in their work. Mechanisms are being put in place across the organisation to support this way of working.
50. Like Minds, Like Mine has been, and will continue to be, influenced by changes in the strategic direction at Te Hiringa Hauora. The roles and responsibilities of Te Hiringa Hauora in relation to Like Minds, Like Mine are likely to become clearer as the organisational strategic direction is confirmed in future months, along with guidance from He Ara Oranga and Health and Disability System Review.

Mental health team environment

51. The Mental Health team within Te Hiringa Hauora has responsibility for the delivery of Like Minds, Like Mine. Throughout the evaluation this team has undergone changes in personnel. There have been new appointees into leadership positions, as well the creation of a new mental wellbeing manager role. Each new appointment has come with the opportunity to reconsider and positively redefine facets of Like Minds, Like Mine. These new appointments have also at times slowed progress.
52. Like Te Hiringa Hauora overall, a new strategic plan has been in development for Like Minds, Like Mine since late 2019 and is still to be confirmed. This plan

will reflect what has been learnt about Like Minds, Like Mine in the past few years and will support future implementation of the programme. Some directions signalled in the current version of the strategy include the development of a kaupapa Māori approach, providing stronger leadership and coordination and narrower targeting of the programme.

53. It is important to note that early engagement and reflection through the evaluation scoping process and changes in the contextual environment have already resulted in changes within Te Hiringa Hauora mental health team environment. For example, two new advisory groups have been convened to support Like Minds, Like Mine development and delivery. Firstly, a Pasifika Leadership Group was established in 2018 to support Like Minds, Like Mine specifically. Secondly, the Tangata Whenua Advisory group was established in 2019 with a wider remit to provide support and organisational advice from a Te Tiriti o Waitangi perspective to all mental health programmes delivered by Te Hiringa Hauora.
54. Throughout the evaluation, the mental health team have consistently demonstrated a willingness to learn and adapt to support better achievement of outcomes, especially for Māori and Pasifika populations. Some small positive changes have been implemented and others are planned for the future, as detailed in the remainder of this report.

EVALUATION APPROACH

55. This section presents a brief overview of the evaluation approach, data collection, analysis and synthesis methods, as well as associated limitations. More information on the evaluation approach and methods is available in the appendices to this report.

Our principles-focused approach

56. The evaluation used a principles-focused approach¹⁵, whereby the Like Minds, Like Mine guiding principles are used as a frame for the key evaluation questions and evaluation criteria. The principles were used in the evaluation to bring together the diverse Like Minds, Like Mine delivery approaches and contexts. An additional Te Tiriti o Waitangi principle was added to support the ongoing exploration of a Te Tiriti framing specifically in the evaluation. There is scope for this Te Tiriti principle to be added as a guiding principle for the programme as well.
57. In complex environments, such as the delivery context for Like Minds, Like Mine, principles can provide guidance about how to think or behave toward a desired result¹⁶. The guiding principles were used to collaboratively develop evaluative criteria for the quality of design and delivery, as well as expected immediate outcomes (See Appendix A for evaluation criteria). The agreed criteria were aspirational; they described a fairly high standard for design, delivery and immediate outcomes. This collaborative process ensured that what was considered important and valuable for Like Minds, Like Mine was transparent and evaluable. A further benefit of this collaborative criteria creation process was that the evaluation team, with stakeholders, invested in building a shared understanding and definitions of what the principles mean

¹⁵Patton, M. Q. (2017) *Principles-Focused Evaluation*, Guilford Press. New York.

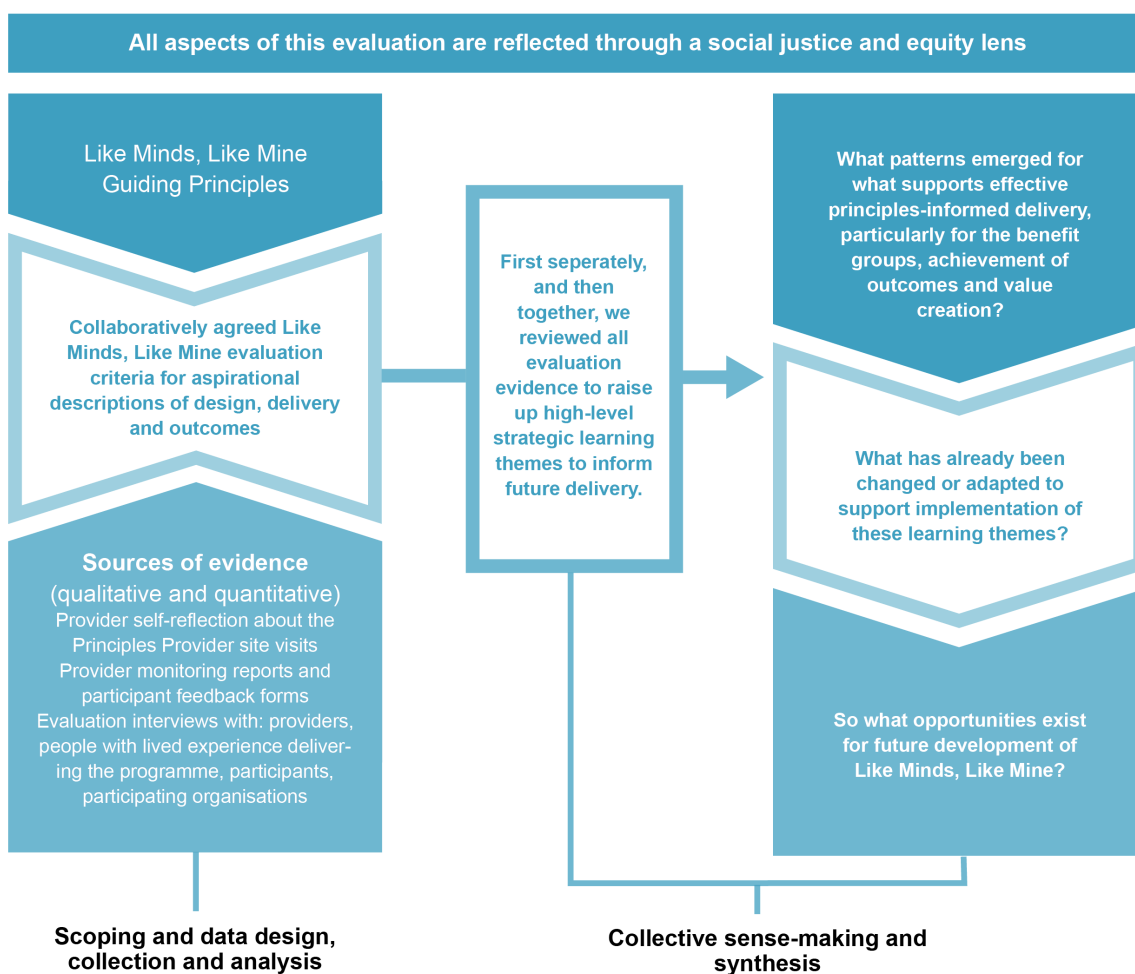
¹⁶*Ibid.*

for programme design, delivery and outcomes. The process supported the integration of the principles in a meaningful way into both the evaluation and the programme delivery. This process could continue in the future, to cohere and align delivery, monitoring and evaluation for the next iteration of Like Minds, Like Mine.

Evaluation process

58. Figure 2 below presents an overview of the evaluation process, demonstrating how the guiding principles informed the creation of a suite of collaboratively agreed criteria and data collection methods. These criteria were then used to frame the review of evidence completed by the evaluation team to identify high-level strategic learning themes.

Figure 2: Like Minds, Like Mine evaluation process



Data collection and analysis

59. The evaluation triangulated and layered multiple sources of evidence to build a picture of the different ways in which Like Minds, Like Mine is being implemented. Data collection methods that informed the development of strategic learning themes are listed below. For more information about data collection and analysis please see the Appendix B: Methods.
- Early scoping activities (i.e. literature review, workshops)
 - Provider¹⁷ site visits
 - Provider interviews
 - Provider self-reflections
 - Provider contract monitoring reports
 - Interviews with facilitators/educators and those delivering Like Minds, Like Mine activities
 - Interviews with organisational spokespeople
 - Pre and post workshop questionnaires collected by providers (including a report on research done on the social marketing campaign)
 - Interviews with individual participants.
60. Analysis of qualitative data was through an inductive coding process against the guiding principles and the evaluative criteria. Deductive coding also was used where critical and emergent findings were identified that did not align with the guiding principles or evaluation criteria. All coding was completed in MAXQDA. Quantitative data was analysed using basic descriptive statistics. No further statistical analysis was able to be completed because of the nature of the data that was provided. This is discussed in more detail in the limitations section.

Synthesis and getting to strategic themes

61. The strategic themes emerged after a systematic and structured reflection process where all data from the evaluation were reviewed against the KEQs by both the evaluation team and a team from Te Hiringa Hauora. Patterns, surprises, contradictions, strengths and possible opportunities¹⁸ were discussed initially by each team separately and then the two groups came together to

¹⁷In this report the word 'providers' refers to all those who are resourced to fund Like Minds, Like Mine activities, These organisations are: Te Hiringa Hauora (specifically their marketing, research and operations teams), Mental Health Foundation, Changing Minds, Mind and Body, University of Otago (Wellington) and Peerzone.

¹⁸Williams, B. (n.d.). *Qualitative Data Analysis*. Retrieved from <http://www.bobwilliams.co.nz/ewExternalFiles/analysis2.pdf>

compare their reflections. There was strong alignment between the groups' reflections on the areas of critical learning that emerged from the evaluation evidence about both the process of design and delivery, and achievement of outcomes. These reflections are grouped into the four strategic learning themes reported in this document. These themes combine three types of strategic learning - learning about using a principles-focused approach, learning about effective programme design and delivery, as well as learning what it takes to achieve valuable outcomes.

Limitations

62. This section identifies key limitations of this evaluation that are likely to have influenced the findings and our subsequent ability to draw conclusions about what has been learned. As previously explained, Like Minds, Like Mine intends to work directly with excluders to change their behaviour for the benefit of people with lived experience of mental distress across all areas of society. The chain of outcome logic is complex. This complexity limits the evaluation's ability to conclusively determine whether the outcomes, such as behaviour changes by excluders, have been achieved or not and whether changes can be linked to Like Minds, Like Mine. However, exploring the experiences of those who have participated in the programme (i.e. attended a workshop or received a grant) and the contribution the programme might be having to more immediate outcomes, such as increased awareness, knowledge and beliefs, is more feasible. The qualitative and quantitative limitations identified in this section reflect these challenges.

Qualitative data (interviews)

63. Much of the evidence used in this evaluation is qualitative in nature, both from the providers and the participants. A number of important limitations for this evaluation were due to the process used to access participants of the programme. This access was made via providers of the programme. Typically, providers gave the evaluation team a list of possible interviewees who were considered key contacts and then these people were contacted to access participants as per a snowball approach. The exception to this was within Rākau Roroa where all participants of the programme were invited through Facebook to be interviewed for the evaluation.

64. The selected nature of the participants meant that those who were interviewed were likely to feel more strongly and/or positively about the programme, which potentially introduces a bias into the analysis. This potential bias was mitigated in the evaluation by assuring interviewees' confidentiality and reinforcing the intention of the evaluation to support learning about overall delivery.
65. The timing of interviews relative to preferred programme delivery also has been a limitation. Some programmes were delayed in their delivery as they worked to access new audiences. In some instances, the programme had only really begun to be fully implemented at the point at which interviews took place. This means that there may be fewer examples of behaviour change because there was not enough time between participating in a workshop and being interviewed for behaviour change to have occurred. Additionally, because of this timing there were limited examples of organisations who had delivered Like Minds, Like Mine activities to all staff, over time, to support organisational change.
66. Another limitation was the delay in being granted permission to access participants within one Like Minds, Like Mine provider until late 2019/early 2020. This delay meant that building a comprehensive set of interviewees over the course of 6-8 months for one provider as we had hoped was not possible. As a result, all our interviewees provided data about one set of workshops, rather than coming from multiple workshops. As a result, findings may not be reflective of all the work of this provider.
67. A further limitation for participant interviews is that many interviewees had multiple roles within the Like Minds, Like Mine programme, including being organisational leaders as well as programme participants. In fact, few interviewees were just participants. In most cases, we were not given permission to speak with individual employees who had participated. We were thus limited in our ability to talk to people who had just attended the programme rather than also being involved in helping to organise it. Therefore, this may have introduced a bias in those who were possibly more invested in the programme.
68. Another limitation is that some Like Minds, Like Mine activities were less well represented in the interviews than others and resulted in our analysis of data being across the whole programme rather than focused on individual

workstreams. Typically the findings discussed in this report relate to the whole Like Minds, Like Mine programme rather than specific workstreams or activities.

69. Finally, we did not specifically ask participant interviewees whether they belonged to a benefit group because of the sensitive nature of this question. This means that where we indicate findings about benefit groups, these are based on those who voluntarily shared their belonging to one of the benefit groups.

Quantitative analysis (pre and post workshop data)

70. The pre and post workshop data provided by the community education providers has not been standardised across the different programmes, so we have analysed the data by programme rather than across multiple programmes. The original intention was to support providers to have some degree of standardised reporting to enable across-programme comparisons. However, this was not possible because of the delays between planning, scoping and then implementing the evaluation. Although the original evaluation framework was finalised in February 2018, the implementation of the evaluation did not commence until early 2019 after most providers had already set up their monitoring systems. Further, another provider had set up a comprehensive monitoring system wrapped around their work that did not align with the timing of the data collection phase of the evaluation. Standardisation was not possible, even for part of the time covered by the evaluation.
71. As a result of monitoring systems already being set up and providers not explicitly funded for data collation and analysis, there was variability in how the quantitative data was given to the evaluation team. Much of the data provided for the evaluation was grouped per workshop, so there was insufficient detail about individuals to complete any statistical analyses on the data set. This means that we were unable to draw any statistically-based conclusions about participant change. The exception to this is the research completed on the National Marketing Campaign where statistical analysis was possible.
72. Finally, because of the grouped nature of the provider data we were not able to access data about the ethnicity of participants, so there is no quantitative analysis specific to Māori and Pacific benefit groups.

WHAT HAVE WE LEARNED?

73. This section presents strategic learning that has emerged as part of the evaluation, grouped into four themes. These themes are:
- Te Tiriti framing and applying an equity lens
 - Including and supporting benefit groups
 - Programme cohesion in complexity
 - Capacity and capability development
74. These learning themes include learning about both delivering Like Minds, Like Mine using a principles-focused approach (KEQ 1 and 2) as well as what is being learned about what it takes to achieve valuable outcomes (KEQ 3). For each theme, we introduce the learning that has emerged through the evaluation and then explore the evidence that has contributed to this learning before finally identifying some possible opportunities for future implementation.

Theme 1: Te Tiriti framing and applying an equity lens

75. This section explores what we have learned through the evaluation about delivering Like Minds, Like Mine in relation to a Te Tiriti o Waitangi framing and what we have learned about what it takes to achieve equitable outcomes for Māori. Te Hiringa Hauora made explicit its intent to support a Te Tiriti framing of Like Minds, Like Mine design and delivery through the integration of a Te Tiriti o Waitangi principle for the evaluation in 2019. Also, within the Human Rights and Social Model of disability principle, Te Tiriti o Waitangi is seen as a foundational document with which to align Like Minds, Like Mine design and delivery. Applying a Te Tiriti framing has revealed two important areas of learning about Like Minds, Like Mine strategy, design and delivery.
76. Firstly, Māori partners and Māori-led approaches are needed at all levels of the programme to ensure policy, design and delivery meets the needs of Māori. To

date there has been insufficient funding and resource applied to develop Māori capability and capacity. Additionally, the evaluation identified that Te Hiringa Hauora is exploring new ways of working to better reflect their obligations as a statutory partner of Te Tiriti o Waitangi. They have progressed some foundational changes (detailed later in this section) and more are planned to bring a Te Tiriti framing into Like Minds, Like Mine, but this is still an emerging space.

77. Secondly, developing systems, structures and practices that are more effective for Māori and align with Te Tiriti are required. Tauwiwi¹⁹ organisations have struggled to successfully adapt to provide a Māori-specific focus, so further guidance and support to improve their responsiveness for Māori would likely be beneficial. However, improving Māori responsiveness and cultural safety within Tauwiwi organisations, does not replace the need for Māori specific and Māori-led approaches.

Partnering with Māori to meet the needs of Māori

78. The inclusion of the articles of Te Tiriti as criteria within the evaluation's Te Tiriti o Waitangi principle signalled the need to partner with Māori and support a Te Tiriti framing within Like Minds, Like Mine. However, the evaluation identified a lack of funding and support that existed for Māori organisations to deliver the programme.

One of the challenging areas was accepting that no Māori or Pacific providers were directly funded... ..but I think that challenge has also led to one of our biggest learnings and how we think about the future of the program and how we involve everyone, and it's led to the changes that we see currently in the program and also the thinking for the future programs.

Like Minds, Like Mine provider

79. The evaluation highlighted that the Like Minds, Like Mine providers²⁰ acknowledge their role as Tauwiwi and the importance of recognising Te Tiriti o Waitangi in their work. Nevertheless, this was a challenging area for them to operationalise because of the very limited funding and resource dedicated to developing and maintaining partnerships with Māori.

¹⁹Non-Māori

²⁰Like Minds, Like Mine providers refers to Te Hiringa Hauora and external providers.

the programme is limited by the level of resourcing to be able to effectively ‘partner’ with Māori/iwi/marae. The level of partnership facilitated has been at the operational level and based on existing linkages.

Like Minds, Like Mine provider

80. At all levels of Like Minds, Like Mine there was a realisation by providers that for partnership with Māori to be achieved, Māori organisations needed to be funded to deliver the programme. Whilst Māori were employed and involved within many of the providers, there is an understanding by providers that this does not equate to partnering with Māori to achieve Māori outcomes.

Not really a new learning for me, but really highlights it as well, is in the work so far is the ‘me’ – and I’m going to be really specific here – brown voices to be able to be forefronted by brown communities to achieve their engagement and social and community network or social movements or whatever’s going to go on. So, by that I mean having specific organisations actually funded to do work. So, having Māori and Pacific organisations funded to do the work, because otherwise you risk everything being generalised and therefore basically it won’t fall together.

Like Minds, Like Mine provider

81. Partnership with Māori and developing Māori-led approaches in current Like Minds, Like Mine practice is still emerging. However, this is an area where there has been some progress during the evaluation. For example, as a short-term action, Te Hiringa Hauora released some additional funding in 2019 for one kaupapa Māori organisation to deliver some Like Minds, Like Mine activities and they hope to extend this further in the next round of contracting. Another example is the formation of the Tangata Whenua Advisory Group in 2019, which provided an opportunity for better Māori representation at strategic and leadership levels of Like Minds, Like Mine. This group has only recently been formed, but has the potential to support better partnership models with Māori.
82. However, whilst partnering with Māori is a positive move, evidence in the literature shows that equitable outcomes for Māori are more likely to occur when Māori organisations are designing and delivering the programme ‘as Māori’^{21,22}.

²¹Wehipeihana, N. (2019). Increasing cultural competence in support of indigenous-led evaluation: A necessary step toward indigenous evaluation. *Canadian Journal of Program Evaluation / La Revue canadienne d’évaluation de programme* 34.2 (Fall / automne), 368–384 doi: 10.3138/cjpe.68444

²²Baker, M., Pipi, K., and Cassidy, T. (2015). Kaupapa Māori action research in a Whānau Ora collective: An exemplar of Māori evaluative practice and the findings. *Evaluation Matters—He Take Tō te Aromatawai* 1: 2015 doi: 10.18296/em.0006

Ultimately, participation and outcomes ‘as Māori’ within Like Minds, Like Mine will come from ensuring there are resources available for Māori to choose for themselves how they design and deliver the Like Minds, Like Mine kaupapa for Māori. In this regard, He Kākano ō te Rangiātea²³ remains a useful resource to support discussions about what a ‘by Māori, for Māori, as Māori’ approach to Like Minds, Like Mine might look like in the future.

Developing systems, structures and practices that are aligned with Te Tiriti and effective for Māori

83. The evaluation showed there is a high level of experience and expertise in Tauwi organisations to deliver Like Minds, Like Mine to a general audience. Feedback from Tauwi providers illustrated their willingness to grow their capacity and capability to better respond to the needs of Māori. Yet they were not able to enhance their cultural safety and responsiveness as successfully as they wanted to. Providers generally struggled to attain and/or maintain integration of Māori in their work. For some, the inclusion of Māori concepts and terms are as far as they have been able to go at this point in time, whereas others are working toward embedding the needs of Māori more deeply into their work. For example, some are working closely with Māori organisations throughout their design and delivery, or engaging Māori expertise to support a culture change within their organisation to enhance their internal structures and ways of working to better support Te Tiriti aspirations.

I think it's been a wonderful advantage of having Māori and Pasifika facilitators... .. is that they can speak to their knowledge of Pasifika and Māori framework while in a workshop - to participants who are Māori and Pasifika. And not just a Pākehā person reading out what they've learnt, or what they've researched in a textbook.

Like Minds, Like Mine provider

I think along that process somewhere I think we kind of made up, well I certainly made up in my head, that being able to engage in Te Ao Māori was something tangible that we had to acquire to be able to make that connection. And then in the last year it's

²³New Zealand. Like Minds, Like Mine. (2009). He Kākano Ō Rangiātea, He Kete Mātauranga. Auckland, New Zealand: Mental Health Foundation of New Zealand.

really been about moving through that and to realizing that it's about tikanga²⁴. It's about us embedding in our approach and embedding it into our systems and how we engage across the board with everything.

Like Minds, Like Mine provider

84. Collectively, a key area of learning has been the need for development of systems, structures and practices within Like Minds, Like Mine that are aligned with Te Tiriti and effective for Māori. As noted earlier, the changing context within the Ministry of Health and Te Hiringa Hauora has supported positive changes within the design and delivery of Like Minds, Like Mine as it moves toward alignment with a Te Tiriti o Waitangi framing.
85. However, the evaluation highlighted that this work has been largely outside of providers' contracted deliverables and has been limited by the degree of involvement of Māori in Like Minds, Like Mine. Te Hiringa Hauora have acknowledged these limitations and are looking to change their contracting model for future funding rounds. This change is intended to allow providers to be better supported, both in terms of developing a collective understanding of a Te Tiriti framing of Like Minds, Like Mine, as well as the development of systems, structures and practices that are more effective for Māori and align with Te Tiriti.
86. Another area where the evaluation identified potential for better systems and structures for a Te Tiriti framing was in the monitoring of outcomes for Māori. Within the evaluation we were able to gather some insight about Māori outcomes through our qualitative interviews, but there was limited quantitative data able to be analysed specifically in relation to Māori outcomes. The national marketing campaign was able to complete a Māori specific analysis which showed positive results but other quantitative analysis was not possible.

Opportunities for future implementation

87. The development of a Te Tiriti o Waitangi framing and applying an equity lens has been an area of significant learning and exploration within the evaluation timeframe. Some positive shifts have occurred and more are planned. Further opportunities to strengthen this area in the future are:

²⁴ Māori are the indigenous peoples of Aotearoa (New Zealand). Tikanga is the Māori customary system of values and practices that have developed over time and are deeply embedded in the social context

- Te Hiringa Hauora further deepening its understanding of how to fulfil their obligations as a statutory partner
- Integrating a specific focus on developing capacity and capability to enable Māori-led approaches at all levels of the programme. This includes resourcing kaupapa Māori organisations to develop their own approaches
- Supporting Tauwiwi organisations capacity and capability to develop their Māori responsiveness and cultural safety
- A more flexible approach to contracting, that includes softer deliverables (for example, recognition of relationship building) would support Like Minds, Like Mine providers to explore and focus on *how* they are delivering rather than just *what* they are delivering. This opens the way for greater development of systems, structures and practices that align with Te Tiriti and are effective for Māori.

Theme 2: Including and supporting benefit and recipient groups

88. This theme discusses what has been learned about including and supporting benefit groups so the programme is effective for them. Throughout this evaluation, a focus on Te Tiriti, social justice and equity has taught us many things about how value might be created within Like Minds, Like Mine for members of the key benefit groups. The key lesson learned, evident in changes already occurring within Te Hiringa Hauora, is that in order for programming to be effective for benefit groups, they must have a voice, and be involved in design and delivery. This approach ensures design and delivery is developed by, and with, those with lived experience of the benefit groups.
89. The 2014-2019 Like Minds, Like Mine National plan identified benefit and recipient groups. Benefit groups are those disproportionately impacted by stigma and discrimination related to mental distress, namely, people with serious mental distress (SMD), Māori, Pasifika and young people. Recipient groups refer to settings where stigma and discrimination are more likely to occur, namely, workplaces, health and social services, media, communities and among whānau, family and friends. These groups (benefit and recipient) are where Like Minds, Like Mine activities were to be targeted.

90. The intention was that across all the Like Minds, Like Mine providers, each benefit and recipient group would be directly targeted by at least one provider rather than each provider targeting all benefit and recipient groups. Contract monitoring for the community education programmes asked providers to report how they were targeting these settings (recipient groups) and benefit groups. Currently, recipient groups are covered across the programme delivery landscape. Benefit groups also were targeted, but not fully embedded into the programme. Delivery was 'for' and sometimes 'with' Māori, Pasifika and young people rather than 'by' and 'as' Māori, Pasifika and young people.
91. During early evaluation scoping, providers and subject experts stressed that benefit groups should be included explicitly in the development of key evaluation questions and in the development of evaluation criteria to ensure these groups were a fundamental part of all evaluation conversations. This is why one of the key evaluation questions focuses on what has been learned about ensuring the needs of benefit groups are met in delivery (KEQ 2). Further, many of the principle statements and criteria talk about prioritising people with serious mental distress, Māori, Pasifika and young people. In particular, the prioritisation of these groups was considered in the following principles:
- People with lived experience, prioritising people with serious mental distress (SMD), Māori, Pasifika and young people, are leading the Like Minds, Like Mine programme and/or its relevant workstreams.
 - Condition-favourable contact with those with lived experience, prioritising people with SMD, Māori, Pasifika and young people, has an equalising effect (Power of contact)
 - Programme activity highlights socially inclusive behaviours, prioritising people with SMD, Māori, Pasifika and young people
92. Many of the organisations funded to design and deliver the programme are lived experience organisations²⁵ and have been involved with Like Minds, Like Mine delivery for many years. Funded organisations that aren't lived experience organisations are employing and working with people with lived experience to ensure their inclusion in the programme. Directly channelling funding through lived experience organisations, as well as supporting non-lived experience organisations to develop genuine and authentic inclusion of people with lived experience, has created a programme that is tailored to effectively prioritise the needs of people with lived experience of mental distress throughout design and delivery.

²⁵A lived experience organisation is one where people with lived experience will be in decision making roles at all levels of the organisation

Having people who I consider to have what some people define as serious mental distress involved in the programme means that our audiences reframe their conceptualization of mental illness as opposed to dismissing us as not reflective of that group of people.

Like Minds, Like Mine provider

93. A key area of learning was the comprehensive application of the lived experience principle throughout Like Minds, Like Mine. All lived experience providers demonstrated a deep knowledge and understanding of what is needed for appropriate design and delivery of programmes and activities that will benefit those with lived experience. The evaluation findings confirmed that this knowledge and application flows through all programme activity. The work of those with lived experience in the programme also demonstrates how key benefit groups can support the development of knowledge and capability in others to deliver more effectively to benefit groups.

you've got people who have the lived experience, heading it up and being involved at every level, and that creates that point of difference in terms of the type of message, the angle, the perspective on things.

Like Minds, Like Mine facilitator

94. In contrast, we learned that whilst there was some involvement of other benefit groups in Like Minds, Like Mine activity, there was minimal funding dedicated to provider organisations that specifically focus on or are run by Māori, Pasifika and young people. This was identified by Te Hiringa Hauora as an area for improvement early in the evaluation and some improvements have been made in this area, but there is still more work to do. At a strategic level Te Hiringa Hauora have created the Pasifika Leadership group and the Tangata Whenua Advisory Group. At a more operational level, additional funding was found for two additional programme offerings – one to a kaupapa Māori organisation and the other for a Pasifika-led community programme. These were however temporary measures, and the intention for the next round of Like Minds, Like Mine is to create partnerships and programme structures that will support benefit groups to have more involvement at all stages of design and delivery.

95. Finally, the evaluation has highlighted that providers believe strongly that outcomes for the benefit groups are most likely to be achieved when benefit groups are deeply embedded in programme design and delivery. In general, most people with lived experience of mental distress involved in the evaluation spoke highly of the programme and identified how it has supported them to speak their truth and grow their self-confidence, feelings of connectedness and their motivation to help others. This speaks to the strength of the integration of lived experience perspectives throughout all stages of the current programme and the benefits of this approach.

what they've taught me is huge in my life, I suppose. But that comes down to inspiring as well, doesn't it, because they've inspired me to speak about my own experiences. They've inspired me to want to help other people. They've inspired me to learn.

Like Minds, Like Mine participant

I'm thinking well, that kind of positive regard, that positive reinforcement for speaking my truths, is actually incredibly positive for my mental health. You know, I'm someone, my mental distress issues come from childhood adversity and trauma, and so I've had early experiences of "don't speak the truth". And if you do, it causes all kinds of trouble in the family. And your circle. So that's actually incredibly positive as an adult to be speaking my truth, to be having it reported in a more prominent kind of platform, and to be getting some positivity for it. That's good. It's good for me.

Interviewee who delivers Like Minds, Like Mine

Opportunities for future implementation

96. Similar to the previous theme, finding ways to increase inclusion and support of people from the benefit groups in Like Minds, Like Mine design and delivery has been a focus area in the past two years. Further opportunities to strengthen and enhance the changes already made are:
- Further strengthening the role and voice of the intended benefit groups - Māori, Pasifika and young people - in designing and delivering programme activities that are underpinned by their cultural values and practices. Like Minds, Like Mine is much more likely to succeed and bring about deep, sustainable change if delivery is 'by' and 'as' Māori, Pasifika and young people.

- Prioritising resourcing, leadership and partnership with Māori, Pasifika and young people in Like Minds, Like Mine, similar to the way the programme currently does for people with lived experience, would support better inclusion and outcomes for these groups.

Theme 3: Programme cohesion in complexity

97. This theme discusses learning that has emerged from the evaluation in relation to the cohesion of the programme in a complex operating environment. Evaluation findings highlighted that coherence around a shared mission or kaupapa, that seeks to support changes across multiple levels of the system, does support the delivery of a cohesive Like Minds, Like Mine programme. It also reinforces its distributed, diverse, multi-organisation and decentralised structure.
98. Three important conditions for this cohesion to occur in complexity emerged through the evaluation. Firstly, that there is a role for strategic leadership within Like Minds, Like Mine to support systems level change, through policy work and the development of cross-sector relationships. Secondly, the evaluation highlighted the value of collaboration and sharing of knowledge, experience and resources within the programme to support greater reach and learning. And finally, a set of shared principles can be used to support increased coherence by providing a shared understanding of the programme's mission and kaupapa.
99. The Like Minds, Like Mine guiding principle of using multi-level approaches supported the desire to have an approach that targets individual, community, organisational and systems level change. As noted already, Like Minds, Like Mine is a dynamic and complex programme with an aspirational goal. Increasing social inclusion is an ongoing process of social change which involves all New Zealanders. There are multiple causal factors that are more powerful and pervasive than Like Minds, Like Mine is ever likely to be. In this respect, Like Minds, Like Mine is trying to achieve a great deal with a relatively modest budget.
100. Evaluation evidence showed that multi-level approaches are being implemented, but the levels that have been primarily targeted are individual, organisation and community. There is a strong focus on delivery on the ground with individuals as part of an organisation or community, but there has been limited systems-level work, such as cross-agency level or policy and advocacy

work within Like Minds, Like Mine to date. The value of a multi-level approach therefore has not yet been realised and there is a need for a clearer articulation of a systems-level approach as part of Like Minds, Like Mine. Te Hiringa Hauora, working with the Ministry of Health, Tangata Whenua Advisory Group and the Pacific Leadership Group have an important strategic role to play in the development of this systems-level approach.

101. The evaluation identified that the Like Minds, Like Mine guiding principles matter to people, particularly those delivering the programme. The evaluation highlighted the value of unpacking the Like Minds, Like Mine guiding principles early on. The evaluation team worked with stakeholders to articulate in more concrete terms how the principles should be reflected in the design, delivery and immediate outcomes of Like Minds, Like Mine. As a result, the programme is now better-positioned to enact the principles in the future. This also led to a range of changes throughout the programme delivery to improve its quality and effectiveness.
102. The evidence suggests that the principles motivate people to act in ways that contribute to the overall programme intent and vision. They have also acted as a point of reference for implementation, providing some coherence and consistency to the programme across diverse settings. At the same time, they have enabled the adaption of approaches to respond to changing contexts while remaining true to the strategic intent of the programme.
103. Collaboration and sharing was raised as important for the effectiveness of the programme during the evaluation and relates directly to the Like Minds, Like Mine principle of strong shared practice. Providers wanted to understand and support other Like Minds, Like Mine activities to support wider reach of key messages across wider audiences. Further, providers highlighted the need for key messages to be consistent across the diverse delivery options and wanted to signpost participants toward other activities so they could become part of the Like Minds, Like Mine kaupapa.

[An improvement could be] National level strategy to tie together the silos of work into one integrated programme that people can recognise will make a big difference, as well as intentional support to open each workstream to the public in a way that allows them to choose what to get involved in, will ignite a social movement.

Like Minds, Like Mine provider

104. Like Minds, Like Mine providers became more connected during the course of the evaluation, for example, through Rākau Roroa graduates becoming involved in other activities and Te Hiringa Hauora creating a forum for community education providers to regularly meet. However, the evaluation identified that the programme structure did not intentionally enable strong collaborative working, learning and sharing amongst the providers. As an example, the contracting model used was robust in many respects from a procurement and auditing perspective. However, its competitive nature did not encourage providers to work together in design and delivery to share knowledge and expertise to create more comprehensive and connected activities. This is something that Te Hiringa Hauora is looking to change in the upcoming funding round for Like Minds, Like Mine, by building in a collaborative planning process as part of the contracting round.

There should have been some sessions at the start, I think, well, OK, where are the overlaps, you know, in resources and people, in education. You know, because I would happily do some sessions for them in exchange, you know. But, yes, it's taken just a few of us that get on, for that to happen. Rather than it being something that was part of the project.

Like Minds, Like Mine provider

Opportunities for future implementation

105. Opportunities that have emerged within this theme for future implementation of Like Minds, Like Mine are:
- For Te Hiringa Hauora to provide coordination, oversight and guidance as the lead Crown agent for Like Minds, Like Mine. Setting strategic direction, advocating at a systems level, and fostering a collaborative and coherent programme are all areas that have emerged as important to include in the future of Like Minds, Like Mine.
 - For the more detailed principles created for the evaluation – including the additional Te Tiriti o Waitangi principle – to be used in the next iteration of the programme in a more intentional way to design and deliver on a shared kaupapa.
 - Invest time and resources to foster a strong shared purpose and to build provider capacity and alignment with the guiding principles

that resonate strongly with those delivering the programme. This investment will support greater coherence and effectiveness of the programme, given its complex operating environment.

- Using a more collaborative and flexible contracting approach would create value through supporting better sharing of expertise and experience across the programme. This may also have the benefit of improving the integration of benefit groups into the programme, for example, engaging them early in the design process to more effectively explore their needs.
- Development of a stronger systems-level approach also would support greater leveraging of Like Minds, Like Mine activity on the ground. Articulating an intentional systems-level approach with specific system-level outcomes for Like Minds, Like Mine would enhance the kaupapa by supporting advocacy conversations at a national policy level. For example, working at a policy level to advocate for more socially inclusive workplaces is likely to complement Like Minds, Like Mine delivery on the ground, particularly in sectors such as education that are currently hard to access.

Theme 4: Capacity and capability building

106. This final theme discusses what has been learned about capacity and capability building to support future implementation of Like Minds, Like Mine. As discussed earlier, the programme, as well as the context for delivery, has continually changed over the more than 20 years Like Minds, Like Mine has been in existence. This latest iteration represented a substantial shift from previous iterations, with expectations about new programme developments and innovation a key feature. As Te Hiringa Hauora moves into operationalising the next strategic plan, insights from the evaluation about where the programme might support capacity and capability building may be useful, especially for those providers innovating and developing new delivery approaches.
107. The evaluation highlighted some key areas where further development of capacity and capability is likely to support better implementation as well as outcomes for Like Minds, Like Mine. These areas sit at two levels. The first is capability and capacity building within the providers to support effective implementation and delivery. The second is capacity and capability building with Like Minds, Like Mine participants as a mechanism of change for achieving the programme's medium and longer term outcomes.

Capacity and capability building at the provider level

108. The evaluation affirmed the value of the existing expertise, experience, commitment and passion of those delivering Like Minds, Like Mine. In many respects, the success of the programme is reliant on the skills and expertise of those with lived experience who are delivering it, whether that is in a workshop setting or a community event. These people are required to tell their story and be openly vulnerable, while exhibiting excellent facilitation and people skills. It was highlighted in the evaluation that the ongoing development of the unique skill set of these people needs to be more intentionally planned for and recognised within the programme.

Recruiting facilitators of a specific heritage, cultural competency, that have used mental health services related to their mental distress, have experience facilitating or potential to facilitate, availability to facilitate workshops and feel comfortable sharing their lived experience in workshops is not an easy undertaking. This is an extremely niche market and has required a lot of work to find, screen, train and secure these individuals.

Like Minds, Like Mine provider

109. Condition-favourable contact was identified throughout the evaluation as a key mechanism of change. Achieving effective condition-favourable contact is not without its challenges, particularly for those who are new and emerging in this space. Interviews with participants and providers highlighted the need to wrap support around new and emerging facilitators with lived experience to scaffold them into leadership positions and ensure they share their story at a pace that works for them.

I think is probably something that would sit with Like Minds is, you know, some training around, you know, what parts of your story feel OK to share? Because I don't – I don't share all of my story. I share this bit and I don't talk about that bit because that's something that's still quite emotionally raw. So I choose to talk about [names some experiences]. That feels like it's comfortable, it sits OK, I can hold the space, and afterwards I feel OK. And so even after doing this for such a long time, I know the bits of my story that feel OK. And I think there needs to be some training around that.

Like Minds, Like Mine provider

110. This scaffolding process has already begun through Like Minds, Like Mine funding for Rākau Roroa and some of the other programme activities that intentionally support people with lived experience to come together as a community in a safe and constructive way, for example Media Watch. It has also been demonstrated on a smaller scale through one provider working successfully with a partnering organisation and specific individuals over time to build their capability to deliver appropriately. These examples are indicative of the focus, resource and time it takes to develop people with lived experience who are skilled and able to support others to combat stigmatising and discriminatory practices.

I really like the idea of having people who have mental health experiences lead these projects, because I think through experience, you learn a lot. You build your skills and you can kind of work on things beyond that as well. So, you're really investing in the capacity of people with lived experience to mobilise. Because I think we're often talked about rather than with, and I'd like to transition from even talking with to leading. But there's no way we're going to be able to do that without the appropriate skill set. And so, giving us chances to do develop those skills are really important.

Interviewee who delivers Like Mine, Like Minds

111. Finding ways to support leadership in the programme specifically from people in the benefit groups is equally important. As discussed earlier, the evaluation identified some of the ongoing challenges providers faced trying to support engagement with the benefit groups. These findings point to a need to support the development of leadership and engagement of all benefit groups in Like Minds, Like Mine.
112. Another learning that emerged is that providers need additional resources and support to develop their capacity and capability to effectively monitor and evaluate their delivery. The evaluation was limited in its ability to explore quantitative outcomes because there was no standardised data collected from participants across providers. More effective data design, collection and analysis would be supported by coordination of evaluation and monitoring activities, as well as resourcing a capacity building approach for providers.
113. As discussed earlier, it is challenging to identify and attribute individual changes to Like Minds, Like Mine because there are many other influencing

societal factors and there is a complex chain of outcomes. These range from influencing excluders to improving inclusion for people with lived experience of mental distress. Along with more effective data design, collection and analysis at provider level, we see a need to develop a shared expectation of how Like Minds, Like Mine will achieve change (at all levels). This includes what the key mechanisms of change are, and how these changes might be evaluated consistently. We see the guiding principles playing an important role in this, as they articulate what's important and valuable about how the programme is delivered. They are an essential aspect of the programme's theory of change.

Capacity and capability building at the participant level

114. Evidence from the evaluation identified that Like Minds, Like Mine is at its most effective when it inspires people through condition-favourable contact to change their behaviour, while providing them with useful tools and examples. Like Minds, Like Mine also was effective at deliberately growing champions and agents of change for social inclusion within communities and workplaces.

there's echoes of the training in the back of my mind with everything that I try and do and deliver. I think about what I've learned and what I've been exposed to, and sometimes I love revisiting it because it's just a good kick up the bum, really.

Like Minds, Like Mine participant

115. In order to translate participant inspiration to effective ongoing action, participants need tools and resources that support them to make behavioural changes. This evaluation has affirmed this as an area for ongoing capacity and capability development for participants in order to further support valued outcomes.

And the resources that they left behind were excellent. And some staff picked up and took them away. And when we came back together the next day, some staff took them home and discussed at home, and let me know about that, and that it was a really good thing for them to be able to talk about at home. So yes, there was good feedback from people. But then we got sent all these cards, resource cards about having conversations with people around mental health, and people took them off to their [workspace].

Like Minds, Like Mine participant

Opportunities for future implementation

116. For this theme, opportunities for stronger investment in capacity and capability building at both provider and participant levels in the future are:
- Supporting capacity and capability of those delivering the programme to ensure condition-favourable contact is achieved
 - Developing participants, particularly from the benefit groups, to become champions and agents of change emerged in the evaluation as an important mechanism for change and could be further strengthened
 - Allocating resources to build capacity and alignment with the guiding principles to support greater cohesion about the programme value
 - Better articulation of the Like Minds, Like Mine theory of change, including clarity about the key mechanisms of change. This will assist future evaluation efforts
 - Resourcing to support providers to monitor and evaluate their delivery, as well as programme outcomes and value
 - Explore and articulate what increased social inclusion would look like at a systems level. Exploring what multi-level system improvements in awareness, knowledge, beliefs and behaviour are expected, embodied in the guiding principles, would facilitate clarity in future Like Minds, Like Mine delivery and evaluation. Similarly, unpacking under what conditions and assumptions these improvements are likely to occur might also be useful for future implementation.

LIKE MINDS, LIKE MINE'S VALUE PROPOSITION

117. The evaluation findings identified several ways in which Like Minds, Like Mine is currently creating value. These practices were identified through unpacking some of the mechanisms of change for the programme and by exploring what is working well and what can be improved, both from a delivery and an outcomes perspective.
118. Ultimately, the intended impact of Like Minds, Like Mine can be understood as growing social capital by supporting the creation of a more inclusive society. A capital asset is something that is not directly consumed; it stays whole and generates a payback. A more inclusive society is a form of social capital, and the payback is social value (for example, people with mental illness being able to exercise their rights and participate in society). Positive spinoffs could include economic benefits, such as increased employment and improved productivity, but the immediate value of Like Minds, Like Mine should be viewed through the broader lens of social value.
119. The ambition of Like Minds, Like Mine is to make a meaningful contribution to continuous processes of social change that build a more inclusive society. The systems that support social inclusion are dynamic, complex and much bigger than Like Minds, Like Mine (for example, social and cultural networks, positive relationships, cohesive communities, social participation). The potential of Like Minds, Like Mine needs to be understood in this context. To make a meaningful contribution to change, with a relatively modest budget, the programme needs to make strategic interventions, targeted to specific parts of the system. In other words, the programme needs to amplify or multiply its efforts by targeting points of leverage.
120. Like Minds, Like Mine is indeed a set of diverse strategic interventions, aligned with success factors (the guiding principles) identified in literature that represent leverage points for system change. It targets multiple settings, at multiple levels,

with a combination of top-down and bottom-up approaches. It targets potential excluders, with the aim of creating conditions that support social inclusion for people with mental distress. It targets specific benefit groups and recipient groups where the greatest difference can be made. Resources are allocated to providers that are considered to be well-placed to leverage the experience, expertise, and passion of people who are committed to supporting increased social inclusion.

121. What sets Like Minds, Like Mine apart is the inclusion of the evidence and experience informed guiding principles. The use of the guiding principles in the evaluation was affirmed by stakeholders in the early scoping phase. These principles were identified as fundamental to the programme's quality and effectiveness, a consistent thread, capable of providing coherence to a complex programme operating environment and structure.
122. We have explored in this report the key role that Te Tiriti o Waitangi and a human rights approach should have in future implementation and the importance of lived experience leadership throughout every facet of the programme. The need for multi-level approaches that articulate individual, community/organisational and systems-level change has been acknowledged in this report, as has the need for a strong shared purpose to cohere the diverse strands of delivery. Finally, the crucial role of effective condition-favourable contact and highlighting socially inclusive behaviours are affirmed in this evaluation. All these guiding principles that underpin Like Minds, Like Mine are key mechanisms of change to reduce stigma and discrimination and increase social inclusion. As such, sustained inclusion of them within the Like Minds, Like Mine theory of change will continue to create value for the programme.
123. Evidence in this evaluation points to the strong value proposition of Like Minds, Like Mine to continue to contribute to the mental health landscape in Aotearoa New Zealand. We acknowledge in this report the difficulty of evidencing the entire chain of logic for Like Minds, Like Mine. Instead we have elevated the voices of those with lived experience of mental distress who have delivered or participated in the programme. These people emphasised throughout the evaluation that 'by us and as us – this makes a difference to us'.

CONCLUSION

124. This report reflects on what has been learned about the delivery of Like Minds, Like Mine, particularly in relation to the principles-focused approach and benefit groups, as well as what is needed to support the achievement of outcomes and create value. Our learning spans the past three years of design and delivery of Like Minds, Like Mine, which reflected the operationalisation of a new way of working.
125. Four strategic learning themes have emerged in the evaluation that reflect aspects of the programme that could be strengthened and/or improved. Each of these themes represents an area of learning as well as opportunities for future programming.
126. Firstly, developing a Te Tiriti framing for the Like Minds, Like Mine programme by partnering with Māori organisations and developing systems, structures and practices that support equity for Māori. Secondly, including and supporting benefit groups to be deeply embedded in the programme will support better achievement of outcomes. Thirdly, supporting programme coherence to a kaupapa through leadership and collaboration using the guiding principles. Finally, providing ongoing capacity and capability development for providers and participants is essential to ensure ongoing adaptation and success of the programme.
127. Throughout the three years of the evaluation, Like Minds, Like Mine providers have signalled a desire to learn and adapt to better meet the needs of those they are seeking to support. Some of what has been learned has already been used to influence current and future implementation. Yet, there is also an acknowledgement that while shifts have occurred, the journey is ongoing, particularly in some areas such as understanding a Te Tiriti framing.

128. Like Minds, Like Mine continues to work to reduce stigma and discrimination in Aotearoa New Zealand. Its long history highlights its ability to adapt and grow according to a changing context. The journey of learning, adaptation and growth from the past three years is reflected in this report, alongside some possible opportunities for the future.

APPENDIX A – EVALUATION CRITERIA

Te Tiriti o Waitangi criteria

Table 2: Te Tiriti o Waitangi criteria for the evaluation

Guiding principle	Kawanatanga	Rangatiratanga	Mana Taurite
The Like Minds, Like Mine Programme (under the stewardship of Te Hiringa Hauora/Health Promotion Agency) acknowledges the special relationship between Māori and the Crown under the Te Tiriti o Waitangi.	Partner with Māori to determine the overall strategic direction of the programme.	Ensure Māori participate in the design and delivery of the programme according to their worldview and tikanga.	Ensure equitable programme resources and outcomes for Māori in comparison to non- Māori.

Like Minds, Like Mine Guiding Principles criteria

Table 3: Guiding principles criteria for the evaluation

Guiding Principle	How the design of Like Minds, Like Mine programmes should reflect the guiding principles	How the delivery of Like Minds, Like Mine programmes should reflect the guiding principles	Immediate outcomes related to the different levels of change the Like Minds, Like Mine programme hopes to effect.
People with lived experience, prioritising people with serious mental distress (SMD), Māori, Pasifika and young people, are leading the Like Minds, Like Mine programme and/or its relevant workstreams.	People with lived experience, prioritising people with SMD, Māori, Pasifika and young people, are leading and engaged in key aspects of programme design, including decision-making and allocating resources	People with lived experience, prioritising people with SMD, Māori, Pasifika, and young people, are leading and engaged in key aspects of delivery, including taking key roles in the delivery of the programme.	People with lived experience, prioritising people with SMD, Māori, Pasifika, and young people, are recognised as contributors and leaders in their communities and the settings they engage with
Strong shared purpose and practice is responsive to a changing environment	The Like Minds, Like Mine programme and structure enables workstreams, partners and allies to work together to design a cohesive programme.	The Like Minds, Like Mine programme and structure enables workstreams, partners and allies to engage with one another during delivery and implementation; to reflect on and share their strategies and resources.	<p>People with lived experience, prioritising people with SMD, Māori, Pasifika, and young people, have a sense of ownership of the Like Minds, Like Mine programme.</p> <p>People with lived experience, prioritising people with SMD, Māori, Pasifika, and young people, have a sense of connectedness and belonging towards Like Minds, Like Mine's partners and allies</p>
Multi-level approaches and multiple activities are used	<p>The design of the Like Minds, Like Mine draws on, and contributes to, evidence/experience-based models for using multi-level approaches and multiple activities.</p> <p>The Like Minds, Like Mine programme and structure enables workstreams, partners and allies to collectively work across all levels in the system to reinforce programme messages and outcomes.</p>	The Like Minds, Like Mine programme (including workstreams, partners and allies) intentionally engages across multiple levels in groups, organisations, communities and systems.	The Like Minds, Like Mine programme is effective across multiple levels in groups, organisations, communities and systems, so that people feel supported to be socially inclusive
Human rights and the social model of disability are the foundations of the programme	<p>Human rights and disability rights, particularly Te Tiriti of Waitangi (Treaty of Waitangi) the United Nations Convention on the Rights of Persons with Disabilities (UNCRPD), and the social model of disability, are embedded in the design of the Like Minds, Like Mine programme.</p> <p>Like Minds, Like Mine programme staff have a sound working knowledge of the UNCRPD, ensuring it is applied in programme design processes.</p>	<p>Workstreams are aware and continually demonstrating how a human rights approach, particularly the UNCRPD, can be applied and aligned with Like Minds, Like Mine programme and workstreams.</p> <p>Delivery focuses on challenging and eliminating social constructs that create environments (such as settings, relationships and other social and contextual environments in which people may experience stigma) that reinforce stigma and discrimination.</p>	<p>People with the power to exclude, prioritising Māori, Pasifika and young people, are more aware and have more understanding about mental distress. For example...</p> <ul style="list-style-type: none"> - the realities and myths of mental distress. - that everyone will experience mental distress at some time in their lives. - that their behaviour can increase social exclusion and social inclusion. - that they could do something different because this is an issue that impacts them and those they are close to.

Guiding Principle	How the design of Like Minds, Like Mine programmes should reflect the guiding principles	How the delivery of Like Minds, Like Mine programmes should reflect the guiding principles	Immediate outcomes related to the different levels of change the Like Minds, Like Mine programme hopes to effect.
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Condition-favourable contact with those with lived experience, prioritising people with SMD, Māori, Pasifika and young people, has an equalising effect (Power of contact)

The Like Minds, Like Mine programme enables workstreams to create condition-favourable contact within the design process.

Providing opportunities for condition-favourable contact between people with lived experience of mental distress and others are fundamental to the delivery of the Like Minds, Like Mine, programme and key messages.

People with the power to exclude, prioritising Māori, Pasifika and young people, know more about mental distress. For example...

- the drivers of mental distress such as discrimination based on culture
- the impact of discrimination and how it effects/ restricts potential pathways and opportunities for people experiencing mental distress

People with the power to exclude, prioritising Māori, Pasifika and young people, have changed beliefs about mental distress. For example they believe...

- that discrimination is wrong
- that experiencing mental distress is just one part of the normal human journey
- people who experience mental distress are equal contributors to society
- in the significance of cultural connection and reconnection for Māori living with discrimination related to lived experience

People with the power to exclude, prioritising Māori, Pasifika and young people, are behaving in ways that support inclusion. For example providing options for treatment, such as dialogue and therapies, that are wider than the traditional drugs and wards approach.

Condition-favourable contact with those with lived experience, prioritising people with SMD, Māori, Pasifika and young people, has an equalising effect (Power of contact)

The Like Minds, Like Mine programme enables workstreams to create condition-favourable contact within the design process.

Providing opportunities for condition-favourable contact between people with lived experience of mental distress and others are fundamental to the delivery of the Like Minds, Like Mine, programme and key messages.

People with the power to exclude, prioritising Māori, Pasifika and young people, have changed beliefs about mental distress. For example they believe...

- that a person is more than just the labels they carry.
- that they should change what they are doing to be less stigmatising and discriminatory

People with lived experience, prioritising people with SMD, Māori, Pasifika and young people feel a sense of reduction in their own self-stigma

Guiding Principle	How the design of Like Minds, Like Mine programmes should reflect the guiding principles	How the delivery of Like Minds, Like Mine programmes should reflect the guiding principles	Immediate outcomes related to the different levels of change the Like Minds, Like Mine programme hopes to effect.
<p>Programme activity highlights socially inclusive behaviours, prioritising people with SMD, Māori, Pasifika and young people</p>	<p>Workstreams design ways of operating, tools and resources that supports the development of inclusive environments, and the ability to respond.</p> <p>Where possible, design of context specific resources that support peoples' ability to respond are developed in collaboration with programme participants.</p>	<p>Workstreams reflect on their early implementation to ensure that opportunities are actually created to support peoples' ability to respond.</p> <p>Key messages about social inclusion and how people can respond to those experiencing mental distress are embedded in the materials and resources, content of and practice of those delivering the workstreams.</p> <p>Delivery finds ways to challenge stigma and discriminatory beliefs and practices, as well as supporting the development of the ability to respond across individuals and communities.</p>	<p>People with the power to exclude, prioritising Māori, Pasifika and young people, are aware and understand where to access information and support.</p> <p>People with the power to exclude, prioritising Māori, Pasifika and young people know ways to respond that encourages and supports inclusion in a range of settings (professional, personal, social, cultural)</p> <p>People with the power to exclude, prioritising Māori, Pasifika and young people, have changed beliefs. For example:</p> <ul style="list-style-type: none"> - they can/should make a difference to the lives of people who experience mental distress. - they can confidently work with people with lived experience. <p>People with the power to exclude, prioritising Māori, Pacific and young people, are behaving in ways that</p> <ul style="list-style-type: none"> - encourage and support inclusion such as open conversations, offering support and positive language - embrace diversity - are more inclusive in a range of settings (professional, personal, social, cultural) <p>People with lived experience, prioritising those with SMD, Māori, Pasifika and young people, have greater access to and increased choices for opportunities and options.</p> <p>People with lived experience, prioritising those with SMD, Māori, Pasifika and young people, are able to access responsive supports and services</p>

VFI criteria	Definition (from draft evaluation framework)
Relevance	The intersection between the needs being addressed and the Like Minds, Like Mine strategic objectives i.e. to what extent are the workstreams and their activities meeting the strategic objectives of Like Minds, Like Mine?
Input efficiency	<p>Good stewardship of public funds – e.g., sound procurement practices, fiscal accountability, etc.</p> <p>We suggest that this criterion be excluded from the evaluation as it is assured by standard financial management systems in state sector agencies and is auditable.</p>
Output/Technical efficiency	Conceptually, maximising outputs for a given budget. In a Like Minds, Like Mine context this would include delivery of intended outputs on time, within budget and to the intended quality (i.e., in line with guiding principles). Typically, this type of efficiency treats programmes as static (which is not the case for Like Minds, Like Mine) – so the framework also includes the concepts of adaptive management and emergent strategy (below).
Adaptive management/ Emergent strategy	This is where we believe considerable attention should rest for the VFI approach. Given the long-term nature of the programme and the complexity of the context, having deliberate processes in place to adapt and change the programmes according to the needs of the target population, priority settings and resources is more valuable than meeting a set and static workplan. In the Like Minds, Like Mine context, this is arguably a more important determinant of performance and value than static measures of input-output efficiency. ²⁶ The evaluation should track the ways in which Like Minds, Like Mine evolved during the three-year period in response to a changing environment and to new opportunities and learning. It should seek to understand the responsiveness of Like Minds, Like Mine to a changing context and how this contributes to its success.
Allocative efficiency	This sits across all levels of the outcome framework and considers the extent to which the choices made represent a good mix of investments to meet the needs of the target market/priority settings given the resources available. This allows for flexibility across the life of the programme as contexts and programme approaches change and adapt. Decisions affecting allocative efficiency happen initially at the fund allocation stage (refer relevance) and then at a finer level within each workstream (outputs)

²⁶For example, see Olson & Eoyang, (2001). *Facilitating Organization Change: Lessons from Complexity*. Wiley.

VFI criteria	Definition (from draft evaluation framework)
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Social justice/ equity	We see this as sitting across all aspects of this approach. This is a critical component of the success of the programme and as such needs to be present at all levels. By using a social justice/equity lens we acknowledge that there are likely to be tradeoffs between efficiency and social justice/equity depending on the target market and priority settings. For example, affecting beliefs and behaviour in a hard-to-reach group may cost more than 'preaching to the converted' yet represent a more worthwhile investment in terms of meeting Like Minds, Like Mine's objectives.
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Effectiveness	Achieving immediate objectives or meeting immediate needs. For Like Minds, Like Mine this would focus on achievement of immediate outcomes against the framework of guiding principles.
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Outcome efficiency	Outcome efficiency typically refers to whether the programme has reached its end goal and maximises outcomes for a given budget. For Like Minds, Like Mine, the end goal is a long-term goal that is made up of many contributing factors, many of which are difficult to attribute, measure and benchmark. Therefore, we suggest a focus on the contribution of Like Minds, Like Mine to an ongoing journey rather than a fixed three-year destination point. Note that return on investment (ROI) is a potential indicator of outcome efficiency, and in the Like Minds, Like Mine context would focus on monetisable aspects of Like Minds, Like Mine performance such as economic output.
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Given the uncertainties in projecting future value and the intangible dimensions of social inclusion outcomes, we recommend that cost-benefit analysis should include range estimates based on scenario and sensitivity analysis to inform a judgement about the prospect of Like Minds, Like Mine returning a positive ROI on selected dimensions such as employment outcomes – i.e., a 'break-even analysis'. The 2010 economic evaluation of Like Minds, Like Mine may be considered sufficiently current and sufficiently broad to serve this purpose – or, it could be updated in the final year of the evaluation. This requires further discussion with Te Hīringa Hauora and a decision to be made by the end of 2018.

Note that the ROI analysis would provide one source of evidence that would feed into the wider multi-criterial assessment as indicated in this table.

APPENDIX B: METHODS

Data collection methods

129. The data collection for Like Minds, Like Mine encompasses many streams of evidence that relate to the evaluation criteria and the different population groups where Like Minds, Like Mine targets change. Table 4 below presents the data sources that align with the population groups that Like Minds, Like Mine works with and delivers to. It also provides an indication of which key evaluation questions the data source informs.

Table 4: Summary of data collection according to targeted population groups

Population group	Data source (and number planned)	Relevant KEQ
Organisations involved in the delivery of Like Minds, Like Mine (i.e. providers, including Te Hiringa Hauora)	Site visits (8)	KEQ 1
	Provider interviews (8)	KEQ 1a)
	Provider self-reflection against the principles (2 rounds of reflection - 2018 and 2019)	KEQ 1b) KEQ 2
	Review of quarterly monitoring reports (all reports)	KEQ 3
Individuals with lived experience who are involved in the delivery of Like Minds, Like Mine	Interviews with facilitators / educators and those delivering activities to reduce stigma and discrimination (8-10)	KEQ 1
		KEQ 1a)
		KEQ 1b)
		KEQ 2 KEQ 3
Organisations participating in the programme	Interviews with organisational spokespeople (8-10)	KEQ 1 KEQ 1b) KEQ 2
Individuals participating in the programme	Pre and post workshop data collected by providers (all data from 2018 and 2019)	KEQ 1
		KEQ 1b)
	Interviews with individual participants (30-40)	KEQ 2

130. As mentioned earlier, data collection for the evaluation was completed between 2018 and March 2020. This document also includes, where relevant, some of the early information provided in the scoping workshops. This document integrates findings from all data collected for the evaluation. Table 5 below identifies the data sources that have been collected, describing what has been completed and how it was analysed.

Table 5: Data sources

Data source	What has been completed so far	Analysis method
Scoping work	Literature review Scoping workshop with key stakeholders Scoping workshops with providers Scoping workshops with benefit groups (Māori, Pasifika, young people)	Verbatim write up of key points raised in the workshops
Provider site visits	8 visits completed February 2019	High level thematic analysis against the principles and the evaluation criteria based on evaluation debrief notes and a provider reflection exercise where these were available. No direct quotes are available because site visits were not transcribed and recorded.
Provider interviews	8 interviews completed Sep-Oct 2019	Qualitative thematic analysis against the principles and the evaluation criteria
Provider self-reflections	8 reflections completed 2018 (Mar – Jul) 8 reflections completed 2019 (Sep – Oct)	Qualitative thematic analysis against the principles and the evaluation criteria
Review of quarterly monitoring reports	From all external providers up until December 2019.	Qualitative thematic analysis against the principles and the evaluation criteria
Facilitator /educator interviews	10 interviews	Qualitative thematic analysis against the principles and the evaluation criteria
Interviews with organisation spokespeople	13 interviews completed	Qualitative thematic analysis against the principles and the evaluation criteria
Participant interviews	38 completed (9 with lived experience)	Qualitative thematic analysis against the principles and the evaluation criteria
Pre and post workshop data	2018 data from all five community education programmes.	Basic descriptive statistics
Research on national marketing campaign	Report submitted to Te Hiringa Hauora from external research company about the reach and impact of that national marketing campaign	No analysis done by evaluation team as analysis completed by external research company

131. Most interviewees represented more than one role/population group where change is targeted, so we asked them about each of the roles they had within the interviews. Roles that were considered relevant for the evaluation were:
- Participant
 - Organisation spokesperson
 - Person with lived experience delivering Like Minds, Like Mine activities
 - Like Minds, Like Mine providers.
132. An example of how people had multiple roles was that 10 interviewees spoke both from an organisation perspective as well as from an individual participant perspective. There were also two people who participated in Rākau Roroa, but who also had a role as a facilitator of Like Minds, Like Mine activities. For these interviews, the interviewer very intently asked for separate feedback about both roles. Similarly, there were several interviewees who were involved with more than one Like Minds, Like Mine activity. Again, these people were asked to talk specifically about both activities, and if there were any differences and/or similarities that needed to be noted.
133. In total 55 interviewees participated in the evaluation comprising 70 roles with Like Minds, Like Mine. Twenty of these interviewees had lived experience of mental distress.
134. Table 6 below identifies the number of interviewees from each Like Minds, Like Mine activity. Please note that these figures include interviews with Like Minds, Like Mine providers.

Table 6: Number of interviewees from each Like Minds Like Mine activity

Like Minds, Like Mine activity	Number of interviewees by role	Total interviewees
Peerzone – No Worries	9 participants 4 organisational spokespeople 1 provider	10
Changing Minds - Rākau Roroa	7 participants 3 deliver Like Minds, Like Mine activity 1 provider	8
University of Otago Wellington - Healthcare	4 organisational spokespeople 13 participants 1 delivers Like Minds, Like Mine activity 1 provider	19
University of Otago Wellington - Police	8 reflections completed 2018 (Mar – Jul) 4 participants 2 deliver Like Minds, Like Mine activity 1 organisational spokesperson 1 provider	6
Mind and Body - Social housing	5 participants 2 deliver Like Minds, Like Mine activity 3 organisational spokespeople 1 provider	7
Mind and Body – Education	3 participants 2 deliver Like Minds, Like Mine activity 2 organisational spokespeople 1 provider	5
Mental Health Foundation - Media and community grantees	4 deliver Like Minds, Like Mine activity 1 provider	5
Mental Health Foundation – Media Watch	2 deliver Like Minds, Like Mine activity 1 provider	3
Te Hiringa Hauora/Health Promotion Agency	3 providers	3
Multi-Agency Group	1 delivers Like Minds, Like Mine activity	1

135. Ethical approval was received from NZ Ethics Committee in April 2019 for the evaluation with an amendment in June 2019 to receive verbal consent rather than written consent. Discussion guides are provided in Appendix C: Discussion guides.

APPENDIX C: DISCUSSION GUIDES

Provider interviews

LMLM PROVIDERS: DRAFT INTERVIEW GUIDE

Note: This is intended as a semi-structured interview guide; questions may differ between interviews and may be adapted as new learning unfolds.

Interviewees

LMLM providers, namely Changing Minds, Mental Health Foundation, Te Hiringa Hauora/Health Promotion Agency (Marketing, Research, Operations), University of Otago Wellington, Mind and Body, Peerzone

Overview and introduction

1. Evaluation purpose
2. Recording
3. Confidential interviews, will not be attributed in any reporting. If there is a chance they may be identifiable in reporting, we will check with them specifically before submitting any reports to Te Hiringa Hauora.
4. No right or wrong answers, genuinely want to hear what you think
5. Start with some questions and then move into a conversation based on the guiding principles self-reflection worksheet.
6. Duration: Approximately one hour.

Opening questions

1. What have you been most proud of about your involvement in Like Minds, Like Mine to date?
2. What has been your biggest challenge, what have you been able to do about this?

Meeting the needs of the priority groups (KEQ1b)

3. Please tell us about ways you have considered the needs of the priority groups (those with serious mental distress, Māori, Pacific and young people) in your programme.
4. Can you give us some examples of how their needs are reflected in your Like Minds, Like Mine work to date?
5. Given what you know about the needs of the priority groups, can you please share with us some ways you think that your project could be more responsive to the needs of the priority groups?
6. And what about Like Minds, Like Mine more generally, how can the whole programme be more responsive to the priority groups?

Reflection on resource allocation (VFI criteria – KEQ 2)

7. If you could have a little bit more money, what's the first thing you'd do with it for your project, that would add the most value? What about for Like Minds, Like Mine overall?
8. Conversely, if you had a little less money, what's the first thing you'd cut to minimise loss of effectiveness? What about for Like Minds, Like Mine overall?
9. What do you think is essential to your project for getting value for money that you couldn't afford to lose? What about for Like Minds, Like Mine overall?

Learning and emergent strategy (KEQ 3)

10. Tell us about anything new you learned that led to changes in your programme? For example, what did you learn, how did you learn it, how did you change your programme, what was the result of the change?

11. Tell us about any changes in your programme that came about through changes in the policy/mental health sector environment.
12. Tell us about any changes in your programme that came about through changes in the operating environment?

Self-reflection on alignment with the Like Minds, Like Mine guiding principles

13. Do you have any questions about the self-reflection worksheet before we start?
14. Are there any particular parts of your reflection that you'd like to specifically share with us before we start?
15. Given that it's new, do you have any feedback on Te Tiriti o Waitangi principle that you'd like to share with us?
16. Was there anything that surprised you when you reflected on your alignment with the principles?
17. Which principle do you think you are most strongly aligned with and why?
18. Which principle would you like to work on to become more closely aligned and why?
19. What do you think has supported your alignment with the principles?
20. What do you think has inhibited your alignment with the principles?
21. Were there any tensions for you when reflecting on your projects alignment with the principles. What were these tensions?

Thanks and close

Facilitator interviews

LMLM facilitators – Interview guide

Note: For those with lived experience who have taken part in LMLM, we need to explore their perceptions of stigma and discrimination and whether/how LMLM may have influenced these. I imagine it will come up in several questions, but we might need to specifically probe these areas when interviewing those with LE who have participated in the programme.

1. What has your involvement with Like Minds, Like Mine been to date?
2. What was your experience like with that (positive, negative everything in between)?
3. What personal impact did your involvement have, in terms of your own mental health and feelings/experience of stigma and discrimination?
4. What, if any changes have you made in your life as a result of your involvement with Like Minds, Like Mine activities?
5. What, if any changes have you noticed about the organisation/s you work for that may have been influenced by Like Minds, Like Mine?
6. What do you see as the strengths of Like Minds, Like Mine?
7. What would you change about the way the Like Minds, Like Mine activities/programmes are delivered, if anything?
8. And what do you think could be improved on, overall, with Like Minds, Like Mine?
9. Where do you think Like Minds, Like Mine has the biggest impact (e.g. employment, mental health services, personal mental health, broader community etc.)?
10. And for whom does it have the biggest impact (e.g. individuals with mental illness, employers, mental health workers etc.)?
11. Overall, how well do you feel that Like Minds, Like Mine reduces stigma and discrimination for persons with mental illness/distress in NZ?
12. What are the key words you would use to describe Like Minds, Like Mine/ the programme/organisation delivering you were involved with?

Participant interviews

LMLM Participants – Interview guide

Note: For those with lived experience who have taken part in LMLM, we need to explore their perceptions of stigma and discrimination and whether/how LMLM may have influenced these. I imagine it will come up in several questions, but we might need to specifically probe these areas when interviewing those with LE who have participated in the programme.

1. What Like Minds, Like Mine organisations and activities have you been involved with?
2. What was your experience like with that (positive, negative everything in between)?
3. What personal impact did your involvement have, in terms of your mental health knowledge, understanding, empathy?
4. What, if any changes have you made in your life as a result of your involvement with Like Minds, Like Mine activities?
5. What would you change about the way the Like Minds, Like Mine activities/ programmes are delivered, if anything?
6. What do you see as the strengths of Like Minds, Like Mine?
7. And what do you think could be improved on, overall, with Like Minds, Like Mine?
8. Where do you think Like Minds, Like Mine has the biggest impact (e.g. employment, mental health services, personal mental health, broader community etc.)?
9. And for whom does it have the biggest impact (e.g. individuals with mental illness, employers, mental health workers etc.)?
10. What are the key words you would use to describe Like Minds, Like Mine/ the programme/organisation delivering you were involved with?

Organisational interviews

Organisation spokespeople – Interview guide

1. Please tell us a little bit about your organisation e.g. what it does, where it operates, who it employs.
2. Please tell us about the Like Minds, Like Mine activities your organisation has been involved in.
3. What was it about Like Minds, Like Mine and these activities that appealed to you?
4. Tell us about how you heard about Like Minds, Like Mine and the process of setting up and implementing these activities in your organisation.
5. What supported the implementation of Like Minds, Like Mine activities and/or contributed to its success in your organisation.
6. Were there any challenges or barriers that made it tricky to offer Like Minds, Like Mine activities at your organisation? Please explain what they were and how they were managed.
7. What do you think the impact of Like Minds, Like Mine activities has been on your organisation? Can you give us some examples please?
8. What do you think it was about Like Minds, Like Mine and the activities that created this impact?
9. What has been the most important change in your organisation because of the Like Minds, Like Mine activities and why was it the most important?
10. Do you think any of these things would have happened if Like Minds, Like Mine hadn't been provided? Why or why not?
11. What would you tell other organisations like yours who are interested in offering Like Minds, Like Mine activities?

GLOSSARY

Aotearoa:	North Island - now used as the Māori name for New Zealand.
Iwi:	Extended kinship group, often refers to a large group of people descended from a common ancestor and associated with a distinct territory
Kaupapa:	A topic or programme theme
Kaupapa Māori:	A research methodology which is underpinned by Māori world views and practices.
Māori:	The indigenous people of New Zealand
Marae:	An ancestral place of significance to people who connect to the land of that area. Within the marae, there can be a cluster of buildings where people can gather, meet and stay together, and a burial ground to enable people to return to their ancestral lands
Pākehā:	New Zealander of European descent
Pasifika:	People who identify as being from, or descendants of people from the Pacific Islands e.g. Tonga, Samoa, Cook Islands, Fiji, Niue, Tokelau.
Tangata whenua:	People of the land; host people
Taiuiwi:	Someone who is non-Māori, i.e. foreigner, European, colonist.
Te Tiriti o Waitangi:	The agreement signed in 1840 by representatives of the British Crown and Māori chiefs from the North Island of New Zealand. It is considered as a founding document of New Zealand.
Tikanga:	Correct procedure, custom, habit, lore, method, manner, rule, way, code, meaning, plan, practice, convention, protocol - the customary system of values and practices that have developed over time and are deeply embedded in the social context .

LIKE MINDS NŌKU TE AO

Programme to uphold the mana and human rights of people with experience of mental distress

DRAFT STRATEGY 2020-2025

Tū pakari. Tū taha.

Ko te kōtahitanga ō tō tātou kaupapa.

Nōku te Ao.

Stand proud. Stand alongside.

We are united by our purpose.

This is our world.



TE WHAKAARA

Kia hiwa rā! Kia hiwa rā! Kia hiwa rā ki tēnei tuku! Kia hiwa ra ki tērā tuku! Kia whakapurua koe ki te toto – whakapurua tonu, whakapurua tonu. Kia hiwa rā! Kia hiwa rā!

Ki te tangi a te manu e karanga nei "Tui, tui. tuituia!"

Tuia i runga, tuia i raro, tuia i roto

Tuia i waho, tuia i te here tangata

Tihei mauri ora

Ko te kaupapa, ko Like Minds, Nōku te Ao

Ko te mihini, te whakamutunga o te toihanga, te poapoataunu ki ngā tangata whaiora

To end prejudice and discrimination against people with experience of mental distress.

Ko te moemoeā, te whakamana i ngā tangata katoa

A nation where all people uphold the mana and human rights of people with experience of mental distress.

BACKGROUND | WHAKAPAPA

The Like Minds Programme was established in 1997 by the Ministry of Health in response to the Mason Report¹. It was one of the first comprehensive national campaigns in the world to counter the prejudice and discrimination associated with mental distress. The Programme has combined award-winning national television campaigns, other media and communication activities with community action and education.

Like Minds has thrived through the ongoing partnerships with people with lived experience of mental distress, and with Māori and with Pasifika communities. They have provided strategic advice, delivered community activities and have featured in the national campaigns.

The social environment has changed since Like Minds began. Mental health is now firmly on the agenda and people speak more freely about their experiences of depression and anxiety. However, the 2018 Government Inquiry into Mental Health and Addiction² indicated there is a long way to go, particularly for people who experience severe mental distress.

There is evidence that Like Minds has contributed to improvements in public attitudes³ and reduced experiences of discrimination⁴. However, people with mental distress still experience discrimination, most commonly within their whānau and social networks; when finding and keeping work; and from services such as Work and Income, health services and the police^{4 5 6 7 8 9 10}. Māori are more likely than non-Māori to report discrimination in relation to personal safety and with the police⁴ and experience much higher rates of compulsory treatment and seclusion^{11 12}.

WHY ENDING PREJUDICE AND DISCRIMINATION MATTERS | HE AHA AI

Mental distress is common but it disproportionately affects some population groups; the prevalence of mental distress among Māori is almost double that of non-Māori².

Ending prejudice and discrimination against people with mental distress matters to everyone:

For Māori it is an expression of the special relationship between Māori and the Crown under Te Tiriti o Waitangi which guarantees the right of present and future generations of Māori to flourish in an inclusive world.

For people with experience of mental distress it means a greater sense of self-worth, better whānau and community connections, better employment prospects, a liveable income and a longer, healthier life.

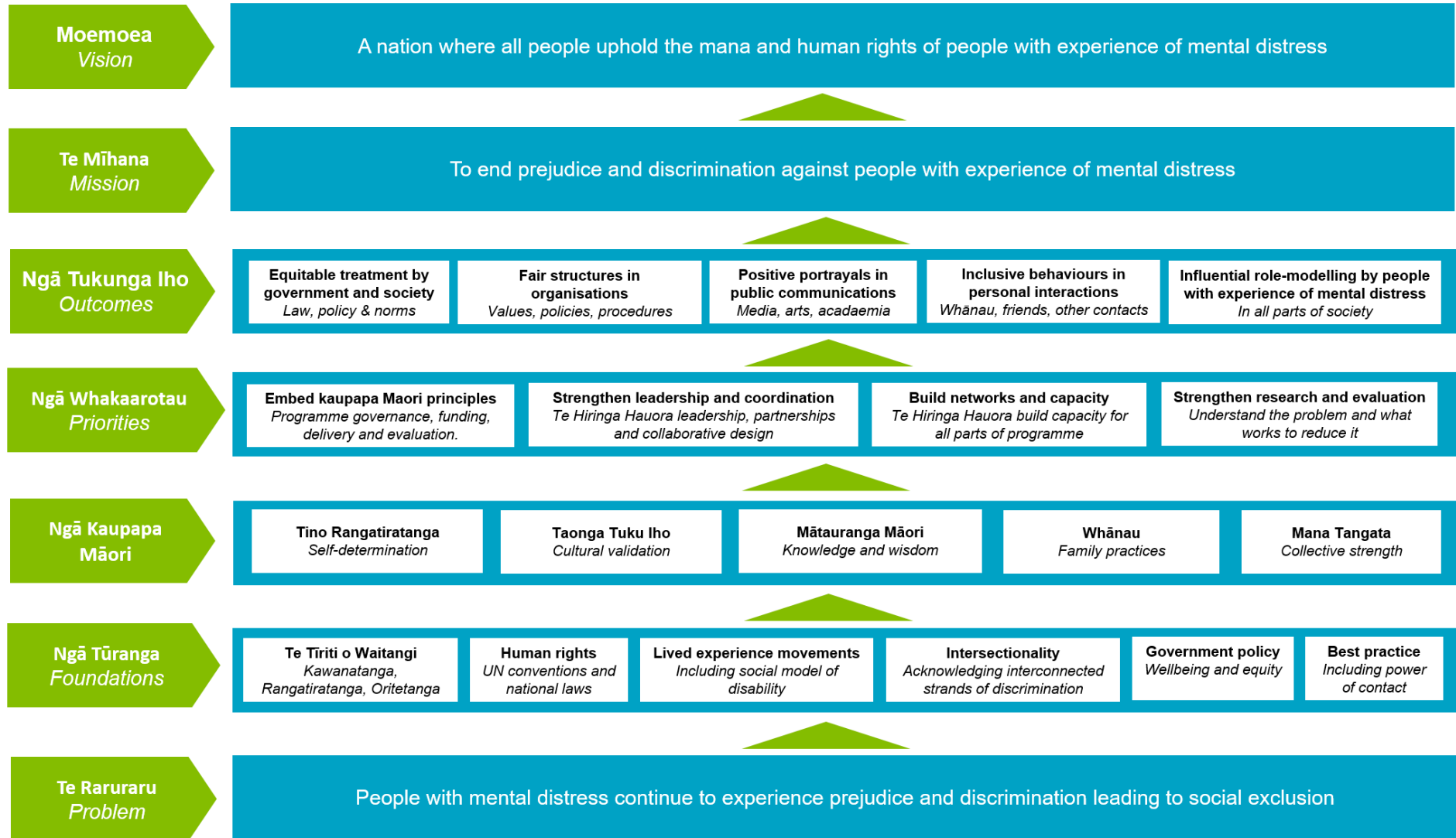
For families and whānau it eases their shame, grief, fear and pessimism, enabling them to include and value people with mental distress as members of their social group.

