



Te Mahere Whakauka
The Hope Project

Full Proposal

14 May 2020 | Version 2.0

The first version was urgently submitted to Crown Infrastructure Partners as a 'shovel ready' project on April 14 2020.

Te Mahere Whakauka

He mahere tēnei hei whakauka i te hauora o ngā whānau me te whenua. Ko te tūmanako ka heke te haerenga tonutanga o ēnei mahi ki ngā uri e tipu mai ana. Ko te tikanga hoki, kia whakamōhiotia whānuitia ngā mokopuna ki ngā āhuetanga o te taiao me te whānau. Mā tēnei e pakari ake ai, ka kite hoki i te hiranga o te mahi tahi, kia ora tonu ai te whenua me te whānau.

He Toutou mō Te Ahikā.

Mā ēnei āheinga e pai ake ai te oranga o te whenua me te whānau. Ko ēnei āheinga te toutou e kā ai te ahi, e kitea hoki ai te wairua o ēnei whāinga.

He mea whakamahana, orokohanga, otirā, he mea whakangākau whiwhita i te tangata hei whakatutuki i ngā haepapa ki te whenua, ki ngā mokopuna hoki. Me mātua tiaki e tātau tō tātau whenua, me mataara hoki ngā mokopuna, ka riro ana i a rātau te ahi rama hei kawē, hei tahu hoki, kia kitea ai te ara kei mua i a rātau.

The Hope Project

Te Mahere Whakauka is a plan that is intended to create opportunities, conserve the well-being of whānau and whenua and to also become self-sustaining over time for future generations. It is also intended to ensure that each generation is well informed in regards to whānau and whenua, to keep them warm, aware and confident in collective responsibility and action.

The Kindling for the Self-Sustaining Fire.

Creating opportunities to conserve and sustain ensures the wellbeing of the whenua and whānau through collective responsibility and action.

These opportunities will manifest as the kindling that ignites the fire for these aspirations to be realised. The fire is the providing of warmth, starting fresh and the passion that burns within us to fulfil our duties to our whenua and our grandchildren. This ensures that they are ready to receive the torch that has been carried before them and stokes the fire that lights the path ahead.

Contents



CHAPTER 2 Executive Summary [MORE](#)

CHAPTER 2 Direct Public Benefits [MORE](#)

CHAPTER 3 Vision/Mission and Values [MORE](#)

CHAPTER 4 Enterprise Model [MORE](#)

CHAPTER 5 Project Delivery Model [MORE](#)

CHAPTER 6 Budget [MORE](#)

CHAPTER 7 Proposed Structure [MORE](#)

CHAPTER 8 Proposed Stages [MORE](#)

CHAPTER 9 Planting Site Selection [MORE](#)

CHAPTER 10 Value-Add Infrastructure [MORE](#)

CHAPTER 11 Monitoring and Evaluation [MORE](#)

CHAPTER 12 Sustainability of the Model [MORE](#)

CHAPTER 13 Capacity Development [MORE](#)

CHAPTER 14 The Housing Opportunity [MORE](#)

CHAPTER 15 Who We Are [MORE](#)

CHAPTER 16 Contact [MORE](#)



Te Mahere Whakauka
The Hope Project

Executive Summary

CHAPTER 1

Executive Summary

Te Mahere Whakauka – The Hope Project

The mission

To develop the capacity of 32 whānau and hapū-based enterprises to each employ 50 people, annually produce and plant 500,000 native seedlings and feed 200 whānau through market gardens, so that they can then roll this concept out regionally in the future and are self sustaining after 5 years.

The core business

A nationwide, large-scale project focused on restoring at-risk communities, land, catchments and waterways. The project has been in development for 6 years and has now been accelerated as a response to the urgent need for job creation. It will:

- Create 1,570 sustainable jobs within 32 stand-alone whānau/hapū-based enterprises
- Involve powerful collaborations with well-established NGOs that have proven abilities in capacity developm.
- Be modelled on a highly successful, scalable enterprise: [Pūnui River Care Inc](#)
- Include significant investment in data collection, monitoring and evaluation to establish a robust, replicable ROI model that is compatible with the Treasury Living Standards Framework and the Society of Local Government Managers' Community Well-being Service
- Include the establishment of native plant nurseries that measurably improve water quality and market gardens, growing healthy organic kai at scale for local whānau
- Develop value-add infrastructure throughout the regions of Aotearoa
- Provide hope and build resilience within communities and regions shattered in the aftermath of the COVID-19 pandemic with measurable social impact.

Panapa
Ehau



“This mahi is about developing sustainable economic pathways for whānau and hapū. It will increase the wellbeing of people, ancestral lands and our natural resources”

Co-founder: Te Mahere Whakauka
Co-founder: Hikurangi Enterprises
Proposed Community Engagement Director

Executive Summary

Te Mahere Whakauka – The Hope Project

Why is Te Mahere Whakauka an opportunity for New Zealand?

- It offers a scalable ‘shovel ready’ proposal to stimulate the economy short term
- It provides meaningful, sustainable jobs, with major environmental benefits in the long term
- It is an opportunity to invest in a project where the benefits are greater than the costs

Our Whakapapa/How did Te Mahere Whakauka come to be?

- Te Mahere Whakauka replicates, enhances and scales up the uniquely **Te Ao Māori enterprise framework** successfully modelled by Pūniu River Care.
- Likewise, it draws on the diverse experience of our founders and proposed collaborators over many years in designing and developing community-led social enterprises and projects. These include the Hikurangi Group in The Gisborne District, The *Kakano* Café/Cookery School in Christchurch, Sustainable Coastlines’ ‘Love Your Water’ tree planting tour and ‘Flagship’ Education Centre and much more.

Where to from here?

- We intend to leverage the proven success of Pūniu River Care by rolling the model out in stages, ultimately to 32 enterprises, who in turn will themselves be able to further expand the model locally.
- The proposed project has strong values. We will not do this work ‘for’ hapū, we will offer meaningful partnership with them to do the mahi themselves, with empathetic support from some of the most skilled and experienced that our country has to offer for the task.

Jade
Temepara



“In order to have happy and healthy whānau, there is a great need for food sovereignty and food security. Perhaps never has this need been greater than now.”

Co-founder: Te Mahere Whakauka
Director/Founder: Kakano cafe/cookery school
Proposed Mahinga Kai Director

Executive Summary

Te Mahere Whakauka – The Hope Project

The Enterprise Model – A track record of success

Pūniu River Care Incorporated (PRC)

- Began in 2015 in collaboration with a [Sustainable Coastlines](#) project which established a nursery at Waikeria Prison to grow native plants for riparian restoration, while prisoners gained NZQA qualifications in horticulture, aimed at reducing reoffending.
- Today, PRC is a growing, successful, preferred employer in the Maniapoto area, employing 30 workers, mostly young local Māori, and running a cadetship programme to grow leaders.
- 540,000 native trees/plants have been planted, grown from eco-sourced seed at a 2.5 ha marae-based nursery. With PRC's growth, plant capacity has been increased every year.
- 18 kilometres of waterway fencing has been constructed.
- Projects include partnerships/contracts with Waikato River Authority, NZ Landcare Trust, Waikato Tainui, Waikato Regional Council, and Dept of Corrections.
- Governance is hapū-controlled and now locally governed (the goal from the start).
- It is a self-sustaining enterprise whose revenue matches its carefully measured goals – see their strategic plan overleaf.
- Staff are happy, healthy, directly connected to their culture and environment and increasing educational achievements as part of their job.
- Strong local leadership and widespread support from community stakeholders who were engaged to inform strategy from the outset of the enterprise, has enabled PRC to quickly scale up.

Shannon Te
Huia



“This is about growing jobs back home, building resilience and realising the potential of our resources”

Co-founder: Te Mahere Whakauka
Founder and CEO: Pūniu River Care
Proposed Operational Director

Executive Summary

Te Mahere Whakauka – The Hope Project

The Delivery Model – A scalable, nationwide strategy

The enterprise model will be enhanced to be ‘shovel-ready’ by:

- Learning direct lessons from the history of PRC. This includes establishing executive-level jobs that attract skilled Māori leaders to come home to focus on business and capacity development.
- Establishing infrastructure that has proven to generate sustainable income (such as Manuka honey, local branded products and local food production).

The project will be managed by:

- A Special Purpose Vehicle (SPV), operating as a charitable trust structure
- A Limited Partnership (designed specifically to have the capacity to manage the investment)

The organisational structure will have roles woven through it that align to each type of capital identified in the [Treasury Living Standards Framework](#).

The operational team deployed by the SPV, will work with contracting organisations with a proven track record. The entity will collaborate with hapū to establish the necessary community capacity for job creation, outcome verification and financial management.

An extensive set of advisory boards

This will be established to inform the investment, site selection and outcome verification strategy nationwide, with key influence included from a Kāhui Pakeke nominated by hapū.



Dr Hinemoa
Elder

“Poipoiā te kākano kia puāwai. Nurture the seed and it will bloom. Self determination over our own food sources and fostering of cohesive, hands-on kaitiakitanga of Papatūānuku as sources of our well-being is a central lesson of COVID-19”

**Co-founder: Te Mahere Whakauka
Kaiwhakahaere Māori
Te Rarawa, Ngapuhi
Māori Strategic Leader
Brain Research New Zealand
Rangahau Roro Aotearoa**

Executive Summary

Te Mahere Whakauka – The Hope Project

The Investment Model – A scalable, nationwide strategy

What is Te Mahere Whakauka?

A project that rapidly develops the capacity of whānau and hapū to establish enterprises across the country. An initial investment for up to 32 enterprises, totaling \$12.4 million per group, will kick-start them into developing and sustaining a pathway for jobs. These will meet an existing, growing demand for efficient restoration and food production. The model can be scaled according to budget availability, meeting due diligence requirements and risk.

How will the investment be sustainable?

- There is already established demand for the services that the enterprises propose to deliver.
- A bespoke educational pathway will collate existing programmes and ensure communities can feed the enterprises with staff who have the right skills and connections to deliver on the mission.
- A comprehensive investment in monitoring and evaluation will enable standardised indicators with large enough data sets to deliver outcomes in up to 12 of the domains of wellbeing identified by Treasury.
- This project will establish and evaluate results to prove that the intervention has delivered verified, Tier 1-quality statistical results in a series of key outcome areas. These include: physical health, mental health, water quality, biodiversity, educational outcomes and social wellbeing indicators. By bringing these results into one space, they can be used to fine-tune the business development strategy efficiently and at scale for each enterprise.
- After 5 years the SPV is designed to wind up. Once each region has 2 sustainable enterprises, the leaders of these will be in a position to efficiently help to develop the capacity of other enterprises to replicate the model regionally.

Sam
Judd



“I think that the best thing we can do for people and the planet is have full time workers dedicated to solving problems. Here we have an opportunity to create hope through verified impact now and in the future.”

