

# Te Ara Paerangi Future Pathways Green Paper submission – Rangahau Ahumāra Kai, the New Zealand Institute for Plant and Food Research Ltd

Submission on behalf of the Māori Strategy, Partnerships and Enterprise Group

## Introduction

This submission is from the Māori Strategy, Partnerships and Enterprise (MSPE) group at Rangahau Ahumāra Kai, the New Zealand Institute of Plant and Food Research (PFR). It represents the views of 70+ staff who have responsibility to deliver to PFR's Māori strategy, Tono, including *Tangata Māori* (staff with whakapapa Māori) and *Tangata Tiriti* (staff who are experienced working with Māori). It is inclusive of diverse roles and functions within PFR, this includes regional representation from staff based at our 14 sites. We have heard from professional staff (legal, business development, site operations) through to science staff at all levels (emerging researchers, senior scientists, research team and group leaders).

We welcome the opportunity to provide feedback on Te Ara Paerangi and look forward to discussing the detail of this response during the ongoing consultation period. **Stacey Whitiora**, Toihau Māori, the Group General Manager Māori Strategy, Partnerships and Enterprise is PFR's primary contact for this submission.

In summary, MSPE agrees with the Minister's commitment to "A modern, future focused research system for New Zealand must strengthen the role of Māori in the system and consider how the system achieves outcomes for Māori. We need to embed Te Tiriti o Waitangi (Te Tiriti) across our RSI system, better enabling mātauranga Māori and the interface between mātauranga and other forms of research".

We note that the signals in Te Ara Paerangi reflect and build on recent documents from government and other agencies. PFR has been an active participant in these consultation processes; [Te Pae Kahurangi: Positioning Crown Research Institutes to collectively and respectively meet New Zealand's current and future needs](#), [Te Pūtahitanga: A Tiriti-led Science Policy Approach for Aotearoa New Zealand](#), [New Zealand firms: Reaching for the frontier](#).

## Our approach to this submission

In the broadest sense, we are addressing the question "What difference could the RSI system make to Māori in the future?" We recognise the current RSI system has not fully realised the potential of Māori aspirations since the last national review. Te Ara Paerangi presents the opportunity to ensure the future RSI system responds to a Te Tiriti-led direction.

We have not responded to all of the questions in Te Ara Paerangi. Following the principle that "form follows function" we consider that many of the questions in the paper are dependent and interconnected to the Te Tiriti theme being fully realised. Building on from this, our submission points to exemplars PFR is implementing through its 'Tono' strategy that could present case studies to demonstrate our journey towards stronger partnerships with Māori in research, science and innovation. These examples may provide indirect response to other questions and intend to illustrate what could be possible through Te Ara Paerangi.

For further explanation on PFR's Tono strategic framework and our Taonga and Mātauranga Māori Principles refer to pages 3 – 4.

## Summary of Recommendations

1. Explore the **applicability of the** commitments reflected in **PFR's Taonga & Mātauranga Māori Principles** as an example of taking a principled-approach with Māori to help guide the selection of priorities (*Research priorities*)
2. Reflect the opportunity to **move beyond the Te Tiriti/Treaty of Waitangi principles** towards recognising **the Te Tiriti/Treaty Articles** in the setting of research priorities (*Research priorities*)
3. Create **investment mechanisms that require the RSI system** to respond to the value proposition of Te Tiriti outcomes in funding criteria. This would shift beyond “impact benefit aligned to public interest/good” and recognise and reward **research ideas that honours Te Tiriti** (*Te Tiriti, Mātauranga Māori & Māori Aspirations*)
4. Support a **co-designed approach with mana whenua** in the regions to ensure the proposed Māori knowledge hubs are well equipped with the resourcing, capability and capacity to meet their aspirations and respond to a regionalised RSI system. We suggest further consideration as **to the opportunity where wānanga present** as existing institutions that are already located in regional communities (*Te Tiriti, Mātauranga Māori & Māori Aspirations*)
5. Endorse the **establishment of base funding** which includes **dedicated investment for institutions to partner with Māori**. This includes for the purposes of early engagement with Māori; towards resourcing the build of **mutual capability development** between RSI staff and Māori to understand and operationalise of weaving Mātauranga Māori and science (*Funding*)
6. **Resource Māori independently** of proposed base funding grants for RSI organisations. This will support Māori to take an agile and innovative approach to achieving their research and innovation aspirations which could be **inclusive, complementary and/or independent of RSI institutions** when working with their taonga (*Funding*)
7. Support for the Māori Collective/Rauika Māngai submission and its **proposal for a Mātauranga Māori Commission** and/or entities. We refer to the proposed model and emphasise the importance that in a Te Tiriti-led framework **CRIs must be both directed and resourced** to meet these new Te Tiriti obligations (*Institutions*)
8. Encourage **statutory reform of the CRI Act to review** the existing legislation to **give effect to Te Tiriti commitments** (*Institutions*)
9. To develop **national RSI investment and workforce targets** that are intentionally linked to research priorities. This needs to be **inclusive of both Tangata Māori workforce targets** alongside targeting **Tangata Tiriti-focused** Māori competencies as a key/critical capability to ensure cultural safety of all RSI personnel (*Workforce*)
10. Consider the relationship between **Te Ara Paerangi and Wai 262: Te Pae Tawhiti** and the all of government response work programme to **ensure the capabilities directed in the RSI are aligned** with this nationally and internationally significant systems change (*Workforce*)
11. Take into account and **enact specific measures to acknowledge Māori rights** and interests in decisions regarding the **centralisation of research infrastructure**. These measures should take steps for the protection and use of assets such as databases, collections and repositories working with taonga species and mātauranga for the benefit of future generations (*Infrastructure*)