For communities, educational settings and workplaces it erases the ignorance, discomfort and fear that have led to the exclusion of people with mental distress from valued and contributing roles.

For health and social services it increases optimism and respect for people with mental distress and lessens the pressure for services to manage perceived risks on behalf of the community.

For the whole of Aotearoa New Zealand it contributes to a more just society and greater community wellbeing, and it will reduce the cost of serious mental distress to the community – five percent of GDP (\$12 billion) in 2014¹³.

VISUAL SUMMARY OF STRATEGY | KITENGA RAUTAKI



VISION AND OUTCOMES | MOEMOEĀ ME NGĀ TUKUNGA IHO

Vision

A nation where all people uphold the mana and human rights of people with experience of mental distress.

Mission

To end prejudice and discrimination against people with experience of mental distress.

Outcomes

The people of Aotearoa New Zealand uphold the mana and human rights of people with experience of mental distress through contributing to:

- Equitable treatment by government and society.
- Fair structures and in organisations.
- Positive portrayals in public communications.
- Inclusive behaviours in personal interactions.
- Influential role-modelling by people with experience of mental distress.

FOUNDATIONS | NGĀ TŪRANGA

Te Tiriti o Waitangi

We model our work on the special relationship between Māori and the Crown under the three articles of Te Tiriti o Waitangi:

- Kāwanatanga (Governance): Māori have the right to govern their own direction and resources.
- Rangatiratanga (Self Determination): Māori have the right to lead and participate according to their worldview and Tikanga.
- Ōritetanga (Equity): Māori have the right to equal status and equitable outcomes.

Human rights

Human rights recognise the inherent value of each person, based on principles of dignity, equality and mutual respect. Like Minds is underpinned by:

- The UN Convention on the Rights of Persons with Disabilities¹⁴ which protects the human rights of people with disabilities, including people with mental distress.
- The UN Declaration on the Rights of Indigenous People¹⁵ which protects the rights to self-determination and equality for indigenous people.
- Domestic human rights legislation such as the Human Rights Act which protects people from discrimination including people who experience mental distress.

Lived experience movements

In the last 50 years the movement led by people with experience of mental distress has spearheaded work to end their discrimination. Like Minds has also been influenced by the broader disability movement's social model of disability, which defines disability as a process that happens when the dominant group creates barriers to equal participation by designing a world only for their way of being.

Intersectionality

Intersectionality acknowledges that people who experience one form of discrimination may also experience other forms of discrimination which have a compounding negative impact on their lives. Like Minds acknowledges intersectionality and gives priority to people with mental distress who experience discrimination in multiple areas of their lives, such as Māori, Pasifika and other marginalised groups¹⁶.



Government policy

Wellbeing and equity are currently policy drivers; they intersect with efforts to reduce prejudice and discrimination against people with mental distress as well as efforts to address colonisation and institutional racism:

- In 2019, the New Zealand Government introduced a wellbeing approach to policy and funding through The Treasury's Living Standards Framework¹⁷ and Wellbeing Budgets.
- The Government is working to reduce health inequities - the avoidable outcome of uneven access to the resources needed to lead healthy lives^{18 19}.

Best practice

Over the years Like Minds, and similar programmes in other countries, have built up knowledge of best practice in reducing prejudice and discrimination. We will expand on this knowledge by developing best practice indigenous approaches. The main areas of evidence relate to the best explanatory models of mental distress to use in this kind of work, the best ways to structure programmes, and the most effective interventions.

NGĀ KAUPAPA MĀORI

It is the right for Māori under Te Tiriti for Māori to express their world view. The expression of Te Ao Māori within Like Minds will be in the form of Kaupapa Māori. Like Minds kaupapa Māori will be led by the following transformative principles^{20 21}

Tino Rangatiratanga - Self-determination

Asserts the right for Māori and non-Māori (ngā tangata katoa) to be self-determining in their cultural, political, economic and social aspirations..

Taonga Tuku Iho – Validation of cultural identity and aspirations

Incorporates and normalises ngā kawa, te reo me ōna tikanga (Māori protocols, language and cultural practices) for the benefit of both Māori and non-Māori.

Matauranga Māori – Incorporation of knowledge and wisdom

Acknowledges ways of acquiring and exchanging knowledge and wisdom that are either unique to Māori or preferred by Māori.

Whānau – Incorporation whānau structures and practices

Acknowledges our responsibility to nurture and support a whānau culture and associated practices of connection and reciprocity.

Mana Tangata – Collective strength and balance

Acknowledges the inherent power within tangata katoa and the need to work in mana enhancing ways in everything we do.

PRIORITIES | NGĀ WHAKAAROTAU

Embed kaupapa Māori principles

Māori, as an equal Te Tiriti partner will be part of the Like Minds leadership and participate equitably. The Programme will be steeped in Te Ao Māori – kawa and tikanga, te reo and our kaupapa Māori principles. Māori will no longer be a priority group in a western response; kaupapa Māori principles will be the default programme response to both Māori and non-Māori. This will end racism within Like Minds and ensure a more effective and acceptable focus on the human rights of Māori with mental distress.

Te Hiringa Hauora will ensure:

- Māori are partners with Te Hiringa Hauora on Like Minds Programme leadership.
- Te Hiringa Hauora ensures kaupapa Māori principles transform every aspect of Like Minds.
- Te Ao Māori is visible in Like Minds campaigns and communications.
- Māori have equitable opportunities and resources to deliver Like Minds.
- Māori experience equitable outcomes from Like Minds.

Strengthen leadership and coordination

Like Minds will thrive through focusing its activities for priority benefit and in specific settings. Te Hiringa Hauora will provide coordinated leadership, active communications and a sound structure that links the different activities and levels.

Like Minds will benefit the people who are the most affected by prejudice and discrimination - people with severe mental distress and those affected by intersectional discrimination including:

- Māori
- Pasifika
- Asian communities
- Rainbow communities



Te Hiringa Hauora will lead:

- The coordination of the different parts of the Programme.
- National campaigns and communications.
- Policy work to address structural discrimination.
- Social inclusion awards.

Funded partners will deliver:

- A social movement to advocate the end of discrimination.
- Education in selected settings.
- Media grants, monitoring and response.
- Social action grants for individuals and communities.
- Like Minds programme evaluation

Build networks and capacity

Building networks and capacity will enable the people involved in Like Minds to be well aligned to each other, take up opportunities to do the work and to deliver best practice.

We will achieve this through:

- Strengthening strategic relationships with other organisations to maximise reach and impact
- Building networks and momentum through the social movement.
- Developing excluders, bystanders and the excluded into upstanders.
- Developing training, resources and best practice guidance for Programme activities

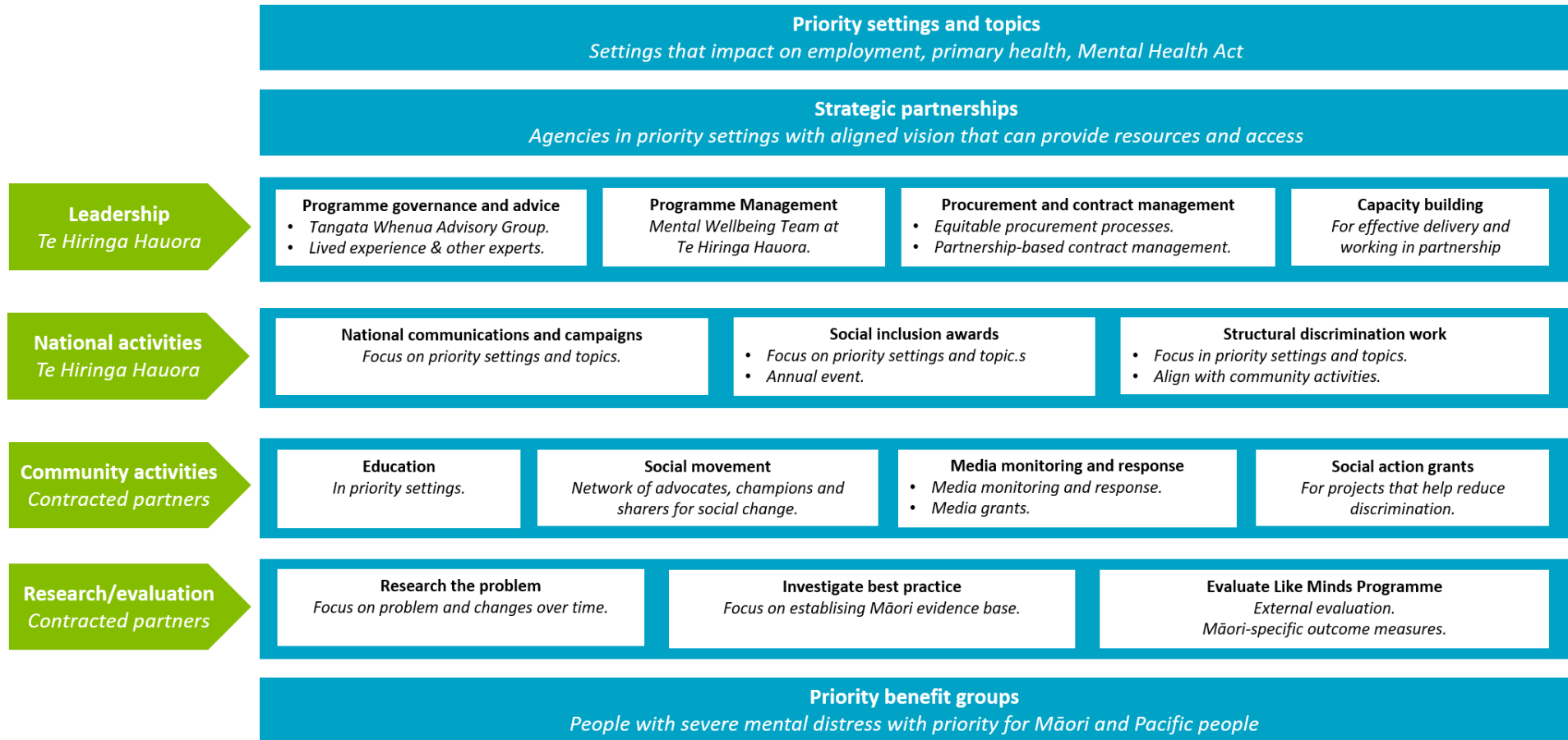
Strengthen research and evaluation

Like Minds needs to be supported by robust planning as well as research to understand the problem and how it changes over time and evaluation help us understand if we are achieving the vision.

We will achieve this through:

- Collaborative planning with partners and stakeholders.
- An emphasis on kaupapa Māori approaches to research and evaluation.
- Research projects to understand the problem, particularly for Māori.
- A kaupapa Māori Programme evaluation.
- The development of indigenous best practice knowledge.

LIKE MINDS COMPONENTS | NGĀ RINGA



CRITICAL SUCCESS FACTORS | NGĀ PIKI

The following critical success factors have been selected because they are either fundamental to the success of Like Minds or they need a new emphasis. These critical success factors will form the broad framework for the Programme evaluation.

Process success factors

1. **The Foundations** are reflected through the whole of Like Minds.
2. **Kaupapa Māori** approach is embedded at all levels of Like Minds.
3. **Leadership** unifies diverse partners and coordinates multi-level activities.
4. **Collaboration** with partners enhances design, implementation, evaluation and improvements.
5. **A social movement** is mobilised.
6. **Research** and **evaluation** identify the key problems and assess the Like Minds solutions.

Outcome success factors

7. **Public attitudes** to people with severe mental distress are improving.
8. **Experienced discrimination** among people with mental distress is reducing.
9. **Programme activities** are associated with sustained improvement in attitudes, behaviours or structures.
10. **Māori and other priority benefit groups** experience equitable improvements in social inclusion.

ACKNOWLEDGEMENTS | NGĀ MIHIMIHI

Ranginui ki runga rawa.

Papatuanuku ē takoto ana.

Ngā hunga mate o ngā hunga mate. Heare, haere atu rā. Haere atu ki Hawaiki nui, Hawaiki roa. Hawaiki pāmamao.

Ngā hunga ora o nga hunga ora.

Ngā manawhenua ō te ao.

Ngā mihi

We thank the kaumātua who have provided us with the whakaruruhau of shelter and safety; those who have passed on who have contributed to Like Minds; the people who stand among us who have contributed to Like Minds; the Tangata Whenua Advisory Group for their ongoing leadership and guidance; the Ministry of Health for their strategic support; Te Hiringa Hauora Board and Kaiwhakahaere Matua; and the Mental Health Foundation for supporting the development of this document.

We also thank:

- All 2014 to 2019 funded partners.
- The Pacific Leadership Group.
- Like Minds strategy advisory group.
- Multi Agency Group.
- Former Like Minds programme leads.
- Equally Well partners.
- Te Hiringa Hauora kaimahi
- The Lived Experience Knowledge Exchange Network

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MEETING MINUTES

MEETING	Like Minds Settings-based Education for Social Change Evaluation Panel
DATE	27 January 2021
TIME	11.00AM – 4.00PM
VENUE	Physical: Te Hiringa Hauora, Level 16 101 The Terrace, Wellington (Akaroa room) Zoom: Meeting URL - [REDACTED] Meeting ID - [REDACTED] Passcode - [REDACTED]
ATTENDEES	Chair: [REDACTED] Voting members: [REDACTED] Non-voting members: [REDACTED] Minute taker: [REDACTED]
APOLOGIES	NA

11am - 11.00 am – [REDACTED] blessed the kai for lunch.

11.20 am – Lead by the Chair: Mihimihi me karakia (Greeting and prayer) and Whanaungatanga (Introductions).

11.40 am - [REDACTED] gave background information and outlined the purpose and objectives for the evaluation panel members. [REDACTED] left the meeting room at 12 pm.

12.00 pm – Review of conflict of interest register. No mitigation required for any panel members.

12.05 pm - Review of ROI – [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Criterion 1	8	6	6	7 to 6	7 to 6
Criterion 2	6 to 5	5 to 4	6 to 4	5 to 4	4
Criterion 3	8 to 7	4	5	5 to 7	8
Criterion 4	7 to 6	6	6	7 to 6	7
Criterion 5	8	6	7	6 to 7	8

12.45 pm – Fire alarm went off and the meeting was paused for those at Te Hiringa Hauora to evacuate.

Review of ROI – [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Criterion 1	9	9 to 8	8	8	9 to 8
Criterion 2	9	10 to 9	8 to 9	9	9
Criterion 3	8	4 to 6	8	8	9
Criterion 4	7	7	7	7	9
Criterion 5	8 to 9	8	8	7 to 9	9

[REDACTED]

[REDACTED]

	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Criterion 1	9	8	8	8	8
Criterion 2	8 to 7	6	8 to 7	7	7
Criterion 3	9 to 6	6	7	8 to 7	8 to 7
Criterion 4	9 to 8	5 to 7	8	8	8
Criterion 5	8	5 to 7	7	8	8

3.30 pm – It was decided that a follow-up session would be required as there was one submission left to be completed. Session closed with a karakia led by the Chair.

Follow up Session on 11 February 2021 at 9am : zoom and in the Wellington office

9.00 am – Follow up session was opened with a karakia led by the Chair. The Chair reviewed the last session and recapped the process for the panel members.

9.20 am – [REDACTED] gave whakaaro on the Settings-based Education aspects of Like Minds and where it fits in with the wider programme.

9.25 am - Review of ROI – [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Criterion 1	4	6 to 5	6 to 5	6 to 4	4
Criterion 2	9 to 7	8 to 7	7	9 to 7	4
Criterion 3	4	6 to 4	6 to 5	7 to 5	4
Criterion 4	4	6 to 4	6 to 3	7 to 5	4
Criterion 5	4	5 to 4	6 to 4	7 to 5	4

10.15 am – Final scores were reviewed

[REDACTED]

[REDACTED] – 8.2

[REDACTED] – 6.04

[REDACTED] – 4.68

[REDACTED] – 7.4

Changing Minds Trust, ManaVation Ltd, Asian Family Services Ltd, E Tipu e Rea Whānau – 6.68

The applicants who will progress to RFP are [REDACTED]
[REDACTED] Changing Minds Trust, ManaVation Ltd, Asian Family Services Ltd,
E Tipu e Rea Whānau.

10.18 am Discussion around the next stage of the process for RFP and the Collaborative
Wānanga, communications around this will be sent out to the panel.

10.20 am – The session closed with a karakia led by the Chair.

MEETING MINUTES

MEETING	Like Minds Social Movement Initiative Evaluation Panel
DATE	28 January 2021
TIME	11.00AM – 4.00PM
VENUE	Physical: Te Hiringa Hauora, Level 16 101 The Terrace, Wellington (Akaroa room) Zoom: Meeting URL - [REDACTED] Meeting ID - [REDACTED] Passcode - [REDACTED]
ATTENDEES	Chair: [REDACTED] Voting members: [REDACTED] Non-voting members: [REDACTED] Minute taker: [REDACTED]
APOLOGIES	NA

11.00 am – [REDACTED] blessed the kai for lunch.

11.15 am – Lead by the Chair: Mihimihi me karakia (Greeting and prayer) and Whanaungatanga (Introductions)

11.27 am – [REDACTED] (Manager Mental Wellbeing) gave background information and outlined the purpose and objectives for the evaluation panel members. [REDACTED] then left the meeting room at 12 pm.

12 pm – Review and update Conflict of Interests

[REDACTED] declared that she has been contracted to do work for [REDACTED] to mentor their rangatahi team.

[REDACTED] declared five (5) conflict of interests;

- [REDACTED];

- [REDACTED] [REDACTED] ([REDACTED] [REDACTED] [REDACTED] is a member of a facebook group with lived experience ([REDACTED] is the Admin person)
- [REDACTED] [REDACTED] part of the [REDACTED] ROI, is currently engaged in a piece of work with [REDACTED] and she is working as part of my broader team on a large change project
- Former employee of [REDACTED] when it was first formed (they have endorsed the Changing Minds ROI).

[REDACTED] declared her conflicts of interest and they will be managed accordingly.

Meeting paused for the Chair, Te Hiringa Hauora Programme Lead and Procurement team to address the conflict of interests.

1.00 pm – Meeting resumed.

The decision was made to remove [REDACTED] from the [REDACTED] [REDACTED] [REDACTED] discussion panel and [REDACTED] would be removed from the discussion for the [REDACTED] [REDACTED] and [REDACTED] [REDACTED] discussion panel, [REDACTED] feedback for the submission will also be restricted.

1.10 pm - Review of responses. [REDACTED] left the room for the [REDACTED] [REDACTED] [REDACTED] evaluation.

Panel members discussed the strengths and weakness of the application:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Criterion 1	9		8	8	9
Criterion 2	9		9	9	10
Criterion 3	8 to 7		7	4	9.5 to 8
Criterion 4	8		4	8	6.5 to 6
Criterion 5	9		8	7	10

1.45 pm - [redacted] re-joined the panel.

[redacted]

[redacted]

[redacted]

[redacted]

	[redacted]	[redacted]	[redacted]	[redacted]	[redacted]
Criterion 1	8 to 7	7	8	8	8
Criterion 2	6	5	8 to 6	5	8 to 5
Criterion 3	8 to 7	6	6	8	6.5 to 7
Criterion 4	8	7 to 6	4	8	5.5 to 6
Criterion 5	8	7	7	9 to 8	7

2.20 pm – [redacted] left the room for the review of this submission.

Review of [redacted] [redacted] and [redacted] [redacted] [redacted]

[redacted]

2.35 pm – Afternoon break. [redacted] rejoined the meeting

2.40 pm – Resumed review of ROI – [redacted]
[redacted]

[redacted]

[REDACTED]

[REDACTED]

[REDACTED]

	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Criterion 1	8 to 7	8	6	8	10 to 9
Criterion 2	8	10 to 8	7	9 to 8	10 to 8
Criterion 3	8	8	8	9	10
Criterion 4	8	8 to 7	4	9	9
Criterion 5	8	8	6	7	9

3.15 pm - The evaluation panel was concluded for the day with a follow up session to be organised for next week. Karakia to close the panel meeting for the day.

1 February - Like Minds Social Movement Initiative Evaluation Panel Follow up Session

2pm – The follow up session for the Like Minds Social Movement Initiative was opened with a karakia.

Review of ROI - Changing Minds Trust, ManaVation Limited, Asian Family Services Limited, E Tipu e Rea Whānau Services.

Initial discussion took place around the form of the submission. The submission via video was hard to revisit and had to be watched several times to extract all the information from it. However, it was great to feel the genuineness and the faces of the people putting forward the application. These organisations have extensive networks especially in the peer community. They have experience in the advocacy space and lived experience space. Leadership displayed with a strong Māori worldview and a willingness to work together in a four way partnership. The application identifies sectionality in the health sector. Their approach has strong alignment with Like Minds.

[REDACTED]

[REDACTED]

[REDACTED]

	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]
Criterion 1	5 to 4	5 to 4		2 to 4	9 to 6
Criterion 2	5	6		6	7.5 to 6
Criterion 3	5	6		3	7.5 to 7
Criterion 4	7 to 5	4		2	6.5 to 6
Criterion 5	4	4		2	7 to 5

All reviews for ROI submissions completed. [REDACTED] rejoined the group for final scoring.

[REDACTED]
[REDACTED] Changing Minds Trust, ManaVation Limited, Asian Family Services Limited, E Tipu e Rea Whānau Services; all succeeded in progressing to the RFP stage with their scores being 7.85, 7.84 and 7.52 respectively.

4 pm - The follow up session for the Like Minds Social Movement Initiative was concluded with a karakia.

Settings-based Education - final decision panel

Wednesday, 14 April 2021

2:51 pm

KPMG Offices, Wellington

Present:

[REDACTED], Chair KPMG

Te Hiringa Hauora: [REDACTED],

Panel: [REDACTED]

MS Teams: [REDACTED]

Meeting started at 2.38pm

Meeting opened by the Chair

Process:

- 1.5 on evaluation discussion, 30 mins per response.
 - Within the 30 mins, 20-25 discussing themes, weaknesses/strengths from wānanga, last 5 mins moderating scores and confirming final scores.
- Remainder of the time whakawhanaungatanga, share thoughts, experiences, engagement. Then close prior to THH taking the process further.

Panel agreed to allow prior knowledge of the respondents and primary key information relating to the services.

Evaluation discussion started at 2.50pm.

Changing Minds & co.

[REDACTED]

- This application was more comprehensive than everyone else's
- [REDACTED] was focusing on "what would the education programme actually look like?", and [REDACTED] felt Changing Minds & co. did the best job at outlining this
- They acknowledged in both the written application and the wānanga the benefit audiences
- In the collective itself, we have Māori representation, Asian representation, severe mental distress, and intention to focus on Rainbow and Pasifika also
- No sign of engagement with previous Like Minds Pasifika providers, and the lack of acknowledgement of the whakapapa is concerning. Heavily focuses on partnering with Le Va
- [REDACTED]

[REDACTED]

- Scored them quite low. Thought it was very jumbled, but the wānanga helped to turn it into a knitted scarf or kete. Speaking about it translated it into a vision for the education programme
- Didn't get what [REDACTED] wanted, but they did give a better explanation about what the education programme could like
- Great explanation around how they would use Te Reo and Tikanga Māori to enhance other worldviews
- Wānanga helped to strengthen their scores

- Scored them much higher in the RFP vs. ROI
- They really articulated their conflicts of interest etc. and gave dedicated thought to their partnership proposal
- Focus on the online component may not necessarily be effective - if we chose them, we would need to work with them to develop this and expand it
- Wonders how sustainable these relationship are, considering the issues between Changing Minds and [REDACTED]
- They have strong networks, and could utilise these to deliver in regions that they may not suit. However, this isn't really reflected in their costs
- Strong focus on FTE, not much focus on evaluation or workforce development

- Wondering how we can get this initiative across the motu, and these reservations still exist for [REDACTED] post-wānanga
- Thinks this is a real risk for the contract
- They had so much creativity and [REDACTED] really valued this

- Clear from a tangible perspective what they want to achieve
- They aren't really aligning with the strategic direction we are wanting to go in for Nōku te Ao 2020-2025
- The structure for partnerships proposed here seemed to reflect what was proposed historically
- The complexity of a multi-partner agency and their governance is a significant risk
- Doesn't think they have the infrastructure and the capacity to uphold this contract
- They have been quite Rakau Roroa-centric in their applications.

Challenges with infrastructure, acceptable networks across different communities. Look of the programme seemed very much focused to online. Panel disappointed that they claimed a relationship which wasn't true.

Criterion 1 adjustments

[REDACTED] 8 to 7
[REDACTED] 5 to 6
[REDACTED] 7 to 5
[REDACTED] 7 to 6
[REDACTED] 9 to 7

Criterion 2 adjustments

[REDACTED] 7 to 4
[REDACTED] 7 to 4
[REDACTED] 9 to 4
[REDACTED] 6 to 4
[REDACTED] staying at 4

Criterion 3 adjustments

[REDACTED] staying at 6
[REDACTED] 8 to 6

7 to 6
7 to 6
5 to 6

Criterion 4 adjustments

7 to 5
7 to 5
8 to 5
staying on 6
staying on 6

Final overall score: 5.3 / 10

Changing Minds & co. - Settings-based Education Wānanga

Wednesday, 7 April 2021 10:27 am

Opening / mihi whakatau
- Turaukawa, Taimi and Zoe

10.25 Whanaungatanga
- Icebreaker exercise

11.20 Kōrerorero

Theme one: Programme Delivery

1. Blended model is what works. Will be different for everyone
 - Meet with differing groups and ask them what works for them, e.g. Whakatau Mai, which utilises a secure video communications platform
 - o Some people prefer kanohi ki te kanohi
 - Rakau Roroa utilise blended model too - "flipped classroom" all parties bring their own learning to the table to share
 - Kanohi ki te kanohi will be an essential priority for Māori communities re: future of this work stream
 - Whanaungatanga is particularly important when it comes to training. If people don't know who they're talking to, it doesn't set us up for asking difficult questions / tackling heavy topics
 - Taimi comment: "missing comment on page 28 re: case study. It's supposed to read what NOT to do"
 - People come to us with what they think they need (e.g. Early warning signs, diagnosing colleagues etc.) but this is often wrong and amplifies prejudice and discrimination
 - Kanohi ki te kanohi is equally important for Asian communities. Often we need to unpack discrimination and trace back opinions from different nationalities' origins and historical cultural beliefs
 - Lessons re: Pacific whanau - thought a great settings was churches in the past, but there is a real tension between the mana the church might hold, and the way the whanau members are feeling. Important that we gift whanau members with the knowledge to do their own "training"
2. Collaborating with lived experience every minute of every day. They're not stakeholders, they're whanau.
 - Content they already have has been co-developed historically and has evidence behind it
 - An individual does not exist without a whanau - we do it all together
 - Ivan: has reached out to some Asian consumers of MHS and intends to put together an Asian Lived Experience Network
 - CM are working with Le Va and strategising how they can develop a Pasifika Lived Experience Network
3. Groups, see page 25 onward. Categorised in groups on how they would work with them. Choosing people they already have relationships with to grow from there
 - WINZ, Oranga Tamariki, Kainga Ora
 - Justice sector: already work with Police, Courts (family and drug), prison connections (Tall Trees)
 - Part of new PHO rollout across the country. Discrimination and prejudice still exists with our clinicians - trying to figure out what kinds of training will be approved (working on professional development credit options)
 - Whanau Ora. Tertiary training providers in the medical space. Physiotherapy. Nursing.
 - Work closely with UoA. Also work with AUT, Otago, Te Wananga Aotearoa

- Have pathways into high schools, but is difficult
- Have good relationships with media (NZME and MediaWorks training) - usually go in after an adverse event
- Hospitality industry
- Aviation industry (PAN - Peer Support Network for Pilots)
- Manufacturing, construction, forestry - areas they would like to explore due to high numbers of Māori and Pasifika
- Often the more someone is excluding, the bigger chance there is to recover this / turn it around
- 'Kore' - our excluders have infinite potential to change and grow. They are not nothing

Theme two: Te Ao Māori and Te Tiriti capability

1. Te Reo is the gateway to Te Ao Māori
 - Because of this, it's hard to differentiate between Te Tiriti and Te Reo Māori
 - Core concept underpinning the Treaty is whanaungatanga
 - It's not at the expense of non-Māori when we look at the world through a Te Ao Māori lens
 - Built Te Reo into their course in a way that was welcoming and encompassing. People felt like they could come on the learning journey at any stage
 - Until they starting talking about this openly, many Māori whanau in their organisation didn't feel like they could identify with their language / history and come on the learning journey
 - Wherever they train and connect with people, Te Tiriti and Te Ao Māori is the foundation of it all
 - Layering of mental distress and intergenerational trauma makes it all inherent. The more we connect Māori and non-Māori, another layer of discrimination is removed
 - Intersecting Te Ao Māori and the culture of lived experience helps people to find their "tribe"
 - Whanau approach works for Asian communities, so it's an exciting opportunity to continue to share it with them and take a holistic approach

Theme three: Te Tiriti and priority groups strategic engagement and relationship management

- See all partners as key to progressing the kaupapa - none of the workstreams will work in isolation
- They have not started partnerships just as a result of this mahi - they have held partnerships for years because of the expertise others hold
- They have created various MoUs with other entities, but it's the exchange of knowledge and coming alongside each other that really carries the agreement and relationship
- CM have individual relationships with Jono, Moira, Joey (Te Ngākau Kahukura) which have potential for formalising a partnerships, but MoUs aren't the be all end all
- The mutual trust and legacy of relationships are the most important
- Regardless of who ends up holding the putea, Nōku te Ao is incredibly important to Aotearoa

Theme four: Organisational structure and capacity

- Confident about delivery nationally (whether via Zoom or kanohi ki te kanohi). Staff are all over the country, as well as the Tall Trees
- Confident on delivering both contracts

Theme five: Measuring success

- Turaukawa and Board chair have developed a Māori evaluation programme
- They want to work with us to develop the evaluation, impact analysis, what are we counting, what's the narrative (and not just the data)
- They already evaluate their programmes, but building the narrative after collecting data can be hard
- Turaukawa: What is the outcome? Anybody who engages in the kaupapa can stand proud. This isn't just a Māori thing, this is a people thing
- Zoe: big picture outcome - wouldn't it be great to know if the general public knows things are

moving in the Nōku te Ao space. If people know this kaupapa and are taking a stand, we are doing something right

- Taimi: Will evaluation proceed alongside contracts? A learning from past contracts is that evaluation coming after the fact was not as beneficial.

Social Movement - final decision panel

Wednesday, 14 April 2021

12:16 pm

KPMG Offices, Wellington

Present:

██████████ Chair KPMG

Te Hiringa Hauora: ██████████ ██████████ ██████████ (LM historical advice)

Panel: ██████████ ██████████

MS Teams: ██████████

Meeting started at 12.15pm

Meeting opened by the Chair

Process:

- 1.5 on evaluation discussion, 30 mins per response.
 - Within the 30 mins, 20-25 discussing themes, weaknesses/strengths from wānanga, last 5 mins moderating scores and confirming final scores.
- Remainder of the time whakawhanaungatanga, share thoughts, experiences, engagement. Then close prior to THH taking the process further.

Chair handed to ██████████ for key learnings and gratitude to panel, including ██████████ and ██████████ gratitude to the chair.

Evaluation discussion started at 12.24pm.

Changing Minds & co.

██████████

- Their approach to partnerships was really special and strong
- Keeping the safety for people involved at top of mind is good, but it felt slightly gatekeepery in that those in the movement already are the movement, and those outside aren't quite part of it
- While 125 people have been trained as members of Rakau Roroa, even with training more, this may still keep the movement quite small
- Clearly have big ambition and concern for people, but RR is quite insular and it could easily link in to another respondent's SM - whereas vice versa, this isn't the case
- All of the putea allocations indicated that money would be kept in-house. The 'koha for ambassadors' indicated in the proposal didn't seem to be reflected in the price response form
- It seems that certain relationships outlined in the RFP have been stretched. Concerns about credibility here
- Adding up the kaimahi map of Rakau Roroa-trained people, it came to 115 not 125.

██████████

- A lot their initiatives they talked to were not relatable for communities he identifies with - is there a possibility for there to be wider outreach through this programme?
- The partnership, however, was really strong

- The proposed phases of the initiative were appealing
- They definitely came prepared and clearly put a lot of work and effort into their proposal
- Furthered an "othering narrative" in some of their language
- Emphasis on MELAA communities was lacking



- Their RFP document was quite strong
- Level of detail and the structure they were able to outline was good
- It is quite structured and pre-prescribed. They do not seem to want to develop the ability to engage and get buy-in for by those outside the existing kaupapa
- Theory of Change component was strong
- Potential risk re: infrastructure, networks and connections, kaimahi, person-centred approach - the other respondents seemed to be stronger here.

Strengths:

- Passion, skill set

Weaknesses:

- reach, networks, connections, national scale, delivery on a restrained social movement

Moderations

Criterion 1: 7 to 5 [redacted] [redacted] 7 to 6

Criterion 2: [redacted] 4 to 6, [redacted] 7 to 6

Criterion 4: [redacted] 7 to 5

Total weighted score: 5.6/10

Wānanga - Changing Minds et al - Education

Wednesday, 7 April 2021

1:20 pm

KPMG offices, Wellington

Chair: [REDACTED]

Present: [REDACTED] Turaukawa, Taimi, Zoe

(Respondents)

Zoom: Ivan (Respondent), [REDACTED] (Panel), [REDACTED] (Panel)

Social Movement Initiative 1.30pm

Explained that format might be slightly different to morning session. Revisit the themes from this morning, any supplementary questions can be asked by the panel.

Themes:

Programme Delivery

Te Ao Maori & Te Tiriti capability

Te Tiriti and priority groups strategic engagement and relationship management

Organisation structure & capacity

Measuring success

[REDACTED] invited [REDACTED] to comment.

[REDACTED] guiding procurement principles and what we want to achieve with the procurement.

Prioritising and embedding Te Tiriti o Waitangi, investing in equity (acknowledge that we don't have infinite resources, make an impact on those affected most, Maori, Pasifika, Asian, rainbow). Inclusive procurement, e.g., whanaunga, openness, safety, ability to see eye to eye, be in front of each other, honest, frank. Opportunity to collaborative partner & plan going forward. Acknowledge we are learning. Success respondents will have opportunity to develop & contribute to other components, value, strategies to whanaunga. Huge component - those making decision should be the ones who have the rights/benefit of the programme. Maramatanga to guide process. Flexible contracts, self-reflective, guided by information as we go through, long term sustainability.

Theme 1: Question "What is your strategy and timeline to include lived experience..."

Opening all the doors and being inclusive those who want a voice gets one, and those that don't have a voice, we need to work harder with them.

CM: engage with 500K people with LE each year, actively interacting. Hui, online, Rakau Roroa, etc. No hierarchy of LE, if you are brave enough to say you've had challenges that affected your wellbeing, this is enough. To say a rangitahi's experience isn't 'big' enough is not good enough.

Ideal timeline, but an agile approach is preferred. Co-production. Three months (three hui, all over Aotearoa) First hui, discover phase, what are issues, challenges, big picture, brainstorming. CM do the mahi. Second, design. Different group, SME. What do we need to define, then design. Four weeks to develop. Then back to all collective, online hui.

Cementing, checking assumptions, context, checking in for accuracy. Human-centred design. Works well in context of growing a collective of people, 'confine the tribe'.

■ **who is involved in social movement? Hui are broad. Written appl. Lots of Rakau Roroa, more info about their role, and potential opportunities for those not already in the group to get involved.**

TA: RR, developing LE leadership, morphed and is now underpins a social movement. Korero around social movement will be 'tall trees' and tall trees will be part of the social movement. Consumer movement, social movement. In Consumer movement, no shared kawa, philosophy, not necessary agree with each other, but not always safe. Disengagement, unsafe. RR deliberately tikanga first. Sets up foundation atawhai (kindness), pono (truth no judgement), one more. Tikanga with engagement, full accepting of each other. RR training accessible to all in social movement on good grounding, language LM, key messages, (see pg. 19) Help people to respond to own distress when using their story (using is safer than telling). Online tikanga to develop how we engage on line that is safe and supportive. Identified mentors. Awhi people. Embracing those that might not have entered this place, keeping them safe. Two days F2F or four weeks online with F2F component (relationship with 1737 & psychology connections).

Partners bring new networks to introduce the CM model to.

RR had limit with F2F training, last couple of years developing an online approach to allow anyone who wants to do it can.

Existing tall trees are 'fire starters'.

More Asians, refugees, migrants able to and willing to share their stories.

■ **Expand on new population groups that you're looking to build relationships with? Ivan is on point about infrastructure and networks. Who's on target?**

IY: Why AFS included, TA wanted to work collaboratively together, more visible. AFS has relationship with many people, see page 23.

TA: Go first where intention and existing relationships, e.g., Maori, pacific, Asian, refugee, migrant, rainbow. To be truly inclusive need to keep the door open.

■ Approach that we are taking, to build an evidence based, who is most impacted, from an equitable perspective, programme not focusing on types/ethnicity but those who are most impacted. Drive our strategy from our world view of research and evidence, but this is a different journey different datasets, narrative, may shape the settings, environments.

Zoe: as a collective have talked about population, aligned with evidence & need, but layer, rights-based approach. Whatever we do is underpinned by Te Tiriti, rights-based.

Acknowledge place of Maori in this country, tangata whenua, so will be a priority for us.

■ who in particular, basis Te Tiriti, what's good for Maori is good for everyone else, agrees with that. Any other thoughts on pops?

Zoe: when CM developed they weren't in partnership, but they are now to strengthen those new populations and relationships.

TA: languages, 8 with AFS. Le Va, more language translation and pacific worldview.

Linguistically approachable.

Second theme: Te Ao Maori & Te Tiriti capability

Te Ao Maori and Te Tiriti based approach, and how will approach with non-Maori?

What's good for Maori is good for everyone. Why? Te Ao Maori isn't exclusively a Maori approach, it's a people approach, whanaungatanga, whakapapa, moemoea, pukenga. Suitable

for anyone. Doesn't discriminate, focuses on connections. Doesn't discriminate on anyone that calls Aotearoa home.

New language -- kia (to reach a state) ora (whole).

If this respondent is lucky enough they will do things differently.

Te ao Maori underpins how we train for non-Maori.

Collective approach, holistic approach, very aligned with Asian wellbeing. Asian and Maori have similar world views.

■ tautoko their korero. Same mission we and a lot of other places are having. A human approach is great.

Third theme: Organisational structure and capacity

First question.

Capacity of an organisation -- more does not mean great achievement, more about skills, abilities, experience, expertise. Some have two in our org, some have more. No hierarchal structure, each have roles which are owned. If someone doesn't know, then it is delegated.

Under an umbrella. Not us as four orgs, it's Nōku te Ao, we just plan and do.

See page 47 for org chart. Thinking of Governance group above all orgs, independent Maori chair. Fresh head, not aligned with current orgs. Governance group could be made up of other successful Like Minds groups. Needs to be a collective from get go. Rainbow, and 50% Maori on governance group. Including partners, including THH. Tangata Whenua included. Collective approach of all players in all streams.

Recruitment. CM has strong influence on recruitment in an open way. Approach is collective, so in the places where they are. They could be anywhere, e.g. Dunedin. Part of them to feel safe, they need to decide where they sit, e.g., under E Tipu E Rea, or MANAvation. Don't have to sit with CM. Naming convention then follows that. Here is the mahi, but what it is called will be a conversation with you. Dovetails with education proposal, should work across each other. Need to be developed and at the same time.

While there have been roles defined, but it will depend on who we get. FTE will be placed where strengths are and are shared.

■ **Project might look like, if it was different if there wasn't infrastructure if education was part of this. Is the RR going to expand as a result of education programme, or what can it achieve if this isn't alongside.**

TA: challenges of not putting programmes together, not insurmountable. RR training keeps people safe, should underpin social movement for safety. Social movement success, activities with which they are engaged in. A large component is leading education and training which is why they go together. If apart, whomever gets training component would still be working with social movement initiative supplier.

■ Yes, this is the requirement.

TRK: Often think about how many barrier remove in hauora journey? E.g., how many times do I have to tell my story?

One place to support our whanau etc. Can these streams sit apart, or are we creating a barrier that we just don't need to? If we do, what happens if there is a diff of kawa and tikanga? Is this an unnecessary risk?

Staffing and support from four orgs, will most of the work be resting on RR regional leads and ambassadors. Curious if regional leads are already identified, what their backgrounds/interests are. Will they choose the issues that fall under social movement? Where will ambassadors sit?

TA: See pg. 17. None of the groups are exclusive and do cross over. Regional leaders that exist currently, they were chosen by the network to be the regional touchpoint. Eight regional leaders currently. Just ok for the current size, but as it grows it needs growth, more people putting their hands up, e.g., connect with people interest in hapu mama, transgender etc. RR gift people the knowledge, a taonga, but not for us to decide what is done with that. We give them what's safe what we know works knowledge to look at own experiences. Do not tell them what to do with that. So magic happens.

Applies to grant recipients too. People come in with an idea, but might not use evidence / language. So we bring them in and give them the tools to help them.

TRK: Rangatira (weave, groups of people). Kaupapa to weave together, let the people lead. Whanau out there have skills, how can nurture, fill gaps, learn from them.

How the single crazy dance guy shows how a social movement starts -- google the video.

People that are empowered and safe and have tools to go forward to use their story, if we ended up with an Aotearoa where everyone is doing the crazy chick dance instead of rave, areas we want to influence, e.g., media, institutions. All people have connected with and take the tools and want to influence the media, lack of action re: workplaces or other institutions that discriminate. What might the partnership relationship steer, will it steer to cover all areas, or priorities of people?

TA. This doesn't happen because we are all individual. There are some common passions, but equally some individual passions. Intersectionality, crossover in experiences will be used. Zoe: partnership has different focuses. Iwi, hapu leadership is a different focus, they will have different approaches.

IY: Page 21. Education package being delivered by CM is particular, in a container.

TA: we will go to that person dancing the disco and ask where there are more of them, because that dance is important too.

Measuring success

If you were successful in obtaining both contracts could you realistically deliver both?

Easy to deliver both than one. They work together. If two different suppliers it would take longer, more whanaungatanga align kawa, under same play sheet. More difficult, not insurmountable. Financially better too.

If both kaupapa together, doesn't mean won't engage with others as they bring strengths.

Acknowledge there are others out there that have good ideas.

We can be friendly, but if there is a diff in tikanga & kawa, barrier doesn't need to be there.

They will work with others too, willingly. They want the kaupapa to be successful. Reiterated by all members of the partnership.

Question 5a & 5b:

Ask whanau what are the measures important to them. Not just numbers. What is the impact, e.g., on tamariki. We have frameworks to use to help us.

Some general indicators available now re: successful outcomes. Upstanders, language changers, whanau/next generation having a different view on mental distress, stigma, discrimination.

We can have some ideas but not sure if how it's measured is their kaupapa. Have external evaluator measure, they will focus on getting there.

█ Ack. Commitment to work alongside and contribute. Responsibility of the collective.

TA: Ack. So much amazing mahi has been created. Having to choose one or two collectives or providers will be difficult. Can't lose the whakapapa that has bought us here. Used to be 16 providers, now only one or two.

█ How do they see where the partnership approach to collaborating working with MELAA communities, how do they fit into the picture? Ack. Can't cover everyone, but have you thought about this group at all? Recognised still growing, we were all 'other' at one point in time. Will take time to develop those networks. Thoughts/perspectives?

IY: No one should be excluded. Just a starting point. Grow the pool.

TA: Leveraging on earlier comments, current network, MELAA, migrant etc. Cover many demographics. Part of our patai is how can we bring more of your community into this place? Give you the tools to engage with them.

Certain words like "target" trigger TA. We don't target, might focus on barriers, and give tools to unpick.

Human approach, not exclusively Maori, those that need the benefits will receive the benefits.

3.35pm meeting closed by █

RESPONDENT NAME: Changing Minds

PANEL MEMBER NAME: [REDACTED]

Criterion 1: Strategic approach to education programme		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Strategic approach is robust, and includes theory of change. (b) Strong rationale for proposed programme and key settings. (c) The education programme is tailored to different excluder audiences. (d) Outcomes are clear and measurable. (e) Proposed approach contributes to the Like Minds mission and vision.		a) <ul style="list-style-type: none"> - Intersectionality, tikanga/whānau centred - Uses the logic model to flesh out the theory of change, cited. - LED entirely by people with lived experience & grounded in Te Tiriti - Have the base of Rākau Roroa already to build on & existing modules - Their theory of change is included b) <ul style="list-style-type: none"> - Pacific, Māori (seems to be done well), Asian + Rainbow - Greatest need and greatest impact, good detailed table of target audiences - lots of citations d) <ul style="list-style-type: none"> - Outcomes are clear and measurable and ethnic/priority group data will be available - Accreditation based training - Digital platforms already in place - Love section “what our training is NOT” - Good detail on modules for orgs and individuals - Pre and post questionnaires (not evidenced based) c) <ul style="list-style-type: none"> - Table on tailoring to different settings e) <ul style="list-style-type: none"> - says all the right things in this section 	<ul style="list-style-type: none"> - Idea that Rakau Roroa content is transferrable - Have seen lots of these ideas before (hui and education workshops) 	Le va mentioned a lot – wonder why they aren’t in the group of four at the table?	Throughout your proposal you make mention of iwi and hapū broadly, can you please describe these connections further? How are you connected nationally to other hapū and iwi outside Tāmaki?
Weighting (%)	Score (0-10)				
40%	7				
Criterion 2: Organisation approach to partnerships		Strengths	Weaknesses	Comments	Questions for wānanga

<p>(a) Partnership approach includes lived experience communities and collaborators, including those most affected by discrimination including Māori, Pasifika, Asian and rainbow.¹</p> <p>(b) Any Tiriti-based partnerships in delivery of the requirements are clearly described and includes detail on structure, decision-making, division of funding and personnel, and relationship management.</p>		<p>a)</p> <ul style="list-style-type: none"> - “nearly all” partner orgs are led and operated by people with lived exp - 125+ rakau roroa leaders certified <p>b)</p> <ul style="list-style-type: none"> - governance structure exists that involves all orgs PLUS an independent chair who is “well connected to iwi and Māordidom” PLUS 50% Māori on the governance group (wow) - recruitment (staff have a choice for who they want to manage them) - CONFLICT managed by MOU - seem to realise the risks of a shared venture 	<p>a)</p> <ul style="list-style-type: none"> - doesn’t state % of people in there with lived exp, or those who are Māori, Asian etc, can’t get a sense of how meaningful the engagement is e.g “many of our staff and tall trees identify as Rainbow” 	<p>Seem very aware of the potential risks involved with a shared venture, and will have policies and MOU in place (prior to set up) to manage this.</p>	<p>In your proposal you noted how you will manage a shared venture should problems arise. It seems like you understand the risks. In your own words - tell us what this will actually look like in practice and why do you think you have what it takes to manage a shared venture?</p>
Weighting (%)	Score (0-10)				
30%	7				

¹ ‘Lived experience communities’ are denoted in the ROI documentation as Māori, Pasifika, rainbow and disabled people. We have altered this in the RFP documentation in order to align with the direction of the Like Minds Strategy (2020-2025).

Criterion 3: Organisation approach to kaupapa Māori		Strengths	Weaknesses	Comments	Questions for wānanga
(a) The education programme is based on Te Ao Māori. (b) The education programme will apply Te Tiriti articles.		a) - by Māori for Māori - Te reo - governance structure etc <ul style="list-style-type: none"> - Notes racism as a barrier - Whānau well described and understood - Intersectionality b) - sounds like it will involve treaty training as well	Mentions iwi and hapū connections vaguely again		Be honest – who other than Tūraukawa is gonna hold this kaupapa up? Who else do you have on board? How will you achieve your governance structure of 50% Māori?
Weighting (%)	Score (0-10)				
15%	6				

Criterion 4: Organisation capability		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Organisational infrastructure will facilitate delivery of the education programme with national reach (b) People with lived experience will deliver the requirements and solution incorporates appropriate support for successful delivery.		a) - National hub design provided - Understand that it is their collective that has power - National networks detailed (very grass roots) - Already serving 3800 now, map shows where rakau roroa are based (50% Akl) - Know that zoom will be very important b) Use CM policies for recruitment etc (using shared strengths), with a good base to draw from (rakau roroa)	-	I'm not sure this is a weakness, it's more an uneasiness – shared ventures seem so much more likely prone to problems, simply cause of their makeup, but also have the potential to provide something new and innovative	a) Does Te Hiringa Hauora know about their involvement in the structure?
Weighting (%)	Score (0-10)				
15%	7				

EVALUATION FORM FOR LIKE MINDS SETTINGS-BASED EDUCATION FOR SOCIAL CHANGE RFP

RESPONDENT NAME: Changing Minds, MANavation, E Tipu e Rea, Asian Family Services

PANEL MEMBER NAME: [REDACTED]

Criterion 1: Strategic approach to education programme		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Strategic approach is robust, and includes theory of change. (b) Strong rationale for proposed programme and key settings. (c) The education programme is tailored to different excluder audiences. (d) Outcomes are clear and measurable. (e) Proposed approach contributes to the Like Minds mission and vision.		Strategic Approach is there with the treaty articles, Tino Rangatiratanga etc, Theory of Change is clear, Educate to Activate and vice versa with the logic model making sense. Inclusive of excluder settings such as churches and community centres Outputs are clear Community Focused Have a range of programmes, modules, modalities AI, VR – cool. Really thought that caveat of what the training is not was a real strength and who they refer and how because of it.	What does it mean when Te Tiriti underpin your strategy and theory of change? Not evident across the educational content and theory of change- how will you use Te Tiriti in the curriculum, in the delivery, in the approach? Very vague Measures – what is the baseline? What is your definition of an outcome vs output? The outcomes seem to be outputs unless these are outcomes that THH have put in place in the RFP. Intersectionality theory was thrown in. How do you apply this to the work? Fundamentally missing the people, values, Te Tiriti, at the centre	It was all very generic. The words, phrases, sentences, semantics used are what the reader wants to read about but what does it mean, where is the detail and evidence. How will the shift occur through the Theory of Change? What is the baseline? They refer to working with Noku Te Ao a lot in shaping the programme and direction or did I misunderstand something There is a lot in here and would've appreciated a more streamlined, focused approach/answer to understand and know intrinsically how they are going to deliver, what they are going to deliver on, would've been good to see an outline of a workshop with aims, audience, objective, outcomes (something tailored)	In bold Obviously have strengths in Maori and Asian CQ to deliver workshops to workplace settings, would there be a lag in the delivery for PICQ? Purpose of working with UoA to be accredited?
Weighting (%)	Score (0-10)				
40%	5				

Criterion 2: Organisation approach to partnerships		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Partnership approach includes lived experience communities and collaborators, including those most affected by discrimination including Māori, Pasifika, Asian and rainbow. ¹ (b) Any Tiriti-based partnerships in delivery of the requirements are clearly described and includes detail on structure, decision-making, division of funding and personnel, and relationship management.		Mana/E Tipu e Rea, Changing Minds strong lived experience leadership MoU to be established and governance group	I couldn't remember if these were identified in the ROI process. I am told in this proposal they have strong lived experience leadership	Tall Trees cohort going on to be certified facilitators and mentors – what programme was used for certification? Wasn't evident what an equitable outcome of delivery would look like. What will determine the roll out of programmes and what is the baseline and who for?	Maybe here or below How Is Tikanga and Te Ao Maori delivered for Asian Communities (and reciprocally)
Weighting (%)	Score (0-10)				

¹ 'Lived experience communities' are denoted in the ROI documentation as Māori, Pasifika, rainbow and disabled people. We have altered this in the RFP documentation in order to align with the direction of the Like Minds Strategy (2020-2025).

30%	4				
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Criterion 3: Organisation approach to kaupapa Māori		Strengths	Weaknesses	Comments	Questions for wānanga
(a) The education programme is based on Te Ao Māori. (b) The education programme will apply Te Tiriti articles.		Language will be used as the gateway Self determination embedded in the programme Articles are explained	How does this translate in the delivery of workshops to Pacific, Asian and Rainbow? What does it mean to be Te Tiriti dynamic in delivery and ethos?	I would like to see organisations thinking about where other groups sit in Te Ao Maori and Te Tiriti.	Questions from weaknesses
Weighting (%)	Score (0-10)				
15%	5				

Criterion 4: Organisation capability		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Organisational infrastructure will facilitate delivery of the education programme with national reach (b) People with lived experience will deliver the requirements and solution incorporates appropriate support for successful delivery.		Proof of national reach Diversity of languages for Asian peoples Organisational Chart provided Recruitment process using Changing Minds policy where as much as possible people with lived experience are hired.	Pacific/Rainbow inclusion in the organisation chart Range of networks in the east coast is weak or non existent but it is an area of high concentration for Maori	What does the Tall trees training entail and how are they immersed in the Noku te Ao like minds family? Would the MoU also define who is working where and who is doing what? Is there a measure % for the programme deliverers to be of lived experience, breakdown of Maori, Pacific, Asian and Rainbow?	
Weighting (%)	Score (0-10)				
15%	6				

EVALUATION FORM FOR LIKE MINDS SETTINGS-BASED EDUCATION FOR SOCIAL CHANGE RFP

RESPONDENT NAME: Changing Minds, E Tipu E Rea, MANAvation, Asian Family Services

PANEL MEMBER NAME: [REDACTED]

Criterion 1: Strategic approach to education programme	Strengths	Weaknesses	Comments	Questions for wānanga				
<p>(a) Strategic approach is robust, and includes theory of change.</p> <p>(b) Strong rationale for proposed programme and key settings.</p> <p>(c) The education programme is tailored to different excluder audiences.</p> <p>(d) Outcomes are clear and measurable.</p> <p>(e) Proposed approach contributes to the Like Minds mission and vision.</p>	<ul style="list-style-type: none"> • Clear connections to LM Kaupapa • Intentions to create a sustainable/self-sustaining programme • Already existing platforms. • Strong rationale for key settings and audiences, as well as for programme. • Clear and measurable outcomes with well-considered evaluation frameworks 	<ul style="list-style-type: none"> • Theory of Change Strategy only acknowledges some of the key audiences (Māori, Asian) for module co-design • Noting that the majority of Pasifika engagement only acknowledges Le Vā, but not other Pasifika organisations, especially those whom have been part of the whakapapa of Like Minds. • Unsure if the proposed programme is manageable given the breadth of coverage compared to the proposed FTE associated to it. 	<ul style="list-style-type: none"> • Would like to have seen more about the pedagogical approach • Feels like LM priority audiences (except Māori) have been tacked onto this application rather than having prominence in the approach. 	<ul style="list-style-type: none"> • Logic Model – What does Māori and Pacific design principles mean? • What does it mean for this collective to have Te Tiriti-dynamic approaches? (may need a clearer re-working of this question) • How will you ensure that a Mental Health Tick programme is not just another tick-box exercise for organisations? • What specific work have you done with Rainbow Communities in the past? 				
<table border="1"> <tr> <th>Weighting (%)</th> <th>Score (0-10)</th> </tr> <tr> <td>40%</td> <td>8</td> </tr> </table>	Weighting (%)	Score (0-10)	40%	8				
Weighting (%)	Score (0-10)							
40%	8							

Criterion 2: Organisation approach to partnerships	Strengths	Weaknesses	Comments	Questions for wānanga				
<p>(a) Partnership approach includes lived experience communities and collaborators, including those most affected by discrimination including Māori, Pasifika, Asian and rainbow.¹</p> <p>(b) Any Tiriti-based partnerships in delivery of the requirements are clearly described and includes detail on structure, decision-making, division of funding and personnel, and relationship management.</p>	<ul style="list-style-type: none"> • Clear evidence of lived experience at multiple levels • Clear considerations of working/practice within Kaupapa Māori settings • Good connection with Asian Communities 	<ul style="list-style-type: none"> • Concern that engagement with Pasifika and Rainbow communities have not been adequately explored in the context of this mahi, especially as it has a broad engagement remit. 	<ul style="list-style-type: none"> • Noting that my organisation has been specifically named in this application as supporting the collective, however that is news to me. 	<ul style="list-style-type: none"> • How will you ensure clear intersectional practice in the context of the Governance Group? Will this be representative of all key audiences/populations? 				
<table border="1"> <tr> <th>Weighting (%)</th> <th>Score (0-10)</th> </tr> <tr> <td>30%</td> <td>6</td> </tr> </table>	Weighting (%)	Score (0-10)	30%	6				
Weighting (%)	Score (0-10)							
30%	6							

¹ 'Lived experience communities' are denoted in the ROI documentation as Māori, Pasifika, rainbow and disabled people. We have altered this in the RFP documentation in order to align with the direction of the Like Minds Strategy (2020-2025).

Criterion 3: Organisation approach to kaupapa Māori		Strengths	Weaknesses	Comments	Questions for wānanga
(a) The education programme is based on Te Ao Māori. (b) The education programme will apply Te Tiriti articles.		<ul style="list-style-type: none"> • Clear intentions to have a programme grounded in Te Ao Māori • Detailed exploration of relationship of organisations to Te Tiriti 	<ul style="list-style-type: none"> • Unsure where the entire collective stands in relation to comprehensive knowledge and understanding of Te Tiriti & Te Ao Māori. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • How will you apply Te Tiriti and Te Ao Māori in relation to intersectional practices and audiences?
Weighting (%)	Score (0-10)				
15%	7				

Criterion 4: Organisation capability		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Organisational infrastructure will facilitate delivery of the education programme with national reach (b) People with lived experience will deliver the requirements and solution incorporates appropriate support for successful delivery.		<ul style="list-style-type: none"> • Satisfactory organisation structures to manage capacity of workload, including national reach. • Experience with programme delivery in both online and mixed mode delivery, in addition to face-to-face. • Adequate support levels for those delivering the programme and clear evidence of intention to focus hiring processes on those with Lived Experience. 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> •
Weighting (%)	Score (0-10)				
15%	6				

EVALUATION FORM FOR LIKE MINDS SETTINGS-BASED EDUCATION FOR SOCIAL CHANGE RFP

RESPONDENT NAME: Changing Minds, MANAvation, AFS, E Tipu

PANEL MEMBER NAME: [REDACTED]

Criterion 1: Strategic approach to education programme		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Strategic approach is robust and includes theory of change. (b) Strong rationale for proposed programme and key settings. (c) The education programme is tailored to different excluder audiences. (d) Outcomes are clear and measurable. (e) Proposed approach contributes to the Like Minds mission and vision.		Sense of strong collaborative networks with a clear articulation of strategy e.g. strategic foundation principles. Building on what's been before, understand the whakapapa of LM link to other activities to enable or amplify Inclusion of intersectionality. Theory of change good level of sophistication. Like the activate and educate segmentation of both audiences and activities – and how they interact. Tying education to social movement. Provide measures for outcomes pg. 11 e.g. organisations with MH tick, % increase in cultural competence	Logic model needs work, I did not note in narrative what was specifically being delivered until this table talks about modules. Most (pg. 22) is online training, how will this intergrate with the 'social movement'? – BUT THEN INTRODUCES COMM. LEARNING SPACES (+VE)	Like the use of noku tea o (not noted in your submissions) 64 PAGES!	Why and how would you utilise the Tall Trees network? What do you think is the best approach for workplaces? You mention fee-based products, like what? How would you intend to market to busy businesses? You are building on Rakau Raroa Moodle platform, has this been evaluated and what evidence of effectiveness have you found?
Weighting (%)	Score (0-10)				
40%	9				
		Strong focus on customisation for need (menu of options) Champions in key excluder settings! Mutli-level approaches from policy setting to grass roots			

Criterion 2: Organisation approach to partnerships		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Partnership approach includes lived experience communities and collaborators, including those most		Partnership with UoA on methodology and rigour. Mapping on pg. 34 helps facilitate understanding of connections, these relationships are broad and include potential excluders, evidence of working alongside people outside the LM Kaupapa – including CALD Details provided for all main key audiences. Use of independent chair and governance group		Existing Intellectual Property , programmes, policies, processes and procedures, content and projects designed or delivered before the beginning of this partnership will remain the property of the source-organisation. (For example, Rākau Roroa remains the absolute property of Changing Minds). This is not correct, it's in the contract.	It may seem that your networks are primary with end-users what would be your approach to those that potentially discriminate? Tell us about an area of contention/disagreement, how did you resolve it as a collective? How does the organisational chart on page 47 map to the possible split by agencies?

<p>affected by discrimination including Māori, Pasifika, Asian and rainbow.¹</p> <p>(b) Any Tiriti-based partnerships in delivery of the requirements are clearly described and includes detail on structure, decision-making, division of funding and personnel, and relationship management.</p>	<p>Consideration given to budget and funding arrangements. Process of agreements and MOUs, COI, and dispute resolution</p> <p>Use of professional networks another great idea</p> <p>Clear ideas on media and social media networks</p> <p>Built up cache of trust and longstanding relationships</p>			
<p>Weighting (%)</p>	<p>Score (0-10)</p>			
<p>30%</p>	<p>9</p>			

¹ 'Lived experience communities' are denoted in the ROI documentation as Māori, Pasifika, rainbow and disabled people. We have altered this in the RFP documentation in order to align with the direction of the Like Minds Strategy (2020-2025).

Criterion 3: Organisation approach to Kaupapa Māori		Strengths	Weaknesses	Comments	Questions for wānanga
(a) The education programme is based on Te Ao Māori. (b) The education programme will apply Te Tiriti articles.		Key capabilities articulated particularly E Tipu (Zoe) Clear articulation of TOW and te reo value / Te reo knowledge and use	Reliant on individuals? Rather than an organisational system of people		Tell us about a time when you had to explain a te ao Maori approach to a predominantly Western /; Pakeha audience, what were the challenges, how did you address it?
Weighting (%)	Score (0-10)				
15%	7				

Criterion 4: Organisation capability		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Organisational infrastructure will facilitate delivery of the education programme with national reach (b) People with lived experience will deliver the requirements and solution incorporates appropriate support for successful delivery.		Technology experience, and training to diverse audiences (and diverse trainers and advisors) pg. 47-48 Good existing networks which is mapped. 9g 52 Articulation of recruitment framework for CM pg. 54	Unclear how Complexity of collective approach across 4 agencies, multiple polices, models and others. National reach primarily explained as a comms job. Description of size of networks but not how they will be utilised/	Sorry some comments listed in criterion 2 as document scrolled up	Have you discussed distribution of FTE and of the agencies who do you think have the best strengths in the key infrastructure / roles?
Weighting (%)	Score (0-10)				
15%	8				

EVALUATION FORM FOR LIKE MINDS SETTINGS-BASED EDUCATION REGISTRATION OF INTEREST (ROI)

RESPONDENT NAME: Changing Minds, ManaVation, Asian Family Services, E Tipu e Rea Whānau Services

PANEL MEMBER NAME: [REDACTED]

Criterion 1: Organisational capacity		Strengths	Weaknesses	Comments
(a) Experience in delivering projects led by people with lived experience	<p>Weighting (%)</p> <p>Score (0-10)</p> <p>20%</p> <p>8</p>	<p>Innovative ROI using visual media – makes me think they'll be innovative with any mahi they do.</p> <p>Involvement of Manavation and E Tipu e Rea to bring Māori expertise.</p> <p>Good networks and existing relationships to work from, all mentioned. Involved in all the right Kaupapa already.</p> <p>Love the focus and examples using technology – rakau roroa etc – will likely be attractive for our rangatahi</p>	<p><u>Video 1</u></p> <p>E Tipu e Rea – a but cringy when discussed (as an example of how work with tauwi organisations is done) Oranga Tamariki and changing words on forms. The work to be done in that organisation is so much deeper than simple name changes and word changes. Given the focus on Oranga Tamariki recently in our Māori communities – I felt this was a really poor example. Focusing on changing words as an example of how we can better serve Māori perpetuates the idea that doing the same old might work – that meaningful change will happen. It won't. We need transformative solutions – not simple word changes. I wanted to hear more about this collective and what they do that's different for Māori.</p> <p>Needs to work on Māori networks and show more detail of these networks. No mention of rural networks.</p> <p>Not convinced of a 'national reach' but def convinced of Auckland reach.</p>	<p>All – would love to know statistics of Māori served by each of your organisations and then also a breakdown of staff ethnicities too.</p> <p>Seems like there is a 'national reach' but can we have a description of how you serve urban communities e.g. Tairāwhiti and Northland?</p> <p>So keen to see what kinds of things you would like to do – can see this collective being creative!</p> <p>Overall good capacity.</p>
(b) Infrastructure to develop and manage an education programme				
(c) Experience in delivering work with national reach				

Criterion 2: Organisational expertise in Māori worldviews		Strengths	Weaknesses	Comments
(a) Track record of basing work in Te Ao Māori worldview	<p>Weighting (%)</p> <p>Score (0-10)</p> <p>20%</p> <p>7</p>	<p>Manavation and E Tipu e Rea put forward (rightfully so) as experts. CM and AFS showed a good understanding & commitment to learning too.</p> <p>Te reo and tikanga is the gateway to culture – nice phrase.</p> <p>There certainly appears to be a track record of trying to use it in mahi.</p> <p>There is an understanding and prior knowledge of tikanga Māori by atleast one of the partners (Manavation)i, and clearly a commitment to using te reo Māori</p>	<p>Not sure of the networks outside of E Tipu E Rea and Manavation.- broad sweeping statements of whānau, hapū, iwi only.</p> <p>Wouldn't fault the commitment to tikanga and te reo, but not sure if commitment is enough – again need to know that many other Māori experts will be involved. Capacity appears low.</p>	<p>Breakdown of # of Māori staff and lived experience staff in the organisations.</p> <p>Can't find organisation charts? Briefly mentions that Manavation has two co-directors and CM has 10 FTEs. Want to see charts for each org please.</p>
(b) Track record of applying Te Tiriti articles to work				
(c) Track record of using Te Reo Māori and Tikanga Māori in work				

Criterion 3: Organisational capability	Strengths	Weaknesses	Comments
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<p>(a) Experience in managing innovative and equitable education programmes</p> <p>(b) Experience in tailoring education to a variety of audiences and settings, including Māori</p> <p>(c) Track record of successful outcomes through education.</p>		<p><u>Video 1:</u> Multiple organisations are involved in ROI – showing a commitment to collectivism over individualism (benefits Māori as reduces institutionalised racism). Also shows a willingness to collaborate. Loved this about this ROI.</p> <p>Provided examples of tailored programs to many audience including Māori.</p> <p><u>Video 2:</u> Whole video provided on experience and infrastructure. Platforms that are already working – e.g. rakau roroa, Whakatau mai etc – all of which can “easily be expanded”</p>	<ul style="list-style-type: none"> - Unsure about specific outcomes – didn’t hear what the measures were, would need to know what they were measuring and what the outcome was to be fully convinced of actual outcomes. But some promising outcomes mentioned by CM – reduction in overprescribing and polypharmacy, and with police behaviours. By ASF - Increase in Asian hotlines, - Want some data driven outcomes, very input heavy. No mention of external evaluation etc. needs strengthening. 	<p>I would like to see the formal evaluation of some of these programs if they are available e.g. rakau roroa.</p>
<p>Weighting (%)</p>	<p>Score (0-10)</p>			
<p>20%</p>	<p>7</p>	<p>E Tipu E Rea – mentioned networks broadly, traditional parenting, advocacy, whakapapa, tikanga, co designed, lived experience</p> <p>ASF – examples of workshops in harm reduction and education in Asian communities, safe driving, gambling and sex for students too – available in many languages.</p> <p>CM – workplace training – judicial systems, health, government, and education providers, UoA etc</p> <p>Manavation – matauranga in kura Kaupapa (wow)</p> <div data-bbox="804 1010 1564 1325" style="background-color: black; color: white; padding: 10px; text-align: center;"> <p>Our training programmes have:</p> <p>Engaged mātua taiohi in services, education and employment.</p> <p>Connected people and whānau to support.</p> <p>Changed workplace HR practices.</p> <p>Changed police inclusion practices.</p> <p>Changed prescribing practices.</p> <p>Changed judgemental attitudes and behaviours towards mātua taiohi.</p> </div>		

<p>Criterion 4: Kotahitanga (ability to work in partnership)</p>	<p>Strengths</p>	<p>Weaknesses</p>	<p>Comments</p>
<p>(a) Track record of working in partnership with other organisations to deliver work.</p> <p>(b) Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve delivery</p>	<p><u>Video 1:</u></p> <ul style="list-style-type: none"> - Clear lived experience networks demonstrated by CM. - mentions all in b) <p>CM networks are extensive – loved example of self-stigma and ablism with deaf community</p> <p>Manavation – instil bicultural competence and then step away. Like the idea of this. However, how do we ensure Māori are at every table while we do this?....</p> <p>See capability section for more notes on partners 😊</p>	<p><u>Video 1</u></p> <p>-Did not clearly articulate links to which Māori communities? Which whānau, hapū, iwi, marae are being engaged with? Is the reach limited to the hapū/iwi of the two Māori speakers on this video? Will these be developed as required?</p> <p>- Appears to be a commitment to equality, not equity – demonstrated in collective being committed ‘to all’. This specifically asks applicants to demonstrate how Māori will be served as we are currently underserved.</p>	<p>Click here to enter text.</p>
<p>Weighting (%)</p>	<p>Score (0-10)</p>		

20%	8			
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Criterion 5: Organisational values		Strengths	Weaknesses	Comments
(a) Organisational values align with the vision of Like Minds	Track record of organisational commitment to social justice	Gave good example of tino rangatiratanga	Need to note more than E Tipu e Rea and Manavation as Māori communities involved. More specific. Statement about reducing institutionalised racism?	This was very well portrayed throughout the whanaungatanga video (video 1).
(b)		Agile – adapt tikanga to kawa in order to meet needs - nice Focus on not building dependence - nice Value matauranga Māori – by reducing tokenism – involving e tipu e rea & Manavation. Need to expand this. 40 years experience in LMLM and involvement in many Kaupapa that affect people who live with stigma – real focus on social justice – which will support Māori because we are treated the poorest by society.		
Weighting (%)	Score (0-10)			
20%	9	Fingers in all the right pies re social justice (law change, policy development etc). Special advocacy vibes from this group of people.		

EVALUATION FORM FOR LIKE MINDS SETTINGS-BASED EDUCATION REGISTRATION OF INTEREST (ROI)

RESPONDENT NAME: Changing Minds, ManaVation, Asian Family Services, E Tipu e Rea Whānau

PANEL MEMBER NAME: [REDACTED]

Criterion 1: Organisational capacity		Strengths	Weaknesses	Comments
(a) Experience in delivering projects led by people with lived experience	Tailor Made learning platforms VR programmes Local and National networks with iwi	Hard to gauge organisational chart to assess capability for national reach	Click here to enter text.	
(b) Infrastructure to develop and manage an education programme				
(c) Experience in delivering work with national reach				
Weighting (%)	Score (0-10)			
20%	Click here to enter text.			

Criterion 2: Organisational expertise in Māori worldviews		Strengths	Weaknesses	Comments
(a) Track record of basing work in Te Ao Māori worldview	Workshops co-designed with Maori and lived experienced experts	Click here to enter text.	Maybe I missed it but I didn't get a great sense of Te Ao, Te Tiriti and Te Reo/Tikanga – though I could've missed it and maybe needed to be led by the panel	
(b) Track record of applying Te Tiriti articles to work				
(c) Track record of using Te Reo Māori and Tikanga Māori in work				
Weighting (%)	Score (0-10)			
20%	Click here to enter text.			

Criterion 3: Organisational capability		Strengths	Weaknesses	Comments
(a) Experience in managing innovative and equitable education programmes	VR platforms Whakatau Mai response Interactive workshops Asian Family Service different settings Work places workshops with different industries Tertiary and Secondary connection – Education specialisists	Pacific?	Did provide shift and positive outcomes with work with police and police call outs	
(b) Experience in tailoring education to a variety of audiences and settings, including Māori				
(c) Track record of successful outcomes through education.				
Weighting (%)	Score (0-10)			
20%	Click here to enter text.			

Criterion 4: Kotahitanga (ability to work in partnership)		Strengths	Weaknesses	Comments	
(a) Track record of working in partnership with other organisations to deliver work.	<p>(b) Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve delivery</p>	<p>Diverse networks and funders, Local and National Iwi connections</p>	<p>Equity groups focus?</p>	<p>Partnering with different organisations was provided</p>	
Weighting (%)					Score (0-10)
20%					Click here to enter text.

Criterion 5: Organisational values		Strengths	Weaknesses	Comments	
(a) Organisational values align with the vision of Like Minds	<p>(b) Track record of organisational commitment to social justice</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>	<p>This was really hard to score given that the video did jump. I enjoyed that the submission was different and unique but to moderate and score, as mentioned, was difficult,</p> <p>I would probably have to wait until the panel meets to hear the discussion and the debates of what each panellist' impression and checking</p>	
Weighting (%)					Score (0-10)
20%					Click here to enter text.

Sri Sri Sankar's Board Education R.O.

EVALUATION FORM FOR LINE MEMBERS REGARDING REGISTRATION OF INTEREST (RO)



RESPONDENT NAME: *Changin Vinks* PARTIAL MEMBER NAME: [REDACTED]

Criteria 1: Organizational capacity	Strengths	Weaknesses	Comments
(a) Experience in delivering projects led by non-profit individuals	Click here to enter text.	Click here to enter text.	Click here to enter text.
(b) Infrastructure to develop and manage social movement activities	<i>Strong IE cap</i>	<i>limited experience</i>	
(c) Experience in delivering volunteer national level	<i>+ leadership of well organized local districts nationwide</i>	<i>delivery education</i>	
		<i>Strong culture leadership</i>	
Weighting (0-100)	Stars (1-5)		
20%	Click here to enter text.		

Criteria 2: Organizational structure & design	Strengths	Weaknesses	Comments
(a) Track record of raising funds to fund activities	Click here to enter text.	Click here to enter text.	Click here to enter text.
(b) Track record of applying to philanthropic entities	<i>Good despite all things however while more than</i>		
(c) Track record of using the fund raising and the program to fund			
Weighting (0-100)	Stars (1-5)		
20%	Click here to enter text.		

Criteria 3: Organizational visibility	Strengths	Weaknesses	Comments
(a) Track record in managing public relations to acquire and maintain schedule	Click here to enter text.	Click here to enter text.	Click here to enter text.
(b) Track record in building relations with a variety of audiences and entities including local	<i>Good examples, positive humanity</i>	<i>not digital</i>	
(c) Track record of educating, educating through social media and other		<i>Public track record not prominent in education</i>	
Weighting (0-100)	Stars (1-5)		
20%	Click here to enter text.		

