

TARANAKI

2050

METRICS & EVALUATION

TRANSITION PATHWAY ACTION PLAN

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Executive summary

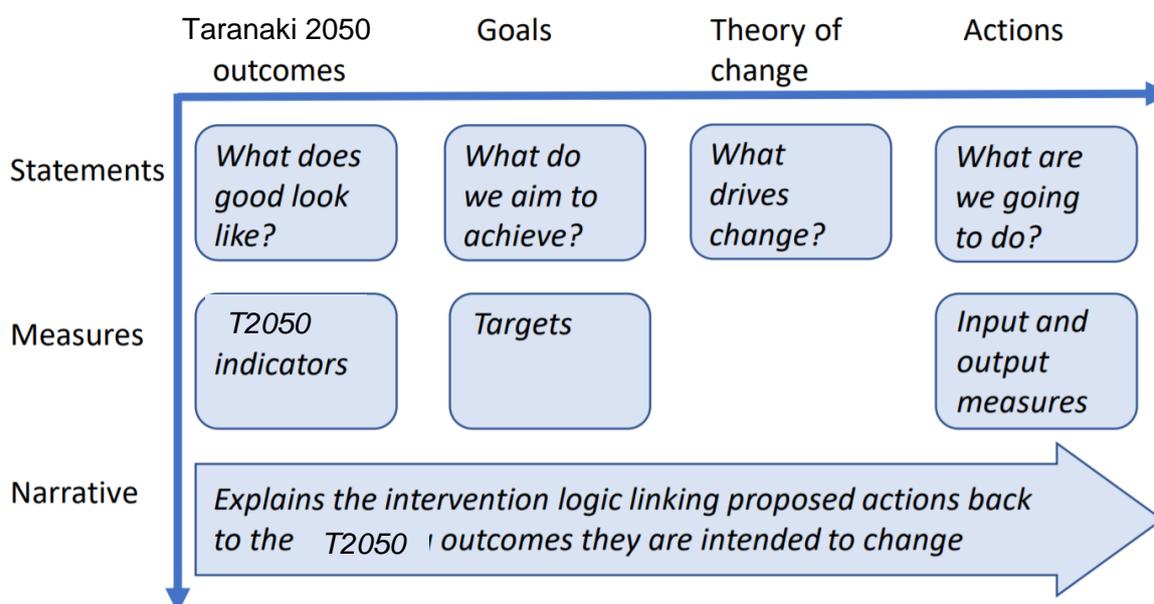
In August 2019, Taranaki launched a co-designed 2050 Roadmap for how the region will transition to a low-emissions economy by 2050. A collaborative process has been used to further develop detailed actions across the 12 transition pathways the Roadmap identifies. This document describes the actions required in the Metrics and Evaluation transition pathway.

Introduction

Metrics and Evaluation involves identifying indicators and measuring changes within Taranaki’s people, places and sectors to assess progress towards our Taranaki 2050 vision. It also helps us understand how Taranaki 2050 actions are progressing and contributing towards the achievement of the vision. This knowledge can be used to determine if progress is being made and if our transition pathways are working.

The proposed evaluation process and different types of metrics are shown in the diagram below¹. This approach includes:

- a) Defining what ‘good’ looks like using outcomes statements and appropriate indicators
- b) Understanding how our actions will drive change (our theory of change/intervention logic), which we can test as part of evaluation, and
- c) Ensuring that our actions have delivered the intended outputs.



Resources needed include analytical capability and continuing engagement across the seven pou to refine the metrics approach.

¹ Modified from by Kotātā Insights, which was sourced from: <https://static1.squarespace.com/static/5b1514322714e570448d7945/t/5e5f1e554aecf90084d797a3/1583291995980/Te+Tauihu+wellbeing+framework+and+indicators+report+v1.1.pdf>. It should also be noted that measurements are part of the management system, but not the only way T2050 will be managed.

A summary of how this approach will be applied is below:



Actions

Building on this, the following actions have been identified, which will feed into a wider Taranaki 2050 programme that will work with all stakeholders to take actions forward. A timeline is given to create the baseline for the metrics and evaluation approach, although this will be subject to resourcing.

Action	Timeframe
<p>1) Develop the building blocks of the evaluation approach</p> <p>The building blocks below need to be developed as part of the evaluation approach. As this occurs, they should be aligned as much as possible with central and local government metrics and evaluation processes, as well as those developed by Ngā Iwi o Taranaki and community organisations (e.g. TSB Community Trust).</p> <p>a) Outcomes statements</p> <p>Refine the draft outcomes statements in this document. These have been developed through engagement with the pou, but more engagement is necessary.</p> <p>b) Frameworks</p> <p>Consolidate the logic of the TPAPs to explain how the actions are expected to drive the changed needed (i.e. the theory of change/intervention logic).</p> <p>c) Indicators</p> <p>Work with the pou and the Taranaki community to build a set of Taranaki 2050 indicators considering local, national and bespoke sources of data. Create an indicator set for Taranaki 2050 that fully reflects the outcomes statements (noting</p>	August–December 2020

<p>the action on developing Māori metrics below). Cost-effective tools could include extending existing models, such as the regional well-being model developed by Infometrics.</p> <p>d) Targets</p> <p>Build on the TPAP action statements and the intervention logic to create a series of targets for the TPAP actions, and measures for these. Both existing and bespoke measures should be considered.</p>	
<p>2) Māori outcomes statement and metrics</p> <p>It is important that Māori have self-defined measures for their own well-being and success. Any measures would need to be developed by Taranaki Māori for Taranaki Māori. If Ngā Iwi o Taranaki wish to do this, this action will provide resources to assist them and then integrate these measures into the Taranaki 2050 metrics framework.</p> <p>Across the Taranaki 2050 TPAPs the incorporation of mātauranga Māori was raised. There needs to be further work to incorporate this into Taranaki 2050 metrics, particularly for environmental measures.</p>	No deadline
<p>3) Create baseline metrics</p> <p>Collate existing Taranaki 2050 achievement metrics. These should be collected with the COVID-19 pandemic in mind, as this has created a drastic difference between the 2019 and 2020 contexts.</p>	January – March 2021
<p>4) Develop bespoke measures</p> <p>Explore developing bespoke measures to fill any gaps in the existing metrics set. Additionally, measures that track the distribution of key outcomes across demographics (e.g. income levels, job type, gender and ethnicity) should be considered.</p>	Completed by December 2023
<p>5) Identify process evaluation options</p> <p>Identify options for an independent and expert evaluation. These options should identify whether the planning and implementation dates are fit for both current and future purpose, as defined by the Taranaki 2050 programme. There is also a need to evaluate relevant partnerships.</p> <p>Investigation should go beyond the standard metrics used in the outcomes evaluation and include dialogues with members of the pou.</p>	Completed by December 2023
<p>6) Develop a public reporting approach</p> <p>Develop an approach for annual public reporting of outputs and some key outcomes that are both transparent and accessible. As part of this approach the raw data collected should also be made available, where possible.</p>	Completed by December 2020
<p>7) Support facilitation to develop indicators for each transition pathway, and then monitor reporting on them</p> <p>In the Metrics and Evaluation vision there are a range of linked aims to ensure there is a strong sense of ownership and understanding of measures, and that an agile approach is being used. This action is to support a small group of people</p>	From November 2020

<p>facilitating metrics development for actions or parties within each transition pathway, where a group representing people across the seven pou ensure these are reporting in a timely manner. This approach also aligns to collective impact methodology to influence behavioural change.</p>	
<p>8) Implement the monitoring approach</p> <p>Begin collecting and reporting on metrics within the agreed timelines:</p> <ul style="list-style-type: none"> • Ongoing data collection • Collecting data continuously/whenever it becomes available • Outcomes review every two years • Annual output review • Annual public reporting/ communication • Taranaki 2050 process evaluation every five years, alongside a detailed outcome and output review, feeding into the production of a five-year Taranaki 2050 action register and plan. 	<p>From April 2021</p>
<p>9) Develop a TPAP action register</p> <p>This document should be created before the first annual output review and public report, and contain short-term actions, required inputs and expected outputs. This can then be compared with real-time actions taken (inputs and outputs) and used to inform future actions.</p>	<p>Completed by April 2021</p>

Context

Aotearoa New Zealand is moving towards a low-emissions economy

The world has committed to taking action to lower greenhouse gas emissions.

In 2016, Aotearoa New Zealand ratified the Paris Agreement. Under this agreement, New Zealand needs to reduce emissions to 30% below 2005 levels by 2030.

Taranaki is seeking to lead New Zealand's transition to a low-emissions economy. The coalition Government's announcement that it would grant new petroleum exploration permits only for onshore Taranaki and nowhere else² has fast-tracked the need to shift to a new energy future. New Zealand's two largest contributing sectors for emissions are agriculture and energy (including transport)³, both of which are key parts of Taranaki's economy.

While forestry has considerable potential to offset emissions, moving to a low-emissions economy will be a significant transition for all New Zealanders.

In the first half of 2020, the COVID-19 pandemic led to major restrictions on the movement of people, with subsequent impacts on economic activity. New Zealand, including Taranaki, was not immune. The economic shock is expected to significantly increase regional unemployment, reduce gross domestic product (GDP) growth and lead to economic restructuring in industries most impacted⁴. These impacts may take time to manifest themselves given the dynamic nature of Taranaki's regional labour market.

The past shows us that large transitions, such as lowering our emissions and the economic shock of COVID-19, can lead to a legacy of negative impacts for some. A just transition is about managing these effects to continue to build a fair and inclusive New Zealand. For Taranaki, it means ensuring we keep what is great about our region while planning for more people to share in these benefits.

A just transition, requiring system-wide behavioural and institutional change to ensure more parity in outcomes, is needed. Co-creation with communities, iwi, local and central government, businesses, educators, unions and workers is the cornerstone of the approach we are taking in Taranaki. The Taranaki 2050 project has been designed so that the change process is developed from the bottom up and ensures no-one across Taranaki's communities is left behind.

Our vision is for Taranaki to be a low-emissions economy

Our vision for Taranaki in 2050 has been co-designed by the region. It considers not just how our economy will change, but all aspects of our lives. It provides the opportunity to plan for inclusive growth as we transition to a low-emissions economy.