Co-founder: Te Mahere Whakauka
Co-founder: Sustainable Coastlines
Ex chairperson: Pūniu River Care
Interim CEO: Ko Waitangi Te Awa Trust
Proposed Strategic Director



Te Mahere Whakauka
The Hope Project

Direct Public Benefits

CHAPTER 2

Direct Public Benefits

- 1,600+ sustainable jobs created, focused on young Māori, spanning every region of New Zealand
- A direct, measurable increase in the governance capability of hapū – resulting in a better ability to unlock underutilised resources and multiple ongoing, civic engagement benefits
- Enabling substantial Mātauranga Māori to be exercised from the regions by hapū, for hapū
- Capacity established within the regions to grow and plant 16 million native seedlings per annum

- Measurable improvement in water quality, biodiversity, carbon sequestration and sediment loss
- Local, organic food produced for 6,400 whānau
- Strong potential of enabling early parole through job creation and potential housing for recently released prisoners – direct, measurable taxpayer savings
- Large-scale, value-add production infrastructure established for generating income from natural resources locally, in all regions of New Zealand – facilitating sustainable growth

Direct Public Benefits

- A major set of KPIs being delivered for at least 9 government agencies and every territorial authority in the country, including assisting communities to create jobs that meet the Broader Outcomes for procurement.
 - The ability to assist landowners who face risks of losing asset ownership because of debt and economic downturns
 - Multiple benefits in natural, social, human and financial capital. Please read on for further detail.
- The potential for significant ongoing taxpayer savings through social impact in areas such as mental health, physical health, recidivism and benefit dependency. The model will enable open-sourced access to society for replication through a major investment in monitoring and evaluation.
 - Creating and enhancing capacity to establish sustainable wastewater systems and clean up other land use through re constructed wetlands
 - Large-scale, value-add production infrastructure established for generating income from natural resources locally, in all regions of New Zealand – facilitating sustainable growth and reducing reliance on mass-commodities



Te Mahere Whakauka
The Hope Project

Vision/Mission and Values

CHAPTER 3

Vision

To build a replicable, self-sustaining enterprise model, that can enable local resilience and sustainable jobs for hapū and whānau

Mission

To develop the capacity of 32 hapū-based enterprises that each employ 50 people, to annually produce and plant 500,000 native seedlings and feed 200 whānau through market gardens, so that they can then roll this concept out regionally in the future and are self sustaining after 5 years

Values

Ponotanga

- We respect diversity
- We have integrity in all relationships

Mauitanga

- We celebrate innovation and courage
- We do things differently, we are agile
- We celebrate learning and curiosity
- We have hope for the future

Oranga

- We work for Healthy whānau, Healthy Whenua
- We prioritise the wellbeing of our customers, staff, family, industry and competitors

Whakawhānaungatanga

- We collaborate and share for success
- All project development information and results will be shared through open-source



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Enterprise Model

CHAPTER 4

The Enterprise Model

Pūniu River Care

Pūniu River Care, (PRC) are based at Mangatoatoa Marae, in Kihikihi, Waikato. The team is directly connected to their culture, their nature and learn tikanga as part of their job roles. They have a very strong set of values which are used daily to guide their work practice.

The enterprise is governed by a board of trustees, who are elected by a marae-committee – which have a representative from each of the 5 marae within the Pūniu River catchment. This ensures that the organisation can access the right mix of skills on the board, but the ultimate control is maintained by hapū – an aspirational governance model for emerging and start-up enterprises that can be adapted and replicated elsewhere.

At PRC, jobs include entry-level planting work, professionals with key skills/qualifications and kaumatua who ensure that values and tikanga are followed.

[WATCH
VIDEO](#)



The Enterprise Model

Pūniu River Care

They have started with small-scale value-add processing, where older community members use offcuts from Manuka in the nursery to distill into soap and hand sanitiser.

Their strong brand enables marketing value-added products to leverage on the strong social enterprise that they have established – which mirrors the strategic direction that has been recommend for increasing production and sales of Manuka honey nationwide – shifting towards storytelling and local product marketing.

They have a small-scale organic garden next to the nursery and are open to finding 1.7 hectares of additional land to scale this up for job creation and wellbeing. They have also expressed a strong interest in establishing housing for their team and whānau.

[WATCH
VIDEO](#)



PŪNIU RIVER CARE STRATEGIC PLAN

SAFE PLACES, HEALTHY WATERS, HEALTHY PEOPLE

CORE FUNCTIONS	Human Resources	Financial Sustainability	Capacity Development (External)	Outreach (External)
What we want by 2020	<ul style="list-style-type: none"> Pūniu River Care Inc. (PRC) is achieving its purpose and is an effective, efficient, well-governed, innovative, adequately-resourced charity that others aspire to replicate Staff are talented, happy and highly motivated PRC is a preferred environmental charity for river restoration projects An excellent Health & Safety record 	<ul style="list-style-type: none"> Revenue matches goals Income streams from products and collateral are steady and sustainable Approach to revenue generation fits in with our values Donors and supporters renew and extend support Three years of audited accounts that represent best practice 	<ul style="list-style-type: none"> Māori are empowered to participate in the kaitiakianga of their significant waterways, floras and faunas Māori have the capacity to establish native plantations, kai gardens and roopaki The history of the Pūniu is recorded and sites of importance are mapped Māori have capacity and capability to improve habitat diversity Māori have capacity to plant trees alongside rivers and streams 	<ul style="list-style-type: none"> The community are connected to the waterways Events / presentations are held quarterly Long-term impact achieved working with Department of Corrections Programmes are being delivered outside the Pūniu catchment Meaningful collaboration with Farmers Highly effective external communications The community have access to diverse wetland areas with tuna and bird life
How it's done	<ol style="list-style-type: none"> Operate a strong and effective Management committee Regularly review and improve HR processes, practices and culture for staff and volunteers Develop, implement & inculcate best management practices, Health & Safety programmes and culture Quality review process in place 	<ol style="list-style-type: none"> Diverse social enterprise activity Improve operational planning & budgeting Financial accountability 	<ol style="list-style-type: none"> Deliver NZQA māori based training programmes Leverage sponsorship and funding opportunities Collate information and interview kaumatua to identify sites of importance Collaborate with organisations involved with mariki tuna and wetland projects Innovative business plan models (BPMs) piloted by PRC are in place 	<ol style="list-style-type: none"> Connect people to nature and establish designated recreation and tourism areas Extend and deepen engagement with māori Effective public awareness campaigns Deliver programmes and create efficiencies through working with offenders Riparian restoration on a large scale Collaborate with farmers in meaningful ways Regional work Utilise latest technologies and digital platforms to enhance and upscale awareness
How we measure it	<ol style="list-style-type: none"> Quarterly, annual and project-based reporting Monthly staff evaluations and quality reports Committee and staff exit surveys Project reporting Performance as measured against operational plans Independent opinion of our governance profile strength Number (#) of projects delivered with zero harm Monthly coaching sessions 	<ol style="list-style-type: none"> Self-sustained revenue Adherence to budgeting process Audited accounts 	<ol style="list-style-type: none"> # of students that successfully complete the course # of native plantations, kai gardens and roopaki at māori Extent of use of PRC BPMs # of wetland and tuna projects and their outcomes # of sites mapped within a geographic information system (GIS) and stored in and off site secure server # of collaborative projects with farmers and their outcomes 	<ol style="list-style-type: none"> # of people connected to the river and peer-reviewed outcomes # of people interacting with māori Impressions through signage/media # of offenders engaged # of trees grown & planted # of collaborative projects with Landowners # of projects outside the Pūniu catchment Measurable water quality improvement Biodiversity improvement

MISSION: ENHANCE THE WATERS AND REPLENISH THE TĀONGA WITHIN THE PŪNIU CATCHMENT.



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The Hope Project

Project Delivery Model

CHAPTER 5

Project Delivery Model

Enhancing PRC's Track Record of Success

The Enterprise Model includes an investment for each participating hapū/whānau group to create jobs in the following areas:

- 5 x staff at the executive leadership level. Includes a CEO, a Lawyer, a Monitoring Specialist (science and/or social science), a Project Manager and a General Manager
- 35 x staff in tree planting/propagation teams. Includes:
 - 7 team leaders and 28 operational staff
 - Includes a fleet of 7 new utes
- 5 x staff focused on kai production
 - 1 team leader and four operational staff
 - Includes 1 new ute
- 5 x staff focused on beekeeping/other value-add products
 - 1 team leader and four operational staff
 - Includes 1 new ute

Associated Outcomes

- Participating hapū/whanau can prioritise who gets the jobs
- Skilled leaders can be attracted to 'come home' to support an enterprise and cause they want to contribute to. Key professional skills and capacity are established in hapū/ whānau through their own people
- Scaled restoration of waterways, wetlands and erosion-prone land becomes feasible. Entry-level jobs and a career pathway available for vulnerable, low-skilled people
- Significant outcomes in nutrition, food sovereignty, food security and income generation become possible
- Jobs are established for local products, with local brands. Opportunities created for less physically-capable people to develop products/operate machines

Project Delivery Model

We will evaluate impact using the four categories with the [Treasury Living Standards](#) – Cultural Capital, Natural Capital, Social Capital and Economic Capital. We will then focus our outputs to meet outcomes as outlined in the 12 domains of wellbeing.

The goal is to scale up 32 hapū-based social enterprises (two per region of NZ) to create 50 jobs each – a total of 1,570 sustainable positions at the hapū level. These jobs will directly enable regional resilience and enhance sustainable productivity into the future.

9 out of 10 of these enterprises have already identified 2.5 hectares of land ready for establishing a nursery and 1.7 hectares for food production. Consenting will be straightforward due to replicated design models and infrastructure (such as shade tunnels) that is pre-fabricated through a centralised supply-chain, including the potential to activate existing capacity at prison workshops.

The project will be managed by a special purpose vehicle – which is currently being set up as a charitable trust that is designed to develop the capacity of the enterprises and provide an empathetic contractor for carrying out works.

Capacity Development services will be delivered by a team of social enterprises that have strong track records in delivering key outcomes for social, human, economic and natural capital.

Funds will be managed and distributed by a Limited Partnership to ensure compliance for reporting purposes.

Project Delivery Model

Pathway Out of Subsidies

In the first year, each entity is proposing to receive government investment to set up the green infrastructure required to sustain jobs into the future.

Capacity development services and funding will continue for three years, after which point the enterprises are designed to be self-sustainable and not require government funding.

Government funding will be reduced each year so that the enterprises can ‘graduate’ at year three according to the following figures:

- **Year 1** – Fully funded based on the total PRC business model (assumes no customers)
- **Year 2** – 80% funded (assumes some success in business development)
- **Year 3** – 40% funded (assumes capacity growth in business development)

Returns on investment will be evaluated professionally and analysed in collaboration with The Impact Lab, to enable ongoing improvement and future business case development.

Direct taxpayer savings will likely be realised in the early stages of the project by creating jobs for recently-released prisoners that enable them to get parole earlier.

The SPV operational team (in collaboration with the capacity development organisations) will publish quarterly reports that show indicators that contribute to each area of capital creation, specifically according to agreed KPIs/ outputs for each category under the 12 domains of wellbeing.

After the capital expenditure and training costs have been spent on each enterprise, they will have the key skills and capacity that has been established at Pūniu River Care with additional capacity (such as productive food gardens and value-add infrastructure).

Project Delivery Model

Pathway Out of Subsidies – Future Funding

There are strong opportunities to develop financial instruments from the results of this project. With a near \$30 million dollar investment in monitoring and evaluation proposed, some key areas that the results will be designed for include:

Impact Investors

- We will harness Toha impact investment mechanisms to meet the needs of the investor community
- We will establish return-models and data-informed value across four areas of capital generation, to enable the 'purchasing of impact'

Social and Environmental Bonds

- Canvassing investors and for interest in their participation in impact bonds. We will design our evaluation methods specifically to meet the needs of future investors. After five years, we will be in a position to develop such bonds, once our project has de-risked the results for both government and investors.
- The board, advisors and operational team of the SPV will work with investors, in particular through connections with The New Zealand Initiative, The Toha Group, the banking sector and the Impact Lab, to ensure that our evaluation frameworks (and future results) meet the standard of due diligence required for such instruments to be built.



