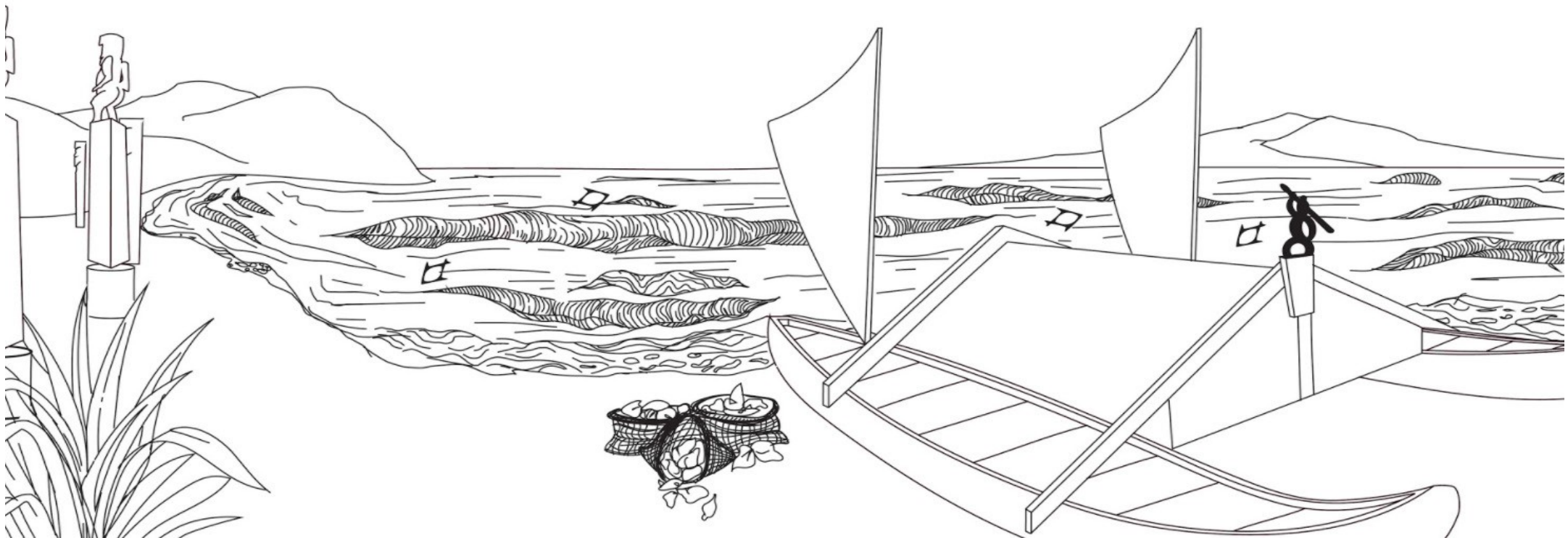# Tawhiti Nuku

Māori Data Governance Co-design Outcomes Report

January 2021

TE KĀHUI RARAUNGA

Ngā Ihirangi | Content

About the name 'Tawhiti Nuku'

Tawhiti Nuku denotes setting sail for distant shores. The destination has been set, the preparation has been thorough. Tawhiti Nuku focusses the traveller for the journey ahead.

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He Karakia

Tū mai awa, tū mai moana, ko koe takahia noatia e au. Tupe au nuku, tupe au rangi, whati ki runga, whati ki raro – uru mārangaranga – pērā hoki taku manu nui nā Tāne ka tatau atu ki roto o nuku ngaere. Mai e whiwhia! Mai e rawea! Mai e whakatakaia! Mai e te tipua! Mai e te tawhito! Mai e tāwhiwhi atu ki a Tangaroa. Haumi e! Hui e! Tāiki e!

This is an adapted karakia, from Takitimu waka traditions, to calm the way forward. It acknowledges the ocean and the entities that prevail and protect on the journey ahead.

Te Whakarāpopoto Matua | Executive Summary

In September and October 2020, a Māori data governance co-design took place. Participants were iwi and national Māori leaders, representatives of Māori organisations with data interests, and individual Māori data experts, and 16 Crown agencies. The process was led by Te Kāhui Raraunga Charitable Trust[1] with support from the wider Data Iwi Leaders Group (Data ILG) and Statistics New Zealand (StatsNZ). The primary purpose was to design a system-wide model for Māori data governance to ensure data design, collection and dissemination serves iwi and Māori needs and aspirations.[2]

The co-design process involved five Ranga wānanga or working hui. The Ranga wānanga were attended by a subset of the co-design participants who, in partnership with the facilitation team, used their expertise to shape the two co-design engagements, one preparatory Kāwanatanga wānanga and two preparatory Te Ao Māori wānanga. The purpose of these latter wānanga were for Kāwanatanga and Te Ao Māori participants respectively to get to know each other and become better acquainted with the co-design process. These wānanga prepared all participants for the two co-design wānanga. A fifth and final Ranga wānanga was held after the second

co-design wānanga to consolidate and flesh out details of the pre-agreed approaches. All bar the two co-design wānanga took place online due to COVID-19 conditions particularly affecting the Auckland region. The co-design wānanga were held in Te Whanganui-a-Tara, Wellington.

In addition to the co-design, the commissioned organisations were tasked to review the process to identify lessons learned from the co-design process, to identify what is good co-design generally, and what is good co-design from an ao Māori lens; and to create templates for future co-design engagements for use by te ao Māori. The findings of the review are reported separately. A tool, the Māori-Crown Co-design Continuum was developed as part of the review by AATEA Solutions to assist parties to understand their roles in Māori-Crown co-design.[3]

Co-design Outcomes
The co-design resulted in important developments for Māori data governance and an agreed upon path forward. The major outcomes from the co-design wānanga were:

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1 Te Kāhui Raraunga Charitable Trust is an independent body established in 2019 to lead action required to realise the advocacy of the Data Iwi Leaders Group (Data ILG).

2 Te Kāhui Raraunga website: www.tekahuiraraunga.io

3 See Appendix 2 Māori-Crown Co-design Continuum

- *The Waka Hourua Māori Data Governance Model:* There was consensus among participants on using the Waka Hourua model (a double-hulled canoe with one side occupied by te ao Māori and the other side by government agencies) as a framework for developing a Māori data governance strategy.

  Te Kāhui Raraunga, the co-design commissioners, see Māori data governance as one of their primary work streams, along with the development of Te Whata platform, and advancing the data and digital aspirations of iwi, hapū and whānau.

- *Agreement to establish an Ohu Raraunga* (a small but high-level working party including policy developers, business analysts and Māori data experts) to develop paetata and pae tāwhiti – short- and long-term strategic goalsfor Māori data governance, including identifying testing projects and means of embedding the Waka Hourua and associated roles, and securing sustainable investment and system change for Māori data governance.

- *Establishment of a Chief Māori Data Steward Role:* A key outcome of the Ohu Raraunga will be the establishment of a Chief Māori Data Steward with support staffing and

sustainable funding. The steward's role would primarily focus on ensuring data is enabling te ao Māori aspirations from the grassroots whānau level to national Māori organisations. As the role contributes to strengthening the whole data system through improved delivery to, for, about and with Māori, and to assist in realising Tiriti responsibilities, the role and its supports should be resourced through the government system. Whilst funding may be sourced by the government, the Chief Māori Data Steward's work plan would be Māori-determined, with partnerships forged with government agencies. A target suggested was to ensure a full budget in 2022 for the role and a support secretariat, as an investment and commitment to the te ao Māori hull of the Waka Hourua.

It is envisaged that these actions would result in more equitable outcomes and greater control of data for, about, with, and of interest to – iwi and Māori. Courage and fortitude were required for Te Ao Māori and Crown agencies to build trust and collaborate on this Māori data governance kaupapa especially given significant data issues of the time.[4] This co-design was aided by the trust established by Data ILG and Stats NZ with the Mana Ōrite Agreement, 2019.

4 AATEA Solutions and Creative HQ, Māori Data Governance Co-design Review, Sep-Oct 2020, pages 6-7

As Sir Apirana Mahuika said,

E tū ki te kei o te waka kia pākia koe e ngā ngaru o te wā...

Stand at the stern of the canoe and feel the spray of the future biting at your face.

The 'spray of the future biting at your face' reminds us to be courageous in the face of unchartered waters, to share power and genuine Māori-Crown partnering in the data space.
Courage and fortitude is again needed to build on the momentum of recent years to deliver real outcomes for whānau, hapū and iwi Māori in the data space. As Kirikowhai Mikaere reminded participants at co-design Wānanga 2, it is 'our mokopuna's mokopuna' that our decisions will impact on. Te Ao Māori and Kāwanatanga must stand and feel the future biting at their face and remind themselves why this work matters.

He Kōrero Whakataki | Introduction

Māori data governance presents important opportunities for Māori and Crown to explore new settings in their relationship around data. Te Kāhui Raraunga in association with the Data ILG commissioned AATEA Solutions and Creative HQ to design a kaupapa Māori-driven co-design process to develop a Māori Data Governance model.

It involved te ao Māori leaders in the data space as well as senior leadership (Tier 2) from 16 government agencies.[5] Facilitators worked with Te Kāhui Raraunga to develop an agreed approach which included establishing working sessions, or Ranga wānanga, to input into the engagement process and in particular the two co-design wānanga held in October 2020. The five Ranga wānanga were attended by representatives from te ao Māori and kāwanatanga, who also attended the co-design wānanga. The Ranga wānanga assisted to iterate the process through shared and diverse participant expertise and feedback. The Ranga wānanga also contributed to reviewing data that was produced at the co-design wānanga as well as the pre- and post-wānanga participant surveys. Ka nui te mihi ki a koutou.

Prior to the co-design wānanga, preparatory hui were held independently for Kāwanatanga and Te Ao Māori participants. These hui were held online to mitigate risk of Covid-19. The hui gave participants an opportunity to glean information about the process they were entering into and to also share their thoughts about what was important to them about Māori data governance.