## Section 1: Research Priorities

### 1.3.2. Ngā kōwhiringa hoahoa mō te tukanga tautuhi whakaarotau, Priority-setting process:

- **What principles should guide a national research Priority-setting process?**
- **How can the process best give effect to Te Tiriti?**

#### Our response towards stronger partnerships with Māori

MSPE agrees with Te Ara Paerangi that there is a mismatch between the intent and the operationalisation of Te Tiriti and the RSI policies and practices that seek to enable it. We advocate that the future RSI system needs to enable an environment where both RSI institutions alongside Māori have the necessary settings and resourcing to respond to a Te Tiriti-led future. This is the first step to an RSI system that is fit-for-purpose, co-designed with Māori and Aotearoa in mind; a New Zealand RSI system rather than an RSI system operating in Aotearoa, New Zealand.

PFR is also on its journey to proactively seek opportunities to operationalise Te Tiriti commitments, notably through the implementation of our 'Tono' strategy launched in 2020. Tono has supported investment, policies and processes that work towards creating co-partnership between a CRI (the Crown) and Māori to help respond to these settings.

**Diagram 1: PFR's strategic framework, Tono**



In this submission we use symbols from the Tono framework (Diagram 1) when referencing the strategic priorities to help bring attention to key messages in our case studies, and to illustrate how our delivery of initiatives is aligned to our strategy.

To support the realisation of Tono, PFR’s Board ratified the following [Principles for working with Taonga and Mātauranga Māori](#) in November 2020:

**Diagram 2: Taonga and Mātauranga Māori Principles**

<p>Principle 1 – Engagement</p> 	<p><b>Acknowledgement of Māori kaitiaki over indigenous flora and fauna and other species generally regarded as taonga by Māori:</b></p> <ul style="list-style-type: none"> <li>Receiving biological materials from Māori entities or individuals should be on the basis of informed consent, which involves disclosure of: the intended purpose for which the biological materials are to be used; and any foreseeable detriments or benefits that may result from that use</li> <li>When researching such species input from a Māori perspective should be solicited from appropriate Māori kaitiaki.</li> </ul> <p><b>Acknowledgement of Māori kaitiaki over mātauranga Māori</b></p> <ul style="list-style-type: none"> <li>Accessing mātauranga Māori from Māori entities or individuals should be on the basis of informed consent, which involves disclosure of: the intended purpose for which mātauranga Māori is to be used; any foreseeable detriments or benefits that may result from that use</li> <li>When referencing, publishing or including mātauranga Māori in any research, written support should be solicited from appropriate Māori kaitiaki.</li> </ul>
<p>Principle 2 – Partnership</p> 	<p><b>Ensure the benefits of sharing indigenous flora and fauna and mātauranga Māori is fair and reasonable:</b></p> <ul style="list-style-type: none"> <li>Commitment to a fair and reasonable sharing of the benefits derived by Plant &amp; Food Research from use of Māori taonga and mātauranga Māori with the relevant Māori kaitiaki.</li> </ul>
<p>Principle 3 – Protection and Custodianship</p> 	<p><b>Work together with Māori to protect and be a trusted custodian of indigenous flora and fauna; Te Reo Māori and mātauranga Māori:</b></p> <ul style="list-style-type: none"> <li>Use of the Māori language in Plant &amp; Food Research’s business should at all times be respectful and genuine</li> <li>Acknowledge the impact on Māori of new technologies, new farming practices, the introduction of new flora /fauna, and resource use arising from Plant &amp; Food Research activities</li> <li>Acknowledge and protect the sovereignty of data and knowledge generated or developed by Plant &amp; Food Research or received from kaitiaki</li> <li>Protect taonga and mātauranga Māori that we hold on behalf of Māori and be a trusted custodian</li> <li>Acknowledge tikanga/pre-conditions that comes with the use of taonga or mātauranga Māori and agree with kaitiaki on approaches for its continued protection through the lifetime of our custodianship</li> </ul>