Criterion 4: Kotahitanga (ability to work in partnership)		Strengths	Weaknesses	Comments
(a) Track record of working in partnership with other organisations to deliver work.		Click here to enter text. <i>Great work record</i>	Click here to enter text.	Click here to enter text.
(b) Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation?				
Weighting (%)	Score (0-10)			
20%	7			

Criterion 5: Organisational values		Strengths	Weaknesses	Comments
(a) Organisational values align with the vision of Like Minds ✓		Click here to enter text.	Click here to enter text.	Click here to enter text.
(b) Track record of organisational commitment to social justice ✓				
Weighting (%)	Score (0-10)			
20%	Click here to enter text. 8 8			

EVALUATION FORM FOR LIKE MINDS SETTINGS-BASED EDUCATION REGISTRATION OF INTEREST (ROI)

RESPONDENT NAME: Changing Minds, Manavation, Asian Family Services, E Tipu E Rea Whānau Services

PANEL MEMBER NAME: [REDACTED]

Criterion 1: Organisational capacity		Strengths	Weaknesses	Comments				
(a) Experience in delivering projects led by people with lived experience	<table border="1"> <tr> <td>Weighting (%)</td> <td>Score (0-10)</td> </tr> <tr> <td>20%</td> <td>8</td> </tr> </table>	Weighting (%)	Score (0-10)	20%	8	<ul style="list-style-type: none"> Extensive evidence of systemic advocacy and social change for PWLEMD Clear examples of national reach capabilities Built relationship with university of Auckland to support the development of an education approach/pedagogies Public Health, Health Promotion and Health Education knowledge and specialists in the organisations 	<ul style="list-style-type: none"> Not all partners have experience delivering education programmes with national reach 	<ul style="list-style-type: none"> Interestingly, reference to He Whakaputanga in addition to Te Tiriti
Weighting (%)		Score (0-10)						
20%		8						
(b) Infrastructure to develop and manage an education programme								
(c) Experience in delivering work with national reach								

Criterion 2: Organisational expertise in Māori worldviews		Strengths	Weaknesses	Comments				
(a) Track record of basing work in Te Ao Māori worldview	<table border="1"> <tr> <td>Weighting (%)</td> <td>Score (0-10)</td> </tr> <tr> <td>20%</td> <td>9</td> </tr> </table>	Weighting (%)	Score (0-10)	20%	9	<ul style="list-style-type: none"> Underpinned by Te Ao Māori in service provision Comprehensive understandings of Te Tiriti and it's implications Depth of understandings of why Te Reo is used rather than surface level usage of Te Reo 	<ul style="list-style-type: none"> Unclear if all partners have based the development of their past work on Te Ao Māori worldview 	<p>Click here to enter text.</p>
Weighting (%)		Score (0-10)						
20%		9						
(b) Track record of applying Te Tiriti articles to work								
(c) Track record of using Te Reo Māori and Tikanga Māori in work								

Criterion 3: Organisational capability		Strengths	Weaknesses	Comments				
(a) Experience in managing innovative and equitable education programmes	<table border="1"> <tr> <td>Weighting (%)</td> <td>Score (0-10)</td> </tr> <tr> <td>20%</td> <td>9</td> </tr> </table>	Weighting (%)	Score (0-10)	20%	9	<ul style="list-style-type: none"> Diverse community input into development of advocacy and programmes Experiences of community development approaches Evidence of intersectional identity relationships/collaborations Evidence of innovative approaches to access and educate with communities, including digital mechanisms Experience with co-design of educational training Cross-sectorial experience 	<ul style="list-style-type: none"> 	<ul style="list-style-type: none"> If there is a commitment to work with Le Va, why were they not included as a partner in the collective?
Weighting (%)		Score (0-10)						
20%		9						
(b) Experience in tailoring education to a variety of audiences and settings, including Māori								
(c) Track record of successful outcomes through education.								

Criterion 4: Kotahitanga (ability to work in partnership)		Strengths	Weaknesses	Comments
(a) Track record of working in partnership with other organisations to deliver work.		<ul style="list-style-type: none"> • Clear experience when working with people with diverse cultural experiences 	<ul style="list-style-type: none"> • Unsure of the strength or maintenance of relationships with other organisations/communities. 	Click here to enter text.
(b) Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve delivery				
Weighting (%)	Score (0-10)			
20%	7			

Criterion 5: Organisational values		Strengths	Weaknesses	Comments
(a) Organisational values align with the vision of Like Minds		<ul style="list-style-type: none"> • Considers alignment of individual organisational values as well as the collective values with LM kaupapa values, as well as gives examples of what that practically looks like. • Clear and in-depth examples of commitments to social justice, as well as exploring definition of social justice for organisations and collective 	Click here to enter text.	Click here to enter text.
(b) Track record of organisational commitment to social justice				
Weighting (%)	Score (0-10)			
20%	10			

Average score: 8.6/10

EVALUATION FORM FOR LIKE MINDS SETTINGS-BASED EDUCATION REGISTRATION OF INTEREST (ROI)

RESPONDENT NAME: Changing Minds / Manavation / AFS / E T

PANEL MEMBER NAME: [REDACTED] [REDACTED]

Criterion 1: Organisational capacity		Strengths	Weaknesses	Comments
(a)	Experience in delivering projects led by people with lived experience OF MENTAL DISTRESS	CM – strong LE advocacy examples, claim big outcomes in a range of settings and nationally via RR AFS – good networks and use of media including social media Kotahitangi programme for teen mum whanau – ETER Evidence of support LE view in national submission processes	Manavation – national reach and past work not clear. Same with E Tipu eRea AFS – can engage nationally but with the right communities? Changing Minds says have an educational specialist but not listed in staff. Refer to Kia kaha submission as based on interviews of 700 people, it was a survey.	Video AND written and confused levels of info. Would expect written sub to reflect and expand on key points from video. Some creative and vague korero
(b)	Infrastructure to develop and manage an education programme			
(c)	Experience in delivering work with national reach			
Weighting (%)		Score (0-10)		
20%		6		
Criterion 2: Organisational expertise in Māori worldviews		Strengths	Weaknesses	Comments
(a)	Track record of basing work in Te Ao Māori worldview	E Tipu e Rea and Manavation te ao and te reo strong Focus on systemic prejudice good	CM AFS – not kaupapa, or te reo Track record of applying and delivering?	Was going to rate as 4.
(b)	Track record of applying Te Tiriti articles to work			
(c)	Track record of using Te Reo Māori and Tikanga Māori in work			
Weighting (%)		Score (0-10)		
20%		5		
Criterion 3: Organisational capability		Strengths	Weaknesses	Comments
(a)	Experience in managing innovative and equitable education programmes	Passion	Outcomes seem overstated? Vague “we work with government, communities,... and other organisations – give me an example! “We work with hapū and iwi – how? When? On What?”	Click here to enter text.
(b)	Experience in tailoring education to a variety of audiences and settings, including Māori			
(c)	Track record of successful outcomes through education.			
Weighting (%)		Score (0-10)		
20%		6		

Criterion 4: Kotahitanga (ability to work in partnership)		Strengths	Weaknesses	Comments
(a) Track record of working in partnership with other organisations to deliver work.		Good and wide networks – across communities Support from UoA and Le Va. CM – good example on deaf and platform project AFS - unsung hero	Experience working together untested exc possibly RR AFS experience and reach vast but not a priority audience? MV and ET less clear on track record – little detail AFS - unsung hero – but sufficiently targets to LM kaupapa	Click here to enter text.
(b) Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve delivery				
Weighting (%)	Score (0-10)			
20%	6			

Criterion 5: Organisational values		Strengths	Weaknesses	Comments
(a) Organisational values align with the vision of Like Minds		Well articulated values and clear passion for the kaupapa of LM – highly aligned	How the values and models work together	Click here to enter text.
(b) Track record of organisational commitment to social justice				
Weighting (%)	Score (0-10)			
20%	8			

RESPONDENT NAME: Changing Minds and co

PANEL MEMBER NAME: [REDACTED]

Criterion 1: Strategic approach to social movement		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Strategic approach is robust, and includes theory of change. (b) Strong rationale for proposed programme and key settings. (c) Social movement activities are tailored to different excluder audiences. (d) Outcomes are clear and measurable. (e) Proposed approach contributes to the Like Minds mission and vision.		Theory of Change included in response - Utilises lived experiences in building the proposed social movement - - Great detailed log frame with a range of strategic activities outlined Aligns well with the Like Minds Mission and approach Includes a tailored and phased approach which is really appealing. Additionally, proposal includes specifies clearly how respondents aim to include/work/collaborate with like minds	Outcomes in theory of change don't specify a kpi or target for specified outputs.		Do you have any indications on some of the KPI or targets you wanting to reach or aim for as part of the outcomes for the specified outputs and activities?
Weighting (%)	Score (0-10)				
40%	7				

Criterion 2: Organisation approach to partnerships		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Partnership approach includes lived experience communities and collaborators, including those most affected by discrimination including Māori, Pasifika, Asian and rainbow. ¹ (b) Any Tiriti-based partnerships in delivery of the requirements are clearly described and includes detail on structure, decision-making, division of funding and personnel, and relationship management.		Good inclusion of lived experiences and community led approaches + Maori, Pacific and Asian communities	Some of the language (“we are them: they are us”) used to described “their organisational approach to partnerships was really problematic and feeds into the othering narrative. It’s well-meaning but can result in unintended consequences. Nil information specified as to recognising the need to engage with and include MELAA communities, or an indication of how they might go about forming those partnerships		Where do MELAA communities fit into your approach to partnerships?
Weighting (%)	Score (0-10)				
30%	4				

¹ 'Lived experience communities' are denoted in the ROI documentation as Māori, Pasifika, rainbow and disabled people. We have altered this in the RFP documentation in order to align with the direction of the Like Minds Strategy (2020-2025).

Criterion 3: Organisation approach to kaupapa Māori		Strengths	Weaknesses	Comments	Questions for wānanga
(a) The social movement work is based on Te Ao Māori. (b) The social movement work will apply Te Tiriti articles.		Strong inclusion of Te Ao Māori perspectives underpinned by a focus on the te reo as the gateway.	Nil		
Weighting (%)	Score (0-10)				
15%	7				

Criterion 4: Organisation capability		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Organisational infrastructure will facilitate the social movement with national reach. (b) People with lived experience will deliver the requirements and solution incorporates appropriate support for successful delivery.		Organizational infrastructure covers a diverse range of perspectives and language	Asides the mention of recruiting staff with lived experiences, proposal could have been enhanced with further detail around how individuals with lived experiences will lead and have a sense of ownership over the proposed activities		
Weighting (%)	Score (0-10)				
15%	6				

EVALUATION FORM FOR LIKE MINDS SOCIAL MOVEMENT INITIATIVE RFP

RESPONDENT NAME: Changing Minds, E Tipu e Rea, Asian Family Services, Manavation

PANEL MEMBER NAME: [REDACTED]

Criterion 1: Strategic approach to social movement		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Strategic approach is robust, and includes theory of change. (b) Strong rationale for proposed programme and key settings. (c) Social movement activities are tailored to different excluder audiences. (d) Outcomes are clear and measurable. (e) Proposed approach contributes to the Like Minds mission and vision.		Commitment to co-design Clear functional relationships and objectives visual	The 'Educate' strategy is much more concrete than the 'Activate' strategy. Centring around the interests and skills of the tall trees could present a tension if those skills and interests do not align with the areas where there is the most need for human-rights focussed movement work... It feels like a lot of work will be required potentially to bring people from an excluder role to become, not only supporters, but activators The "network approach and engagement" doesn't indicate an intention to create an open social movement and invite in other groups and activists – it feels restricted to Rakau Roroa tall trees – does this limit the approach?	I have challenges with some of the statements in the application e.g. that Rakau Roroa was NZs first-ever lived experience leadership training programme, or that other lived experience online networks do not have tikanga or safe practise... I also can't see where the figure 125 tall trees comes from – adding up the numbers on geographical spread map, comes to 115, or 121 if the overseas and missing are included...	To clarify... The activation of a social movement seems very contingent on the "educate" programme being delivered... does this indicated that <ul style="list-style-type: none"> You are also applying for the education contract funding, and this funding would cover the "educate" activities You would be looking to utilise some of the social movement funding to upskill (educate) movement members or upstanders? The education groundwork is complete prior to this RFP process, and the social movement work will be leveraging what has already been achieved in this space? The application refers to 125 tall tress, but the geographic map shows 115 around the country – who are we missing? Of the trained Rakau Roroa, how many are keen to be involved in this social movement opportunity? Have they indicated what kinds of systemic advocacy work they're keen to take on next? Do all Rakau Roroa tall trees share their lived experience in their role as champions/leaders? Who else will be brought in alongside the existing Tall Trees to be a part of the movement? How will they be brought in? How will ambassadors be selected and what will their role be? An issue that consumer groups have noted is that past anti-stigma campaigns have created the "good mental illness/bad mental illness divide" where depression for example is more accepted, but there hasn't been the same de-stig work go into BPD for example. Given the aim of this funding to make improvements for people with severe distress, would ambassadors
Weighting (%)	Score (0-10)				
40%	4				

					<p>and movement members be people with more marginalised experiences and diagnoses?</p> <p>Collateral uptake is mentioned as a potential approach – is there evidence that being ‘visible’ as a supporter is linked to behaviour/attitude change, or to taking further social movement action?</p> <p>Hypothetical situation...</p> <p>There is community/tangata whai ora feedback that indicates a range of areas where discrimination and human rights issues are happening, and some feedback indicates positive change!</p> <ul style="list-style-type: none"> • Some people who have been in hospital are concerned about inpatient units use of forced medication • A number of people have noted that property management companies are requiring detailed rental application forms that include mental health information • A high profile New Zealander has recently been dismissed from their role because of not disclosing past experience of mental illness and this has garnered media attention and debate • A major retail chain has announced that it will be giving all workers access to two days per year “mental health leave” to recognise that “mental health affects everyone” • A small DHB has eliminated the use of seclusion in its inpatient service • An artists collective with lived experience are planning to take their exhibition called “be kind” on tour • A beneficiary rights campaign group has analysed benefit data and found that employment discrimination along with working for families tax credit eligibility exclusions (on the basis of employment status) have combined to mean that families where a parent has mental illness or addiction are many, many times more likely to be living in poverty than other families • Access data has highlighted equity issues for rainbow communities
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					<p>and Māori to access early intervention mental health services</p> <p>How would you engage with a complex environment where all this is happening? Which situations would your social movement be tackling/celebrating first? Are any not relevant to the social movement? Would you prioritise resources for some areas/activities over others? Who would make those decisions and how would you decide what to prioritise?</p>
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Criterion 2: Organisation approach to partnerships		Strengths	Weaknesses	Comments	Questions for wānanga
<p>(a) Partnership approach includes lived experience communities and collaborators, including those most affected by discrimination including Māori, Pasifika, Asian and rainbow.¹</p> <p>(b) Any Tiriti-based partnerships in delivery of the requirements are clearly described and includes detail on structure, decision-making, division of funding and personnel, and relationship management.</p>		<p>Strong partnership at a governance and staffing level</p> <p>Partnership has obviously been discussed and arrangements have already been negotiated around processes for working together – the organisations are ready to get working together straight away</p>			<p>How will you work with other existing systemic advocacy and activism groups in the lived experience space who are not trained as tall trees? What role is there for these other groups in the movement?</p> <p>Hypothetical situation It is one year since you received the social movements contract... a young Tongan person living in Tai Rawhiti contacts you after finding out about the Like Minds social movement project and says that they want to be involved.... Could they get involved in the social movement you're supporting? What would they need to do? What could they get involved in?</p> <p>Hypothetical situation The social movement activities are underway, they are going well and making a difference. There is ongoing work happening at the Ministry of Health around the review and repeal of the mental health act, and a national campaigning group has emerged calling for the abolishment of compulsory treatment in Aotearoa. They reach out to your organisation wanting to create ties with the social movement initiative... what kind of relationship could you see yourself having with this group?</p>
Weighting (%)	Score (0-10)				
30%	7				

¹ 'Lived experience communities' are denoted in the ROI documentation as Māori, Pasifika, rainbow and disabled people. We have altered this in the RFP documentation in order to align with the direction of the Like Minds Strategy (2020-2025).

Criterion 3: Organisation approach to kaupapa Māori		Strengths	Weaknesses	Comments	Questions for wānanga
(a) The social movement work is based on Te Ao Māori. (b) The social movement work will apply Te Tiriti articles.		Strong focus on Tiriti articles, and on Te Reo Māori	Ambitious statements that will prove hard to honour in practical terms - e.g. "we will actively upstand against any system where racism and discrimination in any form is experienced"		
Weighting (%)	Score (0-10)				
15%	7				

Criterion 4: Organisation capability		Strengths	Weaknesses	Comments	Questions for wānanga
(a) Organisational infrastructure will facilitate the social movement with national reach. (b) People with lived experience will deliver the requirements and solution incorporates appropriate support for successful delivery.					Roles are described as engagement roles and comms roles – however later referred to as being geographically spread with a focus on being local support points for the volunteer regional leaders – will there be people who can bring both these skill sets to the roles? Keen to know more about the regional leads – how many will there be? Have people already been identified/self-identified for these roles? What are their backgrounds, skills, interests?
Weighting (%)	Score (0-10)				
15%	5				

EVALUATION FORM FOR LIKE MINDS SOCIAL MOVEMENT INITIATIVE REGISTRATION OF INTEREST (ROI)

RESPONDENT NAME: **Changing Minds**

PANEL MEMBER NAME: ██████ ██████

Criterion 1: Organisational capacity		Strengths	Weaknesses	Comments
(a) Experience in delivering projects led by people with lived experience		Established networks and connections to lead and manage social movement activities Strong involvement of individuals with lived experiences	Limited outreach and capacity working with MELAA groups	Click here to enter text.
(b) Infrastructure to develop and manage social movement activities				
(c) Experience in delivering work with national reach				
Weighting (%)	Score (0-10)			
20%	8.5			
Criterion 2: Organisational expertise in Māori worldviews		Strengths	Weaknesses	Comments
(a) Track record of basing work in Te Ao Māori worldview		Excellent demonstrated expertise in Te Ao Māori perspectives in the design and delivery of existing mahi lead by the partnering organisations Strong representation of Māori	nil	Click here to enter text.
(b) Track record of applying Te Tiriti articles to work				
(c) Track record of using Te Reo Māori and Tikanga Māori in work				
Weighting (%)	Score (0-10)			
20%	10			
Criterion 3: Organisational capability		Strengths	Weaknesses	Comments
(a) Experience in managing innovative and equitable social movement activities		Extensive experience in managing and leading social justice advocacy mahi amongst the range of organisations represented in the partnership. Strong demonstrated examples of producing positive outcomes for Māori	Lack of demonstrated experience in working on social movement activities aimed at MELAA communities.	Click here to enter text.
(b) Experience in tailoring education to a variety of audiences and settings, including Māori				
(c) Track record of successful outcomes through social movement activities.				
Weighting (%)	Score (0-10)			
20%	8.5			

Criterion 4: Kotahitanga (ability to work in partnership)		Strengths	Weaknesses	Comments
(a) Track record of working in partnership with other organisations to deliver work.		Demonstrated track record of partnering with others to deliver initiatives Enhanced diverse representation – particularly with the inclusion of Asian Family Services.	Lack of experience in working with MELAA groups	Click here to enter text.
(b) Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation				
Weighting (%)	Score (0-10)			
20%	9			

Criterion 5: Organisational values		Strengths	Weaknesses	Comments
(a) Organisational values align with the vision of Like Minds		Strongly aligned to vision of Like Minds Strong track record and commitment to social justice as demonstrated through the organisational values underpinning the work of the involved partnering organisations		Click here to enter text.
(b) Track record of organisational commitment to social justice				
Weighting (%)	Score (0-10)			
20%	9			

Changing mindsets

- the main problem is that we have no good experience of it
- Extensive networks
- Peer authority

Advocacy

M

- Main
- Language
- Mission, systemic factors
- Established those 2 things with all services org. base which
- Treaty based positions / should acknowledge a represent to history

7

- David & design by communities
- Established with what happens
- What is why, what
- Why is how,
- What is what
- Policy
- Advocacy
- Support

7

B) Infrastructure

M

- enable to display evidence
- in video
- Test out evidence if
- ~~structural~~ adjacent

M

How?
Tangible outcomes?
How will you strategically align?

Criterion 4: Kotahitanga (ability to work in partnership)		Strengths	Weaknesses	Comments
(a) Track record of working in partnership with other organisations to deliver work.		Click here to enter text.	Click here to enter text.	Click here to enter text.
(b) Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation		<ul style="list-style-type: none"> - Priority audience - Advocacy - Established kawa e hiraunga? - Asian family services, Li Ja, Tipu Mana wahia, Changing minds, Deal - Nao, crown, communities, platform, deal community, MOH, 	<ul style="list-style-type: none"> - Examples of tall trees are missing - tangible measure miss 	
Weighting (%)	Score (0-10)			
20%	7			

Criterion 5: Organisational values		Strengths	Weaknesses	Comments
(a) Organisational values align with the vision of Like Minds		Click here to enter text.	Click here to enter text.	Click here to enter text.
(b) Track record of organisational commitment to social justice		<ul style="list-style-type: none"> - Collectivism - Mā te whānau, he whānau org a; - Shared kawa te iwi 		
Weighting (%)	Score (0-10)			
20%	Click here to enter text.			

9

General :- Build essence of Tino Rangahiraatanga
 - Strategic alignment not quite there e.g. Rahua Koroua structure.

EVALUATION FORM FOR LIKE MINDS SOCIAL MOVEMENT INITIATIVE REGISTRATION OF INTEREST (ROI)

RESPONDENT NAME: Changing Minds, E Tipu e Rea, MANAvation, Asian Family Services

PANEL MEMBER NAME: [REDACTED] [REDACTED]

Criterion 1: Organisational capacity		Strengths	Weaknesses	Comments
(a) Experience in delivering projects led by people with lived experience		<p>Lived experience leadership in the partnership & extensive experience with Lived Experience led project work</p> <p>Previous campaign work on policy submissions</p> <p>Experience supporting lived experience groups with more marginalised experiences to have a say in systemic issues</p> <p>Connections with government agencies, workplaces, health services</p>	<p>Click here to enter text.</p>	<p>Click here to enter text.</p>
(b) Infrastructure to develop and manage social movement activities				
(c) Experience in delivering work with national reach				
Weighting (%)	Score (0-10)			
20%	9	National networks and online presence		
Criterion 2: Organisational expertise in Māori worldviews		Strengths	Weaknesses	Comments
(a) Track record of basing work in Te Ao Māori worldview		<p>Strong kaupapa Maori organisational involvement, and tangata whai ora Māori leadership</p>	<p>Less description of how articles of Te Tiriti are applied in individual and partnership work</p> <p>Less discussion of use of Reo Māori</p> <p>Pronunciation issues of kupu Māori</p>	<p>Click here to enter text.</p>
(b) Track record of applying Te Tiriti articles to work				
(c) Track record of using Te Reo Māori and Tikanga Māori in work				
Weighting (%)	Score (0-10)			
20%	6			
Criterion 3: Organisational capability		Strengths	Weaknesses	Comments
(a) Experience in managing innovative and equitable social movement activities		<p>Te Rakau Roroa an existing network which is widespread and innovative, utilising diverse stories, people, experiences and media for communicating message</p>	<p>People involved in Rakau Roroa could become quite disconnected, ongoing work needed to ensure still people 'out there' sharing their story for change</p> <p>Less discussion around how Rakau Roroa focusses on equity</p>	<p>Click here to enter text.</p>
(b) Experience in tailoring education to a variety of audiences and settings, including Māori				
(c) Track record of successful outcomes through social movement activities.				

Weighting (%)	Score (0-10)			
20%	7			

Criterion 4: Kotahitanga (ability to work in partnership)	Strengths	Weaknesses	Comments
(a) Track record of working in partnership with other organisations to deliver work. (b) Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation	Some existing partnerships, with a focus on providing Māori or lived experience expertise to other organisations Representation on diverse leadership networks and sector groups Tangible past projects in collaboration with other organisations with a focus on more marginalised people with lived experience	Less discussion of previous partnerships with a systemic advocacy or social movement focus, e.g. rakau roroa only supported by changing minds Organisations are a new collaborative, values taken directly from changing minds - has there been development of a 'way of working' together? - less evident in application	Click here to enter text.
Weighting (%)	Score (0-10)		
20%	7		

Criterion 5: Organisational values	Strengths	Weaknesses	Comments
(a) Organisational values align with the vision of Like Minds (b) Track record of organisational commitment to social justice	Previous experience delivering many LM initiatives Alignment of vision and values, though difficult to see what values will guide the partnership work Strong commitment in previous work to social justice, links to the psychiatric survivors movement Language reflects a mana enhancing, rights based view of people and their whānau		Click here to enter text.
Weighting (%)	Score (0-10)		
20%	.9		

From: [REDACTED]
Sent: Thursday, 1 April 2021 12:32 pm
To: Likeminds Procurement; [REDACTED]
Subject: Scores and questions. Settings based education for social change [REDACTED]

Kia ora team I apologise again for the late delivery of these

Please see below my scores and questions for the education for social change RFP

Settings based education for social change					
Response	Criterion 1	Criterion 2	Criterion 3	Criterion 4	Questions
[REDACTED]	6	7	9	10	<ol style="list-style-type: none"> 1. How would ensure key stakeholders (institutions, orgs, people with the potential to exclude) and non-māori with lived experience contribute to the development and delivery of your education programme? 2. If you are successful how would you like to work with us and the other programme components? 3. If you were successful for both, could you realistically implement both programmes of work and start delivery by January 2022?
[REDACTED]	7	7	7	9	<ol style="list-style-type: none"> 1. How do you see key stakeholders (institutions, orgs, people with the potential to exclude) contributing to the development and delivery of your education programme? 2. How will you formalise your partnership? 3. How will you ensure a Tiriti based partnership? 4. If you are successful how would you like to work with us and the other programme components? 5. If you were successful for both, could you realistically implement both programmes of work and start delivery by January 2022?
CM, E Tipu ē rea, Manavation, AFS	7	7	8	7	<ol style="list-style-type: none"> 1. Can you detail the level of commitment Auckland Uni has committed to your approach? 2. How will you ensure a Tiriti based partnership?

					<ol style="list-style-type: none"> 3. If you are successful how would you like to work with us and the other programme components? 4. If you were successful for both, could you realistically implement both programmes of work and start delivery by 2022?
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Ngā mihi

██████████ | Programme Lead. [Like Minds, Like Mine](#)

Note hours of work: Monday – Friday 8 am – 2 pm

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From: [REDACTED]
Sent: Thursday, 1 April 2021 10:51 am
To: Likeminds Procurement
Cc: [REDACTED]
Subject: Scores and questions. Social movement [REDACTED]

Kia ora team I apologise for the late delivery of these

Please see below my scores and questions for the social movement RFP

Social movement RFP					
Response	Criterion 1	Criterion 2	Criterion 3	Criterion 4	Questions
[REDACTED]	7	6	9	8	<ol style="list-style-type: none"> How will you ensure the voices of those non-māori with lived experience contribute to and benefit from your social movement? If you are successful how would you like to work with us and the other programme components? If you were successful for both, could you realistically implement both programmes of work and start delivery by 2022?
[REDACTED]	8	8	8	7	<ol style="list-style-type: none"> How will you formalise your partnership? And how will you maintain your partnership? E.g. tikngaa, strategies, MOU? How will you ensure a Tiriti based partnership? If you are successful how would you like to work with us and the other programme components? If you were successful for both, could you realistically implement both programmes of work and start delivery by 2022?
CM, E Tipu ē rea, Manavation, AFS	7	6	7	7	<ol style="list-style-type: none"> How will you formalise your partnership? And how will you maintain your partnership? E.g. tikngaa, strategies, MOU? How will you ensure a Tiriti based partnership? If you are successful how would you like to work with us and the other programme components?

					5. If you were successful for both, could you realistically implement both programmes of work and start delivery by 2022?
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Ngā mihi

██████████ | Programme Lead. [Like Minds, Like Mine](#)

Note hours of work: Monday – Friday 8 am – 2 pm

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ROI SCORING SOCIAL MOVEMENT (CHANGING MINDS)

5	Changing Minds Trust, ManaVation Ltd, Asian Family Services Ltd, E Tipu e Rea Whānau Services	[Redacted]					Total raw score	Average score	Agreed score	Weighting	Total weighted score	Max.
		8	8	8	9	9	42	8.40				
	Organisational capacity	8	8	8	9	9	42	8.40		20%	1.68	2
	Organisational expertise in Māori worldviews	6	6	7	6	6	31	6.20		20%	1.24	2
	Organisational capability	7	8	8	7	7	37	7.40		20%	1.48	2
	Kotahitanga (ability to work in partnership)	7	7	8	6	6	34	6.80		20%	1.36	2
	Organisational values	9	9	9	9	8	44	8.80		20%	1.76	2
		37	38	40	37	36	188	37.6	0.00	100%	7.52	10

ROI SCORING EDUCATION (CHANGING MINDS)

5	Changing Minds Trust, ManaVation Ltd, Asian Family Services Ltd, E Tipu e Rea Whānau Services	[Redacted]					Total raw score	Average score	Agreed score	Weighting	Total weighted score	Max.
		5	6	6	6	7	30	6.00				
	Organisational capacity	5	6	6	6	7	30	6.00		20%	1.20	2
	Organisational expertise in Māori worldviews	6	5	6	6	7	30	6.00		20%	1.20	2
	Organisational capability	6	6	7	6	7	32	6.40		20%	1.28	2
	Kotahitanga (ability to work in partnership)	7	6	8	7	7	35	7.00		20%	1.40	2
	Organisational values	8	8	9	6	9	40	8.00		20%	1.60	2
		32	31	36	31	37	167	33.4	0.00	100%	6.68	10

RFP SCORING SOCIAL MOVEMENT (CHANGING MINDS)

1	Changing Minds Trust, ManaVation Ltd, Asian Family Services Ltd, E Tipu e Rea Whānau Services	[Redacted]			Total raw score	Average score	Agreed score	Weighting	Total weighted score	Max.
		5	6	4	15	5.00	5.00			
	Strategic approach to social movement	5	6	4	15	5.00	5.00	40%	2.00	4
	Organisational approach to partnerships	6	6	6	18	6.00	6.00	30%	1.80	3
	Organisational approach to kaupapa Māori	7	7	7	21	7.00	7.00	15%	1.05	2
	Organisational capability	5	6	5	16	5.33	5.00	15%	0.75	2
		23	25	22	70	23.3	23.00	100%	5.6	10

RFP SCORING EDUCATION (CHANGING MINDS)

1	Changing Minds Trust, ManaVation Ltd, Asian Family Services Ltd, E Tipu e Rea Whānau Services	[Redacted]					Total raw score	Average score	Agreed score	Weighting	Total weighted score	Max.
		5	7	6	6	7	31	6.20	6.00			
	Strategic approach to education programme	5	7	6	6	7	31	6.20	6.00	40%	2.40	4
	Organisational approach to partnerships	4	4	4	4	4	20	4.00	4.00	30%	1.20	3
	Organisational approach to kaupapa Māori	6	6	6	6	6	30	6.00	6.00	15%	0.90	2
	Organisational capability	5	5	5	6	6	27	5.40	5.00	15%	0.75	2
		20	22	21	22	23	108	21.6	21.00	100%	5.3	10



— Changing Minds Trust, ManaVation Ltd, Asian Family Services Ltd, E Tipu e Rea Whānau Services: evaluation score 6.68

The successful organisations were invited to participate in the RFP process, details of which were sent on Tuesday 24 February 2021.

Evaluation of Responses

The tables below summarise the scores for each review criterion, a brief summary of the evaluation discussions, the criterion score, and the final overall evaluation score for the organisation. Each organisation and criterion was given equal time for the panel to evaluate and score.

		Overall score	8.20
Evaluation Criteria		Average score	Weighted Score
C1: Organisational capacity a) Experience in delivering projects led by people with lived experience b) Infrastructure to develop and manage social movement activities c) Experience in delivering work with national reach	<i>Weighting: 20%</i>	8.20	1.64
C2: Organisational expertise in Māori worldviews a) Track record of basing work in Te Ao Māori worldview b) Track record of applying Te Tiriti articles to work c) Track record of using Te Reo Māori and Tikinga Māori in work	<i>Weighting: 20%</i>	9.0	1.80
C3: Organisational capability a) Experience in managing innovative and equitable social movement activities b) Experience in tailoring education to a variety of audiences and settings, including Māori c) Track record of successful outcomes through social movement activities.	<i>Weighting: 20%</i>	7.80	1.56
C4: Kotahitanga (ability to work in partnership) a) Track record of working in partnership with other organisations to deliver work b) Track record of working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation	<i>Weighting: 20%</i>	7.40	1.48
C5: Organisational values a) Organisational values align with the vision of Like Minds b) Track record of organisational commitment to social justice	<i>Weighting: 20%</i>	8.60	1.72



Evaluation commentary	
Strengths <ul style="list-style-type: none">— Currently provide education programmes to wide audience.— Use of technology and digital platforms.— Experience in working with those with lived experience.— Capacity for evaluation, research and implementing data informed approaches.— Comprehensive knowledge of Te Ao Māori worldviews and a wairua centred approach.	Weaknesses <ul style="list-style-type: none">— Limited outreach to non-Māori and other ethnically diverse communities and the use of Te Tiriti as a basis for this.— Lack of strong history in the lived experience space.— Lack of partnerships when catering to other priority groups.

		Overall score	6.04
Evaluation Criteria		Average score	Weighted Score
C1: Organisational capacity <i>Weighting: 20%</i> a) Experience in delivering projects led by people with lived experience b) Infrastructure to develop and manage social movement activities c) Experience in delivering work with national reach		6.40	1.28
C2: Organisational expertise in Māori worldviews <i>Weighting: 20%</i> a) Track record of basing work in Te Ao Māori worldview b) Track record of applying Te Tiriti articles to work c) Track record of using Te Reo Māori and Tikinga Māori in work		4.20	0.84
C3: Organisational capability <i>Weighting: 20%</i> a) Experience in managing innovative and equitable social movement activities b) Experience in tailoring education to a variety of audiences and settings, including Māori c) Track record of successful outcomes through social movement activities.		6.20	1.24
C4: Kotahitanga (ability to work in partnership) <i>Weighting: 20%</i> a) Track record of working in partnership with other organisations to deliver work b) Track record of working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation		6.20	1.24
C5: Organisational values <i>Weighting: 20%</i> a) Organisational values align with the vision of Like Minds b) Track record of organisational commitment to social justice		7.20	1.44

Evaluation commentary	
Strengths <ul style="list-style-type: none"> — Opportunity to leverage networks of both organisations. — Experienced in working with organisations where discrimination is prevalent. — Experience working with various communities, settings and programmes that work towards individual and organisational behavioural change. — Clear examples of delivery process and outcomes 	Weaknesses <ul style="list-style-type: none"> — Concern regarding equal weighting of partnership and operational responsibilities. — No health promotion structure or staff with health education background. — Conflicting aspects of Te Ao Māori worldviews between organisations, e.g. ██████████ conflate Māori and Pasifika as one group. — Concern that not all priority groups are a focus and a lack of networks to other priority groups. — Lack of outcome reporting.

		Overall score	7.40
Evaluation Criteria		Average score	Weighted Score
C1: Organisational capacity <i>Weighting: 20%</i>			
<ul style="list-style-type: none"> a) Experience in delivering projects led by people with lived experience b) Infrastructure to develop and manage social movement activities c) Experience in delivering work with national reach 		8.20	1.64
C2: Organisational expertise in Māori worldviews <i>Weighting: 20%</i>			
<ul style="list-style-type: none"> a) Track record of basing work in Te Ao Māori worldview b) Track record of applying Te Tiriti articles to work c) Track record of using Te Reo Māori and Tikanga Māori in work 		6.90	1.36
C3: Organisational capability <i>Weighting: 20%</i>			
<ul style="list-style-type: none"> a) Experience in managing innovative and equitable social movement activities b) Experience in tailoring education to a variety of audiences and settings, including Māori c) Track record of successful outcomes through social movement activities. 		6.60	1.32
C4: Kotahitanga (ability to work in partnership) <i>Weighting: 20%</i>			
<ul style="list-style-type: none"> a) Track record of working in partnership with other organisations to deliver work b) Track record of working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation 		7.80	1.56
C5: Organisational values <i>Weighting: 20%</i>			
<ul style="list-style-type: none"> a) Organisational values align with the vision of Like Minds b) Track record of organisational commitment to social justice 		7.60	1.52

Evaluation commentary	
<p>Strengths</p> <ul style="list-style-type: none"> — Strong evidence of working with lived experience community. — All three organisations have a wide range of networks. — Variety of Māori Models employed in the approach with clear alignment to the Like Minds strategy. — Range of programmes and workshops for different settings and evidence of systemic advocacy work. 	<p>Weaknesses</p> <ul style="list-style-type: none"> — Concern around a heavy reliance on [REDACTED] and equal weighting between all organisations. — No acknowledgement of work to be conducted in regard to institutional racism. — Concern that not all organisations of the partnership are lived-experience organisations. — Approach is focussed on social marketing instead of health education approach, with a clinical view not a well-being approach. — Lack of evidence that work is catered to diverse community groups.



Changing Minds Trust, E Tipu e Rea Whānau Services, Asian Family Services Ltd, ManaVation Ltd		Overall score	6.68
Evaluation Criteria		Average score	Weighted Score
C1: Organisational capacity <i>Weighting: 20%</i> a) Experience in delivering projects led by people with lived experience b) Infrastructure to develop and manage social movement activities c) Experience in delivering work with national reach		6.00	1.20
C2: Organisational expertise in Māori worldviews <i>Weighting: 20%</i> a) Track record of basing work in Te Ao Māori worldview b) Track record of applying Te Tiriti articles to work c) Track record of using Te Reo Māori and Tikinga Māori in work		6.00	1.20
C3: Organisational capability <i>Weighting: 20%</i> a) Experience in managing innovative and equitable social movement activities b) Experience in tailoring education to a variety of audiences and settings, including Māori c) Track record of successful outcomes through social movement activities.		6.40	1.28
C4: Kotahitanga (ability to work in partnership) <i>Weighting: 20%</i> a) Track record of working in partnership with other organisations to deliver work b) Track record of working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation		7.00	1.40
C5: Organisational values <i>Weighting: 20%</i> a) Organisational values align with the vision of Like Minds b) Track record of organisational commitment to social justice		8.00	1.60

Evaluation commentary	
Strengths <ul style="list-style-type: none"> — Strong background in lived experience and advocacy. — Extensive networks from both organisations, potential for national reach. — Good examples of social justice and education programmes with a track record of tikanga. — A strong sense of Pono (genuineness) was felt in the submission and clearly conveyed through values. — Good use of online platforms and intersectionality. 	Weaknesses <ul style="list-style-type: none"> — Concerns about equal partnership and roles of each organisation. — Lack of detail regarding how value models of each organisation will work together. — No measurable outcomes framework. — Lack of detail in how the group were planning to deliver the programme.

		Overall score	4.68
Evaluation Criteria		Average score	Weighted Score
C1: Organisational capacity <i>Weighting: 20%</i> a) Experience in delivering projects led by people with lived experience b) Infrastructure to develop and manage social movement activities c) Experience in delivering work with national reach		4.40	0.88
C2: Organisational expertise in Māori worldviews <i>Weighting: 20%</i> a) Track record of basing work in Te Ao Māori worldview b) Track record of applying Te Tiriti articles to work c) Track record of using Te Reo Māori and Tikinga Māori in work		6.40	1.28
C3: Organisational capability <i>Weighting: 20%</i> a) Experience in managing innovative and equitable social movement activities b) Experience in tailoring education to a variety of audiences and settings, including Māori c) Track record of successful outcomes through social movement activities.		4.40	0.88
C4: Kotahitanga (ability to work in partnership) <i>Weighting: 20%</i> a) Track record of working in partnership with other organisations to deliver work b) Track record of working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation		4.00	0.80
C5: Organisational values <i>Weighting: 20%</i> a) Organisational values align with the vision of Like Minds b) Track record of organisational commitment to social justice		4.20	0.88

Evaluation commentary	
Strengths <ul style="list-style-type: none"> — Te Tiriti based partnership between a kaupapa Māori entity and peer-led entity. — Innovative and cutting-edge approach for Māori. — Strong activist lens conveyed and good value for profit activities. 	Weaknesses <ul style="list-style-type: none"> — Lack of detail relating to the ROI brief, not all questions were addressed — Neither organisation has a specific health education background or gave non-education related examples. — Social marketing led approach. — Lack of evidence regarding how Te Ao Māori worldviews or Te Tiriti is practised. — Lack of acknowledgement of other priority groups outside of Māori and Rainbow Community — Lack of alignment from both organisations with the Like Minds Strategy.



Criteria Scoring Amendments

Panel members were to conduct their own evaluation of each ROI prior to the shortlisting session. Each panel member submitted preliminary scores to the Te Hiringa Hauora Procurement team which are represented below under the “PRE” columns.

During the evaluation panel members had an open discussion on each criterion and concluding that discussion score amendments were received and documented. These scores are represented in the table below under the “AMD” columns. If the panel member did not amend their score after the open discussion, their AMD score will have “n/c” to indicate that there was no change to the score.

Panel member	C1		C2		C3		C4		C5	
	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD
[REDACTED]	9	n/c	9	n/c	8	n/c	7	n/c	8	9
[REDACTED]	9	8	9	n/c	9	n/c	9	n/c	9	n/c
[REDACTED]	8	n/c	9	n/c	8	n/c	7	n/c	7	9
[REDACTED]	8	n/c	8	9	8	n/c	7	n/c	8	n/c
[REDACTED]	9	8	10	9	4	6	7	n/c	8	n/c

Panel member	C1		C2		C3		C4		C5	
	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD
[REDACTED]	8	n/c	6	5	8	7	7	6	8	n/c
[REDACTED]	7	6	4	n/c	8	n/c	7	n/c	8	n/c
[REDACTED]	7	5	5	4	5	7	7	6	6	7
[REDACTED]	6	n/c	6	4	5	n/c	5	n/c	7	n/c
[REDACTED]	6	n/c	5	4	4	n/c	6	n/c	6	n/c

Panel member	C1		C2		C3		C4		C5	
	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD
[REDACTED]	9	n/c	8	7	9	6	9	8	8	n/c
[REDACTED]	8	n/c	7	n/c	8	7	8	n/c	8	n/c
[REDACTED]	8	n/c	7	n/c	8	7	8	n/c	8	n/c



[REDACTED]	8	n/c	8	7	7	n/c	8	n/c	7	n/c
[REDACTED]	8	n/c	6	n/c	6	n/c	5	7	5	7

Changing Minds Trust, ManaVation Ltd, Asian Family Services Ltd, E Tipu e Rea Whānau Services criterion scoring

Panel member	C1		C2		C3		C4		C5	
	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD
[REDACTED]	5	n/c	6	n/c	6	n/c	7	n/c	9	8
[REDACTED]	6	n/c	5	n/c	6	n/c	6	n/c	8	n/c
[REDACTED]	8	6	7	6	7	n/c	8	n/c	9	n/c
[REDACTED]	6	n/c	6	n/c	7	6	7	n/c	6	n/c
[REDACTED]	8	7	9	7	9	7	7	n/c	10	9

Panel member	C1		C2		C3		C4		C5	
	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD
[REDACTED]	4	n/c	9	7	4	n/c	4	n/c	4	n/c
[REDACTED]	4	n/c	4	n/c	4	n/c	4	n/c	4	n/c
[REDACTED]	7	5	9	7	7	5	7	5	7	5
[REDACTED]	6	5	7	n/c	6	5	6	3	6	4
[REDACTED]	6	5	7	n/c	6	4	6	4	5	4



Like Minds Like Mine Procurement Panel – Social Movement Initiative

On the 28th of January 2021, Te Hiringa Hauora undertook a shortlisting procurement session for the Like Minds: Social Movement Initiative. The purpose of this document is to provide a summary of the evaluation of each response to the registration of interest (ROI). Each evaluation summary will consist of the following:

- The organisations’ overall evaluation score
- Criterion scores for each response
- Brief commentary of the main evaluation themes for each response
- Adjustments to criterion scores by panel members

The table below shows the organisations evaluated, members of the panel, and their respective roles.

CHAIR	[REDACTED]
VOTING MEMBERS	[REDACTED]
NON-VOTING MEMBERS	[REDACTED]
MINUTE TAKER	[REDACTED]
ROI RESPONSES	<ul style="list-style-type: none"> ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] ■ [REDACTED] — Changing Minds Trust, Mana Vation Ltd, Asian Family Services Limited, E Tipu e Rea Whānau Services ■ [REDACTED] ■ [REDACTED]

Session Summary

The purpose of the session was to evaluate the ROIs for Like Minds: Social Movement Initiative and produce a shortlist of respondees to progress to the RFP procurement phase. There were two conflicts of interest identified, which were managed by removing appropriate panel members from the declared conflict of interest ROI evaluations.



The three successful respondees from the ROI process were;

- [redacted] evaluation score 7.85
- [redacted] evaluation score 7.84
- Changing Minds Trust, ManaVation Ltd, Asian Family Services Ltd, E Tipu e Rea Whānau Services: evaluation score 7.52

The successful organisations were invited to participate in the RFP process, details of which were sent on Tuesday 24 February 2021.

Evaluation of Responses

The table below summarises the scores for each review criterion, a brief summary of the evaluation discussions, the criterion score, and the final overall evaluation score for the organisation. Each organisation and criterion was given equal time for the panel to evaluate and score.

		Overall score	7.85
Evaluation Criteria		Average score	Weighted Score
C1: Organisational capacity <i>Weighting: 20%</i> a) Experience in delivering projects led by people with lived experience b) Infrastructure to develop and manage social movement activities c) Experience in delivering work with national reach		8.5	1.7
C2: Organisational expertise in Māori worldviews <i>Weighting: 20%</i> a) Track record of basing work in Te Ao Māori worldview b) Track record of applying Te Tiriti articles to work c) Track record of using Te Reo Māori and Tikanga Māori in work		9.25	1.85
C3: Organisational capability <i>Weighting: 20%</i> a) Experience in managing innovative and equitable social movement activities b) Experience in tailoring education to a variety of audiences and settings, including Māori c) Track record of successful outcomes through social movement activities.		6.5	1.30
C4: Kotahitanga (ability to work in partnership) <i>Weighting: 20%</i> a) Track record of working in partnership with other organisations to deliver work b) Track record of working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation		6.5	1.3
C5: Organisational values <i>Weighting: 20%</i> a) Organisational values align with the vision of Like Minds b) Track record of organisational commitment to social justice		8.5	1.7



Evaluation commentary

Strengths

- Well-established national organisation with experience in the advocacy space, leading work alongside those with lived-experience, Māori, Pasifika and rainbow communities.
- A good grasp on Te Ao Māori, are a Te Tiriti based foundation and a track record working in the anti-racism space.
- [REDACTED] have advantageous connections, they also have an emphasis on evaluation and self-reflection and are founded on strong social justice.

Weaknesses

- Limited outreach to non-Māori and other ethnically diverse communities.
- Work primarily in the health education sector, it was questioned how they would lead a social movement initiative as they have limited connection to activist movements.
- No outcomes framework discussed in their application. It was questioned whether Te Kete Pounamu would be involved as it was mentioned in their application.

		Overall score	6.72
Evaluation Criteria		Average score	Weighted Score
C1: Organisational capacity <i>Weighting: 20%</i> a) Experience in delivering projects led by people with lived experience b) Infrastructure to develop and manage social movement activities c) Experience in delivering work with national reach		7.6	1.52
C2: Organisational expertise in Māori worldviews <i>Weighting: 20%</i> a) Track record of basing work in Te Ao Māori worldview b) Track record of applying Te Tiriti articles to work c) Track record of using Te Reo Māori and Tikanga Māori in work		5.4	1.08
C3: Organisational capability <i>Weighting: 20%</i> a) Experience in managing innovative and equitable social movement activities b) Experience in tailoring education to a variety of audiences and settings, including Māori c) Track record of successful outcomes through social movement activities.		6.8	1.36
C4: Kotahitanga (ability to work in partnership) <i>Weighting: 20%</i> a) Track record of working in partnership with other organisations to deliver work b) Track record of working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation		6.4	1.28
C5: Organisational values <i>Weighting: 20%</i> a) Organisational values align with the vision of Like Minds b) Track record of organisational commitment to social justice		7.4	1.48

Evaluation commentary	
Strengths <ul style="list-style-type: none"> — Good level of experience working together and display a sound understanding of Te Tiriti principles. — [REDACTED] clearly conveys te reo me ona tikanga capability. Strong track record of partnerships with Māori and non-Māori, with the potential to develop further. — Provided good examples of social movement activity to a variety of audiences via various media platforms. 	Weaknesses <ul style="list-style-type: none"> — The delivery of the work appears fragmented and potential for an inequitable partnership. This was evidenced by the application displaying a heavy one-sided response from [REDACTED] — Greater focus on change to individual behaviour than human rights and structural change. — Concern over the national reach outside of New Zealand's bigger cities.

		Overall score	7.84
Evaluation Criteria		Average score	Weighted Score
C1: Organisational capacity <i>Weighting: 20%</i> a) Concern about partnership operations and equal weighting between all three organisations b) Experience in delivering projects led by people with lived experience c) Infrastructure to develop and manage social movement activities d) Experience in delivering work with national reach		7.8	1.56
C2: Organisational expertise in Māori worldviews <i>Weighting: 20%</i> a) Track record of basing work in Te Ao Māori worldview b) Track record of applying Te Tiriti articles to work c) Track record of using Te Reo Māori and Tikanga Māori in work		7.8	1.56
C3: Organisational capability <i>Weighting: 20%</i> a) Experience in managing innovative and equitable social movement activities b) Experience in tailoring education to a variety of audiences and settings, including Māori c) Track record of successful outcomes through social movement activities.		8.6	1.72
C4: Kotahitanga (ability to work in partnership) <i>Weighting: 20%</i> a) Track record of working in partnership with other organisations to deliver work b) Track record of working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation		7.4	1.28
C5: Organisational values <i>Weighting: 20%</i> a) Organisational values align with the vision of Like Minds b) Track record of organisational commitment to social justice		7.60	1.52

Evaluation commentary	
Strengths <ul style="list-style-type: none"> — All three organisations have experience in social movement and social justice pieces of work and their campaigning activities are strong. — This collaboration has potential for strong infrastructure. — [REDACTED] is the main organisation that provides the Te Ao Māori worldview, established tikanga in framework and applying Te Tiriti in practise. — The design, delivery and outreach for all three organisations is a strength for this application. [REDACTED] have experience with rural and marginalised communities. — The values of the application complement Like Minds values and a strong understanding of intersectionality for people. 	Weaknesses <ul style="list-style-type: none"> — Concern about partnership operations and equal weighting between all three organisations — Social marketing campaign lacks innovation. — Concern around the populations for priority groups and what this partnership could do for particularly Pasifika peoples. — Concern around the rhetoric of the application with the term “Mental Illnesses” being used from a clinical perspective as opposed to a wellbeing focus approach.



Changing Minds Trust, E Tipu e Rea Whānau Services, Asian Family Services Ltd, ManaVation Ltd		Overall score	7.52
Evaluation Criteria		Average score	Weighted Score
C1: Organisational capacity <i>Weighting: 20%</i> a) Experience in delivering projects led by people with lived experience b) Infrastructure to develop and manage social movement activities c) Experience in delivering work with national reach		7.8	1.56
C2: Organisational expertise in Māori worldviews <i>Weighting: 20%</i> a) Track record of basing work in Te Ao Māori worldview b) Track record of applying Te Tiriti articles to work c) Track record of using Te Reo Māori and Tikinga Māori in work		7.8	1.56
C3: Organisational capability <i>Weighting: 20%</i> a) Experience in managing innovative and equitable social movement activities b) Experience in tailoring education to a variety of audiences and settings, including Māori c) Track record of successful outcomes through social movement activities.		8.6	1.72
C4: Kotahitanga (ability to work in partnership) <i>Weighting: 20%</i> a) Track record of working in partnership with other organisations to deliver work b) Track record of working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation		7.4	1.28
C5: Organisational values <i>Weighting: 20%</i> a) Organisational values align with the vision of Like Minds b) Track record of organisational commitment to social justice		7.60	1.52

Evaluation commentary	
Strengths <ul style="list-style-type: none"> — The video submission provided a genuine feel and it was good to see the faces of the people putting forward the application. — Organisations have extensive networks especially in the peer community. Experience in the advocacy and lived experience spaces. — Leadership displayed a strong Māori worldview and a willingness to work together in a four-way partnership. — Approach has strong alignment with Like Minds. 	Weaknesses <ul style="list-style-type: none"> — Concerns that operationalising a four-way partnership may be difficult i.e. there may be weighting towards Changing Minds to lead this work. — Te Ao Māori is not at the forefront of each organisation. — Lack of information on how the partnership plan to cater to other priority groups and in the application. — Absence of tangible examples of evidence for success required as it is hard to decipher the track record.

		Overall score	3.60
Evaluation Criteria		Average score	Weighted Score
C1: Organisational capacity <i>Weighting: 20%</i> a) Experience in delivering projects led by people with lived experience b) Infrastructure to develop and manage social movement activities c) Experience in delivering work with national reach		3.0	0.60
C2: Organisational expertise in Māori worldviews <i>Weighting: 20%</i> a) Track record of basing work in Te Ao Māori worldview b) Track record of applying Te Tiriti articles to work c) Track record of using Te Reo Māori and Tikinga Māori in work		6.20	1.24
C3: Organisational capability <i>Weighting: 20%</i> a) Experience in managing innovative and equitable social movement activities b) Experience in tailoring education to a variety of audiences and settings, including Māori c) Track record of successful outcomes through social movement activities.		3.0	0.60
C4: Kotahitanga (ability to work in partnership) <i>Weighting: 20%</i> a) Track record of working in partnership with other organisations to deliver work b) Track record of working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation		2.60	0.52
C5: Organisational values <i>Weighting: 20%</i> a) Organisational values align with the vision of Like Minds b) Track record of organisational commitment to social justice		3.20	0.64

Evaluation commentary	
Strengths <ul style="list-style-type: none"> — Application submitted as a sole applicant. — Strong incorporation of Te Ao Māori — Grassroots approach and strong partnerships with community. — Experience in service delivery is commendable and they are aligned with the Like Minds strategy. 	Weaknesses <ul style="list-style-type: none"> — Response was not comprehensive enough — Lack of leadership examples for large scale work, more detail and evidence needed on their capacity to deliver a systemic change programme. — Concerns whether this organisation would be able to deliver nationally as they are [REDACTED] based. — The application had good intention but realistically would not be able to proceed to the RFP stage.



		Overall score	4.70
Evaluation Criteria		Average score	Weighted Score
C1: Organisational capacity <i>Weighting: 20%</i> a) Experience in delivering projects led by people with lived experience b) Infrastructure to develop and manage social movement activities c) Experience in delivering work with national reach		4.5	0.90
C2: Organisational expertise in Māori worldviews <i>Weighting: 20%</i> a) Track record of basing work in Te Ao Māori worldview b) Track record of applying Te Tiriti articles to work c) Track record of using Te Reo Māori and Tikinga Māori in work		5.75	1.15
C3: Organisational capability <i>Weighting: 20%</i> a) Experience in managing innovative and equitable social movement activities b) Experience in tailoring education to a variety of audiences and settings, including Māori c) Track record of successful outcomes through social movement activities.		5.25	1.05
C4: Kotahitanga (ability to work in partnership) <i>Weighting: 20%</i> a) Track record of working in partnership with other organisations to deliver work b) Track record of working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation		4.25	0.85
C5: Organisational values <i>Weighting: 20%</i> a) Organisational values align with the vision of Like Minds b) Track record of organisational commitment to social justice		3.75	0.75

Evaluation commentary	
Strengths <ul style="list-style-type: none"> — Strong engagement with iwi leaders and sector-Crown relationships, — Acknowledgement of sectionality for those affected by mental distress and the social marketing aspect to their application. — Innovative approach and displays commitment to the Like Minds Kaupapa. 	Weaknesses <ul style="list-style-type: none"> — Strong reservations on the capacity for [REDACTED] and [REDACTED] to deliver this work — No examples given for previously managing approaches of this scale. — Insufficient evidence of Te Ao Māori worldviews given in the application and lack of detail, data and successes. — Māori specific approaches and Pasifika approaches however no mention of the other priority groups. — Limited alignment with the strategy of Like minds or other lived-experience led work.



Criteria Scoring Amendments

Panel members were to conduct their own evaluation of each ROI prior to the shortlisting session. Each panel member submitted preliminary scores to the Te Hiringa Hauora Procurement team which are represented below under the “PRE” columns.

During the evaluation panel members had an open discussion on each criterion and concluding that discussion score amendments were received and documented. These scores are represented in the table below under the “AMD” columns. If the panel member did not amend their score after the open discussion, their AMD score will have “n/c” to indicate that there was no change to the score.

Panel member	C1		C2		C3		C4		C5	
	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD
[REDACTED]	8	n/c	9	n/c	4	n/c	8	n/c	7	n/c
[REDACTED]	9	n/c	10	n/c	9.5	8	6.5	6	10	n/c
[REDACTED]	[REDACTED] was removed from evaluation due to a conflict of interest									
[REDACTED]	9	n/c	9	n/c	8	7	8	7	9	n/c
[REDACTED]	8	n/c	9	n/c	7	n/c	4	n/c	8	n/c

Panel member	C1		C2		C3		C4		C5	
	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD
[REDACTED]	8	n/c	5	n/c	8	n/c	8	n/c	9	8
[REDACTED]	8	n/c	8	5	6.5	7	5.5	6	7	n/c
[REDACTED]	7	n/c	5	n/c	6	n/c	7	6	7	n/c
[REDACTED]	8	7	6	n/c	8	7	8	n/c	8	n/c
[REDACTED]	8	n/c	8	6	6	n/c	4	n/c	7	n/c

Panel member	C1		C2		C3		C4		C5	
	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD
[REDACTED]	8	n/c	9	8	7	n/c	9	n/c	7	n/c
[REDACTED]	10	9	10	8	10	n/c	9	n/c	9	n/c
[REDACTED]	8	n/c	10	8	8	n/c	8	7	8	n/c
[REDACTED]	8	7	8	n/c	8	n/c	8	n/c	8	n/c



[REDACTED]	6	n/c	7	n/c	8	n/c	4	n/c	6	n/c
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Changing Minds Trust, ManaVation Ltd, Asian Family Services Ltd, E Tipu e Rea Whānau Services criterion scoring

Panel member	C1		C2		C3		C4		C5	
	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD
[REDACTED]	9	n/c	6	n/c	7	n/c	7	6	9	n/c
[REDACTED]	8	n/c	10	7	8.5	8	9	8	9	n/c
[REDACTED]	8	n/c	9	6	8	n/c	7	n/c	9	n/c
[REDACTED]	8	n/c	7	6	7	n/c	7	n/c	9	n/c
[REDACTED]	9	n/c	6	n/c	7	n/c	6	n/c	8	n/c

Panel member	C1		C2		C3		C4		C5	
	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD
[REDACTED]	2	n/c	8	7	1	n/c	2	n/c	4	n/c
[REDACTED]	4.5	4	8	7	6.5	6	5	4	3.5	3
[REDACTED]	5	3	7	n/c	5	2	2	n/c	6	3
[REDACTED]	5	4	8	6	4	n/c	3	n/c	3	n/c
[REDACTED]	2	n/c	4	n/c	2	n/c	2	n/c	3	n/c

Panel member	C1		C2		C3		C4		C5	
	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD	PRE	AMD
[REDACTED]	2	4	6	n/c	3	n/c	2	n/c	2	n/c
[REDACTED]	9	6	7.5	6	7.5	7	6.5	6	7	5
[REDACTED]	5	4	6	n/c	6	n/c	4	n/c	4	n/c
[REDACTED]	5	4	5	n/c	5	n/c	7	5	4	n/c
[REDACTED]	[REDACTED] was removed from evaluation due to a conflict of interest									

PROCUREMENT PLAN FULL

SETTINGS-BASED EDUCATION FOR SOCIAL CHANGE (LIKE MINDS)

Reference: OPS0301/20-21/05

Prepared by:	[REDACTED]
Position/title:	Like Minds. Mental Wellbeing Team
Project Plan doc ID:	
RFx document doc ID:	[REDACTED]
RFx response form doc ID:	[REDACTED]
Status:	V6 - Final for approval

APPROVALS

Endorsed by Procurement			
Name:	[REDACTED]	Position:	Advisor Procurement
Signed:	[REDACTED]	Date:	15 October 2020
Corporate Communications <i>Check for corporate risk, style and language</i>			
Name:	[REDACTED]	Position:	Corporate Communication
Approval email doc ID:	[REDACTED]	Date:	14 October 2020
Programme Manager <i>Approval of scope, evaluation criteria, alignment to the programme plan, budget availability</i>			
Name:	[REDACTED]	Position:	Programme Lead Like Minds
Approval email doc ID:	[REDACTED]	Date:	15 October 2020
General Manager			
Name:	Laurianne Reinsborough	Position:	GM Operations
Approval email doc ID:	[REDACTED]	Date:	16 October 2020
Authority to proceed to tender including authority to spend			
Name:	Tane Cassidy	Position:	Chief Executive
Approval email doc ID:	[REDACTED]	Date:	16/10/20

LIKE MINDS. NŌKU TE AO

Vision: A nation where all people uphold the mana and human rights of people with experience of mental distress

A mission to end prejudice and discrimination against people with experience of mental distress. And achieve:

- Equitable treatment by government
- Fair structures in organisations
- Positive portrayals in public communication
- Inclusive behaviours

1. WHAT TE HIRINGA HAUORA IS BUYING AND WHY

This plan relates to the procurement of the development and delivery of the Like Minds settings-based education programme.

A summary of our requirements is that our partner(s) will:

- be a peer-led organisation and/or employ a dedicated team(s) led by people with lived experience, who will deliver the requirements of the RFP
- either be a Māori organisation, or have a Tiriti-based partnership with a Māori organisation(s) to deliver the work
- have the required level of organisational capacity and capability to execute the programme effectively across New Zealand
- have expertise in Māori worldviews
- have the ability to work in partnership (kotahitanga)
- have organisational values that align with the Like Minds vision.

The key objective of this procurement is for Te Hiringa Hauora to partner with organisation(s) to manage lived experience educators, who will deliver the Like Minds settings-based education programme. This will be delivered in settings such as primary care and employment, in order to reduce prejudice and discrimination, and contribute to social inclusion and equitable health and life outcomes for people with experience of severe mental distress, with a particular emphasis on equity.

The Like Minds 2020-2025 programme is underpinned by two kaupapa. Ko te kaupapa Like Minds and kaupapa Māori. In addition, the Like Minds programme will be guided by Te Hiringa Hauora 2020 - 2030 Strategy, commitment to Te Tiriti o Waitangi, achieving equitable health outcomes, and creating a sustainable future.

The key outcomes Te Hiringa Hauora is seeking to achieve are:

- Short term: People who receive the education behave in a more positive and equitable way to people with mental distress.
- Medium term: People with mental distress experience improved behaviour and services from the people they interact with in the settings where the education takes place.
- Long term: Equitable health and life outcomes for people who experience severe mental distress, particularly those most affected by inequities.

We prefer a sole provider, or a provider partnership (see preconditions in section 2.2.1 below). If we select a sole provider, they must be a Māori organisation who will deliver Like Minds to both Māori and non-Māori audiences.

An estimate of the total cost over the whole-of-life of the contract, exclusive of GST is \$2,500,000 (\$500,000 per annum). We require the contract to commence by 1 July 2021. Five year total contract. Initial three year term followed by a two year right of renewal term. Contract end date is 30 June 2026.

If we select a provider partnership, we expect the joint submission to outline how the education project governance and funding would be shared between the partnered organisations.

1.1 PROCUREMENT PROCESS

There is currently no All-of-Government, syndicated or other collaborative contract that can meet this requirement. The recommended approach to market is a two-step open competitive tender process (ROI followed by RFP). Short-listed respondents from the ROI will be required to submit a Request for Proposal before wānanga (see section 1.4.4 below).

The opportunity will be advertised on the Te Hiringa Hauora website and posted on GETS (the Government Electronic Tender Service). Stakeholders will also be contacted via email and through stakeholder communication (eg, Ministry of Health's Mental Health & Addiction newsletter) to inform them of the opportunity. All respondents will need to subscribe to GETS to have access to the ROI documentation and to ask questions and receive answers.

The ROI and RFP and response forms are not attached to this document as they are still in development. The final ROI/RFP and response forms will be approved separately once ready.

1.1.1 Pre-procurement (19 October to 15 November 2020)

For the pre-procurement period (19 October - 15 November 2020), we will post the intent to procure notice on GETS.

Corporate Communications will review communications to ensure clarity and consistency across all our channels, including GETS, the Like Minds procurement website pages, the hui and social media platforms.

Refer to our separate communications plan (Doc ID [REDACTED]) for details of this promotion.

Intent to procure notice for GETS

About Like Minds

The Like Minds Programme was established in 1997 and was one of the first comprehensive national campaigns in the world to counter the stigma and discrimination associated with mental distress. The Programme has combined award-winning national television campaigns, other media and communication activities as well as community action and education. Like Minds is funded by the Ministry of Health and Te Hiringa Hauora is the operational lead. For more information on Like Minds go to <https://www.likeminds.org.nz/>

What we need

Te Hiringa Hauora is seeking to partner with organisation(s) to collaboratively design and deliver Like Minds education. The new vision for Like Minds is a nation where all people uphold the mana and human rights of people who experience mental distress. The education will contribute to this vision by reducing prejudice and discrimination against people who experience severe mental distress. The education will be delivered in settings such as primary health and settings that impact on participation in the labour market for people who experience mental distress.

In November Te Hiringa Hauora will release a ROI seeking registrations of interest from the following types of respondents:

- 1. A Māori organisation, or a Tiriti-based partnership between a Māori organisation(s) and non-Maori organisation(s) to deliver the work AND*
- 2. A peer-led organisation(s) or network(s), or a peer-led team in a non-peer organisation.*

We would prefer to procure one sole or partnership provider with national reach to deliver all the education.

The anticipated total budget is \$2,500,000. The annual budget is \$500,000.

What we don't want

We will not consider proposals from organisations or partnerships that do not match the two requirements outlined above.

We do not want to procure:

- Mental health promotion or awareness education.*
- Education with the primary purpose of encouraging people to seek treatment.*
- Services for people with mental distress.*

What's important to us?

The Like Minds Programme is guided by the Te Hiringa Hauora Strategy 2020-2030 whose three pou are Te Tiriti o Waitangi, Equity and Sustainability

The Like Minds strategy (2020-2025) sits under the Te Hiringa Hauora strategy and embeds kaupapa Māori principles.

The partner(s) Te Hiringa Hauora procures to deliver this work need to have:

- 1. Track record in designing and delivering education for social change.*
- 2. Organisational capacity to deliver the education with national reach.*
- 3. Expertise in Te Ao Māori and Tikanga.*
- 4. Organisational capability to develop innovative and equitable education.*

5. Ability to work in partnership (kotahitanga).
6. Organisational values that align with Like Minds.

More information will be available in the ROI to be released on GETS in November 2020.

All questions about this opportunity must be directed to Te Hiringa Hauora Procurement at likemindsprocurement@hpa.org.nz

Why should you bid?

Prejudice and discrimination continue to reduce the health and life outcomes of people with severe mental distress. They disproportionately affect Māori, Pasifika and other groups that experience multiple injustices. Education led by people with experience of mental distress has a sound evidence base. This is a unique opportunity for organisations that fit our requirements and that have the right attributes to contribute to this world-class programme.

A bit about us

Te Hiringa Hauora is the name gifted to the Health Promotion Agency by the late respected kaumātua New Amsterdam (Amster) Reedy (Ngāti Porou - Te Aitanga a Mate, Putaanga, Te Whānau a Tūwhakairiora, Ngāti Uepohatu). Te Hiringa Hauora is translated as 'The unrelenting pursuit of wellbeing'.

Te Hiringa Hauora is a Crown entity and leads and supports activities for the following purposes:

- Promoting health and wellbeing and encouraging healthy lifestyles.
- Preventing disease, illness, and injury.
- Enabling environments that support health and wellbeing and healthy lifestyles.
- Reducing personal, social and economic harm

End of intent to procure notice Settings-based education promotional content

Promotional content about the Like Minds Settings-based Education ROI process will be released from 19 October 2020.

The Like Minds procurement website will serve as a call-to-action; it will contain information explaining the Like Minds programme, the new strategic direction, the brand refresh, a summary of the opportunity, an outline of the ROI/RFP process and an invitation for people to submit registrations. We will add ROI information during the procurement period.

ROI / RFP period (16 November 2020 to 16 March 2021)

For the ROI period (16 November 2020 – 16 March 2021) we will post the ROI documents on GETS and add hyperlinks to the GETS application page on our Like Minds' procurement website.

The additional information on the Like Minds procurement website will include a bilingual video that will feature the Like Minds Programme Lead, who will introduce the Like Minds programme, briefly describe the procurement opportunities, and karanga to potential Like Minds funded suppliers.

We will also answer all the questions we receive, in collaboration with Procurement, and post the answers on GETS.

Request for Proposals (RFP)

Following the evaluation of the ROI, the three (3) shortlisted suppliers will be invited to respond in writing to a short RFP. Respondents will be required to attend a face to face wānanga with the evaluation panel to present their RFP response eg, using PowerPoint or other presentation method of their choice. The panel and shortlisted respondents will have the opportunity to discuss the proposal. This process seeks to gather more information about a proposed solution and to begin to build a relationship between a potential preferred supplier and Te Hiringa Hauora.

Proposal formats

We will accept one of two formats for the ROI:

- Full written registration (responses may be up to 10 pages at a maximum) **OR**
- Short written registration with accompanying video registration.

We will provide instructions for creating and submitting video registrations. Video files will be accepted through a safe and confidential IT system (as agreed with Te Hiringa Hauora Information Services Manager).

For the RFPs, we require a written proposal to be submitted before the deadline. Shortlisted respondents will be required to present this proposal in presentation format at the wānanga with the evaluation panel.

Te Reo

We will accept responses in English, Te Reo Māori, or a combination of both.

We will contract a direct source provider, through a procurement plan lite, to translate our ROI and RFP documents and outgoing communications into Te Reo Māori, and to translate Te Reo Māori responses into English.

Māori subject matter expert(s) sitting on our evaluation panels will evaluate submissions provided in Te Reo Māori, and will also evaluate the English translation.

1.2 TIMELINE

1.2.1 Stage one - ROI

Action	Start date	Finish date
Pre-procurement		
Complete procurement plan (not including ROI / RFP document and response forms)	-	9 October 2020
Procurement plan (including Intent to Procure notice) approved by Programme Lead, Corporate Communications, GM and CE	-	16 October

ROI / RFP document and response forms approved by GM & CE	19 October	23 October
ROI / RFP documents translated into Te Reo Māori	27 October	6 November
Pre-procurement period	19 October	15 November
Launch Like Minds procurement website	19 October	-
Post Intent to Procure notice on GETS	19 October	
Appoint evaluation panel and reserve meeting dates	26 October	15 November
Sector face-to-face meeting to engage supplier market	21 October	11 November
Launch Like Minds promotional video on procurement website	9 November	-
ROI in market		
Release approved ROI document/s	16 November	-
Questions from suppliers	16 November	5.00PM 30 November
Deadline for Te Hiringa Hauora to answer suppliers' questions	-	5.00PM 4 December
Deadline for registrations	-	12 noon 14 December
Evaluation		
Procurement registers responses	12 noon 14 December	5.00PM 14 December
Translation of Te Reo Māori responses	2pm 14 December	5.00PM 18 December
Procurement prepare electronic evaluation packs (via c-stack for externals, FRED for internals)	21 December	21 December
Evaluation packs distributed to evaluation panel	-	21 December
Panel members consider responses individually	11 January	22 January 2021
Evaluation panel holds half-day shortlisting meeting	26 January	29 January

Write up minutes of panel meeting and prepare Recommendation to Shortlist to management	-	12 February
Procurement review of recommendation document	-	15 February
Recommendation to Shortlist document approved by GM	16 February	19 February
ROI Post-evaluation		
Respondents notified of outcome	23 February	23 February

1.2.2 Stage two – RFP

Action	Start date	Finish date
RFP documentation provided to shortlisted respondents	24 February	-
Questions from suppliers	24 February	5 March
Deadline to answer suppliers' questions	-	5.00PM 9 March
Deadline for proposals	-	12 noon 16 March
RFP Evaluation		
Procurement registers responses	12 noon 16 March	5.00PM 16 March
Translation of Te Reo Māori responses	12 noon 16 March	19 March
Procurement prepare and distribute electronic evaluation packs	22 March	22 March
Panel members consider responses individually	22 March	26 March

Presentation and wānanga with short listed respondents	29 March	6 April
Evaluation panel meets and makes selection decision	7 April	9 April
Due diligence checks for preferred supplier	12 April	13 April
Write up minutes of panel meeting and prepare Recommendation to Select to management	14 April	16 April
Procurement review of recommendation document	-	19 April
Recommendation to Select document reviewed and approved (by procurement, programme manager, GM and CE)	20 April	23 April
Post-evaluation - RFP		
Respondents notified of outcome of RFP	26 April	27 April
First contract for co-design process		
Negotiations with preferred supplier/s	27 April	7 May
Contract drafted (Te Hiringa Hauora & supplier)	10 May	14 May
Contract approved and signed by Te Hiringa Hauora	17 May	21 May
Co-design contract commencement	21 May	
Unsuccessful respondents' debriefs given	End of May/early June (after first contract for co-design phase)	Must be completed no later than 30 days after the contract has been signed.
Second contract for implementation		
Negotiations with supplier	16 June	18 June
Contract drafted (Te Hiringa Haoura and supplier)	21 June	23 June
Contract approved and signed by Te Hiringa Hauora	24 June	30 June

Contract commencement	1 July 2021	30 June 2026
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2. EVALUATION - REGISTRATION OF INTEREST

For the purpose of this document, the following key terms have been defined:

Severe mental distress

A range of mental experiences that over time disrupt a person's life in multiple dimensions, such as their wellbeing, social networks, education, employment, housing and income. People with severe mental distress may have received a diagnosis, used specialist mental health services and experienced prejudice and discrimination.

Lived experience

Direct personal experience of severe mental distress.

Peer-led organisation

An organisation where fifty percent or more of people with lived experience of severe mental distress are on the organisation's governance as well as on its staff (FTE).

Peer-led team

A team within a non-peer organisation that is managed by a person with lived experience and where fifty percent or more of the staff on the team are people with lived experience.

Māori organisation

An organisation where 50% or more of people who identify as Māori are on the organisation's governance as well as on its staff (FTE).

Māori-led team

A team within a non-Māori organisation that is managed by a person who identifies as Māori and where 50% or more of the staff on the team are people with lived experience.

Tiriti-based partnership:

The project governance, resources, delivery, world views, cultural practices and project outcomes are shared equitably between the Maori and non-Maori partner organisations.

Kaupapa Māori:

Māori approach, Māori topic, Māori customary practice, Māori institution, Māori agenda, Māori principles, Māori ideology - a philosophical doctrine, incorporating the knowledge, skills, attitudes and values of Māori society.

2.1 EVALUATION METHODOLOGY

The evaluation model that will be used is weighted attribute (weighted score). Price is not relevant in this ROI process.

2.2 EVALUATION CRITERIA AND WEIGHTINGS

Each supplier must meet the all of the following pre-conditions before its bid will be considered for evaluation on its merits.

2.2.1 Preconditions

1.	Must be a peer-led organisation(s) or network(s), or a peer-led team in a non-peer organisation.
2.	Must either be a Māori organisation, or a Tiriti-based partnership between a Māori organisation(s) and non-Maori organisation(s) to deliver the work.

2.2.2 Evaluation criteria

Having met all of the preconditions qualifying bids will be evaluated on their merits using the following evaluation criteria and weightings.

Criterion	Weighting
1. Organisational capacity	20%
a. Experience in delivering projects led by people with lived experience	
b. Infrastructure to develop and manage an education programme	
c. Experience in delivering work with national reach	
2. Organisational expertise in Māori worldviews	20%
a. Track record of basing work in Te Ao Māori worldview	
b. Track record of applying Te Tiriti articles to work	
c. Track record of using Te Reo and Tikanga Māori in work	
3. Organisational capability	20%
a. Experience in managing innovative and equitable education programmes	
b. Experience in tailoring education to a variety of audiences and settings, including Māori	
c. Track record of successful outcomes through education.	
4. Kotahitanga (ability to work in partnership)	20%
a. Track record of working in partnership with other organisations to deliver work.	
b. Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve delivery	
5. Organisational values	20%
a. Organisational values align with the vision of Like Minds	
b. Track record of organisational commitment to social justice	
Total weightings	100%

2.2.3 Rating scale

The panel will use this rating scale to evaluate suppliers' bids against the criteria. Half scores will not be accepted.

Description	Definition	Rating
Excellent	Exceeds the criterion with major additional benefits from the supplier.	9-10
Very good	Satisfies the criterion with minor additional benefits from the supplier.	7-8
Acceptable	Satisfies the criterion and the supplier's ability to meet it.	5-6

Minor reservations	Satisfies the criterion with minor reservations of the supplier's ability to meet it.	3-4
Serious reservations	Satisfies the criterion with major reservations about the supplier's ability to meet it.	1-2
Unacceptable	Does not satisfy the criterion and does not demonstrate any ability to meet it.	0

2.3 EVALUATION PROCESS

2.3.1 Assessment of pre-conditions

Pre-conditions will be checked on all registrations received. This will be done by Procurement. Only those responses that meet the pre-conditions will progress onto evaluation by the wider panel.

2.3.2 Translations

Registrations received in Te Reo Māori will be translated to English by an independent translator. These will be evaluated in English by the panel. The Te Reo Māori version will also be interpreted and evaluated by the Te Reo Māori expert(s) on the panel.

2.3.3 Scoring

We would prefer to provide electronic evaluation packs. We will use c-stack cache to enable external panel members to access the responses. After receiving evaluation packs (which will contain all responses that meet the pre-conditions), the voting members of the evaluation panel will independently review and score each response using the evaluation form to record their scores and comments for each criterion for each response. Each panel member will identify their three highest scoring responses.