5 See Appendix 1 for a list of participating organisations.

Te whakaritenga rangahau | Methodology

Kaupapa Māori and design thinking methodologies melded to create a distinct Aotearoa methodology of co-design for this kaupapa. All who participated gained an opportunity to perspective-take and share their knowledge.

Agreement or common understandings were not always sought or gained. Space was made for all thinking to have a place in the process. The process of discovery included whakaaro, kōrero, wānanga and tikanga, and culminated in reaching enlightenment, te ao mārama. This comes from the adapted karakia below:

Nā te whakaaro ka puta te kōrero, nā te kōrero ka puta te wānanga, nā te wānanga ka poua he tikanga, kia puta ki te whai ao, ki te ao mārama. (The spark of thought motivates articulation, articulation provokes discussion, discussion drives decision making based on clarity and understanding.)

Pātikitiki Model

One of the key features of co-design is that those who will use the 'product' or output, contribute to its design and the design process is a collaboration and not just the thinking of one party. Te Kāhui Raraunga wanted a process that would privilege Māori voice while bringing all invited participants together to contribute to the development of a model for Māori data governance.

A unique feature of this co-design process was that kaupapa Māori was the dominant energy and lens of the kaupapa. This was brought out in obviously Māori features of karakia, wānanga and whanaungatanga but also in a uniquely Māori energy of mahi tahi and in the nuanced communication style of working in a Māori environment.
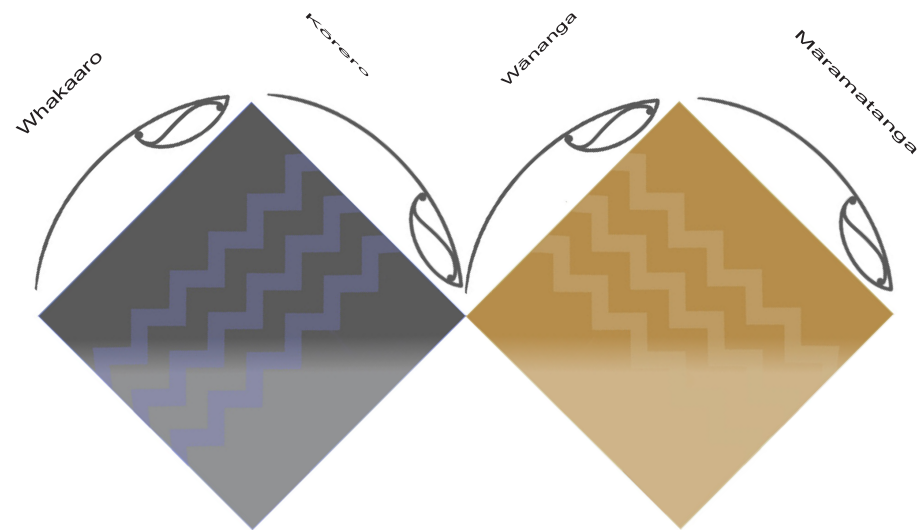
Trust building is a key part of good co-design and there were many layers of pre-existing relationships and high levels of respect among the participants present. Te Ao Māori attendees were generally known to each other, with most being recognised in their respective fields. Many of the Kāwanatanga representatives (both Māori and non-Māori) were also recognised

for their leadership in the government sector. Both groups of participants valued the time to network with their peers, and Kāwanatanga participants noted that the co-design enabled them to work with government peers they had not worked with previously. This may produce dividends in the future.

Te Kāhui Raraunga also commissioned AATEA and Creative HQ to deliver a review of the co-design process so that lessons could inform future projects and tools might be adapted for future use. A key issue highlighted in the review was the need to clarify participants' roles in co-design processes for Māori-specific outputs or outcomes. 'Privileging Māori voice' in the context of Māori-Crown co-design was also examined. As a result, a Māori-Crown Co-design Continuum was developed.[6]

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6 See Appendix 2 for the Māori-Crown Co-design Continuum.

He Horopaki|Context

The following conditions influenced the co-design process:

Mana Ōrite Agreement

This co-design was an outcome of the Mana Ōrite Relationship Agreement. Statistics NZ and Te Kāhui Raraunga developed a work plan that included this co-design project for Māori data governance.

Impact: A strong relationship between the two organisations was influential in building Te Ao Māori confidence levels that Kāwanatanga agencies would come to the co-design open to Māori data priorities and shared governance.

COVID-19

The global pandemic has impacted the safety and psyche of many countries including Aotearoa New Zealand during 2020. At the start of the co-design, Aotearoa was still in COVID-19 Level 2 restrictions.

Impact: Eight out of the ten engagements were held online to limit the risk of exposure to COVID-19.

NZ election impact

The New Zealand elections took place between the first and second co-design wānanga. It was clear at the second co-design wānanga that the Labour Party would form the next Government, though at that point it was still not announced who would hold Ministerial appointments or what a party governing alone would determine as its priorities.

Impact: This added an air of uncertainty as to how the co-design outcomes would be viewed if Government priorities changed.

Constitutional Perspectives

It is well documented that there are differing (Crown and Māori) perspectives of the Treaty and Te Tiriti, and how these are applied. This won't be discussed in detail here. However, this leads to differing framing and distribution of resources between the Crown and Māori collectives. This also influences attitudes to Māori policy which can confuse population-based approaches (e.g. ethnicity) versus tangata whenua-based approaches that acknowledge the mana of iwi and hapū (including Māori descent population).

The Public Service, the Public Sector Act 2020 and Te Arawhiti

According to the Public Service Commission (formerly State Services Commission), the Public Sector Act includes, '…explicit responsibilities of Public Service leaders for developing and maintaining the capability of the Public Service to engage with Māori and to understand Māori perspectives'. Te Arawhiti, established in 2018 as the Office of Crown-Māori Relations, is key to assisting across government in understanding and planning for these responsibilities.
Impact: More accountability for government agencies to actively engage with Māori and having appropriate and timely data about, for, with and by Māori will be needed for the said agencies to achieve their outcomes for Māori.

Tension points

During the co-design, Statistics NZ acknowledged inadequacies in Māori data in the 2013 and 2018 censuses and were developing ways to address this important issue. (See 2018 Census iwi data: October 2020 update, published 12 October 2020). Impact: The trustworthiness of the Crown to gather data and the negative impact on Māori health outcomes (and during a pandemic) caused the Government Statistician to address the group in the spirit of 'no surprises' as agreed in the Mana Ōrite Agreement. In addition, the co-design process, grounded in kaupapa Māori approaches, privileged Māori voices, leadership and decision-making. This rebalance of power dynamics expressed the collective rights of Māori as tangata whenua (Article 2), not their rights as individual New Zealand citizens (Article 3).

He huarahi | Road map

There have been numerous initiatives to gather and utilise Māori data from within Statistics New Zealand and independently over many decades. However, outcomes have not always been achieved.

This co-design process, led by Te Kāhui Raraunga significantly advances these initiatives and with the key difference that it has been Māori-led and privileges Māori voice, makes space for power-sharing and respecting Māori data sovereignty, and Māori worldviews on what data is.

The whakatauākī from Sir Apirana Mahuika relates here as a call to action for Māori and for the Government to be courageous and stand and feel the bite of the future on our face. The Waka Hourua model aligns with this whakatauākī; as navigators and entrepreneurs, Māori have a tradition of journeying into unknown spaces. In the Māori Data Governance co-design this energy has been at the forefront to explore future pathways that will support te ao Māori and all of New Zealand.

This roadmap highlights the significant events that have led to this co-design in the last six years, and next steps in the immediate future.
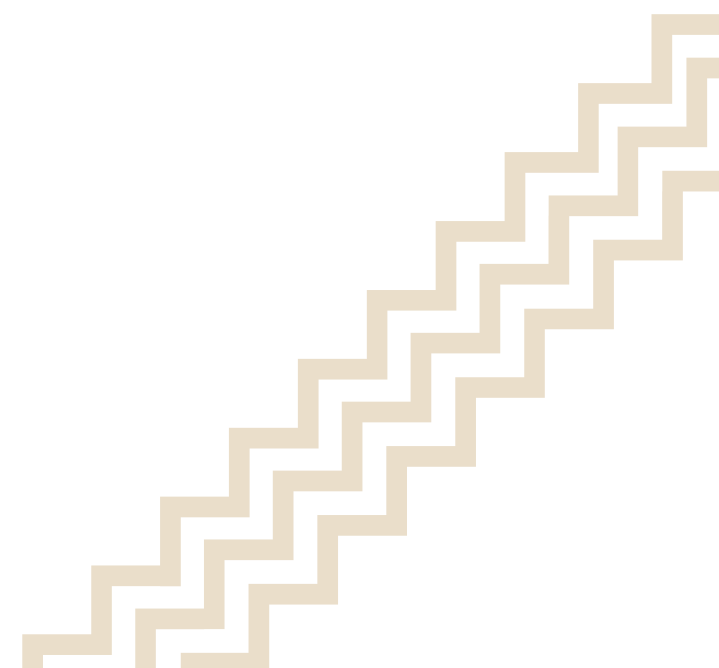
Māori Data Governance Roadmap

2015 – Te Mana Raraunga, Māori Data Sovereignty Network was established.

2016 – Data Iwi Leaders Group (Data ILG) was established by the Iwi Chairs Forum in response to the increasing need for iwi to better harness the potential of data to enable iwi development and to advance data and digital kaupapa with the Crown.

2018 – The 2018 New Zealand Census resulted in significant undercounting of the Māori population.

2019 – Te Kāhui Raraunga Charitable Trust was established as an independent body to advocate and advance Iwi data rights (mahi on behalf of the Data ILG Chairs) with an initial guiding principle of "hei painga mō te katoa" – for the betterment of all. Note that the Trust's advocacy here is in addition to other relationships and not a substitute for them (i.e. does not supersede the mana or rights of individual iwi to hold their own relationships).