The Taranaki 2050 Roadmap was launched as a draft on 9 May 2019 at the Just Transition Summit in New Plymouth, and issued in its final form in August 2019 after further input from a wide range of people and organisations. Overall, the Roadmap development involved over 70,000 engagements.

² <https://www.beehive.govt.nz/release/planning-future-no-new-offshore-oil-and-gas-exploration-permits> .
Note that existing off-shore permits remain in place.

³ *The New Zealand Productivity Commission, Low-emissions economy: Final report, August 2018, p.30. Data from 2016 figures.*

⁴ *Infometrics, Economic Impacts of COVID-19 on the Taranaki Economy – Early Estimates, April 2020. The report was commissioned by Venture Taranaki and the New Plymouth District Council and anticipates an 8.5% contraction in regional GDP for the year to March 2021. Jobs are expected to decline 9.5% in the region.*

The Roadmap is the first step taken by the region to develop a just transition plan to a low-emissions economy. The draft was the culmination of 29 workshops on 12 transition topics, plus surveys and community outreach. There was also a creative challenge and specialist workshops/engagement for youth. More than 14,000 people viewed the introductory online video, and the creation process engaged ideas from more than 1,000 people. The workshops mixed the diversity and talent of our region with specialist expertise from around the country.

Following the launch of the draft Roadmap, public consultation included visits to more than 40 locations with over 1,000 people. Twenty-five separate email submissions were received from individuals and organisations that represented thousands of individuals, as well as 135 submissions via our online interactive tool.

Themes of the 2050 Roadmap

The people of Taranaki have a vision for 2050 that includes:

- *A strong sustainable environment*
- *Education options that move and flex with a changing world*
- *Attractive jobs*
- *A similar lifestyle to the one we enjoy now, shared by all*
- *Leading the way in sustainable, low-emissions energy*
- *A region that looks out for and cares for itself and its people.*

While there were some divergent views on the future of Taranaki across participants, there were also many common themes. What unites us as a region is stronger than what divides us as a region. The main consistent themes were: **sustainability**, **inclusivity** and **enterprise**.

These themes reflect the Māori values of guardianship of people and our environment (similar to kaitiakitanga), the importance of community and caring (similar to manaakitanga) and the need for collective action in our move forwards (similar to kotahitanga). They also signify a focus on long-term outcomes that span generations.

The Roadmap picture follows. To read more about the co-design process used for creating the Taranaki 2050 Roadmap, visit www.taranaki2050.org.nz.

Transition Pathway Action Plans (TPAPs)

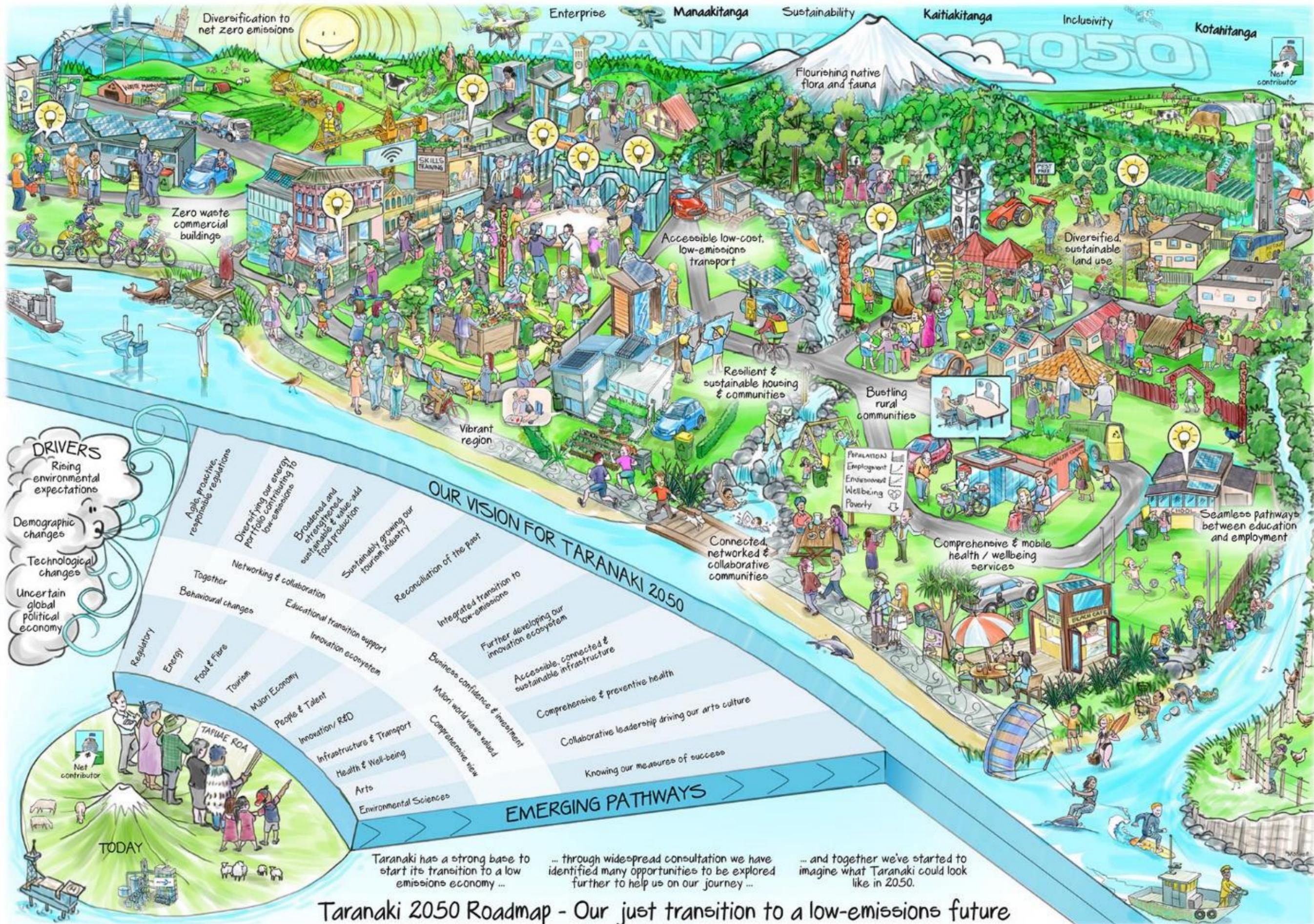
Following the finalisation of the Taranaki 2050 Roadmap, the Lead Group (20 volunteers from the seven pou of local business, iwi, community, unions, education, and local and central government who guided the co-creation of the Roadmap) and a sub-group known as the Design Council, developed a 'framing' process commonly used in the energy sector. Participants of the Metrics and Evaluation workshop that helped co-design the 2050 Roadmap, representing a broad mix of the seven pou and with subject matter expertise, were invited to take part in further work to develop the Metrics and Evaluation TPAP. Additional subject matter experts on metrics and evaluation were also brought in to aid this process.

Engagement to frame the Metrics and Evaluation TPAP was undertaken in the first half of 2020. Due to COVID-19 restrictions, this was done virtually through an online survey and smaller workshop.

Based on the co-design themes and emerging opportunities identified in the Taranaki 2050 Roadmap, the divergent thinking and opportunities identified in the Roadmap were channelled into a convergent set of tangible actions and outputs. These defined the short-term actions and medium-term strategy needed to achieve the region's long-term vision for 2050.

Metrics and Evaluation Transition Pathway Action Plan

The output developed through the survey and workshop is described in this document. In preparing it, the Taranaki 2050 team would like to thank everyone who has been part of the process. Your contribution has made a real difference in defining the short-term actions and medium-term strategy needed to meet the goals and vision of the Roadmap. We recognise your time commitment, but more importantly, your respect for the value of manaakitanga during the process. By showing respect, generosity and care for others, you helped create an environment where people felt comfortable sharing diverse opinions.



Introduction

This transition pathway considers Metrics and Evaluation. This area includes:

- Identifying indicators that reflect the aims of the Taranaki 2050 vision
- Monitoring Taranaki's movement toward the 2050 vision against those indicators
- Monitoring progress on the actions identified in the other 11 Transition Pathway Action Plans (TPAPs)
- Analysing the links between the TPAP actions and progress towards the 2050 vision, and
- Evaluating the current process and developing recommendations for change.

Measuring and evaluating how our actions are helping or hindering our progress towards a low-emissions future is essential to knowing if we are staying on track to achieve the Taranaki 2050 vision. This means that this transition pathway underpins both the achievement of the Taranaki 2050 vision and the success of the actions arising from the other 11 transition pathway action plans.

Strategic context

Increasingly, the world is recognising that traditional indicators of progress, such as Gross Domestic Product (GDP), are not sufficient to tell the whole story of people, their communities and the environment. A variety of international frameworks for well-being and sustainable development have been developed in response to this. Appendix 1 provides an overview of the main frameworks.

Around a decade ago, the New Zealand Treasury commenced work on developing the Living Standards Framework for measuring and evaluating New Zealand's well-being. The framework is to be used to measure progress alongside more traditional economic frameworks.⁵

Central and local government have gathered a wide range of metrics from across New Zealand to support this and other frameworks for measuring New Zealand's progress. Many of these are collated and released to the public. Some indicator sets for New Zealand's well-being have also been developed by other groups independently of Government. However, many of these indicator sets are unable or unfit to be split either by region or by demographics (e.g. gender) within a region.

The Government also has a range of further developments planned, including:

- **Treasury Living Standards Framework (LSF) refresh:** The Treasury is planning to refresh the LSF in 2021, developing the framework to better reflect Māori and Pasifika world views; what matters for child well-being; and the different ways in which culture contributes to well-being.
- **Ngā Tūtohu Aotearoa – Indicators Aotearoa New Zealand:** More than 100 well-being indicators across 22 topics have been agreed upon through wide consultation. Currently, 47 indicators have no data source, and 11 indicators do not have ideal data sources, so proxies

⁵ See the Appendix 1 for more details on these metrics, as well as the Living Standards Framework and other national and international frameworks.

are being used. Over the next financial year, Statistics New Zealand aims to work with a broad range of stakeholders to understand the data gaps and how these may be addressed.

