

2023 HE AKA KA TORO FUNDING CONTRACT FOR PŪHORO CHARITABLE TRUST BOARD

DATED 5 February 2024

BETWEEN The Sovereign in Right of New Zealand acting by and through the Secretary for Business, Innovation & Employment and Chief Executive of the Ministry of Business, Innovation and Employment, Te Tumu Whakarae mō Hīkina Whakatutuki (the “**Ministry**”)

AND **PŪHORO CHARITABLE TRUST BOARD** of Glenn Hawkins & Associates, 1108 Fenton Street, Rotorua, 3010, New Zealand (the “**Contractor**”)

BACKGROUND

The Ministry wishes to contribute to the Project by providing funding as set out in the Details on the terms set out in this Contract.

CONTRACT

The Ministry will pay the Funding to the Contractor, and the Contractor accepts the Funding, on the terms and conditions set out in Schedule 1 (**Details**) and Schedule 2 (**Funding Contract Standard Terms and Conditions**).

SIGNED by the **SOVEREIGN IN RIGHT OF NEW ZEALAND**, acting by and through the Secretary for Business, Innovation & Employment and Chief Executive of the **MINISTRY OF BUSINESS, INNOVATION AND EMPLOYMENT**, Te Tumu Whakarae mō Hīkina Whakatutuki or their authorised delegate:

) _____
) Signature 
) _____
) Print Full Name

 Trevor Drage

 Print Title

 Manager, Strategic Investments

Date
 s 9(2)(a) 5 Feb 2024

SIGNED by **PŪHORO CHARITABLE TRUST BOARD** by its authorised signatory:

) _____
) Signature
) _____
) Print Full Name

 Print Title

 Date

SCHEDULE 1 – DETAILS

1 **Contract ID**

PCTBO2301

2 **Project** *(clause 2, 3, Schedule 2)*

Nurturing Mātauranga-Inspired Rangatahi science, technology, engineering, and mathematics (STEM) Practitioners for the STEM economy of tomorrow as further described in the Contractor's application for funding, as attached as **Appendix 2**, including any updates or amendments agreed with the Ministry and attached as **Appendix 3**.

If there is any inconsistency or conflict between Appendix 2 and Appendix 3, Appendix 3 will take precedence.

3 **Start Date** *(clause 4.1, Schedule 2)*

1 February 2024

4 **End Date** *(clause 2.5(b), Schedule 2)*

27 August 2025

5 **Funding** *(clause 2, Schedule 2)*

The total amount of the Funding is \$250,000.00 excluding GST.

6 **Fund and Appropriation**

Funding for this Project is from the Science Strategic Investment Fund – Programmes appropriation.

7 **Project Outcomes** *(clause 2.5(a), Schedule 2)*

The central focus of this research Project is more rangatahi in the sector to awaken and harness the potential of a mātauranga-inspired STEM economy. Through rangatahi, Māori community voices and aspirations can be advanced and realised.

A Project codesigned by the Contractor and its partners (rangatahi, local Māori communities, and industry) will be implemented generating methodologies to revive intergenerational pathways to ancestral knowledge and practices so rangatahi are culturally anchored and locally connected, can experience mātauranga, and create new strategies to use and innovate mātauranga within the STEM sector. This research builds the influencers and leaders of the STEM economy of tomorrow.

8 **Public Statement**

Where the Ministry is making public statements about the Project, it will use the public statement described in the Contractor's application for funding, **as attached as Appendix 4.**

If the Ministry makes public statements about the Project, it will notify the Contractor. The Contractor may then make public statements about the progress and results of the Project provided in the Contractor's reporting.

9 **Payment terms** (*clause 2, Schedule 2*)

The Ministry makes payments on the 1st, 20th or last day of the month (payment date).

The Funding will be payable in instalments on the payment dates set out below, subject to completion of the relevant deliverables to the Ministry's satisfaction:

Amount, plus GST (if any)	Deliverables	Expected Date
\$125,000.00 plus GST	Contract signed by both Parties and received by the Ministry.	On the first available payment date, being at least two Working Days after the date this Contract is signed by both parties.
\$125,000.00 plus GST	Not applicable	1 June 2024

10 **Reporting Requirements** (*clause 5.1, Schedule 2*)

The Contractor must provide a mid-term declaration report by 30 September 2024 and a final written report within 10 Working Days of the End Date.

11 **Content of Report** (*clause 5.1, Schedule 2*)

The mid-term declaration report will normally involve oral (in-person or online) presentations which may be complemented by written reports at the discretion of the Contractor. The Ministry will take minutes for oral presentations.

The mid-term declaration report must include a statement covering:

- (a) the status of the Project – on-track or off-track; and
- (b) emerging risks and what is being done to address them.

The final report must include:

- (a) commentary on the key activities towards the completion of the Project;
- (b) the extent to which the original aim of the Project and the intended Impact (as set out in the Application) were achieved; and
- (c) any other information requested by the Ministry.

12 **Address for Notices** (clause 13.5, Schedule 2)

Ministry:	Contractor:
Ministry of Business, Innovation & Employment 15 Stout Street PO Box 1473 WELLINGTON Email address: imssupport@mbie.govt.nz Attention: The General Manager of Science System Investment & Performance	Pūhoro Charitable Trust Board 1108 Fenton Street Rotorua, 3010 New Zealand Email address: k.reweti@puhoro.org.nz Attention: Mr Kemp Reweti

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SCHEDULE 2 - FUNDING CONTRACT STANDARD TERMS AND CONDITIONS

1. Definitions & Interpretation

1.1 In this Contract, the following definitions apply, unless the context otherwise requires:

“Asset Pool Manager Data” means any data that is required to be, or may optionally be, provided to NZRIS in accordance with the NZRIS Data Specification.

“Confidential Information” means, in relation to a party, all information concerning the organisation, administration, operation, business, customers, clients, finances, and methods (including any secret process or formula or other trade secret) of that party and the content of this Contract. For the avoidance of doubt, “Confidential Information” does not include:

- (a) the name of the Contractor;
- (b) the Contract ID;
- (c) the title of the Project;
- (d) the Public Statement set out in the Details;
- (e) the research fund from which the Project is funded;
- (f) the relevant sector(s);
- (g) the total amount of Funding paid to the Contractor in the current financial year and previous years;
- (h) the total amount of Funding payable to the Contractor over the duration of this Contract for the Project;
- (i) the year Funding was approved in respect of the Project;
- (j) the period of time for which Funding will be provided in respect of the Project;
- (k) any Australian and New Zealand Standard Research Classification

(ANZSRC) codes assigned to the Project;

- (l) the names of individuals in key roles, unless the Contractor or individual concerned has requested these remain confidential;
- (m) the progress of the Project; and
- (n) the benefits to New Zealand from this investment.

“Contract” means this agreement, including the Schedules and Appendices.

“Details” means Schedule 1.

“End Date” has the meaning given in the Details.

“Funding” means the funding amount set out in the Details.

“Gold OA” means a mode of open access where all articles in a journal are made freely available to readers, but authors may be required to pay a one-off charge.

“Government Agency” means any governmental, local governmental, semi-governmental, judicial, statutory or regulatory entity, authority, body or agency or any person charged with the administration of any law.

“Green OA” means a mode of open access where access to publications is provided through an online repository.

“GST” means goods and services tax within the meaning of the Goods and Services Tax Act 1985.

“Intellectual Property Management Plan” means a plan that sets out how the Contractor anticipates managing the Intellectual Property Rights generated by the Project to maximise the benefit of that Project for New Zealand.

“Intellectual Property Policies and Principles” means the policies and principles relating to the management of Project Intellectual Property Rights that the

Contractor must adopt pursuant to principle 2 of Appendix 1.

“Intellectual Property Rights” includes copyright, all rights conferred under statute, common law or equity in relation to inventions (including patents), registered or unregistered trademarks, registered or unregistered designs, circuit layouts, plant varieties, data or databases, confidential information, know-how, and all other rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields, together with all right, interest or licence in or to any of the foregoing, but does not include mātauranga Māori.

“NZRIS” means the New Zealand Research Information System.

“NZRIS Specification” means the document published on the NZRIS website that sets out the data provided to NZRIS and the required form of that data, as that document may be amended from time to time.

“Open Access” means free of charge, online access for any person either through Gold OA or Green OA.

“Parties” means the Ministry and the Contractor and their respective successors and permitted assigns.

“Personnel” of any person, means all individuals directly or indirectly engaged by that person. Examples include directors, employees, contract staff, agents,

consultants, specialists, support staff and co-opted or seconded staff.

“Project” means the project described in the Details.

“Project Outcomes” means the project outcomes (if any) set out in the Details.

“Public Statement” means the public statement described in the Details.

“Start Date” means the start date set out in the Details or, if no start date is set out, the date of this Contract.

“Working Day” means any day not being a Saturday or Sunday or public holiday within the meaning of section 44 of the Holidays Act 2003, nor a day in the period commencing 25 December in a year and ending with 2 January in the following year.

1.2 References to clauses and Schedules are to clauses and Schedules of this Contract and references to persons include bodies corporate, unincorporated associations or partnerships.

1.3 The headings in this Contract are for convenience only and have no legal effect.

1.4 The singular includes the plural and vice versa.

1.5 “Including” and similar words do not imply any limitation.

1.6 References to a statute include references to that statute as amended or replaced from time to time.

1.7 Monetary references are references to New Zealand currency.

1.8 If there is any conflict of meaning between the Details and Schedule 2, Schedule 2 will prevail.

2. Funding

2.1 The Ministry must pay the Funding at the rate and in the manner set out in the Details.

The Funding is the total amount payable by the Ministry for the Project.

2.2 Payments will be made to the credit of a bank account to be designated in writing by the Contractor.

2.3 The Funding is inclusive of all taxation except GST. The Ministry will be entitled to deduct any withholding tax required to be withheld by law from payments made to the Contractor and will not be required to gross-up or increase any such payments in respect of such amounts withheld.

2.4 The Contractor must use the Funding only to carry out the Project in accordance with this Contract.

2.5 In consideration of the Funding, the Contractor must:

(a) achieve each Project Outcome (if any) by the relevant payment date set out in the Details;

(b) complete the Project to the Ministry's satisfaction by the End Date;

(c) carry out the Project in accordance with:

(i) the methodology (if any) set out in the Details;

(ii) the best currently accepted principles and practice applicable to the field(s) of expertise relating to the Project; and

(iii) all applicable laws, regulations, rules and professional codes of conduct or practice;

(d) ensure all peer-reviewed journal articles and peer-reviewed conference proceedings relating in any way to the Project are made available with Open Access:

(i) immediately on publication; or

(ii) in the case of such papers published in a subscription-based publication that requires an embargo period, immediately at the end of the embargo period or 12 months after the date of such publication, whichever is earlier; and

(e) refund any unspent Funding to the Ministry within 10 Working Days of the End Date.

2.6 Where all of the monies received by the Contractor to carry out the Project (including the Funding) exceeds the total cost of the Project, the Contractor must refund to the Ministry the excess amount. The Contractor is not required to refund, under this clause 2.6, any amount that exceeds the total amount of Funding.

2.7 The Contractor must comply with principles 1 to 5 of Appendix 1, including by adopting Intellectual Property Policies and Principles as required by principle 3 of Appendix 1.

2.8 The Contractor's Intellectual Property Policies and Principles must be made available if requested by a member of the public, and, if appropriate, published on the Contractor's website. However, the Contractor is not required to publish individual agreements relating to its Intellectual Property Rights on its website.

2.9 The Contractor must maintain the Intellectual Property Management Plan, provide a copy of that plan to the Ministry if requested, and manage any Intellectual Property Rights arising from the Project in accordance with that plan, in order to deliver the Project as described in Schedule 1.

2.10 The Contractor must comply with the data management principles set out in principles 8 of Appendix 1.

2.11 The Contractor must comply with the risk management principles set out in principles 10, 12 and 13 of Appendix 1.

3. Project Progress

3.1 If:

- (a) the Ministry is not satisfied with the progress of the Project;
- (b) the Contractor does or omits to do something, or any matter concerning the Contractor comes to the Ministry's attention, which, in the Ministry's opinion, may damage the business or reputation of the Ministry; or
- (c) the Contractor breaches any of its obligations under this Contract,

the Ministry may (without limiting its other remedies):

- (d) renegotiate this Contract with the Contractor; or
- (e) terminate this Contract immediately by notice to the Contractor, and clause 4.4, 4.5 and 4.6 will apply.

4. Term and Termination

4.1 Subject to clauses 4.2 and 4.3, this Contract will commence on the Start Date and expire when:

- (a) the final report is completed and provided to the Ministry; and
- (b) the Project is completed, to the satisfaction of the Ministry.

4.2 The Ministry may terminate this Contract at any time by giving at least 10 Working Days' notice to the Contractor.

4.3 The Ministry may terminate this Contract immediately by giving notice to the Contractor, if the Contractor:

- (a) is in breach of any of its obligations under this Contract and that breach is not capable of being remedied;

(b) fails to remedy any breach of its obligations under this Contract within 5 Working Days of receipt of notice of the breach from the Ministry;

(c) does or omits to do something, or any matter concerning the Contractor comes to the Ministry's attention, which in the Ministry's opinion may cause damage to the business or reputation of the Ministry or of the Government of New Zealand;

(d) has given or gives any information to the Ministry which is misleading or inaccurate in any material respect; or

(e) becomes insolvent, bankrupt or subject to any form of insolvency action or administration.

4.4 Termination of this Contract is without prejudice to the rights and obligations of the Parties accrued up to and including the date of termination.

4.5 On termination of this Contract, the Ministry may (without limiting any of its other rights or remedies):

(a) require the Contractor to provide evidence of how the Funding has been spent; and/or

(b) require the Contractor to refund to the Ministry:

- (i) any of the Funding that has not been spent or committed by the Contractor. For the purposes of this clause, Funding is committed where it has been provided or promised to a third party for the purpose of carrying out the Project and the Contractor, after using reasonable endeavours, is unable to secure a refund or release from that promise (as the case may be); or

(ii) the proportion of the Funding that equates to the uncompleted part

of the Project, as reasonably determined by the Ministry; and/or

- (c) if the Funding has been misused, or misappropriated, by the Contractor, require the Contractor to refund all Funding paid up to the date of termination, together with interest at the rate of 10% per annum from the date the Contractor was paid the money to the date the Contractor returns the money.

4.6 The provisions of this Contract relating to termination (clause 4), audit and record-keeping (clause 5.2 and clause 5.3), warranties (clause 6), intellectual property (clause 7), confidentiality (clause 8), and liability and insurance (clause 9) will continue after the expiry or termination of this Contract.

5. Reporting Requirements and Audit

5.1 The Contractor must report on the progress of the Project to the Ministry:

- (a) as set out in the Details;
- (b) as otherwise reasonably required by the Ministry; and
- (c) in any format and on any medium reasonably required by the Ministry.

5.2 The Contractor must:

- (a) maintain true and accurate records in connection with the use of the Funding and the carrying out of the Project sufficient to enable the Ministry to meet its obligations under the Public Finance Act 1989 and retain such records for at least 7 years after termination or expiry of this Contract;
- (b) allow the Ministry reasonable access to the Contractor's premises or other premises where the Project is being carried out.

5.3 There are no scheduled audits planned in respect of this Contract. However, the Ministry may appoint an independent auditor to audit all records relevant to this Contract:

- (a) if the Ministry has cause to believe that the Contractor is in breach of its obligations under this Contract;
- (b) in order to satisfy its obligations as a Government funder; or
- (c) if directed to do so by the Minister responsible for the Vote (as defined in the Public Finance Act 1989) from which the Funding originates.

5.4 If the Ministry decides to conduct an audit under clause 5.3, the Contractor must:

- (a) give the Ministry or the independent auditor, as applicable, full access to their premises, Personnel, systems, information, data, accounts, documents and records relevant to this Contract;
- (b) assist the Ministry or the independent auditor, as applicable, in a timely manner with any audit conducted under clause 5.3 and ensure its Personnel and subcontractors and partner research organisations also assist the Ministry or independent auditor, including by making their relevant premises, personnel, systems, information, data, accounts, documents and records available if requested.

5.5 If an audit reveals any material non-compliance with this Contract, the Contractor will bear all of the Ministry's costs in carrying out that audit, in addition to any other rights and remedies the

Ministry may have in respect of the non-compliance.

- 5.6 The Contractor grants to the Ministry a perpetual, non-exclusive, sub-licensable, transferable, fully paid and irrevocable licence to use the reports provided under clauses 5.1 in whole or in part for any purpose in the Ministry's sole discretion which includes the right to use, store, copy, disseminate, or modify such reports.

6. Warranties

- 6.1 Each Party warrants to the other Party that it has full power and authority to enter into and perform its obligations under this Contract which, when executed, will constitute binding obligations on it in accordance with this Contract's terms.

- 6.2 The Contractor warrants that:

- (a) it is not insolvent or bankrupt and no action has been taken to initiate any form of insolvency administration in relation to the Contractor;
- (b) all information provided by it to the Ministry in connection with this Contract was, at the time it was provided, true, complete and accurate in all material respects; and
- (c) it is not aware of any material information that has not been disclosed to the Ministry which may, if disclosed, materially adversely affect the decision of the Ministry whether to provide the Funding.

7. Intellectual Property

- 7.1 Unless otherwise specified in the Details, the Ministry agrees that all Intellectual Property Rights arising from this Project are the property of the Contractor and will make no claim to ownership of any Intellectual Property Rights arising from this Project.

- 7.2 The Contractor must ensure that material created or developed in connection with the Project does not infringe the Intellectual Property Rights of any person.

8. Confidentiality

- 8.1 Except as required by law, and subject to clauses 8.3 to 8.5, each of the parties will keep Confidential Information of the other Party confidential and will not use, or allow the use of, the other party's Confidential Information other than for the purpose for which it was disclosed.

- 8.2 The Contractor recognises that from time to time the Ministry may proactively release information that is not Confidential Information relating to the Project.

- 8.3 Notwithstanding clause 8.1, the Ministry may disclose Confidential Information:

- (a) to a Minister;
- (b) to any of the Ministry's advisors (including relevant third parties) or any other Government agency (including any Crown entity), provided that any person to whom Confidential Information is disclosed under this clause 8.3(b) is bound in writing by obligations no less onerous than those contained in this clause 8 prior to such disclosure;
- (c) if required by the Official Information Act 1982 or any other statutory or evidentiary requirement; or
- (d) where such information has become public other than through a breach of the obligations of confidentiality in this clause 8 by the Ministry or its employees or contractors, or was disclosed to the Ministry on a non-confidential basis by a third party.

- 8.4 The Contractor must obtain the Ministry's prior written agreement over the form and content of any public communications

made by the Contractor relating to this Contract, the Funding, or the Project.

8.5 The Ministry may release any information in an aggregated form that does not specifically identify the Contractor.

8.6 The Ministry, as an organisation responsible for distributing public funds for research, science and innovation, provides data to NZRIS in accordance with the NZRIS Data Specification. The Contractor authorises the Ministry to provide Asset Pool Manager Data to NZRIS.

9. Liability and Insurance

9.1 The Ministry is not liable for any loss of profit, loss of revenue or other indirect, consequential or incidental loss or damage arising under or in connection with this Contract.

9.2 The maximum liability of the Ministry under or in connection with this Contract whether arising in contract, tort (including negligence) or otherwise is the total amount which would be payable under this Contract if the Project had been carried out in accordance with this Contract.

9.3 The Contractor (including its employees, agents, and contractors, if any) is not an employee, agent or partner of the Ministry or of the Chief Executive of the Ministry. At no time will the Ministry have any liability to meet any of the Contractor's obligations under the Health and Safety at Work Act 2015 or to pay to the Contractor:

- (a) holiday pay, sick pay or any other payment under the Holidays Act 2003; or
- (b) redundancy or any other form of severance pay; or
- (c) taxes or levies, including any levies under the Accident Compensation Act 2001.

9.4 If required by the Ministry, the Contractor must effect and maintain for the term of this Contract:

- (a) adequate insurance to cover standard commercial risks; and
- (b) other insurance reasonably required by the Ministry.

The Contractor must, upon request by the Ministry, provide the Ministry with evidence of its compliance with this clause.

10. Dispute Resolution

10.1 The Parties will attempt to resolve any dispute or difference that may arise under or in connection with this Contract amicably and in good faith, referring the dispute to the Parties' senior managers for resolution if necessary.

11. Force Majeure

11.1 Neither Party will be liable to the other for any failure to perform its obligations under this Contract by reason of any cause or circumstance beyond the Party's reasonable control including, acts of God, communication line failures, power failures, riots, strikes, lock-outs, labour disputes, fires, war, flood, earthquake or other disaster, or governmental action after the date of this Contract ("Force Majeure Event"). The Party affected must:

- (a) notify the other Party as soon as practicable after the Force Majeure Event occurs and provide full information concerning the Force Majeure Event including an estimate of the time likely to be required to overcome it;
- (b) use its best endeavours to overcome the Force Majeure Event; and
- (c) continue to perform its obligations as far as practicable.