October 2019 – Mana Ōrite Relationship Agreement was signed between the Chief Data Steward (StatsNZ) and Data ILG, with a work programme being agreed in December 2019. Te Kāhui Raraunga Charitable Trust was responsible for delivering this work programme on behalf of Data ILG.

August 2020 – Māori Data Governance Model co-design process starts with Ranga wānanga with a subset of the wider co-design group, with the purpose of informing the co-design. Preparatory wānanga for both Te Ao Māori and Kāwanatanga commence.

September/ October 2020 – Two co-design wānanga with representatives from kāwanatanga and te ao Māori were held, resulting in an agreement to pursue a Waka Hourua model and establish an Ohu to take forward next steps.

November 2020 – Te Whata is launched. Te Whata is a data platform tailored specifically by iwi for iwi. Te Whata is for iwi members, technicians and leaders – designers and users of data.

April 2021 – Establishment of Ohu.

April – August 2021 – Ohu develop Terms of Reference and further develop the model to be used as a framework for pilot projects.

September 2021 – Pae Tata – Ohu will recommend a series of initiatives, policy reforms and new policy development, for the Crown and te ao Māori to pilot initial projects. Māori Data Steward role is formed.

2025 Pae Tawhiti – Legislative change (where necessary).

Ngā kaupapa matua | Key themes

The following insights came from observations of the co-design and may strengthen Māori-Crown relationships around Māori data governance:

'No more advisory boards' and roles, not an extractive relationship
Te Ao Māori participants communicated a strong resistance to the government establishing advisory boards whose advice could be ignored and there is no power-sharing in the relationship. There was a strong sense that such boards or committees that had predetermined agendas and goals that were not determined by Māori were extractive by nature. Members were mined for their knowledge or relationships and did not have a sense of influence or power-sharing. There was a very low tolerance for this approach to feature in future models.

Māori Data Steward role must be part of a supported system There was much support for the establishment of a Māori Chief Data Steward role that would work from an ao Māori perspective. Some participants felt there was a risk of the role seen as singularand that it required a team and resourcing to give it longevity and better ability to contribute to the Māori data system.

There is goodwill and enthusiasm in kāwanatanga but a lack ofexpertise on how to implement with Māori worldviews in mind There is currently high demand for Māori skills and capabilities across government agencies. The future workforce must be culturally competent for Māori worldviews to be normalised in policy. The growth of iwi and Māori organisations are also impactedby the shortage. This needs to be addressed.

Definitions: Is shared understanding necessary to moveforward with Māori data governance?
Differing definitions of Māori data governance and the threat of talking past each other, were identified at the first Ranga wānanga as key risks to the success of the project. Some questions that were posed to the group included, 'how do we operate within that tension?' and 'how do we use that tension in a positive way?' Both Te Ao Māori and some Kāwanatanga participants acknowledged that the risk of not 'getting this right' was measured in the failure of the system for children or the loss of lives and potential. Bringing both worldviews can strengthen resolve and increase possibility and solution seeking, taking into account the multiple perspectives that Māori and kāwanatanga bring. Trust through relationship building is more important than resolving to determine an agreed definition of Māori data governance.

Taihoa: Enthusiasm shouldn't result in Crown agencies 'running' with projects without te ao Māori data leadership

The level of participation and engagement at the two co-design wānanga as well as the five supporting Ranga wānanga stimulated new ideas and synthesised and validated pre-existing ideas. For some Kāwanatanga participants the opportunity to workshop about data with Māori leaders and other senior leaders across the government space was valuable. The potential risk of this enthusiasm was discussed at Co-design Wānanga 2, with some agencies reporting they had progressed projects about Māori data – without engaging with Māori data leadership. While making progress is celebrated, the key point of governance and co-design is to ensure the people who will use the system and have the most to benefit and risk, are central to a project's development. Māori data leaders demonstrated generosity, albeit with some frustration at not being engaged in decision-making roles.

Staggered approach moving forward. Long-term agenda requires an authorisation environment, power-sharing andacknowledging Māori data sovereignty

The development of a pae tata/short-term work plan that is progressed by an Ohu Raraunga and directed by Te Kāhui Raraunga, will help to achieve quick wins for te ao Māori and kāwanatanga in relation to Māori data and the official data system. A staggered approach, that is underpinned by an outcomes framework, ensures that after every pilot project there is time to reflect on lessons learned and adapt the approach moving forward. This de-risks the Ohu as well as the Waka Hourua Māori Data Governance model and provides potential for greater future success. Legislative change that recognises Tiriti-based power-sharing is a long-term goal that requires time, comprehensive planning, agreement and support at the highest political levels with cross-party support. Achieving short-term outcomes will engender greater confidence in the model and supports the investment of resourcing in the long-term.

Resourcing for power-sharing and systemic change, not just Māori data projects (Big G/Little g)

Considerable discussion hinged around Big 'G' and 'little g' governance. Big G can be understood as 'governance of data across the data system'. Little g is about 'governance and advice over specific datasets or databases'. If these elements are not held in balance and the scope focuses on project based activity only, there is a risk that the ecosystem changes that are needed will not be achieved. As one participant framed it, "transformative data governance is not just processes laid on top of the approach that already exists. At the start and the heart of it, it's about building out our own ecosystems."

I kī rātou | Participant feedback | Te Ao Māori participants

"The waka, the whare, the taonga are our data repositories – they tell the story of how we got here and how we thrive."

"Data as a taonga plays into WAI 262. Settling WAI 262 would settle data. If we don't do that we are on the wrong path."

"Crown representatives were willing to do things, but they need to remember that they can't do things FOR Māori, they need to do things WITH us."

"Our taonga have been locked away and classified within a Pākehā system – and this is how data is treated. We can achieve the right results if we flip things around – then the technical will follow."

"Māori have always been holders, storers, translators and protectors of data – it is preserved in our waiata and haka – it's not a new world."

"The purpose of an iwi is to take care of its people – if that becomes our frame how do we help iwi to make use of data so it looks after its people?"

"There is a foundational piece to get the balance between two sides of the Waka Hourua right."

I kī rātou | Participant feedback | Te Ao Māori participants

"It's not the individuals but institutional culture of a colonial state sector
- that's the reality we want to disrupt."

"TRUST is the currency of data and relationships. So far it's been a one-way kupu."

"If we design for the future we need to design for what's changed around it. Our primary objective is mana motuhake and to elevate everyone not just ourselves."

I kī rātou | Participant feedback Kāwanatanga participants

"Nothing is more important than working differently and in partnership with Māori. This is not just Stats NZ it is all of us in government."

"Across government agencies there is genuine support for power-sharing but at tier 4 there is a block. They are afraid of making the wrong decision."

"Agencies haven't been collecting things most important to Māori, not involving Māori in the peer review, analysis or dissemination of data. We need to identify the challenges and work together to redress issues."

I kī rātou | Survey feedback Kāwanatanga participants

What information, if any, would help you to progress your agency's next steps co-designing with Kāhui Raraunga/Te Ao Māori?

"What Kāhui Raraunga sees as an acceptable way to progress the kaupapa."

"More clarity about what iwi mean by "data" and how this is intended to be used by iwi."

"Understand what interesting, respectful, safe and innovative things are happening with Māori data that can be shared that we can all learn from. Tangible actions with agreed dates."

Any Issue that absolutely must be addressed to move Māori data governance forward?

"Māori and Government should be clearer about what is meant by the term data; ownership; governance; data collection; investment; user design; decisions."

"Agency-held data can come from other parties – they must become comfortable with data sharing."

"Build trust, move forward; find practical things which will demonstrate progress"

Te Kāhui Raraunga 20

Ngā hua | Co-design outcomes

At the close of the second wānanga there was acknowledgement both of the strong leadership shown in the room and the historical decisions that had taken place over the course of the wānanga. There was a strong desire to keep the momentum going. In particular three outcomes were proposed for development: the Waka Hourua as a governance model and the establishment of an Ohu, or working group, to drive the work forward and the role of Chief Māori Data Steward to be established.

Te Waka Hourua – concept

Participants developed a number of potential models for Māori data governance and decided that the Waka Hourua (double-hulled canoe) was the strongest.

