



Ngā Pou Herenga:

Anchors of Our Journey

Mihi

E ngā mana, e ngā reo, e ngā karangatanga maha o te motu, tēnā koutou katoa.

E ngā mate huhua kua whetūrangitia ki te korowai o Ranginui, haere, haere, haere atu rā. Āpiti hono, tātai hono, rātou ki a rātou, tātou te hunga ora ki a tātou, tēnā tātou katoa.

E mihi kau ana ki ngā pou herenga o tēnei kaupapa, ngā kaiarataki, ngā kaimahi, me ngā whānau kua tū kaha, kua tū māia i roto i ngā tau tekau kua pahure. Nā koutou i whakatakoto te ara, nā koutou i whakakaha te kaupapa o Whānau Ora, kia tū rangatira ai ngā whānau o Te Ika-a-Māui.

Ko te aroha, ko te manaakitanga, ko te whakapapa ngā pou o tō tātou kaupapa. Nā reira, e ngā whānau mā, tēnei mātou ka tuku mihi ki a koutou mō tō koutou kaha ki te ārahi i ō koutou ake huarahi, ki te whakatutuki i ō koutou moemoeā, me te whakapūmau i te mana motuhake o tō tātou iwi.

Ahakoā kua mutu te haerenga o tēnei wāhanga o te kaupapa, e kore e mimiti te puna wai o te aroha, o te kaha, me te wairua i whakatōngia e koutou. Ka rere tonu ngā wai ki te moana nui, ka whāngai tonu i ngā whakatipuranga e haere ake nei.

Nō reira, e ngā pou o te kaupapa, e ngā whānau o te motu, tēnā koutou, tēnā koutou, tēnā tātou katoa.



Pou Tuku Iho:
Dame Tariana Turia

Dame Tariana Turia
DNZM (1944–2024)

Ngā Wairiki

Ngāti Apa

Whanganui

Ngā Rauru

Ngāti Tūwharetoa

Dame Tariana Turia stands as Pou Tuku Iho for Whānau Ora — a leader whose vision, courage, and uncompromising commitment to kaupapa Māori reshaped the very landscape of health and social policy in Aotearoa. It was her political bravery, as Co-Leader of the Māori Party and Minister responsible, that brought Whānau Ora into being in 2010. She challenged the Crown to recognise that whānau, not agencies, hold the solutions to their own futures.

Her contribution was both structural and spiritual. Tariana secured the establishment of three independent Commissioning Agencies — Te Pou Matakana, Te Pūtahitanga o Te Waipounamu, and Pasifika Futures — ensuring that pūtea was placed in the hands of Māori and Pasifika collectives who understood their own communities. She championed commissioning for outcomes rather than outputs, embedding a model where the measure of success would be whānau transformation, not bureaucratic activity. She reframed government thinking by insisting that support be directed to whānau as collective entities, not fragmented individuals.

She also embedded kaupapa Māori accountability, grounding Whānau Ora in tikanga and mātauranga, while enabling innovative approaches to flourish at the flax roots. In doing so, she dismantled the deficit-

based narratives that had long dominated government policy, and instead centred whānau potential, aspiration, and agency.

Beyond the machinery of policy, Tariana never lost sight of the people. She walked alongside whānau in their homes, marae, and communities, reminding us that Whānau Ora was never about contracts or compliance, but about mokopuna inheriting opportunity, not inequity. She held government to account while uplifting whānau stories as living proof of transformation.

Her leadership was both political and deeply personal — shaped by her love for her people, her belief in collective strength, and her determination that no whānau should ever be left behind. Through her guidance, Whānau Ora was born not as a programme, but as a movement, anchored in whakapapa, identity, and mana motuhake.

Although we mourn her passing in 2024, her presence remains woven into every strand of our mahi. Dame Tariana’s legacy lives on in the thousands of whānau who now walk taller, and in the generations of mokopuna who inherit the opportunity she fought for. She was, and remains, a Pou Tuku Iho — a legacy pillar who gifted us the courage to believe in our own solutions, and the strength to carry them forward.

**“Ka pū te ruha,
ka hao te rangatahi.”**

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He Kupu Tīmatanga

Opening Words

He mihi motuhake ki ā mātou kaiārahi

John Tamihere, Chief Executive — we acknowledge his unwavering commitment, courageous advocacy, and bold leadership of Whānau Ora.

Awerangi Tamihere, Chief Operating Officer — we acknowledge her relentless drive to innovate, commission for value, and strategize for the growth of our movement.

To our Backbone

We acknowledge our backbone team who held the network together — enabling, connecting, and strengthening our collective capability every day.

To our Collectives and Partners

We acknowledge our Collectives and all partner organisations across the motu — whose local leadership, relationships, and deep roots with whānau created impact that was real and lasting.

To our Kaimahi

We acknowledge those on the frontline — the heartbeat of Whānau Ora. They built trust, removed barriers, and walked alongside whānau with manaaki and determination.

And most importantly — to our Whānau

E ngā whānau mā, tēnei mātou ka tuku mihi. We acknowledge you for gifting us your journeys, aspirations, and trust. Your courage to dream, plan, and lead your own pathways was the true heart of this kaupapa. Without you, there was no Whānau Ora.

A Closing Reflection

As the Whānau Ora Commissioning Agency contract concludes in 2025, and with the tenure of most of our Board members also ending, we recognise this moment as the closing of an era. Like the awa reaching its delta, the currents of our commissioning journey have branched and dispersed, carrying with them the learnings, strengths, and relationships forged over a decade. It has been a time of courage, innovation, and transformation. Though structures may change, the legacy of whānau strength, kaupapa Māori commissioning, and the pathways we have charted together will continue to flow outward, nourishing future generations.

Ngā Whakawhetai

Acknowledgements

We extend our heartfelt thanks to all those who guided, enabled, and powered our mahi over the past decade.



Merepeka Raukawa-Tait
Chair (2014–Present)
Te Arawa



Pahia Turia
Director (2014–2025)
Ngā Wairiki, Ngāti Apa,
Ngā Rauru, Whanganui,
Ngāti Tūwharetoa



Glenn Hawkins
Director (2020–2025)
Ngāti Whakaue,
Ngāti Maniapoto



Amohaere Houkama
Director (2021–2025)
Ngāti Porou, Rongowhakaata,
Ngāti Kahungunu



Lady Tureiti Moxon
Director (2024–2025)
Ngāti Pāhauwera,
Ngāti Kahungunu, Kāi Tahu



Dr Christopher Tooley
Director (2020–2025)
Ngāti Kahungunu



**He Kōrero nā te
Heamana:
Word from the Chair**

**Merepeka
Raukawa-Tait**

Acknowledgements

E ngā mana, e ngā reo, e ngā karangatanga maha o te motu – tēnā koutou katoa.
Kei ngā mate huhua kua whetūrangitia, haere, haere, haere atu rā. Āpiti hono tātai hono rātou ki a rātou.
Āpiti hono tātai hono tātou ngā kanohi ora ki a tātou.

To my fellow Board members, our Chief Executive John Tamihere, our leadership team, kaimahi, providers, collectives and whānau across Te Ika-a-Māui – I acknowledge you all. Your resilience, courage and aroha continue to define Whānau Ora.

**Looking Back, Standing Here,
Moving Forward**

This report is written at a time of deep grief for our organisation. After more than a decade, Whānau Ora Commissioning funding has been withdrawn. It is a bitter blow – not because we lacked results, but because we succeeded too well. We proved that Māori could lead our own solutions, commission our own services, and design futures where whānau thrived.

This is a moment to honour the contributions of every whānau, every collective, every kaimahi, every leader who has carried this kaupapa since 2014. It is a time to acknowledge the lives changed, the futures reclaimed, and the generations whose pathways were reshaped.

And yet, in the midst of loss, there is also hope. Ngā Tini Whetū – our waka for the future – has already shown the nation how devolved, whānau-led commissioning can transform systems and break cycles of inequity. That is the model we must now grow and carry forward.

Reflections from the Hui

At our Whānau Ora Hui, I had the privilege of opening with these words. They remain my message to you now.

Kia ora. Mōrena. It is wonderful to be here with you this morning to open our conference. When I saw the photos on the screen, my heart was touched, treasuring the memory of my late sister Lesley, who I attended the very first Whānau Ora Conference with. Today, I honour her, and all of those who have carried this kaupapa with commitment and love, determined to make life better for our whānau.

Change rarely happens on its own. But when it does — whether for individuals or collectives — it influences everything that follows. Over the last decade, Whānau Ora has been that change. And I believe its influence will continue to shape Aotearoa for decades to come.

My own journey began just over ten years ago when I heard Dame Tariana Turia speak in Rotorua. She laid out a compelling vision: Māori living as Māori, to our full potential, for our own benefit, for our whānau and for future generations. It was about mana motuhake and tino rangatiratanga, supported by a delivery model called Whānau Ora. That was the first time I had heard a truly compelling vision for our nation — and I knew immediately I wanted to be part of it. I joined the regional leadership group in Rotorua, and later Te Pou Matakana. It has been my privilege ever since to serve.

Working alongside our Board, our kaimahi and our provider partners has been a privilege and an eye-opener. I have felt joy, but I have also felt anger — sometimes outrage — at the way our whānau have been treated by those whose job it is to support them. Too often, our whānau were met with a “take it or leave it” attitude. In those early years, Te Pou Matakana was seen as troublesome. We asked for the support we needed, but instead we were treated with suspicion. Some officials even told me, “We’ll talk to you, Merepeka, but we won’t talk to John.” How dare they dismiss a leader who was doing his best for our whānau?

From the beginning, we should have been supported to succeed. Instead, we were left to fight for every inch. That is why I have very little time for many in Wellington. They tell us what is good for Māori, but history shows they have never known, and they never will. The crises facing Aotearoa today — in health, housing, mental health, incarceration, education — are of their own making. And yet, they still believe they have the answers.

In truth, our country is fast becoming an un-developing nation. Leadership, both local and central, has too often been corrupt, self-serving, and short-sighted. I know this from experience as a city councillor and a DHB member. But I also know that Māori leadership offers something different. Shared, kaupapa-driven leadership — not ego-driven leadership — is flourishing in our entities, in our Commissioning Agency, and in Te Pāti Māori. That is what gives me hope.

Some people say politics is not for forums like this. But politics is doing us right now — and it would be irresponsible not to speak to it. I take every opportunity to talk to whānau about politics, because it impacts their lives at every level. Our rangatahi in particular are clear about this. They want policies that reflect them and their wishes, and they are unapologetically Te Pāti Māori. My late husband Theo always said: “Why would you ever trust the future of our mokopuna to Pākehā parties?” He never did. And neither should we.

Whānau Ora has taught me to look for my own “Tariana moments.” Those are the moments when you step forward, even when you feel like stepping back. When you act, even if others would rather you didn’t. At first, I avoided those moments. I thought: let someone else do it, what will people say? But over time I realised: if I don’t do it, who will? And will they do it well enough? Now, I seek out those moments, because they grow me, they strengthen me, and they ensure the kaupapa continues.

A few months ago, a talkback host criticised our 2024 Annual Report. He said he had never seen one like it. And he was right. Our report is unique. It brings whānau to life — their hopes, their aspirations, their journeys. It shows funders exactly where their investment has gone, it celebrates providers’ breadth of work, and it allows whānau voices to leap from the page. That is what makes it powerful. We are unapologetically different — and we are effective.

Ngā Tini Whetū is now our next waka. It is devolution by design, a by Māori, for Māori approach that is already shifting the dial for whānau. It is showing what happens when resources are placed in the hands of our people, guided by their own aspirations. And it is proof that, even as funding lines change, the kaupapa endures.

Whānau Ora has made my life richer. It has connected me deeply to whānau across our communities. It has given me the passion to keep going, even in challenging times. Over the next two days, as we reflect on our journey, I encourage us all to seek out our own “Tariana moments” — to act when called, to carry the line forward, and to keep momentum alive.

Because this is what matters: we have given Whānau Ora our best. And as long as passion burns in our hearts, we will continue to do so.

Tēnā koutou, tēnā koutou, tēnā tātou katoa.

Closing Reflection

Reading back through our Annual Reports, I see the arc of a movement. From the urgency of our COVID response, through the bold stance we have taken on poverty, to the uncompromising declaration that our future is Māori — Whānau Ora has never wavered.

This kōrero at our Hui is not just a speech. It is a reaffirmation: that we will continue to disrupt, to innovate, and to stand unapologetically for whānau. That we will take the vision given to us by Dame Tariana Turia and make it our own, every day. That we will honour the trust whānau place in us by ensuring Whānau Ora is never diluted.

We have given Whānau Ora our best — and as long as passion continues to burn in our hearts, we will keep holding the line, leading from the front, and walking alongside whānau towards futures of their own design.

Merepeka Raukawa-Tait
Chair
Whānau Ora
Commissioning Agency
Te Arawa

**Chief Executive
Statement**

**Whānau Ora
Commissioning
Agency**

Whānau Ora was never a government idea – it was born of our people, by our people, for our people. Over the last decade, we proved it works. Whānau Ora has lifted whānau from dependency to determination, from despair to dignity. And because of that success, it has now been taken from us.

I cannot disguise the frustration or the anger. The decision to strip Whānau Ora Commissioning of funding is not about performance – the evidence is overwhelming. The tens of thousands of whānau supported through Whānau Direct at the moments that mattered most. The multitude of whānau walking with Kaiārahi across every rohe of Te Ika-a-Māui. Ngā Tini Whetū proving that devolution by design changes lives – safer homes, stronger whānau, healthier pēpi. A kaupapa Māori workforce of hundreds trained, accredited, and carrying aroha and tikanga into their practice. These are not abstract numbers – these are lives transformed.

And yet, ideology trumped impact. Bureaucrats and politicians could not abide that Māori solutions outperformed their systems. They could not handle a model that placed power in the hands of whānau. And so, they cut us off.