Vision

The Metrics and Evaluation 2050 Roadmap Vision

In the Taranaki 2050 Roadmap, the Metrics and Evaluation vision is below, and shows the focus on measuring emissions and wider well-being:

- *Everyone understands the Taranaki 2050 goals and how the region is approaching measurement and monitoring of those goals. Everyone has access to the data that is being used for measurement and monitoring, where access means data is understandable and relevant.*
- *Social, cultural, environment and financial measurements for both a low-emissions economy and a thriving community and environment are in place and being used.*

To expand on this, co-design themes were:

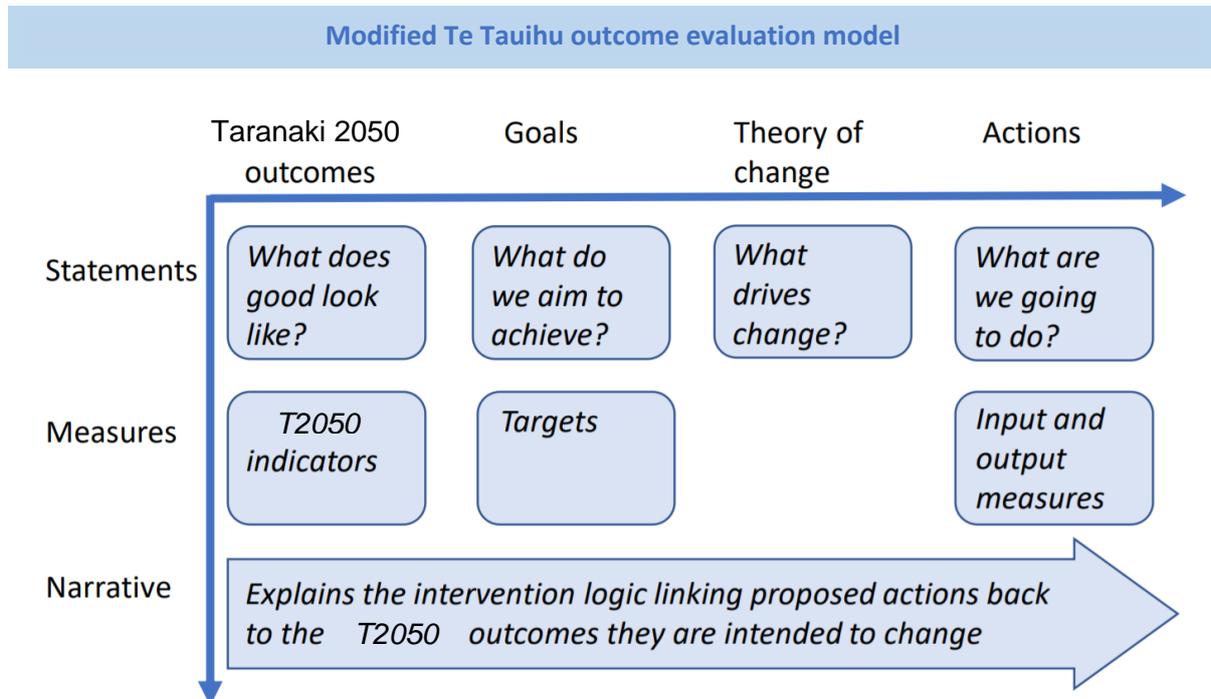
- *People and communities in Taranaki will have a strong sense of ownership of measurement and the use of data in transitioning towards a social, cultural, environmental and financially sustainable future. This includes many different actors (businesses, households, students) participating in the collection, analysis and interpretation of information.*
- *Measurement of low-emissions-related indicators and social, cultural, environmental and financial indicators are equally important, and need to include qualitative data as well as quantitative.*
- *Information needs to be accessible, easy to understand and shared (apps, infographics and use of social media).*
- *An agile approach should be continuously applied to thinking about measurement and evaluation. If we change our goals over time, then our measurement should change to fit too.*
- *Protection of privacy and confidentiality is essential to obtaining, using and trusting data and analysis.*
- *There is a requirement to establish baseline data as soon as possible on which to measure our progress.*
- *Measurement and evaluation should be independently audited and interpreted in an unbiased manner using international and national standards like the UN Sustainable Development Goals, International Labour Standards on Occupational Safety and Health guidelines, and the Living Standards Framework.*

To read the full introduction, vision, co-design themes and emerging opportunities for Metrics and Evaluation visit [http://about.taranaki.info/Taranaki2050/Taranaki-2050-Roadmap-\(1\).pdf](http://about.taranaki.info/Taranaki2050/Taranaki-2050-Roadmap-(1).pdf).

Outcome evaluation approach

Evaluation model

The workshop considered how best to evaluate progress in achieving the Taranaki 2050 vision. The outcome evaluation model agreed upon draws on a 2019 model developed by Kotātā Insights⁶ for evaluating outcomes in the Te Taihu Intergenerational Strategy.



This model demonstrates that for high-quality metrics and evaluation, the following key elements are needed:

- Taranaki 2050 outcomes statements and indicators that measure these
- Specific goal statements and targets
- A theory of change and intervention logic linking outcomes, goals and actions
- Action statements and input/output measures, and
- A narrative, plain-language explanation of how the strategy will achieve the desired outcomes.

6

<https://static1.squarespace.com/static/5b1514322714e570448d7945/t/5e5f1e554aecf90084d797a3/1583291995980/Te+Taihu+wellbeing+framework+and+indicators+report+v1.1.pdf>

Taranaki 2050 vision indicators and outcomes

Process to develop draft outcome statements

A singular vision for Taranaki was developed through public engagement as part of the 2050 Roadmap process. This can be broken down into three main aspects, and further into nine main themes.

'A just transition to a low-emissions economy '		
Manaakitanga/inclusivity	Kaitiatianga/sustainability/low emissions	Enterprise
<ul style="list-style-type: none"> • Communities • Culture • Collaboration • Equity • Well-being 	<ul style="list-style-type: none"> • Environment 	<ul style="list-style-type: none"> • Economy • Employment • Education and skills

To develop a set of outcomes statements the material for the 2050 Roadmap process and TPAP workshops was used to develop 45 more specific outcomes to test with people. These were then ranked by representatives of the pou in an online survey. A more detailed description of the process is described in Appendix 2.

The results of the survey have informed the development of draft outcomes statements for each of the nine areas above. These statements are to be developed into finalised outcomes statements. Any feedback on these statements can be emailed to hello@taranaki.org.nz by 30 October 2020.

Draft outcomes statements	
Theme	Statement
Environment	Kaitiakitanga is continually exercised as we ensure our taiao is healthy for our generation and future generations, including lowering emissions.
Economy	Our economy is thriving and resilient and our enterprises are innovative, sustainable and successful.
Employment	Our people do productive, meaningful work and have well-paid, fair and safe employment, and Taranaki attracts and develops a skilled workforce.
Education and skills	We grow and retain our people through equitable access to life-long learning opportunities to ensure we have access to the knowledge and skills needed for our whānau to be secure and our region to succeed.
Equity	We address system inequity and are proudly biased towards supporting children, Māori and those most vulnerable. This will help us achieve an enriching and equitable future in order for everyone to achieve their individual, unique, well-being aspirations.
Culture	We prioritise indigenous-led solutions, ensuring Māori ecosystems including whānau, hapū, iwi and mātāwaka are thriving across generations. We increase relationships with and provide equitable opportunities for Māori, removing systemic barriers to economic, social and cultural inclusion. ⁷

⁷ This is a draft statement. An actual statement would be developed as part of action 2 for Taranaki Māori to develop metrics for Taranaki Māori.

Well-being	We live healthy lifestyles, as part of cohesive, resilient and nurturing whānau.
Communities	Our communities are vibrant, resilient, welcoming and safe.
Collaboration	We move forward with kotahitanga.

Outcome indicators

Various national and international well-being frameworks and metrics have been investigated for alignment with the nine main areas generated through the 2050 Roadmap process. Infometrics' well-being and economic indicators for Taranaki have been identified as a potential starting point for Taranaki 2050 outcome indicators. Work is ongoing to customise and add to this data set so that it fully reflects the outcomes statements. In particular, indicators related to transitions into meaningful and decent work and more wide-ranging indicators related to the environment and emissions are being considered. These will more accurately reflect Taranaki's 2050 vision for transition.

Criteria

Criteria to assess which metrics to use include being:

- Directly relevant to what is trying to be measured
- Comparable with indicators used elsewhere
- Sensitive to policy interventions and amenable to change
- Able to be disaggregated to look at the distribution of outcomes
- Timely in that it is available without too long a delay and can provide information on changes over time
- Fits with measures being used elsewhere in the region (e.g. by councils), and
- Parsimony should be applied to the suite of indicators as a whole.

Specific indicators and measurements towards a low-emission economy

Given the focus of Taranaki 2050 is a shift to a low-emissions economy, measuring regional emissions is important. This is also included as an action in the Environmental Sciences TPAP.

New Zealand currently tracks human-induced greenhouse gas emissions at a national level, with a particular focus on ensuring international climate change reporting requirements are met. The New Zealand Greenhouse Gas Inventory, published by the Department for the Environment, tracks human-generated emissions and removals that have occurred in New Zealand since 1990. It covers carbon dioxide, methane, nitrous oxide and fluorinated gases.