A waka hourua is a robust vessel that houses people, sustenance and other taonga. It is designed for intrepid journeys, often to unknown places, using traditional indigenous navigation tools to face tides, wind shifts and other changing conditions. It requires significant expertise to meet the range of conditions and navigate safely to these new destinations.
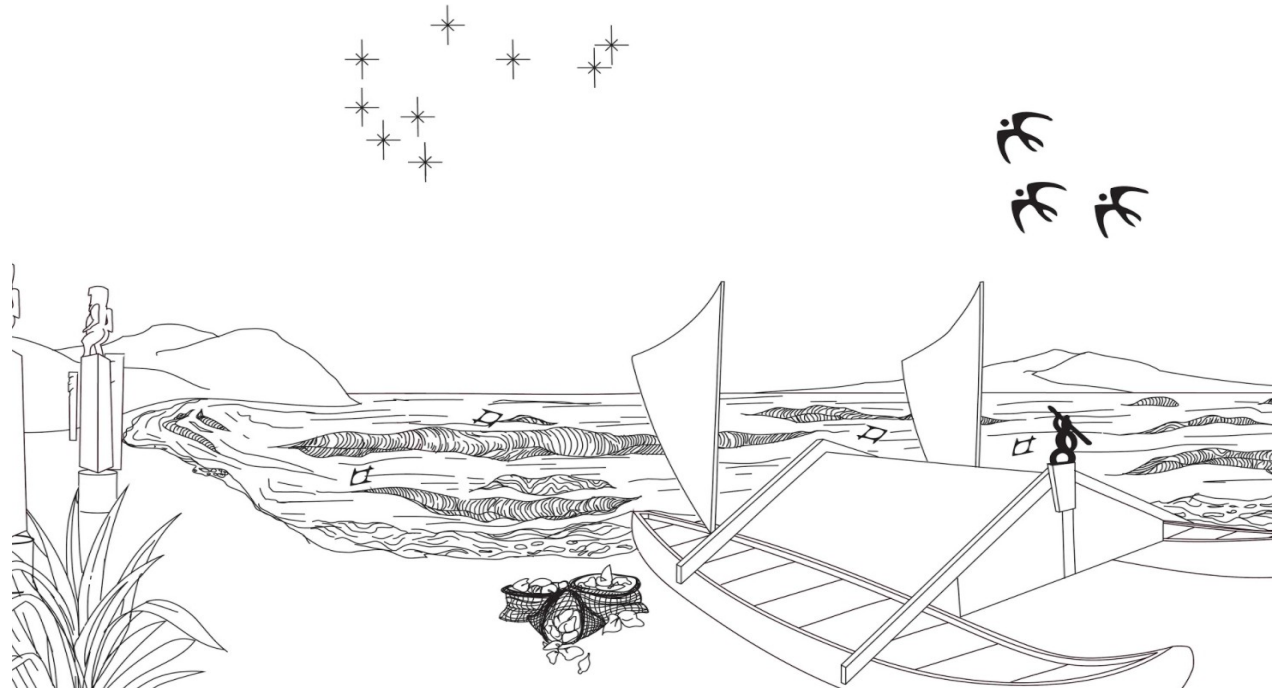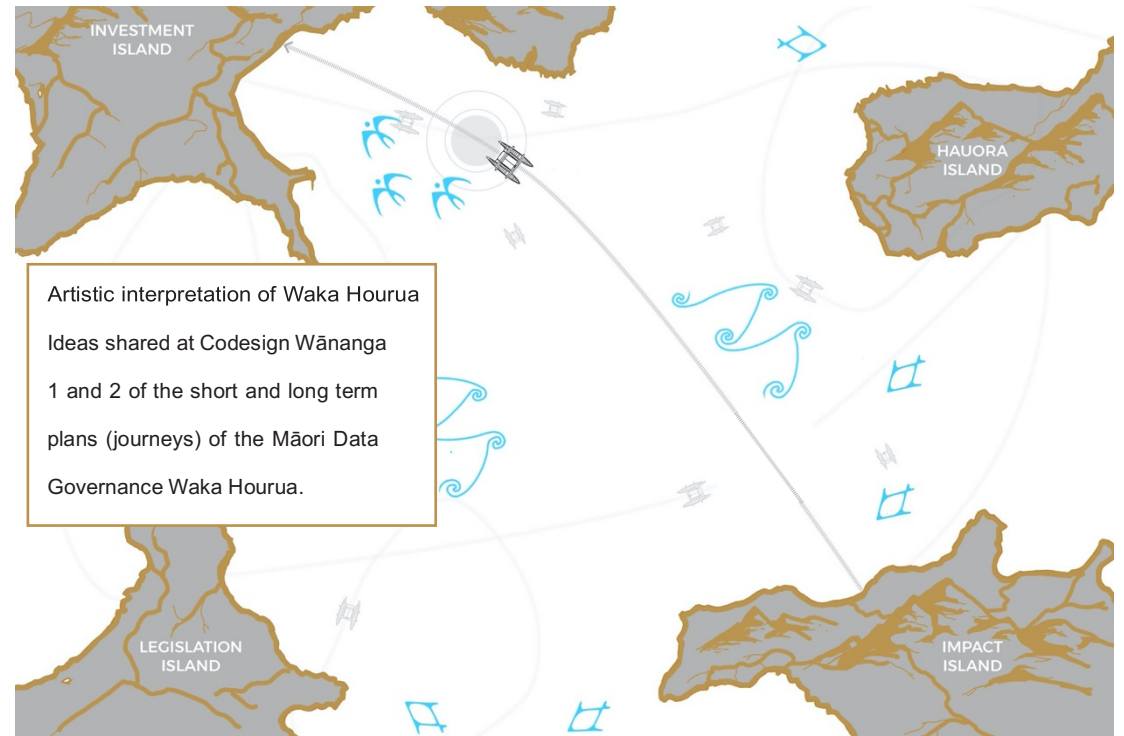
Credit: Georgia McConnon

"Set the destination – build a fit-for-purpose means to get there – leverage off existing tools – identify the gaps and build capacity and capability – plot the course – monitor the conditions – set sail and set the timeframe to arrive where we all need to be… together!"
                                                                    – Te Ao Māori participant

Māori (Indigenous) perspectives are central to the Waka Hourua model. Such intergenerational mātauranga, or systems of knowledge, has been lost to many in 'te kura huna' – or the place of discoverable knowledge. Through the efforts of pioneer master waka builders and navigators, knowledge is being reinstilled in a new generation of seafarers. Through traditional navigation other knowledge is gained including: planning and preparedness, using appropriate karakia for the journey, clear processes of mapping and tracking progress to an end destination, working as a team with shared vision and purpose, keeping the waka balanced, being resilient in adverse conditions, clarifying and carrying out different roles, and ensuring there is sufficient provision on board to sustain life. These capabilities are needed to navigate Māori-Crown relationships for Māori data governance to be realised and produce transformational outcomes for iwi, hapū and especially whānau.

The Waka Hourua sails on vast oceans that connect many islands. The islands are destinations that provide resting and resourcing points. The moana connects Māori to their whanaunga of Te Moana-nui-a-Kiwa and their shared culture and knowledge.

Artistic interpretation of Waka Hourua Ideas shared at Codesign Wānanga 1 and 2 of the short and long term plans (journeys) of the Māori Data Governance Waka Hourua.

Credit: Georgia McConnon

The Waka Hourua doesn't sail alone but as part of a larger flotilla. Each waka within the flotilla is enabled by the Waka Hourua but has its unique conditions with a degree of contextual independence. In the context of iwi leadership, each iwi has self determination about their strategic direction and priorities. However, through the leadership of Te Kāhui Raraunga and other Māori data leaders, there should be clear benefits for iwi to align with a shared approach and direction around Māori data governance.

The same, too, could be said for cross-agency leadership around Māori data, and data in general. The Waka Hourua may be a platform where the Chief Māori Data Steward stands in the Māori hull, with a statutory role across government. The Waka Hourua becomes a flagship for kāwanatanga and te ao Māori. While Māori will set the course for Māori data, the relationship with kāwanatanga will be strong and through shared effort, the waka will reach its destination. Further, the double-hulled waka provides a framework, or a visual metaphor, for Māori-Crown relationships around data with equal explanatory power which can exist in the two parallel hulls.

Te Waka Hourua – data practicalities

Using the concept of the Waka Hourua, a double-hulled canoe, gives us a conceptual framework to develop a Data Governance Model that has Māori in an independent, secure and longstanding position where they control, or control through shared governance structures, Māori data. It provides a way to conceive of:

- the closely bound Mana Ōrite relationship represented in a double-hulled waka where both hulls are independent but coexist
- the navigational leadership that gives control to Māori of their data and their destinations providing Mana Māori Motuhake
- the clear setting of destinations and required signalling to the accompanying waka
- the storage and safe-keeping of data sets shared with and owned by iwi and Māori
- the control over how data resources are accessed, shared and interpreted over the journey in order to reach the destination with a healthy crew
- the determination of who holds the knowledge – the data analyses and data sets
- navigational decisions regarding destruction, privacy and storage of data
- provisioning through the journey – how and what data is collected – and in particular, data relevant for Te Tiriti decision makers; and data that provides value to whānau
- the multiple waka coexist in the realm of Tangaroa – the atua of the ocean ecosystem. Respect and care must be taken of all inhabitants. This is the same for data producers, users, regulators and all those who have engagement with and are impacted by data (i.e. all people).

There is opportunity through the Ohu Raraunga to further develop the Waka Hourua Model so that all stakeholders of Māori data governance can understand and see the relevance and practical application of the model from their vantage point.

Pae Tawhiti | A shared vision

If we build a strong Waka Hourua, navigate the right course, safeguard our provisions and nourish the crew, we sail to a state envisaged by participants that:

- enables quality data for flourishing futures
- enables the wellbeing of all
- sets the platform of self-determination, rangatiratanga, collectively for future generations
- drives better outcomes for Māori, better outcomes for all, through better decisions informed by better data
- builds data capability in diverse areas
- reframes Māori outcomes positively
- will transform and empower Aotearoa-New Zealand, at all levels: economic, social, environmental and cultural advancements through better data.

In the words of one of our participants:
"Both data and sovereignty belong together. Data is a liberator. Put it in thehands of people that can do good with itand it will lift results at the frontline for all people."
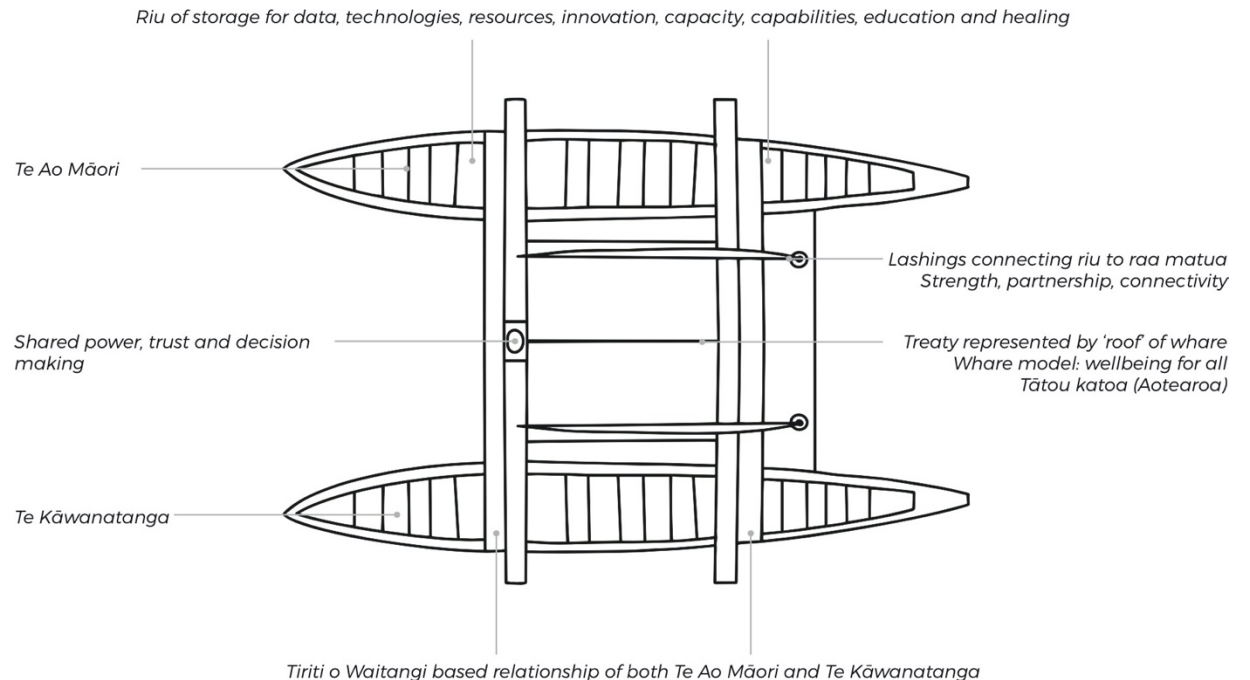**— T**e Ao Māori participant