12. Health and Safety

12.1 The Contractor must promptly notify the Ministry of any notifiable events under the Health and Safety at Work Act 2015 that occur in the performance of the Contract or that have the potential to impact the performance of the Contract.

12.2 The Ministry may suspend this Contract by giving written notice to the Contractor if the Ministry has what it considers are material concerns about the Contractor's health and safety practices. Upon notice of the suspension, the Contractor will have the opportunity to rectify the health and safety issue(s) specified in the notice to the satisfaction of the Ministry. If the health and safety issue(s) specified in the notice are not rectified to the satisfaction of the Ministry within 20 Working Days, the Ministry may terminate this Contract immediately under clause 4.3.

13. General

13.1 A waiver by either Party of any rights arising from any breach of any term of this Contract will not be a continuing waiver of any other rights arising from any other breaches of the same or other terms or conditions of this Contract. No failure or delay on the part of either Party in the exercise of any right or remedy in this Contract will operate as a waiver. No single or partial exercise of any such right or remedy will preclude any other or further exercise of that or any other right or remedy.

13.2 Assignment:

(a) The Contractor must not assign, delegate, subcontract or transfer any or all of its rights and obligations under this Contract without the prior written approval of the Ministry. The Contractor remains liable for performance of its obligations under

this Contract despite any approved subcontracting or assignment. The Contractor must ensure that an appropriate written agreement is in place between the Contractor and any subcontractor that is consistent with the terms of this Contract in all material respects (including as to record keeping and audit, confidentiality and health and safety) and acknowledges the benefit to the Ministry for the purposes of the Contract and Commercial Law Act 2017.

(b) If the Contractor is a company, any transfer of shares, or other arrangement affecting the Contractor or its holding company which results in a change in the effective control of the Contractor is deemed to be an assignment subject to clause 13.2(a).

13.3 This Contract may be varied only by agreement in writing signed by the Parties.

13.4 If any part or provision of this Contract is held to be invalid, unenforceable or in conflict with the law, the invalid or unenforceable part or provision will be replaced with a provision which, as far as possible, accomplishes the original purpose of the part or provision. The remainder of the Contract will be binding on the Parties.

13.5 Any notice to be given under this Contract must be in writing and hand delivered or sent by email or registered post to the Parties' respective email address, postal address as set out in the Details. A notice is deemed to be received:

- (a) if personally delivered when delivered; or
- (b) if posted, three Working Days after the date of posting;

- (c) if sent by email, at the time the email enters the Contractor's information system as evidenced by a delivery receipt requested by the sender and it is not returned undelivered or as an error,

provided that any notice received after 5pm or on a day which is not a Working Day shall be deemed not to have been received until 9:00am the next Working Day.

- 13.6 This Contract sets out the entire agreement of the Parties and supersedes all prior agreements, discussions and arrangements between the Parties relating to the subject matter of this Contract.
- 13.7 This Contract may be signed in any number of counterparts (including emailed copies) and, provided that each Party has signed a counterpart, the counterparts (when taken together) will constitute a binding and enforceable agreement between the Parties.

- 13.8 Each Party consents to this Contract (or any counterpart of it) being executed by a Party by applying an electronic signature (as defined in section 209 of the Contract and Commercial Law Act 2017) (and, where witnessing of a signature is required, such signature being electronically witnessed), and being delivered in electronic form by means of an electronic communication, all in accordance with sections 222 to 227 of the Contract and Commercial Law Act 2017.

- 13.9 Where the Contractor has transmitted to the Ministry an electronic copy of this Contract (whether by email or otherwise) the Ministry is entitled to rely on the contents of that electronic copy as accurately reproducing the original and on that electronic copy (including the signatures) being authentic and complete.

- 13.10 This Contract will be governed by and construed in accordance with the laws of New Zealand.

APPENDIX 1 – POLICIES AND PRINCIPLES

In the following principles, “should” indicates a non-obligatory best practice.

INTELLECTUAL PROPERTY

1. The Contractor must ensure that all persons involved in the delivery of the Project are aware of, and comply with, the Contractor’s obligations under principles 2 to 5 of this Appendix 1.
2. The Contractor must use its best endeavours to maximise the benefits to New Zealand of each Project through its management of any Project Intellectual Property Rights.
3. The Contractor must, at the Start Date and at all times during the term of this Contract, have a set of Intellectual Property Policies and Principles in place in respect of this Contract.
4. The Contractor’s Intellectual Property Policies and Principles must:
 - (i) determine the ownership and/or any rights of assignment, if any, of Project Intellectual Property Rights and require all persons involved in the delivery of the Project to acknowledge the relevant ownership and rights associated with Project Intellectual Property;
 - (ii) ensure that all persons involved in the delivery of the Project are aware of the potential value of Project Intellectual Property Rights and of the options available to them to add value to those rights;
 - (iii) ensure that all persons involved in the delivery of the Project are aware of any actual or potential confidentiality issues relating to Project Intellectual Property Rights;
 - (iv) set out a review process to identify protectable and potentially valuable Project Intellectual Property Rights and associated commercial activities, and to prevent the infringement of existing protected Project Intellectual Property Rights and associated commercial activities;
 - (v) provide guidance on the prompt disclosure and resolution of potential conflicts of interest concerning the generation, ownership, management and use of Project Intellectual Property Rights, including guidance:
 - (a) regarding employees and contractors’ financial interests in external firms that contract with the Contractor, particularly where these involve research contracts and the exchange of Intellectual Property Rights;
 - (b) on the nature and terms of institutional support for any start-up companies incorporated as part of the Project; and
 - (c) for the shareholders of the Contractor, and its employees and contractors.
 - (vi) satisfy all legal and regulatory obligations and be promptly amended to ensure any relevant changes or additions to legal or regulatory obligations are satisfied; and
 - (vii) define good scientific conduct, including sound record keeping and human and animal experimentation ethics.

5. The Intellectual Property Policies and Principles must ensure that cultural, Treaty of Waitangi and Māori rights and interests are properly understood and taken into consideration.
6. The Contractor should give preferential access to competent New Zealand-based firms to develop the Project Intellectual Property Rights. Where a Contractor believes that it is best to commercialise the Project Intellectual Property Rights outside of New Zealand, the Contractor should seek to retain ongoing research, science, and technology in New Zealand and reinvest any net income derived from the commercialisation of the Project Intellectual Property Rights in research, science, and technology in New Zealand.
7. The Contractor should, wherever possible:
 - (i) provide assistance to researchers in fulfilling Project Intellectual Property Rights obligations and responsibilities;
 - (ii) encourage participation by researchers in any subsequent commercialisation process of any Project Intellectual Property Rights; and
 - (iii) develop policies that incentivise staff and other stakeholders to generate benefits to New Zealand from the work.

DATA MANAGEMENT

8. The Contractor must, at the Start Date and at all times during the term of this Contract, have a data management plan in place in respect of this Contract. The data management plan must set out how the Contractor will manage, access, analyse, protect and share data held as a result of the Project via appropriate systems and tools to maximise the benefit of that data for New Zealand. It should ensure that the data management principles are properly taken into consideration.
9. The data management plan should set out which of the following policies are guiding the Contractor's data management approach:
 - (i) the New Zealand Government Open Access and Licensing Framework. This framework advocates the use of creative commons licenses;
 - (ii) the Ministry's Environmental Data Management Policy Statement. If the Contractor receives new funding for research that includes environmental science it must agree to license copyright works produced under a Creative Commons Attribution 3.0 New Zealand licence (CC-BY);
 - (iii) principles for safe and effective use of data and analytics when appropriate. These principles were developed by the Privacy Commissioner and Government Chief Data Steward and are designed to support safe and trusted use of data and analytics by New Zealand government agencies;
 - i. the FAIR data principles for scientific data management and stewardship; Findable, Accessible, Interoperable and Reusable; and
 - ii. any other policies relevant to the Project.

RISK MANAGEMENT

10. The Contractor must, at the Start Date and at all times during the term of this Contract, have a risk management plan in place in respect of this Contract. The risk management plan should set out how all actual and potential identified risks in relation to the Project will be mitigated and/or managed.
11. The risk management plan should consider risks associated with:
 - (i) delivery of excellent science;
 - (ii) availability of key personnel;
 - (iii) duplication of research, internationally and domestically;
 - (iv) collaborations, internationally and domestically;
 - (v) attraction or retention of required capability;
 - (vi) unintended or improper use of research technological application that is contrary to responsible and ethical scientific conduct; and
 - (vii) the misuse of the research to develop technology with dual use applications.
12. The Contractor must maintain a register that identifies actual and potential risks in relation to the Project, and how the risk was mitigated and/or managed. The register must be updated annually and at the time a risk or potential risk is identified. The Ministry may request a copy of the risk register at any time.
13. The Contractor must take steps to consider risks associated with sensitive technologies. Where such risks are identified, the Contractor must:
 - (i) assess the need or potential need to satisfy legal and regulatory obligations under New Zealand's export controls regime;
 - (ii) assess the need to limit access to sensitive technology that could be used in ways contrary to the responsible conduct of research and the principles of research integrity; and
 - (iii) notify the Ministry as soon as is practicable.

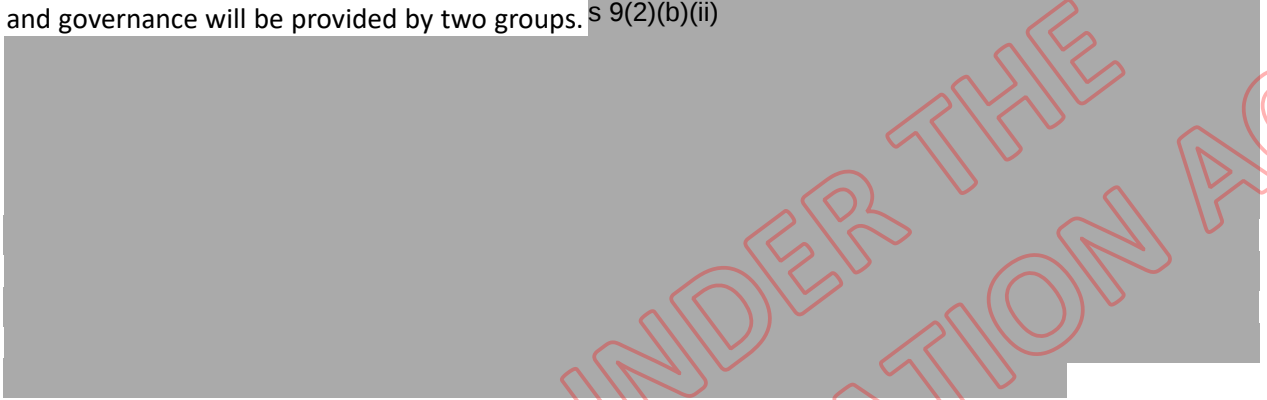
Appendix 2 – Project Details

Contractor's application for funding, as **attached**.

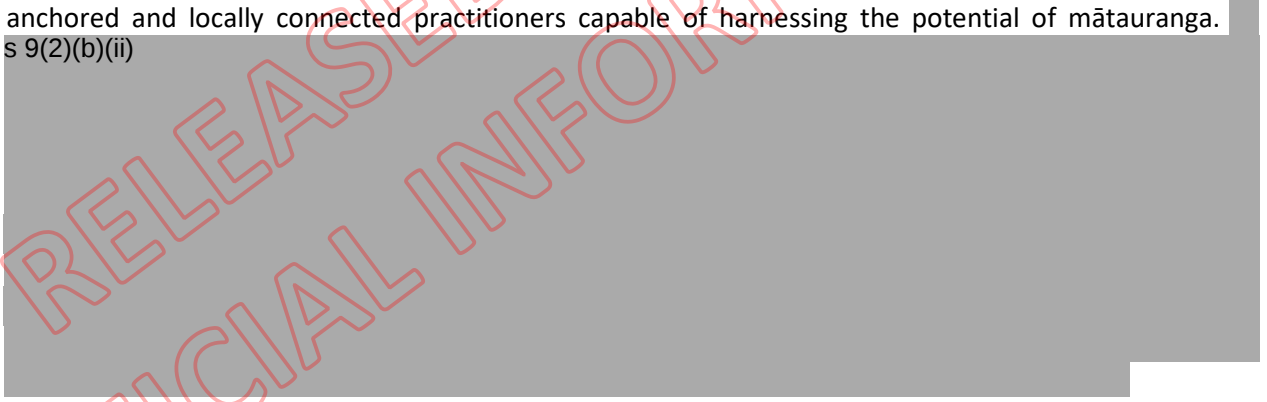
PROPOSAL 91848 - NURTURING MĀTAURANGA-INSPIRED RANGATAHI STEM PRACTITIONERS FOR TOMORROW'S STEM ECONOMY LED BY KEMP REWETI OF PŪHORO CHARITABLE TRUST BOARD

Excellence (50%)

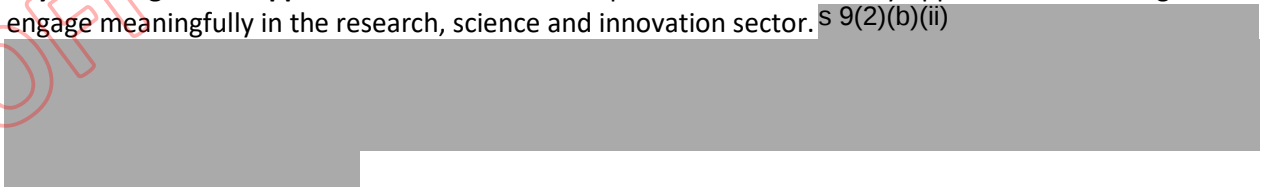
Māori-leadership: Our research is conducted from a rangatiratanga space so is Māori-led, grounded in te ao Māori, and centers Māori methods of research and Māori-specific measures and processes. Leadership and governance will be provided by two groups. s 9(2)(b)(ii)



Grant-specific question: Pūhoro is building a national network of the next generation of mātauranga inspired-STEM practitioners. Rangatahi are being mentored to not just participate but revolutionise the sector, so it better reflects and advances Māori priorities. Key to realising these goals is a pool of culturally anchored and locally connected practitioners capable of harnessing the potential of mātauranga. s 9(2)(b)(ii)



Key Challenges and Opportunities: Pūhoro is well positioned to create key opportunities for rangatahi to engage meaningfully in the research, science and innovation sector. s 9(2)(b)(ii)



s 9(2)(b)(ii)



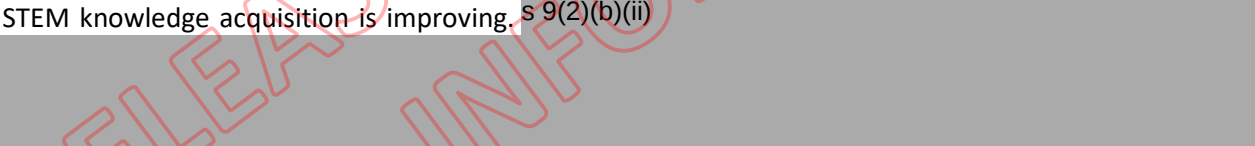
s 9(2)(b)(ii)



Impact (50%)

Māori communities: This project researches rangatahi-centric pathways for acquiring mātauranga and building capability to unlock the innovative potential of mātauranga for application in a STEM context. This research grows the next generation of mātauranga inspired-STEM practitioners who can tap into intergenerational pathways to ancestral knowledge and practices; we are building the influencers and leaders of the STEM economy of tomorrow. Given the extensive and national reach of Pūhoro this research will have a significant impact across the STEM sector. At the very least a more inclusive and diverse sector will emerge. At best, there will be a fundamental shift, one that has transformative potential to support more equitable and sustainable Aotearoa futures that realise Māori creativity, innovation, and priorities. At the whānau level mātauranga-inspired STEM practitioners become a māngai for their communities and a conduit for connecting community priorities to research, science, and innovation. These rangatahi will more likely enter high skilled employment that will enable them to support their whānau to thrive and provide a buffer to economic downturns. Realising the full economic potential of the younger, growing Māori population will have significant downstream impacts for the growth and productivity of the Māori and New Zealand economy.

Benefits: Pūhoro has had a significant impact in inspiring rangatahi to adopt a STEM pathway at secondary school. Rangatahi in the Pūhoro STEMM Academy perform better in NCEA than Māori not in the academy and are five times more likely to continue into tertiary education. These results give us confidence that STEM knowledge acquisition is improving. s 9(2)(b)(ii)



s 9(2)(b)(ii)



s 9(2)(b)(ii)



BUDGET OUTLINE:

Item	Amount \$(excl. GST)
Personnel Costs	s 9(2)(b)(ii)
Travel	
Accommodation	
Materials and Consumables	
Overheads	
TOTAL	\$250,000.00

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Appendix 4 – Public Statement

The Pūhoro STEMM (Science, Technology, Engineering, Mathematics & Mātauranga) Academy seeks to realise a more equitable Aotearoa future by improving rangatahi access to STEM education and accelerating transition into high skilled employment. Pūhoro engages with 30 national and regional partners to support over 2000 rangatahi in 69 schools and tertiary institutions across 10 regions in Aotearoa each year. Rangatahi in the academy perform better in NCEA than other Māori, and are five times more likely to transition to tertiary education. Although increased engagement and equitable access to STEM is a key driver of the academy, it is only part of the challenge. The goal is to prepare rangatahi to revolutionalise the sector and find solutions to improve the lives of their whānau and communities.

More rangatahi in the sector to awaken and harness the potential of a mātauranga-inspired STEM economy is the central focus of this research project. We will connect rangatahi with communities to revive intergenerational pathways to ancestral knowledge and practices to codesign new strategies to use and innovate mātauranga and successfully participate and navigate the sector; this research will make a substantive contribution to building the influencers and leaders of the STEM economy of tomorrow.



He Aka Ka Toro Fund Declaration of Progress Guidelines and Template

These guidelines provide information on preparing and submitting Mid-Point Declaration of Progress Reports for contract holders receiving funding from the He Aka Ka Toro (HAKT) fund.

These guidelines detail:

- The Reporting and Assessment Process
- How we assess your declaration
- The declaration content (template) we require you to complete and submit

The Reporting and Assessment Process

The reporting and assessment involves four steps:

1. The contract holder assesses the declaration as 'On Track' or 'Off-Track' status and submits a declaration.
2. The contract holder is required to provide further information if the project is 'Off-Track'.
3. MBIE finalises the status and will determine if a contract variation is required.
4. MBIE notifies the contract holder of the final status.

Your declaration updates MBIE on the status of your contract and progress towards delivering the outcomes of your project. The requirements for reports are based on the He Aka Ka Toro Fund Investment contract and is a contractual obligation.

You must complete your declaration by the due date as per funding agreement.

How we assess declaration report

We use the following assessment criteria to assign your contract a preliminary rating of either On-Track or Off-Track. Contract holders are notified of their results and any remedial action(s) required within 10 working days.

Assessment Criteria	
if:	The following status is assigned
Your contract is performing satisfactorily, that is: • It is on track to deliver the Work Programme deliverables. • The broader results and benefits are in line with expectations; and • It has delivered or will deliver on time and at the expected level of quality. While there might be some issues or concerns, the contract holder has them under control and they would not affect the outcome of the project.	On-Track

<i>If your project is 'On Track' you do not need to provide further information.</i>	
There are serious issues with the contract that require action by the contract holder and/or intervention by MBIE, that is: - the Work Programme deliverables and broader results and benefits will be severely under-delivered in terms of quality and timeliness, or there is a risk that the contract may fail completely; and/or - immediate action/intervention is required to preserve the value of MBIE's investment.	Off-Track

What Happens if my contract gets an Off-Track Status?

We will work with the contract holder to resolve any issues where a contract is assigned an Off-Track status.

MBIE strongly recommends that contract holders notify us of the need for any contract variation as soon as they become apparent and do not wait until a reporting period.

How to submit your report

Complete the Mid-Point Declaration of Progress Report template. Save it as a PDF and send the completed form as an email attachment to eivm@mbie.govt.nz with the subject line Contract # - HAKT Mid-Point Declaration of Progress Report and include your MBIE Investment Managers name.

If you would like to attach any additional reports to your form about your project, feel free to do so.

Contact details

If you have any questions, please get in touch with your Investment Manager, Dr Sulueti Manu O'uiha sulu.manuo'uiha@mbie.govt.nz or the Expanding the Vision Mātauranga email, eivm@mbie.govt.nz.



Declaration of Progress Report Template

When completing your declaration, refer to your funding agreement with MBIE and provide updates in the context of the aim of the fund:

'to advance iwi, hapū, hapori, and Māori rōpu in Science, Innovation and Technology priorities by growing and building on existing knowledge as well as investing in opportunities for knowledge generation.'

Section 1: High-level update

1.1 Is your project On-Track (150 words maximum)

Do you consider your project to be on track to deliver on the plan described in your contract?

Answer Yes

If 'Yes', please provide summary of your performance, achievement, and challenges up to the time of this declaration.

If you answer 'No' go to the next question (1.2)

Enter your answer here...