## Recognising the Te Tiriti/ Treaty Articles

We also support the signals in [Te Pūtahitanga](#) for the RSI system to consider the broader opportunities to recognise and to deliver to the Te Tiriti Articles which includes:

- Article 2 of Te Tiriti – requires that Māori are empowered to develop and safeguard Māori knowledge. In terms of the RSI system, this might relate to Kaupapa Māori science and research being elevated to equal status with science across the country’s research organisations
- Article 3 of Te Tiriti – means Māori must have equitable access to resources to support levelling across the science system

## Section 1: Research Priorities – Key recommendations

- Explore the **applicability of the** commitments reflected in **PFR’s Taonga & Mātauranga Māori Principles** as an example of taking a principled-approach with Māori to help guide the selection of priorities (*Research priorities*)
- Reflect the opportunity to **move beyond the Te Tiriti/Treaty of Waitangi principles** towards recognising **the Te Tiriti/Treaty Articles** in the setting of research priorities (*Research priorities*)

## Section 2: Te Tiriti, mātauranga Māori and Māori aspirations

### Section 2.3. Te whakamana me te whakahaumarū i te mātauranga Māori:

- ***What are your thoughts on how to enable and protect mātauranga Māori in the research system?***

#### Our response towards stronger partnerships with Māori

MSPE agrees with Te Ara Paerangi that enabling mātauranga Māori in our research system is a key step to give effect to the obligations and opportunities embodied in Article 3 of Te Tiriti. Te Ara Paerangi is a platform to commit strong, bold leadership to Tiriti partnership that moves away from historical challenges to enable and protect mātauranga Māori. Supporting insights can be drawn from the following reports [Ko Aotearoa Tēnei](#), [Te Pae Kahurangi](#) and Te [Pūtahitanga](#) which highlight the need for:

- CRIs are required to provide a supportive environment for a growing cohort of Māori researchers
- CRIs work together to build an integrated, Tiriti-based partnership with Māori
- MBIE works with Māori and science system participants to ensure the system and the various funding mechanisms are purposeful, targeted and linked to support Māori and iwi aspirations
- Strategic investment in research, science and innovation (RSI) continues to drive Aotearoa toward equitable health and well-being outcomes
- Resource and support innovation in the Māori/Indigenous economic sector and support autonomous Māori science advice and decision-making alongside iwi-Crown partnership approaches
- Recognise and support iwi, hapū and diverse Māori communities as knowledge holders, policymakers and critical enablers
- Genuinely value and utilise two of Aotearoa's rich knowledge systems; science and mātauranga Māori

PFR's first steps to address our own historical challenges to enable and protect Mātauranga Māori has been through the formal endorsement of the previously described Taonga & Mātauranga Māori Principles where we recognise our role as a "trusted custodian" to Māori when working with taonga and data on their behalf.

We are currently piloting different types of pathways to embed our Tono strategy and the principles into our research and business which are reflected in case studies 1 – 7 in this submission.



#### ***Case study 1: Māori data and intellectual property***

PFR is the project lead for the development of a taonga data and intellectual property framework with sponsorship from Te Ara Pūtaiao (the CRI Māori General Managers forum). The development of this framework is a cross-CRI priority given the ongoing expectations expressed by Māori partners and customers. Notably, greater transparency regarding the management of historical data and taonga species held in trust by RSI entities. The aim of the project is to influence a joint approach endorsed by all 7 CRIs. While this is a positive step in the right direction, we acknowledge the need for further strategic coordination across the RSI system. This will ensure alignment and cohesion to ensure there is consistency for CRI processes to manage, store and access data of relevance to Māori. Te Ara Paerangi should set these expectations for the RSI system to respond to. We also expand on this in section 6: institutions.

## S2.4. Te whakapakari hononga ki te mātauranga Māori ā-rohe Regionally based Māori knowledge hubs:

- **What are your thoughts on regionally based Māori knowledge hubs?**

### Our response towards stronger partnerships with Māori

MSPE supports the signals in Te Ara Paerangi for the establishment and resourcing of regional research hubs, which would enable more equitable access to the RSI system for Māori. This acknowledges that the system needs to be located in and actively participating in communities. We also encourage the RSI system to be inclusive and responsive to the value that whare wānanga (locally based Māori-led education providers) present as already existing and thriving Māori knowledge hubs which were created to respond to the education needs of Māori through a by-Māori-for-Māori approach. Despite the fact that some contemporary whare wānanga have been operating for over 40 years it is fair to say the RSI system has not historically realised the potential of partnership with these organisations when looking to build the capabilities for a Te Tiriti-led future. We encourage Te Ara Paerangi to be cognisant of both contemporary whare wānanga as well as whare wānanga-a-iwi/hapū which are the Māori knowledge hubs that have been evolving over 2000 years unique to housing iwi and hapū mātauranga.