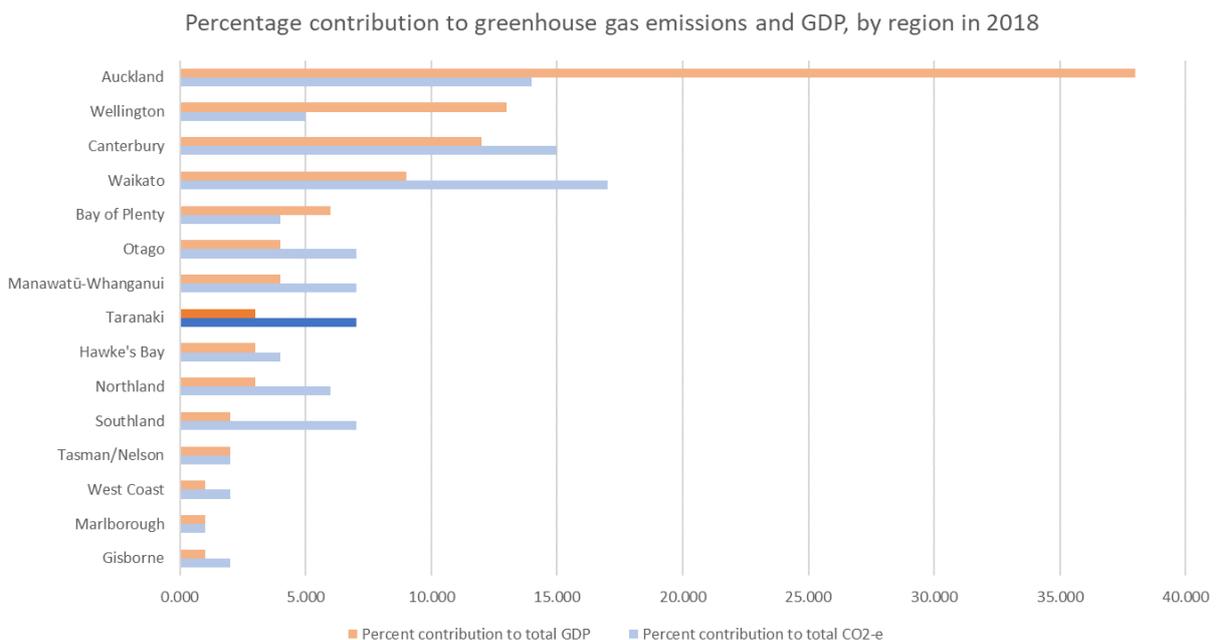
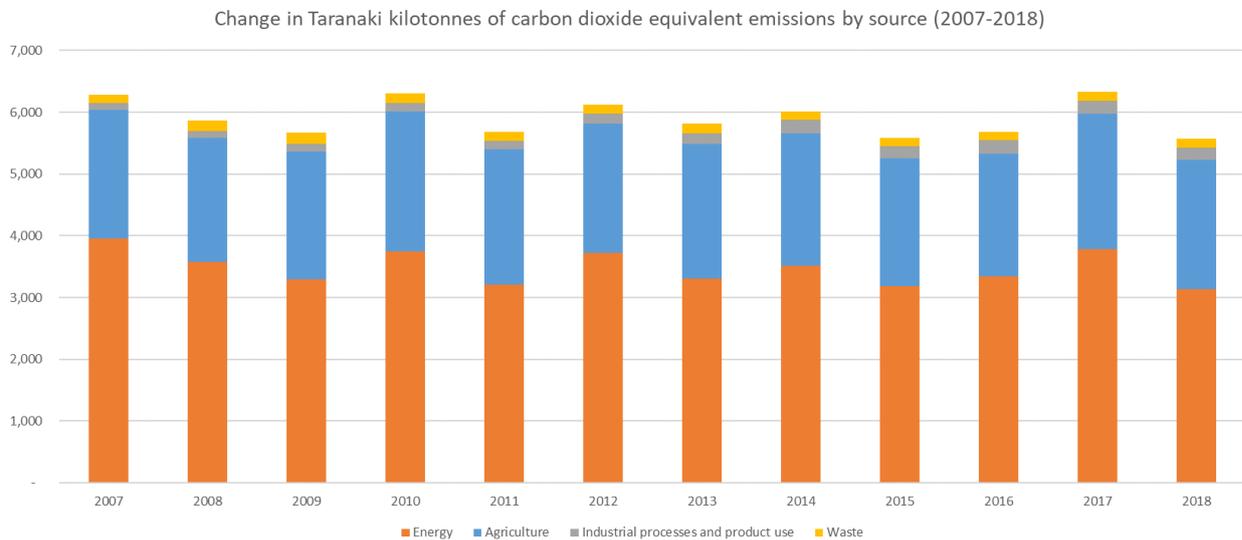
Statistics New Zealand released regional estimates of greenhouse gas emissions in July 2020⁸. A summary of Taranaki emissions is below, with the first graph showing sources and trends over time, and the second graph comparing Taranaki's contribution to the national total with other regions.

⁸ Data and information on methodology is available from: <https://www.stats.govt.nz/methods/about-regional-greenhouse-gas-emissions-statistics> .

The Statistics New Zealand estimates have the benefit of:

- Gauging emissions for a region relative to other regions
- Comparing with other Statistics New Zealand regional data sets, such as gross domestic product (GDP), labour market statistics or population, and
- Showing how a region contributes to national emissions.

When using this data, it is worth noting that Statistics New Zealand has used a residency approach, where emissions are allocated based on the residence of the economic unit or household in order to relate emissions data to economic statistics. This means emissions may be allocated to a region even if the emission occurred elsewhere – for example, when a person uses a vehicle in a region where they are not a resident. This is different to the territory approach, which allocates emissions to the territory where the emission occurred, but which was emitted by a resident of another country or region.



Infometrics well-being radar

As mentioned earlier, Infometrics has developed a well-being tool. This includes a small set of well-being indicators over nine domains, measured across each region in New Zealand and based on Treasury and OECD well-being models.

The current version for Taranaki is shown below, noting that there are limitations in how some of the data is collected. It does, however, provide a useful starting point and has the potential to be customised. Appendix 3 considers the indicators used and how they could be refined.

On the graph, scores closer to the outside ring indicate greater well-being outcomes, and scores closer to the inside ring indicate lesser well-being outcomes. The Taranaki result is shown in orange and the New Zealand result is shown in blue.

Infometrics' well-being indicators for Taranaki



Goals and actions

Goal statements and targets

Twelve transition pathways have been identified to be the focus of the transition strategy for the region. Actions statements were developed through co-design workshops as part of the Taranaki 2050 process, and these can be used as goal statements. Specific targets are to be developed for these statements.

Action statements of Transition Pathway Action Plans	
Transition Pathway	Action/Goal Statement in TPAP
Energy	Using our know-how and resources we will transition to a world-leading energy ecosystem that provides sustainable, secure and affordable low-emissions energy by 2050, while creating meaningful work, community well-being and prosperity for generations to come.
Food & Fibre	Starting now, we will cooperate and collaborate to drive innovation and individual/collective opportunities to establish Taranaki as a respected region for premium, sustainable/low-emissions food and fibre by 2040, to achieve prosperity, environmental and social success, with the collective value of kaitiakitanga.
Tourism	Create a thriving tourism sector and welcoming destination renowned for our rich natural and cultural heritage and arts, driven by a collaborative and passionate region, bursting with pride.
People and Talent	We will collaborate to grow, develop and retain all of our people and talent in the transition to a low-emissions economy by 2050. Our efforts will enable

	life-long learners to contribute to society with transferable skills through co-investment, with transitional pathways into/out of different roles and decent work that aligns with our values.
Innovation and R&D (Research and Development)	We will invest in an innovation culture, ecosystem, relationships and processes that achieve inclusive connections to secure collaborative and positive change by 2030. Our efforts will enable us to find creative ways to use our strengths, nurture our talents and develop our latent potential.
Infrastructure and Transport	Taking a comprehensive view, design and invest in our entire infrastructure and transport ecosystems so they're integrated, affordable, resilient, sustainable (green), low-emissions and inclusive for community well-being and commercial use by 2050. This will also provide meaningful and secure work, and community opportunities for generations to come.
Health and Well-Being	Using te whare tapa whā, we will work together to create a collaborative, interconnected community that understands and addresses system inequity, that is proudly biased towards supporting children, Māori and those most vulnerable to achieve an enriching and equitable future in order for everyone to achieve their individual, unique, well-being aspirations by 2050.
Arts, Culture and Creativity	Using our skills, talents and community connections, we will work together to establish a well-resourced, sustainable and celebrated creative and cultural sector by 2030 that supports our transition to a resilient and inclusive low-emissions economy.
Environmental Sciences	Using our collective passion, enthusiasm and knowledge we will collaborate to effectively apply environmental science and māturanga Māori to inform a just transition to a low-emissions economy by 2050, and measure and validate our progress in restoring our taiao with robust data and positive stories.

Actions of the Transition Pathway Action Plans

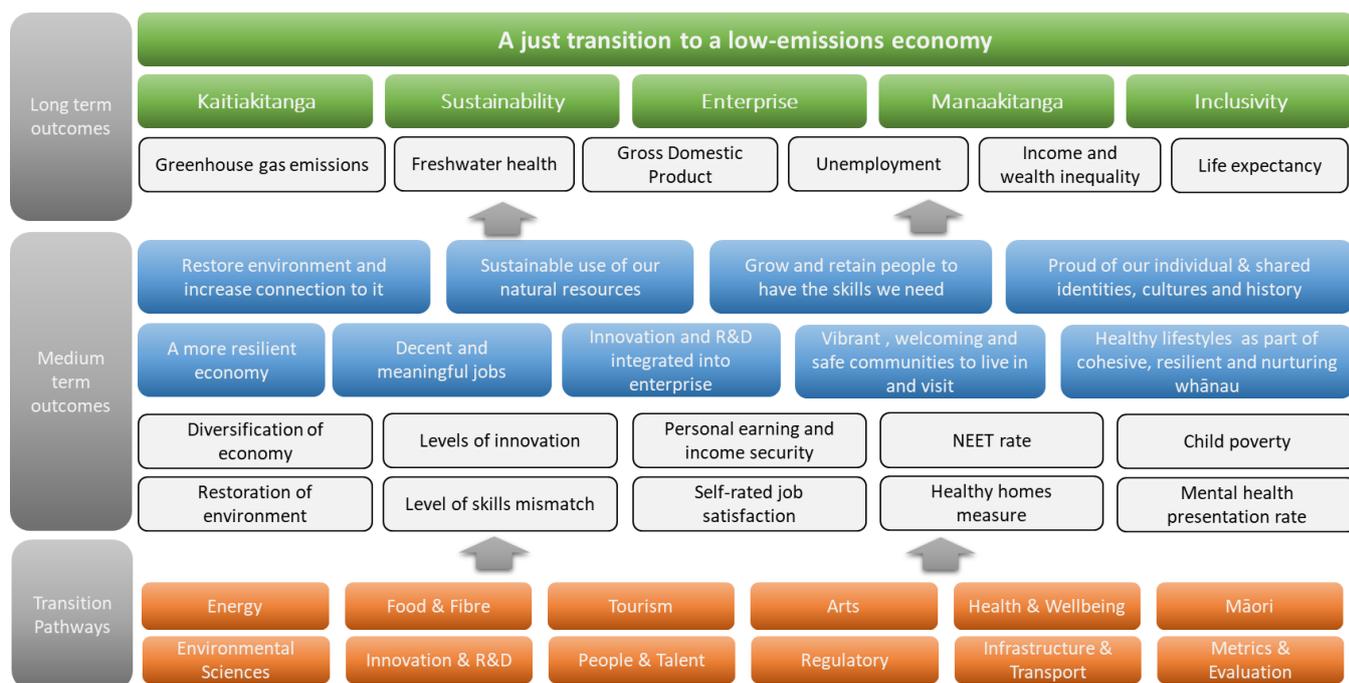
The TPAP for each transition pathway outlines actions related to each action statement. For more detail on each of these actions, see the specific Transition Pathway Action Plan. A 2050 Action Register collating short-term actions, both planned and taken, is to be created for the period to 2024, and every five years afterward.