Performance & Achievement: There has been considerable investment in project set-up with completion of the following - a comprehensive project plan, a risk register, and procedures to ensure good research practice (including set-up of research governance body, identification of tikanga to guide Intellectual Property and data management, engagement and data capture protocols and, a communication strategy). This foundation builds hapori capabilities to execute and engage in high quality research and evaluation.

Another early focus was whanaungatanga. Relationship building is critical for knowledge sharing and collaborations that will underpin our research activities.

Data capture has been initiated through reviews and mapping of mātauranga acquisition. This information will inform the design and development of mātauranga challenges due for delivery from November 2024.

Challenges: Our capability to complete research is moderated by leadership of two experienced Māori researchers, the development of comprehensive research plans and protocols and, multiple options for mātauranga challenges.

1.2 Off-Track explanation (150 words maximum)

If you consider your project to be Off-Track, please provide information about the progress you are making and your challenges towards delivering the plan.

Details should:

1. Be written in the context of the plan described in your contract.
2. Include information about the progress made towards delivering the plan.
3. Include information on key achievements and challenges or concerns.

This section will help us to assess whether you are able to overcome your difficulties or if a contract variation will be required.

Enter your answer here...

Section 2: Emerging risks and mitigations

2.1 Changes to your project (150 words maximum)

To complete your project, have you done, or are planning to do, something different from what you originally expected?

Answer No

If you answer 'Yes' please explain your changes and include:

1. Why you might need to change some or all the things you expected to do.
2. The risks and actions taken to mitigate the risks.

Enter your answer here...

Nurturing mātauranga-inspired rangatahi STEM practitioners for tomorrow's STEM economy

He Aka Ka Toro mid-project report

September 2024





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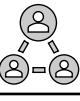
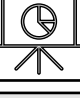
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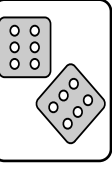
APPENDIX 1: RISK REGISTER.....9

EXECUTIVE SUMMARY

Project Status: On-track, no project creep

 Milestone 1: Initiating the project • Objective 1: Develop research policies and practices • Objective 2: Finalise research plan	Completed
 Milestone 2: Establish relationships • Objective 3: Develop relationships with partners involved in the project	80% Complete
 Milestone 3: Mapping mātauranga acquisition • Objective 4: Defining key concepts • Objective 5: Mapping knowledge sharing • Objective 6: Identifying knowledge sharing events for data capture	80% Completed
 Milestone 4: Data capture • Objective 7: Codesign knowledge sharing events • Objective 8: Deliver and evaluate events	Start Sept 2024
 Milestones 5 & 6: Analysis and Reporting	Start Feb 2025

Risk Assessment: emerging risks and management strategies.

 Risk Assessment • 18 items • 57 management strategies
 Impact • 8 high • 10 medium
 Likelihood • 6 medium • 12 low

Only two items have been assessed as high impact with medium likelihood:

- (1) Operational risks: Management strategies include - detailed planning with realistic deadlines; determination of roles and responsibilities, and; multiple kaupapa and partners identified for wānanga events.
- (2) Data sovereignty risks: Management strategies include - organisational policies, protocols and practices developed that align with Te Mana Raraunga Māori data sovereignty principles, and; codesign methodologies with rangatahi and research partners to secure data integrity and maximise impact.

Note: A summary of the risk register is provided in Appendix 1.

PROJECT OVERVIEW

Pūhoro is a centre of excellence for Māori STEM (Science, Technology, Engineering and Mathematics) achievement and development in Aotearoa. We provide a by Māori, for Māori, with Māori approach for rangatahi and their whānau to access tools they need to carve their own mātauranga-inspired STEM futures.

We are building a national network of the next generation of mātauranga-inspired STEM practitioners. Rangatahi are being mentored to not just participate but revolutionise the sector, so it better reflects and advances Māori priorities. Key to realising these goals is a pool of culturally anchored and locally connected practitioners capable of harnessing the potential of mātauranga. To advance this agenda we will build on Pūhoro activities that leverage whakapapa, pūrākau, mahi toi and wānanga to nurture identity and spark an interest in STEM. We will expand these activities to build capability for mātauranga-inspired practice within the STEM sector.

This project will investigate knowledge acquisition to better understand how mātauranga can be shared, learnt, and applied in a mana-enhancing manner. Part of the project will involve connecting rangatahi with communities to revive intergenerational pathways to ancestral knowledge and practices. A focus will be codesigning new strategies to use and innovate mātauranga that will be integral to successful participation and navigation of the sector.



KEY ACTIVITIES

Our approach to research

Our research is conducted from a rangatiratanga space so is Māori-led, grounded in te ao Māori, and centers Māori methods of research and Māori-specific measures and processes. The Pūhoro organisational values are applied within our rangahau:

- Tauheretanga (meaningful and purposeful relationships), harnessing global opportunities and collaboration with key stakeholders,
- Mauitanga (curiosity and innovation) ensures that rangatahi leadership and innovation is forefront,
- Ngākau pono (sincerity and good practice) guides the way we do research to have integrity and be ethical, and
- Ūkaipōtanga (strong sense of belonging in STEMM) ensures that our research enhances our cultural identity and strengthens rangatahi contribution to whānau, hapū, iwi and Māori communities.

Our research process involves:

- Wero: Co-designing the challenges (with rangatahi and Māori STEM practitioners)
- Wānanga: Delivering those challenges (at wānanga)
- Arotake: Evaluating with kaupapa Māori principles (feedback)

We have invested time into setting the project up (Whakatau) including developing comprehensive project plans and risk registers and developing the infrastructure to ensure good research practice. We have also invested in whanaungatanga and developing relationships internally and externally. We have begun scoping and mapping mātauranga that will inform the design and development of the mātauranga challenges.

The remainder of the projects key milestones align with Professor Sir Mason Durie's Whakapiri (Engagement) Framework (2011) which has been used to identify and organise milestones and ensure project completion. Although originally developed as a guide for health professionals working with disengaged Māori youth populations, it is now recognised as having broad application to help structure many different contexts in which engagement in culturally meaningful ways is a key feature. This framework highlights that our ability to act in an enlightened manner is the result of a process of learning and engagement.

This framework divides activities into a further three phases - whakapiri/engagement, whakamārama/capturing data and whakamana/analysis and reporting.

This mid-project report provides a commentary on key activities associated with each phase. Note: At this stage of the project only the first three phases have been initiated. Phase 4: Whakamārama will begin in September and Phase 5: Whakamana in February 2025.

Phase 1: Whakatau

Milestone 1: Develop infrastructure to ensure good research practice

Objective 1: Infrastructure development. [completed]

The core business of Pūhoro Charitable Trust involves supporting rangatahi in Years 11-13 to engage with mātauranga-inspired STEM and, ultimately transition into high-value STEM careers. Data does inform how rangatahi engagement is initiated and maintained in Pūhoro activities however, research is not core business therefore systems, protocols and processes to guide research are underdeveloped. Consequently, it was important at the beginning of the MBIE project to spend time and effort developing a robust and effective research infrastructure to guide practice. The following activities have been completed: establishment of a research governance body to review and approve activities; application of organisational values and metaphors to guide research practice; identification of tikanga to guide any Intellectual Property issues; engagement with partners and data capture events; operational practices to support research completion including determining roles and responsibilities of

the research team, Māori data sovereignty protocols including secure data management systems such as for storage and access, developing templates for research proposals, research plans, reporting, communications and a risk register.

Objective 2: Research Plan [completed]

A research plan outlining milestones, objectives and research activities has been completed. A summary of the phases is provided here.

Phase 2: Whanaungatanga

Milestone 2 Establish relationships to ensure research is relevant and impactful

Objective 3: Develop relationships with collaborators and partners involved in the project. [80% complete]

We have met with internal collaborators and external partners to develop a deeper understanding of organisational practices and activities and began the process of identifying potential wānanga kaupapa that can be used to evaluate knowledge sharing processes.

Hui have been held with the board of Pūhoro Charitable Trust, the senior management team and individual kaimahi. We have also met with rangatahi, teachers and external science challenge partners at Pūhoro wānanga events.

Key relationships with codesign partners are due for development in Sept.

Phase 3: Whakapiri

Milestone 3: Design and develop an evidence base for mapping mātauranga acquisition.

Objective 4: Defining key concepts [in progress, 90% complete]

Identifying and defining key terms is critical for decision-making around the parameters of the project and avoiding project creep. Key terms to define linked to knowledge forms include

- mātauranga, STEM, STEMM, mātauranga-inspired STEM, pūrau, pāngarau, hangarau,

pūkaha and pūtaiao. Key terms to define linked to knowledge acquisition include – wānanga and pūrākau.

Objective 5: Mapping knowledge sharing events/opportunities [first draft completed]

A preliminary acquisition map has been developed through observations and wānanga. The map identifies opportunities for mātauranga acquisition and enables a deep dive into knowledge sharing features and trends. This data is critical for making inferences about how to build rangatahi capacity and capability to experience, acquire and apply mātauranga.

Objective 6: Identifying knowledge sharing events [80% complete]

An initial brainstorm of potential kaupapa for knowledge sharing events has been completed in collaboration with SLT and kaihautū.

IMPACT

The expansion of internal research capability and capacity within Pūhoro which this fund has enabled has had immediate and significant impact internally with kaimahi and rangatahi, as well as externally with industry collaborators.

Through attending Pūhoro events and meeting with industry partners and rangatahi we have expanded the perception of Pūhoro to include expertise and leadership in mātauranga-inspired STEM research. Rangatahi now have in-house access to mātauranga-inspired STEM researchers and are inspired to pursue this as a high value career pathway. We consider every rangatahi a potential researcher and have embedded this approach into our research plans including rangatahi in the design, delivery and dissemination of research, as well as research participants.

Through engaging with kaimahi we have identified opportunities for strengthening research and evaluation practices within core operations such as developing detailed project planning, risk mitigation, mātauranga inspired research methodologies, diversifying data collection to develop a comprehensive evidence base, data sovereignty practices, and dissemination for impact.

Through meeting with potential collaborators, we have worked to shift the way Pūhoro is perceived in our research activities from participants to leaders.

Further impacts from the research will occur as a result of progressing through the research activities such as: building the resilience of rangatahi as they move through the sector, and accelerating strategic goals and vision.

Pūhoro ki te hoe!

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APPENDIX 1: RISK REGISTER

Risks	Mitigation strategies
Operational Impact: High, Likelihood: Medium	Research plan with delegated tasks and deadlines, set roles and responsibilities, data storage plan
Communication Impact: Medium, Likelihood: Medium	Communications strategy
Tikanga Impact: Medium, Likelihood: Low	Māori lead, relationship with organisation pou tikanga and mātauranga division, tikanga embedded into research practice
Reputation Impact: High, Likelihood: Low	Build internal research infrastructure, align research with organisational kaupapa, secure talent, adopt best practice with quality assurance
Data sovereignty Impact: High, Likelihood: Medium	Protocols for data governance, collection, secure storage, use and protection.
Budget Impact: Medium; Likelihood: Low	Cost identification, regular review of budget, organisation financial coordinator (independent of research team)
Scope creep Impact: Medium; Likelihood: Low	Identify objectives and regularly consider what is in and outside of scope
Participation Impact: Medium; Likelihood: Low	Relationship building, networking, early recruitment, testing of data collection activities
Researcher capability Impact: High; Likelihood: Low	Professional development, planning
Health & Safety Impact: High; Likelihood: Low	Compliance with good practice, contingency plans, mitigate any delays
Contractual Impact: Medium; Likelihood: Medium	Meet deadlines, communication
IT Impact: Medium; Likelihood: Medium	Business continuity plan, secure online platform
Subcontractors Impact: Medium; Likelihood: Low	Robust recruitment and contract management processes
Experience Impact: High; Likelihood: Low	tikanga, relationship building, communications strategy, evaluations
Informed consent Impact: Medium; Likelihood: Low	Adhere to tikanga and universal ethics
Compliance Impact: High; Likelihood: Low	Build strong research infrastructure
Intellectual Property Impact: Medium; Likelihood: Low	Create a detailed IP requirements and dissemination plan

Key: top risks have been highlighted in orange although assessed as high impact and medium likelihood.

Final report

Part 1: Performance Story

Project Activity and Key Achievements

How have the project activities contributed towards your objectives and outcomes?

Help:

Please provide details of your achievements and the challenges faced during your project over the term of the whole contract. This should be in the context of the aim of the fund:

"to advance iwi, hapū, hapori, and Māori rūpu in Science, Innovation and Technology priorities by growing and building on existing knowledge as well as investing in opportunities for knowledge generation"

You should include:

1. A description of how your project progressed in relation to the planned activities, detailing deliverables and key outcomes achieved during the contract period.
2. Information on key stakeholders consulted and your engagement strategies with them. For example, provide details about the partners you may have worked with and their contributions.
3. An explanation of any objectives not met or challenges, along with your mitigation strategies or revised approach. Examples may include:
 - o delivering outputs, have there been changes? If so, please elaborate on the changes and why they were made.
 - o any opportunities that may or may not have led to additional benefits not expected earlier.
 - o any activities that required additional attention to ensure the project's success?
4. What has been the overall impact of the project? For example, impact the project has had on Māori communities, direct or indirect.

Please include any additional relevant information on activities identified in your He Aka Ka Toro Fund application. You can use sub-headings, pictures, graphs and hyperlinks

This project enabled a Māori Charitable Trust that supports rangatahi into STEMM to strengthen organisational infrastructure and research culture and gain invaluable experience to engage in research. These capabilities and capacity better positioned Pūhoro to build on and generate new knowledge amplifying rangatahi engagement with mātauranga and facilitating mātauranga-inspired STEM practice. There were two more specific contributions. S 9(2)(b)(ii)

1 Progress in relation to planned activities, deliverables and outcomes

We are delighted to report that all milestones and objectives were achieved on time and within budget. Also, by participating in this research Pūhoro has built significant research infrastructure and culture that enables a more evidence-based approach to decision-making and operations. Participating in this research has established a strong foundation for engaging in future research.

The research confirms the critical role of Pūhoro in building the capability and capacity of rangatahi to engage with mātauranga in culturally appropriate ways. The Pūhoro programme is not only impactful but has considerable reach that is growing every year. Also, the ways that Pūhoro and rangatahi in the programme engage with industry creates opportunities to transform how the industry operates at the interface of mātauranga and STEM knowledge.

This project confirmed the relevance and versatility of mātauranga-a-hine and pūrākau as critical cultural sources for encouraging rangatahi to explore STEMM, to experience mātauranga in new contemporary and STEMM contexts and to engage in mātauranga-inspired STEMM practices. As suspected, we were able to demonstrate the importance of culturally anchored and locally connected rangatahi for using mātauranga innovatively alongside STEM.

2 Key stakeholders and your engagement strategies with them ie partners and how you worked with them

We used Pūhoro and kairangahau networks formed through previous projects to develop this collaboration and identify rangatahi stakeholders. This was a collaboration with well-known and celebrated local weavers (S 9(2)(a) and whānau) and Māori advisors from Pae Ora (HealthNZ)(a longtime Pūhoro partner) and Mokopuna Ora collective (new local community partnership). These partners are mātanga with knowledge of the pā harakeke and rāanga practices. As part of this collaboration, we codesigned and organised opportunities for rangatahi and wider whānau involved in the Pūhoro Summer Internship programme to experience mātauranga through wānanga that involved constructing kete using the waikawa style. There were two wānanga that included hauhake/harvesting, material preparation, construction and wananga connecting te ao Māori, rāanga, kete and STEMM. A limit was set at 20 participants for each wānanga.

We also partnered with Pūtahi Manawa, a centre of heart health research based at Auckland University, to develop and deliver workshops to build supervision capability to engage with rangatahi as researchers and in mātauranga-inspired projects. This relationship served as a pilot to a series of wānanga with 19 host organisations mentoring over 40 rangatahi enrolled in university and where wānanga level STEMM programmes who were completing internship projects. The host organisations included universities, regional government, medical and health research centres, whānau ora collectives, multinational engineering and construction companies, agriculture and climate change research centres and a space institute. The wānanga involved discussions around the origin of mātauranga, Māori data sovereignty and the interface of mātauranga-science to

develop a Pūhoro gold standard of mentoring rangatahi and engaging in mātauranga-inspired STEM projects.

3 Objectives not met + mitigation strategies

All objectives were met on time and within budget. Some mitigation was needed around translating the proposed budget into actual spend to accommodate expansion of original project conception into actions as determined by the codesign process. Additional dissemination activities such as presenting at the World Indigenous Peoples Conference in Education in November 2025 will occur after the completion of the project. See income and expenditure section for a summary of changes.

4 Overall impacts of the project

Impacts included:

Increased visibility of atua wāhine and mātauranga-a-hine amongst Pūhoro, partners and rangatahi including development of mātauranga management protocols.

More strategic and deliberate integration of mātauranga in internship research projects

Provision of leadership and support to our national STEM research networks building capability to mentor rangatahi in the workplace and support mātauranga-inspired STEM projects.

Connecting rangatahi with local Māori communities and industry to explore the added value that mātauranga brings to projects.

Creation of spaces to experience, share and innovate mātauranga in relation to Māori community priorities including the contributions of: karanga and vibrations to wellbeing; mana wāhine and leadership to equity in STEM; and, mātauranga in urban spaces to recognise mana whenua authority and engage in strategic planning.

[End of Project Report Link](#)

Public Statement

Public statement to be published on the MBIE website

Help:

Provide us with a public statement that describes your project/outcomes. Your statement should be engaging and easily understood by the general public.

We welcome public statements in te reo Māori. Please include:

- The aims and outcomes of your project
- Significant achievements
- How the findings affect the Community or groups you have worked with
- Detail any actions implemented as a result of your project
- The name (optional), phone number and email address of a contact who can provide more information.

Do not include confidential information, references, images, video, or audio files.

Pūhoro is building a national network of the next generation of mātauranga inspired-STEM practitioners. This research, codesigned with our partners, rangatahi and other supporters of this kaupapa, leveraged mātauranga in the form of pūrākau and mātauranga-a-hine to develop pathways for rangatahi to experience, share and develop new strategies for using and innovating mātauranga within the sector.

Significant achievements included greater visibility of atua wāhine and mātauranga-a-hine amongst rangatahi and the wider Pūhoro whānau and a moderately expanding capability across our national partners to support Pūhoro rangatahi at university to engage in mātauranga based research projects.

This research confirmed the impact and relevance of pūrākau for encouraging rangatahi into STEM and it's utility for disrupting the sector to make space for te ao Māori and guiding mātauranga-inspired STEM practice. For a more comprehensive account of our research and findings download the end of project report at this [link](#).

For information about the research please contact **s 9(2)(a)** info@puhoro.org.nz **s 9(2)(a)**

Summary of Income and Expenditure

Income and Expenditure

Help:

Please provide information on the income received (including any co-funding) and you expenditure.

We want to understand what you have spent your funding on.

Explain if your expenses are higher or lower than the amount specified in the budget in your contract.

Describe any underspend and the reasons why.

Item	Budget \$ (excluding GST)	Actual Spend
Personnel Costs	s 9(2)(b)(ii)	
Travel		
Accommodation		
Materials and Consumables		
Overheads		
Other (please specify)		
Dissemination ²		
Total	250K	249800

1 Creation of a fixed term contract for a Māori university student to undertake a small research project over the mid-semester break.

2 Expenditure was used to fund two dissemination events that will occur in October (community wananga) and November (conference presentations by research team and partners) 2025.

Part 2: Excellence and Impact-related Data

Description:

Your data should complement your performance description and show measures of your project's success and positive impacts.

Include details on Māori leadership, involvement, collaboration and tangible project impact.

Additional Information

Leadership

Help:

How many Māori leaders are involved in the governance of the project? For example, five Māori leaders, each bringing expertise from sectors such as academia, industry or non-profit organisations.

8 Māori leaders (including the Pūhoro CE) bringing expertise from sectors such as Māori entrepreneurship, Māori data sovereignty, Māori community development, Māori Research Science and Innovation, Iwi leadership and Māori health.

Community Involvement

Help:

What percentage of the project activities are directly overseen by the Māori community?

100% of the activities were led by a charitable Māori Trust.

Project involved collaborations with two Māori partners (Mokopuna Ora and Hapai te Hauora) and 19 host research organisations from a range of sectors.

Wananga involved over 40 rangatahi from the university cohort of the Pūhoro Māori STEMM academy programme.

Delivery of the project

Help:

How many Māori staff were involved in the project? For example, six staff.

How many Māori staff involved in the project.

The project was managed by two experienced Māori research experts. At least ten mātanga Māori contributed to specific activities including a Māori finance manager, two pou mātauranga experts, a Māori visual artist, event coordinators, Puhoro CE and SLT members. Other Pūhoro staff (at least 20, all Māori) were involved in the organisation, delivery and support of wānanga.

Collaborations with partners

Help:

How many partners (Māori and Non-Māori) have collaborated with the Project management team? For example, Māori partners: 10 partnerships, including two polytechs, three technology companies, and five iwi: non-Māori: once consultancy firm.

Building capability of 19 institutions to host and support rangatahi from the Pūhoro Academy to complete a small research project over a 10 week period.