Te Mahere Whakauka
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Budget

CHAPTER 6

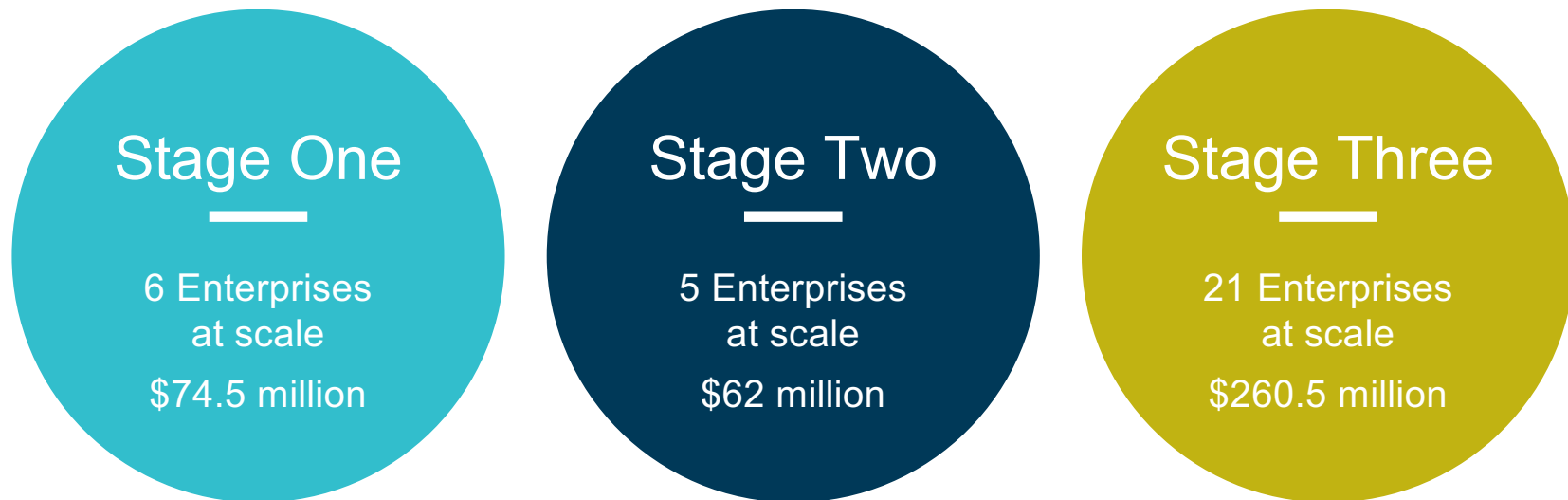
High-Level Budget – The Opportunity

This reflects the total potential opportunity (32 enterprises scaled). Investments can be rolled out as each proposed enterprise meets the due diligence requirements as set by the proposed Limited Partnership. Please see the following slide for a staged rollout model.

Trees that need to be purchased in 2020 due to COVID-19	\$1,051,272
Board of SPV	\$250,000
Advisory board of SPV	\$1,566,500
Operational team of SPV	\$6,536,500
Capacity development costs	\$15,076,400
Monitoring and evaluation costs	\$29,600,000
Hapū-based enterprises	\$342,754,000
TOTAL COST	\$396,834,672

High-Level Budget – Proposed Stages

Here we outline one way that this investment can be rolled out. Each proposed stage will need to have bespoke negotiation and due diligence for funding to be released. We believe the below stages to be feasible now with a detailed process, milestone gateways and timeline to be developed – this is currently in process and can be rapidly deployed upon an investment being initiated. This model can balance the need for detailed design and refinement with the urgency of job creation given the crisis situation.



Budget Commentary

This is a 'whole of government' budget – designed for Treasury.

The budget assumes no specific input from government departments' individual budgets.

We have already identified a large range of projects with existing funding that would benefit from the capacity that Te Mahere Whakauaka intends to establish in the regions and expect integration to be a key early task in project design and execution.

For example

- Funding that could be sought through the Provincial Growth Fund (PGF) for the 1 Billion Trees Program is not integrated into the figures. The project goal is to establish the infrastructure to enable 16 million native seedlings to be planted annually. Over five years this would result in 80 million seedlings planted – a figure that can be scale up further. This project will directly meet government goals for the PGF – providing strong rationale for diverting and/or integrating funds from that budget
- Inputs from at least 9 government agencies' operational staff have been budgeted for in monitoring and evaluation. This is likely to end up being staff put onto secondment from agencies to contribute towards the results
- The budget model assumes no savings through provision of services by the Department of Corrections' prison industries, however it is expected that this will be possible, as it has been in the past. For example the Pūniu River Care model (where seedlings are propagated at Waikeria Prison to benefit the entity) and when it comes to prefabrication of nursery infrastructure. Costs for this infrastructure have been budgeted at market rates.
- Research has been budgeted as per the cost for international students (government subsidies have been removed), although developing the academic skills of local Māori will be the focus.

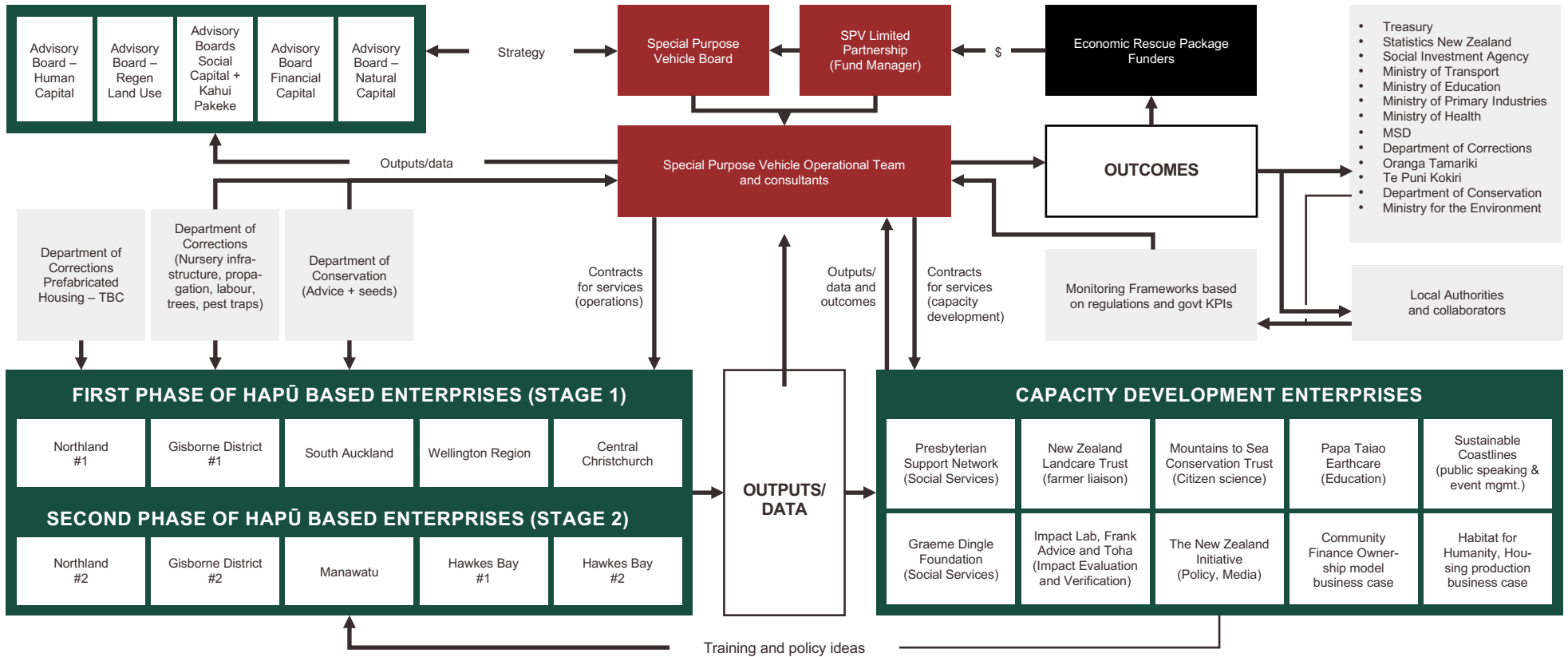


Te Mahere Whakauka
The Hope Project

Proposed Structure

CHAPTER 7

Proposed Special Purpose Vehicle Diagram



Proposed SPV Governance Board

- Dr Hinemoa Elder MNZM
- Rob Campbell CNZM
- Dame Anne Salmond DBE FRSNZ

- Tracy Brown
- Dame Tariana Turia DNZM (TBC)

Proposed Operational Team

These positions have been allowed for in the high-level budget

Financial Capital

CFO (to be hired)

CEO (to be hired)

Sean Weaver

[Executive Director – Ekos Ltd](#)

(Carbon Finance Director)

Nathalie Whittaker

[Co Founder and CEO –](#)

[The Toha Network](#)

(Impact Venture Liaison)

Human Capital

Shannon Te Huia

[Founder and CEO – Pūniu River Care](#)

(Operations Director)

Sam Judd

[Co Founder – Sustainable Coastlines](#)

(Strategy Director)

Social Capital

Panapa Ehau

[Director – Rua Bioscience](#)

(Community Engagement Director)

Emily Mason

[Impact Lab Limited and Frank Advice](#)

(Social investment returns analysis)

Te Aroha Grace

[Consultant – Figure Group](#)

(Cultural Health Indicator consultant)

Natural Capital

Charmaine Bailie

[Director – Uru Whakaaro](#)

(Taiao Director)

Jade Temepara

[Entrepreneur](#)

(Mahinga Kai Director)

Proposed Operational Team

These positions – to be hired or contracted - have been allowed for in the high-level budget

Monitoring and Evaluation

- **Evaluation Lead**
 - **Evaluation Contractors x 5**
 - **Government and Territorial Authority Liaison**
 - **Research Managers x 2**
-

Operation Team Business

- **Entity Lawyer**
- **Communications Manager**
- **Integration, Technology and Privacy Lead**
- **Administration and Communications Support**

Proposed Advisory Boards

We will establish six advisory boards, focused on each capital area, a Kāhui Pakeke and one specific to regenerative land use. These boards will be funded roles to guide nationwide strategy

Financial Capital

5 x people focused on calculable returns on investment, including participation from the banking, social investment and public policy sectors

Human Capital

5 x people focused on job creation, education pathways and capacity development

Social Capital

Cultural Impact: A Kāhui Pakeke will be set up, which will be tasked with ensuring that cultural health indicators are prioritized for whānau. Each hapū-based enterprise will elect one member to sit on this board, when their funding is triggered. This Kāhui will be led by a manager – to be hired.

Social Impact: 5 x people focused on enhancing social development, including participation from leaders in the justice, youth and social development sector

Natural Capital

5 x people focused on enhancing natural capital indicators, with participation from leaders in water quality, biodiversity and food production

Regenerative Land Use

5 x people focused on enhancing land for people and the environment

Proposed Advisory Boards

Government Representatives

This is a non-exhaustive list to form a working group of advisors from government agencies. There is a full time staff member budgeted for liaison also. We propose to establish such a group to inform the delivery of impact as KPIs that meet strategic outcomes and enable integration with current projects/programmes.