How outcomes, goals and actions are linked

In order to evaluate the impact of Taranaki 2050, we need to ensure that the actions are driving the intended change. To achieve this, the following are needed:

- The **theory of change**, which explains how the economic, social and environmental systems within Taranaki work, and how the Roadmap actions can affect outcomes
- The **intervention logic**, which explains how the chosen actions will contribute to the achievement of desired goals and outcomes.

A high-level overview of this, with indicative metrics (provided in white boxes) is provided below.



Process evaluation approach

The process evaluation, proposed as occurring on a five-year basis, has a broader focus than the outcome evaluation. It will be an independent investigation into planning and implementation to date, asking if it is fit for current and future purpose as defined by the Taranaki 2050 Roadmap, and if effective partnership is underpinning this. This information will inform each new Taranaki 2050 five-year plan.

It is recommended that this evaluation step will go beyond the standard metrics used in the outcomes evaluation, and would include first-hand, qualitative measures and assessments including dialogues with members of the pou and vulnerable groups within the region. This is discussed in more detail in Appendix 5.

Reporting

In addition to releasing outcome and process evaluation reports, it is recommended that a transparent and accessible approach for annual public reporting of actions, goals and key outcomes be developed.

To ensure accessibility, this reporting approach should utilise a narrative which integrates the theory of change and intervention logic into a plain-language explanation of how the TPAPs and their goals relate to outcomes and the 2050 vision. It will also report on key actions and a subset of key metrics, selected and presented in a way that makes them easy to understand.

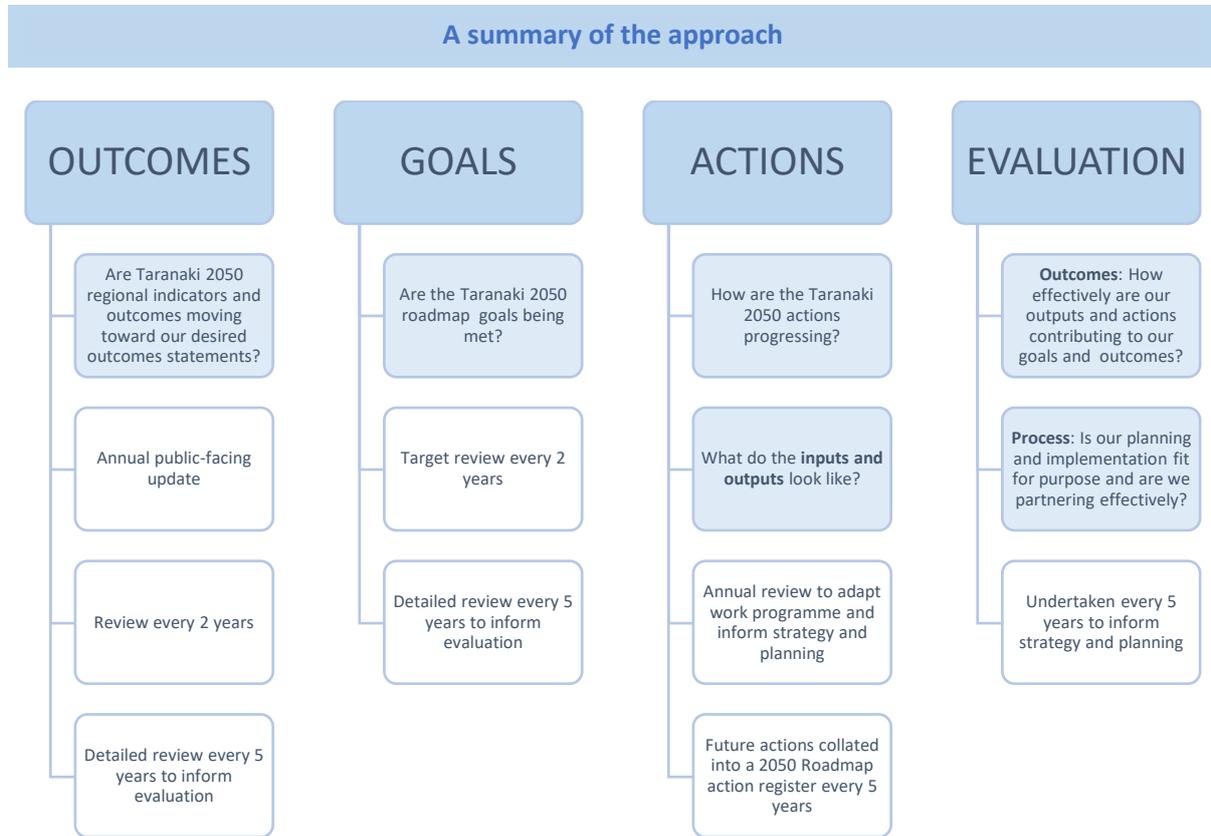
Different styles of communication should be considered for the reporting approach, including graphs and stories of success.

Progress and reporting outlets will lever existing communication tools. Those utilised by Venture Taranaki, other agencies and those of the pou will be considered. These will help more members of the public to engage with the annual reporting.

To ensure transparency, the public will be able to access all other updates, reports and reviews as well. Additionally, an open database for some or all of the metrics is being considered.

Implementation

What is being produced?

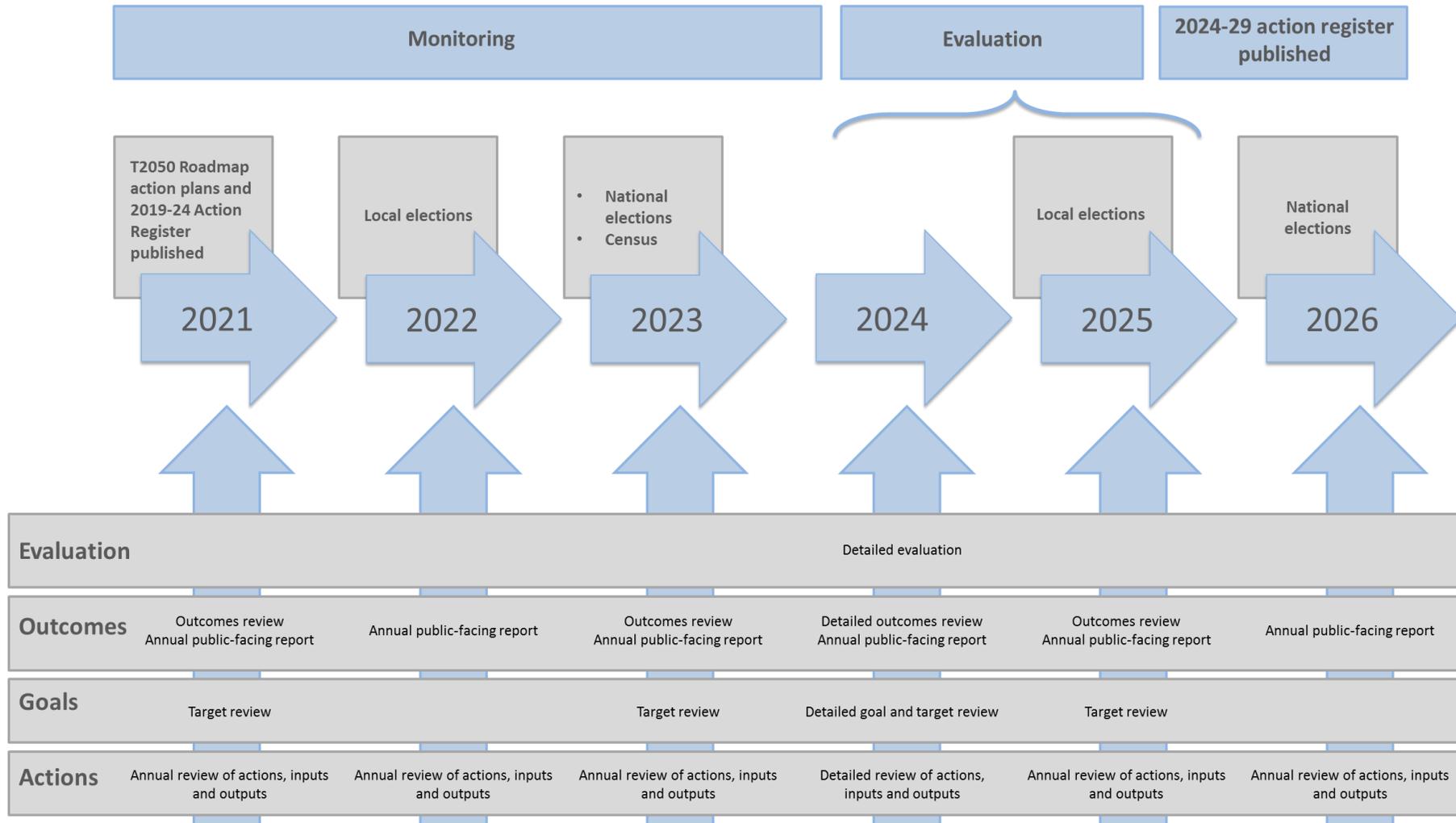


The diagram above shows how progression on outcomes, goals and actions will be reviewed, and how evaluation will be undertaken. This process will feed into five key documents which is recommended as follows:

- An annual public-facing update on progress
- An annual review document of actions, inputs and outputs
- A two-yearly combined document reviewing how we are progressing toward key outcomes and goals
- A five-yearly evaluation report containing detailed outcome and process evaluation of the Roadmap
- A five-yearly 2050 Roadmap action register, informed by the evaluation report.