2.3.4 Moderation and shortlisting

Following the independent review, the evaluation panel will formally meet to share their scores and rationale for all responses, as well as their three highest-scoring responses, with the aim of jointly selecting a short-list of three respondents (maximum). The panel will discuss and agree on a consolidated score for each respondent which will be entered onto the evaluation scoring spreadsheet. The short-listed respondents will be decided through consensus, or a vote if consensus can't be reached. All responses received (that have met the pre-conditions) will be discussed, but most effort will be focused on the highest-scoring responses. A non-voting chair will facilitate the panel meeting.

3. EVALUATION – REQUEST FOR PROPOSALS

3.1 EVALUATION METHODOLOGY

The evaluation model that will be used is weighted attribute (weighted score). Price will **not** be a weighted criterion. Instead price will be taken into account in determining overall value for money over the whole-of-life of the contract. A 'two envelope' process will be used and suppliers' pricing will only be reviewed by the panel once the criterion scoring is completed.

Pricing will be reviewed by procurement with assistance from a financial advisor if required and consolidated to enable efficient review by the panel.

3.2 EVALUATION CRITERIA AND WEIGHTINGS

3.2.1 Evaluation criteria

Criterion	Weighting
1. Proposed solution: Organisational capacity	25%
a. Shows how people with lived experience will deliver the requirements and be supported.	
b. Shows how organisational infrastructure will enable the management of the education programme	
c. Shows how the educational programme will have national reach	
2. Proposed solution: Organisational expertise in Māori worldviews	25%
a. Shows how work will be based on Te Ao Māori worldview	
b. Shows how Te Tiriti articles will apply to the work	
c. Shows how Te Reo and Tikanga Māori will be practiced in the work	
3. Proposed solution (fit for purpose)	25%
a. Shows innovative and equitable approaches to education	
b. Shows how the education will be tailored to different audiences, including Māori audiences	
b. Articulates a theory of change and how that will be built into the education programme.	
c. Outlines the key messages the education needs to communicate	
d. Shows how the education will incorporate the Like Minds vision	
e. Shows how the education will fulfil the organisation's commitment to social justice	
4. Proposed solution: Kotahitanga (ability to work in partnership)	25%
a. Shows how working in partnership with other organisations will help deliver on the work.	
b. Shows how partnerships with lived experience communities, including Māori, Pasifika, rainbow and disabled people will improve the delivery of the education.	
c. In case of Tiriti based partnership proposal , shows how the Te Tiriti-based partnership will be structured	
d. In case of Tiriti based partnership proposal , shows how conflicts will be resolved	
Total Weighting	100%

3.2.2 Rating scale

The panel will use this rating scale to evaluate suppliers' bids against the criteria. Half scores will not be accepted.

Description	Definition	Rating
Excellent	Exceeds the criterion with major additional benefits from the supplier.	9-10
Very good	Satisfies the criterion with minor additional benefits from the supplier.	7-8
Acceptable	Satisfies the criterion and the supplier's ability to meet it.	5-6
Minor reservations	Satisfies the criterion with minor reservations of the supplier's ability to meet it.	3-4
Serious reservations	Satisfies the criterion with major reservations about the supplier's ability to meet it.	1-2
Unacceptable	Does not satisfy the criterion and does not demonstrate any ability to meet it.	0

3.3 EVALUATION

3.3.1 Translations

Proposals received in Te Reo Māori will be translated to English by an independent translator. These will be evaluated in English by the panel. The Te Reo Māori version will also be interpreted and evaluated by the Te Reo Māori expert(s) on the panel.

3.3.2 Scoring

We would prefer to provide electronic evaluation packs. We will use c-stack cache to enable external panel members to access the proposals. After receiving evaluation packs (which will contain the written RFP responses of the shortlisted respondents), the voting members of the evaluation panel will independently review and score each RFP response using the evaluation form to record their scores and comments for each criterion for each response.

3.3.3 Short-list wānanga

Each short-listed respondent will be required to attend a wānanga with the panel. This is part of our equitable procurement approach. Respondents may have a preference to meet face-to-face. It also gives Te Hiringa Hauora an opportunity to assess them in person and clarify any issues or questions.

This process will follow kaupapa Māori protocol, and it will provide Te Hiringa Hauora with a chance to develop relationships with the short-listed respondents, regardless of whether we enter into contract with them or not.

Short-listed respondents will be required to present their RFP response, which will outline their ideas on how they would:

- Deliver the settings-based education
- Maintain a Tiriti-based partnership (if submitting a partnership proposal).

3.3.4 Decision

Following the wānanga, the evaluation panel will formally meet to share their scores and rationale for the short-listed respondents, as well as feedback on the wānanga, with the aim of jointly selecting a preferred respondent. They will discuss and agree on a consolidated score for each response which will be entered onto the evaluation scoring spreadsheet. The preferred respondent will be decided through consensus, or a vote if consensus can't be reached. A non-voting chair will facilitate the panel meeting.

3.4 EVALUATION PANEL (ROI AND RFP)

A cross-functional team will be involved in the evaluation of bids and recommending shortlisted respondents, and the overall preferred respondent(s).

3.4.1 Non-voting members

These members will be involved in the evaluation process but will not be scoring responses.

Role	Name	Organisation (if not Te Hiringa Hauora)
Chair/facilitator of evaluation panel:	██████████	██████████
Administrative support: <i>eg, minute-taker at meeting</i>	Procurement	
Financial analyst:	██████████	
Legal advisor:	██████████	
Procurement advisor:	Procurement	
Cultural advisors:	██████████ or ██████████ ██████████ and Principal Advisor Pasifika	
Like Minds Programme Advisors:	██████████ or ██████████ ██████████	

3.4.2 Voting members

Voting members will be submitted for sign off before 26 October. Please note, the below table details the attributes required of individual panel members.

Name	Title (include contact details if external to Te Hiringa Hauora)	Area of expertise/reason why they are on the panel (including, cultural/service delivery expertise)
██████████	Like Minds Programme Lead	Te Hiringa Hauora representative, knowledge of the Like Minds programme, Secondary, primary and community service delivery expertise, Māori health and cultural expertise, commissioning and procurement experience.
TBC		Lived experience expertise
TBC		Social change expertise
TBC		Education delivery, Employment and/or Primary Health Care Expertise. and Cultural expertise Māori Preferred Like Minds Programme expertise.
TBC		Education delivery, Employment and/or Primary Health Care Expertise. and Cultural expertise Pasifika.

		Preferred. Like Minds Programme expertise.
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The following project team member will write up the recommendation to shortlist/select/fund document at the end of the evaluation meeting.

Person preparing the recommendation document:	██████████ ██████████ with support from ██████████ ██████████ and ██████████ ██████████
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3.5 PROCUREMENT RISK

Overall this procurement is deemed to be high value with Moderate risk.

Risks have been assessed and those have been assessed on the basis of likelihood (L) and consequence (C).

The key for the following risk tables is:

Likelihood (L): R = rare U = unlikely P = possible L = likely A = almost certain

consequence (C): N = negligible L = low M = moderate H = high E = extreme.

3.5.1 Key risks in the procurement process

Risk	L	C	Rating	Mitigation action	Responsible
1. Current suppliers will publicly object to failure to win new contracts.	U	M		<ul style="list-style-type: none"> Consistently communicate procurement process Deliver proactive relationship strategies with current Like Minds suppliers Develop and follow a communications strategy for current suppliers 	Te Hiringa Hauora contract manager
2. Failure to embed kaupapa Māori principles	R	H		<ul style="list-style-type: none"> Fully engage Tangata Whenua Advisory group in oversight and strategic decision making Run Tiriti-based procurement process Utilise cultural expertise of programme lead Adhere to Te Hiringa Hauora strategic direction 	Like Minds Programme Lead
3. Difficulty finding suitable Māori respondents	P	H		<ul style="list-style-type: none"> Network with potential Māori suppliers to generate interest. Develop Tiriti procurement process. 	Like Minds Programme Lead

4. Pasifika communities will be excluded if Pasifika organisations do not win any contracts	P	H		<ul style="list-style-type: none"> • Develop a communications approach for Pasifika stakeholders • Ask short-listed respondents to outline how they will ensure equity for Pasifika in proposals • Bring Pasifika experts into the co-design process • Ensure Pasifika co-design advice is included in all contract specifications and in-house work. 	<p>Like Minds Programme Lead</p> <p>Priority population team</p>
5. Conflict of interest	P	H		<ul style="list-style-type: none"> • Conflict of Interest Register for Panel • Develop COI mitigation and elimination strategies on a case by case basis 	<p>Like Minds Programme Lead</p> <p>Procurement</p>
6. Not receiving any responses that adequately or confidently address our requirements	P	H		<ul style="list-style-type: none"> • Robust procurement process • Promote and engage opportunities to potential and existing supplier market 	<p>Like Minds Programme Lead</p> <p>Communications Procurement</p>
7. Te Reo translation of responses could be queried (e.g. interpretation)	P	H		<ul style="list-style-type: none"> • Contracted translator(s) will be accredited and/or belong to a registered body. 	<p>Like Minds Programme Lead</p> <p>Priority population team</p>

3.5.2 Key risks in delivering the contract

Risk	L	C	Rating	Mitigation action	Responsible
1. Failure to deliver quality education that aligns with Like Minds values	U	H		<ul style="list-style-type: none"> • Ensure excellent co-design process so that educational content is effectively developed and delivered • Close relationship management with suppliers in order to intervene / rectify issues as soon as possible 	Contract manager
2. Educators deviate from Like Minds vision and message	P	H		<ul style="list-style-type: none"> • Ensure excellent co-design process so that educational is effectively developed and delivered • Educators will be fully trained and supported to articulate the vision of the Like Minds programme 	Contract manager

3. Supplier(s) are unable to deliver the contract due to organisational or partnership issues	U	H		<ul style="list-style-type: none"> • Ensure excellent co-design process so that educational content is effectively developed and delivered • Close relationship management with suppliers in order to intervene / rectify issues as soon as possible 	Contract manager
4. Settings for education delivery do not want to engage with the Like Minds programme	U	H		<ul style="list-style-type: none"> • Mental Wellbeing Manager to build trusting, reciprocal relationships in order to demonstrate the benefit of engaging 	Mental Wellbeing Manager
5. Supplier(s) do not provide robust data for the evaluation	U	H		<ul style="list-style-type: none"> • Include evaluator in the collaborative planning to develop evaluation metrics and approach. • Ensure evaluator works with supplier(s) over time to deliver robust and consistent data. 	Contract manager
6. Existing Like Minds expertise could be lost as a result of new procurement	L	M		<ul style="list-style-type: none"> • Communicate clear 2020 – 2025 Strategic direction • Undertake robust procurement process • Encourage existing education suppliers to submit partnership applications. • Take into account the preference for some continuity in expertise during the selection process. • There is current and previous expertise and knowledge with in Te Hiringa Hauora’s Like Minds team • We will transition out of the current contracts, with respect and good relationships 	Procurement Contract manager

Key risks have been assessed using this risk analysis framework.

LIKELIHOOD of risk happening	Almost certain	amber	amber	red	red	red
	Likely	yellow	amber	amber	red	red
	Possible	yellow	yellow	amber	amber	red
	Unlikely	green	yellow	yellow	amber	amber
	Rare	green	green	yellow	yellow	amber
		Negligible	Low	Moderate	High	Extreme
CONSEQUENCE if the risk happens						

3.6 PROBITY

Probity will be managed by:

Activity	Responsibility
Ensuring compliance with policies	Everyone
Ensuring that financial authority for the procurement is approved before proceeding to tender	Project Manager
Ensuring everyone involved in the process signs a confidentiality agreement and declares any actual, potential or perceived conflict of interest	Project Manager with support from Procurement
Identifying and effectively managing all conflicts of interest	Project Manager with support from Procurement
Ensuring that all bids are opened at the same time, witnessed and registered	Procurement
Retaining any marked up hard copies of any supplier's tender and destroying any remaining hard copies once the tender process ends	Procurement
Treating all suppliers equally and fairly	Everyone



Providing each supplier with a comprehensive debrief at the end of the tender process	Project Manager, or delegated person as identified in this plan
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3.7 CONFLICT OF INTEREST AND CONFIDENTIALITY

The panel will sign a conflict of interest and confidentiality forms and these will be filed in FRED.

A register of interests has been created. Fred Doc id: [REDACTED]

3.8 DUE DILIGENCE

The following diligence checks will be undertaken on the selected or shortlisted supplier/s:

- Reference checks
- Company check.

3.9 CONTRACT METHOD AND CONTRACT TERM

There are two contracts as a result of this opportunity.

The first contract is for the co-design phase. This will start and end in May. The second contract is for the implementation of the final programme, which will commence in July and end in June 2026. As this is the substantive contract this is covered in the table below.

The contract dates for the implementation phase of the project are:	1 July 2021 – 30 June 2026
The contract terms for this event will be:	Five years total. Initial three year term followed by a two year right of renewal term.
The proposed contract to be used to engage the preferred supplier is:	GMC Standard

3.9.1 Contract delivery

The responsibility for managing delivery under the contract and supplier relationship management will pass to Mental Wellbeing team, Operations on the signing of the contract. This person will develop a contract and relationship management plan in consultation with the successful supplier.

The supplier's performance will be reviewed quarterly by submission of progress reports, and six-monthly during face-to-face catch-ups.

3.9.2 Contract completion

At the end of the contract a contract close-out report will be prepared.



4. RESPONDENT DEBRIEFS

Debriefs to unsuccessful respondents will be provided verbally by phone or zoom.

Debriefs will be given by Like Minds Programme Lead.

Debriefs will be organised by Mental Wellbeing team administration support and/or Procurement.


PROCUREMENT PLAN FULL

SOCIAL MOVEMENT INITIATIVE (LIKE MINDS)

OPS0301/20-21/06

Prepared by:	██████████ ██████████
Position/title:	Senior Advisor Mental Wellbeing
Project Plan doc ID:	
RFx document doc ID:	
RFx response form doc ID:	██████████
Status:	Final for approval

APPROVALS

Endorsed by Procurement			
Name:	██████████ ██████████ Advisor	Position:	Procurement
Signed:		Date:	21 October 2020
Corporate Communications <i>Check for corporate risk, style and language</i>			
Name:	██████████ ██████████	Position:	Corporate Communication
Doc ID of approval email:	██████████ ██████████	Date:	16/10/2020
Programme Manager <i>Approval of scope, evaluation criteria, alignment to the programme plan, budget availability</i>			
Name:	██████████ ██████████	Position:	Programme Lead Like Minds
Doc ID of approval email:	██████████	Date:	21 October 2020
General Manager			
Name:	Laurianne Reinsborough	Position:	GM Operations
Doc ID of approval email:	██████████	Date:	21 October 2020
Authority to proceed to tender including authority to spend			
Name:	Tane Cassidy	Position:	Chief Executive
Doc ID of approval email:	██████████	Date:	22/10/20

LIKE MINDS. NŌKU TE AO

Vision: A nation where all people uphold the mana and human rights of people with experience of mental distress

A mission, to end prejudice and discrimination against people with experience of mental distress. And achieve:

- Equitable treatment by government
- Fair structures in organisations
- Positive portrayals in public communication, and
- Inclusive behaviours

1. WHAT TE HIRINGA HAUORA IS BUYING AND WHY

This plan relates to the purchase of oversight and development of Like Minds lived experience advocates to develop innovative advocacy initiatives to challenge stigma and discrimination against those with experience of severe mental distress.

A summary of our requirements is that our partner(s) will:

- Be a peer-led organisation OR a peer-lead team in a non-peer organisation AND
- either be a Māori organisation OR in a Tiriti-based partnership between Māori and non-Māori organisation(s)
- Have a track record in leading a social movement
- Have the capability to lead the social movement throughout New Zealand
- Have expertise in Māori worldviews
- Have the ability to work in partnership (kotahitanga)
- Have organisational values that align with the Like Minds vision.

The key objective is to procure organisation(s) to nurture and grow a social movement led by people with lived experience and supported by upstanders. A social movement is an organised effort by groups of people and organisations to achieve social change, though advocating for fairer legislation, policy, structures, cultures and behaviours. Social movements require grass-roots activation, a shared vision, persuasive strategies, networked leadership and influential allies. A high-profile, energetic and credible social movement to end prejudice and discrimination led by people with lived experience is a key ingredient in the success of Like Minds.

Te Hiringa Hauora expects that the social movement will focus at least some of its efforts in the priority settings and topics: primary health, employment and the mental health sector. The social movement will contribute to social inclusion and improved health and life outcomes through ending prejudice and discrimination towards people with severe mental distress, with an emphasis on equity. The social movement will be delivered in conjunction with and reinforced by the structural discrimination work that Te Hiringa Hauora will undertake in the priority settings.

The social movement management will include: participation in the collaborative-design process; development of campaign strategies; recruitment and support of advocates; relationship-building with media, opinion leaders, decision makers and politicians; organisation of events and publicity; evaluation of the social movement activities in collaboration with the Programme Evaluator; and linking their work with other parts of Like Minds.

The social movement needs to increase awareness of the Like Minds programme and convey to their audiences that prejudice and discrimination are unacceptable. The Like Minds vision is for a nation that upholds the mana and human rights of people who experience mental distress. The key outcomes Like Minds seeks to achieve are:

- Equitable treatment by government and society.
- Fair structures in organisations.
- Positive portrayals in public communications.
- Inclusive behaviours in personal interactions.
- Influential role-modelling by people with experience of mental distress.

The social movement will focus mostly on equitable treatment, fair structures, positive portrayals and influential role modelling and will work with other parts of Like Minds to strengthen and integrate all the outcomes. For instance, the social movement needs to link in with our settings-based education initiative to ensure their more structural outcomes align with education's inclusive behaviour outcome. Specific outcomes measures will be developed during the collaborative design process.

We seek a sole supplier OR Tiriti-based partnership suppliers (see preconditions in section 2.2.1 below). A sole supplier must be a Māori organisation, that will facilitate Like Minds social movement to both Māori and non-Māori audiences and for the benefit of both Māori and non-Māori who experience mental distress. A partnership supplier needs to outline in their joint application how they will achieve and sustain a Tiriti-based partnership.

An estimate of the total cost over the whole-of-life of the contract, exclusive of GST is \$2,500,000 (\$500,000 per annum). We require the contract to commence by 1 July 2021. Contract end date is 30 June 2026.

1.1 PROCUREMENT PROCESS

There is currently no All-of-Government, syndicated or other collaborative contract that can meet this requirement. The recommended approach to market is a two-step open competitive tender process (ROI followed by RFP). Short-listed respondents will be required to submit a Request for Proposal before wānanga (see section 1.4.4 below).

The opportunity will be advertised on the Te Hiringa Hauora/Health Promotion Agency website and posted on GETS (the Government Electronic Tender Service). Stakeholders will also be contacted via email and through stakeholder communication (eg, Ministry of Health's Mental Health & Addiction newsletter) to inform them of the opportunity. All respondents will need to subscribe to GETS to have access to the ROI documentation and to ask questions and receive answers.

The ROI and RFP and response forms are not attached to this document as they are still in development. The final ROI/RFP and response forms will be approved separately once ready.

1.1.1 Pre-procurement (19 October to 15 November)

For the pre-procurement period (19 October - 15 November 2020), we will post the intent to procure notice on GETS.

Corporate Communications will review communications to ensure clarity and consistency across all our channels, including GETS, the Like Minds procurement website pages, the hui and social media platforms.

Refer to our separate communications plan (Doc ID ██████████) for details of this promotion.

Intent to procure notice for GETS

About like Minds

The Like Minds Programme was established in 1997 and was one of the first comprehensive national campaigns in the world to counter the stigma and discrimination associated with mental distress. The Programme has combined award-winning national television campaigns, other media and communication activities as well as community action and education. Like Minds is funded by the Ministry of Health and Te Hiringa Hauora is the operational lead. For more information on Like Minds go to <https://www.likeminds.org.nz/>

What we need

Te Hiringa Hauora is seeking to partner with organisation(s) to nurture and grow a social movement led by people with lived experience and supported by upstanders. These Like Minds lived experience advocates will develop innovative advocacy initiatives to challenge prejudice and discrimination against those with experience of severe mental distress. The successful supplier(s) will also seek out support and develop capacity to lead and organise social movements. The social movement needs to increase awareness of the Like Minds programme and convey to their audiences that prejudice and discrimination are unacceptable.

We are seeking registrations of interest from the following types of respondents:

- 1. A Māori organisation, or a Tiriti-based partnership between a Māori organisation(s) and non-Maori organisation(s) AND*
- 2. A peer-led organisation(s) or network(s), or a peer-led team in a non-peer organisation.*

We would prefer to procure one sole or partnership provider with national reach to nurture and grow the social movement.

The annual price for the education is approximately \$500,000 per annum for five years.

What we don't want

We will not consider proposals from organisations or partnerships that do not match the two requirements outlined above.

We do not want to procure:

- Mental health promotion or awareness education.*
- A social movement with the primary purpose of encouraging people to seek treatment.*

- *Services for people with mental distress.*

What's important to us?

The Like Minds Programme is guided by the three pou of Te Hiringa Hauora Strategy (2020-2030): Te Tiriti o Waitangi, Equity and Sustainability. The Like Minds strategy (2020-2025) sits under the Te Hiringa Hauora strategy and embeds kaupapa Māori principles.

The partner(s) Te Hiringa Hauora procures to deliver this work need to have:

- 1. The ability to nurture and grow advocates who will build greater visibility of prejudice and discrimination against those with severe mental distress, through a social movement*
- 2. Experience in facilitating innovative and equitable social movement activities*
- 3. Experience in tailoring activities to a variety of audiences and settings, including Māori*
- 4. Track record of successful outcomes through social movement activities*
- 5. Infrastructure to develop and manage social movement activities*
- 6. Expertise in Te Ao Māori and Tikanga.*
- 7. Ability to work in partnership (kotahitanga).*
- 8. Organisational values that align with Like Minds.*

More information will be available in the ROI to be released on GETS in November 2020. For more information, please refer to the pre-conditions and evaluation criteria set out in Section 3 in the ROI/RFP document. This information will be released on GETS on or soon after 16 November 2020.

All questions about this opportunity must be directed to Te Hiringa Hauora Procurement at likemindsprocurement@hpa.org.nz

Why should you bid?

Prejudice and discrimination continue to reduce the health and life outcomes of people with severe mental distress. They disproportionately affect Māori, Pasifika and other groups that experience multiple injustices. You can create change by designing and implementing the initiative through active collaboration, a varied, fit-for-purpose programme that is sustainable and far-reaching will be delivered to New Zealanders. This is a unique opportunity for organisations that fit our requirements and that have the right attributes to contribute to this world-class programme.

A bit about us

Te Hiringa Hauora is the name gifted to the Health Promotion Agency by the late respected kaumātua New Amsterdam (Amster) Reedy (Ngāti Porou - Te Aitanga a Mate, Putaanga, Te Whānau a Tūwhakairiora, Ngāti Uepohatu). Te Hiringa Hauora is translated as 'The unrelenting pursuit of wellbeing'.

Te Hiringa Hauora is a Crown entity and our primary statutory objective is that New Zealanders experience less harm, injury, illness and disease.

Te Hiringa Hauora leads and supports activities for the following purposes:

- **Promoting health and wellbeing and encouraging healthy lifestyles.**
- **Preventing disease, illness, and injury.**
- **Enabling environments that support health and wellbeing and healthy lifestyles.**

[End of intent to procure notice]

Social movement promotional content

Promotional content about the Like Minds Social Movement ROI/RFP process will be released from 19 October 2020.

The Like Minds procurement website will serve as a call-to-action; it will contain information explaining the Like Minds programme, the new strategic direction, the brand refresh, a summary of the opportunity, an outline of the ROI/RFP process and an invitation for people to submit registrations. We will add ROI/RFP information during the procurement period.

1.1.2 ROI/RFP period (16 November to 18 January)

For the ROI/RFP period (16 November-18 January) we will post the ROI/RFP documents on GETS and add hyperlinks to the GETS application page on our Like Minds webpages.

The additional information on the Like Minds web pages will include a bilingual video that will feature the Like Minds Programme Lead, who will introduce the Like Minds programme, briefly describe the procurement opportunities, and karanga to potential Like Minds funded suppliers.

We will also answer all the questions we receive, in collaboration with Procurement and then post the answers on GETS.

Request for Proposals

Following the evaluation of the ROI, the three (3) shortlisted suppliers will be invited to respond in writing to a short RFP. Respondents will be required to attend a face to face wānanga with the evaluation panel to present their RFP response eg, using PowerPoint or other presentation method of their choice. The panel and shortlisted respondents will have the opportunity to discuss the proposal. This process seeks to gather more information about a proposed solution and to begin to build a relationship between a potential preferred supplier and Te Hiringa Hauora.

Proposal formats

We will accept one of two formats for the ROI:

- Full written registration (responses may be up to 10 pages at a maximum) **OR**
- Short written registration with accompanying video registration.

We will provide instructions for creating and submitting video registrations. Video files will be accepted through a safe and confidential IT system (as agreed with Te Hiringa Hauora Information Services Manager).

For the RFPs, we require a written proposal to be submitted before the deadline. Shortlisted respondents will be required to present this proposal in presentation format at the wānanga with the evaluation panel.

Te Reo

We will accept responses in English, Te Reo Māori, or a combination of both.

We will contract a direct source provider, through a procurement plan lite, to translate our ROI and RFP documents and outgoing communications into Te Reo Māori, and to translate Te Reo Māori ROI and RFP into English.

Māori subject matter expert(s) sitting on our evaluation panels will evaluate submissions provided in Te Reo Māori, and will also evaluate the English translation.

1.2 TIMELINE

1.2.1 Stage one - ROI

Action	Start date	Finish date
Pre-procurement		
Complete procurement plan (not including ROI / RFP document and response forms)	-	9 October 2020
Procurement plan (including Intent to Procure notice) approved by Programme Lead, Corporate Communications, GM and CE	-	20 October
ROI / RFP document and response forms approved by GM & CE	19 October	23 October
ROI / RFP documents translated into Te Reo Māori	27 October	6 November
Pre-procurement period	19 October	15 November
Launch Like Minds procurement website	19 October	-
Post Intent to Procure notice on GETS	19 October	
Appoint evaluation panel and reserve meeting dates	26 October	15 November
Sector face-to-face meeting to engage supplier market	21 October	11 November
Launch Like Minds promotional video on procurement website	9 November	-
ROI in market		
Release approved ROI document/s	16 November 2020	-
Questions from suppliers	16 November	5.00PM 30 November
Deadline for Te Hiringa Hauora to answer suppliers' questions	-	5.00PM 4 December

Deadline for registrations	-	12 noon 14 December
Evaluation		
Procurement registers responses	12 noon 14 December	5.00PM 14 December
Translation of Te Reo Māori responses	2pm 14 December	5.00PM 18 December
Procurement prepare electronic evaluation packs (via c-stack for externals, FRED for internals)	21 December	21 December
Evaluation packs distributed to evaluation panel	-	21 December
Panel members consider responses individually	11 January	22 January 2021
Evaluation panel holds half-day shortlisting meeting	26 January	29 January
Write up minutes of panel meeting and prepare Recommendation to Shortlist to management	-	12 February
Procurement review of recommendation document	-	15 February
Recommendation to Shortlist document approved by GM	16 February	19 February
ROI Post-evaluation		
Respondents notified of outcome	23 February	23 February

1.2.2 Stage two – RFP

Action	Start date	Finish date
RFP documentation provided to shortlisted respondents	24 February	-
Questions from suppliers	24 February	5 March
Deadline to answer suppliers' questions	-	5.00PM 9 March
Deadline for proposals	-	12 noon 16 March
RFP Evaluation		
Procurement registers responses	12 noon 16 March	5.00PM 16 March
Translation of Te Reo Māori responses	12 noon 16 March	19 March

Procurement prepare and distribute electronic evaluation packs	22 March	22 March
Panel members consider responses individually	22 March	26 March
Presentation and wānanga with short listed respondents	29 March	6 April
Evaluation panel meets and makes selection decision	7 April	9 April
Due diligence checks for preferred supplier	12 April	13 April
Write up minutes of panel meeting and prepare Recommendation to Select to management	14 April	16 April
Procurement review of recommendation document	-	19 April
Recommendation to Select document reviewed and approved (by procurement, programme manager, GM and CE)	20 April	23 April
Post-evaluation - RFP		
Respondents notified of outcome of RFP	26 April	27 April
First contract for co-design process		
Negotiations with preferred supplier/s	27 April	7 May
Contract drafted (Te Hiringa Hauora & supplier)	10 May	14 May
Contract approved and signed by Te Hiringa Hauora	17 May	21 May
Co-design contract commencement	21 May	
Unsuccessful respondents' debriefs given	End of May/early June (after first contract for co-design phase)	Must be completed no later than 30 days after the contract has been signed.

Second contract for implementation		
Negotiations with supplier	16 June	18 June
Contract drafted (Te Hiringa Haoura and supplier)	21 June	23 June
Contract approved and signed by Te Hiringa Hauora	24 June	30 June
Contract commencement	1 July 2021	30 June 2026

2. EVALUATION - REGISTRATION OF INTEREST

For the purpose of this document, the following key terms have been defined:

Severe mental distress

A range of mental experiences that over time disrupt a person's life in multiple dimensions, such as their wellbeing, social networks, education, employment, housing and income. People with severe mental distress may have received a diagnosis, used specialist mental health services and experienced prejudice and discrimination.

Lived experience

Direct personal experience of severe mental distress.

Peer-led organisation

An organisation where fifty percent or more of people with lived experience of severe mental distress are on the organisation's governance as well as on its staff (FTE).

Peer-led team

A team within a non-peer organisation that is managed by a person with lived experience and where fifty percent or more of the staff on the team are people with lived experience.

Māori organisation

An organisation where fifty percent or more of people who identify as Māori are on the organisation's governance as well as on its staff (FTE).

Māori-led team

A team within a non-Māori organisation that is managed by a person who identifies as Māori and where fifty percent or more of the staff on the team are people with lived experience.

Tiriti-based partnership:

The project governance, resources, delivery, world views, cultural practices and project outcomes are shared equitably between the Maori and non-Maori partner organisations.

Kaupapa Māori:

Māori approach, Māori topic, Māori customary practice, Māori institution, Māori agenda, Māori principles, Māori ideology - a philosophical doctrine, incorporating the knowledge, skills, attitudes and values of Māori society.

2.1 EVALUATION METHODOLOGY

The evaluation model that will be used is weighted attribute (weighted score). Price is not relevant in this ROI process.

2.2 EVALUATION CRITERIA AND WEIGHTINGS

Each supplier must meet the all of the following pre-conditions before its bid will be considered for evaluation on its merits.

2.2.1 Preconditions

1.	Must be a peer-led organisation(s) or network(s), or a peer-led team in a non-peer organisation.
2.	Must either be a Māori organisation, or a Tiriti-based partnership between a Māori organisation(s) and non-Maori organisation(s) to deliver the work.

Having met all of the preconditions qualifying bids will be evaluated on their merits using the following evaluation criteria and weightings.

2.2.2 Evaluation criteria

Criterion	Weighting
1. Organisational capacity	20%
a. Experience in delivering projects led by people with lived experience	
b. Infrastructure to develop and manage social movement activities	
c. Experience in delivering work with national reach	
2. Organisational expertise in Māori worldviews	20%
a. Track record of basing work in Te Ao Māori worldview	
b. Track record of applying Te Tiriti articles to work	
c. Track record of using Te Reo and Tikanga Māori in work	
3. Organisational capability	20%
a. Experience in managing innovative and equitable social movement activities	
b. Experience in tailoring activities to a variety of audiences and settings, including Māori	
c. Track record of successful outcomes though social movement activities	
4. Kotahitanga (ability to work in partnership)	20%
a. Track record of working in partnership with other organisations to deliver work.	
b. Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation	

5. Organisational values	20%
a. Organisational values align with the vision of Like Minds	
b. Track record of organisational commitment to social justice	
Total weightings	100%

2.2.3 Rating scale

The panel will use this rating scale to evaluate suppliers' bids against the criteria. Half scores will not be accepted.

Description	Definition	Rating
Excellent	Exceeds the criterion with major additional benefits from the supplier.	9-10
Very good	Satisfies the criterion with minor additional benefits from the supplier.	7-8
Acceptable	Satisfies the criterion and the supplier's ability to meet it.	5-6
Minor reservations	Satisfies the criterion with minor reservations of the supplier's ability to meet it.	3-4
Serious reservations	Satisfies the criterion with major reservations about the supplier's ability to meet it.	1-2
Unacceptable	Does not satisfy the criterion and does not demonstrate any ability to meet it.	0

2.3 EVALUATION PROCESS

2.3.1 Assessment of pre-conditions

Pre-conditions will be checked on all registrations received. This will be done by Procurement. Only those responses that meet the pre-conditions will progress onto evaluation by the wider panel.

2.3.2 Translations

Registrations received in Te Reo Māori will be translated to English. These will be evaluated in English by the panel. The Te Reo Māori version will also be interpreted and evaluated by the Te Reo Māori expert(s) on the panel.

2.3.3 Scoring

We would prefer to provide electronic evaluation packs. We will use c-stack cache to enable external panel members to access the responses. After receiving evaluation packs (which will contain all responses that meet the pre-conditions), the voting members of the evaluation panel will independently review and score each response using the evaluation form to record their scores and comments for each criterion for each response. Each panel member will identify their three highest scoring responses.

2.3.4 Moderation and shortlisting

Following the independent review, the evaluation panel will formally meet to share their scores and rationale for all registrations, as well as their three highest-scoring registrations, with the aim of jointly selecting a short-list of three suppliers (maximum). The panel will discuss and agree on a consolidated score for each registration which will be entered onto the evaluation scoring spreadsheet. The short-listed registrations will be decided through consensus, or a vote if consensus can't be reached. All registrations received (that have met the pre-conditions) will be

discussed, but most effort will be focused on the highest-scoring registrations. A non-voting chair will facilitate the panel meeting.

3. EVALUATION - REQUEST FOR PROPOSALS

3.1 EVALUATION METHODOLOGY

The evaluation model that will be used is weighted attribute (weighted score). Price will **not** be a weighted criterion. Instead price will be taken into account in determining overall value for money over the whole-of-life of the contract. A ‘two envelope’ process will be used and suppliers’ pricing will only be reviewed by the panel once the criterion scoring is completed.

Pricing will be reviewed by procurement with assistance from a financial advisor if required and consolidated to enable efficient review by the panel.

3.2 EVALUATION CRITERIA AND WEIGHTINGS

3.2.1 Evaluation criteria

Criterion	Weighting
1. Proposed solution: Organisational capacity	25%
a. Shows how people with lived experience will deliver the requirements and be supported.	
b. Shows how organisational infrastructure will enable the facilitation of the social movement	
c. Shows how the social movement will have national reach	
2. Proposed solution: Organisational expertise in Māori worldviews	25%
a. Shows how work will be based on Te Ao Māori worldview	
b. Shows how Te Tiriti articles will apply to the work	
3. Proposed solution (fit for purpose)	25%
a. Shows innovative and equitable approaches to social movement activities	
b. Shows how the social movement activities will be tailored to different audiences, including Māori audiences	
c. Articulates a theory of change and how that will help drive the social movement.	
d. Outlines the key messages the social movement needs to communicate	
e. Shows how social movement activity will incorporate the Like Minds vision	
f. Shows how the social movement will fulfil the organisation’s commitment to social justice	

4. Proposed solution: Kotahitanga (ability to work in partnership)	25%
a. Shows how working in partnership with other organisations will help deliver on the work.	
b. Shows how partnerships with lived experience communities, including Māori, Pasifika, rainbow and disabled people will improve participation in the social movement	
c. In case of Tiriti based partnership proposal , shows how the Te Tiriti-based partnership will be structured	
d. In case of Tiriti based partnership proposal , shows how conflicts will be resolved	
Total Weighting	100%

3.2.2 Rating scale

The panel will use this rating scale to evaluate suppliers' bids against the criteria. Half scores will not be accepted.

Description	Definition	Rating
Excellent	Exceeds the criterion with major additional benefits from the supplier.	9-10
Very good	Satisfies the criterion with minor additional benefits from the supplier.	7-8
Acceptable	Satisfies the criterion and the supplier's ability to meet it.	5-6
Minor reservations	Satisfies the criterion with minor reservations of the supplier's ability to meet it.	3-4
Serious reservations	Satisfies the criterion with major reservations about the supplier's ability to meet it.	1-2
Unacceptable	Does not satisfy the criterion and does not demonstrate any ability to meet it.	0

3.3 EVALUATION

3.3.1 Translations

Proposals received in Te Reo Māori will be translated to English. These will be evaluated in English by the panel. The Te Reo Māori version will also be interpreted and evaluated by the Te Reo Māori expert(s) on the panel.

3.3.2 Scoring

We would prefer to provide electronic evaluation packs. We will use c-stack cache to enable external panel members to access the proposals. After receiving evaluation packs (which will contain the written RFP responses of the shortlisted respondents), the voting members of the evaluation panel will independently review and score each RFP response using the evaluation form to record their scores and comments for each criterion for each response.

3.3.3 Short-list wānanga

Each short-listed respondent will be required to attend a wānanga with the panel. This is part of our equitable procurement approach. Respondents may have a preference to meet face-to-face. It also gives Te Hiringa Hauora an opportunity to assess them in person and clarify any issues or questions.

This process will follow kaupapa Māori protocol, and it will provide Te Hiringa Hauora with a chance to develop relationships with the short-listed respondents, regardless of whether we enter into contract with them or not.

Short-listed respondents will be required to present their RFP response, which will outline their ideas on how they would:

- Deliver the settings-based education
- Maintain a Tiriti-based partnership (if submitting a partnership proposal).

3.3.4 Decision

Following the wānanga, the evaluation panel will formally meet to share their scores and rationale for the short-listed respondents, as well as feedback on the wānanga, with the aim of jointly selecting a preferred respondent. They will discuss and agree on a consolidated score for each response which will be entered onto the evaluation scoring spreadsheet. The preferred respondent will be decided through consensus, or a vote if consensus can't be reached. A non-voting chair will facilitate the panel meeting.

3.4 EVALUATION PANEL

A cross-functional team will be involved in the evaluation of bids and recommending shortlisted respondents, and the overall preferred respondent(s).

3.4.1 Non-voting members

These members will be involved in the evaluation process but will not be scoring responses.

Role	Name	Organisation (if not Te Hiringa Hauora)
Chair/facilitator of evaluation panel:	██████████	██████████
Administrative support: <i>eg, minute-taker at meeting</i>	Procurement	
Financial analyst:	Lucy Hickman	
Legal advisor:	Buddle Findlay	
Procurement advisor:	Procurement	
Cultural advisors:	██████████ or ██████████ ██████████ and Principal Advisor Pasifika	
Like Minds Programme Advisors:	██████ ████████ or ████████ ██████████	

3.4.2 Voting members

Voting members will be submitted for sign off before 26 October. Please note, the below table details the attributes required of individual panel members.

Name	Title (include contact details if external to Te Hiringa Hauora)	Area of expertise/reason why they are on the panel (including, cultural/service delivery expertise)
██████████ ██████████	Like Minds Programme Lead	Te Hiringa Hauora representative, knowledge of the Like Minds programme, Secondary, primary and community service delivery expertise, Māori health and cultural expertise, commissioning and procurement experience.
TBC		Lived experience expertise
TBC		Social change expertise
TBC		Cultural expertise Māori Preferred Like Minds Programme expertise or experience.
TBC		Cultural expertise Pasifika. Preferred. Like Minds Programme expertise or experience.

The following project team member will write up the recommendation to shortlist/select/fund document at the end of the evaluation meeting.

Person preparing the recommendation document:	██████████ ██████████ with support from ██████████ ██████████ and ██████████ ██████████
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3.5 PROCUREMENT RISK

Overall this procurement is deemed to be high value with medium risk.

Risks have been assessed and those have been assessed on the basis of likelihood (L) and consequence (C).

The key for the following risk tables is:

likelihood (L): R = rare U = unlikely P = possible L = likely A = almost certain

consequence (C): N = negligible L = low M = moderate H = high E = extreme.

3.5.1 Key risks in the procurement process

Risk	L	C	Rating	Mitigation action	Responsible
1. Current provider will publicly object to failure to win new contract.	U	M	Medium	<ul style="list-style-type: none"> Run a defensible procurement process Develop and follow a communications strategy for current providers Procure Māori providers 	Te Hiringa Hauora contract manager

2. Failure to embed kaupapa Māori principles	R	H	Medium	<ul style="list-style-type: none"> • Fully engage Tangata Whenua Advisory group in oversight and strategic decision making • Run Tiriti-based procurement process • Utilise cultural expertise of programme lead • Adhere to Te Hiringa Hauora strategic direction 	Like Minds Programme Lead
3. Difficulty finding suitable Māori respondents due to loss of engagement and capacity in recent years	P	H	High	<ul style="list-style-type: none"> • Network with potential Māori providers to generate interest. • Develop equitable procurement process. • Capacity-building for new providers if needed 	Like Minds Programme Lead
4. Pasifika communities will be excluded if Pasifika organisations do not win any contracts	P	H	High	<ul style="list-style-type: none"> • Develop a communications approach for Pasifika stakeholders • Ask short-listed respondents to outline how they will ensure equity for Pasifika in proposals • Bring Pasifika experts into the co-design process • Ensure Pasifika co-design advice is included in all contract specifications and in-house work. 	Like Minds Programme Lead

3.5.2 Key risks in delivering the contract

Risk	L	C	Rating	Mitigation action	Responsible
1. Failure to gain momentum on social movement	U	H	High	<ul style="list-style-type: none"> • Ensure excellent co-design process so that social movement is effectively developed • Close relationship management with supplier in order to intervene / rectify issues as soon as possible 	Contract manager
2. Advocates deviate from Like Minds vision and message	P	H	High	<ul style="list-style-type: none"> • Ensure excellent co-design process so that social movement is effectively developed • Advocates will be fully trained / supported and will understand the vision of the Like Minds programme 	Contract manager

3. Supplier is unable to deliver the contract due to organisational issues	U	H	High	<ul style="list-style-type: none"> Ensure excellent co-design process so that social movement is effectively developed Close relationship management with supplier in order to intervene / rectify issues as soon as possible 	Contract manager
4. Supplier(s) do not provide robust data for the evaluation	U	H		<ul style="list-style-type: none"> Include evaluator in the collaborative planning to develop evaluation metrics and approach. Ensure evaluator works with supplier(s) over time to deliver robust and consistent data. 	
5. All existing Like Minds expertise could be lost as a result of new procurement	L	M		<ul style="list-style-type: none"> Encourage existing education providers to submit partnership applications. Take into account the preference for some continuity in expertise during the selection process. 	

Key risks have been assessed using this risk analysis framework.

LIKELIHOOD of risk happening	Almost certain	amber	amber	red	red	red
	Likely	yellow	amber	amber	red	red
	Possible	yellow	yellow	amber	amber	red
	Unlikely	green	yellow	yellow	amber	amber
	Rare	green	green	yellow	yellow	amber
		Negligible	Low	Moderate	High	Extreme

CONSEQUENCE if the risk happens

3.6 PROBITY

Probity will be managed by:

Activity	Responsibility
Ensuring compliance with policies	Everyone

Ensuring that financial authority for the procurement is approved before proceeding to tender	Project Manager
Ensuring everyone involved in the process signs a confidentiality agreement and declares any actual, potential or perceived conflict of interest	Project Manager with support from Procurement
Identifying and effectively managing all conflicts of interest	Project Manager with support from Procurement
Ensuring that all bids are opened at the same time, witnessed and registered	Procurement
Retaining any marked up hard copies of any supplier's tender and destroying any remaining hard copies once the tender process ends	Procurement
Treating all suppliers equally and fairly	Everyone
Providing each supplier with a comprehensive debrief at the end of the tender process	Project Manager, or delegated person as identified in this plan

3.7 CONFLICT OF INTEREST AND CONFIDENTIALITY

The panel will sign conflict of interest and confidentiality forms and these are filed in the project file in FRED

A register of interests has been created and will be updated with the inclusion of procurement personal, refer to doc: XXXXXXXXXX

3.8 DUE DILIGENCE

The following diligence checks will be undertaken on the selected or shortlisted supplier/s:

- Reference checks
- Company check.

3.9 CONTRACT METHOD AND CONTRACT TERM

There are two contracts as a result of this opportunity.

The first contract is for the collaborative development phase. This will start and end in May. The second contract is for the implementation of the final programme, which will commence in July and end in June 2026. As this is the substantive contract this is covered in the table below.

The contract dates for this project are:	1 July 2021 – 30 June 2026
The contract terms for this event will be:	Five years – initial term of three years with a right of renewal for a further two year term.
The proposed contract to be used to engage the preferred supplier is:	GMC standard

3.9.1 Contract delivery

The responsibility for managing delivery under the contract and supplier relationship management will pass to Mental Wellbeing team, Operations on the signing of the contract. This person will develop a contract and relationship management plan in consultation with the successful supplier.

The supplier's performance will be reviewed quarterly by submission of progress reports, and six-monthly during face-to-face catch-ups.

3.9.2 Contract completion

At the end of the contract a contract close-out report will be prepared.

4. RESPONDENT DEBRIEFS

Debriefs to respondents will be provided verbally by phone or Zoom.

Debriefs will be given by Like Minds Programme Lead.

Debriefs will be organised by Mental Wellbeing team administration support and / or Procurement.

Health Promotion Agency: KPMG Advice to Te Hiringa Hauora Like Minds, Like Mine Procurement Plan

The purpose of this document is to outline the Health Promotion Agency's (HPA) detailed procurement process for the Like Minds Like Mine programme from January 2021.

This document contains the following:

- An introduction to and overview of the purpose of the Like Minds Like Mine programme;
- The procurement principles that helped to define and develop the procurement process;
- A definition of the services that HPA would like to procure;
- Evaluation criteria and weightings for responses to procurement;
- The procurement approach and timeline; and
- Risks and mitigations for the procurement of the Like Minds Like Mine programme.

Background

The Like Minds Like Mine (LMLM) programme is designed to destigmatise and end discrimination associated with mental distress. 47% of New Zealanders will experience mental illness or distress in their lifetime. Discrimination is one of the biggest barriers to recovery from an experience of mental illness. Ending prejudice and discrimination of people with mental distress will remove barriers to social inclusion, so that people are able to exercise their rights and participate, by choice, in the ordinary activities of the community.

The current LMLM programme contracts are due to expire in January 2021. HPA is looking to continue the programme and wishes to procure providers to deliver the service in a way which is aligned with the new Like Minds Like Mine strategic direction.

Procurement Principles

The development of the procurement process has been guided by the following principles:

- **Investment for equity** – we will invest (perhaps disproportionately) in different areas for Māori in order to achieve equity of outcomes;
- **Stakeholder input into service specifications** – programme recipients, benefit groups, programme partners and other key stakeholders will be engaged in the design of the service;
- **Variety of proposal formats** – we will accept a range of proposal formats which are aligned to the preferences and strengths of diverse applicants, and which can be assessed in a fair and consistent manner;
- **Benefit groups will help select providers and assess performance of contracts** – benefit groups (those with lived experience) have a key role to play in selecting providers and the ongoing assessment of performance;
- **Enable prototyping, testing and variations within contracts** – we will take an iterative approach to the service, and ensure a focus on continuous improvement. We will make room for innovation;
- **We will embrace and embed our commitments under the Treaty of Waitangi** – our procurement approach and the partners we work with will emphasise partnership with Māori, and support Māori delivery, better social inclusion for Māori;
- **We will invest in long-term sustainable solutions** – we will invest in areas which will contribute to sustainable solutions, including those which are self-sustaining after an initial investment, or which will have a sustainable impact on reducing discrimination and stigma of those with severe mental distress.



- **Kaupapa Māori** – governance, 50% Māori FTE, legal entity, tikanga Māori and kawa structure
- **Lived experience led organisations and teams**
- **Recipients – participants, tangata tū**
- **Severe mental distress** – people whose lives have been significantly disrupted by their distress, either through loss of education or employment opportunities, reduced income, reduced social connections, or prolonged use of mental health services.

The Services Te Hiringa Hauora is Seeking to Procure

1 Settings-based education for social change – approximate budget allocation \$500k pa

There is evidence to suggest that those with severe mental distress experience poorer health and life outcomes as a result of stigma and discrimination in health and social service settings. The focus of this workstream is primary care environments. In some settings staff have negative attitudes about how to respond to people with mental distress.

Te Hiringa Hauora would like to procure organisations to deliver co-designed LMLM settings based education. Providers will deliver education in primary care **include other settings eg employment and mental health settings** to dispel misunderstandings, increase skills, improve health access and achieve equitable health and life outcomes for people with experience of severe mental distress, with a particular emphasis on Māori and Pasifika. Te Hiringa Hauora is looking to procure services to work in settings where there is a high population of people with severe mental distress, particularly Māori and Pasifika.

The key outcomes Te Hiringa Hauora is seeking to achieve are:

- Health professionals have an improved understanding of and response to people with experience of severe mental distress;
- People with experience of mental distress have improved experiences with health professionals; and
- Improvement in health and life outcomes for people with severe mental distress, particularly Māori and Pasifika.

Mandatory supplier attributes

The organisation(s) Te Hiringa Hauora procures to deliver this service must be peer led or employ a dedicated team led by people with lived experience. Te Hiringa Hauora will not consider procuring suppliers without this experience. A key evaluation criteria will be the ability of organisations and those with lived experience to incorporate their experience into the LMLM programme and tailor the programme to diverse audiences (see below).

The organisations Te Hiringa Hauora works with must have a proven track record and reputation as leaders within the mental health sector. The organisational infrastructure needs to be established, well resourced and sustainable. The organisation must possess the capability and experience to deliver high-quality social change programmes. In light of recent events, it would be favourable if the organisation has a reviewed business continuity and succession plan in place.

The organisation must demonstrate understanding of Te Reo and Tikanga Māori, matauranga Māori and have good relationships with Māori communities. The organisation must have Māori representation and understand the importance of honouring Treaty principles and partnerships. The organisation needs to be adaptable to work with Pasifika, rainbow and other worldviews to coordinate relevant social change initiatives and events.

Organisations must collaborate with others in order to achieve the outcomes set out by Te Hiringa Hauora. **When collaborating with Māori or Pasifika there must be clear guidelines, equal partnership and a formal agreement between organisations.**

Te Hiringa Hauora will work collaboratively with successful applicants to agree specific outcomes and performance measures. Te Hiringa Hauora is looking to procure providers with the following attributes, and responses will be evaluated based on the following criteria and weightings.

DRAFT

Criteria	Weighting	Description
Use of lived experience	20	<i>Development of educators to ensure their:</i> <ul style="list-style-type: none"> - Ability to leverage personal / lived experience and story to deliver education - Strong judgement on how and when to share personal story - Use of own story to disprove the stereotype held by some - Able to build rapport and trust - High emotional intelligence and self-awareness
Organisational capability	20	<ul style="list-style-type: none"> - Builds capability and systems to work with different world views - Clear rationale for seeking funding and engaging with the programme - Strong organisational skills - Ability to tailor education to specific audiences and settings
Organisational reputation	20	<ul style="list-style-type: none"> - Mana, authority and leadership within mental distress sector - Has sufficient resources, credibility and relationships to engage effectively with senior audiences - Seen by audiences as credible
Te Ao Māori	20	<ul style="list-style-type: none"> - Ability to understand Te Ao Māori views and how this impacts discrimination experienced by Māori - Ability to acknowledge te taonga o te Reo Māori, and have the ability to respectfully apply te Reo to all aspects of delivery - Able to demonstrate Tikanga - Able to apply Te Tiriti principles to the work
Strong understanding of strategic goals of LMLM	20	<ul style="list-style-type: none"> - Able to articulate and incorporate the vision of LMLM programme - Response clearly aligns to vision and strategy
Ability to work in partnership (Kotahitanga)		<ul style="list-style-type: none"> - Willing to contribute to the collective impact of the LMLM programme - Demonstrate willingness and ability to collaborate with LMLM Programme partners and people

2 Management of community and creative grants – approximate budget allocation \$300k

Te Hiringa Hauora will fund three types of grants: community and creative grants for individuals and community organisations looking to develop innovative approaches to reducing stigma and ending discrimination of those with severe mental distress.

Te Hiringa Hauora would like to procure a partner to manage these grants and awards. The partner will also provide fair and equitable support to successful grant applicants with alignment of their approach to LMLM strategic goals.

The purpose of this service is to encourage grant applicants to use community and creative outlets to help increase awareness, challenge prejudice and discrimination and encourage behaviours that address stigma and discrimination of those with severe mental distress at a community level. It is the hope of Te Hiringa Hauora that this service enables providers with specialised skills and experience to raise awareness and create change in less formal settings.

The key outcomes Te Hiringa Hauora is seeking to achieve are:

- Increased awareness, challenge prejudice and discrimination and encourage behaviour to address discrimination of those with severe mental distress;



- Delivery of various creative products or programmes that raise awareness in informal settings; and
- Community engagement in raising awareness of discrimination of those with severe mental distress.

Mandatory supplier attributes

The organisation(s) Te Hiringa Hauora procures to deliver this service must provide applicants with a variety of response methods and possess sufficient staff with sound interpersonal skills to support applicants throughout the application process. The organisations' staff will also have strong administrative and organisational capability to clearly articulate grant terms and conditions. The organisation will have a large following on various marketing and social media platforms. They will have a strong presence within the community and the capability to develop new relationships with other organisations.

The organisation must demonstrate understanding of Te Reo and Tikanga Māori, matauranga Māori and have good relationships with Māori communities. The organisation must have Māori presence in the leadership of the grant and understand the importance of honouring Treaty principles and partnerships. The organisation needs to be adaptable to work with Pasifika, rainbow and other communities to coordinate relevant social change initiatives and events.

Organisations must collaborate with others in order to achieve the outcomes set out by Te Hiringa Hauora. When collaborating with Māori there must be clear guidelines, equal partnership and a formal agreement between organisations.

Te Hiringa Hauora will work collaboratively with successful partners in all parts of the programme to agree specific outcomes and performance measures. Te Hiringa Hauora is looking to procure suppliers with the following attributes, and responses will be evaluated based on the following criteria and weightings.

Criteria	Weighting	Description
Communication and social marketing skills	20	<ul style="list-style-type: none"> - Demonstrated track record in clearly articulating terms and responsibilities in grant documentation - Track record in using different marketing avenues - Uses multiple social media platforms - Has a substantial number of followers on one or more social media platforms - Sound knowledge of data privacy policies
Experience of managing grants or applications process	20	<ul style="list-style-type: none"> - Existing infrastructure to manage process from start to finish - Demonstrates experience in managing complex grants or administrative processes - Previously provided support and guidance to applicants on similar processes - Strong organisational skills - Strong process for interacting with applicants effectively and equitably - Adaptable to equitable application response methods - Experience of using different RFP platforms - Demonstrates new ideas and innovative approaches to seeking responses - Acknowledges and values Māori and other indigenous methods of grant application
Community relationships	20	<ul style="list-style-type: none"> - Well known with credibility and connections - Has existing networks within the community - Able to build strong community relationships

Strong understanding of strategic goals of LMLM	20	<ul style="list-style-type: none"> - Able to articulate and incorporate the vision of LMLM programme - Response clearly aligns to vision and strategy
Proficient in Māori worldviews	20	<ul style="list-style-type: none"> - Ability to understand Te Ao Māori views and how this impacts discrimination experienced by these groups - Fluent / strong Te Reo Māori language skills - Have existing Tikanga and / or Kawa - Able to apply Te Tiriti principles to work

3 Social movement initiatives – approximate budget allocation \$400k

Te Hiringa Hauora would like to procure organisations to seed, nurture and grow LMLM lived experience advocates to develop innovative advocacy initiatives to challenge stigma and discrimination against those with experience of severe mental distress.

These advocates will build greater visibility of discrimination against those with severe mental distress via social movements, community groups, public forums and relevant opportunities in the media and political spaces / government. Successful suppliers will also seek out support and develop capacity to lead and organise social movements.

The key outcomes Te Hiringa Hauora is seeking to achieve are:

- Increased public presence of groups and initiatives to reduce discrimination of those with severe mental distress;
- Increased awareness and behaviour change regarding discrimination of those with severe mental distress; and
- An increase in mainstream and social media presence in raising awareness of discrimination of those with severe mental distress.

Mandatory supplier attributes

Successful organisation(s) must have a project lead that has extensive lived experience and advocacy capability for those with severe mental distress. The organisation will have a prominent community presence with the ability to influence, organise and execute common cause initiatives and events. They will have existing relationships with government, media, sector and industry influencers and decision makers and have the ability to do develop new relationships. They will be a strong public voice on various media platforms and will reduce barriers, and provide opportunities that will bring people together to organise social change initiatives and events.

The organisation will demonstrate understanding of Te Reo and Tikanga Māori, matauranga Māori and have good relationships with those that have experienced mental distress within Māori communities. The organisation must have Māori capability and understand the importance of honouring Treaty principles and partnerships. The organisation needs to be adaptable to work with Pasifika rainbow and other marginal communities to coordinate relevant social change initiatives and events.

Organisations must collaborate with others in order to achieve the outcomes set forward by HPA. When collaborating with Māori or Pasifika there must be clear guidelines, equal partnership and a formal agreement between organisations.

Te Hiringa Hauora will work collaboratively with successful partners to agree specific outcome and performance measures. Te Hiringa Hauora is looking to procure partners with the following attributes, and responses will be evaluated on the following criteria and weightings.



Criteria	Weighting	- Description
Strong lived experience networks	20	<ul style="list-style-type: none"> - Credibility and track record with lived experience networks - Relationships with Māori and Pasifika individuals with lived experience and their networks - An understanding of the issues faced by people with lived experience, especially relating to discrimination
Strong social justice, community and Media networks	20	<ul style="list-style-type: none"> - Has a strong presence within community groups - Relationships with social change experts and networks - Active voice in public forums - Has a good following / presence on social media - Has an active relationship with media channels
Organisational attributes	20	<ul style="list-style-type: none"> - Lived experience led organisation or team. - Has strong relationships with decisions makers and opinion leaders - Strong infrastructure with media, communications, policy and advocacy support - Track record of advocacy and social justice, especially in the mental health sector - Ability to understand and work with different cultural worldviews and deliver tailored advocacy of messages
Proficient in Māori worldviews	20	<ul style="list-style-type: none"> - Ability to understand Te Ao Māori views and how this impacts discrimination experienced by these groups - Fluent / strong Te Reo Māori language capability - Have existing Tikanga and/ or Kawa
Strong understanding of strategic goals of LMLM	20	<ul style="list-style-type: none"> - Able to apply Te Tiriti principles to work - Able to articulate and incorporate the vision of LMLM programme - Response clearly aligns to vision

4 Evaluation – approximate budget allocation \$150k pa

There is evidence to suggest that those with severe mental distress experience poorer health and life outcomes as a result of stigma and discrimination in their personal relationships, and in health and social service settings. As a social change anti-stigma and discrimination programme, Like Minds' component workstreams necessarily involve innovative design and delivery. Further to this, as a publicly funded programme, Like Minds is accountable to multiple stakeholders. The focus of this workstream is programme evaluation. Like Minds needs expert evaluation to create constant feedback for improvement and to develop its performance story.

Te Hiringa Hauora would like to procure a partner to act as Like Minds' programme evaluation partner. The supplier will advise on the design, delivery, sense making and reporting of evaluative activity across multiple workstreams, multiple providers and in multiple geographical locations.

The key outcomes Te Hiringa Hauora is seeking to achieve are:



- Robust evidence of the efficacy of the Like Minds, Like Mine programme;
- Evaluation of the effectiveness of implementing kaupapa Māori into the programme and its ability to deliver outcomes for Māori;
- Ability to compare the outcomes delivered by different funding streams to inform future procurement activity;
- Understanding of the connection and contribution of the Like Minds, Like Mine programme to broader programmes of work and outcomes sought (e.g. Whānau Ora and other social change programmes);
- Evaluative feedback is able to be used to inform continual programme improvements;
- Te Hiringa Hauora is able to swiftly intervene and take remedial action in cases of under-performance; and
- Like Minds, Like Mine is able to tell a highly credible performance story and disseminate learnings.

Mandatory supplier attributes

The supplier Te Hiringa Hauora procures to deliver this service must employ staff that have lived experience with severe mental distress. Te Hiringa Hauora will not consider procuring suppliers without this experience. A key evaluation criteria will be the ability of the supplier to incorporate their lived experience into the evaluation processes and tailor the programme to diverse audiences.

The supplier Te Hiringa Hauora works with must have a proven track record and reputation as a leader within the social sciences evaluation community. The supplier must possess the capability and experience to deliver high-quality evaluation programmes at scale. The organisational infrastructure needs to be established, well resourced and sustainable. In light of recent events, it would be favourable if the organisation has a reviewed business continuity and succession plan in place.

The supplier must demonstrate understanding of Te Reo and Tikanga Māori, matauranga Māori and have good relationships with Māori communities. The supplier must have Māori involvement and understand the importance of honouring Treaty principles and partnerships. The supplier also needs to be adaptable to work with Pasifika, rainbow and other communities. The partner(s) must collaborate with others in order to achieve the outcomes set out by HPA. When collaborating with Māori there must be clear guidelines, equal partnership and a formal agreement between organisations.

Te Hiringa Hauora will work collaboratively with the successful supplier to agree specific outcomes and performance measures. Te Hiringa Hauora is looking to procure suppliers with the following attributes, and responses will be evaluated based on the following criteria and weightings.

Criteria	Weighting	Description
Evaluation reputation	20	<ul style="list-style-type: none"> - Experience as Lead Evaluator in a range of public services and settings - Strong credibility as a social sector evaluator in Aotearoa - Competent in kaupapa Māori evaluation research - Incorporates understandings of social justice in evaluation work - Works collaboratively with other evaluators to maximise skills base
Organisational capability	20	<ul style="list-style-type: none"> - Existing infrastructure and ability to rapidly deliver evaluation services at scale - Excellent verbal and written communication skills - Strong organisational skills - Ability to tailor evaluative processes to specific audiences and settings



Organisational reputation	20	<ul style="list-style-type: none"> - Able to build rapport and trust with diverse people - Mana, authority and leadership within evaluation field - Sufficient resources, credibility and relationships to engage effectively with senior audiences - Seen by benefit groups as credible
Proficient in Māori worldviews	20	<ul style="list-style-type: none"> - Understands Te Ao Māori views and the impact of discrimination experienced by these groups - Accomplished at working to draw out different world views - Fluent / strong Te Reo Māori language skills - Has existing Tikanga and or Kawa - Able to apply Te Tiriti principles to the work
Strong understanding of strategic goals of LMLM	20	<ul style="list-style-type: none"> - Clear rationale for seeking funding and engaging with the programme - Knowledge of the history and evidence base of LMLM - Able to articulate and incorporate the vision and strategy of LMLM programme - Response clearly aligns to vision of LMLM

5 Media monitoring response and grants – approximate budget allocation \$150k pa

There is evidence to suggest that negative public portrayals of people with severe mental distress leads to increased experience of self stigma and may contribute to discrimination and are related to poorer health and life outcomes. The focus of this workstream is the media.

Te Hiringa Hauora would like to procure a partner to monitor media publications, and provide guidance and feedback to media on issues that are known to increase or decrease social distancing. The supplier may be a sole operator or an organisation.

The key outcomes Te Hiringa Hauora is seeking to achieve are:

- Media positively portrays people with experience of severe mental distress;
- There are no negative portrayals of people with severe mental distress in the media; and
- With greater understanding, people in the community are more inclusive of people with severe mental distress.

Supplier attributes

It has been decided that this service will be directly sourced by the Mental Health Foundation. Mental Health Foundation are the only provider in New Zealand with the necessary capability to accommodate media monitoring at this level and have existing resources to deliver this service.



Procurement approach and timeline

The approach and timeline set out below shows the key activities to be completed to finalise procurement and begin the new LMLM contracts.

The recommended procurement approach is a 'two-envelope' approach. HPA will request that suppliers submit their proposal and pricing separately. Evaluators will assess the proposal against the criteria set out on the following pages to determine the preferred supplier(s). Once a preferred supplier has been selected, HPA will review the pricing information submitted by the supplier. Any negotiation on price will take place at this point in the process.

Key steps	Timeframe	Media grants, monitoring and awards*	Evaluation	Grants. Social change (creative & community)	Education	Social Movement
Procurement Plan	2+ weeks	13 – 24 July	13 – 24 July	13 – 24 July	13 – 24 July	13 – 24 July
Communication Plan	3+ weeks		13 – 31 July	13 – 31 July	13 – 31 July	13 – 31 July
Market engagement						
Document known suppliers and stakeholder mapping	2 weeks		13 – 17 July	13 – 24 July	13 – 24 July	13 – 24 July
Engage Māori and Pasifika leadership networks to identify possible additional suppliers	4 weeks		20 – 31 July	27 July – 21 Aug	27 July – 21 Aug	27 July – 21 Aug
Engage suppliers to advise them of upcoming procurement	1 week		27 – 31 July	17 – 21 Aug	17 – 21 Aug	17 – 21 Aug
Test high level service design with potential suppliers	1-3 days		NA	24 – 28 Aug	24 – 28 Aug	24 – 28 Aug
Current contracts						
Give notice to current providers	1 day		NA	3 Aug	3 Aug	3 Aug
Benefit recipients						
Identify benefit recipients to engage in the assessment & evaluation of proposals	1 week		3 – 7 Aug	3 – 7 Aug	3 – 7 Aug	3 – 7 Aug



Provide guidance & training	2 weeks		10 – 21 Aug	10 – 21 Aug	10 – 21 Aug	10 – 21 Aug
Provide input to proposal evaluation	2 weeks		10 – 21 Aug	10 – 21 Aug	10 – 21 Aug	10 – 21 Aug
Document prep						
Develop invitation to procure notice & comms	2-3 days		20 – 24 July	24 – 28 Aug	24 – 28 Aug	24 – 28 Aug
Develop RFP docs	3-4 weeks		27 – 31 July	31 Aug – 25 Sept	31 Aug – 25 Sept	31 Aug – 25 Sept
Intent to procure						
Post intent to procure	1 day		27 July	7 Sept	7 Sept	7 Sept
Contact key suppliers to advise them of formal intent to procure	1 day		24 July	7 Sept	7 Sept	7 Sept
Request for Proposals						
Post RFP on relevant portals - simultaneous	1 day		3 August	21 Sept	21 Sept	21 Sept
List panel	3 – 4 days		10 – 14 Aug	29 Sept – 2 Oct	29 Sept – 2 Oct	29 Sept – 2 Oct
Supplier response						
Suppliers develop responses	6 weeks		3 – 21 Aug	29 Sept – 30 Oct	29 Sept – 30 Oct	29 Sept – 30 Oct
Work with suppliers to provide additional support (as required) in a fair and equitable way	6 weeks		3 – 21 Aug	29 Sept – 30 Oct	29 Sept – 30 Oct	29 Sept – 30 Oct
Respond to supplier questions	6 weeks		3 – 21 Aug	29 Sept – 6 Nov	29 Sept – 6 Nov	29 Sept – 6 Nov
Deadline for proposals	7-8 weeks		24 August	9 November	9 November	9 November
Te Hiringa Hauora internal¹						
Enlist additional procurement support	4 weeks	7 Sept – 9 Oct	N/A	7 Sept – 9 Oct	7 Sept – 9 Oct	7 Sept – 9 Oct

¹ NB: ALL dates are very tight



Shortlisted supplier presentations	5 - 7 days	2 – 11 Nov	24 – 31 Aug	2 – 11 Nov	2 – 11 Nov	2 – 11 Nov
Procurement panel recommendations on preferred suppliers	4 weeks	11 November	31 Aug	11 November	11 November	11 November
Notifications successful applicants	1 week	16 – 20 Nov	1 – 4 Sept	16 – 20 Nov	16 – 20 Nov	16 – 20 Nov
Contract finalisation	1 week	23 Nov – 18 Dec	7 – 11 Sept	23 Nov – 18 Dec	23 Nov – 18 Dec	23 Nov – 18 Dec
'Service' start date		1 February 2021	21 Sept / 28 Sept	1 February 2021	1 April 2021	1 April 2021

DRAFT



Key risks and mitigations

The table below lists the key risks relating to the procurement of LMLM services, and suggested mitigations.

Risk	Mitigation
HPA receives no submissions of interest or responses to its request for proposals	<ul style="list-style-type: none"> — Early identification of potential suppliers, including through existing networks and Māori and Pasifika leadership groups — Early engagement with potential suppliers to source interest and appetite in responding to request for proposals — Work collaboratively with interested providers to collaboratively design some elements of the proposed service, as required
There may be insufficient resource or capacity to develop and nurture relationships with Māori providers	<ul style="list-style-type: none"> — Conduct stakeholder mapping to identify key Māori suppliers / organisations HPA would like to engage — Assess the current status of the relationship of each supplier / organisation — Plan and allocate necessary time and resources to accommodate relationship development
None of the supplier responses are of sufficient quality for HPA to proceed with procuring the service	<ul style="list-style-type: none"> — Provide support to providers during the procurement process to answer questions and develop their approach, as required — Shortlist suppliers with the highest total quality scores, and work collaboratively with them to address key concerns and challenges with their proposed approach
All quotes HPA receives are significantly higher than the allocated budget for the service	<ul style="list-style-type: none"> — Set budget expectations clearly in the notice of intent to procure and request for proposal documents — Engage with suppliers whose proposal meets quality criteria to negotiate price — Agree reduced scope or reach of service to ensure delivery within budget, if required
Suppliers indicate they can deliver services from contract start, but are delayed in delivering services due to the need for further planning or set-up time	<ul style="list-style-type: none"> — Assess ability of provider to deliver from contract signature during presentation and negotiation phases — Link payment schedules to delivery of outputs and outcomes to ensure funding is aligned to activity
Suppliers bidding for funding are well known to HPA and cannot be assessed objectively or there is a perception that suppliers are not assessed objectively	<ul style="list-style-type: none"> — Provide all potential suppliers with guidance on the evaluation criteria and how HPA will be assessing proposals — Encourage suppliers to ask questions and engage with HPA throughout the procurement process — Ensure there is an external, independent member of the evaluation panel who feeds into the overall recommendation
Suppliers and / or HPA are unable to meet the timeframes set out in the procurement plan thereby delaying contract / service start dates	<ul style="list-style-type: none"> — The procurement plan gives suppliers enough notice of HPA's intent to procure, and provides a one-month period to develop responses — Advise potential suppliers of intent to procure during market engagement phase to provide pre-warning — Book and communicate dates of suppliers' presentations in advance to ensure availability of key personnel



<p>Providers do not have appropriately tailored service offerings already available and are required to spend significant time and funding developing offerings</p>	<ul style="list-style-type: none"> — Ensure providers are clear that the expectation is for delivery of services from January 2021, with all design work completed prior to this date — Test ability of providers to deliver services from the point of contract signature through presentations and proposals — Work collaboratively with providers, as required, in a fair and equitable way to develop service offerings and ensure the supporting infrastructure is in place during the negotiation phase
<p>Disgruntled persons complain of procurement outcome(s)</p>	<ul style="list-style-type: none"> — Communication plan component addressing complaints — Regular and proactive communication informing senior management of decisions made and the justification of such decisions — Risk stratifying political landscape
	<ul style="list-style-type: none"> —

DRAFT



Like Minds, Like Mine Procurement Timeline. Five contracted activities: Evaluation; Education; Social movement; Creative and community grants; and Media monitoring, awards and grants:

Service	Procurement activity	July 1 2020	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	April	May	June 2021	Milestone date or date period	
1. Evaluation 2. Education 3. Social Movement 4. Creative and community grants 5. Media monitoring	Complete KPMG procurement plan and individual procurement plans													31 July	
	Market engagement													20 September	
	Provide end of contract notice to current contracts													14 August	
	Post intent to procure notice for Evaluator													14 August	
	Post intent to procure notice for Education, Social movement and Social Grants													7 September	
	RFP period for Evaluator including supplier response													RFP period 17 August - 25 September Supplier response period 17 August - 4 September	
	RFP period for Education, Social movement and Social Grants including supplier response													RFP period 21 September - 30 October Supplier response period 21 September - 16 October	
	Shortlist for evaluator													Shortlist period Evaluator 25 September - 2 October	
	Shortlist for Education, Social movement and Creative Grants													Shortlist period Education, Social movement and Creative Grants 30 October - 6 November	
	Notify shortlisted applicants of interview. Evaluator, Education, Social movement and Creative Grants													Evaluator 2 October Education, Social movement and Community and creative grants 6 November	
	Interview shortlist applicants for applicants for evaluator, Education, Social movement and Creative Grants													Evaluator 5 - 16 October Education, social movement and community 9 November - 10 December	
	MHF Media, monitoring, awards and grants communication, contract review and design. Note: Direct source contract														14 August - 31 December
	Contract finalisation Evaluation														16 October - 30 October
	Contract finalisation Creative community grants and Media monitoring, awards and grants														January 1 - 31
	Service start date Evaluation and Creative and community grants														Evaluation 1 January Creative and community grants 1 February Media monitoring, awards and grants 1 February
Service spec co-design														1 February - 30 April	
Service start date Social Movement & Education														1 June	



RECOMMENDATION TO SELECT

To: Tane Cassidy, Chief Executive

Cc: Mary O'Hagan, General Manager Operations

From: [REDACTED] Programme Lead, Like Minds. Nōku Te Ao

Project title: SETTINGS-BASED EDUCATION FOR SOCIAL CHANGE

Date: 23 April 2021

1. PURPOSE

The purpose of this document is to request your approval to engage in negotiation with the preferred Supplier for the Settings-based Education for Social Change work stream for Like Minds.

2. RECOMMENDATION

It is recommended Te Hiringa Hauora procures [REDACTED] for the Settings-based Education for Social Change work stream.

3. BACKGROUND

The key objective of this procurement is to procure a supplier to run the Like Minds Settings-based Education for Social Change work stream. This programme will utilise lived experience-led education to reduce prejudice and discrimination against people who experience severe mental distress.

The education will be delivered in settings such as primary health and settings that impact on participation in the labour market for people who experience mental distress. This work stream will support the objectives of the Like Minds Social Movement Initiative (procured through another ROI and RFP process).

The opportunity was advertised on Te Hiringa Hauora website and posted on GETS (the Government Electronic Tender Service). Stakeholders were also contacted via email and through stakeholder communication (eg, Ministry of Health's Mental Health & Addiction newsletter) to inform them of the opportunity.

The ROI period was 16 November – 14 December 2020, and the RFP period was from 24 February – 23 March 2021. We extended the due date by a week due to Auckland going into COVID-19 alert level 3 during the response time.

There were three shortlisted Respondents invited to submit a proposal following the ROI phase¹ and to attend Wānanga with the evaluation panel. An evaluation panel (consisting of [REDACTED] [REDACTED] [REDACTED])

¹ See [REDACTED]

██████████, ██████████ and ██████████ convened by Te Hiringa Hauora and chaired by ██████████ (██████████ reviewed the applications, and scored these against robust criteria as outlined ██████████ Settings-based Education for Social Change prior to the Wānanga. The panel came together again on 14 April to discuss responses, the Wānanga and to agree on final scores.

4. WHERE TO FROM HERE

Once approval is given on the recommendation, Procurement will notify the three RFP respondents of their outcome via email. I will then follow up with three RFP respondents either via video call or face to face to acknowledge their efforts, re-iterate the procurement process and to provide a short procurement de-brief. I will then contact the Chief Executive of Te Rau Ora, and initiate contract negotiations.

A timeline was approved in Procurement Plan # ██████████ Settings-based Education for Social Change, however, it has since been amended due to the change of RFP deadline (from 16 March to 23 March), and due to change of wānanga and final decision panel dates because of conflicting schedules. The revised timeline is included below. (We are still on schedule, and this will not affect the contract commencement dates).

Please note we also propose that the first contract (for the collaborative planning process) now runs until the end of August, instead of until the end of June. This is to allow more time to embark on a robust collaborative planning process with our preferred supplier(s), and to allow for a smoother transition to the implementation / delivery contract phase.

First contract for collaborative planning process		
Negotiations with preferred supplier/s	29 April	7 May
Contract drafted (Te Hiringa Hauora & supplier)	10 May	14 May
Contract approved and signed by Te Hiringa Hauora	17 May	21 May
Collaborative planning contract commencement	21 May	-
Unsuccessful respondents' debriefs given	End of May/early June (after first contract for co-design phase)	Must be completed no later than 30 days after the contract has been signed.
Second contract for implementation		
Negotiations with supplier	2 August	9 August

Contract drafted (Te Hiringa Hauora and supplier)	9 August	16 August
Contract approved and signed by Te Hiringa Hauora	16 August	23 August
Contract commencement	1 September 2021	30 June 2026

5. BUDGET

An estimate of the total cost over the whole-of-life of the contract, exclusive of GST is \$2,500,000 (\$500,000 per annum).