### Case study 2: Applied research working with mana whenua

PFR is being proactive to this future leveraging off the existing locations of our 14 sites set up across Aotearoa, New Zealand in the regions. Some of our sites have been in these communities for generations as part of predecessor organisations e.g. Hort Research and Crop and Food. Through Tono, we are responding to this as a strategic partnering opportunity to work with mana whenua entities recognising their ahi kā (burning fires of occupation) and connection to whenua is intergenerational. PFR is working to be proactive to the expectations of our Māori partners and customers for *mana motuhake* and *rangatiratanga* rights and interests guaranteed to Māori under Te Tiriti to be reflected in our research collaboration approaches. Notably, Māori emphasise with us on the importance and need for applied science which reflects a significant proportion of our work with Māori is responding to applied research needs. For these projects, we bring together diverse cross-disciplinary capabilities to support Māori and their research aspirations; cultural, social, economic and environmental. Examples include, working with Māori to restore historically significant taonga freshwater species back into mana whenua waterways of significance through to supporting to commercialise taonga plant species leading to new global markets. Although we seek ways to innovate within our internal capabilities, we are limited by the ability and speed at which we can access science capabilities that are housed in other entities. Te Ara Paerangi creates a platform to seek innovative pathways to pull together cross-disciplinary research capabilities from across the RSI system to respond to the science needs of the future where Māori will play a greater role in the RSI.

### Section 2 Te Tiriti – Key recommendations

3. Create investment vehicles that require the RSI system to **respond to the value proposition of Te Tiriti outcomes in funding criteria**. This would emphasise a move away from incentivising research criteria to shift **beyond “impact benefit aligned to public interest/good”** to make **explicit investment criteria** that recognises and rewards research ideas that align (*Te Tiriti, Mātauranga Māori & Māori Aspirations*)
4. Support a **co-designed approach with mana whenua** in the regions to ensure the proposed Māori knowledge hubs are well equipped with the resourcing, capability and capacity to meet their aspirations and respond to a regionalised RSI system. We suggest further consideration as **to the opportunity whare wānanga present** as existing institutions that are already located in regional communities (*Te Tiriti, Mātauranga Māori & Māori Aspirations*)

## Section 3: Funding

### 3.3.2. Ngā kōwhiringa hoahoa mō tētahi taura tuku pūtea hou, Establishing a base grant and base grant design:

- ***Do you think a base grant funding model will improve stability and resilience for research organisations, and how should we go about designing and implementing such a funding model?***

#### Our response towards stronger partnerships with Māori

MSPE supports the *PFR submission* recommendation for base grants for publicly funded research organisations. This approach must be sufficient to grow and enhance Māori access to the RSI system. We consider that ensuring equitable access to RSI for Māori be considered a core (critical) function of the new system. We recognise that answering this question is interconnected with the RSI sector addressing Te Tiriti relationship as outlined above in Section 2 response.

Historically PFR has had a stronger presence responding to commercial/customer need delivering research outputs for established like-minded Māori commercial entities. In recent years through the introduction of Tono we have intentionally broadened the types of arrangements forming with Māori e.g. iwi/hapū entities, land/ whānau trusts and asset holdings companies. This is aligned to Tono having a 10-year horizon to build long-term relationships, meaning the measure of success goes beyond the immediate commercial imperatives and instead, looks to broader wellbeing benefit realisation. This is inclusive of mutual capability building opportunities with rangatahi and kaimahi (work force), supporting intergenerational applied research delivered on whenua and Te Tiriti rights and interest of Māori in taonga species which will include the novel science/science stretch.

This change to how PFR views partnerships will be crucial to responding to the evolving Māori economy which has already grown by 60% in the past five years as noted by [Chapman Tripp's insight update \(2021\)](#). Our Tono strategy is future-focused to position us as a preferred research partner to Māori and respond to the signals in the [BERL Ohanga Māori Report \(2018\)](#):

- Significant growth in the Māori population which will flow onto opportunities for the future capabilities of Aotearoa, New Zealand's workforce which includes addressing capacity gaps in the RSI system
- The Māori asset base is increasingly diverse, where previous concentration was in the primary sector, there has been a shift into new sectors creating greater resilience, notably into the horticultural and food sectors
- A high proportion of skilled Māori continue to move into entrepreneurship and employment. The challenge to this is moving through the barriers that Māori experience to access capital and leverage existing collective assets which PFR is cognisant of working with Māori entities who are experiencing these shifts.