He whakatū Ohu | Establishing a Māori Data Governance Ohu

A significant outcome of the co-design was consensus that an Ohu, or working group, be established to embed the Waka Hourua. Te Kāhui Raraunga was endorsed by the Te Ao Māori participants to lead this action.

For the Ohu to be successful it will require a strategic focus and early wins that can be communicated to stakeholders. Te Kāhui Raraunga may need additional resources so that participation and capacity matches an ambitious work programme.

Te Waka Hourua: He Tūtohu | Symbolism 1

Riu of storage for data, technologies, resources, innovation, capacity, capabilities, education and healing

Te Ao Māori

Lashings connecting riu to raa matua
Strength, partnership, connectivity

Shared power, trust and decision making

Treaty represented by 'roof' of whare
Whare model: wellbeing for all
Tātou katoa (Aotearoa)

Te Kāwanatanga

Tiriti o Waitangi based relationship of both Te Ao Māori and Te Kāwanatanga
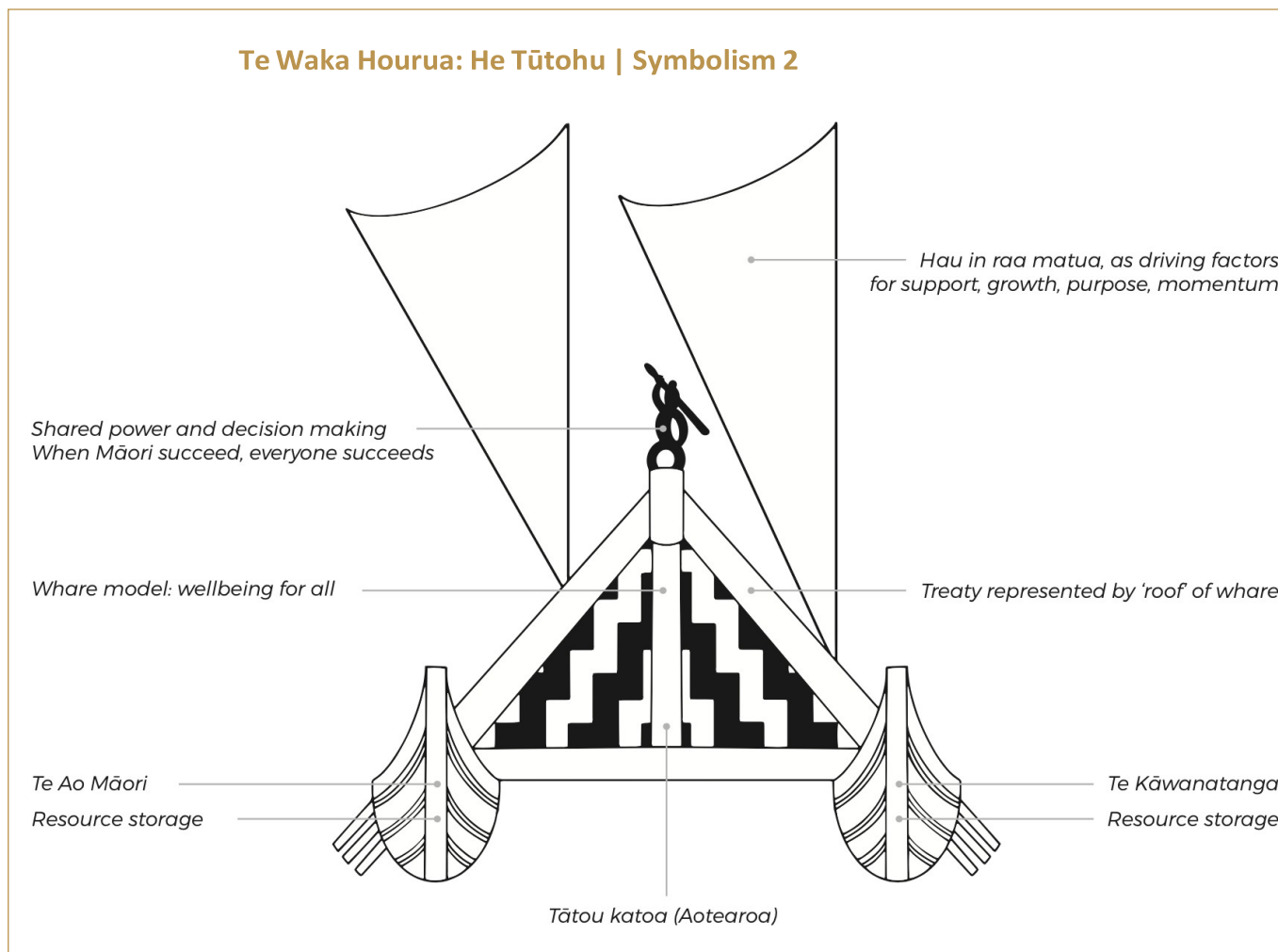
Resourcing will ensure that the Ohu can operate effectively without additional strain on its budgets or on voluntary goodwill from Māori data technicians and others. The ability to leverage cross-agency support will help the Ohu to move together, mobilise and be agile. The Ohu might seek advice from central agencies such as Treasury, DPMC, and Public Service Commission particularly in regard to resourcing and the appropriate authorising environment. It might also want to co-opt others for specific functions.

Pae tata | Short-term deliverables: toend 2021

The Ohu should be established to deliver over a six-month period (April–September 2021). It will support Te Kāhui Raraunga, with Statistics NZ collaborating and coordinating cross agency efforts, by focussing on the following deliverables.

1. **He rautaki/strategic direction:** setting strategic goals and milestones for Māori Data Governance. The strategic direction should be supported by an annual work programme and investment plan. Securing resource to progress toward goals and milestones will be contingent on alignment with Crown budget cycles, and establishment of engagement cycles with key Ministers to advance any necessary policy decisions. The investment plan will take into account opportunities to test and refine the model in sectors where meaningful improvements in whānau outcomes are a high priority.

Te Waka Hourua: He Tūtohu | Symbolism 2

Hau in raa matua, as driving factors for support, growth, purpose, momentum

Shared power and decision making
When Māori succeed, everyone succeeds

Whare model: wellbeing for all

Treaty represented by 'roof' of whare

Te Ao Māori
Resource storage

Te Kāwanatanga
Resource storage

Tātou katoa (Aotearoa)

These include;

Existing initiatives such as:

- further developing Te Whata, the data platform tailored specifically by iwi for iwi members, technicians and leaders who are designers and users of data
- developing the Justice sector's response to Ināia Tonu Nei

Potential initiatives such as:

- justice sector data management in areas such as custody choices and traffic offences
- exploring data management in Education including learner data management systems
- working with established entities such as Tūhono Trust which constantly reviews its tools and approaches for data.

Appendix 3 outlines a suggested Assessment Criteria tool for potential projects.

2. Whakamahere atu/setting the course: developing an outcomes framework that articulates the desired outcomes and how each project and relationship will be measured. This may align with the strategic goals of the Iwi Leaders Group, Whānau Ora Outcomes Framework, NZ Māori Council and other te ao Māori participating groups; as well as the Living Standards Framework and other Crown strategies.

The outcomes framework will be supported by a monitoring and evaluative approach which will measure both the outcomes and progress on deliverables agreed by the Ohu, and for the basis for a funding case.

3. Whiriwhiria ngā kaihautū, ngā kaihoe/selecting the crew for the journey: identifying entities that Te Kāhui Raraunga wish to develop partnerships or project-based activities with that help progress strategic goals or destinations. The Ohu Raraunga should include representation from the key entities that participated in the co-design process. It is recommended that diverse skills and foci, such as policy development, business analysis, Māori data expertise and creative design thinking be included in the Ohu. Participants should include mostly decision makers or senior influencers in their organisations so that commitments of time or effort to the Ohu and wider Waka Hourua-Māori Data Governance principles and objectives are a high priority. The Ohu will identify how Kāwanatanga and Te Ao Māori will support the mahi, using their combined capacity and capability.

4. Hanga waka motuhake/building new waka – Māori Data Steward and system support: creating well-developed plans for the development of a Māori Data Governance system based on the Waka Hourua model, to determine how the model will tangibly deliver across Māori and Crown systems. Designing and testing a Māori Data Steward role (potentially named the Chief Māori Data Steward or Chief Indigenous Data Steward) with supporting structures is included in this proposed system and requires system-wide resourcing.