But the deepest pain is not mine – it is in the lives of our kaimahi, our partners, and our collectives who have carried this kaupapa like a flag. Across the motu, good people who built relationships of trust with whānau now face the loss of jobs. Skilled navigators, data analysts, back office staff, the backbone of Whānau Ora, are being forced aside, even as whānau demand grows. To each of you, I pay tribute. Your mahi has been extraordinary, your loyalty unwavering. You made Whānau Ora real.

To our collectives and partners, you carried this kaupapa into marae, kura, and homes. You put kai on the table, secured housing, restored hope. You showed what happens when the system steps back and trusts Māori. Your work has set a benchmark the government cannot erase.

Let me be clear: the Whānau Ora way cannot be extinguished. The government may strip funding, but they cannot take the trust of whānau, the capability of our network, or the belief we hold in our people. We have built something that endures beyond contracts.

So yes, we grieve. Yes, we rage at the injustice. But we also stand proud. Proud of every whānau who took back their future. Proud of every kaimahi who stood on the frontline. Proud of every partner and collective who refused to give up.

This report is a taonga. Not because it sits pretty on a shelf, but because it carries the truth of our mahi and the voices of our people. It's not just numbers, it is whānau who stood taller, mokopuna who grew up safer, kaimahi who fought for every gain. It proves what we have always said: trust whānau, back Māori, and change will follow. These pages carry the sweat of our collectives, the grind of our back office, the courage of our frontline. That is why this report matters – because it shows beyond doubt that Whānau Ora works, and it shows the system what is at stake when you cut it away.

And as we look ahead, we do not drift rudderless. Ngā Tini Whetū is our flagship, our waka forging into the future. It embodies devolution by design, the courage to let whānau chart their own courses, and the wisdom to trust their navigation. It is the vessel that will carry us through turbulent seas, guided by the stars of our tūpuna and fuelled by the aspirations of our mokopuna.

The fight for Whānau Ora is not over. Our future remains Māori, and our vision remains clear: whānau are the solution, not the problem. We will not shrink back into silence. We will continue to demand justice, to innovate, and to walk with our people toward futures of their own making.



Pou Arataki

Emeritus Ahorangi Tā Mason Durie

KNZM

**Rangitāne
Ngāti Kauwhata
Ngāti Raukawa**

Whānau Ora has always been guided by pou – leaders whose wisdom, integrity and relentless advocacy have shaped our path. Over the past decade, these pou have stood steadfast, illuminating the way forward and grounding our mahi in kaupapa Māori.

Emeritus Professor Tā Mason Durie has long been Pou Arataki for Whānau Ora – a guiding pillar whose wisdom, scholarship, and clarity continue to shape our kaupapa. His groundbreaking research on whānau development redefined social policy in Aotearoa, shifting the gaze from individual deficit models to collective whānau strength and resilience. He articulated with brilliance and compassion that whānau ora – the wellbeing of the whānau – must be at the centre of Māori advancement.

In 2008, working alongside Dame Tariana Turia, he chaired the original Whānau Ora Taskforce, embedding kaupapa Māori frameworks at the heart of policy design. The Taskforce report laid down not only the vision but also the practical blueprint for Whānau Ora – calling for whānau-centred, strengths-based, and outcome-focused approaches. His intellectual leadership ensured Whānau Ora was never simply a government programme, but a transformational framework grounded in mātauranga Māori.

Tā Mason has always insisted on the importance of balance – between cultural identity and economic security, between educational success and spiritual wellbeing, between collective development and individual aspiration. His scholarship has placed mātauranga Māori in dialogue with global Indigenous knowledge systems, giving Whānau Ora both academic rigour and cultural integrity.

As Pou Arataki, Tā Mason continues to offer wisdom and clarity, reminding us that whānau are not problems to be fixed, but solutions waiting to be realised. His wisdom remains our compass, ensuring we stay true to the vision of whānau flourishing in every domain of life.

**“Mā te rongō, ka mōhio.
Mā te mōhio, ka mārāma.
Mā te mārāma, ka mātau.
Mā te mātau, ka ora.”**



2024/2025

Annual Report

FY24/25 – A Year of Impact

Our final year of commissioning stands as living proof of the Whānau Ora model. Even in an environment of political transition and uncertainty, Whānau Ora not only exceeded contracted targets but deepened trust with whānau, strengthened collaborations, and demonstrated that kaupapa Māori commissioning delivers transformation at scale. As this chapter closes, the evidence presented here shows both the impact achieved and the risks of stepping away from what works – kaupapa Māori commissioning that meets whānau needs on their own terms.

Te Whānuitanga – Our Whānau, Our Reach

Scale of reach and depth of connection at both whānau and kaimahi levels

In FY24/25, more than twenty thousand whānau engaged across Te Ika-a-Māui. This was not just scale – it was depth of connection. Whānau engaged with Whānau Direct, Kaiārahi, Ngā Tini Whetū, Whiria Ngā Hua, and resilience programmes on their own terms, shaping their own pathways of change.

At the same time, kaimahi engagement was at unprecedented levels. Regional roadshows, wānanga, and the Whānau Ora Hui brought together navigators, collectives, and partners to learn, share insights, and celebrate progress. Professional development was embedded through accredited SROI training, the Whānau Ora Diploma, and tailored wānanga – lifting capability, confidence, and connection across the workforce.

Together, these streams of engagement reinforced that Whānau Ora is not a top-down programme but an interwoven ecosystem: whānau exercising choice and agency, and kaimahi equipped and supported to walk alongside them¹

Ngā Mahi Tautoko Tūmataiti – Direct Whānau Support

Dignity, choice, and trusted navigation

Whānau Direct and Kaiārahi once again showed that when whānau are trusted with pūtea and guided by navigators, transformation happens faster.

- Whānau Direct delivered urgent relief – kai on tables, power in homes, uniforms for tamariki, transport for mahi and hospital visits. This flexible pūtea restored dignity in moments of crisis and gave whānau choice where mainstream systems too often deliver stigma.
- Kaiārahi provided sustained relational navigation – trusted guides who helped whānau chart aspirations, navigate complex systems, and reconnect to whakapapa.

Together, these pou stabilised whānau and walked them forward, exceeding contracted targets and highlighting the distinctiveness of kaupapa Māori practice.

Ngā Ara Auaha – Whiria Ngā Hua

Collective impact at the community level, innovating to meet whānau needs in place.

Whiria Ngā Hua was the engine of innovation in 2024/25, enabling partners and collectives to design collective impact innovations with external community groups at the local level. By resourcing these collaborations, kaupapa were grounded in the lived realities of place and shaped by the aspirations of whānau who live there.

At its heart, Whiria Ngā Hua was about whānau, partners, and community organisations coming together – weaving their mātauranga, relationships, and resources to create solutions that reflected their localised whānau and community priorities.

The results were powerful: prototypes in housing, digital equity, cultural revitalisation, and rangatahi enterprise that matured into sustained kaupapa. Whiria Ngā Hua proved that localised, collaborative commissioning generates collective impact – meeting whānau needs in place and building enduring community resilience.

¹ See Appendix, Table A – Reach and Engagement

Ngā Ara Moemoeā – Ngā Tini Whetū

Devolution proving whānau-led systems change.

Ngā Tini Whetū was a masterclass in systems change. By weaving pūtea from multiple agencies into whānau hands, NTW created ecosystems for māmā, pēpi, and whānau in the first 1,000 days of life. Its unique frameworks — Te Hīnātore, Te Kāhui o Matariki, Te Āhuru Mōwai, and Te Kete Oranga — evidenced gains in safe homes, maternal wellbeing, confident parenting, and strengthened whakapapa connections. NTW stands as proof that when whānau lead design, inequities close and systems shift.

Ngā Mahi Tahī – Our Collaborations, Broadening Whānau Support

Collaborations with funders broadening kaupapa to meet whānau needs.

Alongside its core programmes, WOCA deliberately partnered with other funders and agencies to ensure a breadth of kaupapa could respond to whānau realities. These collaborations extended the reach of Whānau Ora beyond its contracted scope, filling gaps that mainstream systems too often leave.

In FY24/25 this included:

- Breast and Cervical Screening initiatives, which lifted wāhine Māori participation in life-saving checks.
- Winter Wellness campaigns, driving immunisation uptake and increasing awareness of seasonal health risks.
- Whānau Resilience programmes, strengthening homes, parenting, and safety for tamariki.

Each initiative exceeded expectations, reducing inequities in access and outcomes, and proving the agility of Whānau Ora commissioning to align with external partners for maximum impact.

By drawing pūtea and expertise together, WOCA ensured whānau had a holistic suite of supports available — from preventative health to safety and resilience.

Ngā Tirohanga Hua – 2024/25 Impact Insights

Evidencing for Māori by Māori Whānau led Transformation.

The deepest insights of FY24/25 confirm that Whānau Ora is not a short-term fix but a system of long-term transformation.

For Whānau

- Became more self-managing, healthier, and more confident in reo and tikanga.
- Gained parenting confidence; rangatahi found pathways in education, training, and employment.
- Built safer homes, stronger financial security, and renewed cultural connections.
- Experienced collective resilience and flourishing communities.

Each programme contributed uniquely:

- Whānau Direct: urgent relief to stabilise.
- Kaiārahi: sustained navigation and trust.
- Ngā Tini Whetū: safe ecosystems for early life.
- Whiria Ngā Hua: innovation and collective impact.
- Collaborations: breadth of kaupapa through external funder partnerships.

For Kaimahi

- Significant number of kaimahi completed accredited SROI training.
- Hundreds advanced through the Whānau Ora Diploma, affirming lived practice as formal expertise.
- Roadshows and regional wānanga created a culture of reciprocal learning and strengthened communities of practice.
- The Whānau Ora Hui (Conference) reinforced shared purpose, resilience, and collective identity.

These parallel streams of impact — whānau transformation and kaimahi capability — show the ecosystem in full motion. The lesson is clear: when resources, relationships, and trust are placed in whānau hands, outcomes shift and endure across generations. When kaimahi are invested in, the workforce walks taller, carrying kaupapa Māori commissioning into the future.

The 2024/25 year therefore stands as both a testament and a challenge: a testament to the power of whānau-led solutions to transform lives and communities, and a challenge to ensure that this legacy is not diminished but strengthened. Whānau Ora has lit a path — the task now is to keep walking it, for whānau today and for generations to come.

2 See Appendix, Table B1 Whānau Direct; Table B2 – Kaiārahi

3 See Appendix, Table C Whiria Ngā

4 See Appendix, Table D Ngā Tini Whetū

Ten Years, One Vision:

Whānau Ora Impact Across Te Ika-a-Māui

Ngā Hua o te Tekau Tau – A Decade of Impact in Data

After 10 years of impact, the Whānau Ora Commissioning Agency’s journey has reached its delta – a time and space of change. While the contract has ended, the horizon is clear. The data illustrates our impact: whānau transformation is evidenced, sustained through a kaupapa Māori model that continues to shape futures.

Te Whānuitanga – Our Whānau, Our Reach

530,000

Total whānau supported (units)

1,460,000

Total whānau members supported

3,047,000

outcomes achieved

Te Whānuitanga – Our Whānau, Our Reach

530,000

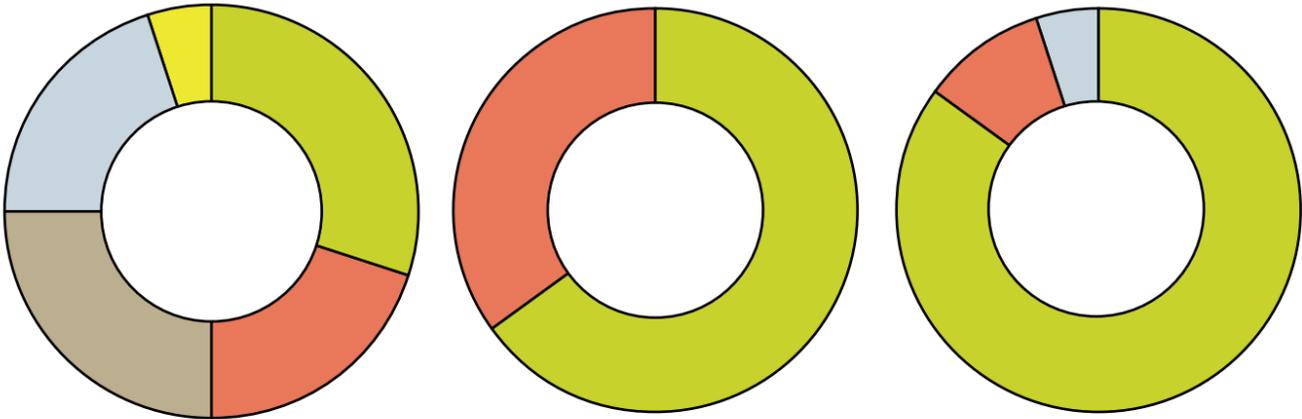
Total whānau supported (units)

1,460,000

Total whānau members supported

3,047,000

outcomes achieved



- 0-9 years (tamariki): 30%
- 10-17 years (rangatahi): 20%
- 18-34 years: 25%
- 35-54 years: 20%
- 55+ years: 5%

- Wāhine: 65%
- Tāne: 35%

- Māori: 85%
- Pasifika: 10%
- Other: 5%

16 Collectives Engaged

113 Partners Involved

He Ara Whānau Ora – The Pathway of Impact

Our Whakapapa – The Journey to Ten Years of Impact

Whānau Ora did not appear overnight. It was born of decades of advocacy, courage, and vision – Māori asserting that we hold the solutions to our own challenges.

1980s – Urban Māori advocacy:

Te Whānau o Waipareira Trust was established in 1984, led by Dame June Mairu and kaumātua determined to provide authority and voice for urban Māori. Waipareira became a model for kaupapa Māori self-determination in the city.

2003 – National Urban Māori

Authority (NUMA): NUMA was established to bring together urban Māori authorities into a national collective voice, strengthening advocacy for the 86% of Māori in Tāmaki Makaurau living outside their iwi rohe.