APPROVAL

1. Prepared by:

██████████ Nōku te Ao lead, and ██████████
 ██████████ Senior Advisor

4 May 2021

4. Approved by:

Mary O'Hagan

Mary O'Hagan

30 April 2021

04-May-21 | 3:11:28 PM NZST

2. For procurement process, signed by:

██

██████████

04-May-21 | 2:32:58 PM NZST

5. Approved by:

Tane Cassidy

Tane Cassidy

Chief Executive

04-May-21 | 4:01:52 PM NZST

3. Approved by:

██

██████████

Acting Manager, Mental Wellbeing

04-May-21 | 3:10:07 PM NZST

	<p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
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RECOMMENDATION TO SELECT

To: Tane Cassidy, Chief Executive

Cc: Mary O'Hagan, General Manager Operations

From: [REDACTED] Programme Lead, Like Minds

Project title: SOCIAL MOVEMENT INITIATIVE

Date: 23 April 2021

1. PURPOSE

The purpose of this document is to request your approval to engage in negotiation with the preferred Supplier for the Social Movement Initiative work stream for Nōku te Ao Like Minds.

2. RECOMMENDATION

It is recommended Te Hiringa Hauora procures [REDACTED] for the Social Movement Initiative work stream.

Please note the evaluation panel did identify a moderate risk in progressing the contract with [REDACTED] for the Social Movement Initiative. Please see appendix one for more detail.

3. BACKGROUND

The key objective of this procurement is to procure a supplier to run the Like Minds Social Movement Initiative work stream. The aim of this programme is to support and grow a social movement led by people with lived experience. The lived experience advocates will develop innovative initiatives to challenge prejudice and discrimination against people with experience of severe mental distress.

This work stream will support the objectives of the Like Minds Settings-based Education for Social Change work stream (procured through another ROI and RFP process), and the Like Minds Management of Social Action Grants work stream (procured through another RFP process).

The opportunity was advertised on Te Hiringa Hauora website and posted on GETS (the Government Electronic Tender Service). Stakeholders were also contacted via email and through stakeholder communication (eg, Ministry of Health's Mental Health & Addiction newsletter) to inform them of the opportunity.

The ROI period was 16 November – 14 December 2020, and the RFP period was from 24 February – 23 March 2021. We extended the due date of RFP responses by a week due to Auckland going into COVID-19 alert level 3 during the response time.

There were three shortlisted Respondents invited to submit a proposal following the ROI phase¹ and to attend Wānanga with the evaluation panel. An evaluation panel (consisting of [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] [REDACTED] convened by Te Hiringa Hauora and chaired by [REDACTED] ([REDACTED] [REDACTED] reviewed the applications, and scored these against robust criteria as outlined [REDACTED] Social Movement Initiative prior to the wānanga. The panel came together again on 14 April to discuss responses, the wānanga and to agree on final scores.

4. WHERE TO FROM HERE

Once approval is given on this recommendation, Procurement will notify the three RFP respondents of their outcome via email. I will then follow up with three RFP respondents either via video call or face-to-face to acknowledge their efforts, re-iterate the procurement process and to provide a short procurement debrief. For the recommended supplier, I will [REDACTED] [REDACTED], to initiate contract negotiations.

A timeline was approved in Procurement Plan # [REDACTED] Social Movement Initiative, however, it has since been amended due to the change of RFP deadline (from 16 March to 23 March), and due to change of wānanga and final decision panel dates because of conflicting schedules. The revised timeline is included below. (We are still on schedule, and this will not affect the contract commencement dates).

Please note we also propose that the first contract (for the collaborative planning process) now runs until the end of August, instead of until the end of June. This is to allow more time to embark on a robust collaborative planning process with our preferred supplier(s), and to allow for a smoother transition to the implementation / delivery contract phase.

First contract for collaborative planning process		
	Start	End
Negotiations with preferred supplier/s	29 April	7 May
Contract drafted (Te Hiringa Hauora & supplier)	10 May	14 May
Contract approved and signed by Te Hiringa Hauora	17 May	21 May
Collaborative planning contract commencement	21 May	31 August

¹ Refer to [REDACTED]

² Unfortunately two members from the ROI phase, [REDACTED] [REDACTED] and [REDACTED] [REDACTED] were unable to continue with evaluation duties during the RFP phase due to other commitments.

Unsuccessful respondents' debriefs given	End of May/early June (after first contract for co-design phase)	Must be completed no later than 30 days after the contract has been signed.
Second contract for implementation		
Negotiations with supplier	2 August	9 August
Contract drafted (Te Hiringa Hauora and supplier)	9 August	16 August
Contract approved and signed by Te Hiringa Hauora	16 August	23 August
Contract commencement	1 September 2021	30 June 2026

5. BUDGET

An estimate of the total cost over the whole-of-life of the contract, exclusive of GST is \$2,500,000 (\$500,000 per annum).

APPROVAL

1. Prepared by:

██████████ Senior Advisor

21 April 2021

4. Approved by:

Mary O'Hagan

Mary O'Hagan

04-May-21 | 10:46:00 AM NZST

2. For procurement process, signed by:

██████████
██████████

28 April 2021

5. Approved by:

Tane Cassidy

Tane Cassidy

05-May-21 | 1:33:16 PM NZST

3. Approved by:

██████████
██████████
██

03-May-21 | 4:22:16 PM NZST



RECOMMENDATION TO SHORTLIST.

To: [REDACTED] [REDACTED] **Acting GM Operations**

Cc: [REDACTED] [REDACTED] **Acting Manager Mental Wellbeing**

From: [REDACTED] [REDACTED] **Programme Lead**

Project title: **Nōku te Ao Like Minds. Education for Social Change**

Date: **11 February 2021**

1. PURPOSE

The purpose of this document is to request your approval to shortlist three respondents to proceed from the ROI (stage one) to the RFP (stage two) stage of the **Nōku te Ao Like Minds, Education for Social Change** procurement process.

2. RECOMMENDATION

The Nōku Te Ao Like Minds Settings Based Education for Social Change evaluation panel recommend the following organisations are shortlisted to proceed onto the second stage of our two stage procurement process for the Nōku Te Ao Like Minds Education for Social Change:

- [REDACTED]
- [REDACTED]
- Changing Minds, E Tipu e Rea, Asian Family Services and ManaVation partnership

3. BACKGROUND

Te Hiringa Hauora released a Registration of Interest to open market via GETS and sector channels on 16 November 2020 seeking Māori organisations or non-Māori organisations in a Tiriti-based partnership with a Māori organisation, and a peer-led organisation or network, or a peer-led team in a non-peer organisation to partner with us to grow a social movement led by people with lived experience.

We received five responses which were evaluated by the evaluation panel against the stated criteria (Appendix B). The aim of the evaluation meeting was to select up to three respondents to be shortlisted to respond to the RFP and Wānanga with the evaluation panel. The panel consists of [REDACTED]. The Nōku Te Ao Like Minds Education for Social Change panel met on 27 January and 11 February 2021. The meetings were independently chaired by [REDACTED]. The panel agreed that the three highest scoring responses should be recommended as the shortlist.

4. WHERE TO FROM HERE

The next step is to invite the shortlisted respondents to respond to an RFP and wānanga with the Nōku Te Ao Like Minds Settings Based Education for Social Change evaluation panel.

Following the wānanga the evaluation panel will meet to discuss and decide on the recommended preferred supplier for the Settings Based Education for Social Change.

5. BUDGET

An estimate of the total cost over the whole-of-life of the contract, exclusive of GST is \$2,500,000 (\$500,000 per annum). The supplier's service costs will be covered by the total amount delivered to them.

6. TIMETABLE

Stage two RFP (key milestones only refer to the procurement plan for detail)

Action	Date
Notify respondents of outcome of ROI stage	23 February 2021
RFP provided to shortlisted respondents	24 February 2021
Wānanga with shortlisted respondents	29 March – 6 April 2021
Evaluation panel meets to determine successful respondent	9 April 2021
Recommendation to select approved by Te Hiringa Hauora	23 April 2021
Respondents notified of outcome of RFP stage	27 April 2021
Co-design contract commences	21 May 2021
Implementation contract commences	1 July 2021

APPROVAL

1. Prepared by:

[Redacted] [Redacted]

[Redacted] [Redacted] Programme Lead

Date: 15 2 21

2. For procurement process, signed by:

[Redacted]

[Redacted] [Redacted] Advisor Procurement

Date: 15/02/21

3. Approved by:

[Redacted] [Redacted]

[Redacted] [Redacted] Acting Manager Mental Wellbeing

Date: 15 02 21

4. Approved by:

[Redacted]

[Redacted] [Redacted] Acting General Manager

Date: 15/02/21

	<ul style="list-style-type: none">• Good use of varied and interactive platforms including social media.• Addresses intersectionality.• Good examples of existing education programmes and social justice.	<p>operationalising their approach.</p> <ul style="list-style-type: none">• With such a large partnership the response did not provide detail on how their value models work together
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APPENDIX B

Evaluation criteria for the Settings Based Education for Social Change ROI:

Criterion	Weighting
1. Organisational capacity	20%
a. Experience in delivering projects led by people with lived experience	
b. Infrastructure to develop and manage an education programme	
c. Experience in delivering work with national reach	
2. Organisational expertise in Māori worldviews	20%
a. Track record of basing work in Te Ao Māori worldview	
b. Track record of applying Te Tiriti articles to work	
c. Track record of using Te Reo and Tikanga Māori in work	
3. Organisational capability	20%
a. Experience in managing innovative and equitable education programmes	
b. Experience in tailoring education to a variety of audiences and settings, including Māori	
c. Track record of successful outcomes through education.	
4. Kotahitanga (ability to work in partnership)	20%
a. Track record of working in partnership with other organisations to deliver work.	
b. Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve delivery	
5. Organisational values	20%
a. Organisational values align with the vision of Like Minds	
b. Track record of organisational commitment to social justice	
Total weightings	100%

RECOMMENDATION TO SHORTLIST.

To: [REDACTED] [REDACTED] **Acting GM Operations**

Cc: [REDACTED] [REDACTED] **Acting Manager Mental Wellbeing**

From: [REDACTED] [REDACTED] **Programme Lead**

Project title: **Nōku te Ao Like Minds. Social Movement Initiative**

Date: **9 February 2021**

1. PURPOSE

The purpose of this document is to request your approval to shortlist three respondents to proceed from the ROI (stage one) to the RFP (stage two) stage of the **Nōku te Ao Like Minds, Social Movement Initiative** procurement process.

2. RECOMMENDATION

The Nōku Te Ao Like Minds Social Movement Initiative evaluation panel recommend the following organisations are shortlisted to proceed onto the second stage of our two stage procurement process for the Nōku Te Ao Like Minds Social Movement Initiative:

- [REDACTED]
- [REDACTED] [REDACTED]
- Changing Minds, E Tipu e Rea, Asian Family Services and ManaVation partnership

3. BACKGROUND

Te Hīringa Hauora released a Registration of Interest to open market via GETS and sector channels on 16 November 2020 seeking Māori organisations or non-Māori organisations in a Tiriti-based partnership with a Māori organisation, and a peer-led organisation or network, or a peer-led team in a non-peer organisation to partner with us to grow a social movement led by people with lived experience.

We received six responses which were evaluated by the evaluation panel against the stated criteria (Appendix B). The aim of the evaluation meeting was to select up to three respondents to be shortlisted to respond to the RFP and Wānanga with the evaluation panel. The panel consists of [REDACTED] [REDACTED] [REDACTED]. The Nōku Te Ao Like Minds Social Movement Initiative panel met on 28 January and 1 February. Due to conflicts of interests the management of two panel members was required. The management strategies were, [REDACTED] [REDACTED] was excluded from all evaluation activities (i.e. physical presence, participation) for the partnership proposal from [REDACTED] and [REDACTED] and [REDACTED] was excluded from all evaluation activities (i.e. physical presence, participation) for the [REDACTED] proposal. Refer to the

meeting notes ([REDACTED] for details on their conflicts. The meetings were independently chaired by [REDACTED] of [REDACTED]. The panel agreed that the three highest scoring responses should be recommended as the shortlist.

4. WHERE TO FROM HERE

The next step is to invite the shortlisted respondents to respond to an RFP and wānanga with the Nōku Te Ao Like Minds Social Movement Initiative evaluation panel.

Following the wānanga the evaluation panel will meet to discuss and decide on the recommended preferred supplier for the Nōku Te Ao Like Minds Social Movement Initiative.

5. BUDGET

An estimate of the total cost over the whole-of-life of the contract, exclusive of GST is \$2,500,000 (\$500,000 per annum). The supplier's service costs will be covered by the total amount delivered to them.

6. TIMETABLE

Stage two RFP (key milestones only refer to the procurement plan for detail)

Action	Date
Notify respondents of outcome of ROI stage	23 February 2021
RFP provided to shortlisted respondents	24 February 2021
Wānanga with shortlisted respondents	29 March – 6 April 2021
Evaluation panel meets to determine successful respondent	9 April 2021
Recommendation to select approved by Te Hīringa Hauora	23 April 2021
Respondents notified of outcome of RFP stage	27 April 2021
Co-design contract commences	21 May 2021
Implementation contract commences	1 July 2021

APPROVAL

1. Prepared by:

██████████

██████████, Programme Lead

Date: 15 02 2021

2. For procurement process, signed by:

██

██████ ████████ Advisor Procurement

Date: 16/02/21

3. Approved by:

████████████████

██████ ████████ Acting Manager Mental Wellbeing

Date: 16 02 2021

4. Approved by:

██

██████ ████████ Acting General Manager

Date: 16/02/21

	<ul style="list-style-type: none">[REDACTED][REDACTED][REDACTED][REDACTED]	<ul style="list-style-type: none">[REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED]
<ul style="list-style-type: none">[REDACTED][REDACTED]	<ul style="list-style-type: none">[REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED]	<ul style="list-style-type: none">[REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED]
<ul style="list-style-type: none">[REDACTED][REDACTED][REDACTED][REDACTED]	<ul style="list-style-type: none">[REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED]	<ul style="list-style-type: none">[REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED][REDACTED]

	<ul style="list-style-type: none">█ [REDACTED]█ [REDACTED]	<ul style="list-style-type: none">█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]
<p>Changing Minds Trust, ManaVation Ltd, Asian Family Services Ltd, E Tipu e Rea Whānau Services</p>	<ul style="list-style-type: none">• Background in advocacy and lived-experience initiatives.• Extensive networks especially with the peer community.• Great knowledge and understanding of Te Ao Māori – established kawa and tikanga.• Genuine and immersive application that shows a willingness to work together.• Wide range audience.• Identifies sectionality in the health sector.• Alignment with Like Minds Strategy.	<ul style="list-style-type: none">• Letter of Support from Le Va but no presence as a partner.• More detail needed on the 4 way partnership dynamic and how they will deliver.• More examples on Te Tiriti application on work would have been good.• There was an assumption from the panel that this partnership may not have a reach further than Auckland.• Although this application provided a good track record of previous work they did not speak to many tangible outcomes as a result of their work.
<p>█ [REDACTED]</p> <p>█ [REDACTED]</p>	<ul style="list-style-type: none">█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]	<ul style="list-style-type: none">█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]█ [REDACTED]

APPENDIX B

Evaluation criteria for the Social Movement Initiative ROI:

Criterion	Weighting
1. Organisational capacity	20%
a. Experience in delivering projects led by people with lived experience	
b. Infrastructure to develop and manage social movement activities	
c. Experience in delivering work with national reach	
2. Organisational expertise in Māori worldviews	20%
a. Track record of basing work in Te Ao Māori worldview	
b. Track record of applying Te Tiriti articles to work	
c. Track record of using Te Reo and Tikanga Māori in work	
3. Organisational capability	20%
a. Experience in managing innovative and equitable social movement activities	
b. Experience in tailoring activities to a variety of audiences and settings, including Māori	
c. Track record of successful outcomes through social movement activities	
4. Kotahitanga (ability to work in partnership)	
a. Track record of working in partnership with other organisations to deliver work	20%
b. Track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation	
5. Organisational values	20%
a. Organisational values align with the vision of Like Minds	
b. Track record of organisational commitment to social justice	
Total weightings	100%

REGISTER OF RESPONSES RECEIVED – SETTINGS-BASED EDUCATION RFP

Te Hiringa Hauora/Health Promotion Agency released a RFP for Like Minds Settings-based Education as the second step in a two-step procurement process. This process was released to the three shortlisted respondents recommended as part of the ROI stage. In total, three responses were received for this project. All responses were received on or before the closing time and date of Tuesday 23 March 2021, 12noon.

██████████ ██████████ Advisor Procurement opened the RFP responses from home on Tuesday, 23 March 2021.

The responses were received (on or before the closing time) from:

#	Organisation	Name & title of contact person	Phone	Email	Acknowledged	Comments	Wānanga requirements
1	Changing Minds, MANAvation, E Tipu E Rea, Asian Family Services	Taimi Allen, CEO Changing Minds	022 782 4242	ceo@changingminds.org.nz	1320 23/3/21	Some te Reo Māori requiring translation – cover letter and see pages 41, 42	Screens Share media Zoom
2	██████████	██████████	██████████	██████████	1322 23/3/21	██████████	Whiteboard & pens Screens Share media Zoom
3	██████████	██████████	██████████	██████████	1323 23/3/21		Whiteboard & pens Screens Share media Zoom

We did not receive any late responses for this project. The RFP responses will now be released to the evaluation panel for evaluation prior to the Wānanga early April.

██████████ ██████████ **Advisor Procurement**

23 March 2021

Health Promotion Agency ©

REGISTER OF RESPONSES RECEIVED

Te Hiringa Hauora/Health Promotion Agency released a ROI for Like Minds Settings-based Education for Social Change. This tender process was released to the open market by advertising on the GETS website and the Te Hiringa Hauora website and likemindskuwaha.nz, plus sector networks.

In total, five responses were received for this project. Five responses were received on or before the closing time and date of 12noon Monday 14 December 2020. [REDACTED] Manager Procurement opened the ROI responses on Monday, 14 December 2020.

The responses were received (on or before the closing time) from:

	Organisation	Sole or Partnership Response	Name & title of contact person	Phone	Email	Method	Acknowledged	Comment
1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	GETS	YES	[REDACTED]
2	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	GETS	YES	
3	Changing Minds Trust, ManaVation Ltd, Asian Family Services Limited, E Tipu e Rea Whānau Services	Partnership	Taimi Allan, CEO	09 623 1762, 022 482 4242	ceo@changingminds.org.nz	GETS	YES	
4	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	GETS	YES	

5	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	GETS	YES	
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The five responses will be released to the evaluation panel for evaluation in the New Year (2021). The evaluation panel is to be finalised.

[REDACTED] [REDACTED]
Manager Procurement
 14 December 2020

[REDACTED] [REDACTED]
Advisor Procurement
 14 December 2020

REGISTER OF RESPONSES RECEIVED – SOCIAL MOVEMENT INITIATIVE RFP

Te Hiringa Hauora/Health Promotion Agency released a RFP for Like Minds Social Movement Initiative as the second step in a two-step procurement process. This process was released to the three shortlisted respondents recommended as part of the ROI stage. In total, three responses were received for this project. All responses were received on or before the closing time and date of Tuesday 23 March 2021, 12noon.

██████████ ██████████ Advisor Procurement opened the RFP responses on Tuesday, 23 March 2021.

The responses were received (on or before the closing time) from:

#	Organisation	Name & title of contact person	Phone	Email	Acknowledged	Comments	Wānanga requirements
1	Changing Minds, MANAvation, E Tipu E Rea, Asian Family Services	Taimi Allen, CEO Changing Minds	022 782 4242	ceo@changingminds.org.nz	1320 23/3/21	Some te Reo Māori requiring translation – see cover letter, page 9, 29 (top), 40-42 References: MOH reference wishes for questions to be provided in advance to allow information to be sourced as needed.	Screens Share media Zoom
2	██████████	██████████	██████████	██████████	1322 23/3/21	██████████	Whiteboard & pens Screens Share media Zoom
3	██████████	██████████	██████████	██████████	1323 23/3/21		Whiteboard & pens Screens Share media Zoom

We did not receive any late responses for this project. The RFP responses will now be released to the evaluation panel for evaluation prior to the Wānanga early April. ██████████ ██████████ Advisor Procurement, 23 March 2021

REGISTER OF RESPONSES RECEIVED

Te Hiringa Hauora/Health Promotion Agency released a ROI for Like Minds Social Movement Initiative OPS0301/20-21/06. This tender process was released to the open market by advertising on the GETS website and the Te Hiringa Hauora website and likemindskuwaha.nz, plus sector networks.

In total, six responses were received for this project. All responses were received on or before the closing time and date of 12noon Monday 14 December 2020. [REDACTED] [REDACTED] Advisor Procurement and [REDACTED] [REDACTED] Manager Procurement opened the ROI responses on Monday, 14 December 2020. Responses were registered by [REDACTED] [REDACTED]

The responses were received (on or before the closing time) from:

	Organisation	Sole or partnership response?	Name & title of contact person	Phone	Email	Method	Acknowledged	Comment
1	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	GETS – full written	By GETS 14/12/20	Pre-conditions met. Structure included in response (page 20). No conflicts of interest declared.
2	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	GETS – full written	By GETS 14/12/20	Pre-conditions met. Structure documents provided as separate PDFs. No conflicts of interest declared.
3	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	[REDACTED]	c-Stack Cache – video with full written	By email 14/12/20	Equal partnership. No lead identified but sent by [REDACTED]. Pre-conditions met. Partnership model video and PDF provided. No conflicts of interest declared.

								Note: Full written with video as support.
4						c-Stack Cache – video with full written	By email 14/12/20	Note: [redacted] not a legal entity Pre-conditions met. Organisational structures/membership list provided. No conflicts of interest declared by [redacted] – no declarations completed by the other two entities, which are required. [redacted] support letter provided. Note: Full written with video as support
5	Changing Minds, MANAvation, E Tipu E Rea Whānau and Asian Family Services	Partnership	Taimi Allen, CEO Changing Minds		ceo@changingminds.co.nz	c-Stack Cache – video with video written response	By email 14/12/20	No lead entity identified but sent by Changing Minds. Pre-conditions met (by Changing Minds & MANAvation, no other clarifications provided). Note: Video response provided.
6						Email – full written	Yes by email 15/12/20	Pre-conditions met. No conflicts declared (by assumption). Need attachment 1 to support pre-conditions. Emailed for this 1428 14/12/20 (received 15/12/20)

We did not receive any late responses for this project. The ROI responses will not be released to the evaluation panel for evaluation until January 2021.

[redacted] [redacted] **Advisor Procurement**

14 December 2020



Partnership proposal from: Changing Minds, E Tipu E Rea Whānau Services, MANAvation and Asian Family Services.

Price Response Form

In response to Request for Proposals

By: Te Hiringa Hauora/Health Promotion Agency

For: Like Minds Settings-based Education for Social Change

Ref: OPS0301/20-21/05

About the Respondent

Item	Detail
Trading name:	Changing Minds NZ, E Tipu E Rea Whānau Services, Asian Family Services and MANAvation
Contact person:	Taimi Allan
Position:	CEO – Changing Minds
Phone number:	09 623 1762
Mobile number:	022 482 4242
Email address:	ceo@changingminds.org.nz

Price

2.1 Pricing schedule (budget)

Please submit your financial information and pricing using the following pricing schedule. Insert more rows as needed.

YEAR ONE BUDGET			
Item	Unit price excluding GST	Number	Sub-total excluding GST
YEAR ONE ITEM	Std Unit Cost	Number of Units	Subtotal Ex GST
Team	Unit Cost	FTE	Annual Cost Year 1
Maori Engagement Advisor	68,000	0.8	40,800
Asian Engagement Advisor	68,000	0.5	25,500
Junior Communication Advisor	68,000	0.5	25,500
Programme Manager	85,000	1	70,833
CEO/ Leadership direct programme time (year 1 only)	120,000	0.3	30,000
Communication Manager	75,000	0.6	37,500
HR Resource Year 1 (Total)		3.7	230,133
Overhead			92,053
Total FTE plus Overhead loading			322,187
Programme Costs/ Overhead outside of FTE - direct programme cost			

Occupancy Costs/ Electricity/ Insurances	included in position overheads		-
Collateral Resources			4,800
Phone / Other IT Costs/Office Equip setup			6,000
Travel Costs			5,000
Accomodation			5,000
Professional Fees/ development = monthly supervision	1320	3	1,980
Finance and reporting			2,500
Human Resource Management/ Recruitment			3,100
Sector collaboration			5,000
	Total		33,380
Sub-Total Value Costs HR and Opex (not including contractors)			355,567
Sub contractors			
Evaluation and Monitoring consultant support		1	19,433
Cultural Advisory Consultants/ Facilitatoion		1	50,000
Facilitators/ Research/ Co-design			30,000
Online module development & design		1	45,000

Sub-totalSub Contractor total			144,433
FINAL COMBINED COST YEAR ONE (HR, OPEX, Subs) Ex GST			500,000

YEAR TWO to Year Five BUDGET			
Item	Unit price excluding GST	Number	Sub-total excluding GST
YEAR TWO ITEM	Std Unit Cost	Number of Units	Annual Cost
Team	Unit Cost	FTE	Annual Cost
Māori Engagement Advisor & Facilitator	68,000	0.8	54,400
Asian Engagement Advisor & Facilitator	68,000	0.5	34,000
Junior Communication Advisor	68,000	0.5	34,000
Programme Manager	85,000	1	85,000
Communication Manager	75,000	0.6	45,000
HR Resource Year 2			252,400
Overhead			100,960
Subtotal HR/ Staffing Plus overhead			353,360
Operational Costs/ Overhead - Direct			
Occupancy Costs/ Electricity/ Insurances			-
Training Resources printing and stationary			4,800
Consumables			
Phone / Other IT Costs/Office Equip			3,000
Travel Costs			5,000
Accomodation			5,000
Professional Fees			1,980
Finance and reporting			2,500
Human Resource Management/ Recruitment			1,600
Sector collaboration			
Collateral			20,000
Co design input			

This total isX% over head/ ops costs of the HR and Governance Total above (NB sub contractors excluded)	Sub Total	-	43,880
Subtotal Total Value Costs HR and Opex (not including contractors)			397,240
Sub contractors			
Evaluation / workforce development		-	-
Cultural Advisory Consultants/ Facilitators/ Research/ Co-design			40,000
Facilitators/ Research/ Co-design			25,000
Online module development & design			37,760
Sub totalSub Contractor and sponsorship total			102,760
FINAL COMBINED COST YEAR 2-5 (HR, Opex, Subs)			500,000

2.2 Assumptions

Please state any assumptions you have made in relation to the cost and pricing information.

- Actual projected and actual costs may shift dependent on further discussion with the Like Minds Team and Te Hiringa Hauora.
- We have not assumed any cost pressure increases due to programme design and cost of operation.
- Flat percentage overhead loading on FTE salaries
- FTE salaries based on independent benchmarking of similar positions
- FTEs & direct overheads will be shared between organisations, cultural advisory consultancy through MANAvation
- 1st year budget formulated as a start-up budget assuming reduced proportion of the year for different positions.
- 1st year CEO salary proportions based on leadership time that would be dedicated to the programme ramp up and support in the initial start-up period.
- Total Cost of Ownership over 5 years= \$2,500,000
- We are looking at sustainability and development options that would leverage the Te Hiringa Hauora investment.



Partnership proposal from: Changing Minds, E Tipu E Rea Whānau Services, MANAvation and Asian Family Services.

Price Response Form

In response to Request for Proposals

By: Te Hiringa Hauora/Health Promotion Agency

For: Like Minds Social Movement Initiative

Ref: OPS0301/20-21/06

About the Respondent

Item	Detail
Trading name:	Changing Minds NZ, E Tipu E Rea Whānau Services, Asian Family Services and MANAvation
Contact person:	Taimi Allan
Position:	CEO – Changing Minds
Phone number:	09 623 1762
Mobile number:	022 482 4242
Email address:	ceo@changingminds.org.nz

Price

2.1 Pricing schedule (budget)

YEAR ONE BUDGET			
ITEM	Std Unit Cost	Number of Units	Subtotal ex GST
Team	Unit Cost	FTE	Annual Cost Year 1
Social Movement Maori Engagement Advisor	68,000	1	56,667
Social Movement Asian Engagement Advisor	68,000	0.5	28,333
Social Movement Junior Communication Advisor	68,000	0.5	28,333
Social Movement Programme Manager	85,000	1	70,833
Social Movement Communication Manager	75,000	1	62,500
HR Resource Year 1 (Total)		4	246,667
Overhead loading			98,667
Subtotal Total FTE plus Overhead loading			345,333
Programme Costs/ Direct Overhead outside of FTE & startup			
Occupancy Costs/ Electricity/ Insurances	included in position overheads		-
Collateral Resources			4,800
Consumables			-
Phone / Other IT Costs/Office Equip setup			9,000
Travel Costs			5,000
Accomodation			5,000
Professional Fees/ development = monthly supervision	1320	3	1,980
Finance and reporting			2,500
Human Resource Management/ Recruitment			3,100
Organisational Senior Management			-

Sector collaboration			5,000
Co design input	moved to contractors		
	Total		36,380
Subtotal HR and Opex (not including contractors)			381,713
Sub contractors			
Evaluation and Monitoring consultant support		1	15,000
Cultural Advisory Consultants/ Facilitators/ Research/ Co-design		1	50,000
Engagement, activity and communications budget		1	53,287
Sub total - Sub Contractor total			118,287
FINAL COMBINED COST YEAR ONE			500,000

**YEAR TWO to Year 5
BUDGET**

ITEM	Std Unit Cost	Number of Units	Annual Cost Year 2
Team	Unit Cost	FTE	Annual Cost Year 2
Social Movement Maori Engagement Advisor	68,000	1	68,000
Social Movement Asian Engagement Advisor	68,000	0.5	34,000
Social Movement Junior Communication Advisor	68,000	0.5	34,000
Social Movement Programme Manager	85,000	1	85,000
Social Movement Communication Manager	75,000	1	75,000
HR Resource Year 2		4	296,000
Overhead			118,400
Operational Costs/ Overhead			
Occupancy Costs/ Electricity/ Insurances			-
Training Resources printing and stationary			6,720
Consumables			-
Phone / Other IT Costs/Office Equip			10,000
Travel Costs			7,000
Accomodation			7,000
Professional Fees			2,772
Finance and reporting			3,500
Human Resource Management/ Recruitment			1,600
Organisational Senior Management			-
Sector collaboration			
Collateral (see comms budget below)			
Co design input			15,000
This total isX% over head/ ops costs of the HR and Governance Total above	Total	-	53,592

(NB sub contractors excluded)			
Subtotal National Hub Costs HR and Opex (not including contractors)			349,592
Sub contractors and other costs			
Moodle platform support			10408
Evaluation and monitoring support	15,000	1	25,000
Cultural Advisory Consultants/ Facilitators/ Research/ Co-design	50,000	1	50,000
Engagement, activity and communications budget	45,000	1	65,000
Subtotal Sub Contractor and sponsorship total			150,408
FINAL COMBINED COST YEAR TWO			500,000

2.2 Assumptions

Please state any assumptions you have made in relation to the cost and pricing information.

- Actual projected and actual costs may shift dependent on further discussion with the Like Minds Team and Te Hiringa Hauora.
- Engagement & communications line item will include a variety of activity (mix of contractor and other resource) for design, resourcing activities, collateral etc. As this is still to be determined has been included in the 'contractors and other costs' category for this budget but may shift categories following co-design process.
- We have not assumed any cost pressure increases due to programme design and cost of operation.
- FTEs and other resources will be shared between organisations
- Flat percentage overhead loading on FTE salaries
- FTE salaries based on independent benchmarking of similar positions
- 1st year budget formulated as a start-up budget assuming reduced proportion of the year for different positions.
- Total Cost of Ownership over 5 years= \$2,500,000
- We are looking at sustainability and development options that would leverage the Te Hiringa Hauora investment.



Response Form

Partnership proposal from: Changing Minds, E Tipu E Rea Whānau Services, MANAvation and Asian Family Services.

In response to Request for Proposals

By: Te Hiringa Hauora/Health Promotion Agency

For: Nōku Te Ao – Like Minds Settings-based Education for Social Change

Ref: OPS0301/20-21/05

Date of this Proposal: 23 March 2021

About the Respondent

Our profile

This is a joint proposal by Changing Minds, MANAvation, E Tipu E Rea and Asian Family Services (together the Respondents) to supply the Requirements.

Item	Detail
Trading name:	Changing Minds
Full legal name (if different):	Changing Minds Trust
Physical address:	762 Mount Eden Road, Mount Eden, Auckland 1024
Postal address:	PO Box 10-256 Dominion Road, Auckland 1446
Registered office:	NA
Business website:	www.changingminds.org.nz
Type of entity (legal status):	Registered Charitable Trust
New Zealand Business Number:	9429042995746
Country of residence:	New Zealand
GST registration number:	076 765 359

Probity check				
List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>
Is your organisation in dispute with workers or a trade union?	Yes	<input type="checkbox"/>	No	<input checked="" type="checkbox"/>

Item	Detail
Trading name:	MANAvation
Full legal name (if different):	MANAvation Ltd
Physical address:	67 Pukekauri Rd, 3682, Waikino
Postal address:	As above
Registered office:	N/A
Business website:	N/A
Type of entity (legal status):	Limited company
New Zealand Business Number:	9429046522382
Country of residence:	New Zealand
GST registration number:	124-737-052

Probity check				
List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes	<input type="checkbox"/>	No	X
Is your organisation in dispute with workers or a trade union?	Yes	<input type="checkbox"/>	No	X

Item	Detail
Trading name:	Asian Family Services
Full legal name (if different):	Asian Family Services Limited
Physical address:	128 Khyber Pass Road, Auckland
Postal address:	PO Box 8021 Symonds Street, Grafton, Auckland 1150
Registered office:	128 Khyber Pass Road, Grafton, Auckland 1023, New Zealand

Business website:	www.asianfamilyservices.nz
Type of entity (legal status):	Registered charitable trust
New Zealand Business Number:	9429031326056
Country of residence:	New Zealand
GST registration number:	127-180-539

Probity check				
List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes	<input type="checkbox"/>	No	X
Is your organisation in dispute with workers or a trade union?	Yes	<input type="checkbox"/>	No	X

Item	Detail
Trading name:	E Tipu E Rea Whānau Services
Full legal name (if different):	E Tipu E Rea Whānau Services
Physical address:	1C Tony Street, Henderson, Auckland 0612
Postal address:	PO Box 44005, Point Chevalier, Auckland 1246
Registered office:	Auckland
Business website:	https://etipureaws.org.nz
Type of entity (legal status):	Charitable trust
New Zealand Business Number:	9429043212873
Country of residence:	Aotearoa/New Zealand
GST registration number:	105659539

Probity check				
List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes		No	X
Is your organisation in dispute with workers or a trade union?	Yes		No	X

Our Point of Contact

Item	Detail
Contact person:	Taimi Allan
Position:	CEO – Changing Minds
Phone number:	09 623 1762
Mobile number:	022 482 4242
Email address:	ceo@changingminds.org.nz

Wānanga requirements		
	Options	Additional details
Check any special requirements you have for the wānanga:	<input type="checkbox"/> Whiteboard and pens	
	<input checked="" type="checkbox"/> Screens (to which you can connect your computer)	
	<input checked="" type="checkbox"/> Share media from own memory stick / hard drive	
	<input checked="" type="checkbox"/> Zoom in participants who cannot attend kānohi ki te kānohi	
	<input type="checkbox"/> Other (please specify)	

Response to the Requirements

Proposal formats

2.1.1 Overview of our solution

The partnership between Changing Minds, MANAvation, Asian Family Services and E Tipu E Rea Whānau Services offers huge potential to deliver relevant, innovative and impactful education for positive social change to communities and organisations all over Aotearoa.

Our intention is to work closely with Nōku Te Ao – Like Minds partners to ensure that we effectively prioritise and target education to those audiences where we have the greatest potential to affect positive change, with a particular focus on Māori.

Our collective can build genuine alliances with iwi, hapū, whānau and hāpori Māori in the co-design, and delivery of education programmes with and for Māori communities, and will ensure that all learning is underpinned by the aim of addressing the inequities experienced by Tangata Whenua. MANAvation and E Tipu E Rea will lead the embedding and enhancing of a Kaupapa Māori lens through all our work. Changing Minds and Asian Family Services will be upstanders for this kaupapa Māori approach and will work to support and champion this lens alongside MANAvation and E Tipu E Rea.

Our programme will be based on all our collective experience of providing education to raise awareness and tackle the prejudices and discrimination faced by people experiencing mental distress, addiction issues, and systemic cultural biases (racism).

Our organisations already deliver a diverse range of education and training, designed to empower and support communities and whānau experiencing mental distress, and to grow upstanders ready to challenge societal prejudice and injustice. Our education programmes will be delivered with, and by, whānau with Lived Experience equipped with the tools, cultural safety and competency, models and expertise to affect positive change.

Changing Minds has extensive experience and a national reputation for delivering education tailored to multiple audiences via a range of formats; Asian Family Services educates and trains Asian communities, from prisoners to students; E Tipu E Rea delivers public health-focused training programmes with and on behalf of mātua taiohi and their whānau, and MANAvation's innovative online and face to face education is empowering youth in the Waikato and energising te reo Māori nationwide. We bring insights and connection to our Pacific Peoples communities through commitment to our shared Kaupapa from Le Va, and E Tipu E Rea Whānau Services' connections with Pacific Peoples mātua taiohi and their whānau. After whānau Māori, Pacific Peoples have the next highest engagement of E Tipu E Rea tautoko.

We believe that successful education involves co-design with our audiences so that it is accepted, understood and championed easily, with content packaged according to needs, issues and barriers that have been identified together and based on our commitment to Te Tiriti and cultural safety. The programme will include a range of options for how education is delivered, based on the needs of individuals and organisations including core tailored whanaungatanga sessions and a range of face-to-face and online options.





Our education, training and advice services can demonstrate positive outcomes in policy, practice, Māori public health, hāpori Māori engagement, health equity, Te Tiriti and service development and in the overall lived experience of whānau.

We connect to extensive networks at a national level and in local communities with the potential to leverage our combined experience and knowledge to create a diverse, Te Tiriti-driven, powerful expert education collective. From this experience, we have established a robust infrastructure on which to build our programme delivery, including:

- **Leaders and staff with extensive experience**
- **A diverse range of trainers and advisers nationwide**
- **Bespoke and tested digital educational technology**
- **Effective national and local networks**
- **Tested and evidence-based training materials and content.**

Our history, relationships and expertise, our shared tikanga of pono and aroha, our reputation for innovation, and our passion to achieve positive social change through learning makes us an ideal Nōku Te Ao – Like Minds education partner.

Questions relating to the evaluation criteria

• Strategic approach to the education programme	Weighting 40%
Explain your proposed strategic approach to developing the education programme and the theory of change underpinning it.	
<div data-bbox="316 607 702 775"><p>changing minds. He mana tō te mātau ā-wheako Our lived experience is our strength</p></div> <div data-bbox="922 613 1286 770"><p>MANA VATION</p></div> <div data-bbox="312 855 702 983"><p>E TIPU E REA WHĀNAU SERVICES</p></div> <div data-bbox="903 848 1315 994"><p>Asian Family Services Together enriching lives</p></div> <p>Our strategic approach</p> <p>Our approach to developing, supporting and amplifying the social movement is as a multi-organisation collective with an authentic Te-Tiriti-driven, lived experience leadership team at the helm. The leadership team from Changing Minds, E Tipu e Rea Whānau Services, Asian Family Services and MANAvation bring deep experience in activating social change, combined with cultural knowledge and approaches.</p> <p>Our collective mahi and community connections touch the lives of tens of thousands of New Zealanders each year – networks and connections that we can draw upon, ensuring scale from the inception of the initiative that can be quickly expanded.</p> <p>Our collective is dedicated to ensuring that <i>mātauranga Māori</i> and <i>te reo me ona tikanga</i> are valued, safeguarded and protected and underpin quality assurance, learning and improvement. We know that to amplify a social movement within Māori communities, Māori need to lead development and implementation.</p> <p>Our collective can build genuine alliances with iwi, hapū, whānau and hapori Māori to establish a process of co-design, collaboration, consultation and upscaling with Māori communities and to achieve equity in social movement and education outcomes.</p>	

Our strategic foundation principles in developing and delivering our education programme are:

- **He tuakana te Tiriti o Waitangi ki te ‘Treaty of Waitangi’** – we recognise te Tiriti o Waitangi and its articles above the Treaty and Principles
- **Tino-rangatiratanga o te iwi Māori** – iwi Māori are tangata whenua of Aotearoa and therefore lead decision making
- **Whanaungatanga** - we are bound by our connections and work collectively for the cause
- **Tika me te pono** – we use evidence- based foundations from a whānau-first perspective; whānau tell us what works
- **Aromatawaihia ngā wheako e ora ake ai tātou** – we continually reflect on what works in order to build our collective growth, learn from successes and enhance our leadership and connections.

Special notes on the use of the word ‘whānau’

Throughout this proposal we use the term whānau, the term is used interchangeably to describe both whakapapa related whānau, and kaupapa-based whānau. Kaupapa based whānau share a common bond, other than descent, it may be geographical location or a shared purpose. You will also find that we use whānau when we are referring to individuals, we do this as an acknowledgment that every individual we work with / deliver to / is connected to a whakapapa and often also to kaupapa. This thinking is a reflection of our collective commitment to a kaupapa Māori approach for all our work.

Kua tae ki te wā kia kōkiritia anōtia tēnei waka e te iwi Māori kei taupunga i ngā ngaru o moana kē atu.

We believe in returning Māori leadership into the Nōku Te Ao – Like Minds movement through both education and social movement work.

We intend to uplift, inspire and activate all whānau to create change by giving them the **information, tools and self-confidence** to make a positive difference for themselves, their whānau and their communities through:

- our collective experience of delivering education that is designed to challenge prejudice and discrimination, celebrate the value of whānau with lived experience of mental distress and addiction, and promote positive attitudes and the ability to question systems and behaviours that impact on some of Aotearoa’s most excluded whānau and communities;
- evidence-based approaches, including best practice and guidelines in relation to international and local discrimination reduction, Te Tiriti rights and human rights;

- building on existing modules and training materials developed by Nōku Te Ao – Like Minds and its partners and grounded in the principles of Nōku Te Ao – Like Minds’ Power of Contact, specifically those used successfully by Changing Minds over the past five years in providing education to multiple workplaces and agencies;
- our practical experience of providing tailored training options, including face-to-face education for diverse audiences, combined with our dedicated online platforms, developed specifically to share learning around promotion of mental wellbeing.

Ko te reo te mauri o te mana Māori. Ki te kore e mōhiohia tō tātou reo Māori, me pēhea e ora ai tōna mauri? E hangai pū ana tēnā ki te whakatauaāki e kīia nei, ko te reo te waharoa ki te ao Māori.

Koia pū te tirohanga matua o te kaupapa e ārahi nei i a tātou, kei ngaro haere te whakaaro Māori, kei noho teina te whakaaro Māori ki te whakaaro o iwi kē atu, kei mahue anō hoki te mana o te Tiriti o Waitangi i a tātou. Me he mōhio tātou ki tēnā me te whai whanaungatanga i mana ai i ō tātou tūpuna, ka mōhio pū hoki, mā reira e ora ai ngā whānau katoa huri noa i Aotearoa nei.

Intersectionality theory will be integrated through our development and delivery - a particularly salient issue in relation to Māori and Pacific Peoples communities. Approaches that do not recognise this complexity for whānau and society create artificial silos that only serve systems and alienate whānau.

Intersectionality theory, as applied within a population health context, can be seen as:

‘the ways in which upstream [social determinants](#) such as racism, sexism and classism form interlocking systems of [oppression](#) that shape the experiences and life chances of individuals as a consequence of their multi-dimensional social identities. Contextual forces such as sexism or racism do not operate in isolation but interact with each other in the production of health [inequalities](#).¹

⁴ Mark A. Green, Clare R. Evans, S.V. Subramanian,(2017) Can intersectionality theory enrich population health research?, Social Science & Medicine, Volume 178,

Theory of Change

Our **theory of change** (see figure on next page) has accompanying program level logic models that provide the next layer of detail for the programme. Our theory of change provides a wider system, or ‘big picture¹’ view of the interactions between the education programme (educate) and the social movement (activate) with broad activities and selected measures. **Our logic model**, or logical framework, provides more detail about the resources, activities, outputs and outcomes to achieve the medium and long term outcomes that lead to the ultimate goal. Sections of the logic model have been provided within the questions that follow in this section of the RFP response.

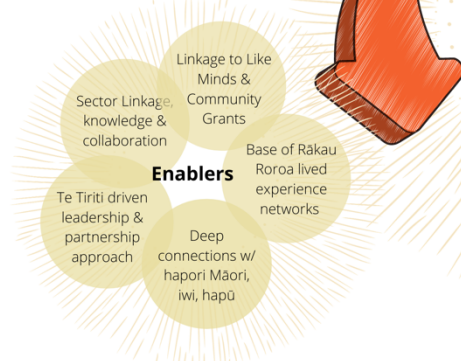
¹ What works New Zealand, Logic models and theory of change, retrieved March 2021 from <https://whatworks.org.nz/logic-model/>.

Figure 1. Theory of Change

OUR THEORY OF CHANGE

WE WANT A SOCIETY THAT UPHOLDS, PROTECTS AND NURTURES THE MANA AND POTENTIAL OF ALL TĀNGATA MĀTAU Ā-WHEAKO

Mission/ Aim



WHAT WE WILL DO



ACTIVATE A SOCIAL MOVEMENT

Led entirely by people with lived experience.
 Grounded in a **Te Tiriti driven** approach and worldview **to reduce inequality.**
 Continuous adaptation based on co-development with people with lived experience.

Build on existing lived experience core group with national coverage and good reach. Supporters & Excluders become activators.

EDUCATE LATENT SUPPORTERS & 'EXCLUDERS'

Whānau are welcomed in to the setting where education is taking place, feel inspired to create change by social movement members, self-identified or organisationally identified.

OUR STRATEGIES

MEASURING IT

IN BRIEF

ACTIVATE A SOCIAL MOVEMENT

- Te Tiriti driven, Clear goals
- Common identity (ie brand, call to action)
- Activities & group participation
- Influencing & advocacy
- Network approach & engagement
- Strong Leadership

Outputs

- # active influencers/ Māori / Pasific/ Asian/ Rainbow
- # professional media articles/ pieces featuring movement
- # activities - national, regional, local, special interest
- # Māori leadership

Outcomes

- % of country covered & awareness of Movement
- % Behaviour change of individuals
- % change based on Impact assessments
- Increase in self-efficacy
- % Māori participation and leadership
- % 'bystanders' to 'upstanders'

EDUCATE LATENT SUPPORTERS & 'EXCLUDERS'

- **Module Development**
 - Rākau Roroa modules as a base
 - Co-designed modules for Māori, Asian, workplaces, government and community
 - Delivered through online Moodle platform or in person
 - Launch & promote new modules
- **Engagement & Facilitation**
 - Wananga for Māori communities/ Iwi
 - Active outreach to prioritised groups
 - Public acknowledgement of achievement
- **Strong Leadership**
 - Governance, driving equity, evaluation and sustainability

Outputs

- # individuals
- # organisations/ companies by cohort and category
- # sessions delivered/ by Māori facilitators

Outcomes

- % whānau successfully completed
- % whānau converting to social movement
- % organisations achieving 'MH tick' (certification)
- Increase in whānau upstanding for the rights of those with mental distress.
- Increase in whānau understanding intersectionality and how mental distress can impact on Māori, rainbow community and other groups inequitably.

Like Minds Goals/ Outcomes

Like Minds Long-term Impact

Equitable health and life outcomes for people who experience severe mental distress, particularly those most affected by inequities.



Social Movement

- Equitable treatment by government and society
- Fair structures in organisations
- Positive portrayal in public communications
- Influential role modelling by people with experience of mental distress.

Education

- People who receive the education behave in a more positive and equitable way to people with mental distress.
- People with mental distress experience improved behaviour and services from the people they interact with in the settings where the education takes place



Detailed Logic Model

DOMAIN	Inputs (this may change over time as agreed with Nōku Te Ao – Like Minds to maintain agility & responsiveness)	Activities (further development to occur during co-design process)	Indicative Initial Outputs and Output Monitoring in collaboration with Nōku Te Ao – Like Minds	Indicative Initial Short term Outcomes (linked to Nōku Te Ao – Like Minds Medium and Long term outcomes)
MODULE DEVELOPMENT	<ul style="list-style-type: none"> - Cultural advisory consultants and organisational time - Moodle online module developers (outsourced) 	<ul style="list-style-type: none"> - Co-design includes values development to support clear goals & guide activities - Māori and Pacific Peoples design principles used 	<ul style="list-style-type: none"> - Completion of culturally specific modules (Māori, Pacific Peoples, Asian, Rainbow) - Uptake of new modules 	<ul style="list-style-type: none"> - Module acceptance level - High uptake of collateral
ENGAGEMENT & FACILITATION	<ul style="list-style-type: none"> - Māori Engagement & Development Advisor (E Tipu e Rea) - Asian Engagement & Development Advisor (ASF) - Moodle platform support - Le Va trainer and development time - 1 PT social media manager - 1 PT Content manager - Design - outsourced 	<ul style="list-style-type: none"> - Te Tiriti driven Co-design/ Co-production - facilitation, development - Te Tiriti driven quality engagement - Mobilising Tall Trees existing network - Guidance and support for regional leaders - Utilise existing training (such as human rights, safety, etc) - Outreach and onboarding individuals and organisations in priority excluder groups - Development of brand identity (potentially 'white labelled' under Nōku Te Ao – Like Minds) - Collateral development and provision, available through website, templates for policies etc - Public recognition of commitment and achievement through development of a 	<ul style="list-style-type: none"> - # individuals/ whānau completing training - # workplaces, organisations and communities completing training 	<ul style="list-style-type: none"> - % individuals/ whānau completing training - % workplaces, organisations and communities completing training - % with increase in knowledge and awareness (pre/post-test) - % of organisations/ communities with change in structural determinants (practice, policy, access etc) - Outcomes would also be collected and analysed in relation to each of the priority groups: - % Māori individuals/ whānau - % Māori workplaces, organisations and communities

		'mental health tick' programme		<ul style="list-style-type: none"> - % Pacific Peoples individuals/ whānau - % Pacific Peoples workplaces, organisations and communities - % Asian individuals/ whānau - % Asian workplaces, organisations and communities - % Rainbow individuals/ whānau - % Rainbow workplaces, organisations and communities
STRONG LEADERSHIP	<ul style="list-style-type: none"> - Hub Leadership 1 FTE - Programme Lead .1 FTE x 3 Exec/ mgmt time – leadership (1st year) - Cultural confidence modules (15 packages) - Cultural Advisory (contract) - Pacific Peoples Advisory (Le Va) - Overheads (ie technology, benefits, etc) - Monitoring and Evaluation Advisory 	<ul style="list-style-type: none"> - Cultural confidence modules completed by leadership, staff and other leadership as identified by governance - Ongoing monitoring, evaluation and improvement - Partnership approach with NŌKU TE AO – LIKE MINDS and founding organisation partners - Sustainability – growing partnerships, sponsorships, and resourcing outside of government funding, possibility of development of social enterprise model or other funding streams 	<ul style="list-style-type: none"> - Governance group established and meets regularly (TBD) - Leadership at all levels - completion rate of cultural confidence modules - \$ in resource support (direct and in kind) 	<ul style="list-style-type: none"> - % leadership who report having skills and resources to support movement - % increase in reported cultural confidence amongst leadership - % increase in non-government funding

Priority audiences

The first step in the initial contract period would entail working with Nōku Te Ao – Like Minds partners to prioritise our audiences and schedule the rollout of education over the term of the contract - the objective being to reach those where there is **greatest need** and where we have the potential to have **greatest impact**. Te Tiriti rights will be at the forefront of this decision-making.

Prioritisation of audiences will be based on evidence from Nōku Te Ao – Like Minds, additional desk research of current need, and our existing strong connections with Māori, Pacific Peoples, Asian and Lived Experience communities, as well as our reach into New Zealand media, Government and health providers.

Those broader **target audiences** would include:

Group	Rationale	Likely priorities
Government departments and agencies	<ul style="list-style-type: none"> • Potential to positively influence national policy-making • Employers of large numbers combined with extensive community interface offers enormous potential to leverage wider education and change. • Evidence from Phoenix research shows experience of discrimination in housing and access to benefits² 	<ul style="list-style-type: none"> • WINZ • Oranga Tamariki • Kāinga Ora • Justice sector, including police and Courts
Health providers	<ul style="list-style-type: none"> • Potential to positively influence experience of care and support for people experiencing mental distress and addiction issues • Large employers, extensive community connections • People experiencing mental distress face barriers to care³ 	<ul style="list-style-type: none"> • DHBs • PHOs and post-health review primary care agencies • Kaupapa Māori and iwi providers • Tertiary training providers
Education system	<ul style="list-style-type: none"> • Large employers • Opportunity to positively influence groups disproportionately impacted by stigma and discrimination⁴ • Māori medium • Access to large numbers of young people; opportunity to shape views early 	<ul style="list-style-type: none"> • Teachers • Young people
Media	<ul style="list-style-type: none"> • Opportunity to shape public perceptions and reduce prejudice through better 	<ul style="list-style-type: none"> • Mainstream media • Māori media

² Wylie A, Brown R (2011); Discrimination Reported by Users of Mental Health Services; 2010 Survey. Phoenix Research for Ministry of Health

³ Knaak S, Antler E, Szeto A: Healthc Management Forum. 2017 Mar; 30(2):111-116

⁴ Mental Distress and Discrimination in Aotearoa New Zealand: Results from 2015-2018 Mental Health Monitor and 2018 Health and Lifestyles Survey (Health Promotion Agency 2020)

	informed broadcast and print media, including both news and entertainment	<ul style="list-style-type: none"> • Social media
Māori communities	<ul style="list-style-type: none"> • Māori experience higher levels of psychological distress⁵ • Ko te whanaungatanga te tūāpapa o te hauora. Nā reira, ka kitea mai e te Māori te whakapapa, ka rangona hoki te reo, te pono, te tika, me te ngākau Māori, ka ea te whanaungatanga, me te aha ka whai hono mai te whānau Māori e kore ai e huna atu i te whakamā. He mea nui te whanaungatanga, ahakoa te toto. 	<ul style="list-style-type: none"> • Marae • Māori media (as above) • Sectors (workplaces) where there are high percentages of Māori employed, such as forestry and manufacturing.
Whānau	<ul style="list-style-type: none"> • Research shows highest rate of discrimination experienced was from family members⁶ 	<ul style="list-style-type: none"> • Sports events • Community events • Marae, kura, lwi, hapū, hāpori Māori • Learning institutes
Large employers	<ul style="list-style-type: none"> • Greater numbers of employees will lead to greater impact. 	<ul style="list-style-type: none"> • Large corporates with significant workforce numbers and influence • Industries that employ a high number of Māori and Pacific Peoples work – forestry, manufacturing, construction. • Asian business owners

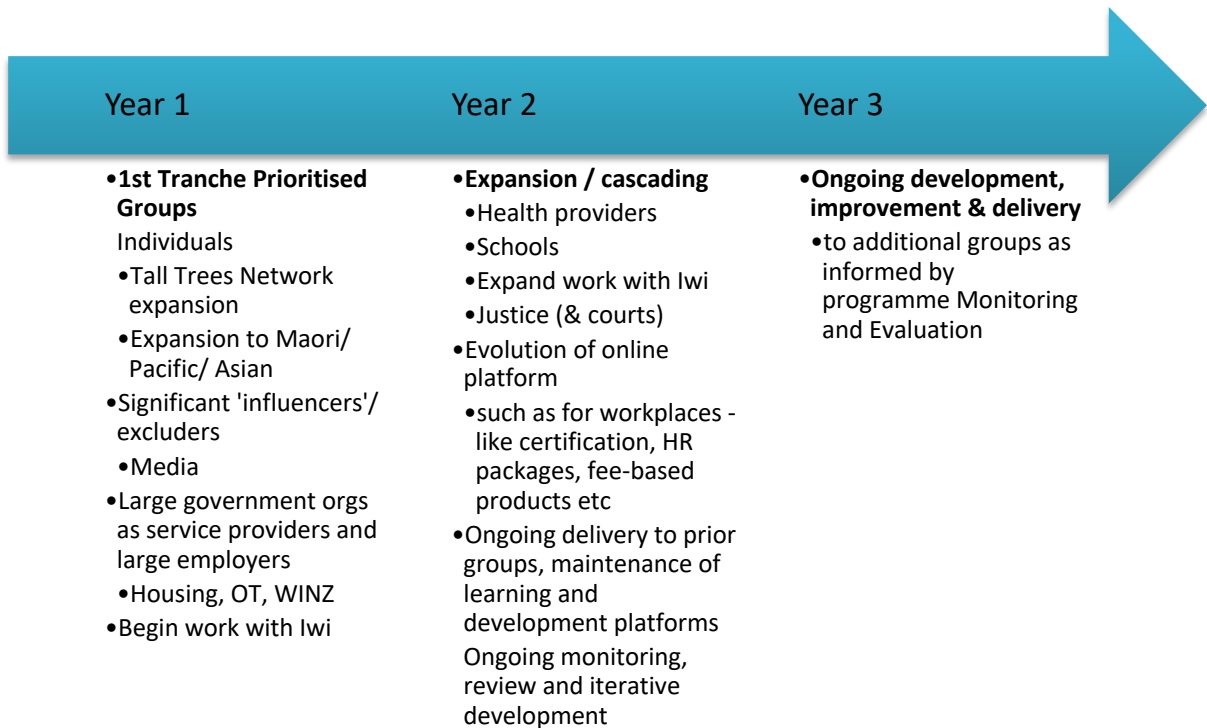
All new education content will be **co-designed** with whānau Māori, Pacific Peoples, and other priority audiences and the wider Lived Experience community and informed by past and ongoing evaluation, ensuring that programmes continue to evolve according to kaupapa Māori influences, hapori Māori feedback, need, audience and changing circumstances.

We aim to stimulate a cascade of learning within organisations and communities, encouraging participants to become part of a wider network of ambassadors and influencers with peers and whānau. There is a clear opportunity to align education activities with those of the social movement being procured by Te Hiringa Hauora, ensuring programme cohesion, as well as capacity and capability building across both programmes. We would also align closely with the successful Community Grant applicants to streamline our messages and audiences for the most impactful Nōku Te Ao – Like Minds outcomes.

⁵ Russell, L. (2018). Te Oranga Hinengaro: Report on Māori Mental Wellbeing Results from the New Zealand Mental Health Monitor & Health and Lifestyles Survey. Wellington: Health Promotion Agency/Te Hiringa Hauora

⁶ Phoenix research

Figure 2. Indicative (not comprehensive) timeline for cascading education to priority groups



We have a commitment from the University of Auckland to work with us as an academic partner to ensure rigour of methodology/pedagogy. We hope that this can include scoping an accreditation option such as a tick/quality mark for workplaces who have successfully completed training. Over time this could lead to a hybrid commercial model with employers for accreditation-based training as a Nōku Te Ao – Like Minds positive employer.

We will work with Māori education providers kura kaupapa, whare wānanga to ensure methodology/pedagogy includes a Māori worldview and that grassroots buy in is present.

Education will be delivered with and through our networks, specifically the Lived Experience community, hāpori Māori, Pacific Peoples and Asian communities.

Expert advice from and for Pacific Peoples communities will be provided by Le Va. This will include providing a Pacific Peoples cultural worldview for the re-development of training content and relevant Pacific Peoples cultural advice throughout the programme, as well as co-design contributions from the Pacific Peoples mātua taiohi that E Tipu E Rea Whānau services serve.

Describe your **proposed education programme** and your **rationale** for it.

Our approach and rationale

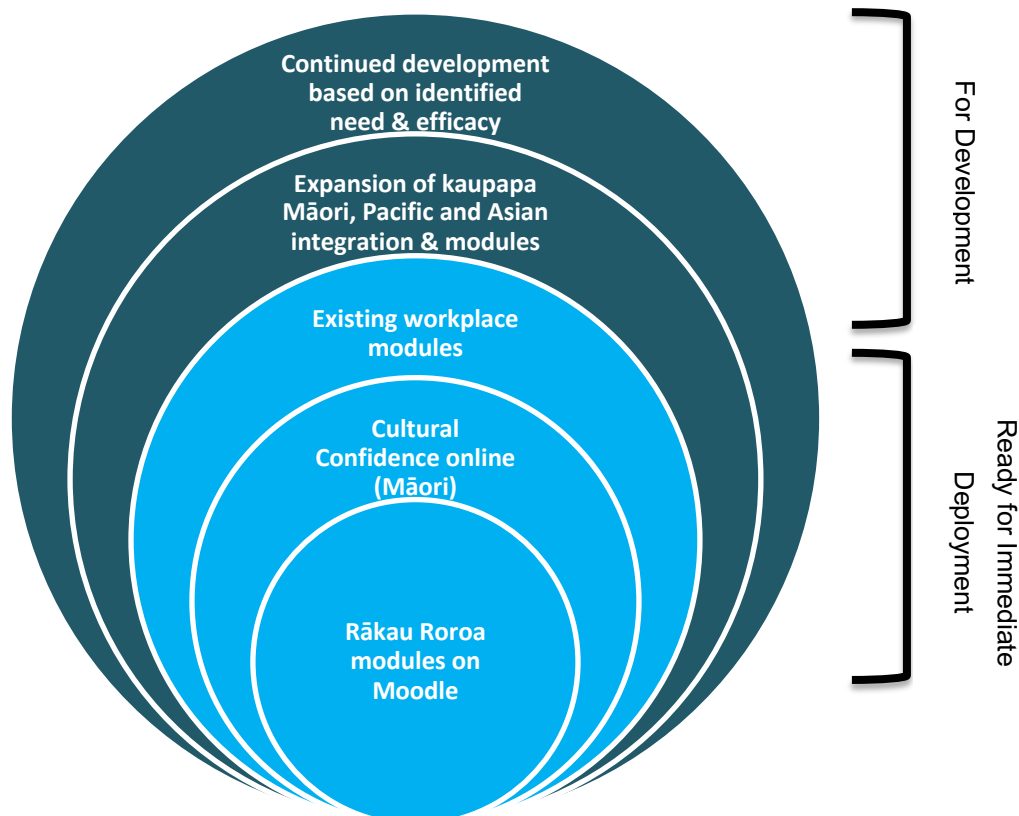
Our programme will build on our experience of providing education that has been demonstrated to challenge discrimination and prejudice and promote positive attitudes towards mental health, Te Tiriti and wellbeing in Aotearoa.

The *added value* we bring is that the foundation of this programme is already in place – we have existing national reach and education content that can be rolled out immediately via bespoke digital platforms already developed and built to scale up.

We have an extensive range of materials and resources to build on, developed in partnership with people from Lived Experience communities. Core ‘ready to roll out’ modules have also had extensive cultural input over the past year through a partnership between Changing Minds and MANAvation.

Additional content can be developed in tandem with the initial roll out and added over time to expand and build on the programme as we grow the Nōku Te Ao – Like Minds movement. As we engage in further development, there will be additional cultural content for priority groups directly supported by MANAvation, E Tipu E Rea, Asian Family Services, LeVa, adding to the strength of our programme.

Figure 3. Building on a strong foundation - immediate rollout and future development.



Each element of training will be designed and delivered according to the needs of whānau, communities and organisations involved. Specific topics and modules will be finalised in conjunction with Te Hiranga Hauora in the pre-contract phase and refined with advice from priority audiences in the early contract period.

Content could be made available based on need and demand in a range of languages, including English, te Reo and multiple Pacific Peoples and Asian languages.

'To be trained and learn the tools to challenge people's perspective on someone living with mental health issues is huge. I've had clients been called some terrible names and treated unfairly and poorly, reinstalling their confidence by giving them words to answer back the prejudice and stigma has been very empowering to them.'

- Rākau Roroa education participant and Tall Tree

What our training is not

Our training will be clearly focused on the reduction of prejudice and discrimination and the promotion of positive attitudes towards people with Lived Experience of mental distress and/or addiction issues. Our collective commitment to Te Tiriti will also see us working to reduce prejudice and discrimination towards Māori, which will contribute to eliminating the layers of intersectionality experienced by Māori with mental distress.

Our work will very deliberately **not** be relating to clinical issues or diagnosis or encouraging people to identify the signs and symptoms of mental distress which can lead to people “diagnosing” each other, and potentially increase prejudice and discrimination and reduce help-seeking.

If this type of training is needed – for example in response to a crisis situation - we would refer to alternatives such as “Mental Health 101” run by Blueprint and co-facilitated by a clinician and someone with lived experience.

Our training does however equip people with tools to champion, create and support psychologically safe environments and **normalise a culture of help-seeking and inclusion.**

Education content

We have modularised education content on order to customise the experience based on need and interests, allowing ‘packages’ of training to be offered from a menu of options.

Content: Workplaces

Our training will be based on what we know works, including Changing Minds’ experience of having delivered more than 200 workplace training sessions, and are collective experience in the design and delivery of training for Māori and Asian communities. Specifically we expect to draw on workplace training modules already developed including for both workplace, community, whānau, and individuals.

WORKPLACE TRAINING	
TOPIC	DETAIL
What is mental health?	Working on your own well-being & strategies for supporters What is this word Mental Health all about? And why do we need others to help create a safe space to talk about mental health?
Wellbeing in context	Particular challenges for YOUR team/industry, tips for leaders
Valuing lived experience	Tapping into the resilient workforce/ bringing your whole self to work
Creating a social movement	Leveraging community, connection and edu-tainment
Developing peer networks at work	Tapping into the innate ability of your workforce to be compassionate supporters of each other
Challenging prejudice, discrimination, and exclusion	The real barriers to recovery and why we all have unconscious bias (whether we like it or not)
Encouraging safe disclosure around mental health; policies, practices and procedures	Creating a safe workplace and staff culture
The power of language	The number one most effective change you can make to the wellbeing your staff and clients/audience
Human rights, Te Tiriti and the law	What responsibilities do we have to each other and what laws do we have to protect us
Safe storytelling	Using stories of Lived Experience to change minds, attitudes and behaviours

Tips for leaders	Personal benefits of a workplace that values wellbeing and organisational benefits of talking openly about mental health
Normalising distress	Building empathy, understanding challenging experiences and removing the “fear”
Helping myself	Simple tools for managing stress and distress
Helping others	Strategies for supporters

Content: Individuals and Communities

Effective training has been essential to ensure evidence-based practice and safety in Changing Minds’ successful Rākau Roroa programme modules. The modules are designed to foster leadership in combating prejudice and discrimination, supporting individuals and communities to gain knowledge and skills to activate change within their sphere of influence. The modules include:

INDIVIDUAL AND COMMUNITY BASED TRAINING	
TOPIC	DESCRIPTION
STIGMA	<ul style="list-style-type: none"> Understanding the difference between self-stigma, discrimination and prejudice Understand the impact of self-stigma, discrimination and prejudice Learn how to challenge discriminatory attitudes and behaviours
DISCRIMINATION AND THE LAW	<ul style="list-style-type: none"> Develop a clearer understanding for discussions around our legal and Human Rights for Mental Distress in Aotearoa Develop an understanding of the laws that help protect us from discrimination and prejudice
SAFETY AND BOUNDARIES	<ul style="list-style-type: none"> Understanding the potential for “triggering” our audience and how to mediate Learn how to build self-awareness around triggers, unsafe situations and signs of distress How to identify sources of support for yourself and others How to create a toolbox of local referral and support pathways for yourself and others
WELLBEING MODELS AND APPROACHES	<ul style="list-style-type: none"> Explore cultural models we might adopt to look after and explain our wellbeing -including Te Whare Tapa Whā Explore models of wellbeing and their relationships to the philosophy of recovery
LANGUAGE MATTERS	<ul style="list-style-type: none"> Explore the impact language can have Explore what is helpful and what can be harmful language to use when trying to challenge self-stigma, discrimination and prejudice and promote inclusiveness and help seeking.

POWER OF CONTACT	<ul style="list-style-type: none"> • Develop an understanding of The Power of Contact, a ground-breaking piece of research in Aotearoa/New Zealand • Develop an understanding of some of the core conditions that ensure that 'contact' with others is effective in challenging stigma and discrimination. • Learn how to respond to "curly questions" and responses that are often thrown back at people who are trying to challenge stereotypes, particularly those who are sharing their own experiences in a "contact" situation.
THE POWER OF A GOOD STORY	<ul style="list-style-type: none"> • Develop an understanding of how stigma, discrimination and recovery, applies to the broader understanding of labelling • To be able to identify information that challenges stereotypes and promotes recovery and hope • Apply the specific cultural models of Te Whare Tapa Whā to recovery story-telling. • To practice speaking about our experience of, or perspectives on, distress and recovery and • To practice applying learnt concepts to our own story, concept or idea in a guided way

We anticipate that modules that could form part of regular workplace orientation requirements, management development programmes or continuing education credits for employers who want to demonstrate best practice in employing, managing and valuing whānau with Lived Experience.

Content: Te Ao Māori and Te Reo Māori

We will continue to develop and offer specific training on cultural safety and application of te Tiriti o Waitangi based on the extensive experience of MANAvation and E Tipu E Rea. MANAvation currently provides cultural confidence and Te Reo education to individuals and organisations, and has just launched an e-learning package with 150+ video tutorials.

The outcomes of this training include a greater sense of confidence in understanding the meaning of the language and worldview; greater understanding of te ao Māori values and how to practically bring them to life every day, and a greater sense of safety in utilising te reo Māori in the correct and appropriate context.

Whakatau Mai

We will also draw on our recent experience of developing and delivering the Whakatau Mai Wellbeing Sessions (www.wellbeingsessions.nz), developed in response to COVID-19 and funded by the Ministry of Health. Producing the Whakatau Mai programme involved agility and responsiveness, engaging people across diverse communities and settings in real time and delivering relevant and tailored virtual training and support using Lived Experience facilitators. This programme is delivered on the Zoom for Health platform.

The Whakatau Mai sessions have been hugely successful. As of the end of February 2021 (10 months of service):

- 615 group sessions have been delivered
- 24 one-to-one peer support sessions delivered in response to guest needs
- 2,287 guest attendances
- 99% of survey respondents felt safe in sessions
- 98% felt better afterwards
- 97% felt more connected.

Delivery of training

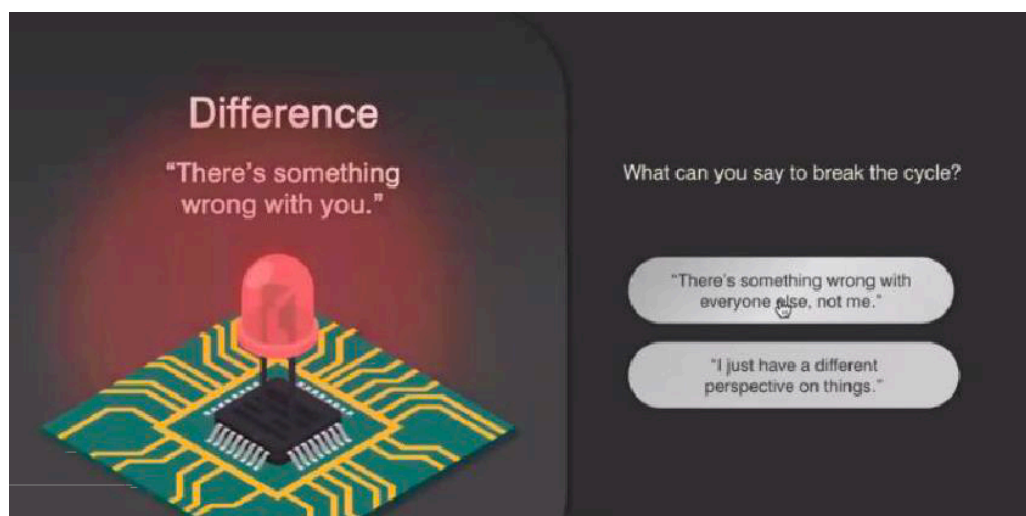
The programme will include a range of options for how education is delivered, based on the needs of individuals and organisations. Options will include:

- a core tailored **whanaungatanga** session,
- **face to face workshops** for groups of various sizes,
- **Zoom sessions** for groups of various sizes,
- a range of **online modules** for individuals through our bespoke online training platform, and
- online "**refresher**" **modules** after three or six months.

Training for workplaces and organisations will be delivered face to face or virtually, dependent on objectives, numbers and logistics. For example, we are anticipating that some marae or churches (particularly Pacific) may engage and have better efficacy with wananga, whanaungatanga and face to face workshops.

Changing Minds operates a training platform on the **Moodle Learning Management System (LMS)** for our Rākau Roroa programme which offers a comprehensive, secure and tested online environment for delivery of a range of education. This has been developed through Nōku Te Ao – Like Minds and Te Hiringa Hauora investment as well as contributions directly from Changing Minds.

Figure 4. Screenshot from Moodle module



It incorporates a range of tools including virtual reality, augmented reality and animation in story-telling and personas, as well as a range of 'guides' to ensure engagement of diverse groups. We are implementing learning from beta testing and continuing to work with gaming designers, education specialists and cultural experts to refine the platform.

Training will be delivered by people with Lived Experience from our extensive networks, including trainers and facilitators from the Changing Minds Rākau Roroa programme and from our diverse Tall Trees community, including a number from Māori and Pa communities.

Facilitation and expert advice will be provided by Asian Family Services, E Tipu e Rea and Le Va who have worked with a wide range of agencies and audiences.

Train the trainer sessions will also be available, based on our Rākau Roroa experience. Our aim would be for participants in the planned social movement to go on to inform and support delivery of education programmes in future.

Describe the key settings the education programme will be delivered in and your rationale for this.

Our settings are determined for 'what works' for whānau. This includes the location as well as the modality, and whether education is provided on a group or individual basis. We will ensure a range of convenient options is available to suit the circumstances of specific target audiences, ensuring that access, as well as content, is tailored to need; that includes adapting packages to suit groups specifically Māori and Pacific Peoples communities as well as young people and rural communities.

Modality

We propose a mixed learning approach offering face-to-face, Zoom and online training platform (Moodle) options, based on the needs of those undertaking training, and our learnings from having delivered education through a range of modalities.

Kanohi kit e kanohi can be delivered by facilitators from our extensive Lived Experience network in settings to suit, with a focus on **workplaces, marae and community learning spaces**. Online training options are likely to be more convenient options for individuals and for people who have difficulty accessing locations.

Flexible delivery options enable flexibility and wider uptake. Delivery options will be monitored over time for uptake, efficacy and cost-effectiveness to continue streamlining of the programme.

Location

A particular focus will be **workplace settings** for the target groups outlined. Research says 80% of New Zealanders experience mental distress or are affected by someone who does⁷. Whilst mental distress costs our workplaces \$1500 per employee, the workplace saves \$4.20 for every \$1 spent on mental health programmes⁸.

We believe there should be a specific focus on the important role of the **education system** in addressing mental wellbeing, with schools as a safe and accessible base for stigma-free, relevant training. We would aim to introduce training packages for both teachers and students within schools.

Le Va has confirmed that it will provide cultural advice and access to **Pacific Peoples communities** for the delivery of education, including identifying relevant settings such as churches, health providers, sports and community groups.

Our **rainbow communities** need specific and thoughtful inclusion. Relevant locations, environments and opportunities to offer education will be identified through these connections with the Rainbow community. Our organisations have staff and Tall Trees who identify as SOGIE/Rainbow and Trans and we work closely with our rainbow communities through project partnerships with Rainbow Youth (such as AFS on resource development), OUTline (such as Tall Trees & Peer Support Workers), and Te Ngākau Kahukura.

Explain how the education programme will be tailored to the different excluder audiences it seeks to promote the mana and human rights of people with mental distress to.

Our approach and programme of activities will be scoped and scheduled with Nōku Te Ao – Like Minds partners including the Tangata Whenua Rōpū and priority audiences through the co-design process.

Our initial approach is based on available information, research, deep understanding of communities we serve and lessons learned from prior Nōku Te Ao – Like Minds initiatives the partners have been involved with (including reTHiNK, Out of Our Minds, The Nōku Te Ao – Like Minds Media and Creative Grants, First Voices, Nōku Te Ao – Like Minds Training and Guidance Group, Tangata Whenua Rōpu, Rākau Roroa and Kai Xin Xing Dong - Chinese Nōku Te Ao – Like Minds Media Project).

⁷ Kvalsvig, A. (2018). Wellbeing and mental distress in Aotearoa New Zealand: Snapshot 2016. Wellington: Health Promotion Agency.

⁸ Mental Health Foundation (n.d.). Working Well: Creating positive environments for mental wellbeing – the what, why and how. Retrieved 8 October, 2018, from <https://www.mentalhealth.org.nz/assets/Working-Well/FINAL-Working-Well-Creating-positive-environments-Facilitator-Guide-APPROVED.pdf>

Tailoring for excluder audience

Our starting point will be to understand the motivation for education, and the outcomes and benefits each audience aims to achieve.

An initial whanaungatanga session will determine overarching objectives. Particular events may prompt a request for training, and all circumstances will vary. Our approach will be tailored to that need, with content co-designed with and for audiences, in an iterative process that ensures continuous refinement based on ongoing feedback and evaluation.

The settings for influence will also be aligned to priority audiences for the education for social change programme – the intention is to ensure that education can convert the ‘excluder audiences’ to being supporters of the movement. Excluders become upstanders.

