

# Memorandum

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**To** Sheridan Smith, General Manager, Ātea a Rangi

**From** Matt Gifford, Acting Manager, Strategy and Capability  
Helen Dale, Project Manager, Te Ngira Kāpehu, Strategy and Capability

**Date** 30 June 2023

**Subject** Te Ngira Kāpehu – Policy Group – the Pākehā Project - Tangata Tiriti workshops, coaching and training the trainers programme

**For** Approval to enter into contract with the Pākehā Project  
Noting direct source contract and management of conflict of interests

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## Purpose

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1. This memo seeks your:
  - 1.1. approval to engage the Pākehā Project for a contract to the value of \$59,050.00 (ex GST) to provide Te Ngira Kāpehu – Policy Group Tangata Tiriti workshops, coaching and training the trainers programme.
  - 1.2. noting that the contract will be direct sourced and earlier approval to pay the contract costs
  - 1.3. notes the conflict of interest with the Pākehā Project and management of this conflict of interest.

## Background

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2. Improving justice outcomes for Māori is an enduring Ministry-wide priority of its strategy, directing and influencing all the work of the Ministry of Justice.
3. Additionally, the Public Service Commissioner has committed the public service to building and maintaining capability to engage with Māori and understand Māori perspective. The Public Service Act 2020 places explicit responsibilities on Public Service leaders to develop and maintain this capability.
4. In 2021, the Ministry recognised that it did not have the necessary level of organisational cultural capability to meet its strategic priority of *Honouring our responsibilities to Māori* and improve justice outcomes for Māori.
5. In December 2021, the Strategic Leadership Team Board agreed to Ātea a Rangi implementing an operating model to embed whakaaro Māori across the organisation. The Board noted that implementing the operating model would start with the Policy Group.
6. This was in recognition that organisational wide efforts would support broad capability growth, but a more targeted and intensive approach was required to build and expand the capability needed to engage and partner with Māori.
7. Due to the impacts of COVID-19, funding and resource constraints, recruitment of the project team did not start till November 2022 and implementation with the Policy Group would start in 2022/23.
8. In 2022, the Ātea a Rangi operating model was named *Te Ngira Kāpehu* - a systems level change programme to enable the Ministry to deliver improved justice outcomes for Māori.
9. Te Ngira Kāpehu will be implemented through three workstreams, people, practice and process (see **Attachment 1**).

## Description of Services

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10. This contract relates to the People workstream of Te Ngira Kāpehu implementation process (see **Attachment 1**) to:
  - a. provide Tangata Tiriti workshops, coaching and training the trainers to enable them to lead their cohort in sessions to reflect on their own identity and how it shapes their work
  - b. work with the guidance of Te Ngira Kāpehu to plan, co-design and facilitate a bespoke Tangata Tiriti training/coaching programme for 10 Policy Group staff with a view to becoming peer coaches/change stewards for the organisational change programme to follow
  - c. assist the peer coaches/change stewards to prototype a one-day workshop, and be able to lead regular reflective/embedding sessions with their teams on topics of Tiriti partnership and race. The Pākehā Project will provide initial supervision, with the option of extending this further as required and agreed.

### Key deliverables

11. *Supporting and scoping co-design of interventions*: includes (but is not limited to) two x facilitators three-four days each and design/planning of co-design sessions
12. *Design and delivery of two day wānanga*: includes (but is not limited to) design, development, pre and post work, model and reflection book, two day facilitation with two facilitators
13. Design and delivery of facilitation and prototyping support for Te Ngira Kāpehu – *Policy Group project includes* (but is not limited to) pre-work and online training sessions, one day prototyping workshop, post workshop coaching in refinement of prototypes, initial supervision and facilitation, one supervision session after the change programme has begun.

## Sourcing

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14. We propose to engage the Pākehā Project (via direct source) due to their level of expertise and skills to successfully deliver this mahi, and aligns with their kaupapa of deep, inclusive, sustainable organisational change that is embodied through values, behaviours, and action. **Attachment 2** outlines their expertise.
15. The direct source approach adheres to the [Procurement and Contract Management Policy](#) as the most suitable for a contract opportunity less than \$75,000.
16. The Ministry is committed to achieving *Broader Outcomes and Progressive Procurement* within its procurement activities wherever possible, by supporting capable New Zealand businesses particularly if that activity will contribute to the Ministry and wider government directive of achieving positive cultural, environmental, social, and economic benefits (together called *Broader Outcomes*).
17. The Pākehā Project is a New Zealand business in a niche market. Statistics NZ recommended the Pākehā Project, as they developed a bespoke programme for them.
18. The purpose of Te Ngira Kāpehu is to improve justice outcomes for Māori, an enduring Ministry-wide priority of its strategy, directing and influencing all the work of the Ministry of Justice

## Budget

19. The whole of life cost is expected to be \$59,050.00 (excl GST) with the addition of travel/accommodation disbursements for one supervisory trip (Louise Marra).