Wananga codesigned and delivered with kairaranga partners

Collaborations with rangatahi at wananga and around pūrākau.

Māori communities

Help:

Provide data on the scale and scope of community participation in project activities? For example, conducted five workshops and meetings in six months, with an average attendance of 80 community members per session. Feedback mechanisms include surveys, wānanga, and focus groups where over 200 feedback responses were received from community members.

From October 2024 – March 2025 we conducted seven wānanga with an average of 40 community members per session. Feedback mechanisms included verbal korero, emails, online surveys and reports.

Benefit for Māori communities

Help:

How did this project assist Māori communities to engage with and harness research, science and innovation? For example, the project initiative led to the identification of (insert number) future projects, applications for future funding or funding received, or rangatahi (secondary) participation in research activities increased by 30%.

Five rangahau, mātauranga and a raranga wananga for interns (40 university students) and supervisors/mentors (19 host organisations, at least 30 supervisors/mentors) resulted in greater awareness of mātauranga-inspired STEM practice and increased presence of te ao Māori elements and research at the mātauranga-science interface in projects. The goal was to build foundational capability and capacity of new and emerging Māori STEM university students to engage in mātauranga-inspired practices.

Two karanga wānanga run for staff by the Mokopuna Ora Collective and Pūhoro enabled new kaikaranga to perform karanga for the first time and Palmerston North Pūhoro branch have now integrated karanga into formal welcoming protocols. The latter has necessitated development of new protocols and a series of debriefing hui to improve practice.

Two wānanga on mātauranga-a-hine were delivered to 40 kaihautū generating new understandings of atua-wahine and punaha (systems of the body) that resulted in the development of new atua hine centred science resources.

A university student was supported by the two research leads to engage in research about atua, pūrākau and leadership. This body of work resulted in a report and provided the foundational research for a leadership wananga delivered to 20 year 12-13 students at Pūhoro Defence Camp. Evaluation data indicated this initiative was fun and engaging and challenged and extended participant knowledge of atua hine.

Benefit for Māori

Help:

Who has benefitted from the initiatives of the project and what specific skills or competencies have they acquired? For example, digital literacy workshops for rangatahi (secondary) resulted in an 80% increase in participant proficiency with software tools, or two staff members were encouraged to enrol in post-graduate programmes.

40 Māori university students have developed capabilities understanding the origin of mātauranga and protocols for the mana-enhancing use that have been applied to 10-week summer internship projects

Over 20 kaihautū, inspiring over 2000 rangatahi in year 11-13, through wananga have developed the capability to identify atua hine and associated mātauranga to embed into their mahi.

We connected over 40 raranga specialists, Māori university students and extended Pūhoro whānau around weaving facilitating knowledge exchange and networking.

**Nurturing mātauranga-inspired
rangatahi STEM practitioners for
tomorrow's STEM economy.
End of He Aka Ka Toro project report.**

Pūhoro Charitable Trust

Drs Margaret Forster & Felicity Ware

September 2025

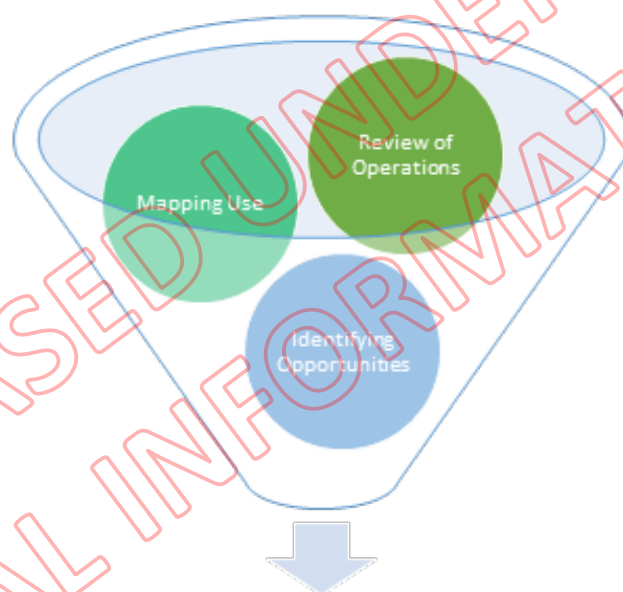


EXECUTIVE SUMMARY

This report provides a summary of milestones and activities completed as part of a Ministry of Business, Innovation & Employment He He Aka Ka Toro Navigation Fund project, “Nurturing mātauranga-inspired rangatahi STEM practitioners for tomorrow’s STEM economy.”

The approach

This diagram is a visual representation of the approach adopted through this He He Aka Ka Toro project.



Pūrākau Project

Miro Mātauranga project

Pou Hine Project

The initial phase of the project involved a series of scoping exercises reviewing organisational operations and mātauranga acquisition to identify opportunities to amplify engagement with mātauranga. Three interconnected mātauranga challenges were identified – the pūrākau, miro mātauranga and pou hine projects. This report provides an overview of each project with hyperlinks to more detailed technical reports.

Scoping exercise

The first data gathering activity involved mapping mātauranga acquisition within the organisation and within the STEMM outreach programme delivered by Pūhoro to secondary school students and the summer internship programme with Pūhoro tertiary students.

We found evidence of a rangahau and evaluation culture within the organisation although it was underdeveloped. Consequently, the initial phases of this project focused on building a research infrastructure and culture within the organisation. Infrastructure development was critical for establishing best practice in researching with Māori and on kaupapa of importance to Māori and embedding consistent practices across the organisation. Policies were developed for research practice and indigenous data sovereignty. Key document templates included a research plan, a risk register, a data sovereignty statement and management process and tikanga guidelines for ensuring ethical research conduct.

We also found several areas of untapped potential. s 9(2)(b)(ii)

[REDACTED]

The second area of untapped potential is s 9(2)(b)(ii)

[REDACTED]

The third area of untapped potential was s 9(2)(b)(ii)

[REDACTED]

The research - Mātauranga challenges

Three sets of mātauranga challenges were developed as part of the He Aka Ka Toro project – the pūrākau, miro mātauranga and pou hine projects.

The pūrākau project leveraged storytelling as a powerful mechanism for engaging with rangatahi. This mātauranga challenge involved explorations of pūrākau to expand rangatahi understandings of te ao Māori and spark an interest in STEM. This project focused on atua, leadership roles and qualities and synergies between te ao Māori and STEM.

The miro mātauranga project focused on the internship programme and building capability to engage with mātauranga. It was based around the kete o te wānanga pūrākau and was focused primarily on interns and hosts. This mātauranga challenge involved learning about the origin of knowledge and rangahau from a Māori perspective. It included an exploration of mātauranga expressions, indigenous data sovereignty and navigating the interface between mātauranga and science. The miro mātauranga project was essentially about knowledge acquisition and exchange. Regarding knowledge acquisition the focus was access and interpretation of information through a cultural lens. Regarding knowledge exchange the focus was developing the skills for meaningful engagement at the interface of mātauranga and STEM. It is this foundation that will equip rangatahi to be strong, confident and impactful mātauranga-inspired STEM practitioners.

The pou hine project leveraged the search for the uha (female element) pūrākau as a starting point for exploring atua wāhine and mātauranga-a-hine. This mātauranga challenge involved kaimahi learning about Hineahuone, who was according to some iwi, the first woman and origin of humanity. This pūrākau conveys powerful messages about wāhine, emphasizing their strength, wisdom, and sacred role in creation and transformation. This project also included exploring te ao Māori understandings of biological systems and developing capacity in wāhine specific practices such as karanga and vibrations and raranga.

Summary

This report focuses on what was done and why as part of He Aka Ka Toro funded project. We are delighted to report that all milestones and objectives were achieved on time and within budget. Also, by participating in this research Pūhoro has built significant research infrastructure and culture that enables a more evidence-based approach to operations and decision-making and has established a strong foundation for engaging in future research projects.

Research findings and insights are touched on briefly in this report. For a more detailed discussion review the relevant technical reports. The research confirms the critical role of Pūhoro in building the capability and capacity of rangatahi to engage with mātauranga in culturally appropriate ways. The Pūhoro programme is not only impactful but has considerable reach that is growing every year. Also, the ways that Pūhoro and rangatahi in the programme engage with industry creates opportunities to transform how the industry operates at the interface of mātauranga and STEM knowledge.

He waka eke noa!

PROJECT OVERVIEW

The He Aka Ka Toro Navigation Fund is managed by the Ministry of Business, Innovation & Employment. It is part of a suite of funds designed to “grow Māori talent in the Research, Science and Innovation sector enabling Māori to better navigate and participate in the research system” ([MBIE website](#)). It is highly a competitive fund that is limited to a \$3M investment pool. 18 projects were funded in the 2023 investment round ([Projects funded](#)). Pūhoro Charitable Trust was a successful recipient of the He Aka Ka Toro Fund 2023 Investment round (\$250, 000 over 18 months) to complete a project called “Nurturing mātauranga-inspired rangatahi STEM practitioners for tomorrow’s STEM economy.” Below is a statement for release to the public summarising the intent of the project:

The Pūhoro STEMM (Science, Technology, Engineering, Mathematics & Mātauranga) Academy seeks to realise a more equitable Aotearoa future by improving rangatahi access to STEM education and accelerating transition into high skilled employment. Pūhoro engages with 30 national and regional partners to support over 2000 rangatahi in 69 schools and tertiary institutions across 9 regions in Aotearoa each year. Rangatahi in the academy perform better in NCEA than other Māori, and are five times more likely to transition to tertiary education. Although increased engagement and equitable access to STEM is a key driver of the academy, it is only part of the challenge. The goal is to prepare rangatahi to revolutionise the sector and find solutions to improve the lives of their whānau and communities.

More rangatahi in the sector to awaken and harness the potential of a mātauranga-inspired STEM economy is the central focus of this research project. We will connect rangatahi with communities to revive intergenerational pathways to ancestral knowledge and practices to codesign new strategies to use and innovate mātauranga and successfully participate and navigate the sector; this research will make a substantive contribution to building the influencers and leaders of the STEM economy of tomorrow.

Pūhoro Charitable Trust

Pūhoro is a centre of excellence for Māori STEM (Science, Technology, Engineering and Mathematics) achievement and development in Aotearoa. We provide a by Māori, for Māori, with Māori approach for rangatahi and their whānau to access tools they need to carve their own mātauranga-inspired STEM futures.

s 9(2)(b)(ii)



Pūhoro Interns. Source: Pūhoro, 2022

The Project

s 9(2)(b)(ii)



RESEARCH APPROACH

Our approach to research

Our research is conducted from a rangatiratanga space so is Māori-led, grounded in te ao Māori, and centers Māori methods of research and Māori-specific measures and processes.

The Pūhoro organisational values are applied within our rangahau:

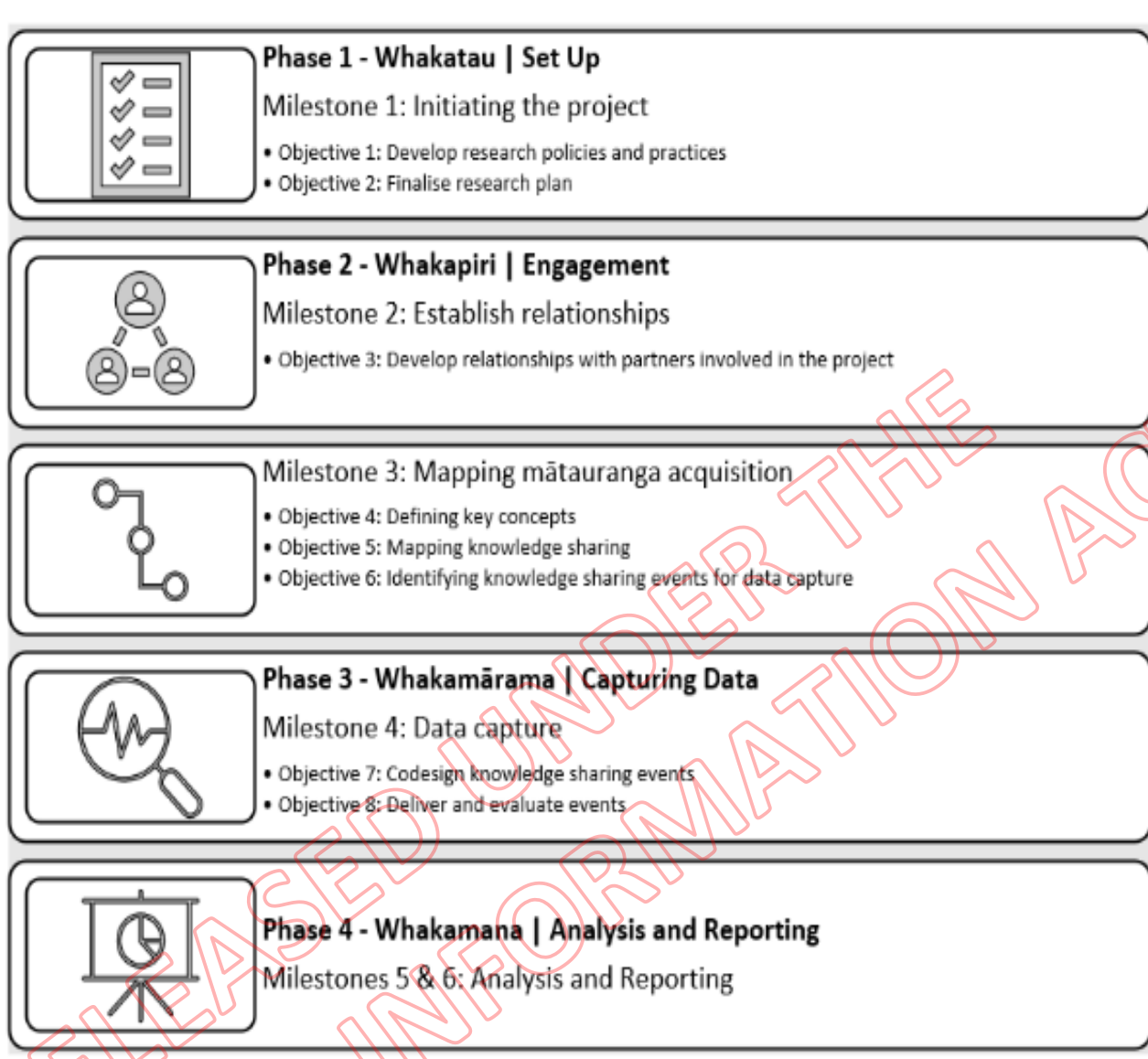
- Tauheretanga (meaningful and purposeful relationships), harnessing global opportunities and collaboration with key stakeholders,
- Māuitanga (curiosity and innovation) ensures that rangatahi leadership and innovation is forefront,
- Ngākau pono (sincerity and good practice) guides the way we do research to have integrity and be ethical, and
- Ūkaipōtanga (strong sense of belonging in STEMM) ensures that our research enhances our cultural identity and strengthens rangatahi contribution to whānau, hapū, iwi and Māori communities.

Our research process involves:

- Wero: Co-designing the challenges (with rangatahi, mātanga and Māori STEM practitioners)
- Wānanga: Delivering those challenges (at wānanga)
- Arotake: Evaluating with kaupapa Māori principles (feedback)

Professor Sir Mason Durie's Whakapiri (Engagement) Framework (2011) was used to identify and organise milestones providing a means of tracking project completion. Although originally developed as a guide for health professionals working with disengaged Māori youth populations, the Whakapiri (Engagement) Framework is now recognised as having broad application to help structure many different contexts in which engagement in culturally meaningful ways is a key feature. This framework highlights that our ability to act in an enlightened manner is the result of a process of learning and engagement.

In the context of research this framework can be divided into four key phases – Whakatau | Set Up, Whakapiri | Engagement, Whakamārama | Capturing data and Whakamana | Analysis and Reporting. The table below outlines the four phases, and the six milestones completed as part of this project. This framework is used in the remainder of this document to report on key activities completed as part of this project.



REPORT ON KEY ACTIVITIES

This report provides a summary of activities by milestone and objectives that were completed as part of a Ministry of Business, Innovation & Employment He He Aka Ka Toro Navigation Fund project, “Nurturing mātauranga-inspired rangatahi STEM practitioners for tomorrow’s STEM economy.”

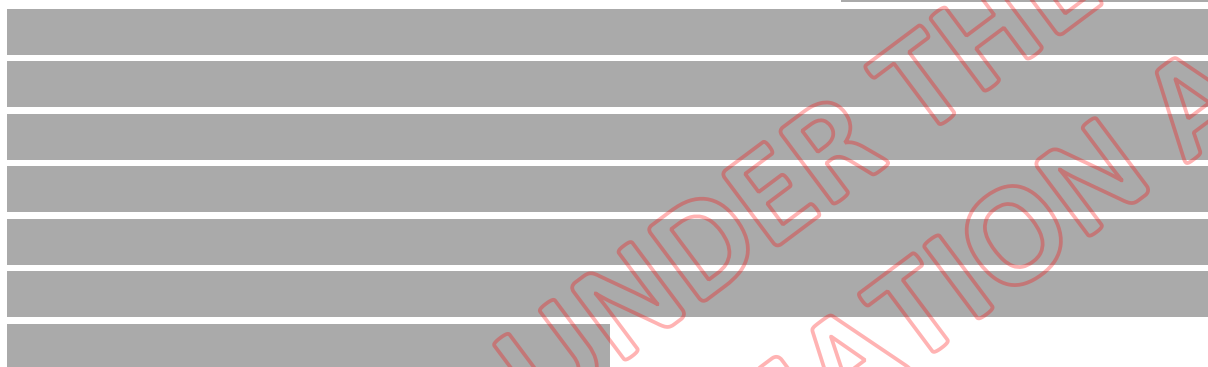
• Phase 1: Whakatau

Milestone 1: Develop infrastructure to ensure good research practice

Objective 1: Infrastructure development

The core business of Pūhoro Charitable Trust involves supporting rangatahi in Years 11-13 to engage with mātauranga-inspired STEM and, ultimately transition into high-value STEM careers. Data does inform how rangatahi engagement is initiated and maintained in Pūhoro activities however, research is not core business therefore systems, protocols and processes to guide research are underdeveloped. Consequently, it was important at the beginning of the MBIE project to spend time and effort developing a robust and effective research infrastructure to guide practice.

The following activities were completed as part of this phase: s 9(2)(b)(ii)



Each of these resources have been developed using a Māori lens ensuring that research practice is appropriate for engaging with Māori people and mātauranga. In the last 18-months these resources have been trialled and refined through development of three new research proposals and funding applications to NZAGRC, Pūtahi Manawa, Pūnaha Hihiko, and in the management of two new projects for Te Pūkenga and another for Te Puni Kōkiri. This new infrastructure and practices have been critical for building internal capability and capacity for Pūhoro to better navigate and participate in rangahau more fully.

Objective 2: Research Plan

A research plan outlining milestones, objectives and research activities was completed early in the project. This plan was critical for ensuring focus, effective management of resources and completion of project outcomes. All milestones and objectives were completed on time and within budget. There was minimal project creep. Two unanticipated challenges were the need to plan beyond this research programme (i.e. develop new research proposals) and resolving financial issues created by a mismatch of contract payment dates and organisational financial operations.

- **Phase 2: Whakapiri | Engagement**

Milestone 2 Establish relationships to ensure research is relevant and impactful

Objective 3: Develop relationships with governing body, collaborators and partners involved in the project.

We met regularly with internal collaborators and external partners to develop a deeper understanding of organisational practices and activities and identify potential wānanga kaupapa that can be used to evaluate knowledge sharing processes.

Hui have been held with the board of Pūhoro Charitable Trust, the senior management team and individual kaimahi. We have also meet with rangatahi, teachers and external science challenge partners at Pūhoro wānanga events.

Milestone 3: Design and develop an evidence base for mapping mātauranga acquisition.

Objective 4: Define key concepts

Identifying and defining key terms was critical for decision-making around the parameters of the project and avoiding project creep. Key terms defined linked to knowledge forms include - mātauranga, STEM, STEMM, mātauranga-inspired STEM, pūrau, pāngarau, hangarau, pūkaha and pūtaiao. Key terms defined linked to knowledge acquisition include – wānanga, pūrākau, atua, atua-inspired thinking, atua-centred thinking and decolonising approach. Key terms defined linked to workforce include – knowledge-based economy, high value career, financial security, precarity, living wage and good work.

Two strategies were used to define terms including a review of publicly accessible resources and internal organisational documents and, wānanga with mātanga reo and pou tikanga (specialists in Māori language and customs).

Two reviews were produced as part of this activity. The first review explored understandings of mātauranga through genealogical sequences, pūrākau, mātāpono, tohu and whakataukī producing this short definition:

Mātauranga generates a uniquely Māori way of explaining and interpreting the world. This is sometimes referred to as a Māori worldview, Māori perspective or a Māori

position. Mātauranga draws on knowledge from te ao Māori, whenua and the lived experiences of Māori communities.