#### **Case study 3: Co-investing with Māori in shared capabilities**



PFR has been creating intentional pathways to co-invest with Māori entities towards growing the research capabilities of the future. An example is our co-investment in internship model where rangatahi complete a three month internship between PFR and a Māori entity. The student experiences both exposure to PFR science capabilities while also having the opportunity to work with the Māori entity, including visiting and connecting with kaimahi on their whenua. The indirect benefits from this co-investment model include:

- Mutual capability and connection between PFR staff and the Māori kaimahi
- The students gaining a greater sense of connection to their whakapapa Māori and appreciation for a career that weaves together Māori and science

- PFR and the Māori entity moving beyond a short-term commercial contract towards a long-term partnership with PFR towards shared objectives, with a particular focus to co-invest in new capabilities for the research and development of taonga.

This example is important to highlight from a funding perspective; fully resourced using internal funds. We believe the impact of having a base funding grant as proposed in Te Ara Paerangi that is specifically linked to building capability with Māori would mean we can scale up these types of collaboration. We also see a gap across the RSI system in its efforts to coordinate and join up Māori talent across multiple organisations. We suggest opportunities exist to explore secondments and/or co-investment placements across RSI entities as part of a response to the existing limited capacity of Māori researchers.

### Section 3 Funding – Key recommendations

5. Endorse the **establishment of base funding** which includes **dedicated investment for institutions to partner with Māori**. This includes for the purposes of early engagement with Māori; towards resourcing the build of **mutual capability development** between RSI staff and Māori to understand and operationalise of weaving Mātauranga Māori and science (*Funding*)
6. **Resource Māori independently** of proposed base funding grants for RSI organisations. This will support Māori to take an agile and innovative approach to achieving their research and innovation aspirations which could be **inclusive, complementary and/or independent of RSI institutions** when working with their taonga (*Funding*)

## Section 4: Institutions

### Te tautoko i ngā wawata o te Māori, Institution design:

- **How do we design Tiriti-enabled institutions?**

#### Our response towards stronger partnerships with Māori

MSPE refers to the *National Māori Collective/ Te Rauika Māngai submission*, which proposes the establishment of a Mātauranga Māori Commission and/or entities. We affirm the importance that the development of such institution(s) needs to be co-designed with Māori recognising the need for intentional implementation strategies and pathways aligned to the appropriate Māori entities, such as, regional Māori knowledge hubs. For CRIs to respond to the establishment of a Te Tiriti-enabled institution, such as a Mātauranga Māori Commission we must have clear expectations on how this institution will engage with existing entities and add value to each other's aspirations. We question how Te Ara Paerangi intends to create a balanced RSI system that allows for a Te Tiriti-enabled institution that can both partner with other RSI entities, and/or be complementary to or independent of it. Fundamental to exploring this potential future, is the need for review and reform of the Crown Research Institutes Act 1992 that leads to explicit Te Tiriti commitments. This recognises that the current Act largely omits Tiriti and its only reference is regarding "land transfer" interests. Consequently, this has contributed to the under investment Māori have experienced from the RSI system over the last 30 years. Te Ara Paerangi presents the bold leadership change to address this gap.

MSPE also supports the *PFR submission* and its reference to the importance of connection and proximity with the end users of research rather than consolidating capability along disciplinary lines. This presents ongoing challenges particularly for our Māori partners and customers. They have signalled the benefit of being able to work with a single organisation and/or a clearly coordinated and connected RSI system. We are finding some innovative ways to address this using internal funds and co-investing with Māori. However, to see significant growth we require legislative direction and base funding to support these collaboration models.

## Section 4 Institutions – Key recommendations

7. Support for the Māori Collective/ Rauika Māngai submission and its **proposal for a Mātauranga Māori Commission** and/or entities. We refer to the proposed model and emphasise the importance that in a Te Tiriti-led framework **CRIs must be both directed and resourced** to meet these new Te Tiriti obligations (*Institutions*)
8. Encourage **statutory reform of the CRI Act to review** the existing legislation **and give effect Te Tiriti commitments** (*Institutions*)

## Section 5: Research Workforce

### 5.3.2. Ngā tikanga tuku pūtea hou, Better designed funding mechanisms

- **How do we design new funding mechanisms that strongly focus on workforce outcomes?**