2009–2010 – Taskforce &

launch: The Government's Taskforce on Whānau-Centred Initiatives, chaired by Sir Mason Durie and championed by Hon Dame Tariana Turia, set the philosophical and policy framework for Whānau Ora. Its radical shift: treat whānau, not individuals, as the unit of change.

2010 – Implementation: Whānau Ora was launched as a cross-government initiative, resourcing collectives of providers to work holistically with whānau.

2014 – Te Pou Matakana

established: Commissioning pūtea at scale into kaupapa Māori hands for the first time, alongside Te Pūtahitanga o Te Waipounamu and Pasifika Futures.

From these roots, Te Pou Matakana charted a new course. Rebranded as the **Whānau Ora Commissioning Agency (WOCA)** in 2019, our journey since has been defined by agility and kaupapa.

- **COVID-19:** Our network mobilised with speed, supporting hundreds of thousands of whānau, standing up vaccination clinics faster than any other entity, and deploying the **Whānau Ora Battalion** into our communities.
- **Ngā Tini Whetū:** Described as devolution by design, NTW unbundled multi-agency pūtea to support more than thousands of whānau in the first 1000 days of life, demonstrating whānau-led solutions to child poverty.
- **Cyclone Gabrielle (2023):** Once again, our network pivoted to provide emergency response and recovery across Te Ika-a-Māui.
- **Tendering and loss of funding:** In 2024, Whānau Ora commissioning was forced into a contestable tender. Despite a decade of proven impact, WOCA was not reselected as the North Island Commissioning Agency. This loss reverberated deeply – not just organisationally, but as a disruption to kaupapa Māori leadership itself. The grief of this moment permeates our reflections. Yet the legacy and lessons of ten years endure, guiding us forward.

Our Approaches: Defining a Kaupapa Model for Transformational Whānau Change

Over ten years, Whānau Ora Commissioning has reshaped the way investment in whānau is understood in Aotearoa. This section explores our approach — the frameworks, philosophies, and practices that enabled WOCA to walk alongside many thousands of whānau journeys and achieve lasting impact.

Our approach was never simply about funding services. It was about creating the conditions for transformation: restoring power to whānau aspirations, embedding kaupapa Māori practice, and proving that when whānau lead their own change, intergenerational outcomes follow.

The What: Commissioning for Outcomes – The Whānau Ora Journey

Over the past decade, Whānau Ora has pioneered a commissioning approach unique in Aotearoa and recognised internationally. This journey saw us move beyond the older models of procurement and commissioning, to build a commissioning for outcomes model that placed whānau aspirations firmly at the centre of investment.

Procurement – The Starting Point

The traditional funding approach where services were purchased at the lowest cost.

- **Focus:** Inputs and outputs (e.g., number of counselling hours, workshops run).
- **Characteristics:** Competitive tendering, strict contracts, limited flexibility.
- **Limitations:** Providers delivered what was bought, regardless of whether it changed lives.

Commissioning – The Next Step

Developed in government as the next iteration of procurement — designing and managing services to meet population-level needs.

- **Focus:** Meeting pre-defined community needs.
- **Characteristics:** Central planning and needs analysis, services prescribed by funders, some consultation.
- **Limitations:** Still largely provider driven. Outcomes pre-set by funders, with whānau voices marginal.

Commissioning for Outcomes – The Whānau Ora innovation

Whānau Ora built and led the first outcomes-based commissioning model in Aotearoa, centred entirely on whānau aspirations.

- **Definition:** Funding and decisions driven by the outcomes whānau themselves prioritise.
- **Focus:** Transformation and wellbeing across health, housing, education, cultural identity, employment, and connection.
- **Characteristics:**
 - Whānau set their own goals, supported by Kaiārahi.
 - WOCA invests in providers and collectives who wrap services around those goals.
 - Flexible pūtea allows innovation and collaboration.
 - Reporting evidence changes achieved for whānau, not just services delivered.

Side by side — how the models differ

Feature	Procurement	Commissioning	Commissioning for Outcomes (Whānau Ora)
Who decides?	Funder specifies service	Funder designs with limited input	Whānau set their own outcomes
Focus	Inputs & outputs	Population needs	Whānau aspirations & wellbeing
Measure of success	Units delivered, cost savings	Coverage, efficiency	Transformational outcomes
Flexibility	Low	Moderate	High – responsive to whānau
Relationships	Transactional	Contractual	Relational, trust-based
Timeframe	Short-term contracts	Programme cycles	Long-term whānau change

The How: Collective Impact – The Operating System of Whānau Ora

Commissioning for outcomes needed an operating system. Collective Impact became that system — ensuring that whānau, partners, collectives, and WOCA itself were aligned around a shared kaupapa of whānau wellbeing.

At its heart, Collective Impact is a high-trust model built on shared learning, relational accountability, and the confidence that local providers know their people best.

- **Common agenda:** whānau wellbeing and transformation, while each whānau sets their own aspirations.
- **Backbone infrastructure:** WOCA system-wide; regional backbones locally, providing coordination, governance, and data.
- **Mutually reinforcing roles:** partners bring expertise; collectives enable wraparound; WOCA stewards the whole system.

- **Shared measurement:** outcomes tracked through whānau change, not services delivered.
- **Continuous communication:** hui, wānanga, and reporting cycles sustain trust and alignment.

Evolution

Collective Impact was first tested in the early stages of Whānau Ora when collectives worked with like-minded organisations on joint initiatives. These pilots showed the potential of aligned community-wide action. Over time, this evolved into the Whiria Ngā Hua investment approach, embedding Collective Impact as the basis for directing resources, supporting partners, and measuring outcomes.

Whiria Ngā Hua – the whānau-facing expression.

Whiria Ngā Hua brought Collective Impact to life for whānau. It funded prototypes, supported collaboration, scaled whānau-led innovations, and resourced collectives as engines of local transformation. For whānau, it meant practical supports and opportunities created by and for their own communities.

Why this Matters

By adopting Collective Impact as its operating system, Whānau Ora created a living, adaptive model that:

- Anchored investment in whānau aspirations.
- Enabled partners to collaborate, not compete.
- Positioned collectives as engines of transformation, each with backbone capacity to sustain outcomes.
- Entrusted WOCA to steward the kaupapa and safeguard long-term sustainability.

This structure made commissioning for outcomes not just an approach, but a cohesive movement across Te Ika-a-Māui – an operating system capable of scaling transformational change for whānau and communities.

Pūtea as Kaupapa – Agile, Braided Rivers

Because we commissioned for outcomes, pūtea became kaupapa: agile, responsive, shaped by whānau voice. Like braided rivers, pūtea flowed across Whānau Direct, into collectives, through Whiria Ngā Hua, reshaped in Ngā Tini Whetū, and devolved further through Enablement.

This agility proved decisive in moments of crisis – redeployed rapidly during **COVID-19, Cyclone Gabrielle**, and into digital enablement – always guided by whānau need.

The Six Whānau Ora Domains – Our Compass

Six domains guided investment and innovation:

1. **Self-Managing** – Whānau are confident in setting their own goals, making informed decisions, and taking charge of their futures.
2. **Healthy Lifestyles** – Whānau experience wellbeing across wairua, hinengaro, tinana and whānau, with the resilience to adapt and thrive.
3. **Participation in Society** – Whānau are active citizens, connected to education, training, employment, community life, exercising their rights for political representation.
4. **Te Ao Māori Participation** – Whānau are secure in their cultural identity, participating in reo, tikanga, kawa and mātauranga that affirm belonging.
5. **Economic Security** – Whānau have enhanced financial capability and knowledge leading to the financial stability, resources, and opportunities to reduce hardship, invest, and grow prosperity.
6. **Cohesion & Resilience** – Whānau are connected, supported, and able to draw strength from their networks to withstand challenges and crises.

Across the decade, many thousands of whānau journeys were recorded – each one a shift from languishing to flourishing.

Evolution of Practice

- **Enablement (2021):** devolved pūtea and authority directly to partners; reframed accountability as reciprocity; embedded 360° reporting.
- **Social Value & SROI:** trained hundreds of kaimahi; showed each dollar invested created multiple returns – safer homes, stronger identity, healthier lifestyles, futures secured for mokopuna.
- **Ngā Tini Whetū (2019–):** co-funded by TPK (ongoing), ACC (to 2024), OT (Pilot Phase); unbundled siloed pūtea into a single Māori stream. Guided by evolving frameworks, it proved that when pūtea is devolved and services delivered in kaupapa Māori spaces, whānau not only engage – they thrive.

A Decade of Lessons – The Whānau Ora Way

- Commissioning for outcomes as the defining kaupapa.
- For Māori, by Māori delivery as the essential ingredient.
- Collective Impact as the operating system; Whiria Ngā Hua as its whānau-facing expression.
- Pūtea as kaupapa – agile, braided, aspiration-led.
- Six domains as compass for wellbeing.
- Enablement embedding trust and reciprocity.
- Social Value and SROI proving the returns.
- Ngā Tini Whetū showing devolution by design.
- Tendering and loss of funding exposing fragility in government systems – and the undeniable impact of kaupapa models.
- Whānau aspirations drive investment.
- For Māori, by Māori delivery builds trust and belonging.
- Collectives anchor local authority as engines of transformation.
- Partners collaborate, not compete, forming ecosystems of support.
- WOCA anchors the system, safeguarding kaupapa integrity and sustainability.
- Social value is realised: measured not only in dollars, but in safer homes, stronger identity, resilient communities, and secured pathways for mokopuna.

This is the Whānau Ora Way: unapologetically kaupapa Māori, relentlessly whānau-centred, intergenerational in vision.

The Why: Understanding the Impact of Our Approach

At its core, Whānau Ora has always been about restoring power to whānau. By commissioning for outcomes, embedding Collective Impact, and treating pūtea as kaupapa, we created the conditions for whānau aspirations to thrive, identities to strengthen, and futures to be reshaped.

This made commissioning for outcomes more than a funding mechanism – it became a living, adaptive movement across Te Ika-a-Māui.

The impact is clear: many thousands of whānau journeys, many thousands of moments of agency, and enduring systems of trust and reciprocity. More than numbers, the why lives in whānau voices – pēpi born into safer homes, parents walking with confidence, whānau reconnected to whakapapa, mokopuna inheriting futures of possibility.

This is why Whānau Ora matters. Not as a programme, but as a kaupapa – restoring mana motuhake, enabling self-determination, and proving that when whānau lead, transformation follows.

Our Evolution in Practice – Navigating Ahead of the Horizon

Over the past decade, the Whānau Ora Commissioning Agency has proven that kaupapa Māori commissioning is both steadfast and agile. We have remained resolute in honouring the integrity of Whānau Ora – for Māori, by Māori, with Māori – while anticipating shifts in government priorities and, at times, challenging the state to lift its gaze.

WOCA did not simply adapt to government agendas. We issued a wero to the status quo – showing that whānau potential could be untapped at the grassroots, not by waiting for predetermined criteria or narrow system settings. Our practice has demonstrated repeatedly, that when pūtea is devolved to whānau, solutions emerge that are bolder, more enduring, and more transformative than government ever imagined.

2014–2016 Commissioning for Outcomes

At our inception as Te Pou Matakana, we pioneered Commissioning for Outcomes. This model was a direct challenge to the compliance-driven public service. Instead of measuring inputs and outputs, we measured transformation in whānau lives. In doing so, we anticipated the language of the Social Investment Approach, but we advanced it further – proving that investment in whānau mana, agency, and whakapapa reconnection is the most powerful form of social investment.

We were early adopters of what government called social investment – but we showed it could not be reduced to numbers on a ledger. The true investment was whānau potential.

2017–2019 Professionalisation and Innovation

As government began to prioritise child wellbeing and system performance, WOCA lifted the bar again. We professionalised our workforce through the Whānau Ora Diploma, validating lived practice as formal expertise. At the same time, we funded innovation and collective impact prototypes – a deliberate wero to siloed service delivery. This foreshadowed the locality models later embedded in Pae Ora.

We did not wait for policy reform; we modelled what it looked like – communities designing their own solutions, collectives delivering impact, and government asked to catch up.

2019–2021 Child Poverty Reduction and COVID Response

When the Child Poverty Reduction Act (2018) and Child and Youth Wellbeing Strategy (2019) were introduced, the Department of the Prime Minister and Cabinet sought ways to reduce poverty. WOCA responded with Ngā Tini Whetū, co-funded by TPK, ACC and Oranga Tamariki. This “devolution by design” prototype directly addressed DPMC’s priorities but also challenged its assumptions – proving that whānau, not agencies, hold the solutions.

When COVID struck, WOCA once again confronted the state’s limitations. While government systems faltered, our collectives became a Whānau Ora battalion, mobilising kai, vaccination, and testing at scale.

When poverty reduction became a national priority, we showed how kaupapa Māori commissioning could accelerate progress. When a pandemic struck, we showed why trust in whānau is the most resilient infrastructure this country has.

2021–2023 | Wellbeing, Pae Ora, and Integrated Investment

As the Treasury reframed the Budget around wellbeing, and the Pae Ora Act 2022 called for equity and localities, WOCA could point to nearly a decade of practice already delivering both. Our frameworks provided evidence of intergenerational value. Our 16 collectives functioned as proto localities, devolving pūtea and decision-making years before locality networks were legislated.

We did not just align with government reform; we showed that kaupapa Māori commissioning had already surpassed it. We were a living example of what Pae Ora, and wellbeing policy aspired to achieve.

2024–2025 | System Change and Future Focus

As government turns once more to integrated commissioning and refreshes child and youth wellbeing goals, WOCA stands with a decade of proof. The Ngā Tini Whetū test phase demonstrates how unbundling siloed funding into a single whānau-centred ecosystem delivers more impact, more trust, and more value. Our Enablement model and investment in whānau and kaimahi continue to challenge the system to invest in people, not processes.

We have not been passengers of policy shifts – we have been navigators, issuing a constant wero to the state: that whānau-led, kaupapa Māori commissioning is not just effective, it is essential.