Mātauranga is continually evolving in response to new needs and situations so it has a contemporary relevancy and is essential for securing rangatiratanga and cultural identity and integrity. (Forster & Ware, 2025b, p.4)

This information was used to inform mātauranga challenges developed as part of objective 7. The review exploring understandings of mātauranga can be accessed at this [link](#).

The second review defined the STEM landscape. The table below is a quick guide to key terms. A more detailed discussion of each term can be accessed at this [link](#).

Understanding the Aotearoa STEM Landscape: Key Definitions and Concepts.	
STEM	
STEM as an acronym is simply a list or cluster of subjects – science, technology, engineering and mathematics. Some academics advocate for engineering to be replaced with environmental studies. Some educators argue that the acronym should be extended to include the arts i.e. STEAM. Pūhoro argue that Indigenous knowledge should be explicitly acknowledged and have used the terms STEMm, mātauranga-inspired STEM and māpūrau.	
STEM as a concept refers to an integrated or interdisciplinary approach to education, a new super discipline where knowledge from disciplines of science, technology, engineering and mathematics is fused together to understand and solve real-world issues.	
Work Environment	
• Knowledge-based economy refers to an economy where knowledge and information is a key driver of productivity and economic growth. Related terms: knowledge-intensive services sector. • STEM careers – jobs that use science, technology, engineering and/or mathematics. • STEM skills – skills acquired as part of STEM education training. Core STEM skills include critical thinking, problem solving, creativity, teamwork and independent thinking. Inclusion of arts places an emphasis on communication and expression. • High-value career – jobs that offer financial security and contribute to goals of strategic national importance. A Māori perspective would be broader. It would emphasise careers that enable financial security and manaaki of whānau and whenua, promote mana-	

enhancing work environments, maintain rights and contribute to issues of strategic importance to Māori.

- Financial security – stable income or resources that supports a good standard of living.
- Precarity - uncertain, insecure and unequal lived experiences.
- Living wage – a minimum wage that covers the basic necessities of life to live with dignity and participate as active citizens in society. There is also a focus on employment that is worker and whānau-focused.
- Good work – human-centred approach to work. Work that enhances the mana of workers, affords good pay and conditions, and where both employers and employees are treated with respect and dignity.

Indigenising STEM

- Atua-inspired practices – atua actions are the basis for understanding and actions.
- Atua-centred thinking – mobilising atua philosophy to generate a Māori lens, in this case of science.
- Decolonising approach – a political project that seeks to liberate colonised people and transform ways of thinking, knowing and acting (Ndlovu Gatsheni, 2015).
- Mātauranga-inspired STEM – this descriptor indicates that knowledge from a Māori worldview supports STEM understandings and practices.

Objective 5: Mapping knowledge sharing events and opportunities

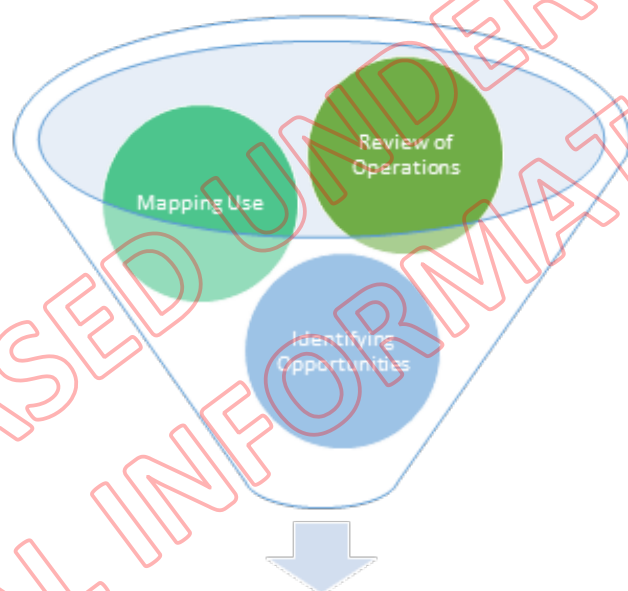
A preliminary knowledge acquisition map was developed through observations of Pūhoro events and wānanga with rangatahi. The map identified opportunities for mātauranga acquisition in the Pūhoro programme and organisation and enabled a deep dive into the features and trends of knowledge sharing activities. After wānanga with Pūhoro kaimahi it was decided to focus our efforts on building capability of rangatahi in the Pūhoro internship programme who are starting to apply mātauranga within industry and to build capability of kaimahi to engage with mātauranga-a-hine. These opportunities are generically referred to as mātauranga challenges.

The mapping activity and mātauranga challenges designed for the Pūhoro internship programme are reported in the technical report called “*Miro Mātauranga*” (Forster & Ware, 2025b) (hyperlink in reference link). The mātauranga challenges designed around mātauranga-a-hine are reported in the technical report called “*Pou Hine*” (Ware & Forster, 2025) (hyperlink in reference link).

Objective 6: Identifying knowledge sharing events

As part of this research project a series of mātauranga challenges were codesigned with mātanga | Māori specialists and delivered through wānanga. The commentary that follows explains the identification process and provides a brief overview of the mātauranga challenges. More detailed discussions are available in the technical reports - “*Miro Mātauranga*” (Forster & Ware, 2025b) (hyperlink in reference link) and “*Pou Hine*” (Ware & Forster, 2025) (hyperlink in reference link).

All of the mātauranga challenges showcase the acuity, relevance and influence of pūrākau to connect and nurture mātauranga-inspired practices.



Te Urunga Tū	Te Urunga Pae	Kaimahi	Partners
Pūrākau project	Internships Kete o te mātauranga	Hineahuone Karanga	Professional development for host organisations
Weaving kete o te wānanga			

Figure 1. Process for identifying mātauranga challenges. Note: The first row of the table indicates the intended audience of the challenge. Te Urunga Tū are the Year 11-13 cohort in the Pūhoro programme. Te Urunga Pae is the tertiary cohort in the Pūhoro programme. Kaimahi are staff of the organisation. Partners are industry who have memorandum of agreements with Pūhoro Charitable Trust.

The funnel is used here to indicate how observations and multiple knowledge sources are being brought together to inform research activities (see Figure 1). As part of the He Aka Ka Toro project, we began with a series of scoping activities – reviewing policies and practices and creating maps of mātauranga sharing and acquisition. This information was used to find opportunities to develop deeper engagement with mātauranga. The table below identifies the projects that were completed as part of this research with a short summary of the opportunities and mātauranga challenges associated with each project.

Mātauranga Challenges
Pūrākau Opportunity: Storytelling is a powerful mechanism for engaging with rangatahi Mātauranga challenge: Leveraging storytelling to deepen understanding of mātauranga and encourage and amplify interest and participation in STEM Intended audience: Te Urunga Tū, Te Urunga Pae, Kaimahi and Partners Mātanga involved: pūrākau and teaching specialists
Internships Opportunity: Increase the presence of mātauranga in Pūhoro internship programme Mātauranga challenge: Build capability of rangatahi to engage with mātauranga as part of their internship Intended audience: Interns and host institutions Mātanga involved: teaching and supervision specialists, pou tikanga and cultural advisors
Kete o te mātauranga Opportunity: Awareness of mātauranga is variable amongst rangatahi Mātauranga challenge: Building foundational awareness of mātauranga and its relevance to STEM Intended audience: Interns and host institutions Mātanga involved: pūrākau and teaching specialists, pou tikanga and cultural advisors
Hineahuone and Karanga projects Opportunity: Achieving a balance of mātauranga associated with atua tāne and atua wāhine across the programme. The current imbalance reflects colonising practices that suppress indigeneity and ‘her stories’, reflects the strengths of existing kaimahi and the low participation rates of wāhine in the STEM sector. Mātauranga challenge: Building awareness of pou hine amongst staff and exploring opportunities for integrating new practices in operations i.e. karanga. Intended audience: Kaimahi Mātanga involved: experts in pūrākau, atua hine, and karanga

Professional development for internship host organisations

Opportunity: Mātauranga could feature more in internship projects

Mātauranga challenge: Build capability of host organisations to support rangatahi engagement with mātauranga in internships

Intended audience: Supervisors and host institutions

Mātanga involved: experts in supervision and rangahau

Weaving kete o te wānanga

Opportunity: Engage more deeply with mātauranga and tikanga

Mātauranga challenge: Collaborations with community knowledge holders (i.e. weavers) to provide wānanga that provide experiential learning opportunities for rangatahi, staff and Pūhoro partners

Intended audience: Interns, kaimahi and supervisors

Mātanga involved: experts in weaving

- **Phase 3 Whakamārama | Capturing Data**

Milestone 4: Data Capture

All mātauranga challenges were evaluated and participant feedback was collected. The following types of evaluation were completed:

Type of evaluation and explanation and implications for this research

Formative assessment during development and initial delivery to identify opportunities to improve programme implementation. This included reflections on delivery and analysis of participant feedback to identify areas of refinement and/or new activities for future deliveries

Summative assessment at the end of programme delivery to capture information of effectiveness. This included wananga around what we learnt about the activity and the wider kaupapa.

Process evaluation to determine whether activities were implemented as intended and identify sites for improvement. This type of evaluation identifies areas for refinement and new activities.

A relatively simple participant evaluation was used based around the rawe-nawe-kawe framework. Participants are asked to identify one rawe | highlight, one nawe | challenge and one kawē | key learning worth sharing.

Objective 7: Codesign knowledge sharing events

The following expertise were utilised when codesigning mātauranga challenges: rangahau, reo, tikanga, te ao Māori, pūrākau and mātauranga-a-hine. More detailed discussions are available in the technical reports - “*Miro Mātauranga*” (Forster & Ware, 2025b) (hyperlink in reference list) and “*Pou Hine*” (Ware & Forster, 2025) (hyperlink in reference link).

Objective 8: Deliver and evaluate events

The following events were delivered and evaluated:

- i. Hineahuone: wananga, Dec 2024; professional development session, Feb 2025; Wahineahuone Symposium, Jan 2025; Karanga wananga, Feb 2025; First karanga at Te Pū Karanga, 24 March 2025
- ii. Kete o te Wānanga: Pūtahi Manawa kauhau, Oct 2024; Supporting interns kauhau, Nov 2024; kete o te wānanga session, Nov 2024; Session at Te Marae o Hine and Manawatū Art Gallery, Feb 2025
- iii. Weaving wananga: Feb 2025; Oct 2025
- iv. Pūrākau: June-July 2025

Detailed discussions are available in the technical reports – “*Miro Mātauranga*” (Forster & Ware, 2025b) (hyperlink in reference list), “*Pou Hine*” (Ware & Forster, 2025) (hyperlink in reference list) and Pūrākau Report (s 9(2)(a) 2025) (hyperlink in reference list).

Phase 4 – Whakamana | Analysis and Reporting

Milestone 5 & 6: Dissemination

This end of project report provides an overview of all activities completed as part of this research project. It also contains an outcome and impact evaluation (see next section). Details of the mātauranga challenges can be found in the three technical reports (hyperlinks are in the reference list).

Two abstracts have been accepted for presentations at the World Indigenous Peoples Conference in Education, Dec 2025.

The learning about mātauranga-a-hine will also be depicted in a banner about Hineahuone to support ongoing knowledge dissemination at Pūhoro activities and events.

IMPACT

Building Capability

The expansion of internal research capability and capacity within Pūhoro which this fund has enabled has had immediate and significant impact internally with kaimahi and rangatahi, as well as externally with industry collaborators.

Through attending Pūhoro events and meeting with industry partners and rangatahi we have expanded the perception of Pūhoro to include expertise and leadership in mātauranga-inspired STEM research. Rangatahi now have in-house access to mātauranga-inspired STEM researchers and are inspired to pursue this as a high value career pathway. We consider every rangatahi a potential researcher and have embedded this approach into our research plans including rangatahi in the design, delivery and dissemination of research, as well as research participants.

Through engaging with kaimahi we have identified opportunities for strengthening research and evaluation practices within core operations such as developing detailed project planning, risk mitigation, mātauranga inspired research methodologies, diversifying data collection to develop a comprehensive evidence base, data sovereignty practices, and dissemination for impact.

Through meeting with potential collaborators, we have worked to shift the way Pūhoro is perceived in our research activities from participants to leaders.

Reconnecting with mātauranga

This research demonstrates the relevance and versatility of mātauranga to the STEM sector. Mātauranga-inspired STEM practice would be transformative for both Māori communities and the sector. The challenge is finding opportunities for acquisition and knowledge exchange particularly at the mātauranga - STEM interface. This research argues that a deliberate focus on pūrākau would build the capability and capacity needed to realise these goals.

Pūrākau is a powerful way to reconnect and engage with ancestral knowledge and practices. This approach can accommodate a range of understandings and experiences with te ao Māori ensuring wide participation. It is evident through this research that the innovation and contemporary application of pūrākau is an impactful strategy for inspiring and enabling

rangatahi to engage at the mātauranga - STEM interface. For example, pūrākau introduce a cultural lens to activities and analyses ensuring that cultural understandings, identity and a sense of belonging underpin critical thinking. Furthermore, pūrākau and wānanga combine to produce an effective base for rangahau positioning Māori well to decolonise the sector. Decolonisation is critical for mātauranga-inspired STEM practice. It would ensure that mātauranga is protected and used with integrity so STEM can make a positive contribution to Māori development. In this regard addressing inequities within the sector involves two key strategies – developing a Māori pipeline for STEM training and amplifying the presence and influence of mātauranga within the sector. This research project provides strategies for achieving these goals.

Concluding comments

All project milestones and objectives were completed on time and within budget.

We would like to acknowledge the support of the Pūhoro whānau and partners for enduring our endless questions and presence and for participating in wānanga and mātauranga challenges associated with this project.

Finally, this research would not have been possible without financial support from the Ministry of Business, Innovation and Employment through the He Aka Ka Toro Navigation Fund.

Ngā mihi nui ki a koutou.

Pūhoro ki te hoe!



REFERENCES

Forster, M.E., & Ware, F. (2025a). *Nurturing mātauranga-inspired rangatahi STEM practitioners for tomorrow's STEM economy. He Aka Ka Toro End of Project Report. August 2025.* Palmerston North: Pūhoro Charitable Trust.

Forster, M.E., & Ware, F. (2025b). *Miro Mātauranga.* A technical report for He Aka Ka Toro project. Palmerston North: Pūhoro Charitable Trust. [\[hyperlink\]](#)

s 9(2)(a) (2025). *Pūrākau Project Report.* A technical report for He Aka Ka Toro project. Palmerston North: Pūhoro Charitable Trust [\[hyperlink\]](#)

Ware, F., & Forster, M.E. (2025). *Pou Hine.* A technical report for He Aka Ka Toro project. Palmerston North: Pūhoro Charitable Trust. [\[hyperlink\]](#)

From: [Sulu Manu O'uiha](#)
To: s 9(2)(a) ; s 9(2)(a) ; EIVM
Subject: RE: Contract # - HAKT PCTBO2301
Date: Tuesday, 9 September 2025 8:07:00 am
Attachments: [image001.jpg](#)
[image002.png](#)

Mōrena s 9(2)(a)

All done for you. The due date has been updated to Friday, 19 September 2025.

Have a lovely day,

Ngā mihi
Sulu Manu O'uiha

From: s 9(2)(a) <s 9(2)(a)@puhoro.org.nz>
Sent: Tuesday, 9 September 2025 7:55 am
To: Sulu Manu O'uiha <Sulu.ManuO'@..>; s 9(2)(a) s 9(2)(a) @puhoro.org.nz; EIVM <@..>
Subject: RE: Contract # - HAKT PCTBO2301

Mōrena Sulu,

Kemp plans to return to the office on Wednesday 17 September.

Thank you for accommodating the change in circumstance.

Ngā mihi,

s 9(2)(a)

s 9(2)(a)

Pūhoro Charitable Trust

M: s 9(2)(a) | **E:** s 9(2)(a)

From: Sulu Manu O'uiha <Sulu.ManuO'@..>
Sent: Monday, 8 September 2025 5:20 pm
To: s 9(2)(a) <s 9(2)(a)@puhoro.org.nz>; EIVM <@..>
Cc: s 9(2)(a) <s 9(2)(a)@puhoro.org.nz>
Subject: RE: Contract # - HAKT PCTBO2301

Tēnā koe s 9(2)(a)

Thank you for letting me know. s 9(2)(a)

I am happy for the team to provide the Final Report when he returns to office. Would you be

able to **provide a date** so I can update that into the Pītau system and make a note of this extension?

Ngā mihi

Sulu Manu O'uiha, PhD, MBS, BBS

INVESTMENT MANAGER – Māori Science, Innovation & Technology Research

Contestable Investments | Science System Investment & Performance

Email – Īmera: Sulu.Manuo'@.. M: s 9(2)(a) [LinkedIn](#)

Website – Pae-ipurangi: www.mbie.govt.nz | Postal – Poutāpeta: Level 6, 15 Stout Street, Wellington 6011

	
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From: s 9(2)(a) [@puhoro.org.nz](mailto:s 9(2)(a)@puhoro.org.nz)

Sent: Monday, 8 September 2025 4:04 pm

To: Sulu Manu O'uiha <Sulu.Manuo'@..>; EIVM <EIVM@..>

Cc: s 9(2)(a) <s 9(2)(a)@puhoro.org.nz>

Subject: Contract # - HAKT PCTBO2301

Tēnā koe Dr Suluetai Manu O'uiha,

The CE of Pūhoro Charitable Trust is on s 9(2)(a) this week. He is the only person in our org. who has access to the pītau portal for completing the final reporting requirements of the contract. Is there anyway s 9(2)(a) cc'ed into this email) can get access to the portal so we can complete the requirements on time. Or alternatively get an extension until he returns to the office?

nga mihi

s 9(2)(a)



FUNDING CONTRACT

FOR

Increasing engineering and mātauranga capability to develop sustainable natural and built environment solutions for communities to prosper

DATED 07/05/2025

BETWEEN The Sovereign in Right of New Zealand acting by and through the Secretary for Business, Innovation & Employment and Chief Executive, Te Tumu Whakarae mō Hīkina Whakatutuki (the “**Ministry**”)

AND Pūhoro Charitable Trust Board of 318 Broadway Avenue, Palmerston North 4414 (the “**Contractor**”)

BACKGROUND

The Ministry wishes to contribute to the Project by providing funding as set out in the Details on the terms set out in this Contract.

CONTRACT

The Ministry will pay the Funding to the Contractor, and the Contractor accepts the Funding, on the terms and conditions set out in Schedule 1 (**Details**) and Schedule 2 (**Funding Contract Standard Terms and Conditions**).

SIGNED by the **SOVEREIGN IN RIGHT OF NEW ZEALAND**, acting by and through the Secretary for Business, Innovation & Employment and Chief Executive, Te Tumu Whakarae mō Hīkina Whakatutuki or their authorised delegate:

) This document was signed electronically through the Pītau system
) by Alan Coulson on 07/05/2025.

)
) Signature
) Alan Coulson
) Print Full Name
) Manager Contestable Investments
) Print Title
) 07/05/2025
) Date

SIGNED by Pūhoro Charitable Trust Board by its authorised signatory:

) This document was signed electronically through the Pītau system
) by Kemp Reweti on 05/05/2025.

)
) Signature
) Kemp Reweti
) Print Full Name
) Acting Manahautū
) Print Title
) 05/05/2025
) Date

SCHEDULE 1 – DETAILS

1 **Contract ID**
PCTBO2403

2 **Project** (*clause 2, 3, Schedule 2*)

The Project is the project described in the Contractor's proposal as follows:

s 9(2)(b)(ii)



3 **Start Date** (*clause 4.1, Schedule 2*)

1 June 2025

4 **End Date** (*clause 2.5(b), Schedule 2*)

31 December 2026

5 **Funding** (*clause 2, Schedule 2*)

The total amount of the Funding is \$250,000.00 exclusive of GST.

6 **Fund and Appropriation**

The Ministry is responsible for administering the "Vision Mātauranga Capability Fund". The funding will come from the Vote Business, Science and Innovation: Talent and Science Promotion appropriation.

7 **Project Outcomes** (*clause 2.5(a), Schedule 2*)

As described in the Contractor's Project Plan, attached as Appendix 2.

8 **Public Statement**

"This project will provide research, science and innovation (RSI) to support collaborative, interdisciplinary engineering projects in a sector that seeks to embrace Te Ao Māori and support uptake and application of engineering by Māori communities. This will be achieved by building RSI connection to mātauranga-inspired engineering projects designed to advance Māori priorities. The project will be led by Pūhoro Charitable Trust in collaboration with Te Kura Mata-Ao | School of Engineering, University of Waikato and respective industry partners.

There are currently limited opportunities for Indigenous knowledge to enrich contemporary engineering solutions, few professionally qualified Māori engineers and, even fewer Māori communities formally engaged in engineering projects. While inspiring young people to train in STEM may contribute to a workforce pipeline, this strategy is inadequate for enabling engineers to understand the Indigenous landscape or support Māori communities' ability to solution seek across engineering fields for sustainable community living options that reflect Māori views.

To address this, our project will explore how to increase capability in engineering and mātauranga research science and innovation to find sustainable environmental resource solutions to aging and insufficient infrastructures and build community resilience to climate change challenges such as the impact of extreme weather events.