The timeline for this process is shown in the diagram below:

Timeline (2021-2026)



Note that the year references above refer to the end of the calendar year.

Actions

The Metrics and Evaluation work has identified several potential actions. These are described below. A timeline is given to create the baseline for the metrics and evaluation approach, although this will be subject to resourcing.

It is envisaged that the Taranaki 2050 project would deliver the actions, with support from and engagement with the seven pou.

Action	Timeframe
<p>1) Develop the building blocks of the evaluation approach</p> <p>The building blocks below need to be developed as part of the evaluation approach. As this occurs, they should be aligned as much as possible with central and local government metrics and evaluation processes, as well as those developed by Ngā Iwi o Taranaki and community organisations (e.g. TSB Community Trust).</p> <p>a) Outcomes statements</p> <p>Refine the draft outcomes statements in this document. These have been developed through engagement with the pou, but more engagement is necessary.</p> <p>b) Frameworks</p> <p>Consolidate the logic of the TPAPs to explain how the actions are expected to drive the changed needed (i.e. the theory of change/intervention logic).</p> <p>c) Indicators</p> <p>Work with the pou and the Taranaki community to build a set of Taranaki 2050 indicators considering local, national and bespoke sources of data. Create an indicator set for Taranaki 2050 that fully reflects the outcomes statements (noting the action on developing Māori metrics below). Cost-effective tools could include extending existing models, such as the regional well-being model developed by Infometrics.</p> <p>d) Targets</p> <p>Build on the TPAP action statements and the intervention logic to create a series of targets for the TPAP actions, and measures for these. Both existing and bespoke measures should be considered.</p>	<p>August–December 2020</p>
<p>2) Māori outcomes statement and metrics</p> <p>It is important that Māori have self-defined measures for their own well-being and success. Any measures would need to be developed by Taranaki Māori for Taranaki Māori. If Ngā Iwi o Taranaki wish to do this, this action will provide resources to assist them and then integrate these measures into the Taranaki 2050 metrics framework.</p> <p>Across the Taranaki 2050 TPAPs the incorporation of mātauranga Māori was raised. There needs to be further work to incorporate this into Taranaki 2050 metrics, particularly for environmental measures.</p>	<p>No deadline</p>

<p>3) Create baseline metrics</p> <p>Collate existing Taranaki 2050 achievement metrics. These should be collected with the COVID-19 pandemic in mind, as this has created a drastic difference between the 2019 and 2020 contexts.</p>	<p>January – March 2021</p>
<p>4) Develop bespoke measures</p> <p>Explore developing bespoke measures to fill any gaps in the existing metrics set. Additionally, measures that track the distribution of key outcomes across demographics (e.g. income levels, job type, gender and ethnicity) should be considered.</p>	<p>Completed by December 2023</p>
<p>5) Identify process evaluation options</p> <p>Identify options for an independent and expert evaluation. These options should identify whether the planning and implementation dates are fit for both current and future purpose, as defined by the Taranaki 2050 programme. There is also a need to evaluate relevant partnerships.</p> <p>Investigation should go beyond the standard metrics used in the outcomes evaluation and include dialogues with members of the pou.</p>	<p>Completed by December 2023</p>
<p>6) Develop a public reporting approach</p> <p>Develop an approach for annual public reporting of outputs and some key outcomes that are both transparent and accessible. As part of this approach the raw data collected should also be made available, where possible.</p>	<p>Completed by December 2020</p>
<p>7) Support facilitation to develop indicators for each transition pathway, and then monitor reporting on them</p> <p>In the Metrics and Evaluation vision there are a range of linked aims to ensure there is a strong sense of ownership and understanding of measures, and that an agile approach is being used. This action is to support a small group of people facilitating metrics development for actions or parties within each transition pathway, where a group representing people across the seven pou ensure these are reporting in a timely manner. This approach also aligns to collective impact methodology to influence behavioural change.</p>	<p>From November 2020</p>
<p>8) Implement the monitoring approach</p> <p>Begin collecting and reporting on metrics within the agreed timelines:</p> <ul style="list-style-type: none"> • Ongoing data collection • Collecting data continuously/whenever it becomes available • Outcomes review every two years • Annual output review • Annual public reporting/ communication • Taranaki 2050 process evaluation every five years, alongside a detailed outcome and output review, feeding into the production of a five-year Taranaki 2050 action register and plan. 	<p>From April 2021</p>

9) Develop a TPAP action register

This document should be created before the first annual output review and public report, and contain short-term actions, required inputs and expected outputs. This can then be compared with real-time actions taken (inputs and outputs) and used to inform future actions.

Completed by April
2021

Critical success factors

The following critical success factors were also identified.

1. **Sufficient resources** to finish developing the approach, develop a baseline and undertake planned ongoing monitoring and evaluation activities. Resourcing also needs to be sustainable and available to continue measurement and evaluation over the entire T2050 programme.
2. **Access to data** that accurately reflects TPAP goals and Taranaki 2050 outcomes.
3. **Access to expertise** to finish developing a quality evaluation approach and to undertake process evaluation.
4. **Methodological legitimacy** of the ongoing monitoring and evaluation process. This will be aided by access to expertise.
5. **Independence** of the evaluation process, which is key to a quality outcome and process evaluation.
6. **Continuity** of the monitoring and evaluation process, so it can accurately reflect Taranaki's progression toward the 2050 Roadmap vision.
7. **Integration** of the monitoring and evaluation process with the development of new 2050 Roadmap actions and the five-yearly action register.

Next steps

The actions in this TPAP will be taken forward and considered by the Taranaki 2050 Lead Group. The Taranaki 2050 website will continue to be updated with progress made on the actions.

Taranaki 2050 Transition Pathway Action Plans implementation from 2020

Work to date has been part-funded through the Provincial Growth Fund and supported with some resource from MBIE. There has been a small amount of private funding from the TSB Community Trust and local businesses to support workshops, facilitation, printing, etc. The work has been carried out by a large number of volunteers.

Future work needs to be funded at two levels:

- 1) Coordination resourcing (to drive implementation)
- 2) Funding for the specific projects and initiatives that action plans set out.

Funding needs to be through:

- Government (central and local) funding – new and existing
- Private sector.

1) Taranaki 2050 funding – Core coordinating resourcing

Resourcing needs are required for five people to facilitate and drive workstreams, as well as measure and track progress over five years.

Resources are to be Taranaki-based, with the suggested positions:

- 1 x leader
- 1 x administrator
- 3 x workstream leads

As well as facilitating and driving workstreams and measuring and tracking progress, the team would be tasked with refreshing the Taranaki 2050 Roadmap in 2024.

Funding required for core coordination and resourcing is \$3.75m over five years.

Requests will be submitted to central and local government for funding.

2) Taranaki 2050 Metrics and Evaluation TPAP project funding

The action list includes a number of projects to be completed in 2020/2021 where resourcing is required.

Appendix 1: Current state

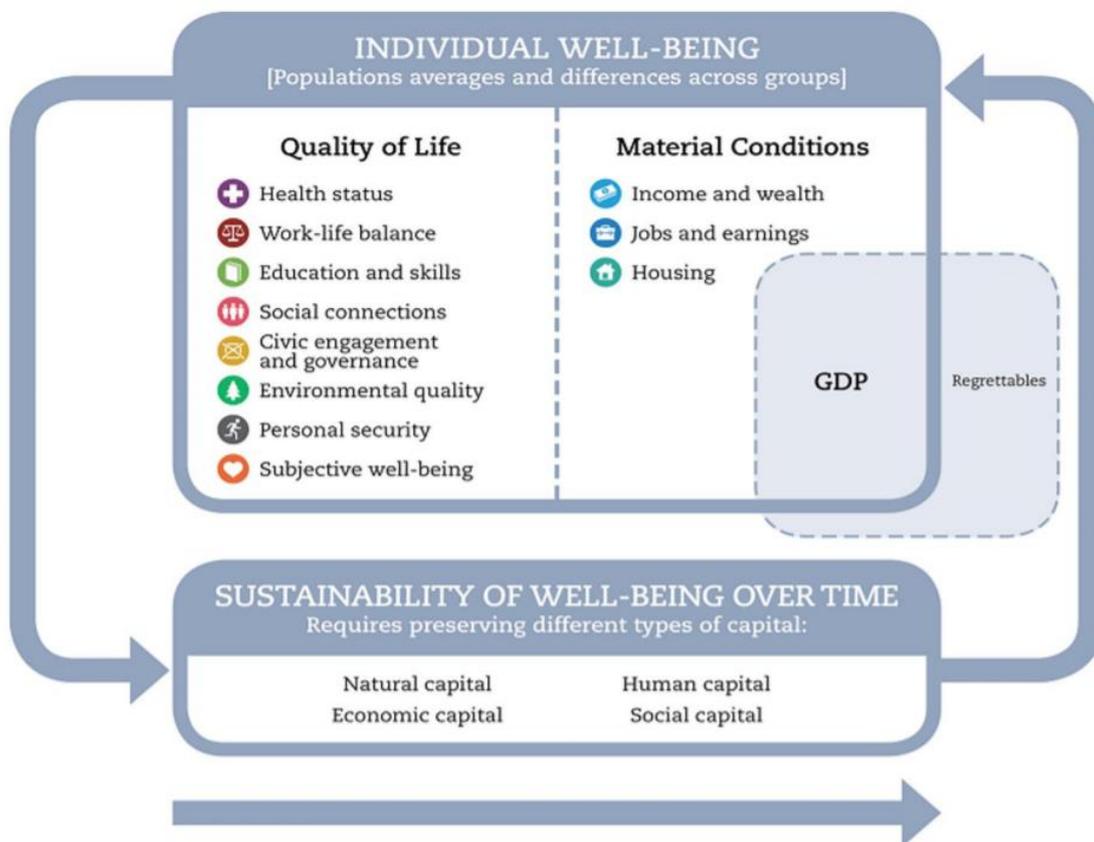
This appendix provides an overview of international evaluation trends, national evaluation models, and the metrics that are currently being collected at a local and national level.