Financial Capital

- Treasury
 - Statistics New Zealand
 - Social Investment Agency
 - Ministry of Transport
-

Human Capital

- Ministry of Education
 - Ministry of Primary Industries
 - Ministry of Health
-

Social Capital

- Ministry of Social Development
 - Ministry of Corrections
 - Oranga Tamariki
 - Te Puni Kōkiri
-

Natural Capital

- Department of Conservation
- Ministry for the Environment



Te Mahere Whakauka
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Proposed Stages

CHAPTER 8

Proposed Stages

Stage One 270 new jobs

270 jobs at 6 hapū-based enterprises
(as per following slide)

49 jobs created in the SPV
and capacity development
organisations

Stage Two 250 new jobs

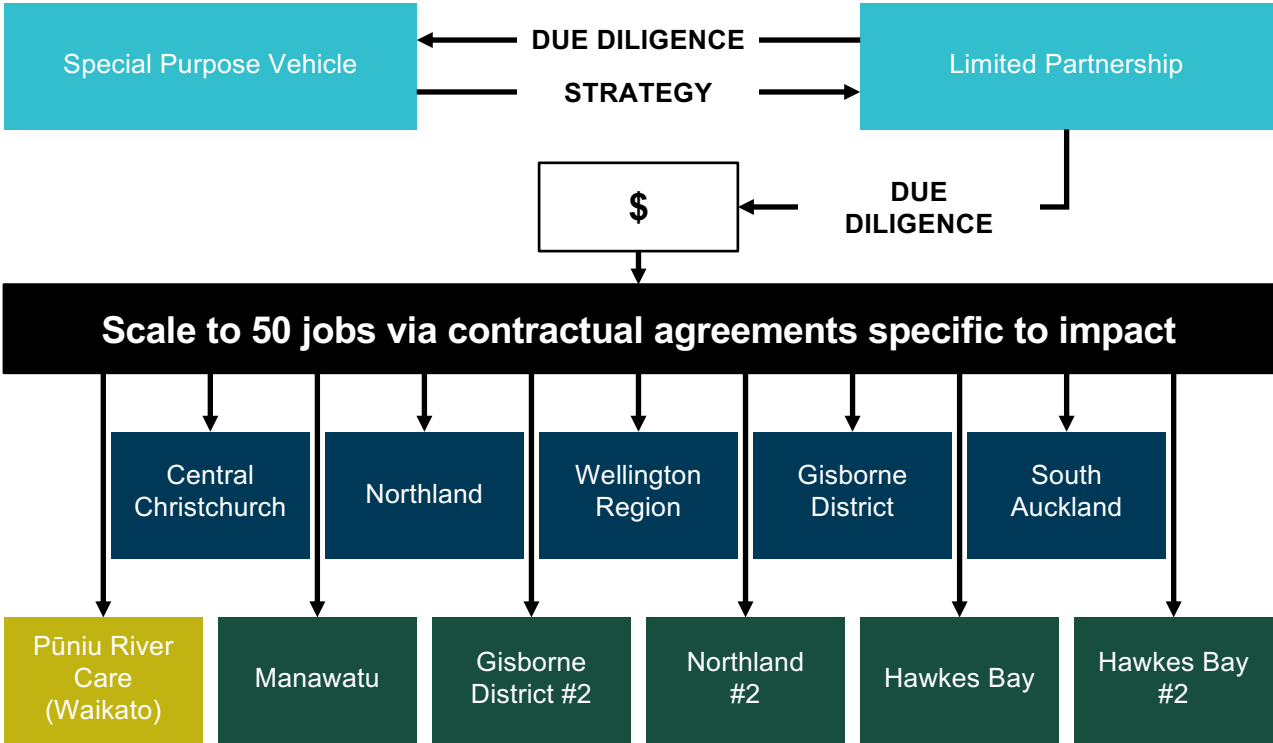
250 jobs at 5 hapū-based
enterprises
(as per following slide)

Stage Three 1,050 new jobs

1,050 jobs created
at 21 hapū-based enterprises

Stage One and Stage Two

This can be adapted as the project grows



Stage One

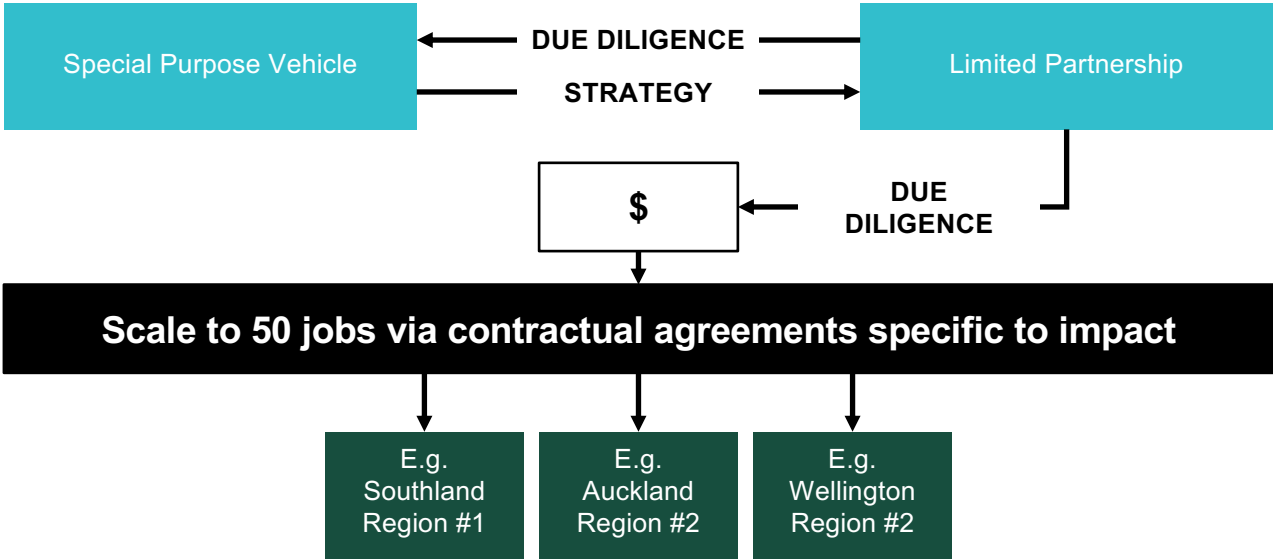
- Model Organisation to scale up
- Urgent Planting 2020

Stage Two

- Fresh rollout

Stage Three

This can be adapted as the project grows



Stage Three

 Fresh rollout

A total of 21 additional organisations in this stage – which result in a total of 32 – 2 per region of the country

Employment at hapū-based Enterprises

Criteria for participation includes that enterprises are ‘shovel ready’, with 4.2 hectares of land and confidence that whānau want jobs to:

- Establish organic gardens to feed 200 whānau
- Establish a value-add essential oil and manuka honey facility
- Establish infrastructure to propagate 500,000 seedlings for the 2021 season
- Prepare planting plans and sites for the 2021 season

Specific ‘Shovel-ready’ work proposed to roll out first:

Pūniu River Care (Waikato) – 20 new jobs: Will scale up the existing team at PRC from 30 staff to 50. This will enable them to plant the 150,000 seedlings they have which are not on contract and establish food production

Northland – 50 new jobs: Plant the 65,000 seedlings available at risk of waste

Gisborne District – 50 new jobs: Plant the 50,000 seedlings available at risk of waste

South Auckland – 50 new jobs: Plant the 126,000 seedlings available at risk of waste

Wellington Region – 50 new jobs: Plant the 115,000 seedlings available at risk of waste

Christchurch – 50 new jobs: Plant the 32,000 seedlings available at risk of waste

Stage One
270 new
jobs

Employment at hapū-based Enterprises

The following areas are also 'shovel ready', as per the previous slide.

This list involves organisations that have already expressed strong interest in being involved from engagement so far – it has not been selected from other criteria. Many other potential organisations are expected to officially confirm interest based on this proposal and join the list, by publishing their names and proposed locations.

- Manawatu
- Gisborne District #2
- Northland #2
- Hawkes Bay
- Hawkes Bay #2

**Stage Two
250 new
jobs**

Employment at hapū-based Enterprises

Over the past five years, engagement has occurred that has established demand across the country to replicate the Pūniu River Care model. There has been 100% positive responses from hapū to approach scaled job creation, food production and restoration. The demand and needs assessment has already been carried out.

Stage three will see the model rolled out into all regions of Aotearoa, with 2 enterprises per region as a goal (32 total). This will create and/or develop the capacity of an additional 21 enterprises.

After five years, the evaluation results and business development activities will enable each region to be self-resilient. Future rollout of the model can be administered by the enterprises themselves, who will have graduated and will then be able to support developing the capacity of additional enterprises throughout the regions in the future through a ‘tuakana – teina’ relationship, locally.

The SPV is being designed to wind up upon completion of the investment, in planning for future expansion of the model to be administered regionally. This helps to enable a career pathway for high-value jobs that could help attract skilled Māori to return to their regions.

Stage Three
1,050 new
jobs



Te Mahere Whakauka
The Hope Project

Planting Site Selection

CHAPTER 9

Site Selection Criteria

Where will the seedlings go?

All of the 500,000+ seedlings that are at risk of going to waste have land available for planting in the regions

Moving forward – we intend to utilise the subsidised seedlings in a prioritised manner as follows:

1. We will start with public land that is in planning to go into restoration/public amenity and carbon farming investments, as that fits in the strongest with direct public benefits.
2. Māori land from the same region as the enterprises as identified and prioritised by hapū themselves.
3. Farmers and other private landowners who are in a tight financial position to still make environmental compliance and completion of the riparian planning part of their Farm Environment Plan a priority. We will identify this by working directly with the banking sector, Dairy NZ, Beef and Lamb and the Forestry Sector. This will reduce risk of capital being lost on mortgage sales.

Within the criteria on the left, further prioritisation will be applied for:

- High-value ecological land that has been prioritized as Schedule 1 ‘Sensitive Land’ in the Overseas Investment Act 2005
- Erosion prone land that meets the criteria of the [MPI Hill Country Erosion Programme](#)
- Sites/projects that meet the criteria established through the [MFE Freshwater Improvement Fund](#)
- Sites/projects where increasing habitat for native species would meet the goals of [Predator Free 2050](#)
- Meeting urgent needs of ecological offsets and mitigation for ‘shovel-ready’ projects in the pipeline
- Priorities expressed in existing local government plans



Te Mahere Whakauka
The Hope Project

Value-Add Infrastructure

CHAPTER 10






Value-Add Production Infrastructure

The project intends to establish key value-add infrastructure, located at the base of each enterprise with an investment of \$395,000 per location

At Pūniu River Care, natural soap and hand sanitizer is being produced from the offcuts of the Manuka seedlings, when they are trimmed at the nursery each year (a process which makes the seedlings grow bushier and be more resilient to weeds).

This can be scaled up to enable each enterprise to produce value-add products that are owned, marketed and sold to the world by the organisation themselves. This includes the ability to leverage intellectual property. The idea here mirrors the already-established needs of our country's Manuka honey industry to grow, which has called for strong local brands, telling the story of the positive impact and local pride of the product.