Insight

Across every wave of policy – social investment, child poverty reduction, wellbeing, Pae Ora, integrated commissioning – WOCA has been proactiWhve, provocative, and proven. We anticipated shifts, adapted with agility, and challenged government to lift its ambition. Above all, we have demonstrated that enduring system change comes from the ground up – from whānau potential unleashed, not from predetermined state requirements.

WOCA has proved that kaupapa Māori commissioning not only aligns with national strategies – it surpasses them and lays the foundation for a deeper understanding of the true value for whānau and wider society. This is the Whānau Ora way: agile to context, a wero to the status quo, anchored in kaupapa, and proven in impact.



Ngā Kaupapa Matua: Our Programmes Over a Decade

Whānau Direct – Pūtea ki te whānau, mā te whānau

Whānau Direct was the first commissioning tool launched by WOCA in 2014, and it remains one of the purest expressions of Whānau Ora. Its premise was radical: place pūtea directly in the hands of whānau, trusting that they know best what will make the difference.

Whānau Direct is deliberately designed for speed and agility, with pūtea turned around within 48 hours. This rapid response cuts through the bureaucratic delays that define mainstream systems, ensuring whānau are not left waiting in moments of stress. Unlike the “ambulance at the bottom of the cliff” approach, Whānau Direct prevents crises from escalating while also creating a platform for whānau to take their next steps.

“MSD didn’t help me at all. They just asked me to fill out forms. Whānau Ora instantly helped me – they gave me a \$200 Whānau Direct grant to pay my power bill and buy food for my tamariki. Without that, I don’t know what I would have done.”
Myra, Tāmaki Makaurau
(TPM Annual Report 2015/16)

Immediate Relief and Aspirational Pathways

In its earliest days, Whānau Direct responded to urgent needs – uniforms so tamariki could attend kura, kai on the table, power bills that kept the lights on. Because support was fast, whānau could breathe, stabilise, and restore dignity.

But Whānau Direct was never only about crisis response. It also enabled whānau to meet immediate needs that unlocked aspiration – laptops for learning, kapa haka uniforms, sports fees, petrol to reach mahi or wānanga. By responding quickly to the moments that matter, Whānau Direct created space for whānau to stay engaged with Kaiārahi, plan ahead, and continue their journeys toward Mauri Ora.

“When lockdown hit, my tamariki were sharing one old phone for their schoolwork. Whānau Direct gave us a laptop. It meant they could keep learning, and I felt like a parent who could still provide.”
– Mother of three, Tāmaki Makaurau
(WOCA Annual Report 2022/23)

Impact

Whānau Direct has shown that transformation begins in the immediacy of action – when whānau needs are met quickly, dignity is restored, and hope becomes possible. These were not handouts, but catalytic investments made at the right time. The kaupapa proved that trust plus speed is not a risk – it is the foundation of change. By putting authority, timing, and discretion in whānau hands, Whānau Direct shifted the paradigm: from ambulance-at-the-bottom responses to proactive, whānau-led solutions.

Insight: The Bigger Picture

Whānau Direct did more than meet urgent needs – it demonstrated that trust changes trajectories. The data shows whānau shifting from crisis purchases to future-focused investments, proving that when pūtea is placed directly in whānau hands, aspiration follows. This early trust created the conditions for Kaiārahi to sustain deeper journeys, showing how immediacy and dignity lay the foundation for long-term transformation.

Kaiārahi / Navigators – Ngā pou o te kaupapa

Kaiārahi have been the pou of Whānau Ora since its inception – trusted guides who walk alongside whānau through both hardship and aspiration. They are not bound by rigid contracts but by whanaungatanga, sitting at kitchen tables, advocating in courtrooms, walking whānau into WINZ or kura, and celebrating milestones.

Relationships that Transform

Kaiārahi complement Whānau Direct's immediacy by sustaining the longer journey. Where Whānau Direct interrupts crisis, Kaiārahi build the conditions for transformation over time. Their mahi is about walking with whānau, not fixing them – enabling trust to grow and change to stick.

Over the decade, this approach has proven decisive. Kaiārahi relationships often begin at the lowest points of crisis but continue into periods of stability and aspiration. Families who were once disconnected from kura, health services, or whakapapa have re-established relationships, set long-term goals, and achieved milestones they once thought were beyond reach. Through this, intergenerational impact has begun to show: tamariki attending kura more consistently, rangatahi stepping into tertiary education or trades, kaumātua supported to age with dignity, and whānau moving collectively from Mauri Noho toward Mauri Ora.

Rangatahi Restored (Te Pou Matakana Annual Report 2016/17)

A 15-year-old rangatahi with ADD was suspended from school due to violent outbursts. His whānau were connected to a Kaiārahi, who worked with the school

to reinstate him, set a plan for NCEA Level 1, and enrol him in athletics. With ongoing support from mental health services and his Kaiārahi, he is now thriving in school and drama, with positive communication restored between whānau and kura.

Their role became even more visible during COVID, when Kaiārahi were the frontline – delivering kai, supporting kaumātua, and ensuring tamariki could keep learning. But the most profound impact has been seen in the years that followed: whānau who weathered the pandemic with Kaiārahi support now describe being stronger, more resilient, and more confident to plan their futures.

Home, Safe and Warm Again (WOCA Annual Report 2024)

A whānau of eight lost everything when their home was red-stickered after Cyclone Gabrielle. Separated between relatives and emergency housing, they spent months displaced. With the support of Kaiārahi and community partners, they were finally able to return to their whare with bedding and essentials provided. "They are home, they are together, they are safe, and they are warm" – a reminder of the enduring strength of whānau and the aroha that binds our communities.

Impact

Kaiārahi revealed that the greatest lever of change is not policy or systems, but trusted human relationships sustained over time. These relationships turned moments of crisis into platforms for aspiration. What began as support to stabilise often evolved into years of guidance, mentoring, and cultural reconnection; rippling outward to benefit entire whānau networks.

The metaphor often used is that there is just one car up the driveway, one trusted Kaiārahi walking alongside whānau, rather than multiple agencies arriving separately with competing demands. This simple truth captures the essence of Whānau Ora: integration, trust, and dignity, rather than fragmentation and bureaucracy.

Over a decade, Kaiārahi became more than navigators, they became pou, the posts that hold Whānau Ora upright. The evidence is clear: whānau who walked with a Kaiārahi reported stronger health, deeper cohesion, renewed cultural identity, and greater resilience in the face of challenges. Many now speak of generational change – their tamariki and mokopuna stepping into futures underpinned by whānau strength and self-determination.

Kaiārahi have proven that kaupapa Māori practice, grounded in manaakitanga and whanaungatanga, is not simply an approach but the heartbeat of transformation across generations.

Insight: The Bigger Picture

Kaiārahi proved that trusted relationships are a form of infrastructure. The evidence shows whānau who walked with Kaiārahi achieved outcomes across health, education, and cultural identity, even through crises. These pou turned fragmented service pathways into integrated whānau journeys. The insight is clear: sustainable change comes not from more agencies at the door, but from one trusted guide walking alongside whānau across generations.



Evolving Commissioning Streams – Innovation, Collective Impact, and Whiria Ngā Hua

WOCA has never stood still. Over the decade, we created new ways to devolve pūtea and authority, empower commissioning at the grassroots, and pivot when circumstances demanded it. From Innovation to Collective Impact, through the redeployment of pūtea during COVID-19, and into Whiria Ngā Hua, each step has been Whānau Ora in action – bold, adaptive, and unafraid to trust whānau. Together, these streams are evidence that when power rests with whānau, transformation is not only possible but inevitable.

Innovation – Whānau-led Prototypes (2015–2021)

Launched in 2015, Innovation pūtea was a direct challenge to the status quo. It trusted whānau imagination at the earliest stage, resourcing prototypes grounded in lived experience and kaupapa Māori values. These were not pilot projects dreamed up in Wellington, but ideas seeded at the flax roots – from rangatahi leadership and hauora projects to reo revitalisation and cultural enterprises. Some remained local; others scaled nationally. All proved that whānau carry solutions within their own whakapapa.

Youth Worker, Wellington (2020): “Our idea started small – a safe space for rangatahi. With support, it’s now helping hundreds across the rohe.”

Impact

Innovation showed that whānau imagination is a commissioning tool. When pūtea was devolved and ideas trusted, whānau created new pathways for rangatahi, revived reo and tikanga, and built kaupapa that shifted practice nationally.

Rangatahi Leader, Waikato (2021): “They believed in our idea – now it’s helping others. We wanted a way to connect rangatahi back to marae and tikanga, and now it’s become something bigger than us.”

Collective Impact – Te kotahitanga hei oranga (2016–2021)

In 2016, Collective Impact pūtea was introduced to break the fragmentation whānau faced daily. Sixteen regional collectives were resourced to distribute funding at the partner level, enabling partners to form initiatives with external agencies in their rohe. It allowed providers, iwi, and community groups to stand together with whānau – weaving health, education, social services, and cultural supports into a single whānau-centred approach.

Localised Solutions in Action

One of the strongest examples was the Body WOF programme delivered by Ngāti Whātua Ōrākei – Whai Māia, supported through Te Pae Herenga o Tāmaki Collective.

With Collective Impact pūtea, Whai Māia created a kaupapa where whānau accessed free health checks, fitness programmes, and nutrition support in a whānau-friendly, kaupapa Māori environment.

The programme acted as a “warrant of fitness” for the body – a regular check-up that caught issues early, restored confidence, and gave whānau practical plans for better health. For many, it was the first time preventative care felt safe, welcoming, and empowering.

Whānau Voice – Body WOF Participant: “I wouldn’t normally go to the doctor, but Body WOF made it easy. They checked everything, explained it to me, and gave me a plan. It made me feel like my health mattered.”

Impact

Body WOF captured the essence of Collective Impact: pūtea devolved to collectives, distributed to partners, and used to create kaupapa that mainstream contracts would never have funded. What happened in Ōrākei was mirrored across Te Ika-a-Māui, where collectives designed solutions in housing, hauora, kai sovereignty, and education, all grounded in their local realities.

It demonstrated the power of Collective Impact in the hands of WOCA – commissioning that restored mana, broke down siloes, and created pathways that belonged to whānau.

COVID-19 Redeployment (2020–2021)

When COVID-19 struck, WOCA acted decisively. Both Innovation and Collective Impact pūtea were redeployed overnight into urgent pandemic response. While mainstream systems stalled, WOCA’s commissioning model shifted immediately to protect whānau.

Collectives and partners redirected pūtea into kai distribution, digital access, hauora outreach, and local emergency supports. Whānau were supported by those who knew them best – their own collectives, iwi, and providers.

Whānau Voice – Mother of three, South Auckland (2020): “My kids were trying to do their schoolwork on one old phone. Within days, we had a laptop delivered. If it wasn’t for that, they would have been left behind.”

This moment revealed the true strength of devolved, kaupapa Māori commissioning: flexible, fast, and grounded in whanaungatanga. It was Whānau Ora at its sharpest edge – agile in crisis and anchored in manaaki.

Whānau Voice – Kaumātua, (2020): “They came to the door with kai and a smile. It wasn’t just food, it was manaaki. It reminded me I wasn’t alone.”

Whiria Ngā Hua – Weaving Collaboration and Innovation (2022–2025)

In 2022, the lessons of both pūtea streams were woven into Whiria Ngā Hua, a single commissioning stream that balanced imagination and collaboration.

From Innovation came whānau-led prototypes – small ideas trusted early, grown into kaupapa that could reshape practice nationally.

From Collective Impact came kotahitanga – collectives resourcing partners to work with external agencies, breaking siloes and designing seamless pathways.

Whiria Ngā Hua became the vessel for both.

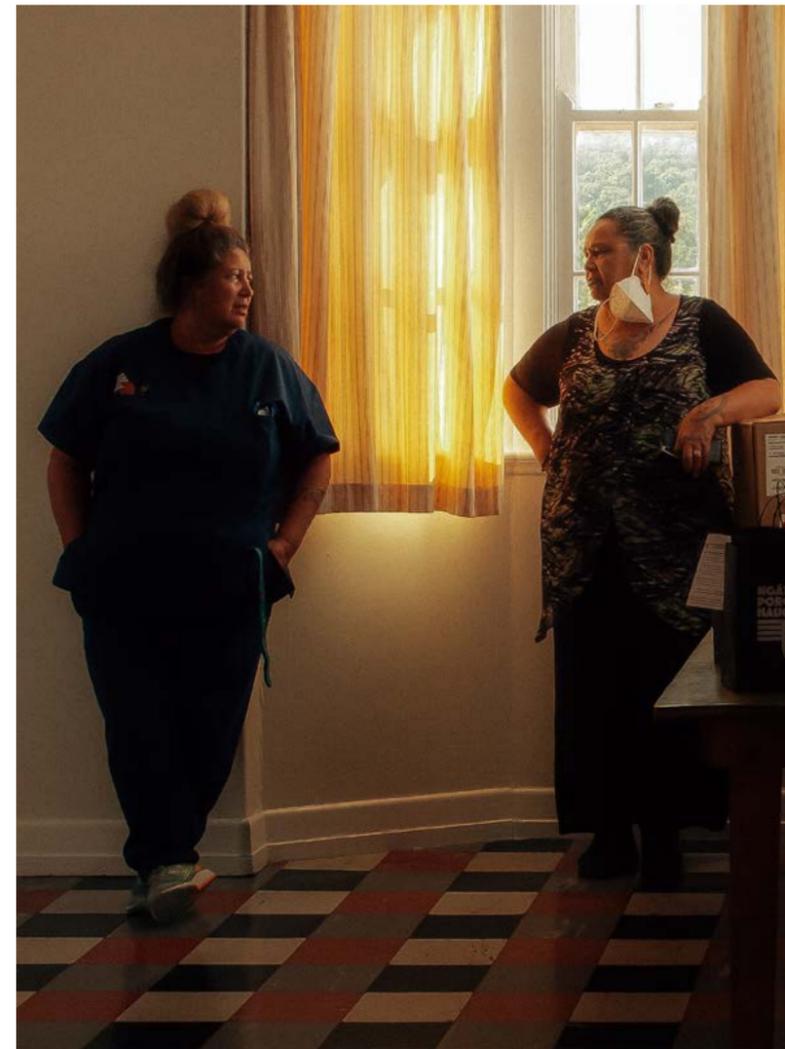
Whatu Aroha, Raukawa (2024): With support from Whiria Ngā Hua pūtea, Whatu Aroha was established to teach the weaving of waka wairua (harakeke caskets), easing the financial and cultural burden of tangihanga while strengthening intergenerational connection.