SETTINGS	RATIONALE	Tailoring approaches – initial considerations
Government departments and agencies <ul style="list-style-type: none"> ✓ WINZ ✓ Oranga Tamariki ✓ Kāinga Ora 	<p>Potential to positively influence national policy-making</p> <p>Employers of large numbers combined with extensive community interface offers enormous potential to leverage wider education and change.</p> <p>Evidence from Phoenix research shows experience of discrimination in housing and access to benefits⁹</p>	<p>Initial approach using governance group and Te Hiringa Hauora connections.</p> <p>Identify leaders from the cross government wellbeing group and utilise learnings from the rollout of that programme of work.</p>
Justice sector <ul style="list-style-type: none"> ✓ Police ✓ Courts ✓ Prisons 	<p>Large numbers of people experiencing mental distress and addiction issues¹⁰</p> <p>Evidence of systemic discrimination and poor outcomes¹¹</p> <p>Large employers</p>	<p>Identification of potential champions within Police, Justice and Corrections.</p> <p>Use of prior work and implementation of similar pilots or education programmes.</p> <p>Co-design using existing modules and potential modules that are</p>

⁹ Wylie A, Brown R (2011); Discrimination Reported by Users of Mental Health Services; 2010 Survey. Phoenix Research for Ministry of Health

¹⁰ https://www.corrections.govt.nz/resources/strategic_reports/corrections_strategic_plans/hokai_rangi

¹¹ <https://www.nzma.org.nz/journal-articles/mentally-ill-people-in-our-prisons-are-suffering-human-rights-violations>

		aligned with their workforce objectives.
Health providers <ul style="list-style-type: none"> ✓ DHBs ✓ PHOs and post-health review primary care agencies ✓ Kaupapa Māori and iwi providers ✓ Tertiary training providers 	<p>Potential to positively influence experience of care and support for people experiencing mental distress and addiction issues</p> <p>Large employers, extensive community connections</p> <p>People experiencing mental distress face barriers to care¹²</p>	<p>Primary mental health providers including those engaged in rollout of the Access and Choice initiative</p> <p>Contact with Health Workforce / Ministry of Health, workforce providers, peak bodies and registration bodies to identify lessons learned and existing resource delivery (opportunity to enhance)</p>
Education system <ul style="list-style-type: none"> ✓ High schools ✓ Universities 	<p>Large employers</p> <p>Access to large numbers of young people; opportunity to shape views early</p>	<p>Initial approach to Ministry of Education through governance group and government connections</p> <p>Scoping of need and delivery for both staff and students</p>
Media <ul style="list-style-type: none"> ✓ Mainstream media ✓ Māori media ✓ Social media 	<p>Opportunity to shape public perceptions and reduce prejudice through better informed broadcast and print media, including both news and entertainment</p> <p>Potential for significant national influence – for example <i>Stuff Our Truth: Tā Mātou Pono</i></p>	<p>We already have a history of successful engagement and media relationships that continue to be active which we can leverage to support this programme of work.</p> <p>Build on our prior work and work of several agencies/ organisations regarding safe coverage</p> <p>Resources and tools are customised to media needs</p> <p>Reporters who have been ‘friends of mental health’ to be engaged about gaps and needs.</p>

¹² Knaak S, Antler E, Szeto A: Healthc Management Forum. 2017 Mar; 30(2):111-116

		Type and timing of delivery to be discussed with larger medical corporations
Māori communities	Māori experience higher levels of psychological distress ¹³	High touch relational approach starting with network connections Wānanga and co-design Dedicated FTE for engagement support
Large employers ✓ Large corporates ✓ Industries that employ a high number of Māori and Pacific Peoples work – forestry, manufacturing, construction.	Significant workforce numbers and influence	Review collated information from prior needs assessments and align the 'Unique Selling Proposition' of the education programme. Use of relationships from governance and the Tall Trees to gain a point of entry to various corporates in this target group. Identification of large corporates that have been visible in the media. Build on existing relationships from prior corporate education presentations and events. Co-design with a few corporates an optimal pathway, especially for digital education delivery of modules in order to reach a broad audience.

¹³ Russell, L. (2018). Te Oranga Hinengaro: Report on Māori Mental Wellbeing Results from the New Zealand Mental Health Monitor & Health and Lifestyles Survey. Wellington: Health Promotion Agency/Te Hīringa Hauora

Tailoring training and education

Depending on the whanaungatanga session, we approach training in different way and perhaps include some specific scenarios/information. For example – an organisation training session for HR managers wanting more meaningful ways to design inclusive employment practices is significantly different to going in to support the manufacturing floor staff after a suicide. Both groups need some similar information, but the delivery method and style needs to be significantly different.

Online training programmes will be tailored to groups including Māori, young people, people who are isolated.

Case study: Changing Minds Workplace Education and Training

Changing Minds whanaungatanga with a group or organisation requesting trincludes not only getting to know more about their whakapapa, work, values and purpose, but being curious about why they are choosing to focus on mental health – for example, is it part of their strategy, following a direction to improve employment practices, or in response to a particular incident.

Some of the key topics workplaces request education on are:

- Mental health and mental illness unpacked
- Signs and symptoms to look for
- When to refer vs giving advice
- Critical response for someone in crisis
- Conscious/unconscious bias
- Examining stigma, where it comes from, what perpetuates it and what we can do about it
- The importance of ongoing realistic appraisals, communicating clearly, consistently and with care, and respecting the differing ways people adapt to change and uncertainty.
- Understanding anxiety, depression, addictive behaviours and conditions when people may be at immediate risk
- What emotional reactions you can expect to encounter and how best to deal with them
- Knowing when someone is in deeper distress and what to do about that
- Making room for emotion and providing directional leadership: getting the balance right
- Key protective factors for mental and emotional wellbeing, the principles of psychological safety and putting these into practice
- Practical tips to share with teams about cultivating good habits, ways to stay balanced and calm, and maintaining team cohesion.

He mea nui te hauora o te tangata

People always come first. When people flourish, organisations flourish.

Research says 80% of New Zealanders experience mental distress or are affected by someone who does. Whilst mental distress costs our workplaces \$1500 per employee, the workplace saves \$4.20 for every \$1 spent on mental health programmes.

One of the best ways to remove stigma about mental illness is by understanding what it is and what it is not. We offer a workshop *What is Mental Wellness?* which focuses on mental health awareness training and teaching the skills to work with, and support, an employee who has, or is caring for someone with a mental illness. It allows participants to discover what might look like to be unwell mentally, and how different it looks for everyone. It offers a motivating picture on how powerful breaking the stigma can be for our work environments and contributes to a more lasting effect in behaviour change.

Describe the outcomes you expect the education programme to deliver by the end of the contract.

Alignment with the Nōku Te Ao – Like Minds Strategic Outcomes

In line with the Nōku Te Ao – Like Minds Strategy, we aim to deliver programme level outcomes that are aligned to the outcomes identified in the strategy, namely:

- **Short term:** People who receive the education behave in a more positive and equitable way to people with mental distress.
- **Medium term:** People with mental distress experience improved behaviour and services from the people they interact with in the settings where the education takes place.
- **Long term:** Equitable health and life outcomes for people who experience severe mental distress, particularly those most affected by inequities.

As set out in our logic model, the aim of our education will be to secure positive behaviour change in participants with relevant goals and benchmarking.

Programme Level Outcomes

We have identified projected outcomes for this programme which we would continue to refine in conjunction with Nōku Te Ao – Like Minds. The short term outcomes would form part of the monitoring and evaluation of the programme, with delivery measures monitored at a service level.

The focus of these outcomes are indicators of the behaviour change that are indicated in the Nōku Te Ao – Like Minds Strategy:

- Uptake/ participation/ completion
- Improvement in knowledge and awareness (pre/post-test)
- Change in environment (such as practice or policy)

Domain	Indicative Initial Short term Outcomes (linked to Nōku Te Ao – Like Minds Medium and Long term outcomes)
Module development	<ul style="list-style-type: none"> – Module acceptance level – High uptake of collateral

Engagement & Facilitation	-	% individuals/ whānau completing training
	-	% workplaces, organisations and communities completing training
	-	% with increase in knowledge and awareness (pre-post test)
	-	% of organisations/ communities with change in structural determinants (practice, policy, access etc)
	-	Outcomes would also be collected and analysed in relation to each of the priority groups:
	-	% Māori individuals/ whānau
	-	% Māori workplaces, organisations and communities
	-	% Pacific Peoples individuals/ whānau
	-	% Pacific Peoples workplaces, organisations and communities
	-	% Asian individuals/ whānau
Strong leadership	-	% leadership who report having skills and resources to support movement
	-	% increase in reported cultural confidence amongst leadership
	-	% increase in non-government funding
	-	

Using the evidence to achieve outcomes

Evidence demonstrates that successful behaviour change requires follow up through the **Power of Contact** which would include subsequent follow up to assess impact and benefit – for example, ‘was change initiated in employment policies?’

Changing Minds previous training programmes have achieved these outcomes, including securing changes to workplace recruitment and employment policy and practice, contributing to changes to workplace culture and support options, and building workplace whare tapa wha. Our work with police has resulted in changes to inclusion practices, better and safer outcomes for S1 (suicide) and M1 (mental health) police call outs. In health settings our education has led to a reduction in over-prescribing and polypharmacy.

Measuring and tracking outcomes

Completion of brief pre- and post-training questionnaires will be a requirement for participants in both face to face and virtual training in order to assess if objectives have been met.

We propose post-training reminders by auto generated email at three, six and nine months to follow up with the same questions to see if the desired change has been achieved.

We have also included in our proposed logic model additional measurements, both quantitative and qualitative that can be further refined in collaboration with the evaluation team at Te Hiringa Hauroa. Qualitative options include the inclusion of ‘impact assessments’, or a sample of organisations where we can complete case studies to go beyond the numbers and offer a richer picture of the impact of the training within selected organisations (or individuals). This will also contribute to the evolution of the programme and knowing ‘what works’.

Dependent on the evaluation approach (process, developmental or other), we would expect to collaboratively develop a set of quantitative and qualitative measures that could be utilised. To ensure progress toward data sovereignty (particularly for Māori), we would also hope to develop a strategy to support this objective.

Explain how your proposed approach will contribute to the Nōku Te Ao – Like Minds mission and vision.

The purpose of our respective organisations is to uphold the mana and human rights of people with experience of mental distress and to fight for inclusion, fairer and better treatment, policies and behaviours through all of Aotearoa.

Our organisations combined have 30 years' experience of working in the Nōku Te Ao – Like Minds community from running Nōku Te Ao – Like Minds Grants, Rākau Roroa and Kai Xin Xing Dong (Chinese Nōku Te Ao – Like Minds) to delivering education contracts spanning hundreds of contacts including to priority audiences.

Education will be wholly grounded in the guiding principles set out in the Nōku Te Ao – Like Minds national plan.

Whakaitihia te whakawhiu i te tangata'. Kua roa nei e whakaarohia ana tēnei kōrero rongonui mō 'Nōku Te Ao – Like Minds', ā, me mihi ka tika ki tēnā. Hei hāpai ake me te whakaaro mō te whakamana tangata, he mea tito tēnei hei hoa haere i te ara nei – 'Kia rangatira te kupu, kia rangatira ake te whānau'.

Koia tētahi taurira nui hei tohu atu i whakaaro nui mō te reo Māori e pakari ake ai ngā hononga e kōrero nei tātou, ka mutu kāore e kore e noho hāneanea tātou katoa me te whakaaro, he hua anō ki tua o te whakaritea, o te kitea anō hoki, nā reira ki te whai haere i tēnei taurira, ka mōhio hoki ki te pito mata o te kaupapa kāore anō kia whakaarohia.

Our theory of change and logic model were informed by and designed to integrate into the strategic plan for Nōku Te Ao – Like Minds. The initiative and its evaluation are aligned to the guiding principles set out in the Nōku Te Ao – Like Minds national plan:

- **Leadership and coordination is strong and includes people with mental illness**

We will use established mentors, facilitators and trainers, drawing on the diverse Lived Experience network of Rākau Roroa, using role modelling and a strong evidence base of knowledge, key messages, kawa and tikanga to create meaningful change

- **Multi-level approaches are used**

We offer tailored and multi-level options for access to education and programme content, including online and face to face training, tailored to the needs of whānau and communities.

- **Social model of disability and human rights is the foundation of the programme**

Our approach is wholly underpinned by our kawa grounded in human rights and social justice. Our strong te Tiriti-based approach is underpinned by holistic models of wellbeing and an opportunity to learn and grow collective cultural confidence to address systemic racism and discrimination, colonisation and historical trauma.

- **Public contact with people with mental illness has an equalising effect**

Our training will be targeted in those parts of society, where we have the potential to make greatest impact based on The Power of Contact principles.

- **Programme activity highlights socially inclusive behaviours**

All education content and methodology will showcase pockets of excellence and change in society and community in order to change the public discourse around distress.

- **Organisational approach to partnerships**

Weighting 30%

Explain how your organisation(s) will partner with lived experience communities and collaborators to develop and deliver the education programme.

We are them; they are us

A critical added value that we bring is that nearly all **partner organisations are led and operated by people with lived experience**. The value of this cannot be underestimated when partnering with other lived experience communities and collaborators. This has been a significant component of the success in Rākau Roroa outreach and engagement.

Having lived experience leadership is critical to establish expertise and trust from the lived experience community, in particular, many of whom have been disenfranchised by the traditional medical model approach. By garnering the backing from this community, beyond the walls of treatment and health services), delivery to and uptake by the wider community will be enhanced.

'Look, it was made for us, by our own people. They understand The Journey. There is no substitute - NONE - for Lived Experience. Rākau Roroa is the antithesis of the experience you get when you walk into a Shrink's office. He (because it is almost always a He) is there to talk and prescribe, and you are there to listen, and to do as you are told. Rākau Roroa reverses that power dynamic, and moderates it. We are there to tell our stories and to Influence, and hopefully those who hear us will be swayed by our words. And perhaps encouraged. It is a reset of the paradigm.'

- Tall Tree, on the social movement created through Rākau Roroa

Our tikanga Māori focus furthers the connections

The partners aim for our approach to evolve further so that the te ao Maori lens drives a culture that is uniquely New Zealand to underpin all that we do with lived experience communities and collaborators. That entails focusing on relational connection, inclusivity and the values of partnership and participation, embracing all our communities, particularly those who are most disenfranchised.

We understand that te reo and tikanga is the gateway to Te Ao Māori and intentionally embed tikanga into daily practice and te reo in all of our mahi including communications, policy work and training.

About our organisations and lived experience networks

The combined breadth of our leadership, networks and activity from the four organisations positions us well for a running start in development and delivery. Some of the lived experience networks that we bring through our networks are described below:

- **Changing Minds** is run entirely by people with Lived Experience. We represent the voice of whānau whaiora at all levels and in all parts of society from government to employers to the media and local communities through education, advocacy and advice. ALL of our projects for over 20 years have been entirely governed, led and delivered by tāngata mātau ā-wheako (people with lived experience). We are connected to dozens of formal and informal lived experience networks across Aotearoa and the world. We are influential in places of system change including the Mental Health and Wellbeing Commission, the national DHB network, the Mental Health Act reform and national Suicide Prevention Work. Our communications are always informed by the dialectic of lived experience through our networks and are trusted by them to raise important issues and begin bold action.

Added value

We maintain a collaborative network of specialist contractors and consultants who can provide targeted support on an as needed basis. This not only provides business continuity and agility, but maintains the tikanga that support our lived-experience kawa.

Because of our lived experience leadership, we are also connected to lived experience collaborators in corporate and government sectors who choose not to publicly identify as people with lived experience. However, they will often champion initiatives from their positional authority which will enable inside understanding and uptake in settings that are typically more difficult to reach into.

Describe how you will create and maintain partnerships with the priority lived experience communities most affected by discrimination, including Māori, Pacific Peoples, Asian and Rainbow.

Our ability to create and maintain partnerships is underpinned by our lived experience leadership network, our collective cultural and linguistic diversity, and customised approaches and partnerships.

We create and maintain partnerships with priority lived experience communities through the established networks that we bring with us across Māori and Asian communities, as well as Pacific Peoples, through support from Le Va.

Our lived experience leadership network

Our first linkages into communities is always through the 125+ highly engaged leaders in Rākau Roroa. The programme has now trained more than 120 leaders from all types of background across New Zealand. We have tall trees who identify as **Māori, Pacific Peoples, Asian and Rainbow** (as well as other groups, in many different combinations). Tall Trees are enabled to work in their communities in their own way and when they see it fit.

The first cohort of Tall Trees went on to be certified as facilitators and mentors. They informed the codesign that helped develop tools to identify and recruit subsequent cohorts and will provide a diverse and robust expert resource to deliver our education programme. By having a diverse group, we are able to engage with a variety of individuals and organisations within communities across Aotearoa. Additionally E Tipu E Rea, Asian Whanau Services and MANAvation will bring their connections to our collective lived experience network.

Figure 5. Some of our Tall Tree Leaders at a special event for Rākau Roroa



Cultural and linguistic diversity in engagement

The connection that language has cannot be underestimated in maintaining relationships. Together we offer a range of cultural and linguistic diversity to ensure authentic connection and understanding, including culturally resonant engagement with Māori, Pacific and Asian communities.

- MANAvation is an innovator and leader in cultural confidence and linguistic development of Te Reo.
- Asian Family Services has the most culturally and linguistically diverse workforce of all the mental health and addiction services which allows us to engage sensitively and appropriately across a wide range of Asian communities.
- Le Va will be subcontracted to provide Pacific Peoples cultural and language support and advisory to the programme.

Approaches to priority audiences

Some specific examples of approaches by priority audience are:

	Create through	Maintain by
MĀORI	<p>Māori lived experience networks</p> <p>Tall Trees who identify as Māori</p> <p>Service network of young parents (E Tipu E Rea)</p> <p>Utilise the MANAVATION e-learning platform to create new engagement, anytime, anywhere and any way whānau choose to engage.</p>	<p>Māori Outreach Coordinator continued engagements</p> <p>Wānanga engagement</p> <p>Option of delivery in Te Reo</p>

<p>PACIFIC PEOPLE</p>	<p>Support and networks of Le Va</p> <p>Outreach to Pacific community centres and churches and other Pacific social and mental health sector organisations</p>	<p>Continued co-working arrangements with Le Va, translation of modules, outreach and activities with community</p>
<p>ASIAN</p>	<p>Asian Lived Experience Group</p> <p>Many Asians work in health/mental health services in influential positions that can be role models for other Asian communities</p> <p>Using the Asian lived experience group to extend its reach and purpose to the Asian communities in New Zealand</p> <p>Using Tall Trees to engage with Asian people with lived experience to become certified facilitators.</p>	<p>Linguistic diversity and cultural knowledge – Asian Family Services regularly delivers services and produces resources in languages such as Chinese, Japanese, Korean, Vietnamese and Thai</p> <p>Using social media and influence of the ALEG, the AFS will be working with Asian with lived experience to attend the Tall Tree training. We hope by encouraging, role modelling and visible among the Asian communities to provide a platform for Asian with lived experience to become a future leader</p>
<p>RAINBOW</p>	<p>We have working relationships with OUTline, Rainbow youth and Te Ngākau Kahukura</p> <p>Many of our staff and Tall Trees identify as Rainbow and are active in Rainbow advocacy .</p> <p>Asian Lived Experience Group (including Trans and GLBT)</p> <p>Asian Family Services is working with the OUTLine and RainbowYOUTH in supporting their current ROI process</p>	<p>We will continue to grow our rainbow competency through Te Ngākau Kahukura’s education and training as well as working with them in meaningful co-design</p>

Partnership proposals only: Explain how the partnership between your organisations will be structured, including project decision-making, and the division of funding and personnel.

Our collective partnership is founded on **shared values, beliefs, and kawa** as well as strong relationships.

Contract positions and funding will be set up to work to our providers' strengths with the workforce sitting across providers to create a collaborative team, and a programme manager sitting within Changing Minds providing a coordinating function.

A **governance structure** will include all partner organisations and representation from Nōku Te Ao – Like Minds with an independent Chair who is well connected to iwi and Māoridom, providing an impartial perspective and an arbiter in the case of conflict.

Recruitment will be undertaken through a partnership approach and staff will have the option of which organisation they would prefer as the host for supervision and cultural support. Certain positions have been identified as to sitting within specific organisations in order to harness their specific strengths and resources - the programme manager within Changing Minds, the Māori engagement advisor at E Tipu E Rea, the Asian engagement advisor at Asian Family Services and the cultural advisor at MANAvation.

Changing Minds will be the main contract holder with an agreed **Memorandum of Understanding** between the four parties. Our MOU will cover key principles in relation to governance, operational delivery and working arrangements including intellectual property rights, confidentiality, conflicts of interest, dispute resolution and termination of relationships.

Existing **Intellectual Property**, programmes, policies, processes and procedures, content and projects designed or delivered before the beginning of this partnership will remain the property of the source-organisation. (For example, Rākau Roroa remains the absolute property of Changing Minds).

A preliminary **budget with organisational split** has been formulated with the partners to ensure satisfaction with the division of funding and transparency in this process. We also have an agreed process to establish back-to-back agreements and financial arrangements.

Partnership proposals only: Explain how you will maintain strong relationships and the process for resolving conflicts if they arise.

In the first instance, **our partnership is based on a shared commitment** to the kawa – the ultimate goals of the programme and what is to be achieved. Our partnership is based on trusted and longstanding working relationships between our organisations and their leaders.

We have developed a **Memorandum of Understanding** between the partners in our collective for the purposes of this proposal and future delivery of contract(s), if successful.

Work would be overseen by a **governance group** drawn from all parties, with at least 50% Māori representation and a Māori chair/co-chair.

From our **MOU** some of the pertinent agreements are:

Conflict of interest

- Actual, perceived or potential conflicts of interest must be recorded and managed by the Governance Group
- The partners agree that they have disclosed all known potential conflicts of interest.
- If any party becomes aware of any potential conflict between their interests and this agreement, or an issue with the potential to affect their duties to this agreement, they must immediately tell the Governance Group.
- Parties to this agreement must act on any reasonable instructions from the Governance Group about real conflicts of interest. If there is no other reasonable alternative, the engagement of service may be ended, following the correct process.
- Where the Governance Group is unable to manage a conflict of interests, this must be escalated to the partners' respective Boards and a meeting must be organised to find resolution.

Dispute Resolution

- Problems regarding service operation/delivery will be managed by parties involved at the time and place where the problem occurs. The principle of first seeking to resolve issues at the closest point of contact should apply.
- The parties will seek to resolve any employment relationship problem privately in the first instance. The kaimahi involved should raise the problem with the appropriate line management and CEO of their employing organisation as soon as possible and the parties should quickly meet to discuss the matter and endeavour to resolve it.
- Where problems are unable to be resolved in that manner they will be raised with the partners' Governance Group
- Should the above not result in a satisfactory outcome, or where an irreconcilable difference has arisen between the partners, the parties under guidance from the Governance Group or respective Boards will then identify and agree on an independent mediation method.

Termination

- This Agreement will automatically be terminated at the conclusion of the Nōku Te Ao – Like Minds contract period unless the partners agree in writing to extend the partnership to other mahi outside the Nōku Te Ao – Like Minds contracting agreement.
- The partners may terminate the agreement with a single partner in unanimous agreement if dispute resolution processes have not resolved a conflict. In this case, the partners have the option of making payment of 90 days operations and kaimahi costs for the affected organisation in lieu of notice.

Explain how the education programme will be based on Te Ao Māori worldview.

Our foundation principles in developing and delivering programmes as a collective are:

- **He tuakana te Tiriti o Waitangi ki te ‘Treaty of Waitangi’** – we recognise te Tiriti o Waitangi and its articles above the Treaty and Principles.
- **Tino-rangatiratanga o te iwi Māori** – iwi Māori are tangata whenua of Aotearoa and therefore lead decision making.
- **Whanaungatanga** - we are bound by our connections and work collectively for the cause
- **Tika me te pono** – we use evidence- based foundations from a whānau- first perspective; whānau tell us what works.
- **Aromatawaihia ngā wheako e ora ake ai tātou** – we continually reflect on what works in order to build our collective growth, learn from successes and enhance our leadership and connections

We believe in returning Māori leadership into the Nōku Te Ao – Like Minds movement through both education and social movement work.

The partners aim for our approach to evolve further so that the te ao Maori lens drives a culture that is uniquely New Zealand to underpin all that we do with lived experience communities and collaborators. That entails focusing on relational connection, inclusivity and the values of partnership and participation, embracing all our communities, particularly those who are most disenfranchised.

It is our belief that access to culture is a fundamental right, and to fulfil this right, we will on a daily basis prioritise, embed, and protect mātauranga Māori to innovate and constantly improve what we do with consideration of different iwi Maori perspectives. We will keep what currently works, with kaupapa Māori-based approaches as our foundation for all our social movement messaging, evaluation information sharing and campaigning.

The values of whanaungatanga, rangatiratanga, kaitiakitanga, and manaakitangi, will guide our education work. All partners will promote these values alongside Te Reo, and will be supported to have culturally appropriate interactions with Māori and to champion a Māori worldview to all communities. Championing a Māori worldview is aligned to the Power of Contact and its ability to enhance the relationship between two groups, in this case non-Māori and the unique position of tangata whenua in Aotearoa.

Our partners include the right people, with the right skills to embed a Māori worldview. Māori content will be designed and delivered by Māori, for Māori. We will enable and resource Māori to develop new approaches to Nōku Te Ao – Like Minds education and social movement building, and we will evaluate these approaches so that we capture successful outcomes that work for Māori that we can share with others to enhance equity of outcome in our collective Like Minds work.

We understand that te reo and tikanga is the gateway to Te Ao Māori and intentionally embed tikanga into daily practice and te reo in all of our mahi including communications, policy work and training.

Te reo is our gateway

Kua kōrerotia kētia ngā hononga nui e whai haere atu ana i te reo me ōna tikanga ki te ao Māori. Heoi, kei wareware i a tatou, me hoki ki taua whakatauākī rongonui e kīia nei, ko te reo te waharoaki te ao Māori. Koia pea te whakautu matua e ea ai te pātai nei.

Heoi, hei whakawhānui ake i te whakaaro, me kōrero hoki mō te reo ōkawa me te reo ōpaki. Kitea nuitia ai te reo ōpaki i ngā kaupapa nui e whakatairangahia ana i ēnei wā inarā te reo e kīia nei, 'kia ora', 'tēnā koutou' me ērā momo āhua. Heoi, kei te mōhiotia e tātou, he reo ōpaki, he paku titiro noa ki te ao Māori. Nā reira, ko ā mātou e whakaaro nei, kia mana ake ai te kaupapa, mewhakamana tō tātou reo hei tirohanga matua mō te kaupapa pēnei i ēnei tauira.

- **Awhinatia te āmāimai** – Embrace the uncomfortable space
- **He mana tō te mātau ā-wheako** – Our lived experience is our strength
- **Kōrerotia te reo hei puna oranga mōu** – Speak your reo as a source of wellbeing
- **Aromatawaihia ō wheako hei hoa haere mōu** – Normalise self-reflection to travel with you in your journey.

Kāore e kore, e kitea nei te rerekē o ēnei whakaaro, ka mutu ka whai i tēnei āhua e mōhio ai tātou kite whai whanaungatanga ki ngā whānau, ngā hapori me ngā kaupapa katoa e whai hono mai ana kite kaupapa nei.



Explain how the articles of Te Tiriti will apply to the education programme.

Me he whare te Tiriti o Waitangi, me pēhea ōna whakaairo e whakaarohia ai e te hunga whai mōhio? Me he whare te Tiriti o Waitangi, me pēhea tōna mauri e rangona ai e te hunga whai rongō? Me he whare te Tiriti o Waitangi, me pēhea tōna mana e riro ai i te hunga whai mana, me pēhea rā, me pēhea rā?

Nā konā e hoki nei au ki ō te whare o te whakaiti whakaaro kua ngaro e kīia nei, “Mā te whare e tohu ki a tātou. E rua ngā taha o te whare whakaairo nei. He tekoteko kei tēnā taha, he tekoteko kei tēnā taha, ko te whakawhitiwhiti kōrero ā-wairua. Engari, ko tātou te hunga e whakatinana i te whakaaro mā te kōrero i tō tātou reo Māori”.

Inā whāia e tātou te kiko o te whakaaro, ka ea pū te whai whakautu ki te pātai e pūkana atu nei. Koia pū tēnā te take e tūhia nei ki te reo Māori, ki te reo rangatira, ki te reo i tinia ai e ngā kaiwhakamāori, ka mutu ki te reo i tāia atu ai ki te Tiriti o Waitangi; te Tuakana e tū motuhake atu ana i te Treaty of Waitangi me ōna rangirua e whakatinanahia tonutia nei ki te reo Pākehā me ōna tikanga katoa i ēnei wā pū.

Nā reira, mō te whakatau i te wairua o te kaupapa nei, me ū ki tō ō tātou tupuna reo, arā ko te reo kia tika, ko te reo kia rere, ko te reo kia Māori!

Rangona whānuitia ai te kōrero e whai ake nei i ngā kaupapa maha a te nuinga, arā ‘e ū ana mātou ki te Treaty of Waitangi me ngā mātāpono e toru, arā ko te ‘Partnership, te Protection, me te Participation’. E hoa mā, hōhā katoa ana mātou i aua whakaaro me te pōhēhē nui o te taua tirohanga, ka mutu kua roa nei ētehi e whai haere ana i aua whakaaro me ngā hua me kore noa e tūpono ka kitea ngā hua. Nā reira, me pēhea te whai hua hōu, mēnā ka tautokohia tonutia taua pōhēhē nui me ngā kaupapa e hangai pū ana ki te pōhēhē? He mate nui tēnā.

Ehara i te mea, e takahia ana te mana o kaupapa kē atu, kāore rawa atu, heoi mēnā ka whakaarohia te anamata, me hāpai e tātou te anamata o te whakaaro me te pitomata e puāwai ana i te korekore o te kowhiringa nei. Nā reira, me tahuri mai ā-whakaaro ki te tino-rangatiratanga o te Māori me te mana nui i whakatōhia atu ai ki ngā kupu o te Māori ki te Māori me ngā tāngata katoa. Mā reira e ora ai tātou katoa, ahakoa ko wai, ahakoa nō hea.

Ko te oranga nuitanga te whai e haere ngātahi atu ana me te tino-rangatiratanga e ea ai te ōhākī a rātou mā. Ki te kore e pēnā, he aha tēnei mea te tino-rangatiratanga ki a tātou?

Nā reira, me arotahi ki te kawa nui o te Tiriti o Waitangi, arā ko te tino-rangatiratanga. He mea whakakotahi ngā kawa e toru e tēnā. Ki te mōhiotia te tino rangatiratanga, ka mōhio hoki ki te Tiriti o Waitangi. Anei te tauira.

E kōrero ana te kupu nei mō te mana motuhake o te iwi Māori; nō rātou te mana o ō rātou taonga, mai i te Rangī ki te whenua tae noa ki te moana me ngā mea tē taea te kite, arā ko te ao wairua.

Heoi, inā whāia te taha kē atu, ka mōhiotia te ‘ranga – i – te -tira’. He kupu whakamana tangata tēnei e kōrero atu ana mō te whanaungatanga o te iwi Māori ki ngā tāngata katoa, ahakoa ko wai, ahakoa nō hea, otirā, he tohu maumahara ki ngā tāngata katoa, mehemea ka kīia pēnetia ‘Nō Aotearoa ahau’, me tiaki ngā taonga hei oranga mō tatou katoa.

Nā reira, kia tae atu mātou ki ngā hāpori, ka kōrerohia te tino-rangatiratanga. Kia tūhia ngā kōrero whakatairanga, ka kōrerotia te tino-rangatiratanga. Kia tūtaki atu ki ngā whānau katoa, ka kōrerohia te tino rangatiratanga. He mea rautaki tēnei e mātou kia ū ki te tika, te pono me ngā taonga tuku iho i homai ai e ō tātou tūpuna, ahakoa ki hea mātou haere atu ai.

Partnership Benefits and Te Tiriti o Waitangi Articles and our Nōku Te Ao – Like Minds education work

All partners see Te Tiriti as our country’s unique declaration of indigenous rights for Māori. It belongs to Māori and all other New Zealanders. All partners see Te Tiriti as a key foundational document for our Nōku Te Ao – Like Minds work.

All partners assert firmly that Te Tiriti does not, as is sometimes claimed, give ‘special privileges’ to Māori, nor does it take any rights away from other people in Aotearoa. Rather, it affirms particular rights and responsibilities for Māori, as Māori, to protect and preserve their lands, forests, waters, wellbeing and other taonga for future generations. The partners acknowledge that this right has not always been enacted, including in previous Nōku Te Ao – Like Minds work.

The bringing together of four partners, two Kaupapa Māori organisations led by respected Māori health leaders with working knowledge of Nōku Te Ao – Like Minds, and two non-Māori organisations with rich experience in previous Nōku Te Ao – Like Minds, demonstrates a Te Tiriti based partnership between Māori and non-Māori and a strong commitment to remedying past inequities in future Nōku te Ao - Like Minds work.

The benefits that our partnership brings, are new networks, commitment, experience and ability to embed te ao Māori and Te Tiriti into the ethos of Noku te Ao - Like Minds for all communities. We would do this by undertaking our work through Te Tiriti o Waitangi and its four articles:

Article One: Kāwanatanga

All partners agree to actively protect and champion equitable health outcomes for Māori in all future Nōku Te Ao - Like Minds work. This includes ensuring that Māori communities and all Nōku Te Ao funders and partners are well informed on the degree, and type of work we are engaged with alongside Māori communities, and of our outcomes and efforts to achieve Māori health equity.

We will develop evaluation processes specific to measuring Nōku te Ao - Like Minds outcomes for Māori for each partner to undertake and share with each other on a regular basis so that we remain

accountable to Māori communities and we regularly improve our work to ensure we continue to achieve Māori health equity.

Article Two: Tino Rangatiratanga

We will prioritise te ao Māori concepts, knowledge, values and perspectives in all our Nōku te Ao - Like Minds work across all education settings in all communities.

We will prioritise the use of Te reo Māori (Māori language) in all our Nōku te Ao - Like Minds work across all settings to all audiences

We will use Tikanga Māori in our education setting planning, co-design and implementation processes.

We will ensure Māori lived experience leadership and decision-making for Noku te Ao – Like Minds.

We will engage with Marae, iwi and hapū to involve Māori in the design, delivery and monitoring of the Nōku te Ao - Like Minds education work.

We will connect with iwi leaders and hapori Māori to champion Nōku Te Ao – Like Minds.

Article Three: Ōritetanga

We will increase public understanding of Te Tiriti through our education settings work including promoting Te Tiriti as a foundational document for Nōku Te Ao - Like Minds.

We will ensure all training materials and facilitators demonstrates firstly our commitment to Te Tiriti and Māori rights to good and equal health outcomes to that of non-Māori.

Our work will include purposeful and intentional creation with Māori to ensure that our training materials and resources communicate well with Māori and inspire Māori to take leadership roles in our Nōku te Ao - Like Minds education work.

We will connect with Māori media to encourage them to champion the Nōku Te Ao – Like Minds movement.

We will actively upstand against any system where racism and discrimination in any form is experienced.

We will prioritise ongoing recruitment of Māori employees and community leaders/champions to ensure sustainability of achieving great Māori health outcomes.

Article Four: Ritenga Māori

We will include and protect mātauranga Māori throughout Nōku Te Ao- Like Minds education, including and protecting Māori worldviews, customary rights, tikanga and historical knowledge of effective education work for Māori.

We view Māori as tuakana in their knowledge and rights around anti-discrimination work.

The CEOs of our Kaupapa Māori Partners have more than 20 years working in the health sector both in Māori and non-Māori places of employment and are well known for their contributions towards enhancing Māori outcomes. Zoe Hawke, CEO of E Tipu E Rea Whānau Services is known for her local and national policy and advocacy work (both iwi, whānau and systemic) with a focus on removing racism and reducing Māori health inequities. Tūraukawa Bennett, CEO of ManaVation is known for his work in increasing whānau knowledge of Te Tiriti, Te Reo, Tikanga and te ao Māori concepts. He is a fluent, respected and accomplished te reo Māori speaker.

Both organisations have extensive networks, outside the usual networking norms of health, including such organisations as Oranga Tamariki, Ministry of Social Development, Department of Conservation, Social Work Registration Board, Māori Council, Māori Wardens, Māori Women's Welfare League, Department of Corrections, Te Puni Kokiri and more. These networks will help Nōku Te Ao – Like Minds to influence thinking and creating change.

Both organisations are well connected at a grass roots whānau Māori, iwi and hapū level (daily), as well as with Māori leaders (including MPs) and decision makers (daily).

Explain how your organisational infrastructure will give you the capability to facilitate delivery of the education programme.

Organisational Infrastructure

As a collective, Changing Minds, MANAvation, Asian Family Services and E Tipu E Rea have significant organisational infrastructure that will be leveraged to advance our education programme. Each of our organisations are small but mighty, and together we offer an expanded infrastructure that rivals larger organisations.

Between the partners combined we have approximately 30 years' experience working in Nōku Te Ao – Like Minds, including at various stages leading Nōku Te Ao – Like Minds grants for communities, whanau and organisations (individuals), Kai Xin Xing Dong (Chinese Nōku Te Ao – Like Minds), education and resource development, as well as managing Rākau Roroa.

We have a robust infrastructure on which to build our programme delivery, including:

- **Leaders and staff with extensive experience**, insight and influence in tackling discrimination and promoting positive attitudes towards people with lived experience of mental health and addiction issues,
- **A diverse range of trainers and advisers nationwide**, notably our Tall Trees who are fully immersed in the Nōku Te Ao – Like Minds family and have been trained to work safely and constructively in challenging discrimination and prejudice,
- **Bespoke and tested digital technology** to deliver secure training,
- **Effective national and local networks** including excellent connections to media, Government and health providers, as well as Māori, Pacific Peoples and Asian communities, and
- **Tested and evidence-based training materials and content**, grounded in the work of Nōku Te Ao – Like Minds and available through a range of tailored modalities.
- **A range of business support services** including human resources, finance, communications, graphic design and others.
- **Policies and procedures** that are customised to lived experience organisations and comply with standards set by government entities that we contract to.

Infrastructure and expertise in delivering education programmes has developed in our respective organisations over time, allowing for improvements and refinements tailored for delivery to various audiences.

We will operate a National Hub that will provide essential functions in collaboration with the individual organisations and to support engagement with priority audiences. Specific roles have

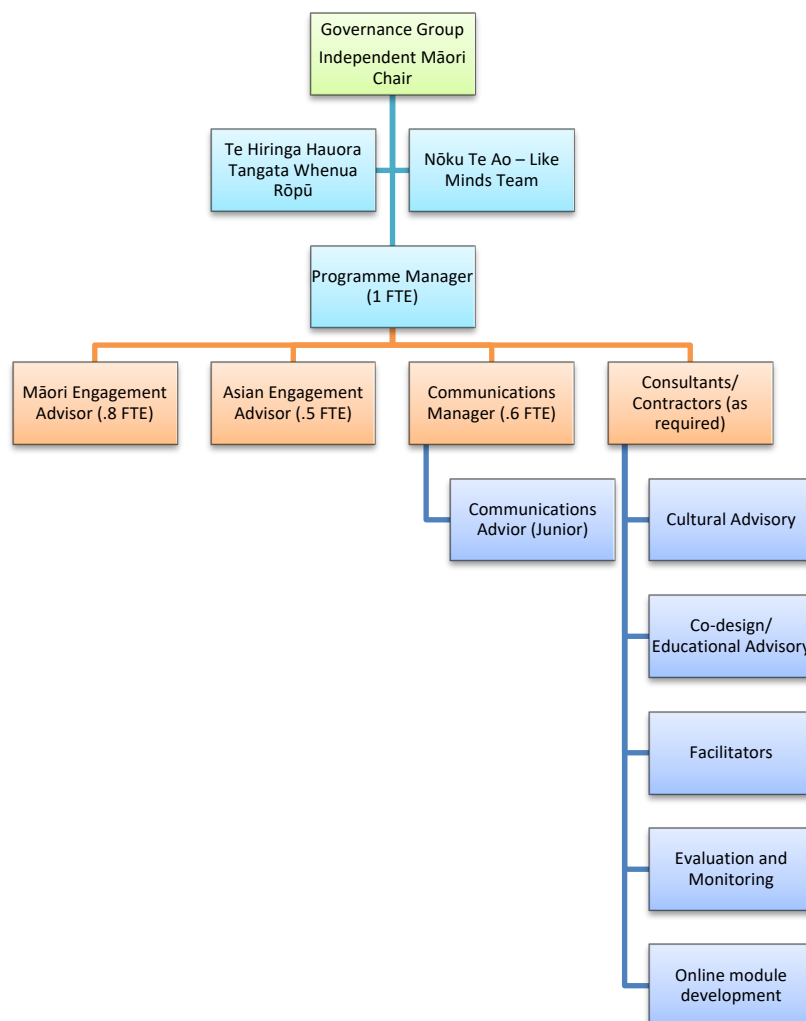
been created for engagement advisors for priority groups (specifically Māori and Pacific). We are intentionally positioning the team as the helpers/kaitautoko of those in the communities.

This organisational chart is book-matched to our social movement proposal (with some customisation), as a combination of the two programmes would allow creation of a robust integrated team to have an amplified effect in advancing both initiatives. Should both proposals be successful, there would be additional efficiencies that would also have beneficial effects in stretching the programme funding while sustainability and growth options are developed.

It is designed as a virtual team, to be distributed throughout the country and the organisations that are a part of this proposal. As an *added value*, we have learned over the last year that virtual teams are key to supporting business continuity, but also offer increased reach and attract a more diverse and capable candidate pool in recruitment.

This team will be supported by the wider organisations in terms of business support services (HR, finance etc.), leadership and service knowledge.

Figure 6. Programme organisational chart



Added value: By working together and creating a collective infrastructure we are able to:

- Increase our business continuity within both direct programme as well as business support services (especially as we navigate the COVID-19 pandemic).
- Create a unique offering for staff, who will be able to work within a team that has access to the knowledge and skills of multiple organisations with deep cultural, social and sector expertise.
- Offer national reach through well-established distributed workforce and work from home opportunities to attract the best lived-experience talent and strong Māori networks from all of New Zealand.

The effect of using strong infrastructure to deliver

Changing Minds has delivered training to multiple workplaces, including construction, police, aviation, hospitality, judicial systems, universities, media, schools and all types of health organisations. Each training session is tailored completely to individual audiences, their issues, challenges and needs.

Changing Minds has longstanding relationships with tertiary and secondary education providers, including the University of Auckland who help us guide our pedagogy. We have an education specialist as part of our wider team to support us to develop qualification frameworks.

The interactive training we offer our Tall Trees is based on evidence and learning theory through kōrero and reflection with Nōku Te Ao – Like Minds best practice in mind.

E Tipu e Rea undertakes training for mātua taiohi on a multitude of kaupapa – decolonisation, sex education, traditional Māori parenting, personal and societal advocacy action, whakapapa, raranga, tikanga, mental health, physical health. All our workshops are co-designed with mātua taiohi. We partner with trainers such as Perinatal Anxiety and Depression Aotearoa to support our training delivery and we always ensure that we have a lived experience mātua taiohi as a co-facilitator.

MANAvation delivers mana-enhancing education programmes in schools to support youth wellbeing, as well as cultural confidence training and guidance. Our education methods allow participants to visualise, conceptualise and value their experiences with distress and addiction and express their own journey of wellbeing while enhancing a sense of tino-rangatiratanga.

Much of the work undertaken by Asian Family Services entails education and the sharing of information and resources, using evidence-based practice and tailor-made workshops to meet the needs of various Asian communities. Workshops are available in a range of languages depending on the audiences. We use a Tree model in our teaching programmes to contextualise the experience of Asian migrants process and the holistic model of health.

Our capability and capacity as a collective is our strength

Our organisations bring a range of capability and strength that will support the development and delivery of our education programmes. Some of our key capabilities are detailed in the table below.

Capability/ Strength	Explanation
Cultural Confidence and Ti Tiriti based approaches	<p>Confidence training and development across Aotearoa, and across all sectors.</p> <p>Extensive experience developing and implementing clinical and cultural care models to supporting Rangatahi Māori hauora across secondary schools, specifically in rural communities as well as iwi hauora framework development in partnership with Ngāti Whātua ki Ōrākei founded upon te Tiriti o Waitangi me ngā uara katoa.</p> <p>E Tipu E Rea Whānau CEO has a strong Māori policy and advocacy history, has led Māori Problem Gambling policy and advocacy work at the Problem Gambling Foundation, National Māori Tobacco Control Advocacy work at Hāpai Te Hauora, and managed the Mental Health Foundation’s Community Engagement team and Policy and Advocacy team and carved out a commitment to Māori health equity.</p> <p>E Tipu E Rea Whānau services are connected directly with mātua taiohi on a daily basis and this reality of what young parents are dealing with informs our advocacy positions. We also work with Oranga Tamariki so are in a key position to influence thinking to stop discriminatory practices linked with mental distress.</p> <p>Asian Family Services staff are guided by our Integrated Tree Model, which is an important model that helps illustrate the impact of acculturation. The Integrated Tree Model incorporates key Asian health values and an ecosystem perspective to explore how the relationships between an individual, their environment and culture influences the experiences of Asian people living in New Zealand.</p>
Diversity of Language	<p>Our partners can provide information in: Te Reo, Cantonese, English, Hindi, Japanese, Korean, Mandarin, Thai, Vietnamese. We have strong external networks to support us to develop information in Pacific Peoples languages.</p>
Te Reo speakers and Iwi Support Systems	<p>Our collective consists of people with excellent Te Reo and connections with others who speak Te Reo and have strong standings in their hapū to help spread the LM messages.</p>

Education	We offer face to face and online education programmes and supporting pedagogy, with online platforms such as Moodle, Zoom for Healthcare (higher privacy and security), and existing virtual modules.
Wellbeing and Human Rights and Māori rights policy change Policy Change	All partners have been active contributors over the past few years to a range of transformational policies and initiatives, working alongside communities and colleagues in NGOs, Kaupapa Māori providers, public health providers, etc seeking opportunities to advocating for fairer legislation, policy, removal of racism and discrimination, structures, cultures and behaviours.
Service providers	We have peer and clinical capability that can be accessed as needed. Among the other services our organisations provide are the national Asian helpline, clinical intervention, and public health work, virtual wellbeing support, parenting services, advocacy and tautoko for and with mātua taiohi (young parents).
Governance, leadership and Advisory	We lead and collaborate in change programmes and services across communities, workplaces, education, government, and health and social care, as well as actively campaigning and advocating for human rights and positive mental health. Te Tiriti, equity in Māori health outcomes, anti-racism and positive mental health.
National coverage (tech enabled)	We currently deliver programmes nationally via online platforms and are experienced in the delivery and administration

Explain how your organisation(s) will ensure the education programme will have national reach.

The key levers we will use to achieve national reach are:

- A strong (and do-able) **strategic communications and engagement strategy and plan**;
- **Use of our national networks** for communication and facilitation;
- **Flexible delivery of education** (i.e. web based modules, wananga, online live activity).

Engagement Strategy

During the initial implementation stage, we will develop a **strategic communications and engagement strategy and plan** in collaboration with Nōku Te Ao – Like Minds to ensure that the education programme will have national reach. The strategic communications and engagement strategy and plan will include key objectives, target audiences, activities and measurements/

The *added value* we bring is that the foundation of this programme, engagement and communication is already there – we have existing national reach and material that can be rolled out immediately via bespoke digital platforms that are in place and built to scale up (Changing Minds alone has had over 500k social media engagements in the past year).

Additional modules and modes can be developed in parallel with the initial roll out and added over time to expand the programme. What this allows is a focus on immediate engagement and ability to have focus on rollout to the priority audiences on programme initiation.

The dedicated communications team will include a Communications Lead and a Communications Junior, as well as contracted design services. The communications team would prioritise the use of Te Reo and Māori concepts and worldview.

We would use existing channels, within our organisations as well as across Nōku te Ao - Like Minds to promote our education offerings including:

Channel Category	Applicable specific channels
Social Media	Currently in use: Facebook, LinkedIn , Twitter, Instagram
Email lists/ CRMs	Each organisation maintains a CRM or email list
Word of mouth	With our extensive professional, iwi, hapū, Pacific Peoples and community connections and involvement in Nōku te Ao - Like Minds word of mouth will be a very effective channel. We would also provide core messaging to our current supporters, and advocates as well as our new networks to spread the word about the education programme.
Websites	Information would be posted on each of our organisations’ websites. This channel would be further developed over time.
Conferences	Our member organisations regularly present at sector conferences, and iwi / hapori Māori events and occasionally at conferences for other industries. We would use existing conference spots as a channel and expand this over time.

Professional Networks

Changing Minds has been instrumental in influencing mental health policy and change at a national level, through leadership, advice, advocacy and submissions. We are represented on multiple national groups including the Mental Health and Wellbeing Commission, the national Mental Health and Addiction Partnership Group, the National Suicide Mortality Review Committee and the National Suicide Mortality Review Committee.

Asian Family Services has well-established connections across Aotearoa's Asian communities, Government and non-government agencies and community groups. AFS is active in Asian media and on social media, providing effective platforms to increase awareness of mental health and wellbeing.

E Tipu E Rea currently leads a national network 'Kotahitanga' for Mātua Taiohi, bringing together groups to stand united for the rights of mātua taiohi, both Māori and non-Māori. E Tipu E Rea works alongside a wide range of agencies, including national and local government to promote positive change and has connections with local and national Māori networks, marae, iwi, hapū and Māori businesses and communities.

Flexible Delivery of Education Modules

National reach will rely on flexibility and use of smartly designed face to face and digital learning options that offer high quality and high efficacy learning and development. The programme will include a range of options for how education is delivered, based on the needs of individuals and organisations. Options will include:

- a core tailored **whanaungatanga** session,
- **face to face workshops** for groups of various sizes,
- **Zoom sessions** for groups of various sizes,
- a range of **online modules** for individuals through our bespoke online training platform, and
- online "**refresher**" **modules** after three or six months.

Explain how people with lived experience in your organisation(s) will deliver the requirements, and explain how they will be supported to do so.

Delivering the requirements

We will apply Changing Minds' recruitment and employment policies and processes which actively support and promote Lived Experience; this entails requiring lived experience in addition to the combination of skills and experience required for a given role. Values-based recruitment is an approach to help attract and select participants whose personal values and behaviours align with

the organisation's values. This process supports the organisation in understanding how people connect and interact with each other and the people they may work with.

People with Lived Experience will be the driving force of this programme. We co-ordinate and tap into an extensive and highly engaged network of people most impacted by mental distress and addiction who hold the knowledge, skills and insights for creating a society that promotes mental wellbeing and rejects stigma and discrimination.

We already have an established network of trained Lived Experience leaders in the Rākau Roroa programme, including regional leads. That network will use their lived experience of mental distress and recovery as well as their training to engage in the delivery of this programme. Rākau Roroa Tall Trees will provide a core and diverse network of facilitators and recruitment for more facilitators will be spread throughout our existing networks across Aotearoa.

Train the trainer programmes will be provided and links will be encouraged with the social movement activity to sustain ongoing recruitment of trainers.

Supporting our staff and volunteers

Changing Minds is fortunate to have low staff turnover. Our dedication to the recruitment framework ensures that we select candidates who are the best fit for the organisation. Additionally, we attribute our staff retention to a safe working environment that supports a healthy work/life balance (including flexible working arrangements), peer mentoring, peer supervision, ongoing training, and involvement in programme development. Continuous supervision by leaders and managers will also guide workers needs and increase retention.

Within an supportive and openwork environment, employment support is offered and encouraged, including EAP sessions and counselling with a person of choice. We also have an MoU with ATLEN and 1737.

The Rākau Roroa programme provides ongoing mentoring and support ensuring people with Lived Experience can lead strength-based community responses and project and are equipped with self-determining tools to support personal, whanau and community recovery.

Rākau Roroa online learning deliberately includes branching scenarios, inter-activities and peer-learning by connecting weekly with a "responsabuddy" (a peer participant) on the course, as well as a whole group weekly "live korero" moderated by a facilitator.

We continuously improve our education approaches and materials under the guidance of participants. For example, testing and feedback, coupled with education expertise, showed strongly that a digital Rākau Roroa platform should not stand alone due to the need for individuals to apply reflections of their own journey. Live support and connection pre, during and post training is essential to ensure the safety of growing Lived Experience Leaders.

Assumptions

Please state any assumptions you have made in relation to the Requirements. Where you have made assumptions in relation to the costs and pricing information please state these in the price response form.

- That there will be further development and co-development of our proposal with Te Hiringa Hauora and Like Minds, as well as the wider community and those with lived experience.
- The wider political and socioeconomic context is rapidly changing, including the COVID-19 pandemic, Health Sector Review, Wai 2575, and He Ara Oranga government response. This will likely result in adaptation of the education programme to ensure that it meets the changing needs and priorities over time.
- Te Hiringa Hauora and Like Minds will make available any additional population-based information that is not publicly available to inform the direction and development of this initiative.
- Prior success of the Rākau Roroa programme through Like Minds is known to the organisation. Though information has been provided in the body of the proposal, there is significantly more depth that has been provided by Changing Minds over the years.

Price

Pricing schedule (budget) & assumptions

Please submit your financial information and pricing and any assumptions, using the Price Response Form.

Proposed Contract

Having read and understood the Proposed Contract, in the RFP Section 5, I confirm that these terms and conditions are acceptable. If successful, I agree to sign a Contract based on the Proposed Contract, or such amended terms and conditions of Contract as are agreed with the Buyer following negotiations.

Referees

Please supply the details of two referees for your organisation. Include a brief description of the goods or services that your organisation provided and when.

Please note: in providing these referees you authorise us to collect any information about your organisation, except commercially sensitive pricing information, from the referees, and use such information in the evaluation of your Proposal.

You also agree that all information provided by the referee to us will be confidential to us.

First referee	
Name of referee:	Sue Hallwright, Director Innovation and Change Implementation Support
Name of organisation:	Ministry of Health
Goods/services provided:	Whakatau Mai – The Wellbeing Sessions
Date of provision:	Mid 2020- present
Address:	MoH, Molesworth Street, Wellington
Telephone:	021 342 675
Email:	sue.hallwright@health.govt.nz

Note – the MoH has requested: It would be helpful if the reference checker could send key questions in advance so I can source relevant information from others where necessary.

Second referee	
Name of referee:	Jean-Marie Bush, Mental Health and Addictions Programme Manager Funding and Planning Team
Name of organisation:	Auckland and Waitemata DHBs
Goods/services provided:	Metro ADHB, WDHB, CMDHB Consumer resource and information service - Peer support & Consumer resource and information service - Peer support Metro Consumer Services
Date of provision:	Over 10 years to present
Address:	Level 1, 15 Shea Terrace, Private Bag 93-503, Takapuna Auckland City 0740
Telephone:	Phone: 09 486 8920 x 44686 Mobile: 021416 921
Email:	jean-marie.bush@waitematadhb.govt.nz

Please contact me before you approach a referee for a reference	Not required
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Our declaration

Respondent's declaration		
Topic	Declaration	Respondent's declaration
RFP Process, Terms and Conditions:	I/we have read and fully understand this RFP, including the RFP Process, Terms and Conditions (shortened to RFP-Terms detailed in Section 6, as amended by Section 1, paragraph 1.6. if applicable). I/we confirm that the Respondent/s agree to be bound by them.	Agree
Collection of further information:	The Respondent/s authorises the Buyer to: collect any information about the Respondent, except commercially sensitive pricing information, from any relevant third party, including a referee, or previous or existing client use such information in the evaluation of this Proposal. The Respondent/s agrees that all such information will be confidential to the Buyer.	Agree
Requirements:	I/we have read and fully understand the nature and extent of the Buyer's Requirements as described in Section 2. I/we confirm that the Respondent/s has the necessary capacity and capability to fully meet or exceed the Requirements and will be available to deliver throughout the relevant Contract period.	Agree
Ethics:	In submitting this Proposal the Respondent/s warrants that it: has not entered into any improper, illegal, collusive or anti-competitive arrangements with any Competitor has not directly or indirectly approached any representative of the Buyer (other than the Point of Contact) to lobby or solicit information in relation to the RFP has not attempted to influence, or provide any form of personal inducement, reward or benefit to any representative of the Buyer.	Agree
Offer Validity Period:	I/we confirm that this Proposal, including the price, remains open for acceptance for the Offer Validity Period stated in Section 1, paragraph 1.6.	Agree

Conflict of Interest declaration:	The Respondent warrants that it has no actual, potential or perceived Conflict of Interest in submitting this Proposal, or entering into a Contract to deliver the Requirements. Where a Conflict of Interest arises during the RFP process the Respondent/s will report it immediately to the Buyer's Point of Contact.	Agree
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Details of conflict of interest: Not applicable

DECLARATION

I/we declare that in submitting the Proposal and this declaration:

the information provided is true, accurate and complete and not misleading in any material respect the Proposal does not contain intellectual property that will breach a third party's rights

I/we have secured all appropriate authorisations to submit this Proposal, to make the statements and to provide the information in the Proposal and I/we am/are not aware of any impediments to enter into a Contract to deliver the Requirements.

I/we understand that the falsification of information, supplying misleading information or the suppression of material information in this declaration and the Proposal may result in the Proposal being eliminated from further participation in the RFP process and may be grounds for termination of any Contract awarded as a result of the RFP.

By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature:



Full name: Tūrukawa Bartlett

Title / position: Director

Name of organisation: MANAvation

Date: 22 March 2021

Respondent's declaration		
Topic	Declaration	Respondent's declaration
RFP Process, Terms and Conditions:	I/we have read and fully understand this RFP, including the RFP Process, Terms and Conditions (shortened to RFP-Terms detailed in Section 6, as amended by Section 1, paragraph 1.6. if applicable). I/we confirm that the Respondent/s agree to be bound by them.	Agree
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Details of conflict of interest: Not applicable

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the information provided is true, accurate and complete and not misleading in any material respect
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I/we have secured all appropriate authorisations to submit this Proposal, to make the statements and to provide the information in the Proposal and I/we am/are not aware of any impediments to enter into a Contract to deliver the Requirements.
I/we understand that the falsification of information, supplying misleading information or the suppression of material information in this declaration and the Proposal may result in the Proposal being eliminated from further participation in the RFP process and may be grounds for termination of any Contract awarded as a result of the RFP.
By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature: 

Full name: Taimi Allan

Title / position: CEO

Name of organisation: Changing Minds

Date: 22 March 2021

Respondent's declaration		
Topic	Declaration	Respondent's declaration
RFP Process, Terms and Conditions:	I/we have read and fully understand this RFP, including the RFP Process, Terms and Conditions (shortened to RFP-Terms detailed in Section 6, as amended by Section 1, paragraph 1.6. if applicable). I/we confirm that the Respondent/s agree to be bound by them.	Agree
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Details of conflict of interest: Not applicable

DECLARATION

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the information provided is true, accurate and complete and not misleading in any material respect

the Proposal does not contain intellectual property that will breach a third party's rights

I/we have secured all appropriate authorisations to submit this Proposal, to make the statements and to provide the information in the Proposal and I/we am/are not aware of any impediments to enter into a Contract to deliver the Requirements.

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By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature:  _____

Full name: Kelly Feng _____

Title / position: National Director _____

Name of organisation: Asian Family Services _____

Date: 22 March 2021

Respondent's declaration		
Topic	Declaration	Respondent's declaration
RFP Process, Terms and Conditions:	I/we have read and fully understand this RFP, including the RFP Process, Terms and Conditions (shortened to RFP-Terms detailed in Section 6, as amended by Section 1, paragraph 1.6. if applicable). I/we confirm that the Respondent/s agree to be bound by them.	Agree
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Conflict of Interest declaration:	The Respondent warrants that it has no actual, potential or perceived Conflict of Interest in submitting this Proposal, or entering into a Contract to deliver the Requirements. Where a Conflict of Interest arises during the RFP process the Respondent/s will report it immediately to the Buyer's Point of Contact.	Agree
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Details of conflict of interest: Not applicable

DECLARATION

I/we declare that in submitting the Proposal and this declaration:

the information provided is true, accurate and complete and not misleading in any material respect

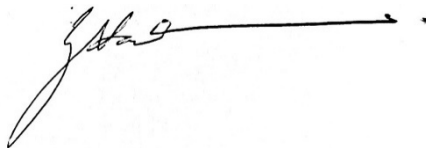
the Proposal does not contain intellectual property that will breach a third party's rights

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By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature:



Full name: Zoe Aroha Hawke

Title / position: CEO

Name of organisation: E Tipu E Rea Whānau Services

Date: 22 March 2021



Response Form

Partnership proposal from: Changing Minds, E Tipu E Rea Whānau Services, MANAvation and Asian Family Services.

In response to Request for Proposals

By: Te Hiringa Hauora/Health Promotion Agency

For: Nōku Te Ao – Like Minds Social Movement Initiative

Ref: OPS0301/20-21/06

Date of this Proposal: 23 March 2021

About the Respondent

Our profile

This is a joint Proposal, by Changing Minds, MANAvation, E Tipu E Rea Whānau Services and Asian Family Services (together the Respondents) to supply the Requirements.

Item	Detail
Trading name:	Changing Minds
Full legal name (if different):	Changing Minds Trust
Physical address:	762 Mount Eden Road, Mount Eden, Auckland 1024
Postal address:	PO Box 10-256 Dominion Road, Auckland 1446
Registered office:	NA
Business website:	www.changingminds.org.nz
Type of entity (legal status):	Registered Charitable Trust
New Zealand Business Number:	9429042995746
Country of residence:	New Zealand
GST registration number:	076 765 359

Probity check				
List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes	<input type="checkbox"/>	No	X
Is your organisation in dispute with workers or a trade union?	Yes	<input type="checkbox"/>	No	X

Item	Detail
Trading name:	MANAvation
Full legal name (if different):	MANAvation Ltd
Physical address:	67 Pukekauri rd, 3682, Waikino
Postal address:	As above
Registered office:	N/A
Business website:	N/A
Type of entity (legal status):	Limited company
New Zealand Business Number:	9429046522382
Country of residence:	New Zealand
GST registration number:	124-737-052

Probity check				
List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes	<input type="checkbox"/>	No	X
Is your organisation in dispute with workers or a trade union?	Yes	<input type="checkbox"/>	No	X

Item	Detail
Trading name:	Asian Family Services
Full legal name (if different):	Asian Family Services Limited
Physical address:	128 Khyber Pass Road, Auckland
Postal address:	PO Box 8021 Symonds Street, Grafton, Auckland 1150
Registered office:	128 Khyber Pass Road, Grafton, Auckland 1023, New Zealand

Business website:	www.asianfamilyservices.nz
Type of entity (legal status):	Registered charitable trust
New Zealand Business Number:	9429031326056
Country of residence:	New Zealand
GST registration number:	127-180-539

Probity check				
List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes	<input type="checkbox"/>	No	X
Is your organisation in dispute with workers or a trade union?	Yes	<input type="checkbox"/>	No	X

Item	Detail
Trading name:	E Tipu E Rea Whānau Services
Full legal name (if different):	E Tipu E Rea Whānau Services
Physical address:	1C Tony Street, Henderson, Auckland 0612
Postal address:	PO Box 44005, Point Chevalier, Auckland 1246
Registered office:	Auckland
Business website:	https://etipureaws.org.nz
Type of entity (legal status):	Charitable trust
New Zealand Business Number:	9429043212873
Country of residence:	Aotearoa/New Zealand
GST registration number:	105659539

Probity check				
List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes		No	X
Is your organisation in dispute with workers or a trade union?	Yes		No	X

Our Point of Contact

Item	Detail
Contact person:	Taimi Allan
Position:	CEO – Changing Minds
Phone number:	09 623 1762
Mobile number:	022 482 4242
Email address:	ceo@changingminds.org.nz

Wānanga requirements		
	Options	Additional details
Check any special requirements you have for the wānanga:	<input type="checkbox"/> Whiteboard and pens	
	<input checked="" type="checkbox"/> Screens (to which you can connect your computer)	
	<input checked="" type="checkbox"/> Share media from own memory stick / hard drive	
	<input checked="" type="checkbox"/> Zoom in participants who cannot attend kānohi ki te kānohi	
	<input type="checkbox"/> Other (please specify)	

Response to the Requirements

Proposal formats

Overview of our solution

Together the collective of Changing Minds, E Tipu E Rea, MANAvation, Asian Services and E Tipu E Rea brings a strong united front to a social movement that will uphold the mana and human rights of people with experience of mental distress.

Each of us brings extensive networks, touching all corners of Aotearoa, enabling us to mobilise peers and communities to improve wellbeing, empower whanau and combat prejudice and discrimination. Our organisations are active contributors and influencers of transformational and systemic change, successfully advocating for fairer legislation, policy, structures, cultures and behaviours.

Our approach to a national social movement is to support, encourage and enable people with lived experiences to be ambassadors, using storytelling and community connection to educate and influence.

The objectives, activities and messaging of our movement will at all times be framed in the context of Nōku Te Ao – Like Minds’ priorities and *He Ara Oranga* and designed to support and amplify current mental wellbeing priorities, including *Kia Kaha*, *Kia Māia*, *Kia Ora Aotearoa*.

The Rākau Roroa programme, successfully delivered by Changing Minds on behalf of Nōku Te Ao – Like Minds, provides us with a robust platform to rapidly grow a network that can deliver immediate impacts.

Rākau Roroa has trained more than 125 Lived Experience leaders from all types of background who are active across Aotearoa, supported by shared connection and mentoring to change attitudes and behaviours within local communities and workplaces.

These upstanders are trained to tell their stories safely, actively engaging in multiple social media channels, mainstream media and korero and co-producing public resources to reduce prejudice and discrimination.

This network of geographically and identity diverse leaders will anchor our social movement across Aotearoa, providing a web of grassroots support and activity through all communities, with a particular focus on hapori Māori. They will be supported by a small employed operational team to provide infrastructure, co-ordination, and direction.

The development and enablement of our movement will be evidence-based and founded on principles of what works in securing participation and affecting positive change, including having:

- **Clear goals** for what the movement is aiming to achieve that are Te Tiriti driven,
- A **common identity**, beliefs and values for people to get behind,
- **Activities** that people can participate in and support,
- Effective and targeted **influencing and advocacy**,
- The ability to **network and engage people effectively**, using relevant channels, and

- The right combination of **strong leadership and group participation**.

Supporting our whanau at all levels, E Tipu E Rea and MANAvation will ensure that a Kaupapa Māori lens is embedded in all the work of the movement, reinforcing our commitment to te Tiriti and to upstanding through the Power of Contact to address the inequity experienced by Tangata Whenua.

NOTE: *Throughout this RFP we use the term whānau, the term is used interchangeably to describe both whakapapa related whānau, and kaupapa-based whānau. Kaupapa based whānau share a common bond, other than descent, it may be geographical location or a shared purpose. You will also find that we use whānau when we are referring to individuals, we do this as an acknowledgment that every individual we work with/deliver to/ is connected to a whakapapa and often also to kaupapa. This thinking is a reflection of our collective commitment to a kaupapa Māori approach for all our work.*

Questions relating to the evaluation criteria

1. Strategic approach to social movement	Weighting 40%
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Ngā kawa matua - Our strategic foundation

As a multi-organisation collective we will develop, amplify and support the social movement with an authentic Te-Tiriti-driven, lived experience leadership team at the helm. The leadership team from Changing Minds, E Tipu e Rea Whānau Services, Asian Family Services and MANAvation brings deep experience in activating social change, combined with our extensive cultural knowledge and national networks.

Our collective mahi and credible community connections amount to hundreds of thousands of engagements with New Zealanders each year through our range of projects, programmes and channels. Drawing on those connections, we can ensure scale within the movement from its inception that can be quickly expanded.

We are dedicated to ensuring that *mātauranga Māori* and *te reo me ona tikanga* are valued, safeguarded and protected and underpin quality assurance, learning and improvement. Our collective can build genuine alliances with iwi, hapū, whānau and hāpori Māori through a process of co-design, collaboration, consultation and upscaling within Māori communities that will support participation, and ultimately contribute to equity in outcomes.

Our founding principles in developing the social movement are:

- He tuakana te Tiriti o Waitangi ki te 'Treaty of Waitangi' – we recognise te Tiriti o Waitangi and its articles above the Treaty and Principles.
- Tino-rangatiratanga o te iwi Māori – iwi Māori are tangata whenua of Aotearoa and therefore lead decision making.
- Whanaungatanga - we are bound by our connections and work collectively for the cause
- Tika me te pono – we use evidence- based foundations from a whānau- first perspective; whānau tell us what works.
- Aromatawaihia ngā wheako e ora ake ai tātou – we continually reflect on what works in order to build our collective growth, learn from successes and enhance our leadership and connections
- We seek the opportunity to build a new narrative for the future of Maori and Pacific communities through participation.

Ko te reo te mauri o te mana Māori. Ki te kore e mōhiotia tō tātou reo Māori, me pēhea e ora ai tōna mauri? E hangai pū ana tēnā ki te whakatauākī e kīia nei, ko te reo te waharoa ki te ao Māori.

Koia pū te tirohanga matua o te kaupapa e ārahi nei i a tātou, kei ngaro haere te whakaaro Māori, kei noho teina te whakaaro Māori ki te whakaaro o iwi kē atu, kei mahue anō hoki te mana o te Tiriti o Waitangi i a tātou. Me he mōhio tātou ki tēnā me te whai whanaungatanga i mana ai i ō tātou tūpuna, ka mōhio pū hoki, mā reira e ora ai ngā whānau katoa huri noa i Aotearoa nei.

Evidence-based foundations

Evidence^{1,2, 3} shows that there a number of key elements that contribute to a successful social movement. These elements will underpin our approach:

- Clear **goals** for what the movement is aiming to achieve,
- A common **identity, beliefs and values** for whanau and communities to get behind,
- **Activities** that whanau and communities can participate in and support,

- Effective and targeted **influencing and advocacy** related to the goals,
- The ability to promote, **network and engage** whānau and communities effectively, using a range of relevant channels, and
- The right combination of **strong local and national leadership** and **grassroots participation**.

The Power of Contact principles that underpin the work of Nōku Te Ao – Like Minds are the basis of our approach, guiding stronger participation and authentic personal connection with our cause.

Intersectionality theory will be integrated through our development and delivery - particularly salient in relation to Māori and Pacific Peoples communities; approaches that do not recognise this complexity for whānau and society create artificial silos that only serve systems and alienate whānau.

Intersectionality theory, as applied within a population health context, can be seen as:

*'the ways in which upstream social determinants such as racism, sexism and classism form interlocking systems of oppression that shape the experiences and life chances of individuals as a consequence of their multi-dimensional social identities. Contextual forces such as sexism or racism do not operate in isolation but interact with each other in the production of health inequalities.'*¹

4 Mark A. Green, Clare R. Evans, S.V. Subramanian,(2017) Can intersectionality theory enrich population health research?, Social Science & Medicine, Volume 178, Pages 214-216,

Building on success

We have seen many successful social movements internationally and locally in recent years that use these key elements to effect change, from #metoo and Black Lives Matter to New Zealand's growing te reo movement.

We have used these key factors to build our approach to the social network, with Rākau Roroa -the mental health champion's training programme and existing social network delivered by Changing Minds - as our foundation.

The 125 geographically and identity-diverse Rākau Roroa leaders give us a powerful base for our movement – people who are already connected and mobilised and telling us that they want to do more.

¹ Roundtable on Population Health Improvement; Roundtable on the Promotion of Health Equity and the Elimination of Health Disparities; Board on Population Health and Public Health Practice; Institute of Medicine. Supporting a Movement for Health and Health Equity: Lessons from Social Movements: Workshop Summary. Washington (DC): National Academies Press (US); 2014 Dec 3. 2, Lessons from Social Movements. <https://www.ncbi.nlm.nih.gov/books/NBK268722/>

² Geoffrey Pleyers (2020) The Pandemic is a battlefield. Social movements in the COVID-19 lockdown, Journal of Civil Society, 16:4, 295-312, DOI: 10.1080/17448689.2020.1794398

³ Jeremy Heimans, Henry Timms (2018) New Power: How Power Works in our Hyperconnected World (2018) JPublished by Doubleday



Rākau Roroa

Rākau Roroa is New Zealand's first-ever Lived Experience leadership training programme. The programme trains and supports people to use their personal lived experience of mental distress to create change in their communities, iwi, and whānau, reducing discrimination and normalising the experience of mental distress.

Rākau Roroa was co-designed with hundreds of people across New Zealand. Using surveys, kanohi kit e kanohi hui and experts, its co-design ensured an equitable and evidence-based programme meaningful to all communities

Rākau Roroa has been successfully led and delivered to people working in more than 100 different contexts across New Zealand — from police and defence force, to corporate organisations and small businesses.

Participants are supported to utilise their existing passions, interests and networks to make a sustainable impact. The programme also provides ongoing mentoring and support for people who have completed training through collective, private Peer Support of which tikanga specific to this connection has been developed by the community.

Storytelling is a huge part of creating social change, Rākau Roroa recognises that 'using' your story as opposed to 'telling' your story is infinitely more powerful and teaches leaders how to do this safely and impactfully.

<https://www.likeminds.org.nz/communities/rakau-roroa/>

Building on the success and investment in Rākau Roroa, we will grow the movement through multiple sources, with a focus on shared capacity and capability and programme cohesion across the Nōku Te Ao – Like Minds community and on participation of hapori Māori.

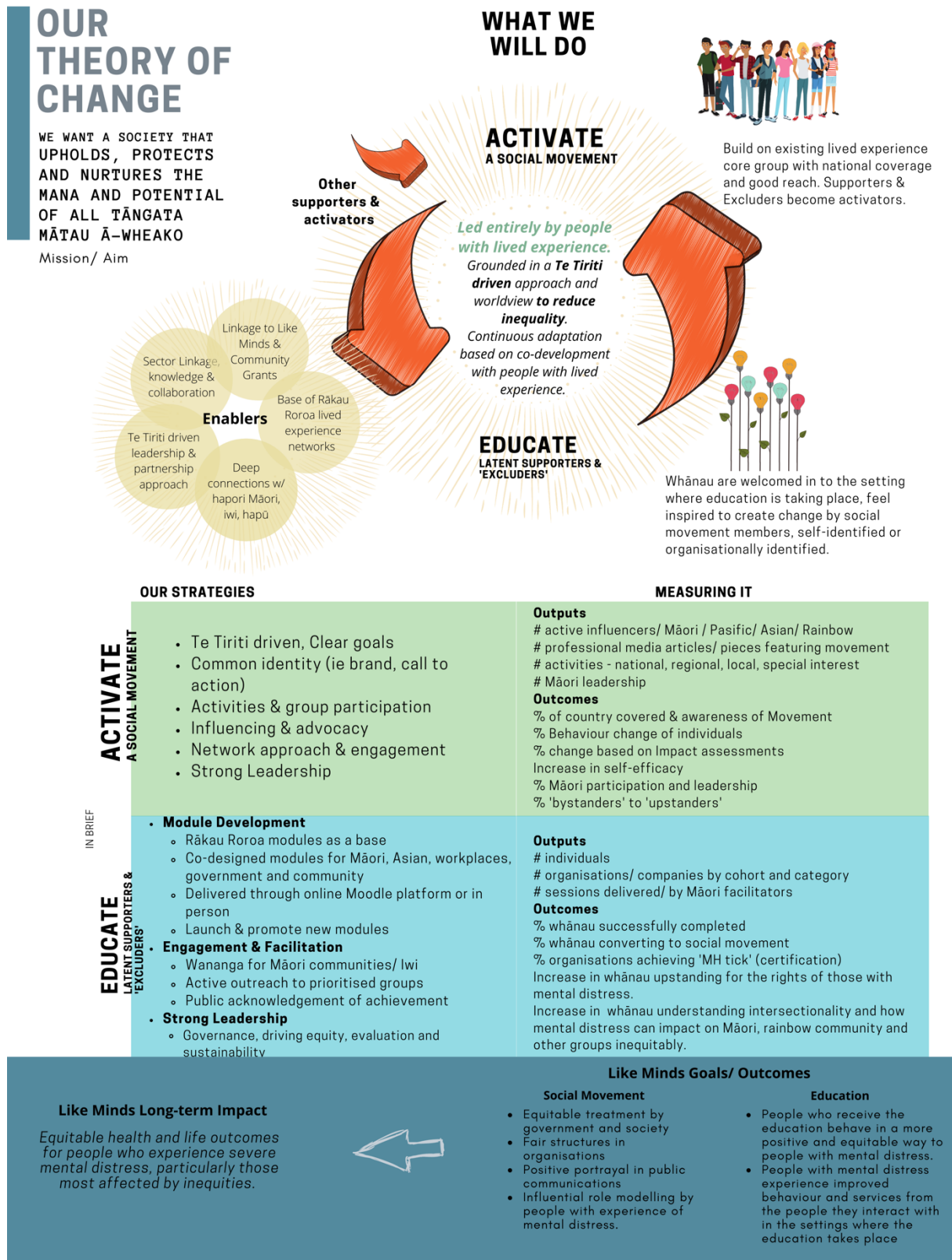
There is a particular opportunity to secure alignment with the Nōku Te Ao – Like Minds education for social change programme, encouraging participants and learners to be supporters, champions and influencers for a common cause. Our Theory of Change model over the page demonstrates how these two initiatives will work symbiotically.

Theory of Change

Our **theory of change** (see figure on next page) has accompanying program level logic models that provide the next layer of detail for the programme. Our theory of change provides a wider system, or 'big picture'⁴ view of the interactions between the education programme (educate) and the social movement (activate) with broad activities and selected measures. **Our logic model**, or logical framework, provides more detail about the resources, activities, outputs and outcomes to achieve the medium and long term outcomes that lead to the ultimate goal. Sections of the logic model have been provided within the questions that follow in this section of the RFP response.