Item	Deliverable	Price (excl GST)
1.	Signature of contract	\$23,800 excl GST
2.	Design and delivery of 2 day wānanga	\$20,300 excl GST
3.	Design and delivery of facilitation and prototyping support	\$14,950 excl GST
		<b>Total \$59,050.00</b>

20. Work will start by July 2023 and completed by November 2023.

s9(2)(a)

## Next Steps

22. Subject to your approval and noting of this memo, we will:
- 22.1. Arrange for you to sign the declaration of interest (see **Attachment 4**)
  - 22.2. Submit the contract to Office of the Legal Counsel (OLC) for their review (as the total contract value is more than \$25,000), once the OLC review complete
  - 22.3. Advise the Pākehā Project of their appointment and seek agreement of the Contract for Services for signing and an invoice for the first payment
  - 22.4. Arrange for Ātea a Rangi to:
    - 22.4.1. sign the Consultant Engagement request (CER) (see **Attachment 6**)
    - 22.4.2. countersign the Contract for Services (see **Attachment 5**)
  - 22.5. Provide a copy of the signed CER to Procurement and obtain a contract number
  - 22.6. Provide the fully signed contract (with contract number) to the Pākehā Project
  - 22.7. Submit the Pākehā Project invoice for payment.

## Recommendations

23. It is recommended that as Delegated Financial Authority you:
- 23.1. **Approve** that we enter into a Contract for Services with the Pākehā Project to deliver the Tangata Tiriti workshops, coaching and training the trainers programme with Policy Group to start by July 2023 and completed by November 2023. **YES / NO**
  - 23.2. **Note** that the contract with the Pākehā Project will be direct **NOTED**

sourced which adheres to the Procurement and Contract Management Policy as the most suitable approach for a contract opportunity less than \$75,000.

- 23.3. **Note** the approval of the budget (RC 84515) to pay the contract costs (\$59,050.00) **NOTED**

s9(2)(a)

**Recipient/s to complete**


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**Delegated Financial Authority**

Name: ~~Sheridan Smith~~

*Sarah  
Jardine*

Position: *Acting* General Manager, Ātea a Rangi

Signature: 

Date: *30/6/23*



## PROPOSAL FOR MOJ POLICY TEAM–TANGATA TIRITI WORKSHOPS, COACHING, AND TRAINING THE TRAINERS PROGRAMME:

### Purpose

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*Project brief:* To work with the guidance of Te Ngira Kāpehu, to plan, co-design and facilitate bespoke Tangata Tiriti training/coaching programme for 10 **Policy team** staff with a view to these becoming peer coaches/“Change Stewards” for a year long organisational change programme to follow. Assist them to prototype a 1-day workshop, and be able to lead regular reflective/embedding sessions with their teams on topics of Tiriti partnership and race. Provide initial supervision, with the option of extending this further as required/agreed.

*Project duration:* July 2023–November 2023

The proposal takes account of our kaupapa of deep, inclusive, sustainable organisational change that is embodied through values, behaviours and action. We would like to develop a relationship with organisations we work with so that trust and connection can facilitate the ongoing work. Our facilitation is based on research, expertise and experience.

- We note that the MoJ has a license for Te Rito E-Learning Bicultural Competency modules (noted on their website). If this license is still current, we recommend courses 5–7 as preparation for the peer coaching/change stewards training and workshop. This is an excellent and well-respected resource. See <https://www.kiamaia.org.nz/te-rito/>
- This proposal includes Krissi Smith, from Kūwaha, in the initial sense-making/co-design, and in the 2-day wānanga, folding in her expertise in te reo Māori, Treaty training, and decolonisation work.

## Proposal

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This proposal is in three parts:

(1) Sense-making/ scoping/ co-design

Rebecca Sinclair and Krissi Smith to work onsite with Te Ngira Kāpehu to provide support for the co-design phase of interventions. This may include assessment, interviews, facilitation of focus groups, advice and/or peer review. This phase will include scoping and preparatory work for the full programme. Assumed 2 x half days for scoping, 2 x half days for co-design.

July 2023.

(2) Design and delivery of 2-day wānanga

Bespoke wānanga for 10 self-selected Policy staff who become "Change Stewards" for the Policy Team, covering essentials for them to become good peer coaches with the ability to lead regular reflective/embedding sessions, with their teams, on topics of Tiriti partnership and race.

August 2023–September 2023

(3) Design and delivery of facilitation and prototyping support for MoJ change programme

Training, support and coaching for the development of prototypes that the peer coaches/change stewards develop, including prototyping workshop and guided refinement of prototypes.