“It’s about aroha and manaaki. We are making something beautiful together, while easing the pressure on our whānau.”
– Racheal Joyce

Impact

Whiria Ngā Hua showed that when collaboration and imagination are commissioned together, transformation accelerates. Communities designed their own futures, weaving partnerships with whānau-led innovation to create kaupapa that were culturally grounded, practical, and enduring.

It is the living proof of WOCA’s kaupapa: commissioning that evolves, pivots, and always drives pūtea closer to whānau.







The Legacy of Evolving Commissioning

The journey from Innovation to Collective Impact, through the COVID redeployment, and into Whiria Ngā Hua is clear evidence of Whānau Ora in action under WOCA.

Innovation showed that whānau imagination, when trusted early, re-engages rangatahi, revives reo and tikanga, and reshapes practice nationally.

Collective Impact proved that kotahitanga could be commissioned, resourcing collectives and partners to create opportunities far beyond what siloed contracts could deliver.

During COVID, redeployed pūtea showed the agility and power of devolved commissioning under pressure, protecting whānau when mainstream systems faltered.

Whiria Ngā Hua carried these lessons forward, weaving collaboration and innovation into a commissioning tool that continues to strengthen intergenerational wellbeing.

Together, these streams demonstrate WOCA's relentless drive to push pūtea and authority closer to whānau, pivoting fearlessly to meet need and resourcing aspirations at the most grassroots level. They are proof that kaupapa Māori commissioning delivers transformation that restores mana and reshapes the trajectory of whakapapa.

Insight: The Bigger Picture

Across a decade, Innovation, Collective Impact, and Whiria Ngā Hua proved that imagination and kotahitanga are powerful commissioning tools. The kaupapa that endured were not those designed in policy offices, but those seeded close to whānau, grounded in whakapapa, and trusted early. From rangatahi leadership to Body WOF to Whatu Aroha, the evidence shows that communities already hold solutions, waiting only for pūtea to bring them to life.

Whiria Ngā Hua took this lesson further — weaving together innovation and collaboration to create kaupapa that were both practical and enduring. Outcomes in housing, financial literacy, and tikanga Māori reveal that when pūtea is braided with relationships and imagination, whānau outcomes strengthen at scale.

The insight is clear: commissioning is not just funding, it is raranga. It is weaving local imagination, collaboration, and pūtea into whāriki that whānau can stand on for generations.

Ngā Tini Whetū – Flagship Programme

Ngā Tini Whetū (NTW) is the Whānau Ora Commissioning Agency’s most ambitious kaupapa Māori commissioning model — a flagship that dared the Crown to do things differently. It asked a radical question: what if pūtea was pooled across agencies, devolved to Māori leadership, and placed in the hands of whānau to decide for themselves?

The answer has been emphatic. NTW has proven that when Māori lead, outcomes shift in ways the mainstream has never achieved. It demonstrated that whakapapa is the most powerful driver of change — pēpi born into safe homes, parents stepping into confidence, rangatahi re-engaging with education, and whānau standing taller because their moemoeā were resourced and honoured.

“He tini whetū ki te rangi, he moemoeā, he tūmanako ki te tangata – for every star in the sky, there is a dream, an aspiration for our people.”

Planting the Seed (2017–2019)

Before a single Crown dollar was committed, WOCA and its collectives tested the idea. Small prototypes in rangatahi, housing, and whānau aspirations proved the power of kaupapa Māori commissioning. Homes were repaired, reo and tikanga revitalised, and new futures opened. These early pilots became the proof the Crown could not ignore.

Prototype to Consolidation (Pilot Phase: 2019–2023)

Pooling pūtea across agencies and devolving it into a kaupapa Māori model was uncharted territory. NTW made it real.

Kaiārahi walked intensively with whānau, guided by Te Hīnātore, Te Kāhui o Matariki, and Te Kete Oranga. The transformation was visible and undeniable: unsafe homes became warm and dry; tamariki once excluded from kura returned to school; parents spoke with restored confidence; debt burdens were lifted; whānau reconnected with reo, tikanga, and whakapapa.

Perhaps the most profound outcome was that tamariki remained with their whānau. NTW created the conditions for safety and stability so that children who might otherwise have been placed in state care were instead nurtured within their whakapapa. This was a direct system shift: an early intervention model that prevented the trauma of removal and reinforced whānau integrity.

A grandmother raising mokopuna feared they would be taken into care after a housing inspection identified their whare as unsafe. Through NTW, urgent repairs were carried out and support provided for budgeting and ongoing whānau planning. She later reflected:

“Without this, they would have been taken. Instead, they’re still with me, where they belong.”
Keeping Whānau Together (Ngā Tini Whetū Reporting, 2021)

This all unfolded during COVID. While mainstream systems froze, NTW adapted. Kaiārahi anchored whānau plans, maintained cultural connection, and kept aspirations alive when other supports had collapsed.

System Shift and Sustainability (Test Phase: 2023–2025)

By this phase, NTW had moved beyond “pilot” status, it had matured into the test phase of a model of system change.

Despite compounding pressures, cost-of-living spikes, housing shortages, and the devastation of severe weather events, NTW held steady. It provided not only urgent responses but the scaffolding for long-term transformation. Frameworks such as Te Āhuru Mōwai were embedded as safe havens for māmā and pēpi. Social Return on Investment training strengthened evidence and accountability. A consolidated Te Ika-a-Māui logic model wove together Te Hīnātore, Te Kāhui o Matariki, and Te Kete Oranga as a holistic map of change.

Whānau did not just survive these years — they flourished. Tāne re-engaged in whānau life. Ties to marae and whakapapa deepened. Communities designed their own solutions and stood stronger against adversity.

After Cyclone Gabrielle, a whānau displaced for months were supported through NTW to return to a safe, repaired whare. The māmā reflected:

“We were scattered everywhere. Now we are home, together, safe and warm. NTW gave us back more than a house — it gave us back our life as a whānau.”
Whānau Story – Thriving After Adversity (WOCA Annual Report, 2024)

Impact

Ngā Tini Whetū is evidence that kaupapa Māori commissioning delivers what mainstream systems have never been able to achieve. It has proven that intergenerational change begins before birth and grows stronger when whānau aspirations — not government KPIs — drive investment.

Its impact is measured in lives transformed: pēpi breathing easily in dry homes; tamariki remaining with their whānau and out of state care; rangatahi once excluded from kura now gaining qualifications; māmā and pāpā confident in their parenting and identity; whānau networks strengthened through marae and whakapapa. These are not isolated stories — they are a systemic pattern of change.

Ngā Tini Whetū is more than a programme. It is a redefinition of inheritance. It replaces deficit with possibility, poverty with opportunity, and disconnection with thriving whakapapa. It stands as undeniable proof that when Māori lead, cycles are broken, and futures are reshaped.

“NTW made our whare safe – now my tamariki can thrive.”

Insight: The Bigger Picture

Ngā Tini Whetū is living proof that braided pūtea delivers system change. The evidence shows tamariki remaining safely with whānau, parents gaining confidence, and intergenerational wellbeing secured. More than outcomes, NTW redefined inheritance — replacing deficit with possibility and proving that whakapapa is the most powerful driver of transformation. The insight: when Māori lead design and delivery, the system itself bends toward equity.

Enablement – Embedding Rangatiratanga

Launched in 2021, Enablement took commissioning a step further by devolving pūtea and authority for workforce development directly to collectives. It embedded rangatiratanga at the heart of commissioning, shifting the power to decide, design, and deliver capability and capacity building into local hands.

WOCA remained the backbone — convening roadshows, providing tools, supporting 360° reporting — but the decision-making pen rested firmly with collectives. For the first time, they could shape their own workforce growth in ways that reflected their tikanga, context, and aspirations.

Localised Solutions in Action

Collectives quickly designed strategies tailored to their rohe. Wānanga were held on marae to train kaimahi, workforce plans were shaped around whānau realities, and community responses were strengthened through kaupapa grounded in tikanga Māori.

Collective Leader, Tāmaki Makaurau (2022):

“For the first time, we weren’t told what training we needed. We designed it ourselves. That made all the difference.”

These were not generic workshops imposed from outside — they were locally-led investments in kaimahi and systems that sustained whānau transformation on the ground.

Impact

Enablement proved that rangatiratanga is not aspirational rhetoric, but a practical driver of transformation. By shifting pūtea and power to collectives:

- workforce solutions became more relevant and responsive,
- accountability deepened because ownership sat with those closest to whānau, and
- kaimahi were better resourced to walk alongside whānau toward improved living standards, stronger participation, and greater self-management.

Enablement showed that when pūtea and power sit with collectives and the whānau they serve, transformation accelerates, and futures are secured.

Insight: The Bigger Picture

The lesson of Enablement is that self-determination can be designed into systems. Devolving pūtea did more than fund training — it shifted who holds the pen, who sets the priorities, and who defines success. Capability grew stronger because it was shaped by those closest to whānau realities. In this way, commissioning itself became an act of rangatiratanga, embedding authority where it belongs and strengthening the ecosystem from the inside out.

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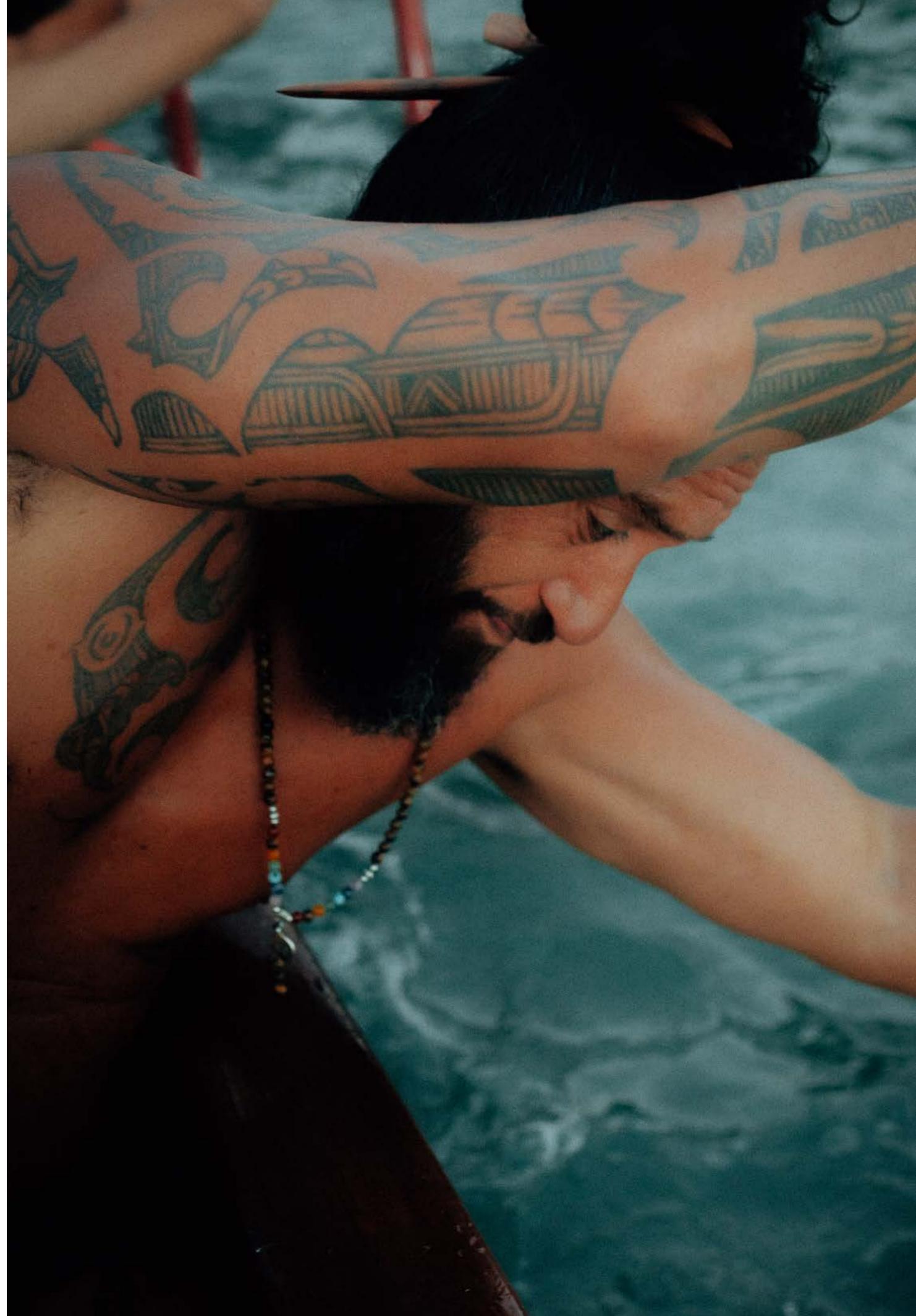
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Ngā Hōtaka Mahi Tahī – Collaboration Programmes

Ngā Hōtaka Mahi Tahī – Collaboration Programmes

Over the decade, WOCA invested in collaboration programmes that extended the reach of Whānau Ora beyond navigation and pūtea. These kaupapa addressed systemic inequities, built sector capacity, and delivered specialised supports through kaupapa Māori and collective approaches.

Collaboration was another powerful strand in WOCA's commissioning model. It worked like the weft and warp of raranga: the warp of WOCA holding the frame steady; centralising administration, distribution, and reporting across multiple funders; and the weft of those funders and partners crossing through. Together, they formed a whāriki that was stronger, more resilient, and more beautiful than any single strand alone.