It is recommended that the Terms of Reference and design of the role be developed using the Mana Māori approach in the Māori-
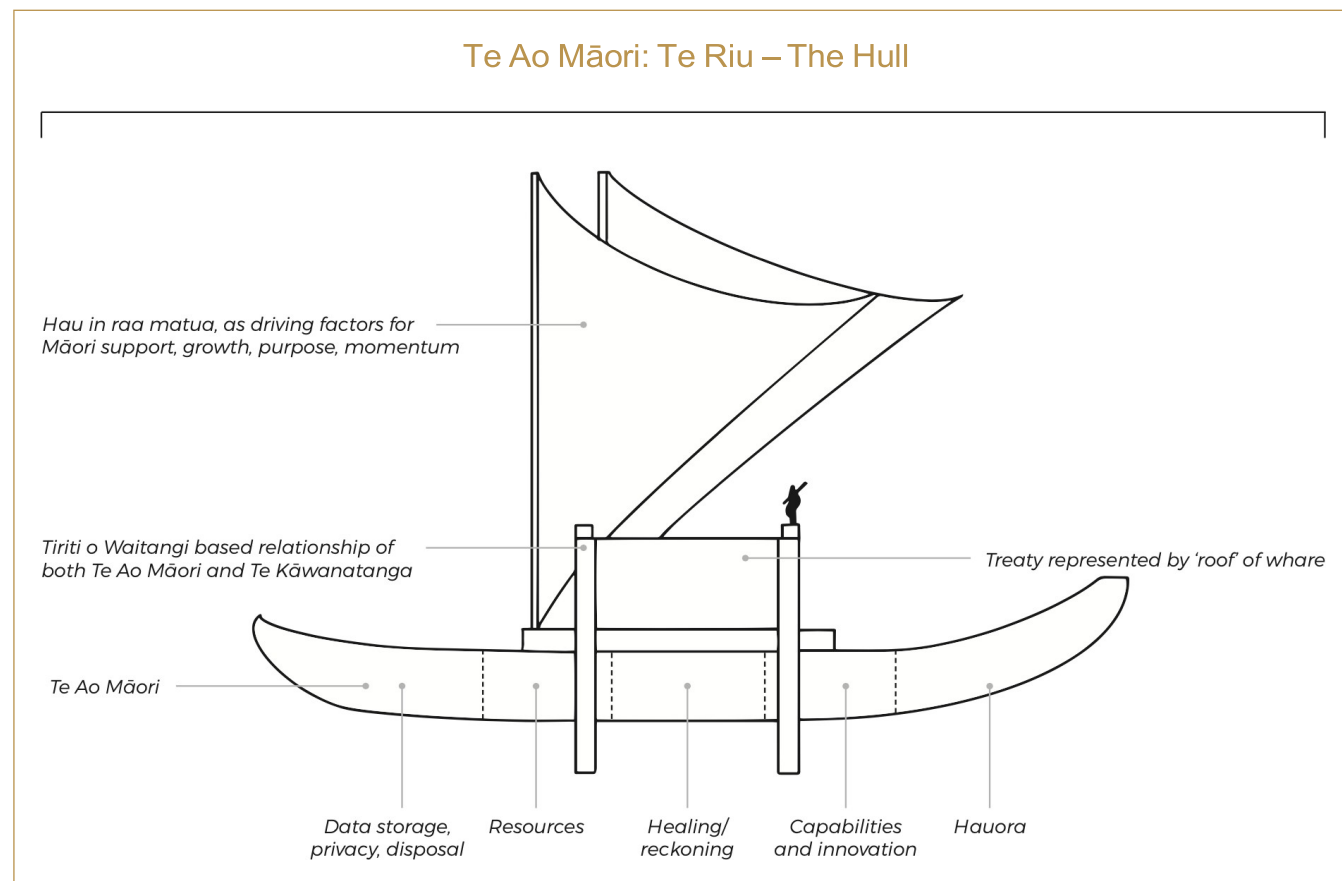
Crown Co-design Continuum. This would mean Te Ao Māori data leaders, coordinated by Te Kāhui Raraunga take a lead, with support negotiated with Kāwanatanga particularly to establish a system-wide authorising environment. This initiative would require a detailed design and implementation plan to realise the Steward role's potential.

5. **Whakatō tikanga me ngā ture/ embedding process and legal settings:** determine what authorising mechanisms, including legislation are required to enable and embed the Māori Data Governance System, and develop action steps that provide clear pathways to reform legislation that regulate data use. This may include commissioning research on current legislative reviews such as:

- the National Health Information platform which is being re-examined in terms of data-governance.
- the Health and Disability System
- stats NZ data legislation
- education and Training Act

- at a global level, New Zealand is a member of the Digital Nations or DN (previously the D9), a network of the world's most advanced digital nations with a shared goal of harnessing digital technology and new ways of working to improve citizens' lives. This membership marks us as a global leader in digital and augurs well for our ability to build an agile and enabling environment for Māori data.

Te Ao Māori: Te Riu – The Hull

Hau in raa matua, as driving factors for Māori support, growth, purpose, momentum

Tiriti o Waitangi based relationship of both Te Ao Māori and Te Kāwanatanga

Treaty represented by 'roof' of whare

Te Ao Māori

Data storage, privacy, disposal | Resources | Healing/ reckoning | Capabilities and innovation | Hauora
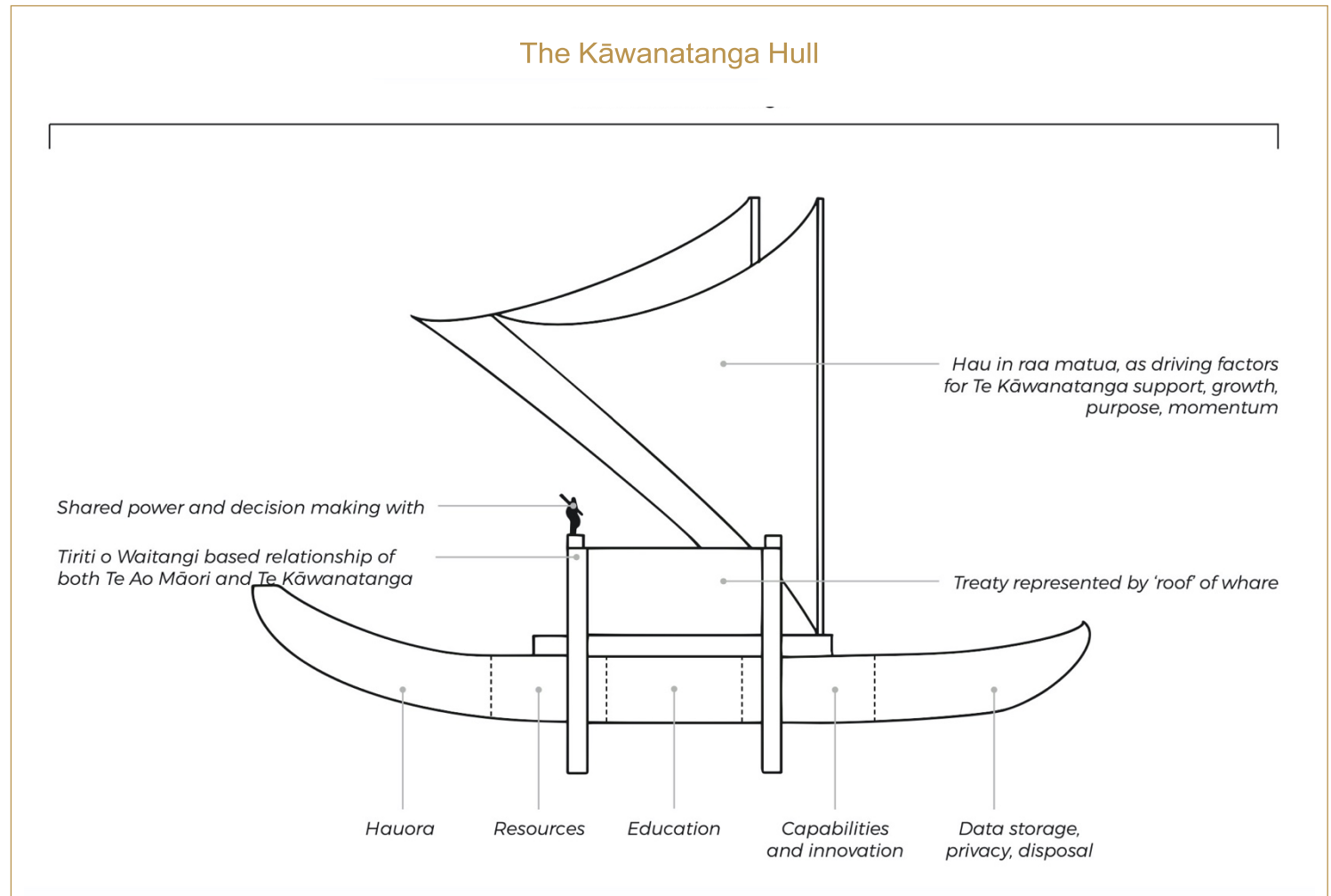
6. Hei pānui atu/reporting:

Reporting progress to Data ILG and relevant ministers. Te Kāhui Raraunga report regularly on the national platform of Data Iwi Leaders. The co-design wānanga included leadership across other spaces within Māoridom.

Te Kāhui Raraunga may determine a mechanism for ongoing engagement of these entities as the Ohu work progresses.

The establishment of the new Associate Minister of Statistics role held by Minister Meka Whaitiri is an exciting signal that Māori data governance is of strategic importance to the present government. Te Kāhui Raraunga will work with the Minister across a range of data related topics. It is envisaged that the Minister will be a key advocate for Māori data governance generally and the establishment and sustainability of the Ohu and Te Waka Hourua.

Pae waenga | Medium-term deliverables: September 2021 to June 2025

The next phase of development for the embedding of the Māori Data Governance model will depend on the ability of Te Kāhui Raraunga and Ohu to secure support for its ongoing work. It will be important that projects that benefit agencies do not eclipse the system change required for a strong and equitable Māori data system.