This infrastructure will enable

-  5 jobs focused on Manuka and other Honey production, running 1,000 beehives
-  Capacity for the enterprise to process local products, including 50 to 150 tonne throughput of honey/year, equates to 2,000 to 6,000 hives with an approximate yield of 25 kg of honey/year/hive. This will reduce the cost of producing honey in every region of New Zealand and enable enterprises to create profits
-  Jobs for elder Māori who can operate the machines and create products based on Mātauranga Māori (such as essential oils, traditional medicines and ink for Tā Moko)
-  The potential for future high-profit income through intellectual property leverage on products for hapū
-  The ability for hapū to work creatively to solve problems (such as making soap to reduce transmission of a virus)



Te Mahere Whakauka
The Hope Project

Monitoring and Evaluation

CHAPTER 11

Monitoring and Evaluation

This project will contractually deliver outputs that contribute to outcomes in at least 11 out of the 12 'Domains of Current Wellbeing' (with housing an opportunity to be investigated too).

It will leverage from the work already done by the Society of Local Government Managers' Community Well-being Service, which has already established 234 indicators that have existing baselines.

All indicators will be required to be fed back to the SPV contractually to ensure that outcomes can be measured and analysed.

The suite of proposed indicators outlined below is a draft starting point of readily-achievable examples that can be built upon to meet the specific goals of hapū, government departments and strategy informed by experts on the advisory boards.

Monitoring and Evaluation – Wellbeing

Direct Areas of Evaluation – The 12 Domains of Wellbeing

1. Increasing the governance capability of hapū and delivery of local government KPIs
2. Enhancing cultural health indicators, especially Mahinga Kai, Rongoa, Toi Māori and Tikanga Development
3. Multiple environmental improvement indicators, especially water quality (through the NIWA SHMAK Kit), Biodiversity (using Inaturalist, Bioblitz and locally specific tools) and carbon sequestration (using the MPI lookup tables and the Trees That Count platform)
4. Physical and Mental Health, based on active, physical jobs and nutritious food provided to 200 families surrounding each enterprise. Specific regional baseline data will be pulled from the NZ Health Information Survey to enable this to be measured

Relevant Domains

1. Civic engagement and governance
2. Cultural Identity
3. Environment
4. Health

Monitoring and Evaluation – Wellbeing

Direct Areas of Evaluation – The 12 Domains of Wellbeing

5. Housing – To be confirmed based on the business case (Chapter 14 below)
6. Income enhancement for people who are currently unemployed, recently unemployed due to COVID-19, or at risk of unemployment (such as recently-released prisoners). Consumption costs for basic needs will also be reduced measurably due to the production and provision of food for staff and their families
7. Jobs and associated earnings will be directly measured. The enterprises will include professional leadership positions designed to attract Māori who have left their local area to come home – a key outcome for all hapū in the regions
8. Knowledge and skills will be enhanced through the capacity development work and operational staff of the SPV. This will create an educational pathway that enables school students, professionals, unemployed and prisoners to enter into the workforce

Relevant Domains

5. Housing
6. Income and consumption
7. Jobs and earnings
8. Knowledge and skills

Monitoring and Evaluation – Wellbeing

Direct Areas of Evaluation – The 12 Domains of Wellbeing

9. The jobs will be empathetic to people who have time constraints due to family commitments. Work will be focused (but not limited to) the local area, catchment and rohe of the hapū, to reduce unnecessary travel
10. The job security established with hapū, food production and culturally-aligned work will create an effect of safety that will attract Māori back to the regions – an outcome that we can readily measure. By sharing proven standard operating procedures and templated health and safety policies/plans that function for every entity, we can ensure a high level of safety for the work
11. Social connections at a regional level will be enhanced as the enterprises ‘breath life’ into Māori land, marae and local schools. The project will also enable prisoners to connect with their whānau by producing seedlings that directly contribute to the wellbeing of the people and land
12. The project will integrate subjective wellbeing evaluation into the standard operating procedures of each enterprise

Relevant Domains

9. Time use
10. Safety and security
11. Social connections
12. Subjective wellbeing



Te Mahere Whakauka
The Hope Project

Sustainability of the Model

CHAPTER 12

Sustainability of the Model

Initial grant funding will be sought by Te Mahere Whakauka – The Hope Project to create jobs that directly address community challenges caused by COVID-19.

This model is designed to create a sustainable funding source moving forward.

The financial sustainability of the enterprises is hinged upon existing demand that has already been identified.

The project is focused on creating capacity for operational output and local resilience to strengthen communities from the ground up.

After the ‘Pathway Out of Subsidies’ (described in the Project Delivery Model chapter above) journey ends, that capacity will be coupled with business development opportunities. Please read on for highlights of some examples that provide a strong set of forecasted returns on investment that will enable the enterprises to thrive into the future.

Sustainability of the Model

Current opportunities for ensuring the survival of the enterprises include:

- In the East Coast area, we are intending to trial the effectiveness of large-scale planting to hold together erosion-prone land for reducing maintenance costs on State Highway 35 – NZ’s most expensive road to maintain. NZTA and the Gisborne District Council are happy to run several strategies as a test with close monitoring. This will create a new model for the ongoing funding of tree planting by reducing road maintenance costs that occur through erosion
- We are developing a financial incentive concept for farmers with ANZ bank. These are key customers for the enterprises to plant trees, which become much more viable when they are incentivised
- The enterprises will directly out business through environmental offsets when developments occur through consultation with Mana Whenua. Having a qualified lawyer on the team of each enterprise enables strategic offsets this to be realised easier. It is an existing work stream that has proven be successful for Pūniu River Care already

Sustainability of the Model

Current opportunities for ensuring the survival of the enterprises include:

- There are possibilities that an environmental improvement fund could be launched through iwi settlement processes. This has happened in the past, for example with the Waikato River Authority and Tainui Settlement
- Ekos Limited is rolling out a carbon financing model where a small number of selected exotic hardwoods are included alongside native species. This model makes carbon finance a viable, low-risk option for underutilised land and restoration a more viable option for private landowners who are customers for the enterprises. By increasing the governance capability of hapū as an outcome, it will be easier for land-use change decisions on Māori land to be unlocked for sustainable, low-risk returns
- Establishing processing facilities to add value to local production (such as and essential oils and honey)



Te Mahere Whakauka
The Hope Project

Capacity Development

CHAPTER 13

Please note that more detail will be added to this section in later versions of this proposal.

Proposed Capacity Development Strategy

Going direct to scale for job creation will require varying degrees of capacity development that is tailored for and led by each proposed hapū-based enterprise.

This is not a final list – rather a series of proposed providers to be confirmed upon negotiation.

We propose a strategy of aiming to ensure that the scope of services outlined on the following pages are available for the enterprises to trigger if they want them.

Hapū will have the option to choose from the list of service providers and/or put forward preferred service providers that they know and trust to take on the proposed scope outlined here. Some local service providers will be ready to go, while some can choose to develop their delivery capacity with the help of the organisations listed below.

The conditions for any service provider to be engaged will include that project values are aligned, specific outcomes are delivered in the scope and that they are willing to pass on their frameworks, knowledge and strategy to local enterprises and their communities openly.

Proposed Capacity Development Strategy

The scope of capacity development is not confined to just the hapū-based enterprises themselves but designed to help develop the communities around them. For example, several of the proposed providers work directly with schools. In that case, the hapū will have the option to nominate which school they would like to engage with to offer participation in the programme proposed.

Please note that this is not an exhaustive list. This proposal has been fast-tracked during a crisis, without having the benefit of canvassing all available service providers or producing tenders.

The budget does not cover deliver of all of these services – it is based on the information available at the time. For example, social service provision is not included yet. The exact scope of services budgeted for are placeholders to be confirmed upon negotiation.

Many hapū groups have identified a need and available land for establishing sustainable housing. A business case will be prepared in the first month of the project, to identify outline the opportunity of establishing house-ownership for those who have jobs in the enterprises

Initial Proposed Capacity Development Providers

Capacity Development

- [Sustainable Coastlines Charitable Trust](#)
- [The Mountains to Sea Conservation Trust](#)
- [Papa Taiao Earthcare](#)
- [The Graeme Dingle Foundation](#)
- [New Zealand Landcare Trust](#)
- [Presbyterian Support New Zealand](#)

Policy Capacity Development

- [The New Zealand Initiative](#)
- [The Impact Lab](#)
- [The Toha Network](#)

Housing Business Case

- [Community Finance](#)
- [Habitat for Humanity](#)

Capacity Development – Proposed Scope

Entity Capacity Development

Sustainable Coastlines

Charitable Trust

Social and Natural Capital

Capacity Development, Private Sector, Stakeholder engagement

Mountains to Sea Conservation Trust

Natural and Human Capital

Education Lead Primary Schools, Environmental outcomes and Citizen science lead

Papa Taiao Earthcare

Natural and Human Capital

Education Lead Secondary Schools and Enterprise modelling

Graeme Dingle Foundation

Human Capital

Readiness for work lead, Career pathway collaborator

New Zealand Landcare Trust

Natural and Financial Capital

Integrated Catchment Management and Farmer Liaison Lead

Presbyterian Support New Zealand

Social and Human Capital

Social service delivery lead

Capacity Development – Proposed Scope

Policy Capacity Development

Housing Capacity Development

The New Zealand Initiative Financial Capital

Developing policy ideas before, during and after the project

Impact Lab and FrankAdvice Social and Financial Capital

Social return on investment lead and creating measures of hope integrated with the living standards framework

The Toha Network Financial Capital

Technology integration lead, Pipeline/platform for impact evaluation

Community Finance Human and Financial Capital

Home ownership, home rental and home finance lead. To work on a business case for housing

Habitat For Humanity Social and Human Capital

Home delivery lead, Apprenticeship pathway lead. To work on a business case for housing

Sustainable Coastlines



Proposed Social and Natural Capital Collaborator

Waikeria Prison Nursery and Pūniu River Care Contributions

In 2015, Sustainable Coastlines raised \$450,000 to establish a nursery at Waikeria Prison for growing native plants for riparian restoration and simultaneously train and enable prisoners to gain NZQA qualifications in horticulture. They helped to establish Pūniu River Care Incorporated (PRC), with Sam Judd as the initial chairperson. PRC benefited from assistance provided by the Waikeria Prison nursery and Community Corrections for projects.

Their Co Founder, Sam Judd, who is one of the project leads for Te Mahere Whakauka, has delivered over 200 days running Community Corrections teams for conservation projects in collaboration with the Probation Services. This is a significant relationship that can add value across the proposed business model during each step of the project, which will save taxpayer money while delivering public benefits. The demand for Community Corrections to be involved in this proposed rollout has already been established.

Background Projects/ Track Record



Sustainable Coastlines

Proposed Social and Natural Capital Collaborator

The Flagship Education Centre

In 2017, Sustainable Coastlines opened the Flagship Education Centre on the waterfront in Auckland City. This involved over 1,000 days of work from Community Corrections to salvage material, and approximately \$400,000 of input from the Paremoremo and Northern Regional Corrections Facility Prison workshops to pre-fabricate elements of the building. It is on track towards 'Living Building' certification, which will make it the most sustainable commercial building in Aotearoa/NZ.

As part of this partnership, our CEO ran educational presentations for prisoners, to motivate them to get involved in the Offenders in Employment programmes which are a direct intervention designed to reduce reoffending.

Corrections head office staff in charge of strategy for prison industries have worked with us to propose a strategy for rolling out tree propagation and construction opportunities across all of their facilities nationwide. This would be the first significant nationwide programme combining prison industries with Māori development.



Background Projects/ Track Record



Sustainable Coastlines

Proposed Social and Natural Capital Collaborator

Love Your Water Tour

The needs assessment which has shown that there is demand to create jobs undertaking restoration, growing food and adding value to primary production has been developed through the Sustainable Coastlines 'Love Your Water' tour.