#### Our response towards stronger partnerships with Māori

MSPE advocates through our recommendations for a more sophisticated Te Tiriti relationship for the betterment not only of the Treaty partner, but also for Aotearoa, New Zealand and all New Zealanders. The Māori workforce has historically experienced under-investment from the RSI system. We note the challenges with existing Māori representation in the RSI workforce referenced in the Te Pūnaha Matatini report [the underserving and under-representation of Māori scientists in New Zealand's science system \(2020\)](#). This report acknowledges that Māori have limited capability and capacity as research practitioners. For example, on average 3% of staff in Crown Research Institutes (CRIs) identify as Māori or Polynesian with 2% working in science roles and 1% working in business support roles. To reach an equitable target of 15% (pro rata with the New Zealand population) CRIs alone would need an additional 540 Māori staff, including more than 370 science staff.

#### **Case study 4: Direct appointment of Māori into science leadership**



Historically PFR has experienced similar trends within our workforce. PFR is attempting to influence these broader Māori capability metrics driven through aspect of Ngā Pou Rangahau – Growing Futures (SSIF related investment) and its ability to support our Tono strategy through mission-led research and building Māori leadership and capability. This includes the introduction of co-leadership roles for all five of our major 10-year science directions which our

SSIF funding is aligned to. The approach is based on the previously mentioned *Tangata Māori* and *Tangata Tiriti model* recognising the need for dual leadership to respond to Aotearoa's two knowledge systems; mātauranga Māori and science. Alongside our existing workforce commitments to grow Māori leadership we have also invested significantly into the early talent pipeline reaching as far back as high school and tertiary level. This is in response to the widely known barriers Māori experience accessing STEMM at these early education stages.

Since 2018, we have created over 85+ placements for high school, undergraduate and postgraduate level students in PFR to gain exposure to opportunities to weave together Mātauranga Māori and science. As a result, we continue to see these students' progress into higher STEMM education. We are also now starting to see alumni employed in researcher roles, both internally at PFR, and externally with other organisations across the RSI system. Although these outcomes have been a significant step in the right direction we are constrained by existing internal investment limits. Better outcomes would be achieved through Te Ara Paerangi and base funding grants.



### **Case study 5: Learning from the existing Vision Mātauranga policy challenges**

As previously described, the PFR *Tangata Māori and Tangata Tiriti* co-leadership model requires both the building of existing and new Māori capacity and leadership while at the same time, investing in all staff capabilities to respond to Māori as a *Tangata Tiriti*. This is a key focus area for PFR's response to the Vision Mātauranga policy which is the current relevant policy for CRIs to respond to. However, as identified in [Te Pūtahitanga report \(2021\)](#) this policy has not been reviewed and evaluated in 15+ years. Neither Māori nor funders are currently able to identify how, where or to whom investment in Māori research is allocated, nor what transformational impacts are being derived.

Internally, we have also experienced unintended consequences from these policy settings which include:

- Recognition and reward in bid outcomes for “self-proclaimed” mātauranga Māori experts who do not have whakapapa Māori
- Māori researches often feel pressure by their institutions and/or senior colleagues when they are “written into bids” without their full consent or a full understanding of the expectations placed upon them
- Māori researchers who have shared a sense of “feeling outside their depth” or “culturally unsafe” when there are not appropriate Te Tiriti foundations underpinning the research

We consider these consequences to have cultural safety ramifications for both Tangata Tiriti and Tangata Māori. In response to these challenges, PFR has made significant steps to review its own Vision Mātauranga response processes. This includes developing internal guidance, delivering capability workshops for bid teams, allocating internal funding for early Māori engagement and building Māori engagement and Vision Mātauranga alignment as a key requirement for internal selection of bid ideas to be put forward for external funding. As a result of this shift of approach in 2021 we had multiple research programmes funded, including several that are Māori-led and/or have resourced Māori leadership through a Māori partner organisation. While these gains are positive, there is still significant ambiguity for RSI organisations to respond to the Vision Mātauranga policy environment. Te Ara Paerangi will need to ensure that Vision Mātauranga insights since 2005 inform the new RSI system.



### **Case study 6: A proactive response to Wai262: Te Pae Tawhiti**

PFR recognises that as we continue to give effect to the PFR Mātauranga and Taonga Principles in our research and business we will need to have a clear view of the Wai 262 claim (often referred to as the indigenous flora and fauna claim). We recognise it is outside of the purview of Te Ara Paerangi to settle the Wai 262 claim, however taking a Te Tiriti-led approach will cause us to travel in a direction that honours Te Tiriti.