Our research plan will be completed in two phases: 1) defining core engineering concepts and connecting these with mātauranga engineering principles, practices and technological feats; 2) targeting initiation of new engineering projects via new RSI networks which connect Māori

organisations, engineering training, and industry.

The immediate outcomes will include a research and development (R&D) plan. In the mid- to long-term we expect to increase Māori involvement in engineering projects at the mātauranga-science interface and transform industry practises.

This research spans multiple engineering disciplines and aligns with the Engineering New Zealand (Te Ao Rangahau) research strategy, and collaborations with engineering training programmes/practitioners are an integral part of this research project.”

9 **Payment terms** (clause 2, Schedule 2)

In instalments on the payment dates set out below, subject to completion of the relevant milestone to the Ministry’s satisfaction:

Instalment (exclusive GST)	Date	Milestone
\$125,000.00	Within 1 month from the Start Date	This Contract executed by both Parties and received by the Ministry.
\$100,000.00	Within 1 month of the date the Contractor’s Progress Report is approved by the Ministry	Progress Report.
\$25,000.00	Within 1 month of the date the Contractor’s Final Report is approved by the Ministry	Final Report.

10 **Reporting Requirements** (clause 5.1, Schedule 2)

- a. A progress report at least 1 month before the mid-point of the term of this Contract, that covers the progress of the Project up to the last day of the month before the progress report is due (Progress Report).
- b. A final report no later than 1 month after the End Date that covers the delivery of the Project (Final Report).

11 **Content of Report** (clause 5.1, Schedule 2)

The report must include:

- a. progress of the Project, including achievement of Project Outcomes (if any);
- b. any issues arising or expected to arise with the Project or this Contract; and
- c. a co-development letter signed by the Partner Organisation stating the report has been prepared in conjunction with the Partner Organisation and the Partner Organisation confirms the information contained within the report is accurate; and
- d. any other information requested by the Ministry.

12 **Address for Notices** (clause 13.5, Schedule 2)

Ministry:	Contractor:
Ministry of Business, Innovation & Employment 15 Stout Street PO Box 1473 WELLINGTON Email address: imssupport@mbie.govt.nz Attention: The General Manager of Science System Investment & Performance	Pūhoro Charitable Trust Board 318 Broadway Avenue Palmerston North Email address: x.xxxxxx@xxxxxx.xxx.xx Attention: Kemp Reweti

13 **Vision Mātauranga Capability Fund (VMCF) Special Conditions**

- a. The Partner Organisation is:

Organisation	Classification	Category	Region
University of Waikato	Research Organisation	University	Waikato

- b. The Contractor must work collaboratively with each Partner Organisation to complete the Project and achieve the Project Outcomes.
- c. The Project Team is listed as attached in Appendix 3.
- d. The Contractor must ensure that the Project is carried out by the Project Team.
- e. For the purposes of clause 13.2 of Schedule 2, the Ministry approves the following subcontractors in relation to the Project:

Organisation	FY 2024/2025	FY 2025/2026	FY 2026/2027
The University of Waikato	\$1,643.84	\$19,178.08	\$9,178.08

**All amounts are GST exclusive.*

- f. In addition to the termination events listed in clause 4.3 of Schedule 2, the Ministry may terminate this Contract immediately, by giving notice to the Contractor, if a Partner Organisation ceases to participate in the Project or becomes insolvent, bankrupt or subject to any form of insolvency action or administration.
- g. For the avoidance of doubt, the definition of “Confidential Information” in Schedule 2 does not include the name of the Partner Organisation.

SCHEDULE 2 - FUNDING CONTRACT STANDARD TERMS AND CONDITIONS

1. Definitions & Interpretation

1.1 In this Contract, the following definitions apply, unless the context otherwise requires:

“Confidential Information” means, in relation to a party, all information concerning the organisation, administration, operation, business, customers, clients, finances, and methods (including any secret process or formula or other trade secret) of that party and the content of this Contract. For the avoidance of doubt, “Confidential Information” does not include:

- (a) the name of the Contractor;
- (b) the Contract ID;
- (c) the title of the Project;
- (d) the Public Statement set out in the Details;
- (e) the research fund from which the Project is funded;
- (f) the relevant sector(s);
- (g) the total amount of Funding paid to the Contractor in the current financial year and previous years;
- (h) the total amount of Funding payable to the Contractor over the duration of this Contract for the Project;
- (i) the year Funding was approved in respect of the Project;
- (j) the period of time for which Funding will be provided in respect of the Project;
- (k) any Australian and New Zealand Standard Research Classification (ANZSRC) codes assigned to the Project;
- (l) the names of individuals in key roles, unless the Contractor or individual

concerned has requested these remain confidential;

(m) the progress of the Project; and

(n) the benefits to New Zealand from this investment.

“Contract” means this agreement, including the Schedules and Appendices.

“Details” means Schedule 1.

“End Date” has the meaning given in the Details.

“Funding” means the funding amount set out in the Details.

“Gold OA” means a mode of open access where all articles in a journal are made freely available to readers, but authors may be required to pay a one-off charge.

“Government Agency” means any governmental, local governmental, semi-governmental, judicial, statutory or regulatory entity, authority, body or agency or any person charged with the administration of any law.

“Green OA” means a mode of open access where access to publications is provided through an online repository.

“GST” means goods and services tax within the meaning of the Goods and Services Tax Act 1985.

“Intellectual Property Management Plan” means a plan that sets out how the Contractor anticipates managing the Intellectual Property Rights generated by the Project to maximise the benefit of that Project for New Zealand.

“Intellectual Property Policies and Principles” means the policies and principles relating to the management of Project Intellectual Property Rights that the Contractor must adopt pursuant to principle 2 of Appendix 1.

“Intellectual Property Rights” includes copyright, all rights conferred under statute, common law or equity in relation to inventions (including patents), registered or unregistered trademarks, registered or unregistered designs, circuit layouts, plant varieties, data or databases, confidential

information, know-how, and all other rights resulting from intellectual activity in the industrial, scientific, literary or artistic fields, together with all right, interest or licence in or to any of the foregoing, but does not include mātauranga Māori.

"NZRIS" means the New Zealand Research Information System, the online hub of information about research, science and innovation in New Zealand, (or any system which replaces it), established by government directive outlined in the 2016 Research, Science and Innovation Domain Plan.

"Open Access" means free of charge, online access for any person either through Gold OA or Green OA.

"Parties" means the Ministry and the Contractor and their respective successors and permitted assigns.

"Personnel" of any person, means all individuals directly or indirectly engaged by that person. Examples include directors, employees, contract staff, agents, consultants, specialists, support staff and co-opted or seconded staff.

"Project" means the project described in the Details.

"Project Outcomes" means the project outcomes (if any) set out in the Details.

"Public Statement" means the public statement described in the Details.

"Start Date" means the start date set out in the Details or, if no start date is set out, the date of this Contract.

"Working Day" means any day not being a Saturday or Sunday or public holiday within the meaning of section 44 of the Holidays Act 2003, nor a day in the period commencing 25 December in a year and ending with 2 January in the following year.

- 1.2 References to clauses and Schedules are to clauses and Schedules of this Contract and references to persons include bodies corporate, unincorporated associations or partnerships.

- 1.3 The headings in this Contract are for convenience only and have no legal effect.

- 1.4 The singular includes the plural and vice versa.

- 1.5 "Including" and similar words do not imply any limitation.

- 1.6 References to a statute include references to that statute as amended or replaced from time to time.

- 1.7 Monetary references are references to New Zealand currency.

- 1.8 If there is any conflict of meaning between the Details and Schedule 2, Schedule 2 will prevail.

2. Funding

- 2.1 The Ministry must pay the Funding at the rate and in the manner set out in the Details. The Funding is the total amount payable by the Ministry for the Project.

- 2.2 Payments will be made to the credit of a bank account to be designated in writing by the Contractor.

- 2.3 The Funding is inclusive of all taxation except GST. The Funding is exclusive of GST, and the Contractor is responsible for all taxation liabilities, rates, and levies payable in relation to the Funding. The Ministry will be entitled to deduct any withholding tax required to be withheld by law from payments made to the Contractor and will not be required to gross-up or increase any such payments in respect of such amounts withheld.

- 2.4 The Contractor must use the Funding only to carry out the Project in accordance with this Contract.

- 2.5 In consideration of the Funding, the Contractor must:

- (a) achieve each Project Outcome (if any) by any relevant payment date set out in the Details;
- (b) complete the Project to the Ministry's satisfaction by the End Date;
- (c) carry out the Project in accordance with:

- (i) the methodology (if any) set out in the Details;
 - (ii) the best currently accepted principles and practice applicable to the field(s) of expertise relating to the Project; and
 - (iii) all applicable laws, regulations, rules and professional codes of conduct or practice;
- (d) ensure all peer-reviewed journal articles and peer-reviewed conference proceedings relating in any way to the Project are made available with Open Access:
- (i) immediately on publication; or
 - (ii) in the case of such papers published in a subscription-based publication that requires an embargo period, immediately at the end of the embargo period or 12 months after the date of such publication, whichever is earlier; and
- (e) refund any unspent Funding to the Ministry within 10 Working Days of the End Date.
- 2.6 Where all of the monies received by the Contractor to carry out the Project (including the Funding) exceeds the total cost of the Project, the Contractor must refund to the Ministry the excess amount. The Contractor is not required to refund, under this clause 2.6, any amount that exceeds the total amount of Funding.
- 2.7 The Contractor must comply with principles 1 to 5 of Appendix 1, including by adopting Intellectual Property Policies and Principles as required by principle 3 of Appendix 1.
- 2.8 The Contractor's Intellectual Property Policies and Principles must be made available if requested by a member of the public, and, if appropriate, published on the Contractor's website. However, the Contractor is not required to publish

individual agreements relating to its Intellectual Property Rights on its website.

- 2.9 The Contractor must maintain the Intellectual Property Management Plan, provide a copy of that plan to the Ministry if requested, and manage any Intellectual Property Rights arising from the Project in accordance with that plan, in order to deliver the Project as described in Schedule 1.

- 2.10 The Contractor must comply with the data management principles set out in principles 8 of Appendix 1.

- 2.11 The Contractor must comply with the risk management principles set out in principles 10, 12 and 13 of Appendix 1.

3. Project Progress

3.1 If:

- (a) the Ministry is not satisfied with the progress of the Project;
 - (b) the Contractor does or omits to do something, or any matter concerning the Contractor comes to the Ministry's attention, which, in the Ministry's opinion, may damage the business or reputation of the Ministry; or
 - (c) the Contractor breaches any of its obligations under this Contract,
- the Ministry may (without limiting its other remedies):
- (d) renegotiate this Contract with the Contractor; or
 - (e) terminate this Contract immediately by notice to the Contractor, and clause 4.4, 4.5 and 4.6 will apply.

4. Term and Termination

- 4.1 Subject to clauses 4.2 and 4.3, this Contract will commence on the Start Date and expire when:

- (a) the final report is completed and provided to the Ministry; and
 - (b) the Project is completed,
- to the satisfaction of the Ministry.

4.2 The Ministry may terminate this Contract at any time by giving at least 10 Working Days' notice to the Contractor.

4.3 The Ministry may terminate this Contract immediately by giving notice to the Contractor, if the Contractor:

- (a) is in breach of any of its obligations under this Contract and that breach is not capable of being remedied;
- (b) fails to remedy any breach of its obligations under this Contract within 5 Working Days of receipt of notice of the breach from the Ministry;
- (c) does or omits to do something, or any matter concerning the Contractor comes to the Ministry's attention, which in the Ministry's opinion may cause damage to the business or reputation of the Ministry or of the Government of New Zealand;
- (d) has given or gives any information to the Ministry which is misleading or inaccurate in any material respect; or
- (e) becomes insolvent, bankrupt or subject to any form of insolvency action or administration.

4.4 Termination of this Contract is without prejudice to the rights and obligations of the Parties accrued up to and including the date of termination.

4.5 On termination of this Contract, the Ministry may (without limiting any of its other rights or remedies):

- (a) require the Contractor to provide evidence of how the Funding has been spent; and/or
- (b) require the Contractor to refund to the Ministry:
 - (i) any of the Funding that has not been spent or committed by the Contractor. For the purposes of this clause, Funding is committed where it has been provided or promised to a third party for the purpose of carrying out the Project and the Contractor, after using reasonable endeavours, is unable to secure a refund or release from

that promise (as the case may be); or

(ii) the proportion of the Funding that equates to the uncompleted part of the Project, as reasonably determined by the Ministry; and/or

(c) if the Funding has been misused, or misappropriated, by the Contractor, require the Contractor to refund all Funding paid up to the date of termination, together with interest at the rate of 10% per annum from the date the Contractor was paid the money to the date the Contractor returns the money.

4.6 The provisions of this Contract relating to termination (clause 4), audit and record-keeping (clause 5.2 and clause 5.3), warranties (clause 6), intellectual property (clause 7), confidentiality (clause 8), and liability and insurance (clause 9) will continue after the expiry or termination of this Contract.

5. Reporting Requirements and Audit

5.1 The Contractor must report on the progress of the Project to the Ministry:

- (a) as set out in the Details;
- (b) as otherwise reasonably required by the Ministry; and
- (c) in any format and on any medium reasonably required by the Ministry.

5.2 The Contractor must:

- (a) maintain true and accurate records in connection with the use of the Funding and the carrying out of the Project sufficient to enable the Ministry to meet its obligations under the Public Finance Act 1989 and retain such records for at least 7 years after termination or expiry of this Contract;
- (b) allow the Ministry reasonable access to the Contractor's premises or other premises where the Project is being carried out.

5.3 There are no scheduled audits planned in respect of this Contract. However, the

Ministry may appoint an independent auditor to audit all records relevant to this Contract:

- (a) if the Ministry has cause to believe that the Contractor is in breach of its obligations under this Contract;
- (b) in order to satisfy its obligations as a Government funder; or
- (c) if directed to do so by the Minister responsible for the Vote (as defined in the Public Finance Act 1989) from which the Funding originates.

5.4 If the Ministry decides to conduct an audit under clause 5.3, the Contractor must:

- (a) give the Ministry or the independent auditor, as applicable, full access to their premises, Personnel, systems, information, data, accounts, documents and records relevant to this Contract;
- (b) assist the Ministry or the independent auditor, as applicable, in a timely manner with any audit conducted under clause 5.3 and ensure its Personnel and subcontractors and partner research organisations also assist the Ministry or independent auditor, including by making their relevant premises, personnel, systems, information, data, accounts, documents and records available if requested.

5.5 If an audit reveals any material non-compliance with this Contract, the Contractor will bear all of the Ministry's costs in carrying out that audit, in addition to any other rights and remedies the Ministry may have in respect of the non-compliance.

5.6 The Contractor grants to the Ministry a perpetual, non-exclusive, sub-licensable, transferable, fully paid and irrevocable

licence to use the reports provided under clauses 5.1 in whole or in part for any purpose in the Ministry's sole discretion which includes the right to use, store, copy, disseminate, or modify such reports.

6. Warranties

6.1 Each Party warrants to the other Party that it has full power and authority to enter into and perform its obligations under this Contract which, when executed, will constitute binding obligations on it in accordance with this Contract's terms.

6.2 The Contractor warrants that:

- (a) it is not insolvent or bankrupt and no action has been taken to initiate any form of insolvency administration in relation to the Contractor;
- (b) all information provided by it to the Ministry in connection with this Contract was, at the time it was provided, true, complete and accurate in all material respects; and
- (c) it is not aware of any material information that has not been disclosed to the Ministry which may, if disclosed, materially adversely affect the decision of the Ministry whether to provide the Funding.

7. Intellectual Property

7.1 Unless otherwise specified in the Details, the Ministry agrees that all Intellectual Property Rights arising from this Project are the property of the Contractor, and will make no claim to ownership of any Intellectual Property Rights arising from this Project.

7.2 The Contractor must ensure that material created or developed in connection with the Project does not infringe the Intellectual Property Rights of any person.

8. Confidentiality

8.1 Except as required by law, and subject to clauses 8.3 to 8.5, each of the parties will keep Confidential Information of the other Party confidential and will not use, or allow the use of, the other party's Confidential Information other than for the purpose for which it was disclosed.

8.2 The Contractor recognises that from time to time the Ministry may proactively release information that is not Confidential Information relating to the Project.

8.3 Notwithstanding clause 8.1, the Ministry may disclose Confidential Information:

- (a) to a Minister;
- (b) to any of the Ministry's advisors (including relevant third parties) or any other Government agency (including any Crown entity), provided that any person to whom Confidential Information is disclosed under this clause 8.3(b) is bound in writing by obligations no less onerous than those contained in this clause 8 prior to such disclosure;
- (c) if required by the Official Information Act 1982 or any other statutory or evidentiary requirement; or
- (d) where such information has become public other than through a breach of the obligations of confidentiality in this clause 8 by the Ministry or its employees or contractors, or was disclosed to the Ministry on a non-confidential basis by a third party.

8.4 The Contractor must obtain the Ministry's prior written agreement over the form and content of any public communications made by the Contractor relating to this Contract, the Funding, or the Project.

8.5 The Ministry, as a public funder, has obligations to provide research, science and innovation sector data to NZRIS. The Contractor acknowledges this and must assist the Ministry to comply with these obligations.

8.6 The Ministry and the Contractor will work together in good faith to ensure the Contractor's Confidential Information (including any personal information) is not made public by NZRIS.

8.7 Clause 8.5 does not impose any obligation on the Contractor to provide any further information than is otherwise already required under the other terms of this Contract.

8.8 Notwithstanding anything else in this Contract, the Ministry may release any information in an aggregated form that does not specifically identify the Contractor.

9. Liability and Insurance

9.1 The Ministry is not liable for any loss of profit, loss of revenue or other indirect, consequential or incidental loss or damage arising under or in connection with this Contract.

9.2 The maximum liability of the Ministry under or in connection with this Contract whether arising in contract, tort (including negligence) or otherwise is the total amount which would be payable under this Contract if the Project had been carried out in accordance with this Contract.

9.3 The Contractor (including its employees, agents, and contractors, if any) is not an employee, agent or partner of the Ministry or of the Chief Executive of the Ministry. At no time will the Ministry have any liability to meet any of the Contractor's obligations under the Health and Safety at Work Act 2015 or to pay to the Contractor:

- (a) holiday pay, sick pay or any other payment under the Holidays Act 2003; or
- (b) redundancy or any other form of severance pay; or
- (c) taxes or levies, including any levies under the Accident Compensation Act 2001.

9.4 If required by the Ministry, the Contractor must effect and maintain for the term of this Contract:

- (a) adequate insurance to cover standard commercial risks; and
- (b) other insurance reasonably required by the Ministry.

The Contractor must, upon request by the Ministry, provide the Ministry with evidence of its compliance with this clause.

10. Dispute Resolution

- 10.1 The Parties will attempt to resolve any dispute or difference that may arise under or in connection with this Contract amicably and in good faith, referring the dispute to the Parties' senior managers for resolution if necessary.

11. Force Majeure

- 11.1 Neither Party will be liable to the other for any failure to perform its obligations under this Contract by reason of any cause or circumstance beyond the Party's reasonable control including, acts of God, communication line failures, power failures, riots, strikes, lock-outs, labour disputes, fires, war, flood, earthquake or other disaster, or governmental action after the date of this Contract ("Force Majeure Event"). The Party affected ("affected party") must:
- (a) notify the other Party ("non-affected party") as soon as practicable of the nature and expected duration of the Force Majeure Event and keep the non-affected party reasonably informed of the steps the affected party is taking to mitigate and remedy the Force Majeure Event;
 - (b) use reasonable endeavours to mitigate the effect the Force Majeure Event and to carry out its obligations under this Contract to the extent reasonably practicable; and
 - (c) resume full performance as soon as reasonably practicable.

12. Health and Safety

- 12.1 The Contractor must promptly notify the Ministry of any notifiable events under the Health and Safety at Work Act 2015 that occur in the performance of the Contract or that have the potential to impact the performance of the Contract.
- 12.2 The Ministry may suspend this Contract by giving written notice to the Contractor if the Ministry has what it considers are material concerns about the Contractor's health and safety practices. Upon notice of the suspension, the

Contractor will have the opportunity to rectify the health and safety issue(s) specified in the notice to the satisfaction of the Ministry. If the health and safety issue(s) specified in the notice are not rectified to the satisfaction of the Ministry within 20 Working Days, the Ministry may terminate this Contract immediately under clause 4.3.