The tour is proposed to be rolled out across the five years, specifically targeting hapū, to gauge demand for further organisations to get involved.

This enables knowledge sharing and connections across the country to be consistent, professional and timely, using a method that is proven through outside of government funding.

It also enables the professional delivery of community events, which can foster significant outcomes in wellbeing through social connection.



Background Projects/ Track Record



[WATCH
VIDEO](#)

Sustainable Coastlines



Proposed Social and Natural Capital Collaborator

- **Large-scale event delivery**

This includes: 32 events are delivered that are open to the communities (2 in each region of NZ).

Indicators include impact on: Social connections, Knowledge and Skills, Time use, Environment, Cultural identity, Civic engagement and Subjective wellbeing by connecting people to nature.

- **Training hapū in project and event management**

This will include strategy on how to develop relationships with the private sector, developing capacity in how enterprises can develop income streams from outside of public funding: 1,600 young Māori learn skills in project and event management.

Indicators include: Knowledge and skills, Social connections, Cultural identity, Subjective wellbeing

Direct public benefits

- Events that bring people together at scale are realized – improving social connection
- Key skills developed running community events and sales – improving the sustainability of the enterprises

Sustainable Coastlines



Proposed Social and Natural Capital Collaborator

- **Training hapū in public speaking.** This is a key skill that will help in negotiation, sales, education and community engagement skills: 1,600 young Māori learn skills in public speaking and negotiation.
Indicators include: Social Connections, Civic engagement, Income and consumption
- **Training hapū in how to collect United Nations standard litter data as citizen scientists through the [Litter Intelligence](#) program.** This has a direct curriculum link to science: Young Māori in 32 locations learn STEM skills in data collection, the national litter database is enhanced. Creative solutions for waste minimisation can come from Māori.
Indicators include: Direct curriculum links to science, media studies,
- **Training teachers in areas near the enterprises to deliver the Litter Intelligence education program.** This enables communities to develop waste minimisation interventions at schools with direct links to educational impact in: Science, media studies, geography and mathematics

Direct public benefits

- Key skills developed in public speaking nationwide – improving the sustainability of the enterprises
- Citizen science skills developed nationwide – improving STEM skills in Māori
- Capacity development for schools and teachers – helping to establish a career pathway for labour supply

Mountains To Sea Conservation Trust



Proposed Natural and Human Capital Collaborator

Biodiversity outcomes by 2022 will include:

- A minimum of 16,000 number of trees/shrubs planted alongside waterways around NZ
- Baseline water quality and biodiversity data recorded for at least 20 waterways (that aren't already monitored by local government as part of their State of the Environment Monitoring)
- Restoration plans implemented that aim to achieve indigenous biodiversity and water quality improvement in freshwater. Capacity building related outcomes by 2022 will include:
 - A minimum of 20 community groups (100 people) around NZ trained up to Level 2 (advanced) SHMAK user.
 - A minimum of 20 trainers around NZ trained up to Level 3 (Trainer)
 - A minimum of 20 monitoring and restoration plans created and implemented throughout NZ that engage a further 1000 New Zealanders in restoration

Direct public benefits

Up to 1,440 young people (focused on Māori) can receive:

- Achievement Standard Biology 91601: Carry out a practical investigation in a biological context, with guidance
- Achievement Standard Biology 27477: Examine Māori customary methods to trap and preserve indigenous freshwater species

Mountains To Sea Conservation Trust



Proposed Natural and Human Capital Collaborator

The biodiversity benefits come in the form of the:

- Establishment of monitoring plans to gain an understanding of the current state of the waterway(s)
- Creation of stream or catchment restoration plans based on the group's goals and monitoring findings
- Restoration plans result in 16,000 plants planted, 20 waterways protected from stock, 20 waterways fish passage barriers mitigated etc.
- Increase in data entered into the database and available to the scientific community to use in their policy development and research

Direct public benefits

Up to 1,440 young people (focused on Māori) can receive:

- Freshwater monitoring and use of SHMAK kits. This will enable schools, hapū, farmers and other stakeholders to have the capacity to report on water quality.
- This will enable indicators in
- Water quality and biodiversity to enter the public domain.

Papa Taiao Earthcare

Proposed Natural and Human Capital Collaborator

Papa Taiao Earthcare is a social enterprise that works specifically on establishing empathetic work pathways for the people who need it most, with practical training that enhances natural and human capital.

Their role in this project is vital, because the training programmes will ensure that there is a passionate work force ready to enter the hapū-based enterprises.

The investments made in this training will specifically target young Māori who are at risk of becoming a burden on society and their families. This will include people who are not in education, employment or training (NEETs).

Evaluation results will track the risk factors alongside Bill English's Impact Lab, to be able to show a measurable return on investment.

The courses proposed to be delivered by Papa Taiao involve Wānanga and applied training in the outdoors. This has shown that it can be a much better method of delivery for rural Māori, who have been known to engage better in practical work, that has real opportunities in the regions to be continued upon leaving school.

Tasty Tio – Aotearoa's bright young sparks



[WATCH VIDEO](#)

Papa Taiao Earthcare

Proposed Natural and Human Capital Collaborator

Direct Public Benefits

- 1,600 young Māori have access to unit standards that will help them on restoration work and food production at the following levels:
 - 15 x level 2 courses
 - 7 x level 3 courses
- 1,600 young Māori have access to training programmes that are directly relevant to increasing natural capital for their communities through skills such as fencing
- 1,600 young Māori can establish skills to work towards exporting high-value products such as Manuka Honey and essential oils
- It becomes easier for pest control to be delivered in regional areas to contribute towards the vision of Predator Free 2050
- Environmental restoration becomes a respected career path across the country for professional and entry level Māori alike
- People who are not in employment, education and training will have the opportunity to re-enter the workforce with training modules that are developed with hapū

For a full list of educational standards proposed to be delivered by Papa Taiao Earthcare, please see their proposal document

[HERE](#)

Graeme Dingle Foundation



Proposed Human Capital Collaborator

Programme goals

- To build the leadership capability in rangatahi
- Direct students towards new pathways into training and the workplace
- To provide mentors for, and give mentoring opportunities to senior students
- To develop a sense of responsibility and connectedness within the school and wider community
- To build a caring community

Case Study Examples

- [Career Navigator Overview](#)
- [Career Navigator Stories](#)
- [Youtube Channel](#)

Graeme Dingle Foundation



Proposed Human Capital Collaborator

Māori potential approach

- Every Māori student has the potential to make a valuable social, cultural and economic contribution to the wellbeing of their whānau, community and Aotearoa as a whole.
- Ako – The mentor, coordinator and student learn from each other in an interactive way. Grounded in the principle of reciprocity.
- Manaakitanga – Caring for students as culturally located individuals.
- Mana Motuhake – Having high expectations for students
- ‘Culture counts’ – rangatahi’s cultural knowledge is valued
- Rejecting deficit explanations for rangatahi
- Drawing on rangatahi’s prior knowledge
- Using co-construction processes in programme design and implementation
- Using power-sharing strategies in programme implementation
- **Goals:** Set goals for their programme progress
- **Leadership:** Rangatahi participate in leadership roles and functions
- **Ownership:** Rangatahi take ownership of their own learning

Source

Te Kotahitanga, Ka Hikitia,
‘Relationships are fundamental
to learning’ by Emeritus Professor
Russell Bishop

Graeme Dingle Foundation



Proposed Human Capital Collaborator

Career Navigator research has shown

- Students gain skills and confidence in their ability to make suitable career and subject choices
- Have an awareness of what will be expected from them, to be successful within the workplace
- Employers are given the opportunity to raise their profile and connect with future employees
- The programme ultimately benefits both young people, employers and communities

Evaluations also tell us students

Gained skills and confidence in their ability to make career and subject choices. And that Pathway Days helped them to identify suitable career and subject choices, confirmed and encouraged consideration of future career path.

Graeme Dingle Foundation



Proposed Human Capital Collaborator

Stars research has shown

Stars has been found to contribute to the well-being of Year 9 students by helping them to gain practical and life skills such as: Working with others, connecting to their communities, achieving their goals, improving relationships with friends, and developing relationships with older students

- Pasifika students and those from low decile schools have been found to be particularly highly engaged in Stars
- During Stars, Peer Mentors report significant increases in their social competence and character
- Stars continues to positively influence the lives of the Peer Mentors one year after the programme due to increases in social competence, character, levels of maturity and sense of responsibility. Peer Mentors also report significant increases in self-confidence, task leadership, and intellectual flexibility
- Being a Stars Peer Mentor has a positive impact on the life skills and character of a young person. The time invested in their peers does not affect their own academic achievements

Direct public benefits

32 groups of school students establish:

- Skills in identifying career pathways
- Relationships with mentors
- An understanding of how to approach employers
- An understanding of how to develop a CV and approach interviews
- An understanding of how to deliver projects that benefit the community through applied training

Graeme Dingle Foundation



Proposed Human Capital Collaborator

Their 'Kaiwhakaterere Mahi-Career Navigator' program is currently delivered to 8,000 students around the country.

As the readiness for work lead, the GDF will play a key role in ensuring the the hapū-based enterprises have a stream of engaged young people seeking out employment locally moving into the future.

Their participation will also enable wider community benefits beyond those experienced in the enterprises.

New Zealand Landcare Trust



Proposed Natural and Financial Capital Collaborator

The New Zealand Landcare Trust (NZLT) has a very strong track record setting up and running landcare groups across the country.

They have expressed interest in taking on a role to assist in developing the capacity of hapū-based enterprises to:

- Liaise successfully with the farming community
- Set up and/or engage with landcare groups
- Assist hapū-based enterprises with a strategic approach towards enhancing integrated catchment management through the provision of services

Direct public benefits

- Improved relationships between farmers and hapū
- Enabling packages of support to assist farmers who are suffering from COVID 19 economic downturns to enhance the environment and their land value
- Enabling the strategic deployment of subsidized work to help improve the environmental health of catchments

Presbyterian Support New Zealand



Proposed Social and Human Capital Collaborator

Presbyterian Support New Zealand (PSNZ) is our country's largest outside-of-government social services provider.

They have a strong track record in delivering existing programmes. One of the challenges that they face is the ability to get access to Māori households.

Like all other capacity development providers, they have expressed interest in playing a role to share the details and evaluation frameworks of their programmes in an open manner. Their scope will be to develop the capacity of local social service providers – directly enhancing human and social capital, by enabling local communities to have access to proven programmes to support their whānau.

PSNZ would work directly with The Impact Lab and the Toha Network to ensure that the evaluation frameworks for social service delivery are aligned to a pipeline of data that can be compared to the Integrated Data Initiative, to provide proof of a return on investment.

Direct public benefits

- The potential to change the way that social services are delivered Māori for the better
- With this strategy as part of the project model, we are also de-risking the opportunities that exist to give jobs people (such as recently released prisoners) who have the greatest need in our communities, whilst ensuring that they have the best wrap-around support that non-government organisations can deliver

The New Zealand Initiative



Proposed Financial Capital and Policy Collaborator

The New Zealand Initiative (NZI)- formerly the New Zealand Business Roundtable – has a mission is to help create a competitive, open and dynamic economy and a free, prosperous, fair, and cohesive society.

As New Zealand’s leading think tank, the NZI works closely with their members, policymakers across the political spectrum, the wider business community, the media, academics and the general public.