As previously described in case studies 2 and 3 Māori partner organisations are looking to collaborate through business models that uphold their rights and interest when working with taonga species. We are responding to this direction through the introduction of our Principles at all levels of the collaboration, for example building them in at the highest relationship level e.g. Memorandum of Understanding level through to the project contract. PFR has established a fund (non-SSIF) to invest in developing relationships with Māori for research to enable us to conduct science through early engagement and/ or prior consent from Māori to work with taonga. This internal fund is resourcing staff to work together with Māori from an early stage to build our mutual capabilities. We are seeing our internal business capabilities grow as part of this response, from our legal team, business managers and the science staff working with these entities. Our staff are learning how to practice the principle of prior informed consent with mana whenua associated with the collection and research of taonga sourced from within their rohe and having early discussions about options for benefit sharing.

We note that the capabilities to respond to Wai 262 will require a complex response which Te Ara Paerangi should consider in its future workforce strategies.



### Case study 7: Increase in all staff Te Ao Māori competencies

We also support the *PFR submission* and its reference to the RSI workforce needs for more adaptive, multi-skilled professionals to address increasingly complex problems. The PFR submission refers to “talent gaps” and we consider this includes Māori in the RSI system; there are proportionally few Māori within the RSI system, a situation that means Māori in the current system are doing “double shifts” as described in Te Ara Paerangi (p66). PFR is taking steps to balance these expectations between *Tangata Māori* and *Tangata Tiriti*, at the individual level including building in personal performance objectives in staff development plans and embedding expectations in staff remuneration reviews which supports a “recognition of early adoption”. We are also making progress at the team and group level through the introduction of a cross-organisation Te Ao Māori competencies development programme focused on basic Te Reo, Tikanga and Aotearoa history. While these are successes for PFR we also note there is likely duplication across the RSI system for Te Ao Māori and Treaty training. Given many RSI entities are co-located in the regions Te Ara Paerangi could look to enable cross-organisation wide Te Ao Māori competencies development and training in the future.

### Section 5 Workforce – Key recommendations

9. To develop **national RSI investment and workforce targets** that are intentionally linked to research priorities. This needs to be **inclusive of both Tangata Māori workforce targets** alongside **Tangata Tiriti targets focused** Māori competencies as a key/critical capability and working with Taonga to ensure cultural safety of all RSI personnel
10. Consider the relationship between **Te Ara Paerangi and Wai 262: Te Pae Tawhiti** and the all of government response work programme to **ensure the capabilities directed in the RSI are aligned** with this future nationally and internationally significant system change (*Workforce*)

## Section 6: Research Infrastructure

### 6.2.2. Ngā kōwhiringa hoahoa matua mō te tuku pūtea ki te hanganga rangahau Funding research infrastructure:

- **How do we support sustainable, efficient and enabling investment in research infrastructure?**

#### Our response towards stronger partnerships with Māori

MSPE supports the *PFR submission* recommendations to retain decision-making for infrastructure investment close to those delivering the research. This includes decisions about investment in physical infrastructure, data bases required to undertake research and supporting science equipment. We acknowledge the considerations put forward of the potential centralising infrastructure could result in lengthy processes that will slow innovation. MSPE also considers “intangible assets” e.g. research content, the processes for how information is collected, ongoing management and dissemination of information are core components of research infrastructure that will need to be addressed. Addressing this also includes consideration of the flow of knowledge from owners and creators to “end users” and in this case key consideration be given to future generations as the beneficiaries of this mātauranga. For PFR, we have specific responsibilities to respond to this as a trusted custodian for the management and holding of this mātauranga which could include Māori data and intellectual property related to taonga species i.e. plant collections and repositories.

We advocate for Te Ara Paerangi to ensure continued connection across the RSI system for institutions to respond to Māori research aspirations to negate further silos occurring within the system. We envision shared benefit can be realised through the introduction of collective guidance and principles applicable to all CRI institutions. For example, when working with mātauranga Māori and Te Reo Maori, PFR acknowledges Māori as kaitiaki of their

taonga. These rights are guaranteed by Te Tiriti and we make efforts to respond to this through our Taonga and Mātauranga Māori Principles, acknowledging our “custodianship” when trusted by Māori to hold information and taonga on their behalf.