13. General

- 13.1 A waiver by either Party of any rights arising from any breach of any term of this Contract will not be a continuing waiver of any other rights arising from any other breaches of the same or other terms or conditions of this Contract. No failure or delay on the part of either Party in the exercise of any right or remedy in this Contract will operate as a waiver. No single or partial exercise of any such right or remedy will preclude any other or further exercise of that or any other right or remedy.
- 13.2 Assignment:
- (a) The Contractor must not assign, delegate, subcontract or transfer any or all of its rights and obligations under this Contract without the prior written approval of the Ministry. The Contractor remains liable for performance of its obligations under this Contract despite any approved subcontracting or assignment. The Contractor must ensure that an appropriate written agreement is in place between the Contractor and any subcontractor that is consistent with the terms of this Contract in all material respects (including as to record keeping and audit, confidentiality and health and safety) and acknowledges the benefit to the Ministry for the purposes of the Contract and Commercial Law Act 2017.
 - (b) If the Contractor is a company, any transfer of shares, or other arrangement affecting the Contractor or its holding company which results in a change in the effective control of

the Contractor is deemed to be an assignment subject to clause 13.2(a).

- 13.3 This Contract may be varied only by agreement in writing signed by the Parties.
- 13.4 If any part or provision of this Contract is held to be invalid, unenforceable or in conflict with the law, the invalid or unenforceable part or provision will be replaced with a provision which, as far as possible, accomplishes the original purpose of the part or provision. The remainder of the Contract will be binding on the Parties.
- 13.5 Any notice to be given under this Contract must be in writing and hand delivered or sent by email or registered post to the Parties' respective email address, postal address as set out in the Details. A notice is deemed to be received:
- (a) if personally delivered when delivered; or
 - (b) if posted, three Working Days after the date of posting;
 - (c) if sent by email, at the time the email enters the Contractor's information system as evidenced by a delivery receipt requested by the sender and it is not returned undelivered or as an error,
- provided that any notice received after 5pm or on a day which is not a Working Day shall be deemed not to have been received until 9:00am the next Working Day.

13.6 This Contract sets out the entire agreement of the Parties and supersedes all prior agreements, discussions and arrangements between the Parties relating to the subject matter of this Contract.

13.7 This Contract may be signed in any number of counterparts (including emailed copies) and, provided that each Party has signed a counterpart, the counterparts (when taken together) will constitute a binding and enforceable agreement between the Parties.

13.8 Each Party consents to this Contract (or any counterpart of it) being executed by a Party by applying an electronic signature (as defined in section 209 of the Contract and Commercial Law Act 2017) (and, where witnessing of a signature is required, such signature being electronically witnessed), and being delivered in electronic form by means of an electronic communication, all in accordance with sections 222 to 227 of the Contract and Commercial Law Act 2017.

13.9 Where the Contractor has transmitted to the Ministry an electronic copy of this Contract (whether by email or otherwise) the Ministry is entitled to rely on the contents of that electronic copy as accurately reproducing the original and on that electronic copy (including the signatures) being authentic and complete.

13.10 This Contract will be governed by and construed in accordance with the laws of New Zealand.

APPENDIX 1 – POLICIES AND PRINCIPLES

In the following principles, “should” indicates a non-obligatory best practice.

INTELLECTUAL PROPERTY

1. The Contractor must ensure that all persons involved in the delivery of the Project are aware of, and comply with, the Contractor’s obligations under principles 2 to 5 of this Appendix 1.
2. The Contractor must use its best endeavours to maximise the benefits to New Zealand of each Project through its management of any Project Intellectual Property Rights.
3. The Contractor must, at the Start Date and at all times during the term of this Contract, have a set of Intellectual Property Policies and Principles in place in respect of this Contract.
4. The Contractor’s Intellectual Property Policies and Principles must:
 - (i) determine the ownership and/or any rights of assignment, if any, of Project Intellectual Property Rights and require all persons involved in the delivery of the Project to acknowledge the relevant ownership and rights associated with Project Intellectual Property;
 - (ii) ensure that all persons involved in the delivery of the Project are aware of the potential value of Project Intellectual Property Rights and of the options available to them to add value to those rights;
 - (iii) ensure that all persons involved in the delivery of the Project are aware of any actual or potential confidentiality issues relating to Project Intellectual Property Rights;
 - (iv) set out a review process to identify protectable and potentially valuable Project Intellectual Property Rights and associated commercial activities, and to prevent the infringement of existing protected Project Intellectual Property Rights and associated commercial activities;
 - (v) provide guidance on the prompt disclosure and resolution of potential conflicts of interest concerning the generation, ownership, management and use of Project Intellectual Property Rights, including guidance:
 - (a) regarding employees and contractors’ financial interests in external firms that contract with the Contractor, particularly where these involve research contracts and the exchange of Intellectual Property Rights;
 - (b) on the nature and terms of institutional support for any start-up companies incorporated as part of the Project; and
 - (c) for the shareholders of the Contractor, and its employees and contractors.
 - (vi) satisfy all legal and regulatory obligations and be promptly amended to ensure any relevant changes or additions to legal or regulatory obligations are satisfied; and
 - (vii) define good scientific conduct, including sound record keeping and human and animal experimentation ethics.
5. The Intellectual Property Policies and Principles must ensure that cultural, Treaty of Waitangi and Māori rights and interests are properly understood and taken into consideration.

6. The Contractor should give preferential access to competent New Zealand-based firms to develop the Project Intellectual Property Rights. Where a Contractor believes that it is best to commercialise the Project Intellectual Property Rights outside of New Zealand, the Contractor should seek to retain ongoing research, science, and technology in New Zealand and reinvest any net income derived from the commercialisation of the Project Intellectual Property Rights in research, science, and technology in New Zealand.
7. The Contractor should, wherever possible:
 - (i) provide assistance to researchers in fulfilling Project Intellectual Property Rights obligations and responsibilities;
 - (ii) encourage participation by researchers in any subsequent commercialisation process of any Project Intellectual Property Rights; and
 - (iii) develop policies that incentivise staff and other stakeholders to generate benefits to New Zealand from the work.

DATA MANAGEMENT

8. The Contractor must, at the Start Date and at all times during the term of this Contract, have a data management plan in place in respect of this Contract. The data management plan must set out how the Contractor will manage, access, analyse, protect and share data held as a result of the Project via appropriate systems and tools to maximise the benefit of that data for New Zealand. It should ensure that the data management principles are properly taken into consideration.
9. The data management plan should set out which of the following policies are guiding the Contractor's data management approach:
 - (i) the New Zealand Government Open Access and Licensing Framework. This framework advocates the use of creative commons licenses;
 - (ii) the Ministry's Environmental Data Management Policy Statement. If the Contractor receives new funding for research that includes environmental science it must agree to license copyright works produced under a Creative Commons Attribution 3.0 New Zealand licence (CC-BY);
 - (iii) principles for safe and effective use of data and analytics when appropriate. These principles were developed by the Privacy Commissioner and Government Chief Data Steward and are designed to support safe and trusted use of data and analytics by New Zealand government agencies;
 - i. the FAIR data principles for scientific data management and stewardship; Findable, Accessible, Interoperable and Reusable; and
 - ii. any other policies relevant to the Project.

RISK MANAGEMENT

10. The Contractor must, at the Start Date and at all times during the term of this Contract, have a risk management plan in place in respect of this Contract. The risk management plan should set out how all actual and potential identified risks in relation to the Project will be mitigated and/or managed.
11. The risk management plan should consider risks associated with:
 - (i) delivery of excellent science;
 - (ii) availability of key personnel;
 - (iii) duplication of research, internationally and domestically;
 - (iv) collaborations, internationally and domestically;
 - (v) attraction or retention of required capability;
 - (vi) unintended or improper use of research technological application that is contrary to responsible and ethical scientific conduct; and
 - (vii) the misuse of the research to develop technology with dual use applications.
12. The Contractor must maintain a register that identifies actual and potential risks in relation to the Project, and how the risk was mitigated and/or managed. The register must be updated annually and at the time a risk or potential risk is identified. The Ministry may request a copy of the risk register at any time.
13. The Contractor must take steps to consider risks associated with sensitive technologies. Where this Contract provides for devolved funding, such steps must include undertaking due diligence of third parties who will be allocated Funding. Where such risks associated with sensitive technologies are identified, the Contractor must:
 - (i) assess the need or potential need to satisfy legal and regulatory obligations under New Zealand's export controls regime;
 - (ii) assess the need to limit access to sensitive technology that could be used in ways contrary to the responsible conduct of research and the principles of research integrity; and
 - (iii) notify the Ministry as soon as is practicable.

APPENDIX 2 – Project Plan

Deliverable number	Type	Title	Description	Start date	Due date
s 9(2)(b)(ii)					

Deliverable number	Type	Title	Description	Start date	Due date
s 9(2)(b)(ii)	[Redacted Content]				

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Deliverable number	Type	Title	Description	Start date	Due date
s 9(2)(b)(ii)					

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APPENDIX 3 – Project Team

Key Personnel FTE Contributions

Project role	Full name	Organisation	FY 2024/2025	FY 2025/2026	FY 2026/2027
Key Researcher	s 9(2)(a)	Pūhoro Charitable Trust	s 9(2)(a)		
Key Researcher		Pūhoro Charitable Trust			
Key Researcher		University of Waikato			

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Progress Report

Work Programme Update

Project Update

The project is **on track** to deliver the plan outlined in the contract. Foundational phases have been completed, including Whakatau (project establishment, governance, risk management, and research infrastructure) and Whanaungatanga (relationship building with rangatahi, Māori knowledge holders, tertiary partners, and industry). Delivery is now well progressed within Whakapiri (engagement and data capture), with mātauranga and engineering concepts being scoped and mapped, tikanga- and ethics-informed processes peer reviewed, and multiple data collection activities underway. Key achievements include national knowledge sharing, mentoring of rangatahi and early-career Māori researchers, development of Māori engineering exemplars, and strengthening RSI networks. Financial expenditure (46.4%) aligns with project timing and planned milestones. Ongoing mentoring is embedded through senior Māori researchers, Māori practitioners, and kaupapa Māori wānanga processes. Challenges to date relate mainly to coordinating participant availability and managing workload peaks; these are being actively mitigated through staged delivery, careful scheduling, and strengthened facilitation support.

Confirmation from Partner Organisation

File uploaded: MA-007965 UoW_S 9(2)(a) .pdf

Emerging Risks and Mitigations

To complete your project, have you done, or are planning to do something different from what you originally expected?

Question	Answer(yes/no)
To complete your project, have you done, or are planning to do something different from what you originally expected?	No

Help:

Please explain your changes and include:

- Why you might need to change some or all the things you expected to do.
- The risks and actions taken to mitigate the risks.

--



16 February 2026

Ministry of Business, Innovation & Employment
15 Stout Street
Wellington 6011

Tēnā koutou

Pūhoro STEMM Academy

This letter confirms that the report for contract **PCRBO2403** has been prepared in conjunction with the University of Waikato's key researcher, s 9(2)(a). We confirm that the information contained in the report is accurate to the best of our knowledge and reflects the work undertaken through this partnership.

The University of Waikato values its ongoing collaboration with Pūhoro STEMM Academy and acknowledges the importance of this work in supporting Māori student participation and success in STEMM pathways.

Please feel free to contact me if any further clarification is required.

Ngā mihi nui

s 9(2)(a)

Simon J Lovatt
Director, Research & Enterprise

ĀTA NOHO: INCREASING ENGINEERING & MĀTAURANGA CAPABILITY TO DEVELOP SUSTAINABLE NATURAL AND BUILT ENVIRONMENT SOLUTIONS FOR COMMUNITIES TO PROSPER

Pūhoro Charitable Trust

Mid Progress Report for the MBIE He Punaha Hihiko Fund

s 9(2)(a)

February 2026



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EXECUTIVE SUMMARY

This mid-progress report for the MBIE He Punaha Hihiko fund, successfully secured by Pūhoro Charitable Trust, provides a comprehensive overview of ongoing initiatives aimed at enhancing engineering and mātauranga capabilities. The overarching goal is to develop sustainable solutions for natural and built environments that foster community prosperity. The report emphasises strategic progress, risk management, financial expenditure, and key activities aligned with Māori values and principles, ensuring culturally grounded and impactful research outcomes.

Overall status: Milestones 1–2 are complete; Milestone 3 (Whakapiri) is underway at ~50%, with tikanga/ethics checkpoints scheduled prior to full rollout.

Delivery approach: Māori-led, tikanga-consistent wānanga and engagement processes are embedded through governance, operating rhythms, and documented ways of working.

Key achievements this period: project plan and risk register established; regular hui rhythm in place; tikanga-informed engagement approach agreed; wānanga planning and early delivery progressed; draft academic output initiated.

Next period focus (Apr–Dec 2026): complete Whakapiri capture and validation; begin Whakamārama analysis and early reporting loops; co-design dissemination and uptake pathways for Whakamana.

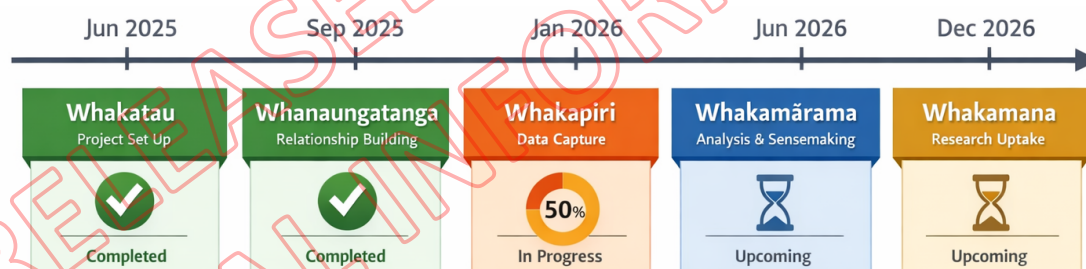
Risks & mitigations: recruitment and scheduling pressures are managed through flexible wānanga planning and partner communication; quality/ethics assurance is maintained through documented processes and sign-offs.

PROJECT STATUS AND PROGRESS

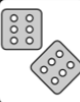
Outputs delivered this reporting period

- Comprehensive project plan confirmed (scope, timeline, roles, decision pathways).
- Risk register developed with mitigations and monitoring cadence.
- Good research practice approach established (quality, documentation, safety, ethics readiness).
- Regular hui established (agendas, minutes, actions) and tikanga-informed engagement documented.
- Whakapiri approach progressed: sources reviewed; wānanga planning and early delivery underway; validation checkpoints planned (whakahoki kōrero).

The project remains on track, with no significant scope creep or delays reported. Key milestones achieved include establishing foundational relationships, developing research frameworks, and initiating community and stakeholder engagement activities. The project's governance structure ensures adherence to tikanga and Māori values, fostering trust and collaboration among all participants.



Risk Assessment: Emerging risks and management strategies.

 Risk Assessment • 17 items • 38 management strategies	Items that are high impact with medium likelihood: (1) Management strategies for operational risks: detailed planning with realistic deadlines, determination of roles and responsibilities and data storage plan. (2) Management strategies for data sovereignty risks: protocols for data governance, collection, secure storage, use and protection.
 Impact • 6 high • 11 medium	
 Likelihood • 7 medium • 10 low	

Note: A summary of the risk register is provided in Appendix 1

FINANCIAL OVERVIEW

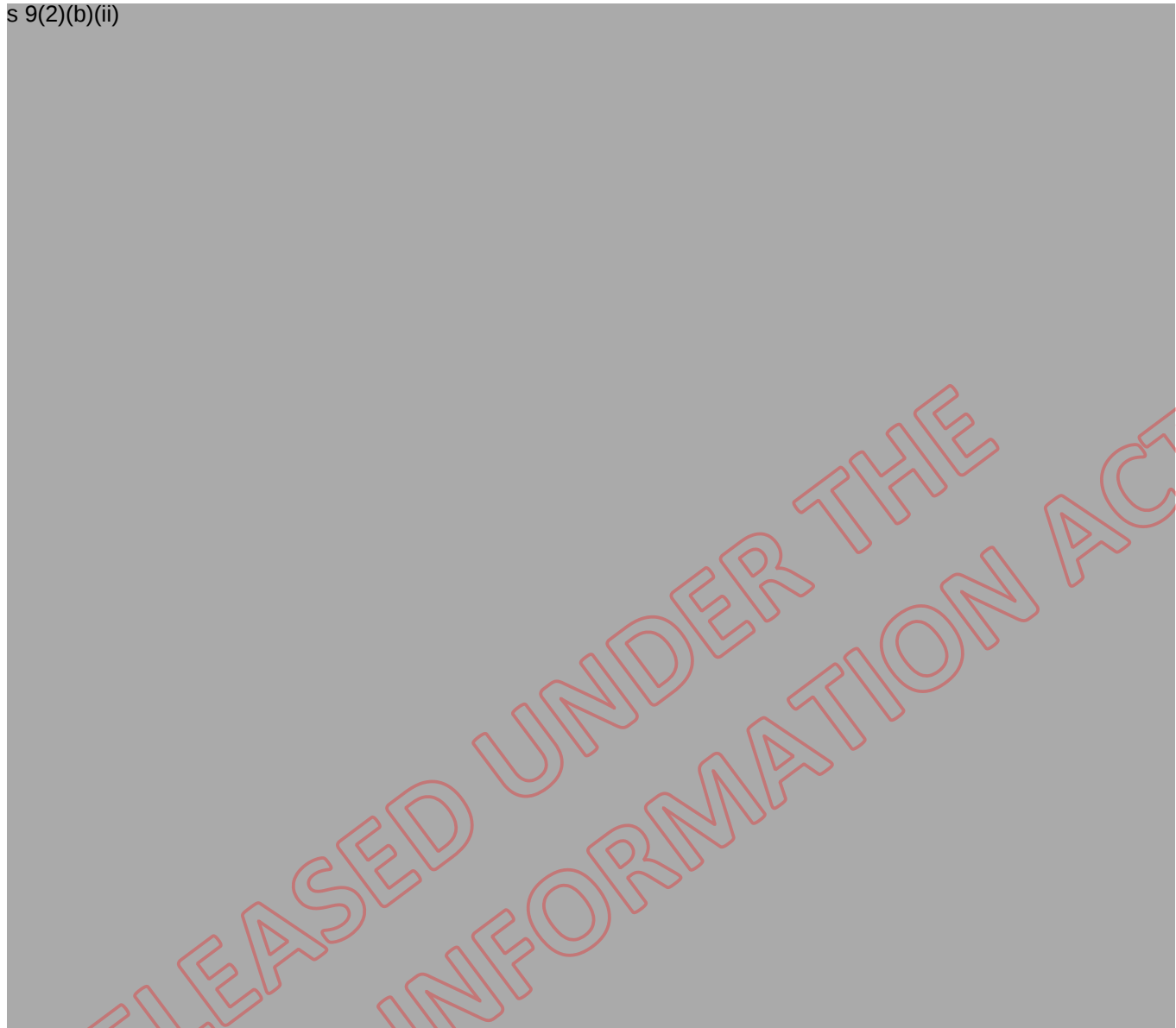
As of this reporting period (01/06/25 - 28/02/2026 9 months), 46.4% of the total budget, amounting to s 9(2)(b)(ii), has been expended. Expenses are distributed across direct operating costs, overheads, personnel, subcontracting, and travel, reflecting the project's operational needs. The expenditure aligns with the project timeline, with ongoing monitoring to ensure fiscal responsibility and optimal resource utilization.

	Percentage spent	Amount spent
Direct operating expenses	15.81%	s 9(2)(b)(ii)
Overheads	50%	
Personnel	50%	
Subcontracting	75%	
Travel	80%	
Total	46.4%	

PROJECT OVERVIEW

s 9(2)(b)(ii)

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MILESTONES & DELIVERABLES

Deliverable 1: Whakatau - Project set up - 01/06 - 01/09/2025 (Completed)

- comprehensive project plan and detailed risk register
- specific strategies for good research practice

Deliverable 2: Whanaungatanga - Relationship building - 01/06 - 01/10/2025 (Completed)

- establish regular hui
- wānanga around tikanga to guide engagement
- finalise project responsibilities of each partner

Deliverable 3: Whakapiri - Data capture via Māori processes and practices - 01/08/2025-01/06/2026 (50% Complete)

- review of sources to define key terms, identify relevant pūrākau and engineering principles and practices, and examples of Māori technological and engineering feats.
- peer review of data capture and analysis procedures i.e. tikanga and ethics review
- testing of data capture procedures
- organisation of and communications for data capture events
- recruitment of wānanga participants
- organise and facilitate a series of wānanga

Deliverable 4: Whakamārama - Analysis of data according to Māori principles and values - 01/04/2026 - 31/07/2026

- collation of data
- analysis of data
- triangulation of results
- compilation of results into various forms for early reporting to participants and partners

Deliverable 5: Whakamana - promotion of research uptake and impact - 01/06/2026 - 31/12/2026

- Codesign of knowledge sharing pathways
- production of research outputs including reports, publications, creative works, interactive experiences
- data sharing wānanga with participants, partners and interested stakeholders.

RESEARCH APPROACH

Our research is conducted from a rangatiratanga space so is Māori-led, grounded in Te Ao Māori, and centers Māori methods of research and Māori-specific measures and processes. The Pūhoro organizational values are applied within our rangahau;

- Tauheretanga (meaningful and purposeful relationships), harnessing global opportunities and collaboration with key stakeholders,
- Mauitanga (curiosity and innovation) ensures that rangatahi leadership and innovation is forefront,
- Ngākau pono (sincerity and good practice) guides the way we do research to have integrity and be ethical, and
- Ūkaipōtanga (strong sense of belonging in STEMM) ensures that our research enhances our cultural identity and strengthens rangatahi contribution to whānau, hapu and iwi Māori communities.