⁴ What works New Zealand, Logic models and theory of change, retrieved March 2021 from <https://whatworks.org.nz/logic-model/>.

Figure 1. Theory of Change



Describe your proposed key social movement activities and your rationale for this.

Our logic model

The standard progression (*inputs, activities, outputs and outcomes*) is categorised in the table below, linked to the components of a successful social movement and demonstrating how we will develop both a broad and deep approach.

We expect the social movement to evolve quickly, and so this logic model represents a starting point that will create a framework of support for the movement to grow and thrive, while keeping hapori Māori centred.

The initial phase would provide key core components, with a National Hub that acts as an ‘engine room’ to activate and support the movement. Regional leaders, drawing on our Rākau Roroa whānau, would provide the connection with and between communities, offering deep insights and supporting safe participation. Through co-design and support we expect grassroots-driven activities to develop quickly.

Our approach is underpinned by storytelling, and story ‘using’ that provide richness and diversity of content so that people can easily participate and relate.

Domain based on social movement evidence	Inputs (this may change over time as agreed with Nōku Te Ao – Like Minds to maintain agility and responsiveness)	Activities (further development to occur during co-design process)
Clear goals	<ul style="list-style-type: none"> - 1 PT social media manager - 1 PT content manager - Design – in partnership with Te Hiringa Hauora’s Like Minds team utilising the HPA’s communications and design knowledge 	<ul style="list-style-type: none"> - Use of slogan/ call to action codesigned and contextualised in wider Nōku Te Ao – Like Minds activity - te Tiriti driven in te reo and English - Customised messaging and associated content development overarching goal with co-designed sub-goals related to geographic or special interest or need - Crowdsourced design and further call to action/ hashtags as part of the engagement and communications strategy
Common identity	<ul style="list-style-type: none"> - Co-design - facilitation, development - te Tiriti driven 	<ul style="list-style-type: none"> - Develop brand identity (potentially ‘white labelled’ under Nōku Te Ao – Like Minds) that is flexible with core materials available for uptake/ adoption - Collateral development and provision, available through website - Co-design includes values development to support clear goals and guide activities
Activities & Group/iwi participation	<ul style="list-style-type: none"> - Co-design/ Co-production - facilitation, development 	<ul style="list-style-type: none"> - Co-design of specific activities at national, regional and local level through national hub and regional/ local leaders - Information available for settings such as workplaces and communities - Collaborative activities with other social movements/ groups with a particular focus on addressing intersectionality and Māori health equity
Influencing and advocacy	<ul style="list-style-type: none"> - Support and coordination from national hub team - Resourcing for projects by individuals and groups - Specialist expertise engaged as needed to support activity identified by the movement 	<ul style="list-style-type: none"> - National activity co-developed with movement and Nōku Te Ao – Like Minds (eg submissions to influence policy and legislation) - Stories for change - Māori, Pacific and Asian - Iwi leadership and storytelling; iwi speaking out on issues - Other activity as identified by the movement across settings – individuals, whānau, communities, iwi and hapu

	<ul style="list-style-type: none"> Strong Maori advocacy embedded throughout 	
Network approach and engagement	<ul style="list-style-type: none"> Māori Engagement & Development Advisor (E Tipu e Rea) Asian Engagement & Development Advisor (ASF) Regional leaders (volunteer) Flexible funding for regional leaders to support activity Moodle platform support Le Va trainer and development time Grant writing training for participants Asian Lived Experience Group 	<ul style="list-style-type: none"> 1st mobilising Tall Trees existing network Guidance and support for regional leaders Developing and delivering specific training modules for Māori and Pacific People social movement leaders Māori leadership strand woven throughout <ul style="list-style-type: none"> Iwi relationships engaged. Social media forums tikanga established and monitored (such as closed Facebook groups) Utilise existing training for movement leaders (such as human rights, safety, etc) Identifying and pursuing resources and support for movement Outreach and onboarding individuals and organisations as needed as the movement grows offering training and involvement to other LE experience communities offering additional orientation training around cultural competency, te reo, intersectionality, sexual orientation and gender diversity
Strong leadership	<ul style="list-style-type: none"> National Hub Leadership .8 FTE Programme Lead .1 FTE x 3 exec/management time - leadership Ambassadors Ambassador koha Governance Group Cultural confidence modules (15 packages) Cultural Advisory (contract) 	<ul style="list-style-type: none"> Partnership approach with Nōku Te Ao – Like Minds and founding organisation partners Identification and engagement of high-profile ambassadors and Māori leaders National Hub Regional Leaders Special interest leaders Sustainability – growing partnerships, sponsorships, and resourcing outside of government funding for sustainable movement Cultural confidence modules completed by leadership, staff and other leadership as identified by governance E wananga cultural safety tells us what it is

Working with Nōku Te Ao – Like Minds on progressive roll out

Our starting point would be to work with the Nōku Te Ao – Like Minds community, including engaging strongly with the tangata whenua Nōku Te Ao – Like Minds rōpū, to develop focused goals and activities that are clearly aligned to the desired outcomes, and that ensure the work of the movement is manageable and measurable.

We have based our activities on the *early stages of social movements – emergence and coalescing*.



In the interest of brevity, we are providing additional detail on only a few of the key activities to give some flavour to our approach:

- **Identity** - The first stage would include *development of an overarching brand* for the whānau for positive change, with *clear, relevant and tangible goals* that everyone can relate to whatever their circumstances. It will be te ao Māori led founded upon te reo Māori. The movement and its activities will be branded within the Nōku Te Ao – Like Minds family and developed with the Nōku Te Ao – Like Minds community and priority audiences at the start of the contract, ensuring that goals and activities resonate and we maximise impact. This identity will

reflect the social and human rights models of disability, particularly in that lived experience should be recognised, respected and celebrated as diversity.

- **Engagement - A *structured campaign*** will be codesigned with our networks for each stage that will include key messages, hash tags, activities (event in a box) and a national events calendar. While not budgeted within this proposal, there is potential to develop and distribute collateral (stickers/badges; posters; t-shirts) in conjunction with the Nōku Te Ao – Like Minds whānau over time; our hope is that this will be a tangible activity Te Hiringa Hauora can support to link the Movement to the Nōku Te Ao – Like Minds brand.
- We will ***fan the flames*** of existing groups and relationships. The Tall Trees from the successful Rākau Roroa programme delivered by Changing Minds over the past three years are the leaders and fire-starters – we have a base group of 125 people and regional leaders ready to begin that work.
- Our ***Tall Trees, Subject Matter Experts and Te Tiriti partners*** are leaders, not merely participants in building connections with priority audiences as they already have mana within these communities.
- Our ***wider networks***, connections and experience will leverage participation through social media, mainstream media and local communities. Our organisations reach into communities including iwi, hapu and marae; Asian; Pacific; Deaf; Rainbow; health providers; government agencies; small businesses and education. Our contacts including kaumātua, actors, musicians, comedians, politicians who will help us build an extensive network of ambassadors and influencers.
- **Enlist the support of high-profile ambassadors** - This will also include seeking to identify those ambassadors who can speak publicly from the perspective of ‘excluders’ - real people who not afraid to talk about how they discriminated once but have changed. We have strong connections with lived experience politicians and celebrities who can become powerful ambassadors.
- **Strategic amplification** - It is important to note that internationally and nationally there is a lot of activity in this space. We would seek to enhance not compete, and look for opportunities to complement, strengthen and amplify any evidence based, safe messages coming from the work of other key organisations and influencers.

Crucially our social movement will be based on what has worked well for social movements in Aotearoa as well as internationally. Notable recent examples include grassroots campaigns such as the re-generation, expression and celebration of Te Reo Māori, the Awaroa beach purchase and the return of Ihumātao. These successes have been based on engaging people with relevance and purpose, with a clear call to action.

Our added value – an existing network and platform

Now that an active and self-sustainable trained support network of more than 125 Tall Trees exists with regional leadership, Rākau Roroa has the potential to grow as an engaged and active social movement exponentially with very little cost or effort. There is a clear opportunity – and an obligation - to build on that success and participation to date with Tall Trees already active in communities, working to educate and influence media, employers, service providers and supporting Nōku Te Ao – Like Minds and NDI programme partners.

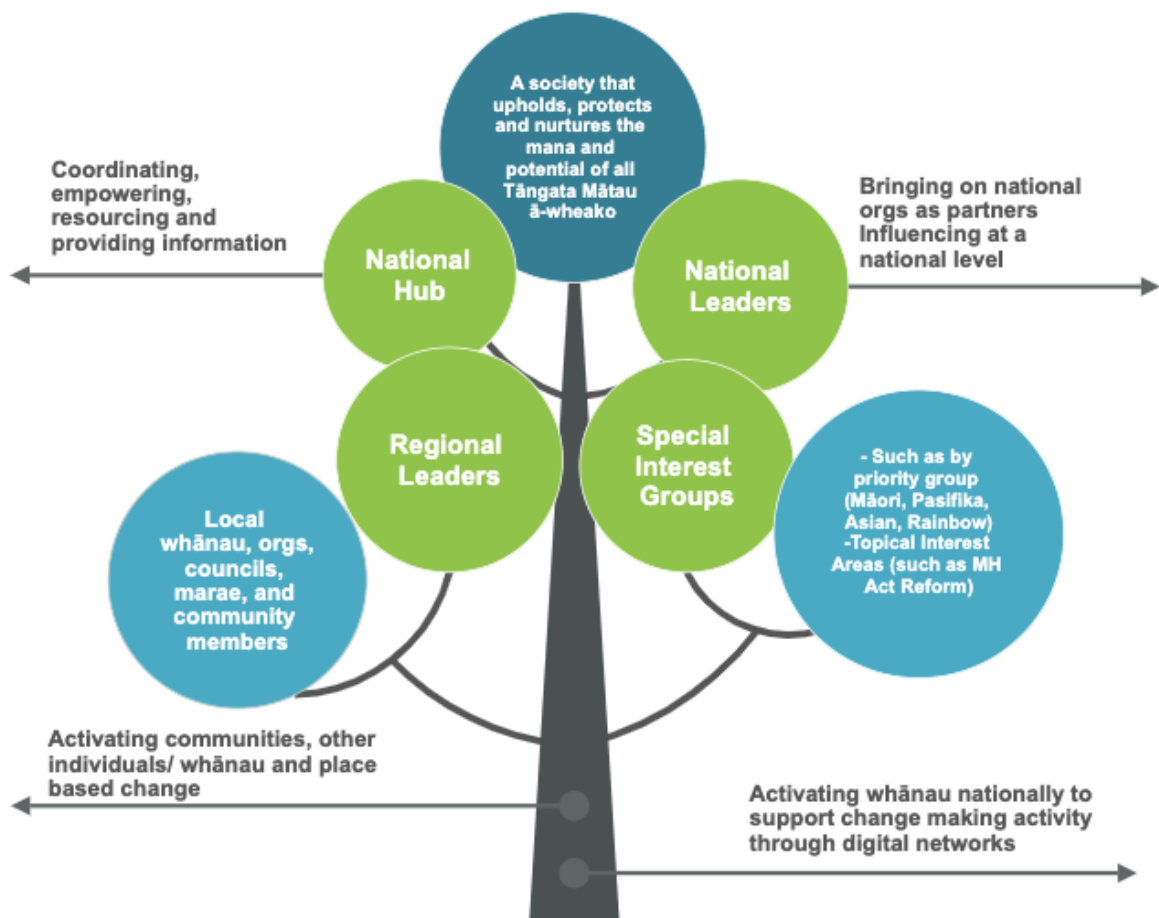
Building our movement – connections and functional structures

Developing the social movement would take the core we have developed and amplify it significantly. By offering different pathways of connection and the supporting structures required, we can create a ‘snowball effect’ and grow the movement using a grass roots, empowering approach.

Activating whānau nationally through social and digital networks will enable them to connect with the movement at a local, regional or national level through in person, place-based activities or digitally-enabled activities based on either general interest or special interest (such as by cultural identification (i.e. Maori, Pacific People, Asian) or topic (such as Mental Health Act Reform).

Regional Leaders and Special Interest Group leaders would be supported by the National Hub (our ‘engine room’) for guidance, support, messaging, information, coordination and resourcing. The national hub would have the core FTE shared across our organisations for management and engagement (ie managers, engagement leads (Maori & Asian) and the communications team. National leadership (including ambassadors) would not only give direction and amplify the message, but bring on board government, large government departments and large corporates with the support of the team.

Figure 2. Functional relationships and objectives to create a 'snowball effect'



Our movement will draw on the proven Community Commons principles and resources for effectively engaging Lived Experience communities (<https://www.communitycommons.org/collections/Engaging-Lived-Experience-Toolkit>):

Connect

- Build relationships and make connections (build trust)
- Be where Lived Experience people are

Recruit

- Recruit People with Lived Experience for roles and activities
- Ensure that integrations are safe in work and social movement activities

Engage

- Plan for integration
- Create facilitative systems, process and structures

Co-design and grow

- Nourish and celebrate growth in skills, perspective and leadership
- Celebrate the wins

Adapt

According to national and community needs and priorities over time.

Specific activities will be budgeted and agreed annually with Nōku Te Ao – Like Minds partners and our LE networks as the movement progresses, drawing on those examples that have powerful impact and a call to action. They may include, for example, competitions; creation of viral messaging; development of collateral; events from flashmobs to hui; targeted political activity such as petitions and lobbying – all led by whānau within the movement and supported by our collective.

Use of social media is a crucial element of ongoing participation and activity. We envisage that the overarching brand will feature an enduring hashtag codesigned with our Lived Experience network that ties directly to Nōku Te Ao – Like Minds branding/key messages, with subtags at various stages. Supported by a small, employed communications team with specialist social media expertise alongside our Tall Trees and networks, posting of messages and images on platforms including Twitter, Instagram, Facebook, LinkedIn, Snapchat and Tik Tok would be a daily activity. The range of languages that we offer, based on need and demand, include English, Te Reo and multiple Pacific and Asian languages.

Special Note:

Safety of participation for people with lived experience and their whānau is critical particularly in online environments, and we have had extensive learning about how to support this in a non-clinical, social movement context.

Necessary measures must be taken to ensure the safety and support of individuals and whānau with lived experience. This is often complex and layered (intersectionality), as we know that people do not come in tidy packages with tidy problems, and the impact of discrimination can be magnified depending in ethnicity and sexuality. Many of us with lived experience of mental distress have accompanying struggles with addiction, suicidality, gambling, domestic violence and/or chronic health issues, to name a few and have varied triggers as well as fluctuation in wellbeing. We have existing systems, supports and protocols that have been developed for our network and their closed social media group that include:

- Response to stress and distress
- Online tikanga (which makes this network significantly safer than other Lived Experience online groups)
- Community rules and etiquette (always evolving through co design)
- Identified community mentors
- Rākau Roroa training that includes safety, human rights, working with media, advocacy and storytelling
- Resources to support wellbeing
- MoU with ATLEN (Aotearoa Therapists with Lived Experience) and 1737 for warm handover and support
- Whariki Hauora – specialised Peer Support for performers/artists working in this space
- Te Tiriti

Describe the key settings the social movement seeks to influence and your rationale for this.

The first step in the initial contract period would entail working with Nōku Te Ao – Like Minds partners (including the Te Hiringa tangata whenua rōpū) to identify priority settings groups - the objective being to reach those where there is **greatest need** and that Te Tiriti rights and where we have the potential to mobilise for **greatest impact**.

Prioritisation of settings and target audiences will be based on evidence from Nōku Te Ao – Like Minds , additional desk research of current need, and our existing strong connections with Māori, Asian and Lived Experience communities, as well as our reach into New Zealand media, Government, health providers and workplaces.

Our regional leaders will play a pivotal role in advising on **key settings** for priority activity and helping to drive that activity, always with the intention that activities are focused where there is **greatest need** and the opportunity to have greatest influence and **impact**. The experiences of Tall Trees in influencing and affecting change provides a compelling base for the movement. Our Tall Trees live in communities from Northland to Southland, and work in the police and defence force, in government, media, education, health providers,

large corporations and small businesses. They are ideally placed to provide the ‘temperature checks’, to be the conduit for ideas and information and to be a focal point for co-ordinating activity.

The settings for influence will also be aligned to priority audiences for the education for social change programme – the intention is to ensure that education can *convert the ‘excluder audiences’* to being supporters of the movement. Excluders become upstanders.

Those settings we believe where there is greatest need and the potential for greatest impact to mobilise and support upstanders through our movement are summarised below. We anticipate that these cohorts would be further developed and stratified in collaboration with Nōku Te Ao – Like Minds .

SETTINGS	RATIONALE
Government departments and agencies <ul style="list-style-type: none"> ✓ WINZ ✓ Oranga Tamariki ✓ Kāinga Ora 	Potential to positively influence national policy-making Employers of large numbers combined with extensive community interface offers enormous potential to leverage wider education and change. Evidence from Phoenix research shows experience of discrimination in housing and access to benefits ⁵
Justice sector <ul style="list-style-type: none"> ✓ Police ✓ Courts ✓ Prisons 	Large numbers of people experiencing mental distress and addiction issues ⁶ Evidence of systemic discrimination and poor outcomes ⁷ Large employers
Health providers <ul style="list-style-type: none"> ✓ DHBs ✓ PHOs and post-health review primary care agencies ✓ Kaupapa Māori and iwi providers ✓ Tertiary training providers 	Potential to positively influence experience of care and support for people experiencing mental distress and addiction issues Large employers, extensive community connections People experiencing mental distress face barriers to care ⁸
Education system <ul style="list-style-type: none"> ✓ High schools ✓ Universities 	Large employers Access to large numbers of young people; opportunity to shape views early

⁵ Wylie A, Brown R (2011); Discrimination Reported by Users of Mental Health Services; 2010 Survey. Phoenix Research for Ministry of Health

⁶ https://www.corrections.govt.nz/resources/strategic_reports/corrections_strategic_plans/hokai_rangi

⁷ <https://www.nzma.org.nz/journal-articles/mentally-ill-people-in-our-prisons-are-suffering-human-rights-violations>

⁸ Knaak S, Antler E, Szeto A: Healthc Management Forum. 2017 Mar; 30(2):111-116

Media <ul style="list-style-type: none"> ✓ Mainstream media ✓ Māori media ✓ Social media 	<p>Opportunity to shape public perceptions and reduce prejudice through better informed broadcast and print media, including both news and entertainment</p> <p>Potential for significant national influence – for example Stuff <i>Our Truth: Tā Mātou Pono</i> and Stuff “Out of My Mind” Award Winning national podcast featuring the stories of our Rākau Roroa network.</p>
Māori communities	<p>Māori experience higher levels of psychological distress⁹</p>
Large employers <ul style="list-style-type: none"> ✓ Large corporates ✓ Industries that employ a high number of Māori and Pacific People work – forestry, manufacturing, construction. 	<p>Significant workforce numbers and influence.</p> <p>Specific cohorts where there are significant percentages of priority populations represented and work cultures with less exposure to wellbeing information.</p>

A snapshot of Tall Trees successes

Community:

Tall Tree Puāwai in Northland identified that many rangitahi in her community were affected by drugs and gang activity. She started a weekly informal peer group supported by the marae to talk openly about these issues and decide as a community how to support one another.

Tall Tree Juliet is a journalist who, with support from a Nōku Te Ao – Like Minds grant, produced the award winning "Just Listen" podcast in mainstream media to bring real Tall Tree stories to the forefront through safe and evidence-based messaging.

Tall Tree Joy got funding to start a weekly youth Asian radio station that addresses stigma and discrimination.

Workplaces:

Tall Trees Ryan and Matt worked in the corporate world as a CEO and HR consultant respectively. After Rākau Roroa training Ryan had the confidence to successfully legally challenge his board’s decision to stand him down when going into rehab to heal. Matt went on the HR speaking circuit to change corporate HR policies and procedures on a national scale.

Tall tree and Police security expert J took Rākau Roroa's ‘Turning up the volume’ empathy exercise into work to train officers on M1 and S1 calls in understanding and responding appropriately to distress. Tall Trees F and D laid a formal complaint with their defence force employers, which resulted in a change in

⁹ Russell, L. (2018). Te Oranga Hinengaro: Report on Māori Mental Wellbeing Results from the New Zealand Mental Health Monitor & Health and Lifestyles Survey. Wellington: Health Promotion Agency/Te Hīringa Hauora

discriminatory performance management processes, and recognition of psychopharma being accepted within the forces.

Tall Tree Petazae is now the preferred Rainbow Tick speaker across Aotearoa. touring workplaces with their korero on the relationship between distress and gender identity for young people.

Individuals:

Gayleen travelled overseas on behalf of Tall Trees to present at a conference on the prevalence and impact of discrimination on people who are affected by hoarding, a little understood experience.

Tall Tree Ardon identified the distressing relationship between toxic masculinity and a need to feel confident, strong and protected in rainbow communities and started "Pride-Box" a rainbow and rainbow-allied boxing class.

Tall Tree Waiata lost both her legs after a suicide attempt. She has found a major sponsor and media coverage support for her 2021 hikoi across the Auckland Harbour bridge to raise awareness that suicidal thoughts are survivable and there is support. She will be joined by at least 60 Tall Trees and 50+ survivors on this hikoi.

Tall Trees Lisa, Isaac and Daniel used their talents as performers to write plays based on their own experience, utilising the knowledge, wisdom and support of the Rākau Roroa network to test ideas and promote the final shows. Between them they had more than 5000 audience members and Lisa went on to tour her show "Mockingbird" across Aotearoa, Australia and Norway.

Tall Trees Andy and Samantha felt that the Rākau Roroa training and network had changed their lives for the better so much that they got together to enter the programme in the New Zealander of the Year/ Community of the Year Awards as well as nominate individuals within the movement for Westpac's Women of Influence Awards, Kiwibank Local Hero awards and TheMHS Lived Experience Leadership awards.

We propose a combination of social media, mainstream media and community engagement in partnership with all our partners including Te Hiringa Hauora and Nōku Te Ao – Like Minds .

Our movement will offer people the ability to engage in the locations where they feel they belong, and in the ways in which they are most comfortable. Participation in our upstanding community would be personal and organic; it might range from occasional engagement through social media posts to leading a local hikoi, from sharing stories with whānau to training to become one of our regional leaders, from a long overdue conversation with a family member, to a national festival – activities are only limited to members of the movement's individual and collective passions, strengths and momentum.

It is quite likely that ambitious activity may only be limited by financial resources and we would hope to explore the option of having a role within our National Hub focused on long term sustainability and supporting members to access seed funding to activate, grow and maintain their activities.

Explain how the social movement activities will be tailored to the different excluder audiences it seeks to promote the mana and human rights of people with mental distress to.

Starting point

Our approach and programme of activities will be scoped and scheduled with Nōku Te Ao – Like Minds partners, including the Tangata Whenua Rōpū and priority target audiences through the co-design process.

Our initial approach is based on available information, research, deep understanding of the communities we serve and lessons learned from the wide range of Nōku Te Ao – Like Minds initiatives our collective partners have been involved in (including reTHiNK, Out of Our Minds, The Nōku Te Ao – Like Minds Media and Creative Grants, First Voices, Nōku Te Ao – Like Minds Training and Guidance Group, Tangata Whenua Rōpu, Rākau Roroa and Kai Xin Xing Dong (Chinese Nōku Te Ao – Like Minds Media Project).

We will particularly focus on community and iwi-based activities that will promote Māori participation and outcomes. Wānanga and co-design are essential and we have included specific roles and resources to support a wānanga-based approach.

The settings for influence will also be aligned to priority audiences for the education for social change programme – the intention is to ensure that education can convert the ‘excluder audiences’ to being supporters of the movement. Excluders become upstanders.

SETTINGS	Tailoring Approach initial considerations
Government departments and agencies <ul style="list-style-type: none"> ✓ WINZ ✓ Oranga Tamariki ✓ Kāinga Ora 	<p>Initial approach using governance group and Te Hiringa Hauora connections.</p> <p>Identify leaders from the cross government wellbeing group and utilise learnings from the rollout of that programme of work.</p>
Justice sector <ul style="list-style-type: none"> ✓ Police ✓ Courts ✓ Prisons 	<p>Identification of potential champions within Police, Justice and Corrections.</p> <p>Co-design to identify potential messaging and campaign customisations.</p>
Health providers <ul style="list-style-type: none"> ✓ DHBs ✓ PHOs and post-health review primary care agencies ✓ Kaupapa Māori and iwi providers ✓ Tertiary training providers 	<p>Initial point of entry through Access and Choice Primary Mental Health Initiative due to wide coverage, emergent workforce and integration into General Practice nationally. We have already spoken to these providers about working with us.</p> <p>Work with Ministry of Health and organisations with significant reach to customize, optimise and enhance outreach messaging.</p> <p>Identify workforce leaders (formal and informal) who may become champions.</p>

<p>Education system</p> <ul style="list-style-type: none"> ✓ High schools ✓ Universities 	<p>Initial approach to Ministry of Education through governance group and government connections</p> <p>Scoping of for both staff and students</p>
<p>Media</p> <ul style="list-style-type: none"> ✓ Mainstream media ✓ Māori media ✓ Social media 	<p>We already have a history of successful engagement and medical relationships that continue to be active which we can leverage to support this programme of work.</p> <p>Build on our prior work and work of several agencies/ organisations regarding safe coverage.</p> <p>Reporters who have been ‘friends of mental health’ to be engaged.</p> <p>We have included a dedicated Programme Comms team (Manager and Junior) FTE to support engagement and amplification of messaging and stories in various media outlets.</p>
<p>Māori communities</p>	<p>High touch relational approach starting with network connections</p> <p>Wānanga and co-design</p> <p>Dedicated FTE for engagement support</p>
<p>Large employers</p> <ul style="list-style-type: none"> ✓ Large corporates ✓ Industries that employ a high number of Māori and Pacific People work – forestry, manufacturing, construction. 	<p>Use of relationships from governance and the Tall Trees to gain a point of entry to various corporates in this target group.</p> <p>Identification of large corporates that have been visible in the media who may be ‘corporate champions’ for the cause.</p> <p>Identify corporates who have strong Corporate Social Responsibility positions, and those that are related to mental health and/or wellbeing.</p> <p>Build on existing relationships from prior corporate education presentations and events.</p>

Use of engagement frameworks and strategies

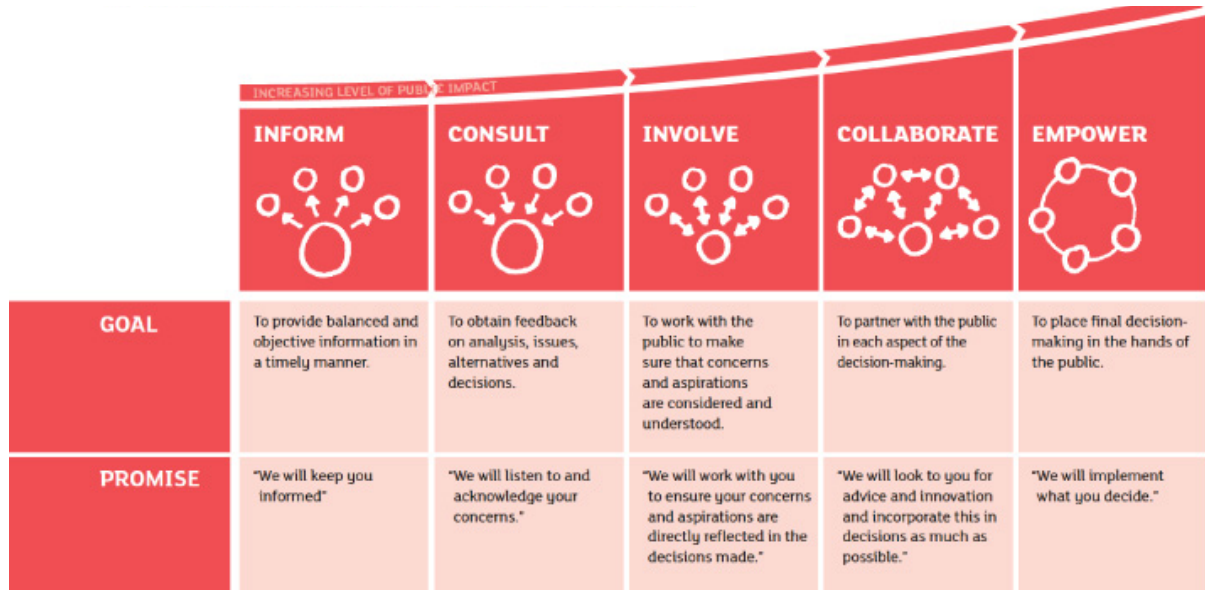
We will use co-design processes as well as participation frameworks and marketing frameworks to guide this process, ensuring proven methodologies and a systematic approach are applied to our activities. This allows for *tailoring of messaging and engagement for cohorts within a broad public audience*.

For example, the International Association for Public Participation (IAP2)¹⁰ Spectrum of Public Participation (see figure below) can assist in identification and appropriate engagement for different segments of the sector and public (such as sector organisations, potential supporters, priority populations and others). Use of

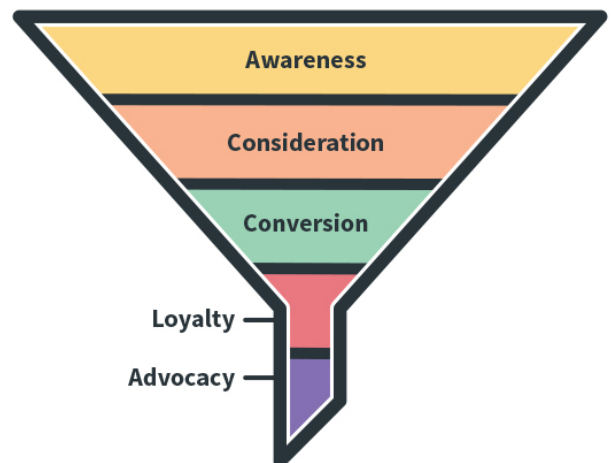
¹⁰ More information about the International Association for Public Participation (IAP2) can be found at <https://www.iap2.org/page/about>

a framework such as this would also assist in ensuring that resources are used efficiently by engaging different groups in the right way, at the right time. We would envisage this as a process that is not done once at the beginning, but would be actively reviewed and refreshed over time in collaboration with the governance group.

Figure 3. IAP2 Spectrum of Public Participation



For awareness, we would look to the application of marketing frameworks and techniques. For example, a marketing and customer relationship funnel generally looks like the figure to the right.



We can use the co-design process to understand our target audiences and how to best engage them through an adapted relationship management and marketing funnel.

- Awareness:** We need to use the most relevant and credible channels to bring awareness of the social movement to the identified priority groups. One prospective avenue is the Nōku Te Ao – Like Minds education programme (regardless of provider) as this is a prime opportunity to involve the social movement in connected activities that build skill and reach. To be successful, we will need to have multiple avenues and approaches, whether through social media campaigns and specific messaging, word of

mouth, the Māori kumara vine, or public awareness events. Understanding the best approach for each group will ensure a more efficient process with less wasted resource.

- **Consideration:** We need to better understand the needs and drivers for engagement in each of the organisations and sectors we have identified. We understand the value proposition for joining the movement through our Rākau Roroa experience and our work with iwi and hāpori Māori on Nōku Te Ao – Like Minds and prior efforts and Kai Xin Xing Dong (Asian Nōku Te Ao – Like Minds).
- **Conversion:** We will use existing mixed digital and kanohi kit e kanohi Rākau Roroa training to convert energy and passion into safe and evidence-based action and connection with the growing membership of the social movement. The platform has been developed and tested and is ready to launch. A launch event will be a key early activity to promote and convert bystanders into upstanders
- **Loyalty:** Tikanga and kawa have been co-designed by our existing networks and is embedded in the movement already – our Tall Trees are fiercely loyal to the Kaupapa and each other, ready to support and embrace new members to the movement with atawhai, aroha and pono.
- **Advocacy:** Armed with evidence-based tools from training, and with support from the collective whānau, members of the social movement can identify their strengths and areas of influence within their communities so that their participation comes from a place of confidence. Whānau choose how they participate advocate, supporting the movement where they have mana and live, work, learn and play and can be upstanding.

Describe the outcomes you expect the social movement to deliver by the end of the contract.

The ultimate goal for public health programmes is to shift behaviour, i.e. toward greater inclusion of people with lived experience. This includes attitude change especially toward Maori and Pacific People with lived experience.

Working with Te Hiringa Hauora we will use our experience of Rākau Roroa to determine clear outcomes goals and measures. Rākau Roroa volunteers have achieved some impressive outcomes over the past three years. The experiences of Tall Trees provide the flavour and indicators of successes to come:

'Belonging as a Rākau Roroa Whānau makes me feel that I have support and respect. I know that I have a group that I can bounce ideas off if I'm working on a project. In my experience we all share the same passion to reach better outcomes within the mental health sector especially within discrimination and stigma.' – Tall Tree

'The best things about [it] are the online connections (FaceBook group), seeing the support of other Tall Trees for each other.' - Tall Tree

'Before Rākau Roroa I didn't even know that lived experience could be a valuable thing. This realisation has changed my life by helping me view my lived experience as a strength not a weakness.' – Tall Tree

Three years since its inception more than 90% of our Tall Trees remain active, and engaged in successfully challenging discrimination, poor media reporting, and bio-medical predominance in our system. One of the main reasons for its high level of engagement is the high level of tino rangatiratanga the movement has to identify and respond safely to issues of importance to them, with the backing of “the forest”.

We aim to grow and sustain participation in the movement, with a focus on Māori outcomes and also to contribute to tangible improvements related to the overall outcomes. This would include areas such as:

- Strong social media presence including trending/viral to align with key campaign activity; strong Māori social media presence and campaign activity
- Strong Te Reo and Te Tiriti foundations embedded throughout
- Members of the social movement represented on advisory groups, Māori leadership positions, governance, shaping employment policies, providing media commentary
- Ultimately improved measures such as changed policies, reduced complaints to the Mental Health Commission/ H & D Commissioner
- Brand awareness in the media, government, workplaces, health and social services and wider public
- Legislative and policy changes on key target issues related to prejudice and discrimination, for example, employment, housing, media reporting and insurance
- International recognition of Nōku Te Ao – Like Minds’ impact on reducing discrimination.

As this is a greenfields initiative, we are anticipating that baselines would need to be established in many of these areas (thus numbers and percentages have been indicated but not completed). We would work closely with the Nōku Te Ao – Like Minds team, Kaupapa Māori organisations and the Te Hiringa Hauora research and evaluation team to further refine the logic model/ logical framework, including identifying relevant and appropriate success measures based on past and emerging international evidence¹¹¹².

Domain based on social movement evidence	Indicative Initial Outputs and Output Monitoring in collaboration with Nōku Te Ao – Like Minds	Indicative Initial Short term Outcomes (linked to Nōku Te Ao – Like Minds Medium and Long term outcomes)
Clear goals	<ul style="list-style-type: none"> – Social media campaigns (with standard measurement) – Māori s design principles embedded throughout – Pacific design principles used – Sub-goals developed for regions and special interest groups 	<ul style="list-style-type: none"> – Population and priority group (specifically Hapori Māori) awareness of slogan and call to action
Common Identity	<ul style="list-style-type: none"> – Brand identity completion – Collateral completion – # collateral ordered or generated 	<ul style="list-style-type: none"> – Brand identity has high acceptance level – High uptake of collateral – Strength of collective identity as identified by polling supporters
Activities & Group/iwi participation	<ul style="list-style-type: none"> – Co-designed activity plan – # local, regional and national activities by type and by iwi – # individuals involved – # workplaces, organisations and communities/iwi involved 	<ul style="list-style-type: none"> – Participation rate of self-identified supporters, influencers and leaders, Māori influencers and leaders
Influencing and advocacy	<ul style="list-style-type: none"> – # stories developed and promoted – # individual/ group projects – Maori stories promoted – # social media campaigns and campaign metrics 	<ul style="list-style-type: none"> – Impact assessment of stories and projects – Maori stories – Behaviour change of individuals

¹¹ https://www.kevinreuning.com/assets/Measuring_social_movement.pdf

¹² Fishman R, Everson D (2016). Int Journal of Sociol; 74(4).e045 [10.3989 / ris.2016.74.4.045](https://doi.org/10.3989/ris.2016.74.4.045)

	- #use of te reo and cultural frameworks in social media campaigns	
Network approach and engagement	- # Tall Trees engaged - # social media forms - Increased membership - Regional groups and special interest groups have increasing membership of supporters, influencers and leaders	- % Retention of Tall Trees - % engagement of Tall Trees - % growth in network/ membership - % leadership completing training
Strong leadership	- Governance group established and meets regularly (TBD) - Leadership at all levels completion rate of cultural confidence modules - Ambassadors engaged and active - Regional leaders in place and active - Special Interest leaders in place and active - \$ in resource support (direct and in kind)	- % leadership who report having skills and resources to support movement (efficacy) - % increase in reported cultural confidence amongst leadership - % increase in non-government funding

These short-term outcomes have been aligned with the medium/ long term outcomes of the **Nōku Te Ao – Like Minds strategy**, noted below:

Medium:

- Equitable treatment by government and society, equitable outcomes for Māori
- Fair structures in organisations
- Positive portrayals in public communications
- Influential role modelling by people with experience of mental distress.
- More upstanders doing upstanding activities throughout Aotearoa

Long Term Outcomes

- Equitable health and life outcomes for whanau who experience severe mental distress, particularly those most affected by inequities.
- Nōku Te Ao – Like Minds contributes greatly to Māori experiencing equitable health outcomes.

Explain how your proposed approach will contribute to the Nōku Te Ao – Like Minds mission and vision.

Whakaitihia te whakawhiu i te tangata'. Kua roa nei e whakaarohia ana tēnei kōrero rongonui mō 'Nōku Te Ao – Like Minds', ā, me mihi ka tika ki tēnā. Hei hāpai ake me te whakaaro mō te whakamana tangata, he mea tito tēnei hei hoa haere i te ara nei – 'Kia rangatira te kupu, kia rangatira ake te whānau'.

Koia tētahi taurira nui hei tohu atu i whakaaro nui mō te reo Māori e pakari ake ai ngā hononga e kōrero nei tātou, ka mutu kāore e kore e noho hāneanea tātou katoa me te whakaaro, he hua anō ki tua o te whakaritea, o te kitea anō hoki, nā reira ki te whai haere i tēnei taurira, ka mōhio hoki ki te pito mata o te kaupapa kāore anō kia whakaarohia.

The initiative, its theory of change, logic model and proposed evaluation are aligned to the guiding principles set out in the Nōku Te Ao – Like Minds Like Mine national plan:

- **Leadership and coordination is strong and includes people with mental illness**

How we do it – Utilise existing, and grow new Tall Trees, mentors, facilitators and regional leaders as the public face of the movement give them the tools, support and collateral to form a distributed leadership model both geographically and culturally

- **Strong, shared purpose responds to a changing environment**

All people being integrated in the social movement are trained in Rākau Roroa (accessible) in order to form a strong evidence base of knowledge, key messages, kawa and tikanga as well as ensure they are safe and supported in using their lived experience to create meaningful change

- **Multi-level approaches are used**

Online and face to face training, online and face to face groups, meet ups, hui and wananga, social media, mainstream media, and local campaigns and communications. Work from individuals and collectives within the movement on changing policy, workplace practice and education.

- **Social model of disability and human rights is the foundation of the programme**

Strong bicultural approach underpinned by holistic models of wellbeing and an opportunity to learn and grow the collective cultural confidence to address systemic racism and discrimination, colonisation and historical trauma. Strong and active links with DPO's to tap into legal protections and advocacy as part of our key messaging and activities

- **Public contact with people with mental illness has an equalising effect**

The social movement being recruited and supported from society, public spaces, workplaces and communities, not "capturing" only those already working in health or mental health as lived experience professionals. It is important that the members of the social movement are an equal and recognised valued

part of their communities but are supported to be open about their experiences in order to action The Power of Contact principles.

- **Programme activity highlights socially inclusive behaviours**

All campaigns and communications through both social and mainstream media will showcase pockets of excellence and change in society and community in order to create a positive public discourse around mental wellbeing.

2. Organisational approach to partnerships

Weighting 30%

Explain how your organisation(s) will partner with lived experience communities and collaborators to generate social movement activity and momentum.

We are them: They are us

We are at the forefront of the lived experience communities. Our organisations have come together for this reason; we are not just the orchestrators of this movement but also those that it intends to create a better world for. We are led and operated by people with lived experience, the value of which cannot be underestimated in leading and supporting programmes to promote mental wellbeing and drive our prejudice and discrimination.

That lived experience has been critical to the credibility and success of Rākau Roroa and being able to build engagement and trust from the wider lived experience community, many of whom have been disenfranchised by the traditional medical model approach.

Our intention is for the movement and society to see this as “Nōku Te Ao – Like Minds ” not as our individual organisations or faces – this is an opportunity for the people of Aotearoa to once again connect with Nōku Te Ao – Like Minds and the cause.

‘Look, it was made for us, by our own people. They understand The Journey. There is no substitute - NONE - for Lived Experience. Rākau Roroa is the antithesis of the experience you get when you walk into a Shrink’s office. He (because it is almost always a He) is there to talk and prescribe, and you are there to listen, and to do as you are told. Rākau Roroa reverses that power dynamic, and moderates it. We are there to tell our stories and to Influence, and hopefully those who hear us will be swayed by our words. And perhaps encouraged. It is a reset of the paradigm.’

- Tall Tree, on the social movement created through Rākau Roroa

About our organisations and Lived Experience networks

- **Changing Minds** is run entirely by people with Lived Experience. We advocate for the voice of whānau whiora at all levels and in all parts of society, from government to employers to media and local communities through education, leadership and advice. All of our projects for over 20 years have been entirely governed, led and delivered by tāngata mātau ā-wheako (people with lived experience). We are connected to dozens of formal and informal lived experience networks across Aotearoa and internationally, and are in influential places of system change including the Mental Health and Wellbeing Commission, Mental Health Act reform and national suicide prevention work. Our communications are always informed by deep insights of lived experience and we are trusted to raise important issues and initiate bold action. We have extensive connections to other Lived Experience organisations, are

resources to fulfil their potential and strengthen as whānau, including resources such as housing, employment, mental and physical health. **Whakapapa:** Encouraging mātua to reconnect with their culture, identify, hapū their whenua and their whakapapa, because they can have an immeasurable impact on their hauora wairua.

- MANAvation is led entirely led by whānau with lived experience and work with whānau and organisations who embrace the shared value of bringing te reo Māori to life in order to enhance the potential of lived experience. We not only engage face to face in communities across the country, but also manage a 24-7 accessible e-learning platform allows anyone across Aotearoa and the world to engage with practical learning that supports their growth and engagement with the key messages of this journey. This removes logistical barriers and enables anytime, anywhere and anyhow engagement.

Added value

We maintain a collaborative network of specialist contractors and consultants who can provide targeted support on an as needed basis, including Le Va bringing specific support, advice and reach on Pacific Communities via a formal Memorandum of Understanding for this particular mahi. This not only provides business continuity and agility, but maintains the tikanga that support our lived-experience kawa.

Because of our lived experience leadership, we are also aware of influential lived experience collaborators in corporate and government sectors who choose not to publicly identify as people with lived experience. However, they will often champion initiatives from their positional authority which will enable inside understanding and uptake in settings that are typically more difficult to reach into.

Describe how you will create and maintain partnerships with the priority lived experience communities most affected by discrimination, including Māori, Pacific People, Asian and Rainbow.

We create and maintain partnerships with priority lived experience communities through the established networks that we bring with us as Māori and Asian organisations; as well as Pacific People, with extra support for Pacific People through Le Va.

There are three key components that underpin our ability to create and maintain partnerships:

- through our lived experience leadership network,
- our collective cultural and linguistic diversity, and
- customised approaches and partnerships.

Our lived experience leadership network

Our first linkages into communities is always through the 125+ highly engaged leaders in Rākau Roroa. The programme has now trained leaders from all types of background across New Zealand. We have tall trees who identify as **Māori, Pacific, Asian, Disabled, Refugee and Rainbow** (as well as other groups, in many different combinations). Tall Trees are enabled to work in their communities

in their own way and when they see it fit. The first cohort of Tall Trees went on to be certified as facilitators and mentors. They informed the codesign that helped develop tools to identify and recruit subsequent cohorts and will provide a diverse and robust expert resource to deliver our education programme. By having a diverse group, we are able to engage with a variety of individuals and organisations within communities across Aotearoa. Additionally E Tipu E Rea, Asian Whanau Services and MANAvation will bring their connections to our collective lived experience network.

Figure 4. Some of our Tall Tree Leaders at a special event for Rākau Roroa



Cultural and Linguistic Diversity in Engagement

The connection that language has cannot be underestimated in maintaining relationships. Together we offer a range of cultural and linguistic diversity to ensure authentic connection and understanding, including culturally resonant engagement with Māori, Pacific and Asian communities.

- MANAvation is an innovator and leader in cultural confidence and linguistic development of Te Reo.
- Asian Family Services has the most culturally and linguistically diverse workforce of all the mental health and addiction services which allows us to engage sensitively and appropriately across a wide range of Asian communities.
- Le Va will be subcontracted to provide Pacific People cultural and language support and advisory to the programme.

Approaches to Priority Audiences

Some specific examples of approaches by priority audience are:

	Create through	Maintain by
MĀORI	<p>Māori lived experience networks</p> <p>Tall Trees who identify as Māori</p> <p>Service network of young parents (E Tipu E Rea)</p> <p>Utilise the MANAVATION e-learning platform to create new engagement, anytime, anywhere and anyhow whānau choose to engage.</p>	<p>Māori Outreach Coordinator continued engagements</p> <p>Wānanga engagement</p> <p>Option of delivery in Te Reo</p>
PACIFIC PEOPLE	<p>Support and networks of Le Va.</p> <p>Outreach to Pacific community centres and churches and other Pacific social and mental health sector organisations.</p>	<p>Continued co-working arrangements with Le Va, translation of modules, outreach and activities with community.</p>
ASIAN	<p>Asian Lived Experience Group. Many Asian are working in health/mental health services in influential positions that can serve as role models</p> <p>Using the Asian lived experience group to extend its reach and purpose to Asian communities in New Zealand.</p> <p>Using Tall tree to engage with Asian people with lived experience to become trainers and facilitators</p>	<p>Linguistic diversity and cultural knowledge – Asian Family Services regularly delivers services and produces resources in languages such as Chinese, Japanese, Korean, Vietnamese and Thai</p> <p>Using social media and influence of the ALEG, the AFS will be working with Asian with lived experience to attend the Tall Tree training. We hope by encouraging, role modelling and visible among the Asian communities to provide a platform for Asian with lived experience to become a future leader</p>
RAINBOW	<p>We have working relationships with OUTline, Rainbow youth and Te Ngākau Kahukura.</p>	<p>We will continue to grow our rainbow competency through Te</p>

	<p>Many of our staff and Tall Trees identify as Rainbow and are active in Rainbow advocacy Asian Lived Experience Group (including Trans and GLBT)</p> <p>Asian Family Services is working with the OUTLine and RainbowYOUTH in supporting their current ROI process.</p>	<p>Ngākau Kahukura’s education and training as well as working with them in meaningful co-design</p>
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Partnership proposals only: Explain how the partnership between your organisations will be structured, including project decision-making, and the division of funding and personnel.

Our collective partnership is founded on **shared values, beliefs, and kawa** as well as strong relationships.

Contract positions and funding will be set up to work to our providers’ strengths with the workforce sitting across providers to create a collaborative team, and a programme manager sitting within Changing Minds providing a coordinating function.

A **governance structure** will include all partner organisations and representation from Nōku Te Ao – Like Minds with an independent Chair who is well connected to iwi and Māoridom, providing an impartial perspective and an arbiter in the case of conflict.

Recruitment will be undertaken through a partnership approach and staff will have the option of which organisation they would prefer as the host for supervision and cultural support. Certain positions have been identified as to sitting within specific organisations in order to harness their specific strengths and resources - the programme manager within Changing Minds, the Māori engagement advisor at E Tipu E Rea, the Asian engagement advisor at Asian Family Services and the cultural advisor at MANAvation.

Changing Minds will be the main contract holder with an agreed **Memorandum of Understanding** between the four parties. Our MOU will cover key principles in relation to governance, operational delivery and working arrangements including intellectual property rights, confidentiality, conflicts of interest, dispute resolution and termination of relationships.

Existing **Intellectual Property**, programmes, policies, processes and procedures, content and projects designed or delivered before the beginning of this partnership will remain the property of the source-organisation. (For example, Rākau Roroa remains the absolute property of Changing Minds).

A preliminary **budget with organisational split** has been formulated with the partners to ensure satisfaction with the division of funding and transparency in this process. We also have an agreed process to establish back-to-back agreements and financial arrangements.

Partnership proposals only: Explain how you will maintain strong relationships and the process for resolving conflicts if they arise.

In the first instance, **our partnership is based on a shared commitment** to the kawa – the ultimate goals of the programme and what is to be achieved. This partnership is not one of convenience but is based on trusted and longstanding working relationships between the partner organisations and their leaders.

We have developed **Ngā tikanga matua o te whanaungatanga - Letter of Partnership**, a Memorandum of Understanding between the partners in our collective for the purposes of this proposal and future delivery of contract(s) if successful. It covers key principles in relation to governance, operational delivery and working arrangements including intellectual property rights, confidentiality, conflicts of interest, dispute resolution and termination of relationships.

Work would be overseen by a **governance group** drawn from all parties, with at least 50% Māori representation and a Māori chair/co-chair.

From our **MOU** some of the pertinent agreements are conflict of interest, dispute resolution and termination.

Conflict of interest

- Actual, perceived or potential conflicts of interest must be recorded and managed by the Governance Group
- The partners agree that they have disclosed all known potential conflicts of interest.
- If any party becomes aware of any potential conflict between their interests and this agreement, or an issue with the potential to affect their duties to this agreement, they must immediately tell the Governance Group.
- Parties to this agreement must act on any reasonable instructions from the Governance Group about real conflicts of interest. If there is no other reasonable alternative, the engagement of service may be ended, following the correct process.
- Where the Governance Group is unable to manage a conflict of interests, this must be escalated to the partners' respective Boards and a meeting must be organised to find resolution.

Dispute Resolution

- Problems regarding service operation/delivery will be managed by parties involved at the time and place where the problem occurs. The principle of first seeking to resolve issues at the closest point of contact should apply.
- The parties will seek to resolve any employment relationship problem privately in the first instance. The kaimahi involved should raise the problem with the appropriate line management and CEO of their employing organisation as soon as possible and the parties should quickly meet to discuss the matter and endeavour to resolve it.
- Where problems are unable to be resolved in that manner they will be raised with the Governance Group
- Should the above not result in a satisfactory outcome, or where an irreconcilable difference has arisen between the partners, the parties under guidance from the Governance Group or respective Boards will then identify and agree on an independent mediation method.

Termination

- This Agreement will automatically be terminated at the conclusion of the Nōku Te Ao – Like Minds contract period unless the partners agree in writing to extend the partnership to other mahi outside the Nōku Te Ao – Like Minds contracting agreement.
- The partners may terminate the agreement with a single partner in unanimous agreement if dispute resolution processes have not resolved a conflict. In this case, The partners have the option of making payment of 90 days operations and kaimahi costs for the affected organisation in lieu of notice.

3. Organisational approach to kaupapa Māori

Weighting 15%

Explain how the social movement will be based on Te Ao Māori worldview.

Our foundation principles in developing and delivering programmes as a collective are:

- **He tuakana te Tiriti o Waitangi ki te ‘Treaty of Waitangi’** – we recognise te Tiriti o Waitangi and its articles above the Treaty and Principles.
- **Tino-rangatiratanga o te iwi Māori** – iwi Māori are tangata whenua of Aotearoa and therefore lead decision making.
- **Whanaungatanga** - we are bound by our connections and work collectively for the cause
- **Tika me te pono** – we use evidence- based foundations from a whānau- first perspective; whānau tell us what works.
- **Aromatawaihia ngā wheako e ora ake ai tātou** – we continually reflect on what works in order to build our collective growth, learn from successes and enhance our leadership and connections

We believe in returning Māori leadership into the Nōku Te Ao – Nōku Te Ao – Like Minds movement through both education and social movement work.

The partners aim for our approach to evolve further so that the te ao Maori lens drives a culture that is uniquely New Zealand to underpin all that we do with lived experience communities and collaborators. That entails focusing on relational connection, inclusivity and the values of partnership and participation, embracing all our communities, particularly those who are most disenfranchised.

It is our belief that access to culture is a fundamental right, and to fulfil this right, we will on a daily basis prioritise, embed, and protect mātauranga Māori to innovate and constantly improve what we do with consideration of different iwi Maori perspectives. We will keep what currently works, with kaupapa Māori-based approaches as our foundation for all our social movement messaging, evaluation information sharing and campaigning.

The values of whanaungatanga, rangatiratanga, kaitiakitanga, and manaakitangi, will guide our education work. All partners will promote these values alongside Te Reo, and will be supported to have culturally appropriate interactions with Māori and to champion a Māori worldview to all communities. Championing a Māori worldview is aligned to the Power of Contact and its ability to enhance the relationship between two groups, in this case non-Māori and the unique position of tangata whenua in Aotearoa.

Our partners include the right people, with the right skills to embed a Māori worldview. Māori content will be designed and delivered by Māori, for Māori. We will enable and resource Māori to develop new approaches to Nōku Te Ao – Nōku Te Ao – Like Minds education and social movement building, and we will evaluate these approaches so that we capture successful outcomes that work for Māori

that we can share with others to enhance equity of outcome in our collective Nōku Te Ao – Like Minds work.

We understand that te reo and tikanga is the gateway to Te Ao Māori and intentionally embed tikanga into daily practice and te reo in all of our mahi including communications, policy work and training.

Te reo is our gateway

Kua kōrerotia kētia ngā hononga nui e whai haere atu ana i te reo me ōna tikanga ki te ao Māori. Heoi, kei wareware i a tatou, me hoki ki taua whakatauaākī rongonui e kīia nei, ko te reo te waharoaki te ao Māori. Koia pea te whakautu matua e ea ai te pātai nei.

Heoi, hei whakawhānui ake i te whakaaro, me kōrero hoki mō te reo ōkawa me te reo ōpaki. Kitea nuitia ai te reo ōpaki i ngā kaupapa nui e whakatairangahia ana i ēnei wā inarā te reo e kīia nei, 'kia ora', 'tēnā koutou' me ērā momo āhua. Heoi, kei te mōhiohia e tātou, he reo ōpaki, he paku titiro noa ki te ao Māori. Nā reira, ko ā mātou e whakaaro nei, kia mana ake ai te kaupapa, mewhakamana tō tātou reo hei tirohanga matua mō te kaupapa pēnei i ēnei tauira.

- **Awhinatia te āmāimai** – Embrace the uncomfortable space
- **He mana tō te mātau ā-wheako** – Our lived experience is our strength
- **Kōrerotia te reo hei puna oranga mōu** – Speak your reo as a source of wellbeing
- **Aromatawaihia ō wheako hei hoa haere mōu** – Normalise self-reflection to travel with you in your journey.

Kāore e kore, e kitea nei te rerekē o ēnei whakaaro, ka mutu ka whai i tēnei āhua e mōhio ai tātou kite whai whanaungatanga ki ngā whānau, ngā hapori me ngā kaupapa katoa e whai hono mai ana kite kaupapa nei.

Figure 5. Changing Minds' Kaumatua George Hill and one of our Tall Trees at a network celebration



Explain how the articles of Te Tiriti will apply to the social movement work.

Me he whare te Tiriti o Waitangi, me pēhea ōna whakaairo e whakaarohia ai e te hunga whai mōhio? Me he whare te Tiriti o Waitangi, me pēhea tōna mauri e rangona ai e te hunga whai rongō? Me he whare te Tiriti o Waitangi, me pēhea tōna mana e riro ai i te hunga whai mana, me pēhea rā, me pēhea rā?

Nā konā e hoki nei au ki ō te whare o te whakaiti whakaaro kua ngaro e kīia nei, “Mā te whare e tohu ki a tātou. E rua ngā taha o te whare whakaairo nei. He tekoteko kei tēnā taha, he tekoteko kei tēnā taha, ko te whakawhitiwhiti kōrero ā-wairua. Engari, ko tātou te hunga e whakatinana i te whakaaro mā te kōrero i tō tātou reo Māori”.

Inā whāia e tātou te kiko o te whakaaro, ka ea pū te whai whakautu ki te pātai e pūkana atu nei. Koia pū tēnā te take e tūhia nei ki te reo Māori, ki te reo rangatira, ki te reo i tinia ai e ngā kaiwhakamāori, ka mutu ki te reo i tāia atu ai ki te Tiriti o Waitangi; te Tuakana e tū motuhake atu ana i te Treaty of Waitangi me ōna rangirua e whakatinanahia tonutia nei ki te reo Pākehā me ōna tikanga katoa i ēnei wā pū.

Nā reira, mō te whakatau i te wairua o te kaupapa nei, me ū ki tō ō tātou tupuna reo, arā ko te reo kia tika, ko te reo kia rere, ko te reo kia Māori!

Rangona whānuitia ai te kōrero e whai ake nei i ngā kaupapa maha a te nuinga, arā ‘e ū ana mātou ki te Treaty of Waitangi me ngā mātāpono e toru, arā ko te ‘Partnership, te Protection, me te Participation’. E hoa mā, hōhā katoa ana mātou i aua whakaaro me te pōhēhē nui o te taua tirohanga, ka mutu kua roa nei ētehi e whai haere ana i aua whakaaro me ngā hua me kore noa e tūpono ka kitea ngā hua. Nā reira, me pēhea te whai hua hōu, mēnā ka tautokohia tonutia taua pōhēhē nui me ngā kaupapa e hangai pū ana ki te pōhēhē? He mate nui tēnā.

Ehara i te mea, e takahia ana te mana o kaupapa kē atu, kāore rawa atu, heoi mēnā ka whakaarohia te anamata, me hāpai e tātou te anamata o te whakaaro me te pitomata e puāwai ana i te korekore o te kowhiringa nei. Nā reira, me tahuri mai ā-whakaaro ki te tino-rangatiratanga o te Māori me te mana nui i whakatōhia atu ai ki ngā kupu o te Māori ki te Māori me ngā tāngata katoa. Mā reira e ora ai tātou katoa, ahakoa ko wai, ahakoa nō hea.

Ko te oranga nuitanga te whai e haere ngātahi atu ana me te tino-rangatiratanga e ea ai te ōhākī a rātou mā. Ki te kore e pēnā, he aha tēnei mea te tino-rangatiratanga ki a tātou?

Nā reira, me arotahi ki te kawa nui o te Tiriti o Waitangi, arā ko te tino-rangatiratanga. He mea whakakotahi ngā kawa e toru e tēnā. Ki te mōhio te tino rangatiratanga, ka mōhio hoki ki te Tiriti o Waitangi. Anei te tauira.

E kōrero ana te kupu nei mō te mana motuhake o te iwi Māori; nō rātou te mana o ō rātou taonga, mai i te Rangī ki te whenua tae noa ki te moana me ngā mea tē taea te kite, arā ko te ao wairua.

Heoi, inā whāia te taha kē atu, ka mōhio te ‘ranga – i – te -tira’. He kupu whakamana tangata tēnei e kōrero atu ana mō te whanaungatanga o te iwi Māori ki ngā tāngata katoa, ahakoa ko wai,

ahakoa nō hea, otirā, he tohu maumahara ki ngā tāngata katoa, mehemea ka kīia pēnetia ‘Nō Aotearoa ahau’, me tiaki ngā taonga hei oranga mō tatou katoa.

Nā reira, kia tae atu mātou ki ngā hapori, ka kōrerohia te tino-rangatiratanga. Kia tūhia ngā kōrero whakatairanga, ka kōrerotia te tino-rangatiratanga. Kia tūtaki atu ki ngā whānau katoa, ka kōrerohia te tino rangatiratanga. He mea rautaki tēnei e mātou kia ū ki te tika, te pono me ngā taonga tuku iho i homai ai e ō tātou tūpuna, ahakoa ki hea mātou haere atu ai.

Partnership Benefits and Te Tiriti o Waitangi Articles and our Nōku Te Ao – Like Minds education work

All partners see Te Tiriti as our country’s unique declaration of indigenous rights for Māori. It belongs to Māori and all other New Zealanders. All partners see Te Tiriti as a key foundational document for our Nōku Te Ao – Like Minds work.

All partners assert firmly that Te Tiriti does not, as is sometimes claimed, give ‘special privileges’ to Māori, nor does it take any rights away from other people in Aotearoa. Rather, it affirms particular rights and responsibilities for Māori, as Māori, to protect and preserve their lands, forests, waters, wellbeing and other taonga for future generations. The partners acknowledge that this right has not always been enacted, including in previous Nōku Te Ao – Like Minds work.

The bringing together of four partners, two Kaupapa Māori organisations led by respected Māori health leaders with working knowledge of Nōku Te Ao – Like Minds, and two non-Māori organisations with rich experience in previous Nōku Te Ao – Like Minds, demonstrates a Te Tiriti based partnership between Māori and non-Māori and a strong commitment to remedying past inequities in future Nōku te Ao - Like Minds work.

The benefits that our partnership brings, are new networks, commitment, experience and ability to embed te ao Māori and Te Tiriti into the ethos of Noku te Ao - Like Minds for all communities. We would do this by undertaking our work through Te Tiriti o Waitangi and its four articles:

Article One: Kāwanatanga

All partners agree to actively protect and champion equitable health outcomes for Māori in all future Nōku Te Ao - Like Minds work. This includes ensuring that Māori communities and all Nōku Te Ao funders and partners are well informed on the degree, and type of work we are engaged with alongside Māori communities, and of our outcomes and efforts to achieve Māori health equity.

We will develop evaluation processes specific to measuring Nōku te Ao - Like Minds outcomes for Māori for each partner to undertake and share with each other on a regular basis so that we remain accountable to Māori communities and we regularly improve our work to ensure we continue to achieve Māori health equity.

Article Two: Tino Rangatiratanga

We will prioritise te ao Māori concepts, knowledge, values and perspectives in all our Nōku te Ao - Like Minds work across all social movement work in all communities.

We will prioritise the use of Te reo Māori (Māori language) in all our Nōku te Ao - Like Minds work across all settings to all audiences

We will use Tikanga Māori in all social movement planning, co-design and implementation processes.

We will ensure Māori lived experience leadership and decision-making for Noku te Ao – Like Minds.

We will engage with marae, iwi and hapū to involve Māori in the design, delivery and monitoring of the Nōku te Ao - Like Minds social movement.

We will connect with iwi leaders and hapori Māori to champion Nōku Te Ao – Like Minds.

Article Three: Ōritetanga

We will increase public understanding of Te Tiriti through our social movement including promoting Te Tiriti as a foundational document for Nōku Te Ao - Like Minds.

We will ensure all policy submission, advocacy work and messaging demonstrates firstly our commitment to Te Tiriti and Māori rights to good and equal health outcomes to that of non-Māori.

Our work will include purposeful and intentional creation with Māori of a social movement that brings Māori with us and ensures they are not left behind.

We will actively upstand against any system where racism and discrimination in any form is experienced.

We will prioritise ongoing recruitment of Māori employees and community leaders/champions to ensure sustainability of achieving great Māori health outcomes.

Article Four: Ritenga Māori

We will include and protect mātauranga Māori throughout the works of the Nōku Te Ao- Like Minds social movement, including and protecting Māori worldviews, customary rights, tikanga and historical knowledge of effective education work for Māori.

We view Māori as tuakana in their knowledge and rights around anti-discrimination social movement activity.

The CEOs of our Kaupapa Māori Partners have more than 20 years working in the health sector both in Māori and non-Māori places of employment and are well known for their contributions towards enhancing Māori outcomes. Zoe Hawke, CEO of E Tipu E Rea Whānau Services is known for her local and national policy and advocacy work (both iwi, whānau and systemic) with a focus on removing racism and reducing Māori health inequities. Tūraukawa Bennett, CEO of ManaVation is known for his work in increasing whānau knowledge of Te Tiriti, Te Reo, Tikanga and te ao Māori concepts. He is a fluent, respected and accomplished te reo Māori speaker.

Both organisations have extensive networks, outside the usual networking norms of health, including such organisations as Oranga Tamariki, Ministry of Social Development, Department of Conservation, Social Work Registration Board, Māori Council, Māori Wardens, Māori Women’s Welfare League, Department of Corrections, Te Puni Kokiri and more. These networks will help Nōku Te Ao – Like Minds to influence thinking and creating change.

Both organisations are well connected at a grass roots whānau Māori, iwi and hapū level (daily), as well as with Māori leaders (including MPs) and decision makers (daily).

4. Organisational capability to deliver

Weighting 15%

Explain how your organisational infrastructure will give you the capability to facilitate the social movement.

Our capability and capacity as a collective is our strength

As a collective, Changing Minds, E Tipu E Rea, MANAvation, Asian Family Services have significant organisational infrastructure that will be leveraged to advance the social movement. Each of our organisations are small but mighty, and together we offer an expanded infrastructure that rivals larger organisations.

Between the partners combined we have about 30 years' experience working in Nōku Te Ao – Like Minds including at various stages managing leading Nōku Te Ao – Like Minds grants for communities, whanau and organisations (individuals), Kai Xin Xing Dong (Chinese Nōku Te Ao – Like Minds), education, resource development as well as Rākau Roroa. Zoe past experience working with providers with Nōku Te Ao – Like Minds contracts (Hapai)

Added value: By working together and creating a collective infrastructure we are able to:

- Increase our business continuity within both direct programme as well as business support services
- Create a unique offering for staff, who will be able to work within a team that has access to the knowledge and skills of multiple organisations with deep cultural, social and sector expertise
- Offer national reach through a well-established distributed workforce and work from home opportunities to attract the best lived-experience talent and strong Māori networks from all of New Zealand.

Leveraging Organisational Strengths

Our organisations bring a range of capability and strength that will support the operationalisation of the social movement. Some of our key capabilities are detailed in the table below.

Capability/ Strength	Explanation
Cultural Confidence and Ti Tiriti based approaches	<p>Confidence training and development across Aotearoa, and across all sectors.</p> <p>Extensive experience developing and implementing Clinical and Cultural care models to supporting Rangatahi Māori hauora across secondary schools, specifically in rural communities as well as iwi hauora framework development in partnership with Ngāti Whātua ki Ōrākei founded upon te Tiriti o Waitangi me ngā uara katoa.</p>

	<p>E Tipu E Rea Whānau's CEO has a strong Māori policy and advocacy history, she has led Māori Problem Gambling policy and advocacy work at the Problem Gambling Foundation, National Māori Tobacco Control Advocacy work at Hāpai Te Hauora, and managed both (simultaneously) the Mental Health Foundation's Community Engagement team and the Policy and Advocacy team and carved out a commitment to Māori health equity.</p> <p>E Tipu E Rea Whānau services is connected directly with mātua taiohi on a daily basis and this reality of what young parents are dealing with informs our advocacy positions. We also work with Oranga Tamariki so are in a key position to influence thinking to stop discriminatory practices linked with mental distress.</p> <p>Asian Family Services staff are guided by our Integrated Tree Model, which is an important model that helps illustrate the impact of acculturation. The Integrated Tree Model incorporates key Asian health values and an ecosystem perspective to explore how the relationships between an individual, their environment and culture influences the experiences of Asian people living in New Zealand.</p>
<p>Diversity of Language</p>	<p>Our partner organisations can provide information in: Te Reo, Cantonese, English, Hindi, Japanese, Korean, Mandarin, Thai, Vietnamese. We have strong external networks to support us to develop information in Pacific People languages.</p>
<p>Te Reo speakers and Iwi Support Systems</p>	<p>Our collective consists of people with excellent Te Reo and connections with others who speak Te Reo and have strong standings in their hapū to help spread the Nōku Te Ao – Like Minds' messages.</p>
<p>Education</p>	<p>Existing face to face and online education programmes and supporting pedagogy, with online platforms such as Moodle, Zoom for Healthcare (higher privacy and security), and existing virtual modules.</p>
<p>Wellbeing and Human Rights and Māori rights policy change Policy Change</p>	<p>All partners have been active contributors over the past few years to a range of transformational policies and initiatives, working alongside communities and colleagues in NGOs, Kaupapa Māori providers, public health providers, etc seeking opportunities to advocating for fairer legislation, policy, removal of racism and discrimination, structures, cultures and behaviours.</p>
<p>Service providers</p>	<p>We have peer and clinical capability that can be accessed as needed. Some of the other services we provide in are the national Asian helpline, clinical intervention, and public health work, virtual wellbeing support, parenting services, advocacy and tautoko for and with mātua taiohi (young parents).</p>
<p>Governance, leadership and Advisory</p>	<p>We lead and collaborate in change programmes and services across communities, workplaces, education, government, and health and social care, as well as actively campaigning and advocating for human rights and</p>

	positive mental health. Te Tiriti, equity in Māori health outcomes, anti-racism and positive mental health.
National coverage (tech enabled)	We currently have programmes being delivered nationally via online platforms and are experienced in the delivery and administration

The operational team - Creating an engine room

The National Hub ‘engine room’ of the social movement will support our Regional Leaders and ultimately those who are a part of the social movement. This initial structure has been created to ensure that there is coordination and skill to activate and broaden the reach of the social movement and to create significant momentum from the start, with a strong focus on hapori Māori.

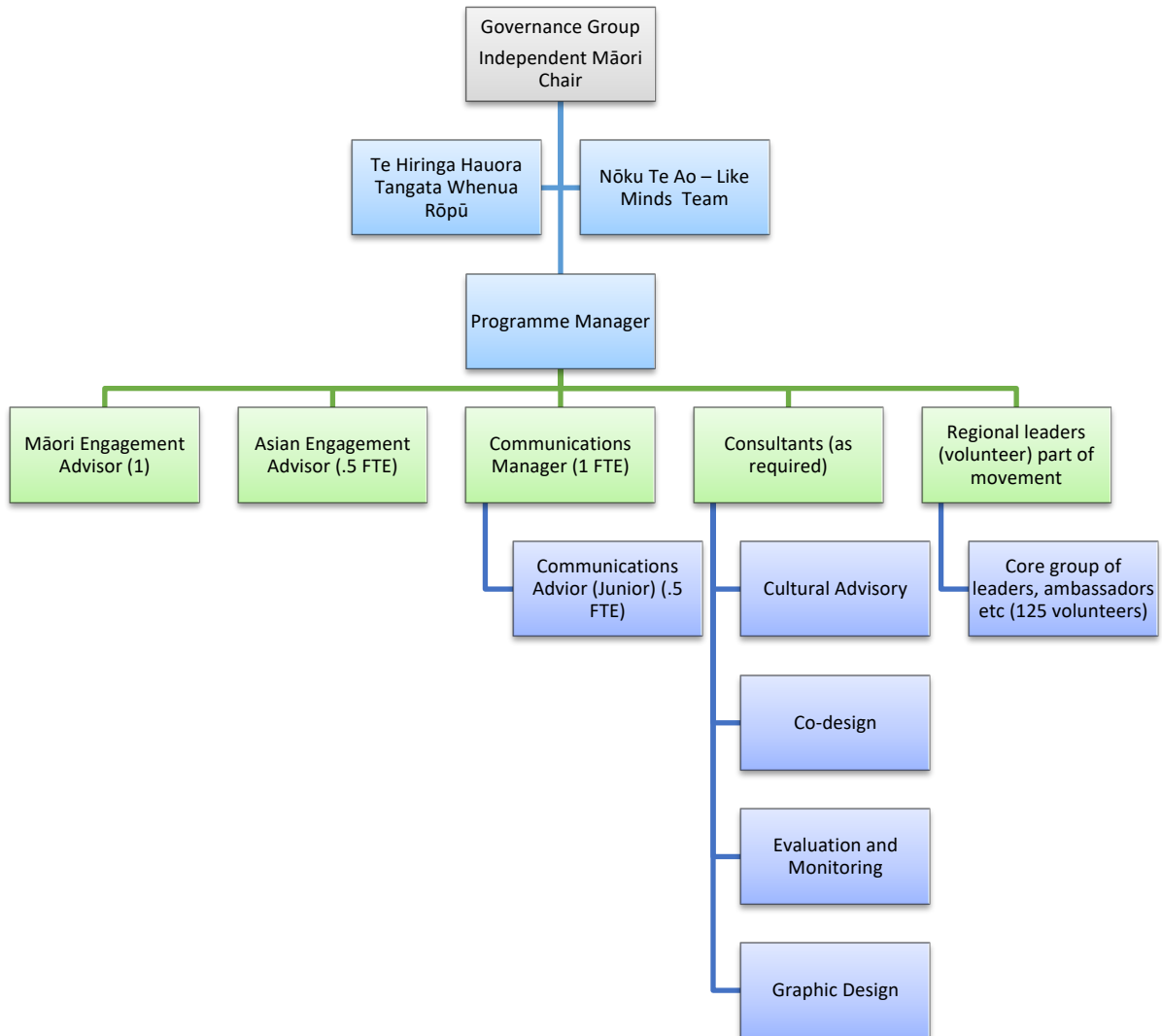
It is designed as a virtual team, to be distributed throughout the country and the organisations that are a part of this proposal. As an *added value*, we have learned over the last year that virtual teams are key to supporting business and offering increased reach as well as attracting a more diverse and capable candidate pool in recruitment.

We are intentionally positioning the team as the helpers/kaitautoko of those in the communities. We do not believe that a sustained top-down approach is sustainable or effective. We believe in building grassroots momentum which in turn will help influence decisions made at the top. The team (supported by identified high profile ambassadors and select leaders) will work behind the scenes to ensure that the gears of the social movement are well oiled and that different communities are weaving in their strands to make a strong whariki to hold the social movement together as it expands its reach and impact.

This organisational chart is book-matched to our education proposal (with some customisation). There is an important opportunity to create a robust integrated team across both programmes, offer amplification of both initiatives. Should both proposals be successful, there would be additional efficiencies that would also have beneficial effects in stretching the programme funding while sustainability and growth options are developed.

This team will be supported by the business support services of the wider partner organisations (HR, finance etc.) as well as leadership and service knowledge.

Figure 6. Programme organisational chart



Explain how your organisation(s) will ensure the social movement will have national reach.

Our networks and influence are wide-reaching and allowing us to affect meaningful change and respond rapidly to need and circumstances. **Changing Minds** has been instrumental in influencing mental health policy and change at a national level, through leadership, advice, advocacy and submissions. We are represented on multiple national groups including the Mental Health and Wellbeing Commission, the national Mental Health and Addiction Partnership Group, the National Suicide Mortality Review Committee and the National Suicide Mortality Review Committee.

Our well-established communications channels and initiatives, including Rākau Roroa enable us to connect with New Zealanders everywhere. Our existing network of Tall Trees are active in all types of community from Northland to Southland with networks expanding to cover all regions of Aotearoa. Our Rākau Roroa network provides a robust platform for the creation and evolution of a powerful and credible national movement.

Figure 7. National reach of Rākau Roroa network



Asian Family Services (AFS) has well-established connections with Asian communities, Government and non-government agencies and community groups. We regularly promote our services during community events nationwide and we partner with grassroots organisations to deliver seminars, workshops and volunteer training programmes. AFS is active on social media including Facebook, Instagram, WeChat, other Asian social media and LinkedIn, providing effective platforms to increase awareness of mental health and wellbeing and challenge prejudice and discrimination.

E Tipu E Rea currently leads a national network 'Kotahitanga' for Mātua Taiohi, bringing together groups to stand united for the rights of mātua taiohi, both Māori and non-Māori. E Tipu E Rea works alongside a wide range of agencies, including national and local government to promote positive change and has connections with local and national Māori networks, marae, iwi, hapū and Māori businesses and communities.

Explain how people with lived experience in your organisation(s) will deliver the requirements, and explain how they will be supported to do so.

Delivering the requirements

We will apply Changing Minds' recruitment and employment policies and processes which actively support and promote Lived Experience; this entails requiring lived experience in addition to the combination of skills and experience required for a given role.

Values-based recruitment is an approach to help attract and select participants whose personal values and behaviours align with the organisation's values. This process supports the organisation in understanding how people connect and interact with each other and the people they may work with during the project.

People with Lived Experience will be the driving force of this programme. We co-ordinate and tap into an extensive and highly engaged network of people most impacted by mental distress and addiction who hold the knowledge, skills and insights for creating a society that promotes mental wellbeing and rejects stigma and discrimination.

We already have an established network of trained Lived Experience leaders in the Rākau Roroa programme, including regional leads. That network will use their lived experience of mental distress and recovery as well as their training to engage in the delivery of this programme (technically as volunteers). Rākau Roroa Tall Trees will provide a core and diverse network of facilitators and recruitment for more facilitators will be spread throughout our existing networks across Aotearoa . Train the trainer programmes will be provided and links will be encouraged with the social movement activity to sustain ongoing recruitment of trainers.

Supporting our staff and volunteers

Changing Minds is fortunate to have low staff turnover. Our dedication to the recruitment framework ensures that we select candidates that are the best fit for the organisation, pilot, and peer support worker. Additionally, we attribute our staff retention to a safe working environment that supports a healthy work/life balance (including flexible working arrangements), peer mentoring, peer supervision, ongoing training, and involvement in programme development. Continuous supervision by leaders and managers will also guide workers needs and increase retention.