Their researchers conduct independent research on a wide range of policy issues. From education to economic policy, from poverty to housing, and from local government to immigration, we are injecting ew ideas into New Zealand’s political debates.

They are strictly non-partisan in their work and welcome an open exchange of views and ideas. The results of their research are made available to the public, free of charge, on their website.

Direct public benefits

- Developing robust, a-political public policy mechanisms from the results of the project.
- Developing ideas for future returns on investment to guide government policy making using strong, verified data and economic research
- Assisting with canvassing the investor community to establish demand for impact investment models, such as Forest Bonds and Social Impact Bonds

Toha



Proposed Financial Capital Collaborator

Toha is building the necessary trust infrastructure required to unleash impact investment into markets and communities, at pace and scale, to solve the world's toughest climate challenges.

In New Zealand, they aim to unblock the capital required to begin greening our economy with climate and environmental solutions that also build community and economic resilience at a time of great uncertainty.

Toha's impact assets provide the mechanisms through which the market can measure and value the impact outcomes. These assets open the door to investors motivated to coordinate capital to invest in impact and deliver a return on investment.

Toha is built primarily to power up impact ventures – anyone who is leading social or environmental change.

Toha supports ventures to:

1. Access capital (equity investment, performance-based funding and activity cost finance)
2. Measure and value impact at the individual and collective level, and
3. Securitisation of impact to get it on an investor's balance sheet and make it tradeable

FrankAdvice + Impact Lab



Proposed Social and Financial Capital Collaborators

FrankAdvice and ImpactLab are two separate companies that work closely together to measure and articulate impact.

A clearly stated plan for this project is for the subsidies to be removed over time. **FrankAdvice** will assist us to ensure that we have a robust return on investment model at the beginning and during the project, as we utilise an agile delivery model, refine the focus areas of a substantial (\$25 million+) investment in monitoring and evaluation.

Impact Labs' tool will enable us to accurately measure our impact to New Zealand as a whole.

Direct benefits

- Strategy and Continual Improvement
- Better understand and communicate impact
- Demonstrate accountability to funders and other stakeholders
- Access sustainable funding streams, so we can focus on the doing rather than fundraising
- Improve the effectiveness of the programmes we deliver

FrankAdvice



Proposed Social and Financial Capital Collaborator

FrankAdvice provides strategic direction to support better decisions being made.

Effective decision-making is all about turning evidence and insights into compelling narratives. **FrankAdvice** work with data teams, evaluators and policy teams to help clients build and deliver a persuasive argument to the people that matter.

The real value of their work is realised when decisions change and people live better lives as a result of the insight generated. **FrankAdvice** utilise the 2019 NZ Treasury methodology to demonstrate the effectiveness of innovative wellbeing programmes that deliver a range of social and economic benefits for individuals and government.

Direct public benefits

- Developing robust, a-political community-based evaluation framework from the results of the project
- This will enable communities to communicate the impact they are having on real people to guide government policy making using strong, verified data.

Impact Lab

Proposed Social and Financial Capital Collaborator

Impact Lab sees philanthropic giving is an investment in New Zealand's future. They want to ensure that every dollar is delivered to where it will do the most good.

They have developed a powerful suite of tools which can help us to decide which causes to support, find the strongest opportunities to invest in change, and maximise the value created in the project.

Benefits to the project – Assurance for Funders

Impact Lab will help ensure that our proposed investment is:

- To be socially and financially responsible
- A better understanding of the social return their investment achieves
- Transparency and accountability
- To make informed decisions
- Verifiable impact stories

Impact Lab

Proposed Social and Financial Capital Collaborators

A clearly stated plan for this project is for the subsidies to be removed over time. The Impact Lab will assist us to ensure that we have a robust return on investment model at the beginning and during the project, as we utilise an agile delivery model, refine the focus areas of a substantial (\$25 million+) investment in monitoring and evaluation.

This will enable The Hope Project to:

- Better understand and communicate impact.
- Demonstrate accountability to funders and other stakeholders.
- Access sustainable funding streams, so we can focus on the doing rather than fundraising
- Improve the effectiveness of the programmes we deliver



Te Mahere Whakauka
The Hope Project

The Housing Opportunity

CHAPTER 14

The Housing Opportunity

Being able to live in a warm, dry, healthy house is one of the core pillars of wellbeing and listed as a specific domain by Treasury.

If the jobs proposed to be created by this project can directly enable home ownership, then significant financial capital can be generated for some of the people who need it most.

We propose to spend \$45,000 early in the project to commission a business case, to evaluate the potential for housing to be integrated into the project model.

This could enable major efficiencies through economies of scale, open-sourced design and meet existing government goals.

This business case will include considering the development of relocatable prefabricated housing, a cost/benefit analysis in comparison to normal construction and a specific focus on the number of local jobs this potential add-on would be able to create.

The Housing Opportunity

This opportunity includes considering construction occurring in prison workshops – a model established during the creation of the Sustainable Coastlines Flagship Education Centre and through current practice at prisons. Corrections has the current capacity to create more than 20 relocatable cabins per month and scale this production up nationwide.

The proposed construction strategy allows for proven-sustainable materials and designs to be used for the creation of nurseries, gardens, value-add infrastructure and housing.

By considering a relocatable housing design that is also fully consented, it will unlock the ability to establish housing on leasehold land without the need to negotiate permanent land-use change. This has strong appeal in the regions, especially on under-utilised Māori land where making decisions can be challenging.

By aiming for ‘Living Building’ standard housing, significant outcomes are possible with regards to sustainability and housing projects can become more attractive to the clients to release land.

Community Finance



Proposed Human and Financial Capital Collaborator

While Community Finance is new to the market, the team that will oversee the administration and management of the entity have extensive experience in lending, treasury, working with charities and Community Housing Providers.

- Community Finance has access to the Christian Savings lending and management team, comprising:
 - a. Two lawyers
 - b. Three accountants; and
 - c. One legal executive

This provides a significant and broad level of expertise in lending, credit and impact analysis to Community Finance.

Potential public benefits

- The opportunity to provide interest-free loans for the proposed Te Mahere Whakauka staff to get into home ownership
- The opportunity to establish a model for reducing the costs of housing in the future

Community Finance

Proposed Human and Financial Capital Collaborator



Community Finance is a new initiative which enables investors to ethically invest capital in affordable and ethical lending and wrap around services for the benefit of communities.



Community Finance creates an affordable, professional, wholesale platform to enable investors to create positive outcomes via a new and revolutionary concept we are calling the “community to community” model.



Positive, ethical returns and lower cost socially responsible loans are made possible by using a single, shared, wholesale intermediary, creating the scale and expertise needed to provide agreed ethical outcomes, at lower costs.

Community Finance



How It Works – Impact Intermediary

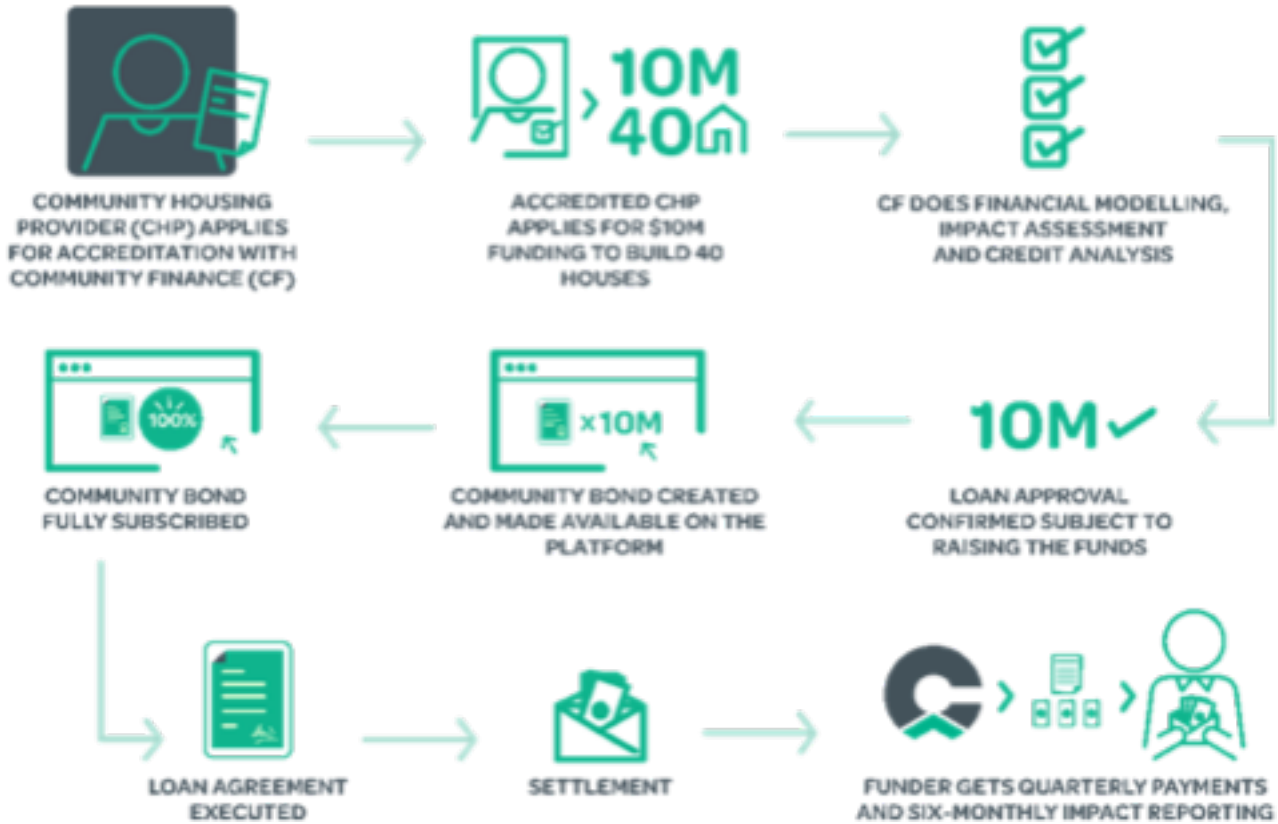
- Community Finance works with Community Housing Providers to undertake financial modelling, social impact assessments and credit analysis and if the project stacks up, the loan is approved.
- Community Finance acts as an intermediary with loans secured and managed through securitisation, to create a Community Bond. Community Finance charges less than 1% pa to manage both the investments and lending.
- Investors receive regular reports on the direct social impact of their investment as well as a financial return of between 2% pa and 2.50% pa, which is similar to the financial returns on corporate bonds and term deposits.