Our research process involves:

- Wero - Co-designing the challenges (with rangatahi and Māori STEM practitioners)
- Wānanga - Delivering those challenges (at wānanga)
- Arotake - Evaluating with kaupapa Māori principles (feedback)

We have invested time into setting the project up (Whakatau) including developing comprehensive project plans and risk registers, and the infrastructure to ensure good research practice. We have also invested in whanaungatanga and developing relationships internally and externally. We have begun scoping and mapping mātauranga that will inform a Māori engineering approach.

The remainder of the projects key milestones align with Professor Sir Mason Durie's *Whakapiri (Engagement) Framework* (2011) which has been used to identify and organise milestones and ensure project completion. Although originally developed as a guide for health professionals working with disengaged Māori youth populations, it is now recognised as having broad application to help structure many different contexts in which engagement in culturally meaningful ways is a key feature. This framework highlights that our ability to act in an enlightened manner is the result of a process of learning and engagement. This framework divides activities into a further three phases - whakapiri/data capture, whakamārama/analysis and whakamana/reporting and dissemination. This mid-project report provides a commentary on key activities associated with each phase.

Note: At this stage of the project only the first three phases have been initiated. Phase 4: Whakamārama will begin in April and Phase 5: Whakamana in June 2026.

KEY ACTIVITIES & ENGAGEMENTS

The workplan, risk mitigation strategy, and project infrastructure has been set up.

Major activities include participation in national and international forums, community weaving workshops, and collaborative research with industry partners. Notable events include the He Kura nā Rātā Māori engineering wānanga, which celebrated Māori engineering excellence, and the WIPCE conference, where Pūhoro showcased its research and Māori STEM pathways. A draft journal article about how the Mahuika pūrākau can operate as a culturally resonant lens for teaching the fundamental laws of heat and energy in material and process engineering, thereby enriching curricula and advancing Māori knowledge sovereignty within engineering education has been developed.

Specific initiatives involve mentoring rangatahi, developing Māori engineering exemplars, and fostering networks that integrate mātauranga Māori with engineering practices. Engagement with Māori communities, iwi, and industry ensures the research remains relevant and impactful, promoting Māori sovereignty and environmental sustainability. A Pūhoro Māori tauira summer intern has been:

- Exploring atua and pūrākau as sources of mātauranga Māori that inform and inspire STEM practices, and to produce engaging, accessible research outcomes for rangatahi,
- Collating of Pūhoro engineering activities and associated mātauranga,
- Exploring pūrākau and their relevance to key engineering concepts.

HIGHLIGHTS FROM HE KURA NA RĀTĀ – HE KURA PŪKAHA MĀORI ENGINEERING WĀNANGA, 4-5 SEPTEMBER 2025

s 9(2)(a)



Figure 1: Pūhoro STEMM Academy at He Kura nā Rātā – He Kura Pūkaha Māori Engineering Wānanga

Front left to right: Pūhoro kaimahi: s 9(2)(a)

Back left to right students: s 9(2)(a)

This wānanga was a landmark event celebrating Māori excellence in engineering, designed to:

- Explore the past, present, and future of Māori in engineering
- Uplift kaupapa Māori and embed Te Tiriti o Waitangi into engineering practice
- Create space for whanaungatanga, knowledge sharing, and cultural connection
- Inspire future Māori engineers and promote inclusive systems change

Two online sessions leading up to the wānanga facilitated whanaungatanga and provided an opportunity to brief the students about health and safety and tikanga when representing an organisation and going to a wānanga. For example, we reviewed the pohiri process (dress, kawa, kaikorero, karanga, waiata tautoko, koha) and mihimihi (pepeha) and learnt more about the marae venue and mana whenua Ngāti Whatua. We also started to explore the pūrākau about Rātā and how it is relevant to engineering as well as other pūrākau that might be relevant to our practice as Māori engineers.

Other Pūhoro members who also attended:

- s 9(2)(a) Masters of Engineering and who presented the keynote for the Mana Wāhine panel
- s 9(2)(a) 1st year University of Auckland student)
- s 9(2)(a) attended as an engineering graduate (Aurecon).

Programme Highlights

Panel discussion on co-design and development of new building *Te Paeroa o te Kawau* (124 Halsey St, CBD, Auckland) with Beca, engineers, designers, and mana whenua Ngāti Whātua Ōrākei.

- Features a cultural narrative rooted in the Waitematā Harbour and Ngāti Whātua history.
- Engineering helping to solution seek.
- Interior fit-out supports hybrid working, collaboration, and wellbeing.
- Sustainability goals include: 6 Green Star rating, 5-star NABERS NZ rating, Platinum WELL Certification.

“Be transparent, authentic to support mana whenua involvement...treat kaumatua like CEO’s”

“People want the Māori stuff, but they don’t want to go the Māori way about it”

s 9(2)(a) **creative lead**

s 9(2)(a)

Figure 2: s 9(2)(a)

Panel discussions on:

- Māori leadership in STEM
- Cultural heritage and innovation
- Systems thinking and Tiriti-honouring design

The pōwhiri and s 9(2)(a) responding on behalf of the manuhiri

s 9(2)(a)



Figure 3: s 9(2)(a) calling alongside s 9(2)(a)

) before the powhiri

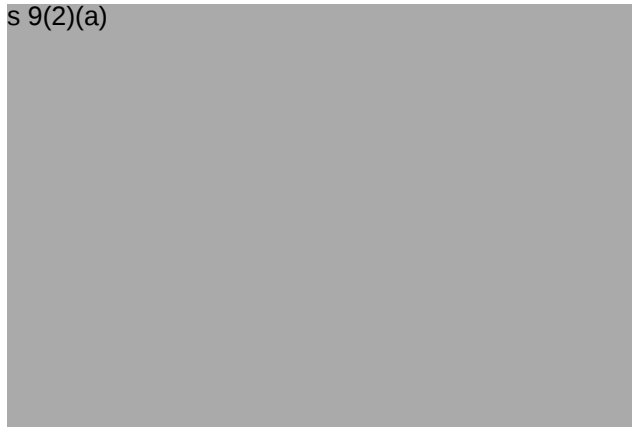
s 9(2)(a)



Figure 4: s 9(2)(a)

Figure 5: Dinner and Te Mana Kiwi SPPEEx Awards

s 9(2)(a)



Key themes included the integration of mātauranga Māori with engineering, systems thinking, and leadership. The event fostered a sense of community, shared knowledge, and cultural pride, reinforcing Pūhoro's commitment to indigenous-led innovation.

Feedback From Pūhoro Tauira

The online sessions were very helpful in building whanaungatanga, developing mātauranga about pūrākau and engineering, and feeling prepared. They were very satisfied with our manaakitanga during the registration process, communication, providing travel, accommodation and kai, upholding tikanga and feeling welcomed and included. All the tauira made new connections at wananga. They gained lots of new knowledge about Māori values and processes, engaging and building relationships, the role of mātauranga Māori in engineering, Te Tiriti o Waitangi including equity and data sovereignty, and how engineering can be applied in real-world Māori contexts.

In regards to the most valuable learning from the wānanga, tauira commented:

"How we can use Māori principles in our engineering lives."

"Learning about more examples of traditional Māori engineering was very valuable to me. It has encouraged me to look back at the past for future projects I may have."

There was interest in being part of a Māori engineering student group (like SPIEES) or professional group (like Te Mana Kiwi SPPEEX) with one tauira commenting:

"A Māori engineering student group like SPIEES would benefit from social events as well as study support groups. It would be awesome to have a large enough group so you could have separate groups for different courses. Mentoring from experienced engineers would be great in a group like SPPEEX."

HIGHLIGHTS FROM WEAVING KETE O TE MĀTAURANGA WĀNANGA (OCTOBER 2025)



This workshop focused on traditional weaving techniques, emphasizing the spiritual and cultural dimensions of harakeke and raranga. Participants learned about the mauri of harakeke, the significance of whakapapa, and the role of weaving in cultural identity. The event fostered intergenerational knowledge transfer and strengthened cultural resilience.

The wānanga brought together a diverse group of Māori weavers, Pūhoro kaimahi, cultural leaders, and whānau.

Programme highlights

- Harakeke harvested for 10 kete from Te Piri Ngātahi pā harakeke by a small rōpū
- Pōhiri led by Te Kura Kaupapa Māori o Mana Tamariki.
- Whanaungatanga and mihimihi session included reflections on learning
- Hauhake and whakarite of harakeke with karakia and kōrero about tikanga.
- Weaving sessions began using prepared whenu, guided by weavers.
- Continued weaving and reflection on personal growth

s 9(2)(a)

s 9(2)(a)

Participants reflected on the holistic nature of mātauranga Māori, recognizing its relevance to sustainable resource management and environmental stewardship. The weaving activities served as a metaphor for interconnectedness and community cohesion, vital for environmental solutions.



Themes of Learning and Growth identified by participants when responding to the question about a personal positive experience of learning.

1. Lifelong Learning Ethos

“Be a lifelong learner” reflects a core value in education—continuous growth and curiosity.

2. Intergenerational Knowledge

“Grandfathers are teachers of life” highlights the importance of whakapapa and learning from elders, grounding learning in cultural wisdom.

3. Relational Learning

“Weaving people” suggests that learning is not just about content but about building relationships and community—an approach deeply embedded in kaupapa Māori.

4. Safe Cultural Spaces

“Pūhoro safest learning environment to learn about te reo” shows how culturally affirming spaces empower learners to explore both STEM and identity.

5. Confidence and Inquiry

“Learnt how to be comfortable and confident to ask questions” speaks to the nurturing of critical thinking and self-assurance—key in Māori pedagogy.

Holistic and Intuitive Learning

6. Intentionality and Meaning

“Intentions are important in making taonga” connects to tikanga Māori, where purpose and process matter as much as outcomes.

7. Storytelling as Pedagogy

“Learning through storytelling” reflects traditional Māori methods of knowledge transmission.

8. Spiritual and Emotional Dimensions

“Learning for the soul” and *“learning intuitively”* show that learning is not just intellectual—it’s emotional, spiritual, and embodied.

9. Physical Engagement

“Leaning into taha tinana” (physical wellbeing) emphasises experiential learning, aligning with hands-on activities.

10. Environmental Learning

“Learning from the environment” reflects mātauranga Māori and ecological awareness, which are increasingly vital in fields like sustainability and climate science.

Resilience and Role-Based Learning

11. Embracing Challenges

“Learning how not to be good at things” shows a growth mindset—valuing mistakes and persistence.

12. Active Participation

“Learning to be active” suggests engagement and agency in learning, not passive reception.

13. Role-Specific Learning

“Different learning for different roles e.g. mataamua/potiki” acknowledges that learning is shaped by one’s place in the whānau and community, reinforcing personalized and context-aware education.

These responses reflect a rich, culturally grounded, and holistic approach to learning. They show the importance of creating a space where identity, inquiry, and community intersect—empowering young Māori to thrive as learners and leaders.

Knowledge Gained

Participants reported gaining new insights into:

- Mātauranga and tikanga around harakeke and rāranga

“More about the mauri of our Harakeke... having tohunga rāranga to learn from was such a precious experience.”

- Spiritual and cultural dimensions of working with harakeke, including its mauri
- Practical skills such as harvesting, boiling, weaving techniques, and forming the ara
- Personal growth, including confidence, self-awareness, and understanding their own capabilities and limitations

“Kete whakairo aren't as hard as I thought.”

“My own capabilities and limitations.”

Usefulness to Mahi (Work)

- Most participants found the mātauranga shared to be useful and relevant to their mahi, with some expressing interest in applying it in their own teaching or community work.

“I have walked away with a greater desire to learn more and eventually use that mātauranga to help others.”

“I would also love to know how I could utilise this mātauranga and share it with my tauira.”

- There was a desire for more structured resources (e.g., printed instructions) to support ongoing learning and sharing.

Challenges and Reflections

Participants were challenged by:

- The complexity of the full weaving process, from selecting harakeke to completing a kete
- Cultural reflections, such as gender assumptions and the importance of mana wahine
- Letting go of perfectionism, trusting the process, and learning through doing
- Balancing immersion and personal needs, such as taking breaks and managing frustration

“To walk through the entire process... was very challenging and at times stressful/frustrating but not in a bad way.”

“Despite knowing about mana wahine, early conditioning about women not really belonging in science STILL persists! Aue!”

“To not overthink with my weaving... ‘let my hands guide me.’”

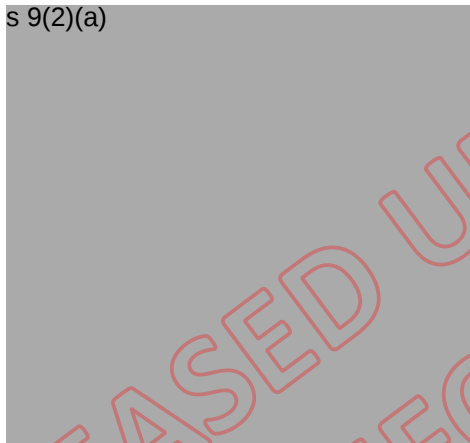
Emotional and Cultural Impact

- The wānanga was described as humbling, beautiful, and spiritually enriching.
- Participants felt deep gratitude for the opportunity to learn from tohunga raranga and to be immersed in a kaupapa Māori learning environment.
- Many expressed a strong desire to continue learning and to share the mātauranga with others, despite some lingering self-doubt.

“Honestly, what an experience! I truly gained a greater appreciation for our Harakeke... It was a humbling and beautiful experience.”

“Every step carried deep appreciation, wisdom, and connection.”

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HIGHLIGHTS FROM PŪHORO ATTENDANCE AND PRESENTATION AT WIPCE 16-20 NOVEMBER 2025, AUCKLAND



Figure 6: Pūhoro STEM Academy at WIPCE 2025 Auckland 16-20 November 2025.

Front left to right: Pūhoro kaimahi: Margaret Forster (Rongomaiwahine, researcher), Felicity Ware (Ngāpuhi, researcher), Sina Leilua (Waiakto-Tainui), Meschka Seifritz (Ngāti Kauwhata)

The World Indigenous Peoples' Conference on Education (WIPCE) was hosted by Auckland University of Technology (AUT) in Tāmaki Makaurau, Auckland 16–20 November 2025. It was the largest academic conference ever hosted in Aotearoa, attracting over 3,800 delegates from more than 25 countries, including the U.S., Canada, South Africa, Taiwan, Japan, and Colombia. The event marked the first time in 20 years that WIPCE returned to New Zealand. The conference featured national and international keynote speakers, academic and community presentation, networking sessions, symposiums, panel discussions, seminars, workshops and cultural excursions.

WIPCE has a longstanding legacy of celebrating Indigenous excellence in education. It has grown to become a major international event in the Indigenous calendar, providing the space for intrinsic Indigenous knowledge to be shared. WIPCE gathers Indigenous knowledge keepers from around the globe to share strategies for culturally grounded education, connect with other Indigenous peoples and hear from those world renowned in Indigenous education.

Pūhoro's participation at WIPCE highlighted its leadership in indigenous STEM education and research. Pūhoro's presentations showcased Māori pathways into STEM, the integration of mātauranga Māori, and strategies for decolonizing STEM research. The conference provided opportunities for international networking, sharing best practices, and learning from other Indigenous communities worldwide. A key outcome from this activity was building the capability of "early career" staff. Staff were involved in the design of the presentation, developing the PowerPoint presentation and communicating our research to a large international audience. Staff exhibited advanced communication skills articulating well the project and their experiences as education developers and one as a former Pūhoro student.

Key Themes From The Wānanga Programme

- Central themes included kotahitanga (unity), reaffirmation of Indigenous sovereignty, and strategies for advancing Indigenous education globally.
- Sessions explored decolonisation vs. indigenisation, Indigenous inclusion in education systems, and youth leadership in self-determination movements.
- Challenging colonial structures in STEM

Speaker Highlights

Keynotes:

Distinguished Professor Linda Tuhiwai Smith

Theme: *Education Systems and Practices*

- Emphasized the need to decolonize research and education systems, moving away from Eurocentric models toward Indigenous-led frameworks.
- Advocated for kaupapa Māori approaches and Indigenous knowledge as central to curriculum design, not as an add-on.
- Called for healing from historical trauma through education, highlighting the role of storytelling and cultural practices in restoring identity.

Ani Mikaere

“Our duty is to dream and our obligation is to make it happen”

Eru Kapa-Kingi

Addressed Indigenous justice and youth empowerment.

Theme: *Politics, Self-Determination & Decolonisation*

- Urged youth to reclaim sovereignty and challenge colonial structures, stressing that Māori never ceded mana (authority).
- Highlighted the importance of constitutional literacy and understanding Te Tiriti o Waitangi (Treaty of Waitangi) as a foundation for Indigenous rights.
- Encouraged the next generation to break the grip of colonial realities and lead movements for Indigenous justice.
- Encouraged rangatahi to be courageous and challenge what has been considered ‘norm’ as our tupuna Maui did.

“Rangatahi are not defined by their age, but by their roles”

“Our creation stories such as the separation of Ranginui and Papatuanuku demonstrate the importance of internal critique”

Reflections

Key reflections emphasized Pūhoro's role as a model for indigenous-led education, with a focus on sovereignty, cultural integrity, and community empowerment. The event reinforced the importance of Māori leadership in shaping sustainable futures through STEM.

HIGHLIGHTS FROM RESEARCH PLANNING DAY, WEDNESDAY 10TH DECEMBER 2025, HERA OFFICES, AUCKLAND

The session aimed to unite the research team and key contributors for a face-to-face planning event. The goal was to collaboratively design and coordinate remaining activities for the Mātauranga and Engineering project at Pūhoro. The wānanga focused on aligning kaupapa, confirming initiatives, and establishing roles and next steps. Following mihimihi and whanaungatanga, the team reviewed the project overview and proposed initiatives, including:

- Survey of Pūhoro engineering students on needs and aspirations related to mātauranga
- Online sessions on Mātauranga and Engineering
- Rangatahi advisory activities and Research Assistant roles
- Pūrakau studentship project
- Stakeholder engagement and project partnerships

Students showcased pūrakau examples in Engineering, such as Hineahuone and biomechanical hands, illustrating cultural integration in technical contexts.

FUTURE DIRECTIONS AND REMAINING ACTIVITIES

Upcoming activities include further development of Māori engineering exemplars, expanding networks between Māori organizations and industry, and deepening community engagement. The project will continue to refine its research phases, with detailed analysis and dissemination scheduled for April and June 2026.

Additional focus will be placed on co-designing solutions with Māori communities, integrating mātauranga Māori into engineering curricula, and fostering leadership among rangatahi. The project aims to produce tangible outcomes that support Māori sovereignty, environmental sustainability, and community prosperity.

CONCLUSION

This report underscores Pūhoro's commitment to advancing Māori engineering and mātauranga through culturally grounded research, community engagement, and strategic partnerships. The progress achieved demonstrates a strong foundation for future impact, aligning with the principles of Te Tiriti and Māori sovereignty. Continued focus on relationship-building, innovation, and integrity will ensure the project's success in developing sustainable solutions that empower Māori communities to thrive.

Appendix 1: Risk Register

Risks	Mitigation strategies
Operational Impact: High, Likelihood: Medium	Research plan with delegated tasks and deadlines, set roles and responsibilities, data storage plan
Communication Impact: Medium, Likelihood: Medium	Communications strategy
Tikanga Impact: Medium, Likelihood: Low	Māori lead, relationship with organisation pou tikanga, tikanga embedded into research practice
Reputation Impact: High, Likelihood: Low	Build internal research capability, secure talent, adopt best practice with quality assurance
Data sovereignty Impact: High, Likelihood: Medium	Protocols for data governance, collection, secure storage, use and protection.
Budget Impact: Medium; Likelihood: Low	Cost identification, regular review of budget, organisation financial coordinator (independent of research team)
Scope creep Impact: Medium; Likelihood: Low	Identify objectives and regularly consider what is in and outside of scope
Participation Impact: Medium; Likelihood: Low	Relationship building, networking, early recruitment, testing of data collection activities
Researcher capability Impact: High; Likelihood: Low	Professional development, planning
Health & Safety Impact: High; Likelihood: Low	Compliance with good practice, contingency plans, mitigate any delays
Contractual Impact: Medium; Likelihood: Medium	Meet deadlines, communication
IT Impact: Medium; Likelihood: Medium	Business continuity plan, secure online platform
Subcontractors Impact: Medium; Likelihood: Low	Robust recruitment and contract management processes
Experience Impact: High; Likelihood: Low	tikanga, relationship building, communications strategy, evaluations
Informed consent Impact: Medium; Likelihood: Low	Adhere to tikanga and universal ethics
Compliance Impact: High; Likelihood: Low	Build strong research infrastructure
Intellectual Property Impact: Medium; Likelihood: Low	Create a detailed IP requirements and dissemination plan

Key: top risks have been highlighted in orange although assessed as high impact and medium likelihood.