This reduced the back-office load on collectives, freed them to focus on whānau, and unlocked new pūtea for specific needs. It showed that collaboration can be both practical and transformative: creating economies of scale, leveraging the bargaining power of the Whānau Ora network, and weaving new opportunities for whānau.

Whānau Resilience – Healing and Safety

Whānau Resilience reframed violence prevention away from deficit-based models into a kaupapa Māori approach grounded in tikanga, collective accountability, and intergenerational healing. It invested in prevention, recovery, and restoring mana within whānau relationships.

From small collective pilots it grew into a national commissioning stream, prioritising wāhine Māori voices, kaumātua wisdom, and survivor leadership. This strand of collaboration strengthened the whāriki by weaving healing and safety back into whānau lives.

Whānau Voice – Waikato (2019):

“I thought our cycle could never be broken. But this kaupapa showed us how to heal together, not hide from each other.”

Impact

Whānau Resilience confirmed that violence prevention is not about controlling behaviour but restoring whakapapa. By embedding tikanga into safety frameworks, it fostered intergenerational healing and measurable reductions in repeat harm. It shifted the national narrative: Māori-led models of healing create safer homes, stronger futures, and resilient whānau.

Screening – Access to Lifesaving Care

Screening programmes directly addressed inequities in wāhine Māori access to early detection and treatment. For decades, lower screening rates had driven poorer health outcomes. WOCA and its collectives designed kaupapa Māori, whānau-centred approaches delivered in safe, trusted spaces.

Thousands of wāhine Māori accessed cervical, breast, and bowel screening for the first time. Marae-based outreach and mobile units removed barriers of geography and culture, weaving access to care into the fabric of everyday whānau life.

Whānau Voice – Tāmaki Makaurau (2021):

“I only went to get screened because I trusted them. They spoke my reo, they knew my world. That trust saved my life.”

Impact

Screening proved that culturally grounded, Māori-led outreach saves lives. By embedding reo, tikanga, and trust, wāhine Māori engaged at unprecedented rates. The impact went beyond numbers screened – it shifted a generation's relationship with preventative care, closing equity gaps that had persisted for decades.

Te Kete Aronui – Growing Tamariki Potential

Launched to address persistent inequities in literacy and numeracy for tamariki Māori aged 5–13, Te Kete Aronui was delivered through kura, marae, and community settings by trusted providers including Te Whānau o Waipareira, MUMA, Te Kōhao Health, and Te Rūnanga o Toa Rangatira.

The kaupapa combined kaupapa Māori pedagogy with whānau-centred wraparound support. Tamariki were not only taught literacy and numeracy but also affirmed in their identity, whakapapa, and confidence. This strand of the whāriki lifted tamariki futures, weaving learning with pride and belonging.

Whānau Voice – Parent, Tāmaki Makaurau (2022):

“My boy used to hate reading. Now he reads to his little sister. It's not just about schoolwork – it's about pride.”

Impact

Te Kete Aronui proved that tamariki Māori thrive when learning environments reflect their culture and whakapapa. Literacy and numeracy gains were measurable, but the deeper transformation was in pride, confidence, and whānau engagement. It showed that education equity is possible when solutions are Māori-designed and whānau-centred.

Winter / Whānau Wellness – Keeping Whānau Safe and Warm

What began as seasonal outreach became a vital strand of whānau resilience. Winter/Whānau Wellness delivered immunisations, kai, health checks, and warm home supports to protect whānau in the hardest months.

The kaupapa adapted year by year: flu vaccinations and insulation support in early years; COVID-19 boosters, kai, and PPE during the pandemic; and now expanded child immunisations and hauora checks in trusted kaupapa Māori clinics. It became a fibre of the whāriki that held whānau through seasonal hardship, woven with care and collective manaaki.

Whānau Voice – Te Tai Tokerau (2021):

“They came to check on Nan, brought kai and made sure she was warm. It felt like someone cared about our whānau.”

Impact

Winter/Whānau Wellness proved that prevention saves lives. It reduced illness, lifted immunisation coverage, and built trust in kaupapa Māori health systems. By addressing seasonal pressures in holistic ways – health, housing, kai, and care – the programme showed that wellbeing is about more than treatment. It is about manaaki, preparedness, and collective resilience.

Impact of Collaboration

Ngā Hōtaka Mahi Tahī confirmed that collaboration is not an add-on but a commissioning mechanism in its own right. By holding the administrative and reporting load at a backbone level, WOCA created economies of scale and unlocked the bargaining power of the Whānau Ora network. This freed collectives to focus on whānau, while also securing new streams of pūtea to meet specific needs.

The impact was clear: more pūtea reached whānau, faster and with less duplication, while whānau experienced services designed in ways that reflected tikanga and whanaungatanga. Collaboration was the raranga of commissioning – the warp of WOCA crossed with the weft of funders and partners, woven together with the fibres of collectives and whānau. Each strand carried its own whakapapa; together, they created a whāriki of strength, beauty, and resilience.

Insight: The Bigger Picture

Collaboration demonstrated that when Māori design the backbone, equity is not aspirational – it becomes operational. Screening, Winter Wellness, and Whānau Resilience all proved that kaupapa delivered in safe, trusted spaces close gaps that mainstream systems could not close in decades. The deeper lesson is that collaboration is not about adding partners to a table; it is about re-weaving the table itself, so that pūtea, practice, and power align around whānau.



HALCYON D.

Workforce Development: Building Capability & Capacity for Impact Mā te mōhio ka mārāma

Workforce Development – A Legacy of Capability and Care

Over the past decade, Whānau Ora’s greatest investment has been in its people. From the outset, WOCA understood that whānau transformation could not be achieved without a workforce that was skilled, confident, and unapologetically kaupapa Māori. Workforce Development became the mechanism to strengthen backbone capability at the collective level, so they in turn could commission training and capacity-building out to their partners. This layered approach embedded rangatiratanga at every level – from regional collectives to local providers – ensuring capability was built where it mattered most.

2014–2016: Whānau Ora Diploma

The journey began with the Whānau Ora Diploma. Hundreds of kaimahi studied while working full-time, graduating with nationally recognised qualifications. For many, it was the first time their lived practice – walking with whānau through hardship and triumph – was recognised as formal expertise.

Kaimahi Reflection (2016):

“Completing the diploma was like finally having a name for the mahi I had always done with my whānau.”

The diploma validated Whānau Ora as not only a vision, but a rigorous field of practice grounded in mātauranga Māori.

2017–2020: Professionalisation and Systems Learning

The next stage focused on professionalisation. Kaimahi became fluent in outcomes reporting, systems learning, and data advocacy. Wānanga across the motu created communities of practice where navigators, managers, and analysts shared insights, drawing on whānau stories and embedding them into shared frameworks. The whānau narrative was always the starting

point – never a compliance afterthought.

2019–2021: Te Ara Whānui

From this growth emerged Te Ara Whānui, WOCA’s model of workforce learning. It drew on mātauranga Māori and the lessons of Ngā Tini Whetū, embedding Te Hīnātore and systems reporting as tools for reflection.

Collective Leader (2020):

“Reporting like this, let us put the whānau voice at the centre of the evidence table. It meant we could hold integrity to kaupapa, while still speaking to funders in their language.”

Te Ara Whānui asked kaimahi not only to walk alongside whānau, but to capture journeys in ways that upheld mana and preserved whānau voice, while also creating evidence funders could recognise.

2021–2025: Enablement, Digital Evolution, and Social Value

In the final years, workforce pūtea was devolved to collectives through Enablement, giving regions authority to shape their own development pathways. Collectives invested in cultural capability, specialist training, and regional wānanga, strengthening

themselves so their partners could in turn better serve whānau.

COVID-19 accelerated digital learning and virtual engagement. Kaimahi became fluent in online platforms, blended reporting tools, and digital wānanga – ensuring whānau voices continued to be heard even in times of isolation.

At the same time, Social Return on Investment (SROI) training became a cornerstone of capability.

SROI Trainee (2024):

“We could finally show the value of what whānau achieved – not just tick boxes. It gave us a language that funders understood, without losing the integrity of the story.”

Localised Solutions in Action – Ngā Tini Whetū Roadshows (2024)

One of the strongest demonstrations of Enablement was the Ngā Tini Whetū Roadshows in 2024 to 2025. Led by the WOCA backbone, the roadshows brought collectives together to learn, share, and trial new workforce tools. They introduced updated reporting guidelines, embedding systems level to 360° reporting as standard practice across the motu.

From there, collectives took the kaupapa home. Using devolved pūtea, they commissioned regional wānanga to crystallise the learning for their partners. On marae and in local training spaces, kaimahi were supported to record outcomes in real time, while still preserving the integrity of whānau stories. For many smaller providers, this was the first time they had access to such capability-building in a kaupapa Māori environment, taught by people they trusted.

Collective Leader, Waikato (2024):

“For the first time, we weren’t handed a template and told to fill it in. We co-designed the system, we trained our people, and we carried our whānau voices into the evidence table. That gave us confidence.”

The impact was twofold: whānau-centred evidence became stronger and more consistent nationally, while collectives built the confidence and capability to commission training outwards to their own partners. It showed how workforce investment could cascade – from WOCA as backbone, to collectives, to local providers – strengthening the entire Whānau Ora ecosystem.

Impact – Why Workforce Development Matters

Workforce Development strengthened the commissioning backbone of Whānau Ora by resourcing collectives to build capability and capacity at every level. Collectives in turn invested in their partners, growing a workforce that was professional, relational, and unapologetically kaupapa Māori.

Kaimahi became confident in both kaupapa and compliance, fluent in digital tools and tikanga, and trusted because they upheld the mana of whānau stories. Whānau recognised themselves in the models of care, in the language of outcomes, and in the way their journeys were held and retold.

This layered model – backbone convening, collective strengthening, partner enablement – ensured the workforce grew from within and remained grounded in mātauranga Māori. The legacy is enduring: a kaupapa Māori workforce validated through qualifications, skilled in measuring social value, and ready to walk with whānau into the next decade.

Insight: The Bigger Picture

The deeper lesson of Workforce Development is that transformation endures because people carry it. Investments in qualifications, SROI training, and digital capability were not simply about skills – they were about anchoring kaupapa Māori practice in evidence, authority, and confidence. The insight is that commissioning cannot stand without pou: when kaimahi are resourced to uphold whānau stories and preserve mana, the kaupapa holds fast even as contracts change.

He Rangahau Rangatira – A Decade of Research

Ngā Hoea o Whānau Ora

10 years of bringing whānau to safer shores.

From the outset, research was not simply an afterthought to Whānau Ora – it was the driver that reshaped the parameters of how we tell the whānau story. Investment in kaupapa Māori research gave rise to a new evidence base: one that privileged whānau voices, embedded mātauranga Māori, and placed tino rangatiratanga at the centre.

Like Te Pou Matakana, the sentinel tower that guarded the pā, Whānau Ora research has stood watch for a decade – alert, vigilant, and steadfast. The sentinel’s call, “Kia hiwa rā! Kia hiwa rā! Kia hiwa rā!” echoed through each framework, roadmap, and inquiry. For 10 years, Whānau Ora Commissioning Agency acted as this Pou Matakana: gathering intelligence, scanning the horizon, and guiding whānau safely to stronger ground.

This research journey redefined what counted as evidence. No longer were whānau framed as deficits in government datasets; instead, their aspirations, achievements, and transformations became the data that mattered. Each report was both anchor and navigational star, charting progress and signalling a new future where whānau-led change is understood, validated, and resourced.

He Ara Hōu

Frameworks and Practices of Māori Commissioning (2014)

“Indigenous principles at the heart of change”

This pivotal report marked the beginning of a new era for Whānau Ora, establishing foundational principles for commissioning Māori-led initiatives. It underscored the importance of tino rangatiratanga (self-determination) and the integration of Indigenous values into funding frameworks. It set the stage for Whānau Ora’s growth in advancing Māori aspirations through cultural empowerment and systemic change.

Outcomes Framework (2014)

“Accountability through outcomes”

This framework marked a critical step in the evolution of Whānau Ora, laying the foundation for measuring the impact of investments on whānau well-being. It highlighted collaboration and systematic evaluation as central to sustainable outcomes while reflecting the agency’s commitment to empowering communities. This milestone demonstrated the maturity of Whānau Ora in adopting structured approaches to assess and enhance whānau progress.

Outcomes Roadmap (2016)

“Continuous improvement through innovation”

This roadmap marked a significant milestone in the evolution of Whānau Ora by focusing on outcomes rather than outputs. It introduced adaptive tools and processes to measure whānau well-being, emphasizing collaboration, innovation, and cultural alignment. By refining the outcomes framework, it highlighted the agency’s maturation in creating meaningful, sustainable change for whānau.

Kaiārahi Work Programme – Creating Meaningful Services for Whānau (2017)

“Whānau-Led Transformation”

This report underscored the transformative power of whānau-centred practice, prioritising relational work and co-determination with whānau while tailoring services to meet their unique needs and dismantle systemic barriers. This approach reflected the enduring commitment and investment of Whānau Ora in delivering holistic, culturally aligned support, catalysing meaningful transformation.

Whakainea Te Whakaaweawetia o te Whānau Ora (2019)

“Indigenous practices driving wellbeing.”

This report reflects the transformative impact of kaupapa Māori methodologies, emphasising the importance of measuring whānau wellbeing through culturally grounded frameworks. Anchored in the Whānau Ora approach, it highlights the use of tools like Social Return on Investment to assess the true value of changes experienced by whānau. The findings celebrate ongoing commitment of Whānau Ora to holistic, outcomes-driven transformation, setting benchmarks for Indigenous-led practices that prioritise whānau aspirations and cultural identity.