International trends in evaluating country and regional outcomes

Increasingly, the world is recognising that traditional indicators of progress, such as Gross Domestic Product (GDP), are not sufficient to tell the whole story of people and their communities and environment. A variety of international frameworks for well-being and sustainable development have been developed in response to this, each with a slightly different focus. Many cover similar themes of economic, environmental and societal change. These include:

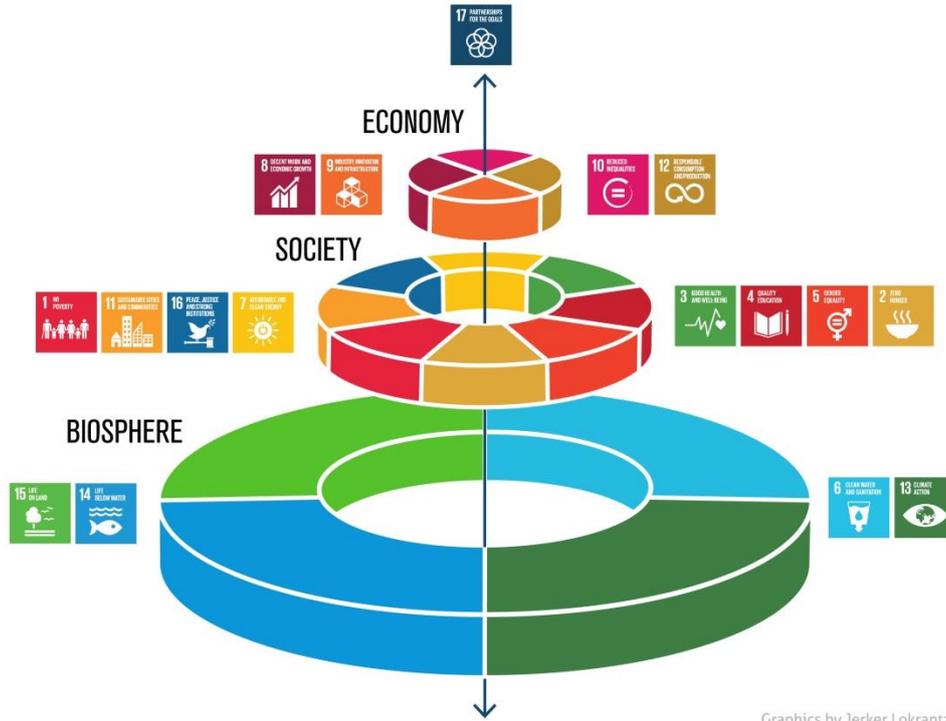
1) OECD model of individual well-being

Used to create Better Life and Regional Well-being Indexes that measure and compare well-being across OECD countries and regions.



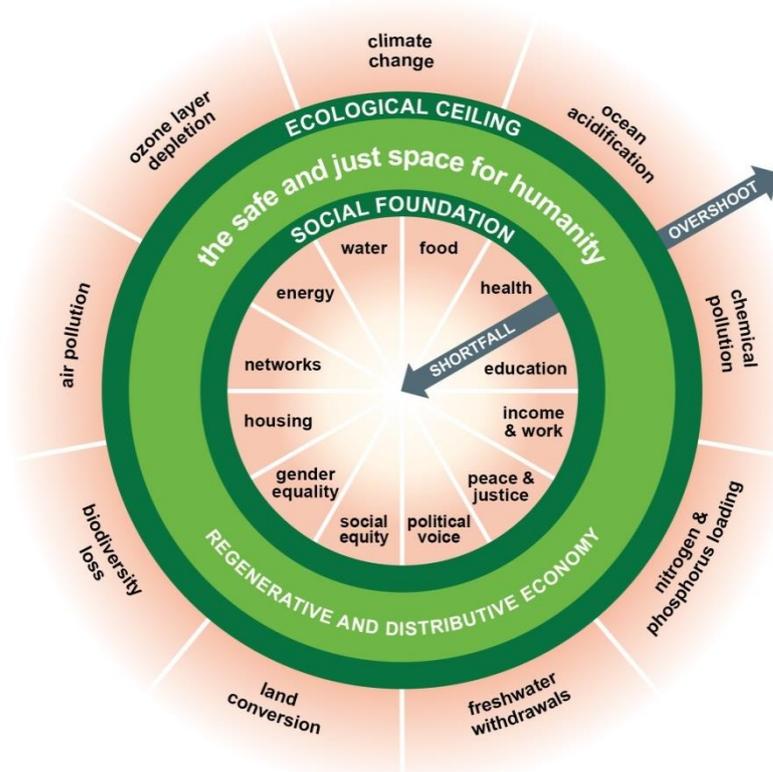
2) UN Sustainable Development Goals

Sets goals and specific targets for international economic, societal and environmental development.



3) Doughnut Economics Model

Visual framework for sustainable development that can be used to inform development goals.



Government's strategy for evaluating national and regional outcomes

Around a decade ago, the New Zealand Treasury commenced work on developing the Living Standards Framework for measuring and evaluating New Zealand's well-being, to be used to measure progress alongside more traditional economic frameworks. This Living Standards Framework draws on many themes seen in the international frameworks above, while emphasising the diversity of outcomes meaningful for New Zealanders. It is intended to help measure and evaluate how New Zealand is faring, alongside more traditional economic frameworks. It also allows the New Zealand Government to consider the interdependencies and trade-offs across the different dimensions of well-being when thinking about policy impacts.

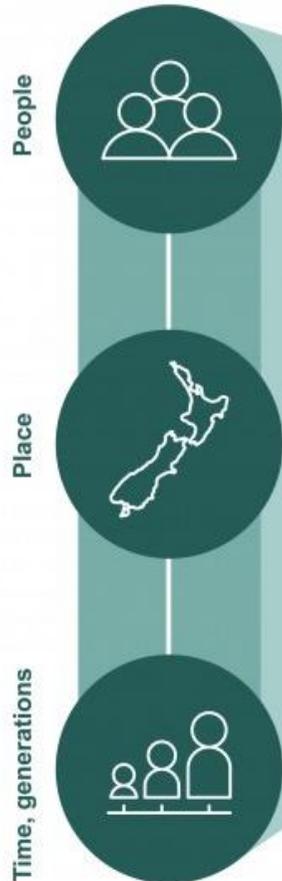
There are plans to refresh this framework in 2021 to better reflect te ao Māori and Pacific peoples' perspectives and worldviews, issues in child well-being and the different ways in which culture contributes to well-being. This is partially in response to recommendations from the OECD to better reflect cultural identity and indigenous perspectives⁹. Additionally, Te Puni Kōkiri, the Ministry of Māori Development, has developed an indigenous approach that it recommends be applied to the Living Standards Framework to better reflect Māori perspectives on well-being.

⁹ Cook, D. (2020). Living standards framework dashboard update. Retrieved from <https://treasury.govt.nz/lsf-dashboard-update-2019>

The New Zealand Treasury's Living Standards Framework

Distribution

Our work is focussed on promoting higher living standards and greater intergenerational wellbeing for New Zealanders. These require the country's Four Capitals – human, social, natural and financial/physical – to each be strong in their own right and to work well together.



The Four Capitals (natural, human, social, and financial and physical) are the assets that generate wellbeing now and into the future

Looking after intergenerational wellbeing means maintaining, nourishing, and growing the capitals

 **Natural Capital**

All aspects of the natural environment that support life and human activity. Includes land, soil, water, plants and animals, minerals and energy resources.

 **Social Capital**

The norms, rules and institutions that influence the way in which people live and work together and experience a sense of belonging. Includes trust, reciprocity, the rule of law, cultural and community identity, traditions and customs, common values and interests.



 **Human Capital**

The capabilities and capacities of people to engage in work, study, recreation, and social activities. Includes skills, knowledge, physical and mental health.

 **Financial and Physical Capital**

Financial and human-made (produced) physical assets, usually closely associated with supporting material living conditions. Includes factories, equipment, houses, roads, buildings, hospitals, financial securities.

The 12 Domains of current wellbeing

reflect our current understanding of the things that contribute to how New Zealanders experience wellbeing

-  Civic engagement and governance
-  Cultural identity
-  Environment
-  Health
-  Housing
-  Income and consumption
-  Jobs and earnings
-  Knowledge and skills
-  Time use
-  Safety and security
-  Social connections
-  Subjective wellbeing

Resilience

prompts us to consider how resilient the Four Capitals are in the face of change, shocks, and unexpected events

New Zealand's metrics for well-being

National metrics sets

Government agencies across New Zealand gather a wide range of metrics, many of which are collated and released to the public through Statistics New Zealand.

As part of New Zealand's movement to a national well-being framework, these sets of national metrics for well-being have been developed:

- Ngā Tūtohu Aotearoa/Indicators Aotearoa New Zealand: a large array of indicators of well-being over six domains, developed by Statistics New Zealand.
- Treasury Living Standards Dashboard: a large array of indicators of well-being over 12 domains and four capitals (social, cultural, environmental and financial) that draws on Ngā Tūtohu Aotearoa, developed by Treasury.

Additionally, Te Puni Kōkiri's indigenous approach to well-being includes a number of new indicators that can theoretically be added onto the Living Standards Framework.

Other well-being metrics sets collated in New Zealand

Other sets of metrics to measure New Zealand's well-being have been developed independently of Government:

- Infometrics' regional well-being indicators: a small set of well-being indicators over nine domains, measured across each region in New Zealand and based on Treasury and OECD well-being models, developed by Infometrics.
- OECD Better Life Index and Regional Well-being: a very small set of well-being indicators over 11 domains, measured across each region in a number of OECD countries, developed by the OECD.

Local government evaluation of regional outcomes

Local government in Taranaki also measures well-being and sustainable development outcomes and gathers a number of metrics.

The COVID-19 pandemic

The COVID-19 pandemic has affected New Zealanders in almost every walk of life in a variety of ways. This should be noted when comparing 2019 and 2020 metrics, which will be affected. A number of new metrics have become available in the wake of COVID-19. These will be considered for incorporation into Taranaki's well-being and goal indicator sets.

Appendix 2: Development of outcomes statements

This appendix describes the process to develop the draft well-being statements. In addition to the overarching vision and themes developed through the Taranaki 2050 process, 45 specific desired outcomes were generated by reviewing the range of material and feedback in the overall programme. These outcomes were placed under the relevant theme and ranked by importance by representatives of the pou in an online survey.