Within an supportive and openwork environment, employment support is offered and encouraged, including EAP sessions and counselling with a person of choice. We also have an MoU with ATLEN and 1737.

The Rākau Roroa programme provides ongoing mentoring and support ensuring people with Lived Experience can lead strength-based community responses and project and are equipped with self-determining tools to support personal, whanau and community recovery. Our Tall Tress use storytelling and community connection to educate and influence and are trained to tell their stories safely in order to help reduce prejudice and discrimination in the community.

Rākau Roroa online learning deliberately includes branching scenarios, inter-activities and peer-learning by connecting weekly with a “responsabuddy” (a peer participant) on the course, as well as a whole group weekly “live korero” moderated by a facilitator.

We continuously improve our education approaches and materials under the guidance of participants. For example, testing and feedback, coupled with education expertise, showed strongly that a digital Rākau Roroa platform should not stand alone due to the need for individuals to apply reflections of their own journey. Live support and connection pre, during and post training is essential to ensure the safety of growing Lived Experience Leaders.

Assumptions

Please state any assumptions you have made in relation to the Requirements. Where you have made assumptions in relation to the costs and pricing information please state these in the price response form.

- That there will be further development and co-development with Te Hiringa Hauora and Nōku Te Ao – Like Minds as well as the wider community and those with lived experience.
- The wider political and socioeconomic context is rapidly changing, including the COVID-19 pandemic, Health Sector Review, Wai 2575, and He Ara Oranga government response. This will likely result in adaptation of social movement activities and priorities over time ensuring that they are agile and address current needs and priorities.
- Te Hiringa Hauora and Nōku Te Ao – Like Minds will make available any additional population based information that is not publicly available to inform the direction and development of this initiative.
- Prior success of the Rākau Roroa programme through Nōku Te Ao – Like Minds is known to the organisation. Though information has been provided in the body of the proposal, there is significantly more depth that has been provided by Changing Minds over the years.

Price

Pricing schedule (budget) & assumptions

Please submit your financial information and pricing and any assumptions, using the Price Response Form.

Proposed Contract

Having read and understood the Proposed Contract, in the RFP Section 5, I confirm that these terms and conditions are acceptable. If successful, I agree to sign a Contract based on the Proposed Contract, or such amended terms and conditions of Contract as are agreed with the Buyer following negotiations.

Referees

Please supply the details of two referees for your organisation. Include a brief description of the goods or services that your organisation provided and when.

Please note: in providing these referees you authorise us to collect any information about your organisation, except commercially sensitive pricing information, from the referees, and use such information in the evaluation of your Proposal. You also agree that all information provided by the referee to us will be confidential to us.

First referee	
Name of referee:	Sue Hallwright
Name of organisation:	Ministry of Health
Goods/services provided:	Whakatau Mai – The Wellbeing Sessions
Date of provision:	Mid 2020- present
Address:	MoH, Molesworth Street, Wellington
Telephone:	021 342 675
Email:	sue.hallwright@health.govt.nz

Note – the MoH has requested: It would be helpful if the reference checker could send key questions in advance so I can source relevant information from others where necessary.

Second referee	
Name of referee:	Jean-Marie Bush, Mental Health and Addictions Programme Manager Funding and Planning Team
Name of organisation:	Auckland and Waitemata DHBs
Goods/services provided:	Consumer resource and information service - Peer support Consumer resource and information service - Peer support Metro Consumer Services Metro ADHB, WDHB, CMDHB
Date of provision:	Over 10 years to present
Address:	Level 1, 15 Shea Terrace, Private Bag 93-503, Takapuna, Auckland City 0740
Telephone:	Phone: 09 486 8920 x 44686 Mobile: 021416 921
Email:	jean-marie.bush@waitematadhb.govt.nz

Please contact me before you approach a referee for a reference	Not required
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Our declaration

Respondent's declaration		
Topic	Declaration	Respondent's declaration
RFP Process, Terms and Conditions:	I/we have read and fully understand this RFP, including the RFP Process, Terms and Conditions (shortened to RFP-Terms detailed in Section 6, as amended by Section 1, paragraph 1.6. if applicable). I/we confirm that the Respondent/s agree to be bound by them.	Agree
Collection of further information:	The Respondent/s authorises the Buyer to: collect any information about the Respondent, except commercially sensitive pricing information, from any relevant third party, including a referee, or previous or existing client use such information in the evaluation of this Proposal. The Respondent/s agrees that all such information will be confidential to the Buyer.	Agree
Requirements:	I/we have read and fully understand the nature and extent of the Buyer's Requirements as described in Section 2. I/we confirm that the Respondent/s has the necessary capacity and capability to fully meet or exceed the Requirements and will be available to deliver throughout the relevant Contract period.	Agree
Ethics:	In submitting this Proposal the Respondent/s warrants that it: has not entered into any improper, illegal, collusive or anti-competitive arrangements with any Competitor has not directly or indirectly approached any representative of the Buyer (other than the Point of Contact) to lobby or solicit information in relation to the RFP has not attempted to influence, or provide any form of personal inducement, reward or benefit to any representative of the Buyer.	Agree
Offer Validity Period:	I/we confirm that this Proposal, including the price, remains open for acceptance for the Offer Validity Period stated in Section 1, paragraph 1.6.	Agree

Conflict of Interest declaration:	The Respondent warrants that it has no actual, potential or perceived Conflict of Interest in submitting this Proposal, or entering into a Contract to deliver the Requirements. Where a Conflict of Interest arises during the RFP process the Respondent/s will report it immediately to the Buyer's Point of Contact.	Agree
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Details of conflict of interest: Not applicable

DECLARATION

I/we declare that in submitting the Proposal and this declaration:

the information provided is true, accurate and complete and not misleading in any material respect the Proposal does not contain intellectual property that will breach a third party's rights

I/we have secured all appropriate authorisations to submit this Proposal, to make the statements and to provide the information in the Proposal and I/we am/are not aware of any impediments to enter into a Contract to deliver the Requirements.

I/we understand that the falsification of information, supplying misleading information or the suppression of material information in this declaration and the Proposal may result in the Proposal being eliminated from further participation in the RFP process and may be grounds for termination of any Contract awarded as a result of the RFP.

By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature:



Full name: Tūrukawa Bartlett

Title / position: Director

Name of organisation: MANAvation

Date: 22 March 2021

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By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature: 

Full name: Taimi Allan

Title / position: CEO

Name of organisation: Changing Minds

Date: 22 March 2021

Respondent's declaration		
Topic	Declaration	Respondent's declaration
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By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature:



Full name: Kelly Feng

Title / position: National Director

Name of organisation: Asian Family Services

Date: 22 March 2021

Respondent's declaration		
Topic	Declaration	Respondent's declaration
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Details of conflict of interest: Not applicable

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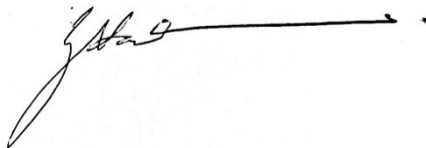
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By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature:



Full name: Zoe Aroha Hawke

Title / position: CEO

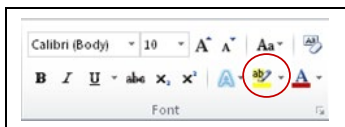
Name of organisation: E Tipu E Rea Whānau Services

Date: 22 March 2021

Template: ROI Response Form - Video

Instructions for Respondents

- Please use this Response Form in responding to our ROI where you are submitting a video response. It is important that you do not change the structure (section headings and sequence). Changing this structure will make it harder for the evaluators to find relevant information quickly.
- Before starting to complete this form please make sure that you have read the Request for Registrations of Interest (ROI) in full and understand our Requirements (ROI Section 2), our Evaluation Approach (ROI Section 3) and the ROI Process, Terms and Conditions (shortened to ROI-Terms described in Section 4). If anything is unclear or you have any questions please get in touch with our Point of Contact (ROI Section 1 paragraph 1.3) before the Deadline for Questions (ROI Section 1, paragraph 1.2).
- We have included supplier tip boxes in red to help you understand what is required.
- The areas highlighted in yellow indicate where you are to write your response.
- Remember to delete the supplier tip boxes, remove the highlight from your answers and delete this instructions page and the respondent checklist before sending us your response – they are for your use only!



To remove highlight from text: select the text you want to remove the highlight from. In the 'Home' tab in the 'Font' group select the arrow at the right of the 'Text highlight colour' and select 'no colour'.

- For more general information on how to respond to tenders refer to the suppliers' resource centre at: [www.procurement.govt.nz/for suppliers](http://www.procurement.govt.nz/for-suppliers).

Check list for Respondents

Task	ü
1. Complete all sections of the Response Form.	
2. Delete all 'supplier tip' boxes from the Response Form. 3. Remove all yellow highlight from the Response Form.	
4. Make sure that you have complied with the following instructions: <ul style="list-style-type: none"> • Contact likemindsprocurement@hpa.org.nz to receive instructions on how to provide your video file to us. • Please keep your response to Section 2 as concise and succinct as possible, while including all necessary detail to evidence your organisation's meeting of the criteria. 	
5. Arrange for the declaration to be signed.	
6. Prepare your Registration for electronic submission by creating a final soft copy file (Video Response Form and accompanying video file).	
7. Arrange for the Registration to be submitted electronically before the Deadline for Registrations.	



He mana tō te mātau ā-wheako
Our lived experience is our strength

E Tipu E Rea Whānau Services

MANA
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E TIPU E REA
WHĀNAU SERVICES



Asian Family Services
Together enriching lives

Response Form - Video

In response to Request for Registrations of Interest

By: Te Hiringa Hauora/Health Promotion Agency

For: Like Minds Settings-based Education for Social Change

Ref: OPS0301/20-21/05

Date of this Proposal: 11 December 2020

1. About the Respondent

1.1 Our profile

This is a joint Registration, by Changing Minds, MANAvation, E Tipu E Rea and Asian Family Services (together the Respondents) to supply the Requirements.

Item	Detail
Trading name:	Changing Minds
Full legal name (if different):	Changing Minds Trust
Physical address:	762 Mount Eden Road, Mount Eden, Auckland 1024
Postal address:	PO Box 10-256 Dominion Road, Auckland 1446
Registered office:	NA
Business website:	www.changingminds.org.nz
Type of entity (legal status):	Registered Charitable Trust
New Zealand Business Number:	9429042995746
Country of residence:	New Zealand
GST registration number:	076 765 359

1.2 Our Point of Contact

Item	Detail
Contact person:	Taimi Allan
Position:	CEO – Changing Minds
Phone number:	09 623 1762
Mobile number:	022 482 4242
Email address:	ceo@changingminds.org.nz

Probity check	
List any pending claims against your organisation:	None

List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes		No	X
Is your organisation in dispute with workers or a trade union?	Yes		No	X

Item	Detail
Trading name:	MANAvation
Full legal name (if different):	MANAvation Ltd
Physical address:	67 Pukekauri Road, Waikino 3682
Postal address:	As above
Registered office:	N/A
Business website:	N/A
Type of entity (legal status):	Limited company
New Zealand Business Number:	9429046522382
Country of residence:	New Zealand
GST registration number:	124-737-052

1.3 Our Point of Contact

Item	Detail
Contact person:	Tūraukawa Bartlett
Position:	Director
Phone number:	02041654044
Mobile number:	As above
Email address:	turukawa@manavation.co.nz

Probity check

List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes	<input type="checkbox"/>	No	X
Is your organisation in dispute with workers or a trade union?	Yes	<input type="checkbox"/>	No	X

Item	Detail
Trading name:	E Tipu E Rea Whānau Services
Full legal name (if different):	E Tipu E Rea Whānau Services
Physical address:	1C Tony Street, Henderson, Auckland 0612
Postal address:	PO Box 44005, Point Chevalier, Auckland 1246
Registered office:	Auckland
Business website:	https://etipureaws.org.nz
Type of entity (legal status):	Charitable trust
New Zealand Business Number:	9429043212873
Country of residence:	Aotearoa/New Zealand
GST registration number:	105659539

1.4 Our Point of Contact

Item	Detail
Contact person:	Zoe Aroha Hawke
Position:	CEO
Phone number:	095514367
Mobile number:	0292794543
Email address:	zoe.hawke@etipureaws.org.nz

Probity check				
List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes	<input type="checkbox"/>	No	X
Is your organisation in dispute with workers or a trade union?	Yes	<input type="checkbox"/>	No	X

Item	Detail
Trading name:	Asian Family Services
Full legal name (if different):	Asian Family Services Limited
Physical address:	128 Khyber Pass Road
Postal address:	PO Box 8021 Symonds Street, Grafton, Auckland 1150
Registered office:	128 Khyber Pass Road, Grafton, Auckland 1023, New Zealand
Business website:	www.asianfamilyservices.nz
Type of entity (legal status):	Registered Charitable Trust
New Zealand Business Number:	9429031326056
Country of residence:	New Zealand
GST registration number:	127-180-539

1.5 Our Point of Contact

Item	Detail
Contact person:	Ivan Yeo
Position:	Deputy Director and Public Health Lead
Phone number:	092126823

Mobile number:	021407530
Email address:	Ivan.yeo@asianfamilyservices.nz

Probity check				
List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes	<input type="checkbox"/>	No	X
Is your organisation in dispute with workers or a trade union?	Yes	<input type="checkbox"/>	No	X

2. Response to the Requirements

2.1 Pre-conditions

#	Pre-condition	Meets
1.	Must be a Māori organisation(s) OR a non-Māori organisation(s) in a Tiriti-based partnership with a Māori organisation(s) AND	Yes
2.	Must be a peer-led organisation(s) OR network(s), or a peer-led team in a non-peer-led organisation.	Yes
	<p>Please provide evidence by detailing your company's/ companies' structure/s (including details of staff). Note: you may wish to attach this as a separate document. If so, please add the file name here.</p>	<p>Changing Minds, x10 Staff with combined tāngata mātau ā-wheako experience. https://changingminds.org.nz/about-us/</p> <p>Changing Minds was born in 2000, out of the psychiatric survivor movement; for its entire 20 year history it has been entirely staffed and governed by lived experience /consumers /peers.</p> <p><u>Details of Staff</u></p> <p>Chief Executive Officer -Taimi Allan</p> <p>Operations Manager - Ally Fagan</p> <p>Finance Manager (on Maternity Leave) - Ksenia Kala</p> <p>Kaipoipoi Rākau Roroa Partner - Tatiana Hotere</p> <p>Kaipoipoi Rākau Roroa Partner- Macarena Vaughan</p>

	<p>Communications Lead - Cate Hennessy</p> <p>Communications Specialist- Jodie Bennett</p> <p>Project Manager (Contractor) - Fiona Clapham-Howard</p> <p>Bookkeeper - Nadine Rathjens</p> <p>Personal Assistant to CEO / Project Coordinator - Adele Chayegan</p>
--	---

#	Pre-condition	Meets
1.	Must be a Māori organisation(s) OR a non-Māori organisation(s) in a Tiriti-based partnership with a Māori organisation(s) AND	Yes
2.	Must be a peer-led organisation(s) OR network(s), or a peer-led team in a non-peer-led organisation.	Yes
	<p>Please provide evidence by detailing your company's/ companies' structure/s (including details of staff). Note: you may wish to attach this as a separate document. If so, please add the file name here.</p>	<p>MANAVATION Co-directors x 2</p> <p>Tūraukawa Bartlett and Aimee Bartlett</p> <p>30 Years combined tāngata mātau ā-wheako experience with 10 years combined professional clinical and cultural experience.</p>

2.2 Registration formats

How to prepare your video proposal

- Please email likemindsprocurement@hpa.org.nz for instructions on how to transfer the video file to us. We will also provide you with the contact details of a person to call on the day the video is due, should you encounter any technical difficulties with the file transfer.
- Don't worry, a film-crew is not necessary! Simply use your phone or other suitable device to shoot your video footage. Choose a quiet location with minimal background noise so that voices can be heard clearly on the recording.
- We recommend your video-based submissions are no longer than 20 minutes, and can be of smartphone quality or above.
- We will not be judging the quality of the video production, only the details of the idea/proposal within it.
- See section 2.2.2 for the topics that your video must cover / our assessment criteria.
- You can choose to partially or fully present your proposal in either Te Reo Māori or English, or a combination of both.
- In your video submission, please explain how your organisation meets our requirements, as per questions set out in section 2.2.2. You may wish to answer each question individually, but if you

do not please ensure that when filming your submission you cover each component of our requirements as per our evaluation criteria. This is so the panel can evaluate your registration against the criteria, which will assist them in deciding on our shortlist of suppliers.

2.2.1 Overview of our track record and unique value

The partnership between Changing Minds, MANAvation, Asian Family Services and E Tipu E Rea offers huge potential to deliver relevant, innovative and impactful education for positive social change to communities and organisations all over Aotearoa.

Our organisations deliver a diverse range of education and training, designed to empower and support vulnerable communities and people experiencing mental distress, and to challenge and inform around societal prejudice and injustice. That education is delivered with, and by, people with Lived Experience, equipped with the tools, models and expertise to affect positive change.

Changing Minds has extensive experience and a national reputation in delivering workplace training, from Police to health providers; Asian Family Services educates and trains Asian communities from prisoners to students; E Tipu E Rea delivers training programmes with and on behalf of some of our most vulnerable young people; and MANAvation's work is empowering youth in the Waikato and energising te reo Māori nationwide.

We can demonstrate positive outcomes in policy, practice, service development and the lived experience of individuals through the education, training and advice services our organisations offer.

Together we connect to extensive networks at a national level and in local communities, and bring a partnership approach to tailored learning opportunities in a wide range of settings and formats. Success comes from co-designing training that is relevant and easily assimilated, based on the needs, issues and desired outcomes identified.

Our senior leaders, and the network of experts and trainers we connect to, have the potential to leverage our combined experience and knowledge to create a diverse and powerful expert education collective. We have a commitment from the University of Auckland to support our education activities for primary care and employers, including scoping the development of continuing education credits and/or micro-credentialling (see attached letter).

MANAvation and E Tipu E Rea will be responsible for embedding a Kaupapa Māori lens and a commitment to addressing the inequities experienced by Tangata Whenua to all our work. We also bring insights and connection to our Pasifika communities through commitment to our shared Kaupapa from Le Va (letter of support attached).

Our history, relationships and expertise, our shared tikanga of pono and aroha, our reputation for innovation, and our passion to achieve positive social change through learning makes us an ideal Like Minds education partner.

2.2.2 Questions relating to the evaluation criteria

1. Organisational capacity

Weighting 20%

Describe your organisation's/organisations' experience in delivering projects led by people with lived experience.	
Explain how your organisation/s infrastructure supports the development and management of an education programme.	
Describe your organisation/s experience in delivering work with national reach.	
2. Organisational expertise in Māori worldviews	Weighting 20%
Describe your organisation/s track record of basing work in Te Ao Māori worldview.	
Describe your organisation/s track record of applying Te Tiriti articles to work.	
Describe your organisation/s track record of using Te Reo and Tikanga Māori in work.	
3. Organisational capability	Weighting 20%
Describe your organisation/s experience in managing innovative and equitable education programmes.	
Describe your organisation/s experience in tailoring education to a variety of audiences and settings, including Māori.	
Describe your organisation/s track record of successful outcomes through education.	
4. Kotahitanga (ability to work in partnership)	Weighting 20%
Describe your organisation/s track record working in partnership with other organisations to deliver work.	
Describe your organisation/s track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve delivery.	
5. Organisational values	Weighting 20%
Explain how your organisation/s values align with the vision of Like Minds.	
Describe your organisation/s track record of commitment to social justice.	

2.2.3 Assumptions

Please state any assumptions you have made in relation to the Requirements.

3. Our declaration

Respondent's declaration		
Topic	Declaration	Respondent's declaration
ROI Process, Terms and Conditions:	I/we have read and fully understand the ROI, including the ROI Process, Terms and Conditions (shortened to ROI-Terms detailed in Section 4, as amended by Section 1, paragraph 1.6. if applicable). I/we confirm that Respondent/s agree to be bound by them.	Agree
Collection of further information:	<p>The Respondent/s authorises the Buyer to:</p> <ul style="list-style-type: none"> a. collect any information about the Respondent, except commercially sensitive pricing information, from any relevant third party, including a referee, or previous or existing client b. use such information in the evaluation of this Registration. <p>The Respondent/s agrees that all such information will be confidential to the Buyer.</p>	Agree
Requirements:	I/we have read and fully understand the nature and extent of the Buyer's Requirements as described in Section 2. I/we confirm that the Respondent/s has the necessary capacity and capability to fully meet or exceed the Requirements and will be available to deliver throughout the relevant Contract period.	Agree
Ethics:	<p>In submitting this Registration the Respondent/s warrants that it:</p> <ul style="list-style-type: none"> a. has not entered into any improper, illegal, collusive or anti-competitive arrangements with any Competitor b. has not directly or indirectly approached any representative of the Buyer (other than the Point of Contact) to lobby or solicit information in relation to the ROI c. has not attempted to influence, or provide any form of personal inducement, reward or benefit to any representative of the Buyer. 	Agree
Conflict of Interest declaration:	The Respondent warrants that it has no actual, potential or perceived Conflict of Interest in submitting this Registration, or entering into a	Agree

Contract to deliver the Requirements. Where a Conflict of Interest arises during the procurement process the Respondent will report it immediately to the Buyer's Point of Contact.

Details of Conflict of Interest: Not applicable

DECLARATION

I/we declare that in submitting the Registration and this declaration:

- a. the information provided is true, accurate and complete and not misleading in any material respect
- b. the Registration does not contain Intellectual Property that will breach a third party's rights
- c. I/we have secured all appropriate authorisations to submit this Registration, to make the statements and to provide the information in the Registration and I/we am/are not aware of any impediments to enter into a Contract to deliver the Requirements.

I/we understand that the falsification of information, supplying misleading information or the suppression of material information in this declaration and the Registration may result in the Registration being eliminated from further participation in the ROI process and may be grounds for termination of any Contract awarded as a result of the ROI.

By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature:



Full name: Tūrukawa Bartlett

Title / position: Director

Name of organisation: MANAvation

Date: 11-12-2020

Respondent's declaration

Topic	Declaration	Respondent's declaration
ROI Process, Terms and Conditions:	I/we have read and fully understand the ROI, including the ROI Process, Terms and Conditions (shortened to ROI-Terms detailed in Section 4, as amended by Section 1, paragraph 1.6. if applicable). I/we confirm that Respondent/s agree to be bound by them.	Agree

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Requirements:	<p>I/we have read and fully understand the nature and extent of the Buyer's Requirements as described in Section 2. I/we confirm that the Respondent/s has the necessary capacity and capability to fully meet or exceed the Requirements and will be available to deliver throughout the relevant Contract period.</p>	Agree
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Details of Conflict of Interest: Not applicable

DECLARATION

I/we declare that in submitting the Registration and this declaration:

- d. the information provided is true, accurate and complete and not misleading in any material respect**
- e. the Registration does not contain Intellectual Property that will breach a third party's rights**

- f. I/we have secured all appropriate authorisations to submit this Registration, to make the statements and to provide the information in the Registration and I/we am/are not aware of any impediments to enter into a Contract to deliver the Requirements.

I/we understand that the falsification of information, supplying misleading information or the suppression of material information in this declaration and the Registration may result in the Registration being eliminated from further participation in the ROI process and may be grounds for termination of any Contract awarded as a result of the ROI.

By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature:



Full name: Taimi Allan

Title / position: CEO

Name of organisation: Changing Minds

Date: 11-12-2020

Respondent's declaration

Topic	Declaration	Respondent's declaration
ROI Process, Terms and Conditions:	I/we have read and fully understand the ROI, including the ROI Process, Terms and Conditions (shortened to ROI-Terms detailed in Section 4, as amended by Section 1, paragraph 1.6. if applicable). I/we confirm that Respondent/s agree to be bound by them.	Agree
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Requirements:	I/we have read and fully understand the nature and extent of the Buyer's Requirements as described in Section 2. I/we confirm that the	Agree

Respondent/s has the necessary capacity and capability to fully meet or exceed the Requirements and will be available to deliver throughout the relevant Contract period.

Ethics:	In submitting this Registration the Respondent/s warrants that it: <ul style="list-style-type: none">g. has not entered into any improper, illegal, collusive or anti-competitive arrangements with any Competitorh. has not directly or indirectly approached any representative of the Buyer (other than the Point of Contact) to lobby or solicit information in relation to the ROIi. has not attempted to influence, or provide any form of personal inducement, reward or benefit to any representative of the Buyer.	Agree
----------------	---	--------------

Conflict of Interest declaration:	The Respondent warrants that it has no actual, potential or perceived Conflict of Interest in submitting this Registration, or entering into a Contract to deliver the Requirements. Where a Conflict of Interest arises during the procurement process the Respondent will report it immediately to the Buyer's Point of Contact.	Agree
--	--	--------------

Details of Conflict of Interest: Not applicable

DECLARATION


I/we declare that in submitting the Registration and this declaration:

- g. the information provided is true, accurate and complete and not misleading in any material respect
- h. the Registration does not contain Intellectual Property that will breach a third party's rights
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I/we understand that the falsification of information, supplying misleading information or the suppression of material information in this declaration and the Registration may result in the Registration being eliminated from further participation in the ROI process and may be grounds for termination of any Contract awarded as a result of the ROI.

By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature:



Full name: Ivan Yeo

Title / position: Deputy Director and Public Health Lead

Name of organisation: Asian Family Services

Date: 11-12-2020

Respondent's declaration

Topic	Declaration	Respondent's declaration
ROI Process, Terms and Conditions:	I/we have read and fully understand the ROI, including the ROI Process, Terms and Conditions (shortened to ROI-Terms detailed in Section 4, as amended by Section 1, paragraph 1.6. if applicable). I/we confirm that Respondent/s agree to be bound by them.	Agree
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Agree

Details of Conflict of Interest: Not applicable

DECLARATION

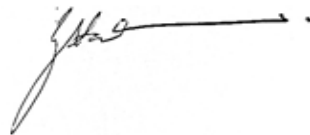
I/we declare that in submitting the Registration and this declaration:

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Signature:



Full name: Zoe Aroha Hawke

Title / position: CEO

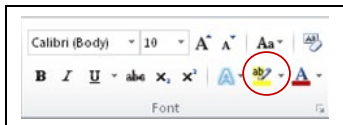
Name of organisation: E Tipu E Rea Whānau Services

Date: 11-12-2020

Template: ROI Response Form - Video

Instructions for Respondents

- Please use this Response Form in responding to our ROI where you are submitting a video response. It is important that you do not change the structure (section headings and sequence). Changing this structure will make it harder for the evaluators to find relevant information quickly.
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- The areas highlighted in yellow indicate where you are to write your response.
- Remember to delete the supplier tip boxes, remove the highlight from your answers and delete this instructions page and the respondent checklist before sending us your response – they are for your use only!



To remove highlight from text: select the text you want to remove the highlight from. In the 'Home' tab in the 'Font' group select the arrow at the right of the 'Text highlight colour' and select 'no colour'.

- For more general information on how to respond to tenders refer to the suppliers' resource centre at: [www.procurement.govt.nz/for suppliers](http://www.procurement.govt.nz/for-suppliers).

Check list for Respondents

Task	ü
1. Complete all sections of the Response Form.	
2. Delete all 'supplier tip' boxes from the Response Form. 3. Remove all yellow highlight from the Response Form.	
4. Make sure that you have complied with the following instructions: <ul style="list-style-type: none"> • Contact likemindsprocurement@hpa.org.nz to receive instructions on how to provide your video file to us. • Please keep your response to Section 2 as concise and succinct as possible, while including all necessary detail to evidence your organisation's meeting of the criteria. 	
5. Arrange for the declaration to be signed.	
6. Prepare your Registration for electronic submission by creating a final soft copy file (Video Response Form and accompanying video file).	
7. Arrange for the Registration to be submitted electronically before the Deadline for Registrations.	



He mana tō te mātau ā-wheako
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E Tipu E Rea Whānau Services

MANA
VATION®



E TIPU E REA
WHĀNAU SERVICES



Asian Family Services
Together enriching lives

Response Form - Video

In response to Request for Registrations of Interest

By: Te Hiringa Hauora/Health Promotion Agency

For: Like Minds Social Movement Initiative

Ref: OPS0301/20-21/06

Date of this Proposal: December 11 2020

1. About the Respondent

1.1 Our profile

This is a joint Registration, by Changing Minds, MANAvation, E Tipu E Rea Whānau Services and Asian Family Services (together the Respondents) to supply the Requirements.

Item	Detail
Trading name:	Changing Minds
Full legal name (if different):	Changing Minds Trust
Physical address:	762 Mount Eden Road, Mount Eden, Auckland 1024
Postal address:	PO Box 10-256 Dominion Road, Auckland 1446
Registered office:	NA
Business website:	www.changingminds.org.nz
Type of entity (legal status):	Registered Charitable Trust
New Zealand Business Number:	9429042995746
Country of residence:	New Zealand
GST registration number:	076 765 359

1.2 Our Point of Contact

Item	Detail
Contact person:	Taimi Allan
Position:	CEO – Changing Minds
Phone number:	09 623 1762
Mobile number:	022 482 4242
Email address:	ceo@changingminds.org.nz

Probity check	
List any pending claims against your organisation:	None

List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes		No	X
Is your organisation in dispute with workers or a trade union?	Yes		No	X

Item	Detail
Trading name:	MANAvation
Full legal name (if different):	MANAvation Ltd
Physical address:	67 Pukekauri rd, 3682, Waikino
Postal address:	As above
Registered office:	N/A
Business website:	N/A
Type of entity (legal status):	Limited company
New Zealand Business Number:	9429046522382
Country of residence:	New Zealand
GST registration number:	124-737-052

1.3 Our Point of Contact

Item	Detail
Contact person:	Tūrukawa Bartlett
Position:	Director
Phone number:	02041654044
Mobile number:	As above
Email address:	Tutukawa@manavation.co.nz

Probity check

List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes	<input type="checkbox"/>	No	X
Is your organisation in dispute with workers or a trade union?	Yes	<input type="checkbox"/>	No	X

Item	Detail
Trading name:	Asian Family Services
Full legal name (if different):	Asian Family Services Limited
Physical address:	128 Khyber Pass Road, Auckland
Postal address:	PO Box 8021 Symonds Street, Grafton, Auckland 1150
Registered office:	128 Khyber Pass Road, Grafton, Auckland 1023, New Zealand
Business website:	www.asianfamilyservices.nz
Type of entity (legal status):	Registered charitable trust
New Zealand Business Number:	9429031326056
Country of residence:	New Zealand
GST registration number:	127-180-539

1.4 Our Point of Contact

Item	Detail
Contact person:	Ivan Yeo
Position:	Deputy Director and Public Health Lead
Phone number:	092126823
Mobile number:	021407530
Email address:	Ivan.yeo@asianfamilyservices.nz

Probity check				
List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes	<input type="checkbox"/>	No	X
Is your organisation in dispute with workers or a trade union?	Yes	<input type="checkbox"/>	No	X

Item	Detail
Trading name:	E Tipu E Rea Whānau Services
Full legal name (if different):	E Tipu E Rea Whānau Services
Physical address:	1C Tony Street, Henderson, Auckland 0612
Postal address:	PO Box 44005, Point Chevalier, Auckland 1246
Registered office:	Auckland
Business website:	https://etipureaws.org.nz
Type of entity (legal status):	Charitable trust
New Zealand Business Number:	9429043212873
Country of residence:	Aotearoa/New Zealand
GST registration number:	105659539

1.5 Our Point of Contact

Item	Detail
Contact person:	Zoe Aroha Hawke
Position:	CEO
Phone number:	095514367

Mobile number:	0292794543
Email address:	zoe.hawke@etipureaws.org.nz

Probity check				
List any pending claims against your organisation:	None			
List any court judgements or other decisions that have been made against your organisation in the last 6 years:	None			
Is a merger/sale/restructure in contemplation?	Yes	<input type="checkbox"/>	No	X
Is your organisation in dispute with workers or a trade union?	Yes	<input type="checkbox"/>	No	X

2. Response to the Requirements

2.1 Pre-conditions

#	Pre-condition	Meets
1.	Must be a Māori organisation(s) OR a non-Māori organisation(s) in a Tiriti-based partnership with a Māori organisation(s) AND	Yes
2.	Must be a peer-led organisation(s) or network(s) OR a peer-led team in a non-peer-led organisation.	Yes
	<p>Please provide evidence by detailing your company's/ companies' structure/s (including details of staff). Note: you may wish to attach this as a separate document. If so, please add the file name here.</p>	<p>Changing Minds, x10 Staff with combined tāngata mātau ā-wheako experience. https://changingminds.org.nz/about-us/</p> <p>Changing Minds was born in 2000, out of the psychiatric survivor movement; for its entire 20 year history it has been entirely staffed and governed by lived experience / consumers/ peers.</p> <p><u>Details of Staff</u></p> <p>Chief Executive Officer -Taimi Allan</p> <p>Operations Manager - Ally Fagan</p> <p>Finance Manager (on Maternity Leave) - Ksenia Kala</p> <p>Kaipoipoi Rākau Roroa Partner - Tatiana Hotere</p> <p>Kaipoipoi Rākau Roroa Partner- Macarena Vaughan</p> <p>Communications Lead - Cate Hennessy</p>

	<p>Communications Specialist- Jodie Bennett</p> <p>Project Manager (Contractor) - Fiona Clapham-Howard</p> <p>Bookkeeper - Nadine Rathjens</p> <p>Personal Assistant to CEO / Project Coordinator - Adele Chayegan</p>
--	--

#	Pre-condition	Meets
1.	Must be a Māori organisation(s) OR a non-Māori organisation(s) in a Tiriti-based partnership with a Māori organisation(s) AND	Yes
2.	Must be a peer-led organisation(s) or network(s) OR a peer-led team in a non-peer-led organisation.	Yes
	<p>Please provide evidence by detailing your company's/ companies' structure/s (including details of staff).</p> <p>Note: you may wish to attach this as a separate document. If so, please add the file name here.</p>	<p>MANAvation Co-directors x 2</p> <p>Tūraukawa Bartlett and Aimee Bartlett</p> <p>30 Years combined tāngata mātau ā-wheako experience with</p> <p>10 years combined professional clinical and cultural experience.</p>

2.2 Registration formats

How to prepare your video proposal

- Please email likemindsprocurement@hpa.org.nz for instructions on how to transfer the video file to us. We will also provide you with the contact details of a person to call on the day the video is due, should you encounter any technical difficulties with the file transfer.
- Don't worry, a film-crew is not necessary! Simply use your phone or other suitable device to shoot your video footage. Choose a quiet location with minimal background noise so that voices can be heard clearly on the recording.
- We recommend your video-based submissions are no longer than 20 minutes, and can be of smartphone quality or above.
- We will not be judging the quality of the video production, only the details of the idea/proposal within it.
- See section 2.2.2 for the topics that your video must cover / our assessment criteria.
- You can choose to partially or fully present your proposal in either Te Reo Māori or English, or a combination of both.

- In your video submission, please explain how your organisation meets our requirements, as per questions set out in section 2.2.2. You may wish to answer each question individually, but if you do not please ensure that when filming your submission you cover each component of our requirements as per our evaluation criteria. This is so the panel can evaluate your registration against the criteria, which will assist them in deciding on our shortlist of suppliers.

2.2.1 Overview of our track record and unique value

Together the partnership between Changing Minds, MANAvation, Asian Family Services and E Tipu E Rea will bring a strong united front to a social movement to uphold the mana and human rights of people with experience of mental distress. We combine grass-roots activation, a shared vision, persuasive strategies, connected leadership and influential allies.

Each of us brings extensive networks that reach all corners of Aotearoa and many of our most vulnerable communities, with common goals of empowering and growing community participation, promoting social inclusion, and challenging societal prejudice and injustice.

Changing Minds' purpose is to collate and amplify the voice of Lived Experience to dispel myths around mental distress, reduce discrimination and promote mental wellbeing; that has included development and co-ordination of Rākau Roroa, a powerful national social movement through our past contract with Te Hiranga Haoura. Rākau Roroa has trained and supported more than 120 people with Lived Experience to lead community responses and projects that have reduced discrimination and influenced attitudes and behaviours - from changing advertising to developing media content to adapting employment practices.

Asian Family Services, E Tipu E Rea and MANAvation stand with Changing Minds, with the intention of harnessing their collective impact to empower people by giving them the information, tools and self-confidence to make a positive difference for themselves and their communities.

E Tipu E Rea supports mātua taiohi, Māori communities, whānau and wider society to grow and thrive and to dismantle the stigma and discrimination associated with being young, hapū, Māori, and often in mental distress. That combines practical support to promote individual wellbeing and resilience, with policy and advocacy activities that challenge unconscious bias and eliminate barriers to wellbeing for young Māori, leading to systemic change.

Asian Family Services works with and on behalf of diverse Asian communities to support the wellbeing, rights and opportunities of individuals and families in the context of a just society. That includes extensive connection through community activities, media and social media.

Each of our organisations works in partnership with a wide range of agencies including government, health and social care, media and the private sector, influencing policy, service provision and behaviours. Our combination of community connection, partnership working and national advocacy has contributed to transformational change from national legislation to local workplaces.

We honour a Te ao Maori worldview, with Kaupapa Māori partners MANAvation and E Tipu E Rea responsible for embedding a Kaupapa Māori lens to all our work. We also bring insights and connection to our Pasifika communities through commitment to our shared Kaupapa from Le Va (see attached letter of support).

Our shared values of pono and aroha, our history, knowledge, relationships and unique expertise, our reputation for innovation and our passion for positive change makes us an ideal Like Minds social movement partner.

2.2.2 Questions relating to the evaluation criteria

1. Organisational capacity	Weighting 20%
Describe your organisation's/organisations' experience in delivering projects led by people with lived experience.	
Explain how your organisation/s infrastructure supports the development and management of social movement activities.	
Describe your organisation/s experience in delivering work with national reach.	
2. Organisational expertise in Māori worldviews	Weighting 20%
Describe your organisation/s track record of basing work in Te Ao Māori worldview.	
Describe your organisation/s track record of applying Te Tiriti articles to work.	
Describe your organisation/s track record of using Te Reo and Tikanga Māori in work.	
3. Organisational capability	Weighting 20%
Describe your organisation/s experience in managing innovative and equitable social movement activities.	
Describe your organisation/s experience in tailoring activities to a variety of audiences and settings, including Māori.	
Describe your organisation/s track record of successful outcomes through social movement activities.	
4. Kotahitanga (ability to work in partnership)	Weighting 20%
Describe your organisation/s track record working in partnership with other organisations to deliver work.	
Describe your organisation/s track record in working with lived experience communities, including Māori, Pasifika, rainbow and disabled people to improve participation.	
5. Organisational values	Weighting 20%
Explain how your organisation/s values align with the vision of Like Minds.	
Describe your organisation/s track record of commitment to social justice.	

2.2.3 Assumptions

Please state any assumptions you have made in relation to the Requirements.

None

3. Our declaration

Respondent's declaration		
Topic	Declaration	Respondent's declaration
ROI Process, Terms and Conditions:	I/we have read and fully understand the ROI, including the ROI Process, Terms and Conditions (shortened to ROI-Terms detailed in Section 4, as amended by Section 1, paragraph 1.6. if applicable). I/we confirm that Respondent/s agree to be bound by them.	Agree
Collection of further information:	<p>The Respondent/s authorises the Buyer to:</p> <ul style="list-style-type: none"> a. collect any information about the Respondent, except commercially sensitive pricing information, from any relevant third party, including a referee, or previous or existing client b. use such information in the evaluation of this Registration. <p>The Respondent/s agrees that all such information will be confidential to the Buyer.</p>	Agree
Requirements:	I/we have read and fully understand the nature and extent of the Buyer's Requirements as described in Section 2. I/we confirm that the Respondent/s has the necessary capacity and capability to fully meet or exceed the Requirements and will be available to deliver throughout the relevant Contract period.	Agree
Ethics:	<p>In submitting this Registration the Respondent/s warrants that it:</p> <ul style="list-style-type: none"> a. has not entered into any improper, illegal, collusive or anti-competitive arrangements with any Competitor b. has not directly or indirectly approached any representative of the Buyer (other than the Point of Contact) to lobby or solicit information in relation to the ROI c. has not attempted to influence, or provide any form of personal inducement, reward or benefit to any representative of the Buyer. 	Agree
Conflict of Interest declaration:	The Respondent warrants that it has no actual, potential or perceived Conflict of Interest in submitting this Registration, or entering into a	Agree

Contract to deliver the Requirements. Where a Conflict of Interest arises during the procurement process the Respondent will report it immediately to the Buyer's Point of Contact.

Details of Conflict of Interest: Not applicable

DECLARATION

I/we declare that in submitting the Registration and this declaration:

- a. the information provided is true, accurate and complete and not misleading in any material respect
- b. the Registration does not contain Intellectual Property that will breach a third party's rights
- c. I/we have secured all appropriate authorisations to submit this Registration, to make the statements and to provide the information in the Registration and I/we am/are not aware of any impediments to enter into a Contract to deliver the Requirements.

I/we understand that the falsification of information, supplying misleading information or the suppression of material information in this declaration and the Registration may result in the Registration being eliminated from further participation in the ROI process and may be grounds for termination of any Contract awarded as a result of the ROI.

By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature: 

Full name: Zoe Aroha Hawke

Title / position: CEO

Name of organisation: E Tipu E Rea Whānau Services

Date: 11-12-2020

Respondent's declaration


Topic	Declaration	Respondent's declaration
ROI Process, Terms and Conditions:	I/we have read and fully understand the ROI, including the ROI Process, Terms and Conditions (shortened to ROI-Terms detailed in Section 4, as amended by Section 1, paragraph 1.6. if applicable). I/we confirm that Respondent/s agree to be bound by them.	Agree

Collection of further information:	<p>The Respondent/s authorises the Buyer to:</p> <ul style="list-style-type: none"> c. collect any information about the Respondent, except commercially sensitive pricing information, from any relevant third party, including a referee, or previous or existing client d. use such information in the evaluation of this Registration. <p>The Respondent/s agrees that all such information will be confidential to the Buyer.</p>	Agree
Requirements:	<p>I/we have read and fully understand the nature and extent of the Buyer's Requirements as described in Section 2. I/we confirm that the Respondent/s has the necessary capacity and capability to fully meet or exceed the Requirements and will be available to deliver throughout the relevant Contract period.</p>	Agree
Ethics:	<p>In submitting this Registration the Respondent/s warrants that it:</p> <ul style="list-style-type: none"> d. has not entered into any improper, illegal, collusive or anti-competitive arrangements with any Competitor e. has not directly or indirectly approached any representative of the Buyer (other than the Point of Contact) to lobby or solicit information in relation to the ROI f. has not attempted to influence, or provide any form of personal inducement, reward or benefit to any representative of the Buyer. 	Agree
Conflict of Interest declaration:	<p>The Respondent warrants that it has no actual, potential or perceived Conflict of Interest in submitting this Registration, or entering into a Contract to deliver the Requirements. Where a Conflict of Interest arises during the procurement process the Respondent will report it immediately to the Buyer's Point of Contact.</p>	Agree
Details of Conflict of Interest: Not applicable		
DECLARATION		
I/we declare that in submitting the Registration and this declaration:		
<ul style="list-style-type: none"> d. the information provided is true, accurate and complete and not misleading in any material respect 		

- e. the Registration does not contain Intellectual Property that will breach a third party's rights
- f. I/we have secured all appropriate authorisations to submit this Registration, to make the statements and to provide the information in the Registration and I/we am/are not aware of any impediments to enter into a Contract to deliver the Requirements.

I/we understand that the falsification of information, supplying misleading information or the suppression of material information in this declaration and the Registration may result in the Registration being eliminated from further participation in the ROI process and may be grounds for termination of any Contract awarded as a result of the ROI.

By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature: 

Full name: Tūrukawa Bartlett

Title / position: Director

Name of organisation: MANAvation

Date: 11-12-2020

Respondent's declaration

Topic	Declaration	Respondent's declaration
ROI Process, Terms and Conditions:	I/we have read and fully understand the ROI, including the ROI Process, Terms and Conditions (shortened to ROI-Terms detailed in Section 4, as amended by Section 1, paragraph 1.6. if applicable). I/we confirm that Respondent/s agree to be bound by them.	Agree
Collection of further information:	The Respondent/s authorises the Buyer to: <ul style="list-style-type: none"> e. collect any information about the Respondent, except commercially sensitive pricing information, from any relevant third party, including a referee, or previous or existing client f. use such information in the evaluation of this Registration. The Respondent/s agrees that all such information will be confidential to the Buyer.	Agree
Requirements:	I/we have read and fully understand the nature and extent of the Buyer's Requirements as described in Section 2. I/we confirm that the Respondent/s has the necessary capacity and capability to fully meet or exceed the	Agree

Requirements and will be available to deliver throughout the relevant Contract period.

Ethics:

In submitting this Registration the Respondent/s warrants that it:

Agree

- g. has not entered into any improper, illegal, collusive or anti-competitive arrangements with any Competitor
- h. has not directly or indirectly approached any representative of the Buyer (other than the Point of Contact) to lobby or solicit information in relation to the ROI
- i. has not attempted to influence, or provide any form of personal inducement, reward or benefit to any representative of the Buyer.

Conflict of Interest declaration:

The Respondent warrants that it has no actual, potential or perceived Conflict of Interest in submitting this Registration, or entering into a Contract to deliver the Requirements. Where a Conflict of Interest arises during the procurement process the Respondent will report it immediately to the Buyer's Point of Contact.

Agree

Details of Conflict of Interest: Not applicable

DECLARATION

I/we declare that in submitting the Registration and this declaration:

- g. the information provided is true, accurate and complete and not misleading in any material respect
- h. the Registration does not contain Intellectual Property that will breach a third party's rights
- i. I/we have secured all appropriate authorisations to submit this Registration, to make the statements and to provide the information in the Registration and I/we am/are not aware of any impediments to enter into a Contract to deliver the Requirements.

I/we understand that the falsification of information, supplying misleading information or the suppression of material information in this declaration and the Registration may result in the Registration being eliminated from further participation in the ROI process and may be grounds for termination of any Contract awarded as a result of the ROI.

By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature:



Full name: Ivan Yeo

Title / position: Deputy Director

Name of organisation: Asian Family Services

Date: 11-12-2020

Respondent's declaration		
Topic	Declaration	Respondent's declaration
ROI Process, Terms and Conditions:	I/we have read and fully understand the ROI, including the ROI Process, Terms and Conditions (shortened to ROI-Terms detailed in Section 4, as amended by Section 1, paragraph 1.6. if applicable). I/we confirm that Respondent/s agree to be bound by them.	Agree
Collection of further information:	The Respondent/s authorises the Buyer to: <ul style="list-style-type: none"> g. collect any information about the Respondent, except commercially sensitive pricing information, from any relevant third party, including a referee, or previous or existing client h. use such information in the evaluation of this Registration. The Respondent/s agrees that all such information will be confidential to the Buyer.	Agree
Requirements:	I/we have read and fully understand the nature and extent of the Buyer's Requirements as described in Section 2. I/we confirm that the Respondent/s has the necessary capacity and capability to fully meet or exceed the Requirements and will be available to deliver throughout the relevant Contract period.	Agree
Ethics:	In submitting this Registration the Respondent/s warrants that it: <ul style="list-style-type: none"> j. has not entered into any improper, illegal, collusive or anti-competitive arrangements with any Competitor k. has not directly or indirectly approached any representative of the Buyer (other than the Point of Contact) to lobby or solicit information in relation to the ROI 	Agree

-
- l. has not attempted to influence, or provide any form of personal inducement, reward or benefit to any representative of the Buyer.
-

Conflict of Interest declaration:

The Respondent warrants that it has no actual, potential or perceived Conflict of Interest in submitting this Registration, or entering into a Contract to deliver the Requirements. Where a Conflict of Interest arises during the procurement process the Respondent will report it immediately to the Buyer's Point of Contact.

Agree

Details of Conflict of Interest: Not applicable

DECLARATION

I/we declare that in submitting the Registration and this declaration:

- j. the information provided is true, accurate and complete and not misleading in any material respect
- k. the Registration does not contain Intellectual Property that will breach a third party's rights
- l. I/we have secured all appropriate authorisations to submit this Registration, to make the statements and to provide the information in the Registration and I/we am/are not aware of any impediments to enter into a Contract to deliver the Requirements.

I/we understand that the falsification of information, supplying misleading information or the suppression of material information in this declaration and the Registration may result in the Registration being eliminated from further participation in the ROI process and may be grounds for termination of any Contract awarded as a result of the ROI.

By signing this declaration the signatory below represents, warrants and agrees that he/she has been authorised by the Respondent/s to make this declaration on its/their behalf.

Signature: 

Full name: Taimi Allan

Title / position: CEO

Name of organisation: Changing Minds NZ

Date: 11-12-2020

Harakeke House, 15 Ronwood Avenue
PO Box 76536, Manukau City 2241
p 09 261 3490 f 09 263 9389



27 November 2020

Taimi Allan
CEO (Chief Experience Officer)
Changing Minds
PO Box 10-256 Dominion Road
Auckland 1446

Dear Taimi,

RE: Letter of Support for the Like Minds growth of a Social Movement

On behalf of the team at Le Va, I am excited to hear that Like Minds is supporting the growth of a Social Movement, and an expansion of education projects into our communities.

Le Va provides national coordination services, workforce development programmes and service delivery focused on supporting Pasifika families and communities to unleash their full potential. Le Va provides carefully developed resources, tools, information, organisational development and support services across Pasifika mental health and addiction, disabilities and public health, violence prevention as well as for education and in sports.

I have worked with Taimi on the Suicide Mortality Review Committee and have been inspired by the positive advocacy Changing Minds and the Tall Trees from Rākau Roroa have been doing to advance Lived Experience Leadership as well as change behaviours around mental distress particularly among Pasifika whanau with lived experience.

Le Va believe Changing Minds and their partners have the track record, skills, and experience to inspire a strong social movement and create memorable, robust training. Le Va supports this kaupapa and looks forward to assisting them to ensure the world views of Pasifika perspectives are woven throughout these important and innovative projects.

Sincerely,

Denise Kingi-'Ulu'ave
Chief Executive
Le Va

Julia Slark
Head of School



**MEDICAL AND
HEALTH SCIENCES**
SCHOOL OF NURSING

10 December 2020

School of Nursing
Building 505, Level 2
85 Park Road, Grafton
Auckland 1142, New Zealand
Email: j.slark@auckland.ac.nz

TO WHOM IT MAY CONCERN

Faculty of Medical and Health Sciences
The University of Auckland
Private Bag 92019
Auckland 1142
New Zealand

Re: Te Hiringa Hauora / Health Promotion Agency

We are happy to support Changing Minds and their partners by advising them on the development of training to meet the needs of primary care and employers. Changing Minds already has a good track record in this space and understands the needs of and barriers in delivering education to professionals who are time poor and may not recognise their potential to discriminate.

We agree with the Changing Minds approach to embedding subversive prejudice and discrimination training through content that the focus audience is wanting in mental health. For example, in Primary Care, continuing education credits on diagnostic overshadowing, developing self-awareness in practice and challenging Cartesian Dualism may be useful.

We understand that Changing Minds already has developed a Moodle Platform which would be a useful and accepted way to deliver a series of short, tailored micro-credentials online and we would be happy to partner with them to support pedagogy.

Ngā mihi,

Dr Julia Slark
Head - School of Nursing
Faculty of Medical and Health Sciences
The University of Auckland



Like Minds Like Mine Wānanga session – Settings based Education for Social Change

This document outlines the themes, questions and guidelines that have been set for the RFP wānanga sessions. This document is for Panel Members and Procurement staff that will be participating in the wānanga session. To ensure equity and fairness throughout the wānanga process the following guidelines have been set for Panel members and will be enforced by the Panel Chair appointed by KPMG.

- The Chair will introduce the high level themes during the Kōrerorero session of the wānanga.
- The Chair or delegated procurement team member will monitor the time for each theme and ensure that the allocated time is adhered to.
- The Chair will pose the questions to the Respondent organisation throughout the session.
- The Chair will allow **one panel** member to ask a supplementary/follow up question to each question.
- The supplementary/follow up question may be organisation specific.

Criterion Themes and Questions

The tables below provides the themes and questions to be posed to the panel throughout the kōrerorero session of the wānanga. Each theme was allocated sufficient time based on the volume of questions submitted by the panel prior to the wānanga.

1. Programme delivery		Time: 15 mins
Ngā pātai	<p>What is your preferred method of delivery and why? Do you have any evidence/research to support that the method has been successful?</p> <p>What is your strategy and timeline to include key lived experience stakeholders in the contribution of the development of your programme?</p> <p>How would you categorise your key excluder/discriminator stakeholders (i.e institutions, organisations, people with the potential to exclude) and how do you intend to engage with them?</p> <p>What is the basis of your Theory of Change methodology and how will intend to deliver it to excluding stakeholders?</p>	
2. Te Ao Māori and Te Tiriti capability		Time: 12 mins
Ngā pātai	<p>Can you please describe what a Te Tiriti based approach looks like to your organisation and how you will incorporate it into your programme curriculum and delivery?</p>	



	<p>Can you please describe what a Te Ao Māori based approach looks like to your organisation and how you will incorporate it into your programme curriculum and delivery?</p> <p>What is your strategy in delivering a Te Tiriti and Te Ao Māori based programme to non Māori priority groups (e.g., Pākeha, Asian, Rainbow etc)</p>
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3. Te Tiriti and priority groups strategic engagement and relationship management		Time: 12 mins
Ngā pātai	<p>How will/have you formalised your Te Tiriti and priority group relationships to ensure that each voice has equal mana to influence programme delivery?</p> <p>How do intend to build and manage various Te Tiriti based partnerships (i.e., iwi, hapū, Government, other Māori organisations)?</p> <p>How do you intend to engage lived experience expertise from all priority groups and ethnicities (i.e., Rainbow, Pasifika, non Māori, Asian, people with disabilities etc)?</p>	

4. Organisation structure and capacity		Time: 12 mins
Ngā pātai	<p>Can you talk us through your organisational structure including governance and external partnerships and how it will effectively deliver the LM programme?</p> <p>How do you intend to deliver the Like Minds programme on a national scale?</p> <p>If you were successful in obtaining both contracts, could you realistically deliver both? Please explain how.</p>	

5. Measuring success		Time: 8 mins
Ngā pātai	<p>What is your definition of outcomes and outputs for this programme?</p> <p>How do you intend to measure the success off your outcomes and outputs?</p>	



Like Minds Like Mine Wānanga session – Social Movement Initiative

This document outlines the themes, questions and guidelines that have been set for the RFP wānanga sessions. This document is for Panel Members and Procurement staff that will be participating in the wānanga session. To ensure equity and fairness throughout the wānanga process the following guidelines have been set for Panel members and will be enforced by the Panel Chair appointed by KPMG.

- The Chair will introduce the high level themes during the Kōrerorero session of the wānanga.
- The Chair or delegated procurement team member will monitor the time for each theme and ensure that the allocated time is adhered to.
- The Chair will pose the questions to the Respondent organisation throughout the session.
- The Chair will allow **each panel member** to ask a supplementary/follow up question to each question.
- The supplementary/follow up question may be organisatoin specific

Themes and Questions

The tables below provides the themes and questions to be posed to the panel throughout the kōrerorero session of the wānanga. Each theme was allocated sufficient time based on the volume of questions submitted by the panel prior to the wānanga.

1. Programme delivery	
Ngā pātai	<p>How would you prioritise areas where discrimination and human rights issues are happening to fit under the social movement?</p> <ul style="list-style-type: none">— Are there any areas that would not be relevant to the social movement?— Would you prioritise resources for some areas/activities over others and who would make those decisions <p>What is your strategy and timeline to include key lived experience stakeholders in the contribution of the development of the social movement?</p> <p>How do you intend to use external organisations to assist in delivering the social movement?</p>

2. Te Ao Māori and Te Tiriti capability
--



Ngā pātai	<p>Can you please describe what a Te Tiriti based and Te Ao Māori approach looks like to your organisation and how you will incorporate it into the social movement?</p> <p>What is your strategy in delivering a Te Tiriti and Te Ao Māori based social movement to non Māori priority groups (e.g., Pākeha, Asian, Rainbow etc)</p>
-----------	---

3. Te Tiriti and priority groups strategic engagement and relationship management
--

Ngā pātai	<p>How will/have you formalised your Te Tiriti and priority group relationships to ensure that each voice has equal mana to influence programme delivery?</p> <p>How do intend to build and manage various Te Tiriti based partnerships (i.e., iwi, hapū, Government, other Māori organisations)?</p>
-----------	---

4. Organisation structure and capacity

Ngā pātai	<p>Can you talk us through your organisational structure including governance and external partnerships and how it will effectively deliver the social movement?</p> <p>Can you please share more detail on the roles and responsibilities of your organisation and how you intend to deliver the social movement on a national scale?</p> <p>If you were successful in obtaining both contracts, could you realistically deliver both? Please explain how.</p>
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5. Measuring success

Ngā pātai	<p>What is your definition of outcomes and outputs for this programme?</p> <p>How do you intend to measure the success off your outcomes and outputs?</p>
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STATEMENT OF PERFORMANCE 2020/21

All of our measures will be further informed by the development of an outcomes framework in 2020/21. Our foundations, Te Tiriti, equity and sustainability are the basis for all our work and will be important factors in considering the success of what we do.

OUTPUT CLASS ONE PERFORMANCE MEASURES

Promoting: Knowledge and skills to catalyse change. Our knowledge and skills will translate into information, tools and advice for behaviour change. Our work will be at a national scale but have local relevance. We will use our resources to test and trial what works, whether that is existing or new and innovative, and spread good practice.

Promoting health and wellbeing – education, marketing and communications

No.	Activities	Performance measures	Comparative data	Indicators and source		Updates/Results
				Year One 2020/21	Year Two 2021/22	
1	The alcohol.org.nz website and our public resources aim to provide information, advice and research to help prevent and reduce alcohol-related harm and inspire New Zealanders to make better decisions about drinking alcohol.	Review and improve the public resources including alcohol.org.nz	Directly comparative data is not available. Te Hiringa Hauora websites have regularly performed very well.	The alcohol.org.nz website will be redeveloped by 30 June 2021. Performance measures for the website will be developed at the same time. Collection of	We will report on factors which may include numbers of visits to the new website, consumer or stakeholder experience of the website, and quality perceptions when the data is available, We will report on this in the 2022 Annual report.	Q3 update: Website redevelopment work has begun, with a supplier secured, and content planning and brand work underway. It is anticipated this measure will be met in Q4.



No.	Activities	Performance measures	Comparative data	Indicators and source Year One 2020/21	Indicators and source Year Two 2021/22	Updates/Results
				performance data will be provided for.		
2	Provide mental health and wellbeing support for New Zealanders.	Upgrade or develop digital resources and tools.	New measure	<p>Performance measures will be developed at the same time as a digital tool. Collection of performance data will be provided for.</p> <p>The upgrade or development of digital resources and tools will be reported in the 2021 annual report.</p>	We will report on factors such as the reach resources achieve, consumers experience, and quality perceptions when the data is available, expected to be the 2022 Annual report.	On track to achieve in Q4.
3	Our minimising gambling harm work will focus on behaviour change and start to address stigma.	Develop and deliver a new campaign, including a new campaign brand, to reduce the impact of gambling harm in New Zealand.	New measure.	<p>The campaign will be developed and in market by 30 June 2021.</p> <p>The campaign will be evidence informed in order to target populations that will</p>	We will report on quality focussed campaign metrics afer the campaign has been in the market for some time and data is available. This will be reported in the 2022	On track to achieve in Q4.

No.	Activities	Performance measures	Comparative data	Indicators and source Year One 2020/21	Indicators and source Year Two 2021/22	Updates/Results
				<p>benefit most from interventions. Equity of health outcomes will be a priority.</p> <p>We will report on this development and delivery.</p> <p>Quality metrics will be developed along with the campaign. Collection of performance data will be provided for.</p> <p>This will be reported in the 2021 Annual Report.</p>	Annual Report. Impact analysis will be ongoing.	
4	Motivate and support smoking quit attempts.	Develop and deliver a new campaign to share Smokefree messages and support quit attempts.	New measure.	<p>The campaign will be developed and delivered by 30 June 2021.</p> <p>The campaign will be evidence informed in order to target</p>	We will report on quality focussed campaign metrics after the campaign has been in the market for some time and data is available.	<p>Achieved – QuitStrong campaign went live on 2 August 2020.</p> <p>Q3 update: A second flight of the campaign took place in Jan-Feb 2021. The</p>



No.	Activities	Performance measures	Comparative data	Indicators and source Year One 2020/21	Indicators and source Year Two 2021/22	Updates/Results
				<p>populations that will benefit most from interventions. Equity of health outcomes will be a priority.</p> <p>We will report on this development and delivery.</p> <p>Quality metrics will be developed along with the campaign. Collection of performance data will be provided for.</p> <p>This will be reported in the 2021 Annual Report.</p>	<p>This will be reported in the 2022 Annual Report. Impact analysis will be ongoing.</p>	<p>evaluation of the campaign is underway.</p>



OUTPUT CLASS TWO PERFORMANCE MEASURES

Enabling health promoting initiatives and environments – advice, resources and tools

Enabling: Influence and advocacy to drive cultural acceptance of healthy behaviours and to support other government levers such as legislation, strategies and action plans. We will galvanise and amplify the efforts of those working to improve health and wellbeing.

No.	Activities	Performance measures	Comparative data	Indicators and source	Indicators and source	Updates/Results
				Year One 2020/21	Year Two 2021/22	
5	Te Hiringa Hauora works in collaboration with Non-Government Organisations (NGOs) and other sector leaders to promote healthy lifestyles and help whānau and communities to prevent non-communicable diseases. The approach will be targeted to address health equity, aiming to make a difference for populations where it is most needed	Develop and implement the first stage of a community and whānau wellbeing approach, commencing with a focus on preventing type 2 diabetes.	New measure	<p>An approach with a focus on preventing type 2 diabetes will be implemented by 30 June 2021. We will report on the development and initial delivery of the approach. Performance and quality metrics will be developed at the same time.</p> <p>This will be reported on in the 2021 annual report.</p>	<p>Initiatives for preventing non-communicable diseases will continue to be developed.</p> <p>Quality and success will be reported on in the 2022 annual report.</p>	

No.	Activities	Performance measures	Comparative data	Indicators and source	Indicators and source	Updates/Results
				Year One 2020/21	Year Two 2021/22	
6	Te Hiringa Hauora provides tools, resources, and advice to a wide range of users, across a range of health and wellbeing subjects.	At least 85% of users of advice, resources and tools, agree they were useful and/or helped them do their work. This measure will be across all of our work.	2018/19 87% of sample satisfied or very satisfied with the resources, tools, or advice they received.	When resources, forums, workshops or other events are produced or conducted by Te Hiringa Hauora, information about the quality of the resources or event will be sought from users and participants. This will be reported on in the 2021 annual report.		Results expected in Q4.
7	Te Hiringa Hauora will reduce alcohol-related harm in our communities. We will work in cooperation with whānau and communities.	Co-develop and commence implementation, alongside Māori, of a new equity-focused approach to reduce alcohol related harm.	New measure	Implementation will commence for both measures by 30 June 2021. Te Hiringa Haurora will develop quality measures along with the initiatives. We will develop methods to seek information from the communities we work with	We will report on the quality and success of the approach and initiatives in the 2022 annual report.	Q3 update: On track – we are working with a network of stakeholders in Whanganui, led by Health Families, to roll out a new co-developed approach to addressing alcohol harm.

No.	Activities	Performance measures	Comparative data	Indicators and source	Indicators and source	Updates/Results
				Year One 2020/21	Year Two 2021/22	
8		Implement at least two new initiatives in communities in line with Te Hiringa Hauora's role to reduce alcohol related harm.	New measure	<p>about the success of the implementation.</p> <p>We will report on the development and implementation of an approach, and initiatives in the 2021 annual report.</p>		Achieved – New alcohol harm reduction initiatives have been funded in the Northern, Central and Southern regions.
9	Implement a new Like Minds, Like Mine strategic direction with a kaupapa Māori focus	<p>A kaupapa Māori strategy will be developed.</p> <p>Te Hiringa Hauora will fund Māori organisations as a result of the procurement process by 30 June 2021</p>	New measure	<p>The kaupapa Māori strategy will be developed by 30 June 2021.</p> <p>Measures of quality and success of the strategy will be identified, along with the means of collecting information.</p> <p>The development will be reported on in the 2021 annual report.</p>	Quality and success will be reported on in the 2022 annual report.	On track to achieve in Q4.

OUTPUT CLASS THREE PERFORMANCE MEASURE

Informing health promoting policy and practice – policy advice and research

Informing: Insights and evidence for building on, and contributing to, the evidence base for key public health challenges, for understanding what works and for measuring our own impact. Our insights will be useful and useable and we will share this with communities and the organisations we work with. We will privilege the voices of Māori, Pacific peoples and people with lived experience of discrimination and prejudice in our research.

No.	Activities	Performance measures	Comparative data	Indicators and source		Updates/Results
				Year One 2020/21	Year Two 2021/22	
10	Te Hiringa Hauora will develop an Outcomes Framework that will clearly show how we will deliver on our strategic priorities and our goal. The Outcomes Framework will make explicit how the work carried out by Te Hiringa Hauora contributes to wider health sector outcomes, as well as our direct impact on improved health outcomes for New Zealanders.	A new framework for measuring the impact of Te Hiringa Hauora interventions, and a monitoring and evaluation plan will be developed.	New measure	An Outcomes Framework including a monitoring and evaluation plan for 2021-2025 will be agreed by the Te Hiringa Hauora Board by 30 June 2021.	Quality and success measures will be developed and reported on in 2021/22.	On track to achieve in Q4.

11	Provide high quality and relevant research, Te Hiringa Hauora monitors, data analysis and outputs to support Te Hiringa Hauora's programme and external stakeholders.	Publish at least three evaluations of Te Hiringa Hauora interventions.	New measure	Evaluations commissioned and published by 30 June 2021.	N/A	Achieved – the LMLM, eCoaching and Community Law evaluation reports published in 20/21
12		Embed kaupapa Māori research principles into how Te Hiringa Hauora undertakes research.	New measure	Tukutuku Rangahau framework implemented by 30 June 2021.	Quality and success will be reported on in the 2022 annual report.	Q3 update: On track – Principal Kaupapa Māori researcher (and Senior Māori Researcher) appointed. Weekly Kaupapa Māori meetings taking place, and other examples of self-learning. Re the Tukutuku Rangahau framework, we are contracting external resource to help meet the June deadline.
13		Publish the results of the new Alcohol Use in New Zealand survey.	New measure.	Topline report completed and on-going analysis of data	N/A	Achieved – Five reports detailing the results of the Survey



				commenced by 30 June 2021.		were published in March 2021.
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Me pēhea e mana ai te Tiriti o Waitangi i a tātou katoa?

Tiwhatiwha te pō, tiwhatiwha te ao, nau mai kia mau, nau mai kia tau, nau mai kia ea i te rongō e pupū ake ana i te korekore o te wā e whakahiapo a-wairua nei. Pātukituki ana te tārāuma, mōteatea ana te hirikapo, ngaungia ana te kiri e te rau maharatanga ānō nei he wāhine tangi haehae, he ngaru moana, au ē taukiri ē!

Ka ūhia ki te parekawakawa hei tirohanga wairua ki te kauwae runga. Ko rātou te ata kahurangi i te mata o te pō, e whakaatahia tonutia nei e tātou i te mata o te whenua. Ahakoa tē taea te huri kanohi mai i te ara wairua, ka ora tonu i tā te kāhui e whakaponō nei arā, riro ana mā te arero rātou e hahu ake.

Ki te whai haere i te mana o te Tiriti o Waitangi, me pēhea e kore ai e mihiā te ahikā e mura tonu ana i te whenua e noho nei mātou, i konei i Tāmaki Makaurau, ko Ngāti Whātua tērā. He mea whakatinana nei te pūrangiaho ki tō te Tangata Whenua mana, e kore e ngaro i te whakaaro nui mō te Tiriti o Waitangi.

Kei ngā pou kōrero, mō koutou i tū hei tokomanawa mō te whare e noho nei tātou, e mihi atu ana ki ō koutou maunga, ō koutou moana, ō koutou awa, ō koutou tohu whenua katoa e whai whakapapa atu ana, otirā e whakakotahi mai ana i a tātou ki a tātou katoa.

Ākuanei, pānuitia ai ngā kōrero mō te whai hononga ki ngā kaupapa e rua i waihanga ai e koutou hei manaaki i te Hauora o te iwi Māori me ngā tāngata katoa o Aotearoa. Heoi, e ū tonu ana mātou ki te kawa nui o te Māori, ko te whanaungatanga.

Nā reira, ahakoa te aha, ka ora tonu ngā whanaungatanga me ngā here ā-ngākau e paihere nei i a tātou ki a tātou; mō te oranga nuitanga o te iwi Māori, o Aotearoa anō hoki te take.

Nā mātou iti nei, nā

Tūraukawa Bartlett, Ngāti Whātua. Kaiwhakahaere matua, MANAvation.

Zoe Hawke, Ngāti Pāoa, Ngāti Hako, Kaiwhakahaere matua, E Tipu E Rea

Taimi Allan, Kaitaiki Matua, Changing Minds

Ivan Yeo & Kelly Feng, Asian Family Services

Transcriptions and translation: ROI Settings-based Education – Changing Minds

Issued in Wellington, New Zealand on 1 June 2021

Video #1 whanaungatanga	Transcription	Translation
<p>Time 0 – 2.30 minutes</p>	<p>Tikina, tīkina atu rā te pūtaka o ngā kōrero o te wānanga; tīkina atu rā te hautapu o ngā ariki. Kauwhatatia e Tāne te wānanga ki runga ki ēnei ruanuku kia koi te matapunenga, kia maiangi te matapūihoiho, ka mau; mau whiwhia mau rawea, tihei mauri ora.</p> <p>Ka tū nei au i te mahau o Te Parekawakawa he tirohanga wairua mōku ki te kauwae runga ki te kāpunipunitanga o te wairua. Ko rātou ki a rātou, moe mai, moe mai rā. Ka hoki au i te kauwae runga ki te kauwae raro e noho nei tātou i tēnei wā. Nō reira kei aku nui ki aku rahi kei ngā hōpara makaurangi manu whakatau huri noa i te motu tēnā koutou.</p> <p>Hei wāhi tūāpapa mō tātou i tēnei wā me pēhea e kore ai au e mihia e korerohia Te Tiriti o Waitangi. Inā rukuhia katoatia e tātou tērā korero ka pa mai te purangiaho he whai i te whanaungatanga i waenga i a ngai Māori me ngāi Tauīwi. Nō reira mā te whanaungatanga, mā te kōrero tahi, mā te noho tahi, mā te whakaaro tahi e ora ai tātou katoa.</p> <p>Nō reira tēnā koutou, tēna koutou, tēnā tātou katoa.</p> <p>[waiata]</p> <p>Te aroha te whakapono me te rangimārie tātou tātou e</p> <p>Ko Taimi tōku ingoa. Ko Ivan Yeo tōku ingoa. Ko Zoe Hawke tōku ingoa. Nō Hauraki ahau, Ngāti Hako, Ngāti Pāoa hoki. Kia ora.</p> <p>He uri tēnei nō Ngāti Whātua, ko Tūraukawa tōku ingoa. Tēnā koutou.</p>	<p>Call forth the source of lore of instruction; call forth the vitality of the lords. Recite oh Tāne upon these alchemists so that their intellect is sharper and their extrasensory perception is raised, and holds firm; wrap it and bind it tight, 'tis the breath of life.</p> <p>As I stand on the porch of Te Parekawakawa my spiritual viewing place to those of the spiritual realm, the gathering of spirits. Let them all be, and rest in peace. Let me return from the spiritual realm to the realm of humankind where we reside now. On that note, greetings to you all, my esteemed ones, highly decorated ones, and the decision makers from around the country.</p> <p>Firstly, as a foundation for us, how can I not recognise and refer to Te Tiriti o Waitangi, for when we delve into its entirety it becomes clear that it is about relationships between Māori and Europeans. Therefore by forging relationships, talking together, co-operation, and like minds that we will all thrive.</p> <p>Greetings, greeting to you all, and greetings to all of us.</p> <p>[song]</p> <p>Love, faith and peace, all of us together.</p> <p>My name is Taimi. My name is Ivan Yeo. I am Zoe Hawke. I am from Hauraki, from Ngāti Hako and Ngāti Pāoa as well. Thank you.</p> <p>I am a descendent of Ngāti Whātua, and my name is Tūraukawa. Greetings to you all.</p>



Settings based education

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We have already discussed the important links of the Māori language and its customs to the Māori world. Let us not forget, and return to the message of the well-known proverb 'the language is the gateway to the Māori world,' That is perhaps the primary response in satisfying this question.

Nonetheless, in broadening the understanding, let us discuss formal and informal language. Informal language is present everywhere at important gatherings when we hear terms like 'kia ora', 'tēnā koutou,' and other terms. However we also know that they offer only a glimpse into the Māori world. Therefore what we are planning, to ensure that this initiative credence, is that our language is legitimised as an essential aspect of this initiative such as these examples:

- - **Awhinatia te āmāimai** – Embrace the uncomfortable space
- - **He mana tō te mātau ā-wheako** – Our lived experience is our strength
- - **Kōrerotioa te reo hei puna oranga mōu** – Speak your reo as a source of wellbeing
- - **Aromatawaihia ō wheako hei hoa haere mōu** – Normalise self-reflection to travel with you in your journey.

Doubtless to say that this concept is a different way of thinking, and by adhering to it then we are better able to relate to the whānau, the communities, and the other initiatives that are linked to this initiative.

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If Te Tiriti o Waitangi were a house, how would learned people view its carvings? If Te Tiriti o Waitangi were a house, how would experts sense its life force? If Te Tiriti o Waitangi were a house, how would those responsible care for its prestige, indeed how?

Now I will utilise the message espoused by the citadel of wisdom (James Te Wharehuia Milroy) who has passed on, "Let the house show us. There are two sides to this carved house. There are carved figures on both sides, conversing in a spiritual language. But we are the ones who are manifesting their ideals by speaking our Māori language."

If we were to follow the substance of this idea, then the question being asked here is fully satisfied. This is the reason why this section is being answered in the Māori language, the chiefly language, the language misinterpreted by interpreters, and the language that Te Tiriti o Waitangi was penned in; the Senior that stands above the Treaty of Waitangi with all its ambivalence that is still perpetuated today in the English language and all its aspects.

Therefore, in order for the spiritual aspect of this initiative to be settled we must remain committed to the language of our ancestors, and ensure that the language is correct, that it flows freely and it is indeed Māori!



The following statement is heard widely at many events 'we adhere to the Treaty of Waitangi and its three principles, being Partnership, Protection and Participation.' Friends, we are fed up with this concept and its misguided views, and what's more many have followed this concept and its perceived benefits and are still waiting to see the benefits. Therefore how can new benefits stem from it if these misgivings are still supported and everything related to them? This is a major problem.

We are not necessarily trampling the validity of other initiatives, not so ever, however in thinking about the future, we must elevate future thinking and potential that stems from the nothingness of this option. Consequently we need to turn our attention to the autonomy of Māori and the importance imbued within the Māori vernacular used in communicating with Māori and other people. By this we will all thrive, no matter who we are or where we are from.

Everlasting wellbeing is the goal for us moving forward together and self-determination in fulfilling the wishes of those who have passed. If this is not the case then what is self-determination?

For that reason, we must focus on the main concept of Te Tiriti o Waitangi, that is self-determination. All three principles are combined by this one. If you understand self-determination then you understand Te Tiriti o Waitangi. Here is an example:

This message talks about the autonomy of Māori; they are responsible for their treasures, from the Sky to the earth including the oceans and intangible things, such as the spiritual world.

Accordingly if one follows this different path, then we will understand what ranga - i - te - tira (weave - the - group - together) means. It is a term that empowers people and speaks to Māori kinship to all people, no matter who they are or where they are from, it is also a reminder to all people if we were to say it like this 'I am from Aotearoa', we must care for the treasures as wellbeing for all of us.

Therefore when we reach out to our communities, we talk about self-determination. When we produce promotional material we talk about self-determination. When we meet with all whānau we talk about self-determination. This is a deliberate strategy of ours so that we may be unyielding to truth, belief and to the treasured handed down by our ancestors no matter where we go.



Social Movement

page 9

The language is the life force of Māori prestige. If we do not know our Māori language how can it's life force survive? This corresponds with the proverb, 'the language is the gateway to the Māori world'.

This is the core aspect of the initiative that we are leading, that Māori ways of thinking are not lost, and not relegated below those of other people, and that Te Tiriti o Waitangi is not disregarded by us. If we understand this, and create relationships that give effect to our ancestors, we will then understand that indeed it is the path to wellbeing for all families of Aotearoa.

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'Like Minds Like Mine.' This statement has been at our forethoughts for a long time 'This is my world - Like Minds', and it is only proper that it is acknowledged. To assist the concept of enabling people, this statement was composed as a companion on this pathway - 'If the words are noble then the whānau will be enabled.'

This is a major exemplifier of the consideration shown towards the Māori language in strengthening the bonds that we are talking about, furthermore without a doubt we will be comfortable in the knowledge that there is value beyond being, and seeing, and if we continue to follow this example we will realise the potential of the initiative beyond the things we even thought of.

Page 40

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