Ko Te Wā Whakawhiti

It's Time for Change – Māori Enquiry into Oranga Tamariki (2020)

“Changes to Crown approaches and practices for the protection and wellbeing of tamariki”

This landmark report represents a significant milestone as one of the first Indigenous-led inquiries in Aotearoa New Zealand. It was unique in its approach, being led by Māori for Māori with Māori, and centred on kaupapa Māori principles. This inquiry prioritised the voices, experiences, and aspirations of whānau Māori, setting it apart from previous government-led investigations. It marked a transformative step in addressing systemic issues through an indigenous lens.

Herenga Waka

COVID-19 Response Report 1 (2022)

“Mobilising a by Māori for Māori Pandemic Response”

Faced with an unprecedented global crisis, an unknown virus, and no vaccine at the time, whānau demonstrated remarkable resilience and leadership during the COVID-19 pandemic. Through kaupapa Māori approaches, whānau were supported with innovative solutions like Whānau Direct funding, virtual support systems, and whānau food and hygiene packages. This response not only protected whānau but also showcased the power of Indigenous leadership in addressing global crises.

Herenga Tangata

COVID-19 Response Report 2 (2022)

“A collective response to protect our whakapapa.”

This report highlights the continued strength and determination of Māori communities, building on its earlier pandemic efforts to address the Delta and Omicron variants, supported by the Whānau Ora Commissioning Agency, in leading an Indigenous-based response to the COVID-19 pandemic. Supported by the Whānau Ora Commissioning Agency, this Indigenous-led response to the COVID-19 pandemic exemplified resilience, adaptability, and cultural grounding. Through impactful initiatives such as mobile vaccination clinics, the distribution of kai and hygiene packs, and comprehensive wellbeing checks, WOCA not only extended vital support to whānau but also firmly established itself as a trailblazer and trusted leader in indigenous health and

wellbeing nationally and globally, reflecting its capability to meet evolving community needs with dedication and care.

E Tipu, E Rea

The Collateral Change for Reducing Child Poverty (2022)

“Whānau transformations that improve our tamariki wellbeing.”

This report celebrates the Whānau Ora Commissioning Agency's transformative role in reducing child poverty and uplifting whānau well-being through kaupapa Māori principles and cross-sector collaboration. WOCA supported whānau to lead their own journeys of change, breaking cycles of hardship and building stronger, more resilient futures. With a focus on innovation and collaboration, the initiatives within this report showcase the profound impact of weaving identity, cultural strength, and aspiration into every action.

Mauri Tū

COVID-19 Response Report 3 (2023)

“Building resilient communities and identifying future health needs of Whānau.”

This report underscores how the Whānau Ora Commissioning Agency has been pivotal in building resilient communities and establishing a strong foundation to meet the future health needs of whānau. By prioritising well-being and adaptability, WOCA supported whānau to navigate challenges and thrive amidst evolving health landscapes, ensuring their needs and aspirations remain at the heart of every action.

Mauri Ora

COVID-19 Response Report 4 (2024)

“The future of by Māori for Māori health practices”

This report reflects the Whānau Ora Commissioning Agency's continuous growth, which has redefined crisis response through groundbreaking initiatives during the COVID-19 pandemic. The agency brought communities together, creating culturally responsive health solutions that bridged gaps and promoted equity. By uniting local networks and harnessing collective strength, this work has laid a powerful foundation for whānau to lead healthier, more connected futures.

Ka pō, ka ao, ka awatea: From within the darkness comes light and a new day.

For 10 years, Whānau Ora and its 100+ strong partner network has worked tirelessly to create positive and lasting change for whānau.

Over 4 million whānau have been supported through Whānau Ora initiatives; through consistent and integrated work in health, housing, education, employment, and policy, 540,000 whānau have been impacted by Whānau Ora's work.

Although it is the end for the Whānau Ora Commissioning Agency, it is not the end of a vision for whānau who stand tall, strong, and vigilant of the ever-changing forces of their surrounds.

Impact of 10 Years of Research

Whānau Ora research has done more than document progress — it has created it. Over the decade, kaupapa Māori frameworks such as Te Hīnātore, Te Kāhui o Matariki, Te Āhuru Mōwai, and Social Return on Investment have redefined what counts as evidence.

More than a dozen reports charted this journey: from early frameworks like He Ara Hōu and the Outcomes Roadmap, to inquiries into Oranga Tamariki, to a comprehensive body of COVID-19 research. Together they established kaupapa Māori evaluation as national best practice, evidenced reductions in poverty and inequity, and positioned WOCA as a leader in Indigenous evidence-making.

Insight: The Bigger Picture

The research journey proves that knowledge is power — and when knowledge is held by Māori, it transforms the system. By privileging whānau voices, embedding mātauranga, and measuring value through lived change, WOCA shifted the balance of authority in evidence-making. The insight is that research itself became a tool of rangatiratanga: it gave mana to whānau stories, challenged deficit-based policy, and repositioned Indigenous knowledge not as commentary, but as the benchmark of impact.



Global Impact: Elevating Indigenous Voices on the World Stage

Defining a Decade of Global Impact

Over the last decade, the Whānau Ora Commissioning Agency (WOCA) has not only transformed social services in Aotearoa but has also reshaped international dialogue on Indigenous-led development. By taking Whānau Ora, Ngā Tini Whetū, and kaupapa Māori commissioning to global platforms, WOCA has demonstrated that Indigenous-designed systems are not only viable, but world-leading. Our contribution has been to elevate Indigenous voices, assert Indigenous modes of practice, and prove that whānau are the authors of their own futures.

WOCA Global Impact Milestones (2014–2025)

2014

Early Whānau Ora Hui include international delegates, opening dialogue with global Indigenous leaders.

2015

He Ara Hōu: Frameworks and Practices of Māori Commissioning published, situating Te Pou Matakana's outcomes-based commissioning in an international context.

2016

Partnership established with the Tiwahe programme (U.S. Department of the Interior, Indian Affairs), beginning long-term knowledge exchange with U.S. First Nations.

2018

Whānau Ora Hui Eke Panuku attracts over 400 delegates, including Indigenous leaders and academics from overseas.

WOCA begins presenting at Social Value International forums, bringing kaupapa Māori commissioning into global measurement conversations.

2019

Social Value Matters (Taipei, Taiwan): WOCA represented by Awerangi Tamihere as a keynote panellist, placing kaupapa Māori commissioning within a global Indigenous frame.

2020

WOCA's COVID-19 response documented through Herenga Waka: WOCA COVID-19 Response Report and profiled in Indigenous public health literature as a bold community-led intervention during the pandemic.

2021

Ngā Tini Whetū frameworks (Te Hīnātore, Te Āhuru Mōwai, Te Kāhui o Matariki) formalised and evaluated as kaupapa Māori logic models. Shared nationally in hui and published as innovative frameworks, they became reference points for Indigenous evaluation practice, with international interest emerging through WOCA and Wai Rangahau channels.

2022

- Social Value Matters Europe (Liverpool): Awerangi Tamihere presents on kaupapa Māori commissioning and SROI frameworks, positioning Whānau Ora alongside international case studies.
- E Tipu, E Rea: Reducing Child Poverty research aligned with UNICEF frameworks and shared through international child-poverty networks.

2023

Social Enterprise World Forum (Amsterdam): Awerangi Tamihere delivers a plenary keynote on Whānau Ora as a global Indigenous wellbeing movement – the sole Indigenous plenary voice on the main stage.

2024

- OECD World Forum on Wellbeing (Rome): WOCA represented by Awerangi Tamihere, contributing to global debates on outcomes, trust, and Indigenous commissioning.
- UNESCO policy platforms profile Whānau Ora as a leading Indigenous-led model of multi-agency commissioning for outcomes.
- WOCA delegation participates in Pacific policy dialogues during CHOGM Samoa.

2025

- Investing for Impact / Social Value Aotearoa Conference (Auckland): WOCA leaders deliver keynotes, host sessions, and join global panels alongside counterparts from Canada, Italy, Malaysia, and Australia.
- Tribal Self-Governance Conference (U.S.): WOCA and Whānau Ora feature in a dedicated session on Whānau Ora-Tiwahe collaboration.

Influencing Global Forums

From 2014 onwards, WOCA has been invited onto the world stage. Our kaupapa Māori commissioning model has been profiled at:

- Whānau Ora Hui (2018), which brought together over 400 delegates, including international thinkers and Indigenous leaders, reinforcing that Whānau Ora was part of a wider global movement for Indigenous-led solutions.
- Social Value International and Social Value Matters conferences (2018–2024), from Taipei to Liverpool, where Awerangi Tamihere shared case studies and frameworks on commissioning for outcomes and SROI. These contributions led to the endorsement of the Whānau Ora Accreditation Framework by Social Value International, a world first for an Indigenous organisation.
- Investing for Impact / Social Value Aotearoa forums (2016–2025), where WOCA leaders presented keynotes, chaired panels, and hosted international delegations.
- Social Enterprise World Forum (Amsterdam, 2023), where Awerangi Tamihere profiled Whānau Ora on the global plenary stage.
- OECD Wellbeing Forum (Rome, 2024), where kaupapa Māori commissioning was discussed alongside global wellbeing frameworks.
- UNESCO policy platforms (2019–2024), where Whānau Ora was profiled as a leading Indigenous model of multi-agency commissioning.
- Tiwahe programme forums (U.S., since 2016), where WOCA leaders shared frameworks and tools with U.S. First Nations.

Shaping Global Research and Policy

Our research outputs have influenced international dialogue:

- He Ara Hōu: Frameworks and Practices of Māori Commissioning (2015) situated Te Pou Matakana’s outcomes-based commissioning within an international Indigenous context.
- Ngā Tini Whetū frameworks have been shared through WOCA and Social Value International networks and cited in Indigenous evaluation literature as innovative kaupapa Māori logic models.
- E Tipu, E Rea: Reducing Child Poverty (2022) profiled in international networks as an Indigenous approach to poverty reduction.
- COVID-19 case studies (2020–2022) documented WOCA’s response and cited internationally as examples of Indigenous-led pandemic action.
- UNESCO platforms (2019–2024) profiled Whānau Ora as a world-leading Indigenous commissioning model.

Global Leadership and Representation

WOCA leaders have served as Global Commissioners on Social Value International boards, with Awerangi Tamihere contributing to governance and standards, ensuring kaupapa Māori perspectives are embedded in global measurement systems. Through partnerships with Social Value Aotearoa, WOCA has ensured Indigenous perspectives are consistently present in global boards, symposia, and conferences.

Impact on the Global Stage

WOCA’s presence internationally has created a shift in the global conversation:

- It has shown that commissioning for outcomes, designed by Indigenous peoples, works.
- It has placed kaupapa Māori evaluation alongside global standards, influencing how social value and Indigenous outcomes are measured.
- It has contributed to international Indigenous solidarity, linking Whānau Ora with First Nations in the U.S., Canada, and the Pacific.
- It has reinforced at OECD, UNESCO and UNICEF levels that Indigenous-led models can and should be central to social policy innovation.

From the earliest research on Māori commissioning, through the sharing of Ngā Tini Whetū frameworks, to main-stage keynotes in Amsterdam and global recognition at OECD and UNESCO, WOCA has been a constant and powerful Indigenous voice in the world. Over ten years, our contribution has been clear: we have not only represented Aotearoa but also helped reset the global agenda, proving that Indigenous knowledge, leadership, and practice offer solutions to the most complex social challenges of our time.

Insight: The Bigger Picture

The global journey reveals that what was proven here is not just relevant to Aotearoa – it speaks to Indigenous nations everywhere. The data and practice show that trust, whakapapa, and local authority are not “cultural add-ons” but universal levers of system change. The insight is that Whānau Ora has shifted the frame of global dialogue: Indigenous knowledge is no longer positioned as alternative or supplementary, but as leading-edge practice for tackling the most complex social challenges of our time.

A Decade of Impact – Navigating to the Delta: “He awa roa kua tae ki te taiwhenua – he mutunga, he tīmatanga.”

Reaching the Delta

After a decade of flow, the Whānau Ora awa has reached its delta. For ten years, the current carried thousands of whānau journeys, channelled pūtea directly into whānau hands, and built regional collectives into commissioning backbones. It has been a kaupapa Māori awa – one that proved trust works, that local solutions endure, and that transformation can be measured in whānau voices as much as in data.

Now the awa slows as it enters a liminal space – its main channel cut, funding diverted elsewhere. The momentum that once surged through a single river is forced into smaller streams. This is a moment of grief for what has been stripped away: autonomy, reach, and the ability to respond at scale.

An Ending, and a Beginning

However, deltas are places of richness. They are where waters meet the wider ocean, where nutrients settle, and where new ecosystems take root. The legacy of the Whānau Ora Commissioning Agency cannot be erased:

- Many thousands of whānau lifted from crisis into stability, resilience, and aspiration.
- Collectives matured into commissioning entities in their own right.
- A kaupapa Māori workforce, trained and qualified, remains in place.
- Data frameworks, evaluation models, and social value tools set new benchmarks for evidencing transformation.

Contributing Beyond Ourselves

The awa did not flow in isolation. Over the decade, the knowledge built through Whānau Ora was shared, tested, and debated across Aotearoa and on global stages. Frameworks such as Te Hīnātore, Te Kāhui o Matariki, as well as Ngā Tini Whetū, and mātauranga Māori-braided SROI became part of a wider body of knowledge. They have been cited in policy debates, embedded in practice, and profiled internationally as leading examples of Indigenous innovation.

Whānau Ora offered more than evidence that kaupapa Māori commissioning works – it issued a challenge to the status quo: that transformation requires trust, that Indigenous knowledge belongs at the centre of system design, and that value must be measured in lives changed, not services delivered.

Standing in the Liminal Space

This moment demands reflection. WOCA has shown what works: pūtea as kaupapa – agile and braided; trust as the foundation; whānau voice as the compass; and value as the measure of impact. The loss of funding is a wero, but also an invitation to imagine new structures and new flows.

We stand in a liminal space, aware of the pain of disinvestment but also alive to the possibilities it opens: the chance to embed a model that honours kaupapa Māori and speaks to the future of Aotearoa and to Indigenous nations globally.