The Kāwanatanga Hull

Hau in raa matua, as driving factors for Te Kāwanatanga support, growth, purpose, momentum

Shared power and decision making with

Tiriti o Waitangi based relationship of both Te Ao Māori and Te Kāwanatanga

Treaty represented by 'roof' of whare

Hauora — Resources — Education — Capabilities and innovation — Data storage, privacy, disposal

Support for the work could come from a range of sources but it will be important that any government support does not impinge on the independent priorities and aspirations of Māori.

A Data ILG and Cabinet-approved pathway for the commencement of the 2022 financial year would enable ongoing work to be undertaken without disruption due to lack of resourcing. This would go a long way to securing sustainable investment and system change for Māori data governance. Investment to strengthen te ao Māori capability and capacity and data initiatives outside or complementary to government data is a goal that was articulated by Te Ao Māori participants. This strengthening in the te ao Māori hull of the waka through equity investment honours Te Tiriti o Waitangi and the aspirations of Māori to determine Māori futures. Proactive communications will ensure goals continue to be co-designed, successes are celebrated and systems continually improve.

He painga | Benefits to Māori and the Crown

Te ao Māori

The outcomes of the co-design if actioned will have many benefits for te ao Māori and Crown agencies. For Māori it will streamline the time and effort that goes into building relationships with staff in individual Crown agencies. Less time and energy will be needed to educate new staff in those agencies who are not well-versed in the whakapapa of data issues relevant to Māori. Māori will have more time and energy to identify and achieve their aspirations and priorities.

Less energy will be required to build relationships with individual government agencies due to the increased potential to accelerate wider government agency on-ramping and buy-in. The Mana Ōrite principle of mana-to-mana, mahi-to-mahi are strengthened by establishing a Chief Māori Data Steward role that is recognised as equal to the Chief Data Steward in government. The Chief Māori Data Steward could also provide focus and framework for te ao Māori, strategising to protect and mitigate against data 'harms.'

If the Māori voice is privileged in the Ohu Raraunga and the Māori Chief Data Steward is properly resourced, there could be increased visibility of Māori rights and interests in data. A key theme that resulted from the co-design process was the need for Māori to determine and shape Māori data

governance settings to meet Māori needs as Tiriti partner and kaitiaki. Government plays a pivotal role in implementing and responding to this. There is an opportunity for the Chief Data Steward to lead the conversation about a system-wide response from government. There may also be more immediate improvements in areas that has caused tension in relationships between Māori and kāwanatanga. More light shed on poor data management or infringements of quality delivery for Māori and all New Zealanders, may create change.

The Waka Hourua approach can provide scope for policy to support Māori to develop and control its own data ecosystem. The co-design outcomes could also be a useful benchmark for Indigenous data sovereignty movements worldwide.

Government agencies

There are many benefits kāwanatanga could gain in the government data system by delivering on the co-design outputs identified.

There would be less duplication of effort and investment among government agencies, with less need to establish multiple groups, frameworks and governance instruments. Shared data may reduce costs across agencies.

Potentially government agencies would have more confidence to engage with Māori about strategic priorities and challenging issues regarding data and their relationships with iwi and Māori networks strengthened, with new relationships enabled. Government agencies could gain access to knowledge and networks and have capability that enables mobilisation on 'hard-to-address' issues; kāwanatanga generally could gain better access to critical data and have more ability to adapt to new data needs. This will also be critical to COVID-19 economic recovery. Quality data ensures key policy decisions (by Māori and kāwanatanga) have a higher chance of enabling increased wellbeing and success.

Internationally, the New Zealand Government could demonstrate leadership and genuine commitment to international conventions it is party to.

He tūraru | Potential risks

It was clear by the end of the second co-design wānanga that participants were generally committed to driving this mahi forward and finding new ways of working together. Participants identified potential risks that need to be considered when progressing this work, including:

Getting stuck in policy churn or operational problems

As one participant framed it: "The technical must not lead this conversation. We need to have a conversation about what we can drive as leaders – what we can agree on and not go down into the weeds around risk." It is important that this work is designed around what the all-of-government approach is as a Treaty partner before it drops down to an organisational level. At the same time, building off initiatives already underway and for which the permission space is within the agency control, will allow all parties involved to learn by doing and initiate activities more quickly.

Reliance on governance by goodwill and relationship without embedding system change

Leadership changes regularly in the Public Service space and the hard work and goodwill of such leaders cannot be relied on. Change must happen at a system level so that it is embedded in government agencies. Similarly, Stats NZ must be supported by all government agencies in the leadership of this work.

Establishing governance being seen as the outcome – with no real actions

The complexity of system change on such a scale could lead to a governance structure being developed that is seen to be an end in itself. The Pae Tata, Pae Tāwhiti approach, building initially on existing initiatives and leading over time to statutory change, should mitigate this risk. This was shared in conversations during the co-design as well as in literature that was published during the co-design period.[7]

Form of control/containment

The institutional culture of Crown agencies is dominated by a Pākehā worldview. Government views on what constitutes data ownership and expertise may be at odds with te ao Māori views. It is possible that by engaging in this process and a Māori Data Governance model that is not driven by te ao Māori, Māori aspirations, including that of data sovereignty will be diminished. This can be mitigated by the process being clearly led by te ao Māori.

7 Donna Cormack and Tahu Kukutai, "Pushing the space," Data sovereignty and self-determination in Aotearoa NZ in Indigenous Data Sovereignty and Policy 2021

Lack of agility, too agency-focussed to make tangible gainsfor whānau

If the mahi emerges simply at a governance, government and leadership level there is strong potential that it will remain too high-level, complex and inflexible to deliver tangible gains for whānau. As one participant summed up, "The purpose of an iwi is to take care of its people – if that becomes our frame, how do we help iwi to make use of data so it looks after its people?" This framing needs to be visible at every level of the mahi.

Cumbersome decision-making and ineffectivecommunications

The number of parties involved in this work and the scale and scope of its reach will make for cumbersome and ineffective decision-making. With so many parties involved and two distinct world-views there is real potential for miscommunication. Mandating of different parties will need to be clear to ensure confidence to work together. This can be mitigated by starting with a smaller scope of initiatives from which we can learn and the Ohu establishing clear protocols that can be tested.

Multiple calls on Te Kāhui Raraunga or the Ohu Raraunga tosupport agency work programmes

A common theme throughout the wānanga was the call on Māori time and resources from numerous government agencies wishing to engage at an organisational level on data governance. In addition, while government agents are paid to do their work, Māori are frequently not paid to engage in data consultation activities. Mitigation of this would be an all-of-government data governance work-plan with designated ownership at an all-of-government level rather than an agency by agency approach to working with Māori.

Doing nothing or doing little

There is a real risk that the priorities of Covid-19 and economic recovery will overtake the impetus for this work leading to a lack of long-term commitment of time and resources. The mitigation for this is the early establishment of the Ohu and the careful positioning of this work in the space of science, information and knowledge and the imperative to recast and reset the Treaty relationship with Māori and reduce Māori inequities.

The power imbalance between the Crown and te ao Māori could persist in spite of the Waka Hourua model if Crown agencies do not acknowledge equal explanatory power (or who is the end audience of Māori data governance).

Crown unable to discern and differentiate iwi and Māori groups and voices – confusion, duplication of effort and investment

Māori-Crown relationships are evolving at a rapid rate. One factor in this evolution is the strengthening of iwi and Māori voice to articulate their expectations and unique perspectives. There is an expectation that government agencies will step up in their ability to perceive and respond to iwi aspirations. If the ability to do this is low, agencies may not be seen as excellent partners, and in fact seen as intentional blockers to Māori data aspirations.

While this may appear to be an overwhelming list of potential risks, a high-functioning, well-resourced Ohu Rauranga and later the establishment of a Chief Māori Data Steward and a secretariat to embed the Waka Hourua Model, would go far to mitigate these risks.

Hei āpiti | Additional participant feedback

"Ignorance is an oppressor and manufactured ignorance is an even bigger oppressor. Data and analytics is an emancipator."

"We have a responsibility to protect and keep our whānau data in a way that protects them."

"Data is a liberator. Put it in the hands of people that can do good with it and it will lift results at the frontline for all people."

"Te Tiriti does not have an article for 'advice'. Māori as data directors will get the best results."

"Currently the Crown is resourced to decide what data is important in Aotearoa and Māori are still in effect an advisory committee."

Hei mahi | Next steps

Te Kāhui Raraunga actions

Before the establishment of the Ohu, it is recommended Te Kāhui Raraunga:

1. Confirm interim resourcing for Te Ao Māori leadership and participation from agencies with Statistics New Zealand leading the necessary cross-agency discussion. Pūtea and dedicated secretariat and policy support is required. Secretariat support could include secondment of personnel.

2. Draft a Terms of Reference (ToR) which should include:
   - Distinct role definitions for Te Ao Māori and Kāwanatanga Ohu members that privileges Māori decision-making towards an equitable approach to data.
   - Clear statements of what each party will bring to the table, offer clarity regarding authorising environments and decision-making processes and confirm initial deliverables and timeline for review.
   - Defined values and principles and a process for resolving challenging issues.
   - Clear direction regarding privileging Māori voice and aspiration towards Māori Data Sovereignty.
   - Criteria for selecting demonstration projects for testing and refining the Waka Hourua model including providing benefits for whānau, hapū and iwi; and ownership of Māori data.

3. Propose initial membership (noting Kāwanatanga identified key agencies in Co-design Wānanga 2, and Te Ao Māori mandated Te Kāhui Raraunga to lead).

4. Leveraging momentum and positioning by:
   - Framing the Waka Hourua journey as a post-COVID opportunity to achieve mutual outcomes (setting sail).
   - Documenting the ongoing work of Te Kahui Raraunga by developing a case study of the Ohu as a Māori-Crown relationship 'gold standard'.
   - Building on the goodwill and relationships that were established and strengthened through the co-design process by creating further opportunities for participants to engage about Māori Data and related topics.