Case Study Videos

- [Link to Video 1](#)
- [Link to Video 2](#)
- [Link to Video 3](#)
- [Link to Video 4](#)
- [Link to Video 5](#)

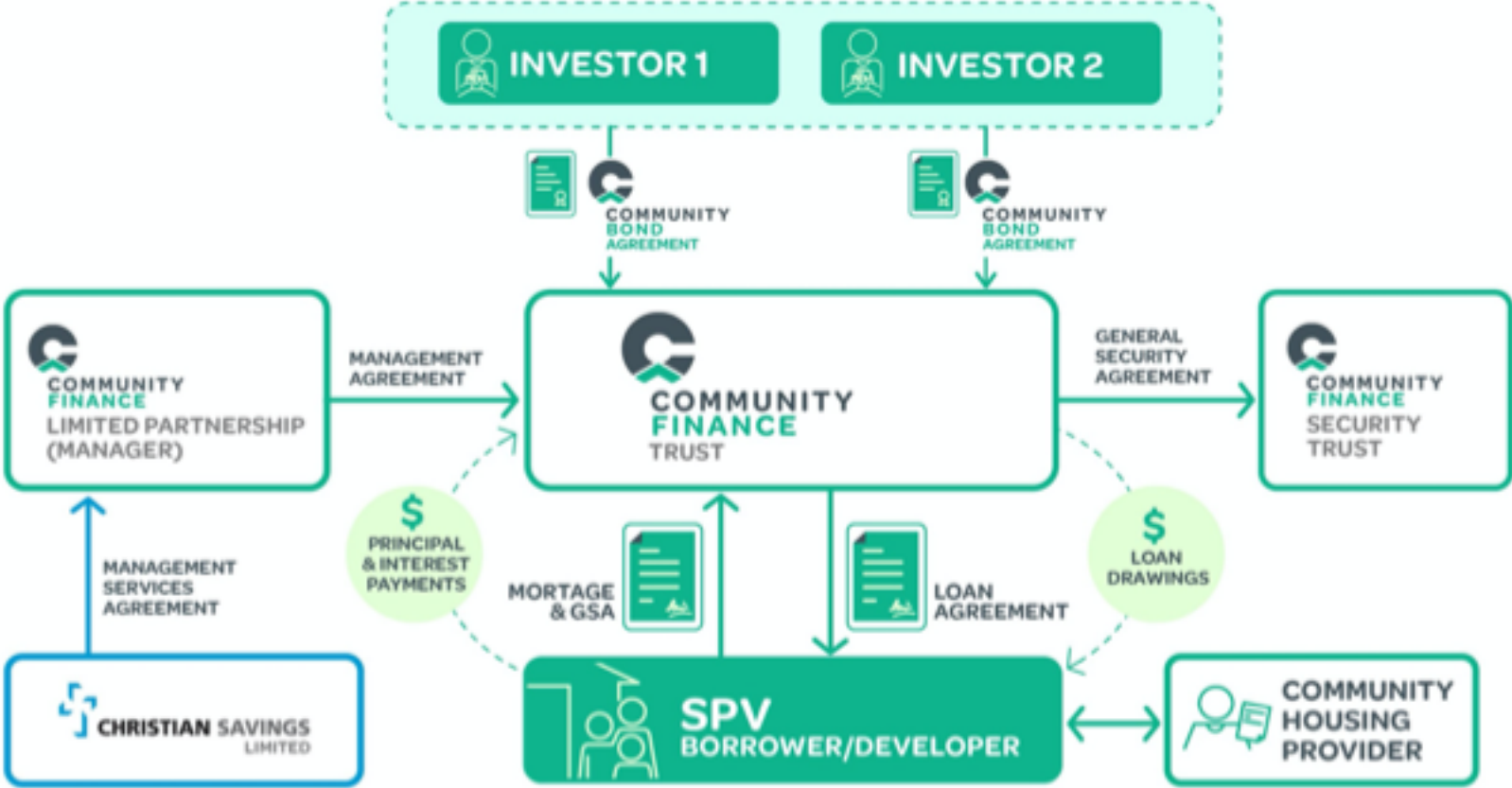
Community Finance

Community Housing Provider Example



Community Finance

Community Housing Provider Example



Habitat for Humanity



Proposed Social and Human Capital Collaborator

Habitat for Humanity’s mission is to bring people together to build homes, communities and hope. Their philosophy is “a hand up, not a hand-out.” They work in partnership with families in need of decent and affordable housing to make positive and lasting change.

By helping to build, renovate and preserve homes, and serve communities through a wide range of programmes, HFH works towards a world where everyone has a decent place to live. It is clear that our target beneficiaries at hapū-based enterprises meet the definition of families in need of decent and affordable housing.

We have been in discussions with them about leading the production of housing for staff at hapū-based enterprises through open-sourced design and prefabrication in prison workshops – with whom they already have a strong working relationship.

We propose that they work with Community Finance to develop a business case for housing at hapū-based enterprises, should this project get launched.



Te Mahere Whakauka
The Hope Project

Who we are

CHAPTER 15

Please note that more profiles will be added to this section in later versions of this proposal.

Sam Judd

Co Founder and Strategic Director –
Te Mahere Whakauka



Highlights

Present	Father of one
2020 – Present	Co Founder and Strategic Director of Te Mahere Whakauka
2019 – Present	Interim CEO and Co Founder – Ko Waitangi Te Awa Trust (Bay of Islands)
2019 – Present	Founding Chairperson – The Great Sea Reef Trust (Fiji)
2017 – Present	Expert Advisor to the United Nations Environment Programme
2017 – Present	Strategic Advisor for Sustainable Seas National Science Challenge
2012 – Present	Strategic Advisor for Oceania National Olympic Committees
2015 – 2018	Founding Chairperson of Pūniu River Care (who have created 30 jobs)
2018	World Energy Globe Award for Youth for the Flagship Education Centre
2013	Young New Zealander of the Year
2013	Supreme Green Ribbon Award (Sustainable Coastlines)
2013	Sustainable Business Network Sustainability Champion
2011	North and South Magazine New Zealander of the Year for the Environment
2008	Co Founder of Sustainable Coastlines Charitable Trust
2008	Environmental Merit Award (Galápagos Islands, Ecuador)

Sam Judd

Co Founder and Strategic Director –
Te Mahere Whakauka



[SEND
EMAIL](#)

Biography

During my career, I have developed a key appreciation of what we could do to achieve the biggest impact possible in the time that we have, through applied capacity development at scale.

The key focus for me over 12 years of work has been enabling communities to solve environmental and social problems through innovative social enterprise and verified impact.

I have delivered over 200 days managing Community Work offenders on conservation projects including auditing coastal rubbish and restoration work.

I have built this into a model that can adapt into opportunities for offenders to get jobs.

I am experienced in performing in a crisis situation – having helped lead the deployment of 8,500 volunteers cleaning up oil during the *MV Rena* crisis – the first time in the world community volunteers were involved in an official oil spill response.

During COVID-19 lockdown level 4, I developed a plan for contact tracing for essential service workers, which subsequently has become the 'best practice' template by the health centre on Aotea/Great Barrier Island.

I believe strongly in open-sourcing as a strategy to enable scaled impact.

Thus I focus on helping local communities to tackle challenges for the wellbeing of people, their communities and their environment.

Panapa Ehau

Co Founder – Kaihautu



Highlights

- Present** Father of four
- 2015 – Present** Deputy Chair Te Papatipu O Uepohatu Charitable Trust
- 2015 – Present** Mangahanea Marae Committee Member (Deputy Chair 2016 – 2017)
- 2016 – Present** Co Founder and Director Hikurangi Enterprises
- 2016 – Present** Founding Chairperson Hikurangi Huataukina Charitable Trust
- 2018 – Present** Co Founder and Managing Director Waiapu Investments
- 2018 – Present** Co Founder and Director Rua Bioscience
- 2016 – 2019** Director Hikurangi Bioactives Limited Partnership
- 2012 – 2015** Chairperson Sustainable Coastlines

Panapa Ehau

Co Founder – Kaihautu



Biography

Ngati Uepohatu, Ngati Porou

My career has been centred on increasing the well being of whānau and Te Taiao | our environment. These are intrinsically bound together and rely on each other to be healthy.

The key focus of my work has been on developing sustainable intergenerational economic pathways that utilise and enhance local natural resources. This has primarily been through local job creation and locally focused innovative social enterprises in Te Tairāwhiti.

Through my work with the Hikurangi Group, we have employed more than 50 people in Te Tairāwhiti.

We are all here as kaitiaki | guardians for only a moment in time and we all carry the obligation to leave everything that we are entrusted with in a better state for future generations.

I believe that when people are engaged in meaningful mahi, eating healthy kai and living in healthy homes then the well being of the environment can thrive.

Jade Temepara

Co Founder – Te Mahere Whakauka
Proposed Mahinga Kai Director



Highlights

Present	Mother of five children, living through post-earthquake Christchurch
2019	Presenter and Writer – He Kakano Television Series, Maori Television
2019	Programme Manager – Volunteer Army Foundation
2018	Founder and Director – Kakano Café and Cookery School
2012 – 2014	Writer and researcher – Weekend Gardener
2010	Founder of Hand Over a Hundy Trust
2014	Merit Award – Ellerslie International Flower Show
2013	Semi Finalist – Local Hero of the Year – New Zealander of the Year
2012	Speaker – TedX Earthquake Christchurch
2012	Silver Award – Ellerslie International Flower Show
2011	2011 – New Zealand Gardener of the Year – NZ Gardener Magazine

Jade Temepara

Co Founder – Te Mahere Whakauka
Proposed Mahinga Kai Director



Biography

Ngāti Tuwharetoa, Ngai Tahu, Ngāti Mamoe, Nga Puhi

For 20 years I have dedicated my career to food sovereignty, food security and Mātauranga Māori to increase the wellbeing of my people.

My experience in educating, job creation and grassroots initiatives show there is still room for growth from whānau wanting to create their own Tinorangiratanga.

To create generational employment and opportunity we must return to the whenua and build a symbiotic system of Kaitiakitanga. As a mother of five, I understand the basic need all whānau have for healthy food that can nourish us. By working together and sharing knowledge – this can be brought to fruition.

We are the navigators to a successful future.

Tracy Brown

Proposed Governance Board Member



Highlights

Present	Mother of four
2019 - Present	Commission for the Human Future - Food Security Round Table
2019 – Present	Nuffield Scholar
2019 – Present	Director, DairyNZ
2019 – 2020	Essential Freshwater - Advisory Panel, Ministry for Environment
2019	Advisor, Open Farms Project
2018	Sustainable Business Network Awards, Sustainability Superstar
2018	Fonterra Farm Source Responsible Dairying Award
2017 – Present	Director, Te Rarawa Farming Ltd
2017	Finalist, Westpac Women of Influence Awards
2016 – 2020	Chair, Ballance Farm Environment Awards Alumni
2011 – 2020	Chair, DairyNZ Dairy Environment Leaders Forum
2010	Ballance Farm Environment Awards, Waikato Supreme Award
2001	Fish & Game Habitat Enhancement Award, Waikato Regional Council
2001 – Present	Director, Tiroroa Farms Ltd

Tracy Brown

Proposed Governance Board Member



Biography

Te Rarawa

I have been leading environmental change for dairy through roles with the DairyNZ Dairy Environment Leaders Forum, Ballance Farm Environment Awards and the Dairy Environment Leadership Group (guardians of the Water Accord). Recently I was appointed by Cabinet to the Essential Freshwater Independent Advisory Panel.

I am currently a DairyNZ Director and Director for Te Rarawa Farming in the Far North. I have gained experience working with communities on boards of trustees and through Dairy Women's Network.

My career started as an agricultural economist in the sheep and beef industry prior to entering into dairying on our property near Matamata called 'Tiroroa' (extensive view or view to the future). I am a Nuffield Scholar, an AWDT 'Escalator' graduate and have taken part in the Kelloggs Rural Leadership Programme.

I have won multiple environmental and sustainability awards and am passionate about empowering leadership to create vibrant, sustainable and prosperous communities. I have strengths in strategy, collaboration, connectedness, environmental change and believe the way forward will be through transformational partnerships that meet multiple objectives.

I have four children aged 15 to 20 years old and am driven by a vision to leave Aotearoa in a better state than it is today for future generations.



Te Mahere Whakauka
The Hope Project

Contact

CHAPTER 16

Current Project Leads

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