The Enduring Lesson

The awa may have reached its delta, but its waters continue. They seep into the whenua, nourish new channels, and eventually meet the ocean. The journey of Whānau Ora Commissioning leaves behind fertile ground – a skilled workforce, a living body of knowledge, and a network of whānau and collectives who will continue to thrive.

This decade has proven the impact of the Whānau Ora Commissioning Agency: whānau thrive when resourced through for Māori, by Māori localised commissioning, grounded in whakapapa, trust, and manaakitanga. Even as the awa reaches its delta, the transformation endures – in empowered whānau, resilient communities, and a kaupapa Māori model that now shapes Indigenous practice worldwide.

He Pūrongo Pūtea – Financial Report

Te Pou Matakana Limited
t/a Whānau Ora Commissioning Agency
Summary Financial Report
30 June 2025

The following are excerpts from the audited financial report of the Te Pou Matakana Limited t/a **Whānau Ora Commissioning Agency** for the year ended 30 June 2025, which were authorised for issue on 19 September 2025. An unmodified audit opinion was issued on the full financial report on 19 September 2025. These summary financial report were authorised for issue on 19 September 2025 by the Board of Directors.

The full financial report has been prepared in accordance with generally accepted accounting practice in New Zealand. They comply with Public Benefit Entity Standards (Not-For-Profit). Te Pou Matakana Limited t/a **Whānau Ora Commissioning Agency** is a not for profit public benefit entity.

The summary financial report do not include all the disclosures provided in the full financial report and cannot be expected to provide as complete an understanding as provided by the full financial report.

These summary financial report are in compliance with PBE FRS 43: Summary Financial Statements, and the functional and presentation currency is New Zealand dollars.



Director
19 September 2025

**SUMMARY STATEMENT OF SERVICE PERFORMANCE
For the year ended 30 June 2025**

Tautokona te whānau kia whai hua, kia angitū, our purpose is supporting whānau success. This is delivered by working alongside our partners providing wraparound service, by commissioning targeted kaupapa, seek co-investment, and empower whānau to achieve their aspirations.

Commissioning Kaupapa	2025	2024
Number of contracts received	6	6
Number of contracts commissioned	57	44

The agency's commissioning contract with Te Puni Kōkiri concluded on 30 June 2025 and the agency gave notice to its head providers during the period.

Working with Whanau ora Partners	2025	2024
Lead Partners	16	16
Investment plans reviewed	48	48

Seeking co-investment
2025: The agency continued commissioning activity to contribute towards a national immunisation target of 95% by June 2025 (2024:90%). This year, in collaboration with Te Puni Kōkiri and Accident Compensation Corporation (ACC), the agency continued commissioning programme - Ngā Tini Whetū. Through our expansion efforts the agency commissioned funding for an additional 20 Kaiārahi to service 200 whānau, bringing our total whānau served to 700 whānau (2024: 500 whānau).



SUMMARY STATEMENT OF CHANGES IN EQUITY
For the Year Ended 30 June 2025

	2025	2024
	\$000	\$000
Equity at beginning of year	13,281	8,559
Surplus for the year	2,558	4,722
Equity at end of year	15,839	13,281

SUMMARY STATEMENT OF FINANCIAL POSITION
As at 30 June 2025

	2025	2024
	\$000	\$000
ASSETS		
Cash and cash equivalents	4,838	9,685
Receivables and prepayments	1,576	1,727
Term investments	15,900	8,500
Property, plant & equipment	94	190
TOTAL ASSETS	22,408	20,102
LIABILITIES		
Trade and other payables	1,522	1,191
GST payable	292	605
Deferred Revenue	4,494	4,833
Employee entitlements	261	192
TOTAL LIABILITIES	6,569	6,821
EQUITY		
Accumulated funds	15,839	13,281
TOTAL EQUITY	15,839	13,281
TOTAL LIABILITIES AND EQUITY	22,408	20,102

SUMMARY STATEMENT OF COMPREHENSIVE REVENUE AND EXPENSE
For the Year Ended 30 June 2025

	2025	2024
	\$000	\$000
Total revenue	127,083	114,172
Total expenditure	(124,525)	(109,450)
Surplus / (Deficit) for the year	2,558	4,722

SUMMARY STATEMENT OF CASH FLOWS
For the Year Ended 30 June 2024

	2025	2024
	\$000	\$000
Net cash flows from operating activities	1,364	8,022
Net cash flows from investing activities	(6,209)	627
Net cash flows in financing activities	-	-
Net (decrease)/Net increase in cash held	(4,845)	8,649
Opening cash and cash equivalents	9,685	1,036
Closing cash and cash equivalents	4,838	9,685



Independent Auditor's Report

To the shareholders of Te Pou Matakana Limited

Report on the summary financial report

Opinion

In our opinion, the accompanying summary financial report of Te Pou Matakana Limited on pages 1 to 3:

The accompanying summary financial report comprises:

- | | |
|---|--|
| <ul style="list-style-type: none"> i. have been correctly derived from the audited financial report for the year ended 30 June 2025; and ii. Are a fair summary of the financial report in accordance with Public Benefit Entity Financial Reporting Standard 43 ('PBE FRS 43') Summary Financial Statements (PBE FRS 43 Summary Financial Statements). | <ul style="list-style-type: none"> – the summary statement of financial position as at 30 June 2025; – the summary statements of comprehensive revenue and expense, changes in equity and cash flows for the year then ended; and – the summary statement of service performance on page 1. |
|---|--|

Basis for opinion

We conducted our audit in accordance with International Standard on Auditing (New Zealand) 810 (Revised) Engagements to Report on Summary Financial Statements (ISA (NZ) 810 (Revised)).

We are independent of Te Pou Matakana Limited in accordance with Professional and Ethical Standard 1 International Code of Ethics for Assurance Practitioners (Including International Independence Standards) (New Zealand) issued by the New Zealand Auditing and Assurance Standards Board and the International Ethics Standards Board for Accountants' International Code of Ethics for Professional Accountants (including International Independence Standards) (IESBA Code), and we have fulfilled our other ethical responsibilities in accordance with these requirements and the IESBA Code.

Other than in our capacity as auditor we have no relationship with, or interests in, Te Pou Matakana Limited.

Summary financial report

The summary financial report does not contain all the disclosures required for a full financial report under Public Benefit Entity International Public Sector Accounting Standards (PBE Standards). Reading the summary financial report and the auditor's report thereon, therefore, is not a substitute for reading the audited financial report of Te Pou Matakana Limited and the auditor's report thereon. The summary financial report and the audited financial report do not reflect the effects of events that occurred subsequent to the date of our audit report on the financial report.

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Document classification: KPMG Confidential



Use of this independent auditor's report

This independent auditor's report is made solely to the Shareholders. Our audit work has been undertaken so that we might state to the Shareholders those matters we are required to state to them in the independent auditor's report and for no other purpose. To the fullest extent permitted by law, none of KPMG, any entities directly or indirectly controlled by KPMG, or any of their respective members or employees, accept or assume any responsibility and deny all liability to anyone other than the Shareholders for our audit work, this independent auditor's report, or any of the opinions we have formed.

Responsibilities of the Director for the summary financial report

The Director, on behalf of Te Pou Matakana Limited, is responsible for:

- the preparation and fair presentation of the summary financial report in accordance with PBE FRS 43 Summary Financial Statements; and
- implementing necessary internal control to enable the preparation of a summary financial report that is correctly derived from the audited financial report.

Auditor's responsibilities for the summary financial report

Our responsibility is to express an opinion on whether the summary financial report is a fair summary of the audited financial report based on our procedures, which were conducted in accordance with ISA (NZ) 810 (Revised).

We expressed an unmodified audit opinion on the financial report in our audit report dated 19 September 2025.

For and on behalf of:

KPMG

Auckland

19 September 2025

Appendices:

Our 2024/2024

Story in Data

Appendix A: Our Whānau

Total whānau supported (units)	16,796
Total whānau members supported (individuals)	26,870
Partners	113 (this is from the RFP)
Collectives	16

Appendix B 1: Whānau Direct

AGE BAND	FY24.25	GENDER	FY24.25
0-9	25%	Wāhine	4889
10-17	21%	Tāne	3667
18-24	8%	Not Recorded	175
25-44	26%		8731
45-64	13%		
65+	7%		
	100%	ETHNICITY	
		Māori	83%
		NZ European	4%
		Pacific Peoples	8%
		Other	5%
			100%

Appendix B 1:
Whānau Direct
Continued

Outcome Domain - % achieved	FY24.25 % achieved by domain
Whānau engagement in te ao maori	99.99%
whānau health	99.10%
whānau knowledge	99.27%
whānau participation in community	99.41%
whānau relationships	99.41%
whānau standards of living	99.26%

TOP 5 OUTCOME ITEM CATEGORIES - PERCENTAGE ACHIEVED	FY24.25 % achieved
HOUSEHOLD & PROPERTY	99%
VEHICLES, TRANSPORT & TRAVEL	99%
CLOTHING & SHOES	99%
OTHER WHĀNAU EXPENSES	n/a
HEALTH & SOCIAL SERVICES/ RESOURCES	98%
SCHOOL, EDUCATION & TRAINING	99%

TOP 3 OUTCOME AREAS BY EACH OUTCOME DOMAIN - PERCENTAGE ACHIEVED		FY23.24 % achieved
Whānau engagement in Te Ao Māori	Māori lore/knowledge/customs	100%
Whānau engagement in Te Ao Māori	Connections to Māori community organisations including Education/Kohanga	100%
Whānau engagement in Te Ao Māori	Whakapapa/whānau connections	100%
Whānau health	Physical/Personal health	98.97%
Whānau health	Whānau/Social Health	100%
Whānau health	Nutrition	100%
Whānau knowledge	Education/training	99.03%
Whānau knowledge	Skills/knowledge for employment	100%
Whānau knowledge	Financial literacy/Budgeting	100%
Whānau participation in the community	Access to community resources	100%
Whānau participation in the community	Connection to community networks	98.08%
Whānau participation in the community	PARTICIPATION IN SPORTS AND RECREATION	n/a
Whānau participation in the community	Whānau employment	100%
Whānau relationships	Household relationships	98.57
Whānau relationships	Wider whānau relationships	100%
Whānau relationships	Relationships with social, health, and education service providers (including Government Departments)	100%
Whānau standards of living	Basic furnishings/amenities	99.66%
Whānau standards of living	Housing standards including household maintenance	99.22%
Whānau standards of living	Safe transport options	98.77%

Appendix B.2:
Kaiārahi

Whānau journeys (units)	7278
Whānau members engaged (individuals)	10,532
Target vs achieved (with % exceeded)	exceeded target by 43%

Appendix B 2:
Kaiārahi

AGE BAND	FY24.25
0-9	13%
10-17	13%
18-24	11%
25-44	34%
45-64	18%
65+	11%
GENDER	FY24.25
Wāhine	6372
Tāne	4102
Not Recorded	58
ETHNICITY	
Māori	80%
NZ European	5%
Pacific Peoples	5%
Asian	1%
Other	9%
Outcome Domain - % achieved	FY24.25 % achieved by domain
Whānau engagement in te ao maori	49%
whānau health	53%
whānau knowledge	48%
whānau participation in community	54%
whānau relationships	50%
whānau standards of living	55%

TOP OUTCOME AREAS BY EACH OUTCOME DOMAIN - PERCENTAGE ACHIEVED

Whānau engagement in Te Ao Māori	Involvement with Māori Community Organisations	43%
	Connections to Māori community organisations including Education/Kohanga	62%
	Tikanga Māori/ lore/ customs	
	Te Reo Māori	44%
Whānau health	Physical/Personal health	47%
	Whānau/Social Health	57%
	Nutrition	
	Mental Health	44%
Whānau knowledge	Education/training	40%
	Skills/knowledge for employment	
	Health Literacy	53%
	Financial literacy/Budgeting	50%
Whānau participation in the community	Access to community resources	65%
	Connection to community networks	54%
	Legal docs/ passports/ personal ID/ driver's license	28%
Whānau relationships	Whānau/Household relationships	47%
	Parenting knowledge/skills	49%
	Relationships with social, health, and education service providers (including Government Departments)	57%
Whānau standards of living	Basic household items, amenities, or clothing	74%
	Housing standards including household maintenance	52%
	Safe transport options	n/a
	Food or food security	64%

Appendix C:
Whiria Ngā Hua

Whānau supported (units)	5069
Unique initiatives/kaupapa invested in	161
Collaborations (total number, breakdown: NGOs, agencies, businesses, community groups)	556 of which 62% were new
Outcome domain % achievement	10,679 outcomes achieved

Appendix D:
Ngā Tini Whetū

Whānau engaged	740
Whānau members supported	2538
Individual Living in Whare	3211
Pēpi supported	860
Hapū māmā supported	117
Total goals set:	3,169 (up from 719 at baseline, 4.4x increase).
Overall achievement rate:	69% achieved, 31% planned (baseline 32%).
Average goals per whānau:	5–6, with 3–4 achieved.

Strongest improvements:

- Participation in Community +49% points (20% -> 69%)
- Relationships +45% points (19% -> 64%)
- Knowledge +43% points (34% -> 77%)
- 3,169 (up from 719 at baseline, 4.4x increase).

Domain	% Achieved	% Planned	% of All Outcomes	Top 3 Areas (by %)
Standards of Living	72%	28%	40%	Housing 44%, Safe transport 15%, Household items 13%
Engagement in Te Ao Māori	67%	33%	12%	Māori orgs 28%, Tikanga 25%, Whakapapa 21%
Relationships	64%	36%	16%	Parenting skills 37%, Household relationships 30%, Safety/risk 9%
Knowledge	77%	23%	13%	Education/training 59%, Financial literacy 18%, Employment skills 10%
Health	57%	43%	12%	Housing 42%, Household items 17%, Safe transport 13%
Participation in the Community	72%	28%	7%	Services 42%, Resources 24%, Legal outcomes 16%