Independent of this, Te Kāhui Raraunga will liaise with other Māori-mandated and representative organisations, and Māori data experts to progress data issues locally, regionally and nationally.

Hei Whakakapi | Conclusion

The participation and commitment from Māori and Crown in the co-design process, commissioned by Te Kāhui Raraunga, was a significant step in moving the dial forward on Māori Data Governance. The pivotal difference with this work was the privileging of Māori voice in the design and facilitation of this work, which ensured the co-design outcomes were grounded in te ao Māori with the commitment from Kāwanatanga to create an authorising environment within government to enable this model to be implemented.

Through the process three main outcomes emerged that will play a key role in next steps; the development of the Waka Hourua Māori Data Governance Model, agreement to establish an Ohu and the establishment of a Chief Māori Data Steward role. The Ohu plays a critical role in the development of pae tata and pae tāwhiti and the further development of the Waka Hourua model through using pilot projects to test and refine the model. Furthermore, a key outcome of the Ohu is to establish the Chief Māori Data Steward role which will further strengthen the data system for Māori Data Governance.

There are key next steps that will ensure that momentum around this important kaupapa continues. Specifically, confirming interim resourcing for te ao Māori leadership and participation from agencies with Statistics New Zealand providing leadership for the necessary cross-agency discussion, developing a Terms of Reference for the Ohu as well as considering the political positioning of this work in terms of Māori-Crown relationships, new government and the post-Covid opportunity.

As Te Ao Māori data leaders and government agencies prepare to navigate the course to enable te ao Māori aspirations of data, and create real outcomes for whānau, hapū and iwi Māori through this new governance model, the whakatauākī is remembered, 'kia pākia koe e ngā ngaru o te wā' with the 'spray of the future biting', challenging all parties to be courageous in the face of unchartered waters, to share power and conduct genuine Māori-Crown partnering in the data space.

He Karakia

Tau ake au ki te tau nei, ko Ruatipua, ko Ruatawhito. Ngaru i runga, ngaru i raro, ngaru i te ihu o Tāne – ko te ihu o Tāne ko taku waka kua tau mai ki tēnei whenua taurikura. Tau mai te mauri! Tau mai te wānanga! Tau mai te māramatanga.

Haumi e! Hui e! Tāiki e!

As I make landfall it is with appreciation of the ancient elements that have assailed my journey. Towering waves, surging currents, breaking on the bow of my ocean going vessel which has reached this paradise land of promise. Arrival brings forth a life force, opportunities for new knowledge, and great enlightenment.

Bound together! Brought together! United as one in our resolve!

Āpitihanga | Appendices – Appendix 1 – Māori Data Governance co-design participants

The following organisations were represented at some or all of the pre-codesign zooms; Ranga wānanga zooms and the two in person co-design wānanga:

Te Ao Māori participants

- Data Iwi Leaders Group and Kāhui Raraunga Charitable Trust and their technical advisors
- Kāhui Legal
- New Zealand Māori Council
- Te Mana Raraunga members
- Te Pūtahitanga o Te Waipounamu
- Te Rōpū Whakakaupapa Urutā – National Māori Pandemic Group
- Tūhono Trust
- Te Rōpū Wāhine Māori Toka i te Ora – Māori Women's Welfare League
- Whānau Ora Commissioning Agency

16 government agencies

- Department of Internal Affairs – Te Tari Taiwhenua
- Inland Revenue – Te Tari Taake
- Land Information New Zealand – Toitū te Whenua
- Ministry of Business, Innovation and Employment – Hīkina Whakatutuki
- Ministry of Education – Te Tāhuhu o Te Mātauranga
- Ministry of Health – Te Manatū Hauora
- Ministry of Justice – Tāhū o te Ture
- Ministry of Social Development – Te Manatū Whakahiato Ora
- New Zealand Police – Ngā Pirihimana o Aotearoa
- Oranga Tamariki – Ministry for Children
- Social Wellbeing Agency – Toi Hau Tāngata
- Statistics New Zealand – Tatauranga Aotearoa
- Te Arawhiti – The Office of Māori Crown Relations
- Te Puni Kōkiri – Ministry of Māori Development
- The Office of the Privacy Commissioner – Te Mana Mātāpono Matatapu

Appendix 2 – Māori Co-design Continuum

	Māori		Māori-Crown	Crown	
	Design	**Co-design**			**Crown Exclusive Design**
	Māori Motuhake Design	**Mana Māori Codesign**	**Ōritenga Codesign**	**Participatory Co-design**	**Crown Exclusive Design**
Mana Whakahaere/ Decision making	• By iwi and Māori, for iwi and Māori, with iwi and Māori. • Little or no involvement of Crown agencies. Māori may choose to involve others i.e. private sector.	• Decisions made by authorised Māori voice, consulting with Crown agencies. • Participants chosen by iwi/ Māori in consultation with Crown agencies. • Crown or other input if desired.	• Shared decision making. • Iwi and Māori determine who represents them. • Acknowledges Māori and Crown authorising environments.	• Māori in an advisory role only. • Māori input into Crown agenda and participants. • Perpetuates power imbalance.	• By Crown alone. • Little/no Māori input. • Tokenistic gestures only. • Homogenous.
Tūāpapa/ Process	• Mātauranga Māori and iwi and Māori realities premise the process. • Facilitation is reo Māori or bilingual.	• Mātauranga Māori and iwi and Māori realities premise the process and are amplified. • Ongoing engagement required from both parties. • Kaupapa Māori approach privileged. • Bilingual facilitation.	• Bi-lingual and bicultural process. • Equal explanatory power. • Acknowledges different voices of Māori/Crown.	• Te Tiriti competence adhoc. • Some reo Māori or tikanga (eg karakia) used. • Kaupapa Māori minor feature. • Facilitation largely Western.	• Tokenistic or no kaupapa Māori cultural competency. • Intent not to engage or share power with Māori but more likely receive non-binding advice.
Resourcing	• Māori determine best fit investment based on values, accessibility, and effective outcomes. • Crown invests in Māori determined outcomes.	• Māori resourcing priorities are privileged. • Fully resourced process for Māori determined outcomes. • Crown invests in Māori determined outcomes.	• Resourcing priorities and sources are co-determined. • Crown invests in Māori determined outcomes. • Measures impact on Māori and Crown priorities.	• Few or no resources for Māori determined outcomes.	• Ad hoc and not centred in Māori aspirations. • No ethnicity data to measure Māori outcomes.
Risks to Mitigate	• Resourcing may be limited if Māori aspiration does not align with Crown agenda and priorities. May need to self-resource.	• Legislative environment restricts Māori aspirations. • Politically appears too risky for the Crown.	• Conflicting priorities. • Political cycles create instability of direction and long-term political will. • Māori frustration from Crown inflexibility.	• Diverse Māori interests may compete. • Unmandated individuals speak for iwi and Māori. • Process becomes frustrating and time consuming. • Māori representatives could risk loss of their base support. • Māori disillusionment with Crown. • Feeds transitional approach and not authentic relationship building.	• Status quo remains. • Māori absence reduces diverse thinking. • Systemic racism. • Māori representatives could risk loss of base support. • Māori disillusionment with Crown.

APPENDIX 3. Assessment Criteria for Pilot Project

The following Assessment Criteria tool has been created to help the Ohu in two specific ways:

1. Prioritising the pilot projects that were suggested during co-design Wānanga 2.
2. Assessing new projects to understand whether they align with the strategic priorities, direct benefit to whānau, authorising environment and resourcing/ capability needed to successfully take on the project.

Use this tool to assist you to determine the potential and risks of a project by seeing which categories the project scores high or low on the scale.

The assessment criteria is based on four categories: strategic priorities, direct benefit to whānau, resourcing/capability and authorising environment which were identified as critical success components for pilot projects.

Assessment criteria for potential Māori Data Governance projects	Rating 1-5 and Comment
He pae tawhiti: Strategic priorities	
Decision making is shared – not an advisory group or one-off consultation?	
Does it strategically align with iwi Māori and kāwanatanga agencies, especially regarding benefits to Māori?	
Is there potential for scalability and transferable learning?	
Does the project progress matters of strategic importance for Māori?	
How confident are you that we can mitigate any political risks in undertaking this project? What are those risks?	
How confident are we that we can evaluate the effectiveness of this project? How will we do this?	
Is this a first globally, as a nationally-significant project?	
Is resourcing available to te ao Māori that matches the value, expertise and time commitment and forward momentum of the Waka?	
Is it clear how the project will be 'devolved' from the Ohu to relevant agencies and participating Te Ao Māori entities?	

Assessment criteria for potential Māori Data Governance projects	Rating 1-5 and Comment
He painga: Direct benefit to whānau	
Are there tangible direct benefits for whānau and communities?	
How much visibility will everyday whānau members gain regarding the power of data to improve their lives?	

Assessment criteria for potential Māori Data Governance projects	Rating 1-5 and Comment
He rauemi / whakapakari: Resourcing / capability	
Does the kāwanatanga agency have the capacity and capability to ensure that engagement is not extractive?	
Does it contribute to te ao Māori capability development including rangatahi?	
Do we have the approvals required? Is it in an existing work plan for iwi leaders and/or a government agency?	
Is there sufficient expertise to undertake this project? Where are our potential skill gaps and how can we mitigate them?	
Does this project have potential to strengthen Māori capability, capacity and influence? How?	
How significant are the opportunities for rangatahi to influence and be empowered through this project?	
How significant are the risks to Māori and to the country of not progressing this project? What are the long term impacts of not doing anything?	
Is it clear how the project links to the overall data system? (Big G and Little g contexts)	

Assessment criteria for potential Māori Data Governanceprojects	Rating 1-5 and Comment
He manatū: Authorising environment	
If not in existing work plans, has there been approval for the work to proceed at the level appropriate to the resources and commitment required?	
Does it have a champion who will lead the project at an appropriate level within the partner government entity/entities? Who is it?	

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