## Section 6 Infrastructure – Key recommendations

11. Take into account and **enact specific measures to acknowledge Māori rights** and interests in decisions regarding the **centralisation of research infrastructure**. These measures should take steps for the protection and use of assets such as databases, collections and repositories working with taonga species and mātauranga for the benefit of future generations

# Blueprint to a Te Tiriti-led future

Question	Theme	Potential sub-theme focus	Potential system shift required	Key recommendation
Section 1	Research priorities		<ul style="list-style-type: none"> <li>Invest in a Māori-led strategy for the RSI system</li> <li>Māori leadership in governance and senior executive</li> <li>Clear strategic priorities that value for Māori</li> <li>Māori partner insights suggest a stronger shift to Te Tiriti adherence for CRIs</li> </ul>	<p>Consider the <b>applicability of the</b> commitments reflected in <b>PFR's Taonga &amp; Mātauranga Māori Principles</b> as an example of taking a principled-approach with Māori to help guide the selection of priorities</p> <p>Reflect the opportunity to <b>move beyond the Te Tiriti/ Treaty of Waitangi principles</b> towards the intent of <b>the Te Tiriti/Treaty Articles</b> in the setting of priorities</p>
Section 2	Te Tiriti, mātauranga and Maori aspirations	 	<ul style="list-style-type: none"> <li>Address Māori data and intellectual property settings to ensure appropriate protection, management and access</li> <li>Invest in applied research working with mana whenua</li> <li>Realise the potential of partnership with whare wānanga when looking to build the capabilities for a Te Tiriti-led future</li> <li>Independent resourcing</li> </ul>	<p>Create investment mechanism that require the RSI system to <b>respond to the value proposition of Te Tiriti outcomes in funding criteria</b>. This would shift <b>beyond “impact benefit aligned to public interest/good”</b> and recognise and reward research ideas that honours Te Tiriti.</p> <p>Support a <b>co-designed approach with mana whenua</b> in the regions to ensure the proposed Māori knowledge hubs are well equipped with the resourcing, capability and capacity to meet their aspirations and respond to a regionalised RSI system. We suggest further consideration as <b>to the opportunity whare wānanga present</b> as existing institutions that are already located in regional communities</p>
Section 3	Funding	  	<ul style="list-style-type: none"> <li>Co-invest with Māori in shared research capabilities</li> <li>Develop clear funding guidelines to respond to Te Tiriti obligations, including mutual capability building between RSI workforce and Māori</li> </ul>	<p>Endorse the <b>establishment of base funding</b> which includes <b>dedicated investment for institutions to partner with Māori</b>. This includes for the purposes of early engagement with Māori; towards resourcing the build of <b>mutual capability development</b> between RSI staff and Māori to understand and operationalise of weaving Mātauranga Māori and science</p> <p><b>Resource Māori independently</b> of proposed base funding grants for RSI organisations. This will support Māori to take an agile and innovative approach to achieving their research and innovation aspirations which could be <b>inclusive, complementary and/or independent of RSI institutions</b> when working with their taonga</p>
Section 4	Institutions	  	<ul style="list-style-type: none"> <li>Enable an entity that sits outside the public service with autonomous governance and baseline funding</li> <li>Consider the principles of Te Tiriti and the Te Tiriti Articles to enable a more sophisticated response from CRIs to respond to</li> </ul>	<p>Support for the Māori Collective/Rauika Māngai submission and its <b>proposal for a Mātauranga Māori Commission</b> and/or entities. We refer to the proposed model and emphasise the importance that in a Te Tiriti-led framework <b>CRIs must be both directed and resourced</b> to meet these new Te Tiriti obligations</p> <p>Encourage <b>statutory reform of the CRI Act to review</b> the existing legislation <b>to give effect Te Tiriti commitments</b></p>
Section 5	Workforce	 	<ul style="list-style-type: none"> <li>Direct appointment of Māori into science leadership</li> <li>Learn from the existing Vision Mātauranga policy challenges</li> <li>Increase in all staff Te Ao Māori competencies through a cross-organisation approach for RSI entities</li> <li>Enable a proactive response to the recommendations in Wai262: Te Pae Tawhiti</li> <li>Strengthen monitoring of RSI investment and research outcomes related to taonga species</li> </ul>	<p>To develop <b>national RSI investment and workforce targets</b> that are intentionally linked to research priorities. This needs to be <b>inclusive of both Tangata Māori workforce targets</b> alongside <b>Tangata Tiriti targets focused</b> Māori competencies as a key/critical capability and working with Taonga to ensure cultural safety of all RSI personnel</p> <p>Consider the relationship between <b>Te Ara Paerangi and Wai 262: Te Pae Tawhiti</b> and its all of Government response work programme to <b>ensure the capabilities directed in the RSI are aligned</b> with this future nationally and internationally significant system change</p>
Section 6	Infrastructure		<ul style="list-style-type: none"> <li>Consider CRIs to do a stocktake of existing databases and collections to understand the extent of existing data and material of relevance to Māori</li> </ul>	<p>Take into account and <b>enact specific measures to acknowledge Māori rights</b> and interests in decisions regarding the <b>centralisation of research infrastructure</b>. These measures should take steps to protect assets such as databases, collections and repositories working with species and Mātauranga for the benefit of future generations.</p>