August 2023–November 2023

All interventions are designed to develop capacities for deep reflection and meaningful action on the role of tangata Tiriti in honouring Te Tiriti o Waitangi (including the development of group and personal action plans). Our workshops and coaching are delivered in trauma-informed ways by expert facilitators who are skilled at helping tangata Tiriti navigate the emotional territory that is necessary for dealing with uncomfortable material. Participants are supported to consider the practical ways they can each participate in unpicking colonisation and racism and work towards an ethic of restoration in Aotearoa so that all can flourish. Through a co-creation process, sessions are tailored to the particular organisational context and client needs. The workshops and coaching develop essential leadership skills for our time.

## **The investment**

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(1) Supporting and scoping co-design of the interventions (July 2023)

Includes: 2 x facilitators 3-4 half days each + design/planning of co-design sessions; scoping entire programme and preparatory work for the below.

**\$23,800 + GST**

(2) Design and delivery of 2-day wānanga for self-selected "Change Stewards" in the Policy Team at the Ministry of Justice.

Includes: design, development, pre and post work, model and reflection book, 2-day facilitation with 2 facilitators.

**\$20,300 + GST**

(3) Design and delivery of facilitation and prototyping support for MoJ change programme.

Includes: Pre-work + online training sessions, 1-day prototyping workshop, post-workshop coaching in refinement of prototypes (either individually or in groups, depending on the prototypes), initial supervision and facilitation support.

NB. This proposal includes 1 x supervision session after the change programme has begun. Additional supervision and other reflective and deepening sessions can be offered as extra.

**\$14,950 + GST**

**Total: \$59,050 + GST**

Additional supervision sessions @ \$460 + GST per hour.

**For 12 months: \$5,520 + GST**

Assumed: MoJ to provide venue and catering.

Disbursements charged as incurred

- Material printed etc, travel, accommodation if needed etc.
- Travel and accommodation Auckland–Wellington for Louise Marra for one supervisory trip

## Proposed team

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**Louise Marra**, Co-founder of The Pākehā Project, has leadership experience spanning all sectors, having held senior leadership and governance roles within Government, the private sector, philanthropy and the NGO sector. Louise set up the Auckland Policy Office for Government, running it for 10 years, and then worked for DPMC in the Policy Advisory Group, as an advisor to the Prime Ministers. Since, Louise has studied collective and intergenerational trauma for many years and runs her own company, Unity House. Louise is also a founder of a social enterprise, the Emerge Institute, and ReRoot, a catalyst for the Centre for Social Impact and the former Director of the New Zealand Leadership Programme. Louise describes herself as a braided river, coming from both Ngāi Tahu and Ngāti Pākehā whakapapa. Her work has been committed to dismantling and dissolving dominant paradigms and structures to help heal colonisation and bring about a co-created world where all people and beings can thrive.

**Rebecca Sinclair** is Co-founder of the Pākehā Project and Associate Professor at Toi Rauwhāangi, College of Creative Arts, at Massey University Wellington. The former Director Academic and Deputy Pro Vice-Chancellor of the College, she has over 25 years' experience in creative arts pedagogy. Her research focuses on the role of Pākehā in decolonisation, exploring the ways that systems of power are reinforced through everyday practices and the role of creativity in disrupting dominant paradigms. She has applied this knowledge in her University leadership role, and has experience leading large workshops that facilitate reflection, imagination and new approaches, including tangata Tiriti workshops in the University. Of Pākehā (Scottish and English) descent, Rebecca lives in Te Whanganui-a-Tara.

**Krissi Smith** is Co-Director of Kūwaha Ltd, and an experienced Treaty trainer, translator, and Māori language teacher. Krissi is Tauīwi Pākehā (of mainly Scottish, Irish and English descent) and has always lived in Te Upoko o te Ika in te rohe of Te Ātiawa and Ngāti Toa Rangatira. She learned to speak te reo Māori as an adult and is now an accredited translator and interpreter licensed by Te Taura Whiri i te Reo Māori. Krissi has lectured te reo Māori at Te Herenga Waka University of Wellington and has an MA in Māori Studies and te reo Māori. Literature. Krissi has been facilitating courses and workshops in te reo Māori, anti-racism, and te Tiriti o Waitangi for almost 20 years and has been lucky enough to work collaboratively alongside Māori communities, activists, academics, and educators for her entire adult life. With a background in socio-linguistics, literary studies, and anti-racist activism, Krissi is passionate about finding ways to honour te Tiriti by "being better manuhiri" here in Aotearoa.

**Prepared by:** Rebecca Sinclair  
Co-founder, The Pākehā Project  
14<sup>th</sup> June, 2023