Most important outcomes in each area as ranked by pou representatives	
Environment	<ol style="list-style-type: none"> 1. Lower greenhouse gas emissions 2. Reduced pollution of freshwater
Economy	<ol style="list-style-type: none"> 1. Increased diversification of the economy 2. A higher value economy 3. Increased levels of innovation
Employment	<ol style="list-style-type: none"> 1. More meaningful work 2. Greater pay equity 3. Lower unemployment
Education and skills	<ol style="list-style-type: none"> 1. Fewer barriers for young people to participate and succeed in education and/or training 2. Better access to life-long education and learning 3. Increased availability of the knowledge and skills the region needs 4. A reduction in young people not in education, employment or training (NEETs) 5. More flexible working practices
Equity	<ol style="list-style-type: none"> 1. Everyone has enough money to live on 2. Less child poverty 3. Less income inequality 4. Higher physical, emotional, mental and spiritual well-being
Communities	<ol style="list-style-type: none"> 1. Greater vibrancy in our towns and rural communities 2. More availability of recreational activities 3. Greater connections across generations, cultures and distance
Collaboration	<ol style="list-style-type: none"> 1. More collaborative decision-making 2. More courageous leadership and risk-taking

Two of the original well-being themes were split as a reaction to these pou rankings:

Equity	<ul style="list-style-type: none"> • Everyone has enough money to live on • Less child poverty • Less income inequality 	Equity
	<ul style="list-style-type: none"> • Higher physical, emotional, mental and spiritual well-being 	Well-being
Communities	<ul style="list-style-type: none"> • More availability of recreational activities • Greater connections across generations, cultures and distance 	Communities
	<ul style="list-style-type: none"> • Greater vibrancy in our towns and rural communities 	Culture

The pou rankings fed into the creation of draft outcomes statements for all nine themes, including the two new ones (which are included in the TPAP).

Appendix 3: Development of indicators

Several national and international well-being frameworks and metrics have been investigated for alignment with the nine main well-being areas generated through the Taranaki 2050 programme. Infometrics' Taranaki well-being and economic indicators have been identified as a starting point for the 2050 outcome indicators.

However, several metrics vital to the 2050 Roadmap well-being outcomes statements are not well represented by the Infometrics indicators. The relevant Infometrics indicators, along with some alternative/additional indicators currently under consideration, are in the table overleaf.

In particular, given that a shift toward a low-emissions economy is the major goal of the just transition, more environmental measures are necessary. This includes a more direct measure of carbon equivalent emissions, as Infometrics only estimates CO₂ emissions.

Alignment of Infometrics measures with Taranaki 2050 well-being outcomes			
Outcome statement	Most important outcomes in each area as ranked by pou representatives	Indicator in Infometrics Wellbeing Report	Alternative/additional indicators under consideration
Kaitiakitanga is continually exercised as we ensure our taiao is healthy for both our generation and future generations.	1. Lower greenhouse gas emissions	Estimated CO ₂ emissions	Measured carbon equivalent emissions
	2. Reduced pollution of freshwater	None	Freshwater pollution as measured by Taranaki Regional Council
Our economy is thriving and resilient and our enterprises are innovative, sustainable and successful.	1. Increased diversification of the economy	None	Industry diversity
	2. A higher value economy	None	Taranaki Gross Domestic Product
	3. Increased levels of innovation	None	Workers in emerging industries
Our people do productive, meaningful work and have well-paid, fair and safe employment, and Taranaki attracts and develops a skilled workforce.	1. More meaningful work	None	Self-rated job satisfaction (Statistics NZ), proportion of successful transfers to new employment
	2. Greater pay equity	Personal earnings	
	3. Lower unemployment	Unemployment rate	Underemployment
	4. A reduction in NEETs ¹⁰	NEET rate	
	5. More flexible working practices	None	Self-rated flexibility of work, work-life balance (Statistics NZ)
We grow and retain our people through equitable access to life-long learning opportunities to ensure we have access to the knowledge and skills needed for our whānau to be secure and our region to succeed.	1. Fewer barriers for young people to participate and succeed in education and/or training	Secondary-tertiary transitions, School leavers with NCEA level 2	
	2. Better access to life-long education and learning	None	Access to professional development
	3. Increased availability of the knowledge and skills the region needs	None	Level of regional skills match between education and employment (Statistics NZ)
We address system inequity and are proudly biased towards supporting children, Māori and those most vulnerable. This will help us achieve an enriching and equitable future in order for everyone to achieve their individual, unique, well-being aspirations.	1. Everyone has enough money to live on	Median household income, housing affordability rate and rental affordability rate	
	2. Less child poverty	None	Child poverty measures (Statistics NZ)
	3. Less income inequality	Benefit dependency ratio	

¹⁰ NEETs means a young person who is no longer in the education system and who is not working or being trained for work.

We prioritise indigenous-led solutions, ensuring Māori ecosystems including whānau, hapū, iwi and mātāwaka are thriving across generations. We increase relationships with and provide equitable opportunities for Māori, removing systemic barriers to economic, social and cultural inclusion. ¹⁰	1. Whānau are confidently participating in Te Ao Māori ¹¹	None	TBD ¹⁰
	2. Whānau are self-managing & empowered leaders ¹⁰	None	TBD ¹⁰
We live healthy lifestyles, as part of cohesive, resilient and nurturing whānau.	1. Higher physical, emotional, mental and spiritual well-being	Life expectancy, Mental health presentation rate, suicide rate, housing crowding rate	Healthy homes measures (Statistics NZ)
Our communities are vibrant, resilient, welcoming and safe.	1. More availability of recreational activities	None	
	2. Greater connections across generations, cultures and distance		
We move forward with kotahitanga.	1. More collaborative decision-making	None	
	2. More courageous leadership and risk-taking		

¹¹ These suggestions are taken from the TPK work on “Indicators generated from the application of Te Ao Māori through an Indigenous Lens”. Actual indicators would be developed as part of action 2 for Taranaki Māori to develop metrics for Taranaki Māori.

Appendix 4: Working group feedback

This appendix captures discussion at a working group on 6 July 2020 to discuss the Taranaki 2050 approach to metrics and evaluation, and should be taken into account in developing the actions.

The community needs simple metrics that are easy to understand and track how progress is being made on a just transition to a low-

Metrics approaches can quickly become very complex, particularly as the Taranaki 2050 vision has many different components. Feedback was that it is important that the community can easily and quickly understand how the region is tracking.

A few well-understood metrics should be used (e.g. carbon dioxide equivalent emissions per capita, unemployment, GDP). There should be a strong focus on the environmental and economic aspects of how we are delivering a low-emissions economy. We also need to measure the speed at which we deliver this, i.e. how quickly metrics are changing over time.

Beneath this there will need to be layers of deeper regional intelligence that support specific

The easy to understand approach above can have deeper layers of metrics underneath to support more detailed analysis – for example, carbon dioxide equivalent emissions by sector. This can be a tiered approach, with layers wrapping up into the top tier, and councils and other organisations being able to fit their own metrics within this framework.

The metrics approach overlaps with developing the regional economic intelligence needed to support change – i.e. how data is developed, shared and made available to organisations. As an example, as the region transitions, there is a need for information on where jobs are being lost, what skills these people have, where jobs are being created and what skills are needed. In addition, metrics like workforce engagement will be important, particularly to capture workers involvement in decision-making.

As listed in the actions, it is vital we understand the distribution of outcomes across various metrics, such as life expectancy, incomes and deprivation levels. This can be done by ethnicity, geography, age and skill level. We also want to be able to track how people are moving through the system – for example, from low paid to high paid and more meaningful jobs.

Consideration of and te a

It is important to also ensure a very long-term view in metrics, such as how we can be good ancestors and ensure that our natural capitals are being replenished rather than depleted. Access to the environment is also important. As raised in the actions, more work on how to add mātauranga Māori and te ao Māori into metrics, particularly environmental metrics, is needed.

It was raised that metrics is not just about tracking how we're doing – it can also be used as a tool for behaviour change. An example is using survey questions to help people think about the impact of their actions.

Having easy to understand and real-time data is also important, so people can quickly see that their actions are having an impact. Communicating the messages from data, but with stories, can also be very powerful and easier to engage with.

On the subject of communication, it was considered that many tools are already available and can be used, e.g. the Taranaki Trends publication by Venture Taranaki.

Transparency and accountability and crucial...

Ensuring people understand how data has been collected, analysed and presented is important for building trust and accountability. One way to do this is to ensure data sets are easily available online. This also allows people to undertake their own analysis and contribute to the understanding of change.

Appendix 5: Process evaluation details

Although process and outcome evaluation both involve tracking trends, this type of evaluation differs from outcome evaluation in that it has a broader focus. While outcomes evaluation tracks how actions are linking to well-being outcomes through the goals, process evaluation asks if the process as a whole is running optimally.

The Taranaki 2050 process evaluation, to be run every five years, will ask if the current process is fit for current and future purpose as defined by the Taranaki 2050 Roadmap, and if effective partnership is underpinning this.

The evaluation process should be undertaken independently, with the findings informing each new Taranaki 2050 five-year plan. The process should go beyond the standard metrics used in the outcomes evaluation, including dialogues with members of the pou and vulnerable groups within the region. These dialogues are also an opportunity to:

- Drive change through their collection (e.g. asking local businesses for updates on their low-emissions actions)
- Ensure that the process is taking a 'being good ancestors approach' by considering the impact/benefit of the process for the wider community
- Ensure that the pou have their voices heard and priorities represented.

Acknowledgements

The Metrics and Evaluation Transition Pathway Action Plan process has been a significant undertaking. We would like to acknowledge the Provincial Growth Fund and the Ministry for Business, Innovation and Employment for their financial and resource support.

We would like to acknowledge the support of the Evidence and Insights Team at the Ministry of Business, Innovation and Employment.

We would also like to thank the Taranaki 2050 Lead Group and their organisations for their support and involvement. The organisations included Ngāti Maru, Ngāruahine, Ngāti Mutunga, Te Atiawa, the Western Institute of Technology at Taranaki, TSB Community Trust, Federated Farmers, South Taranaki District Council, New Plymouth District Council, NZEI, Wells Group, the Ministry of Business, Innovation and Employment, Sustainable Taranaki, Velocite, Taranaki Chamber of Commerce, E tū, Taranaki Futures, Fonterra, Port Taranaki, Todd Corporation and Venture Taranaki Trust.

As a final acknowledgement, the Taranaki 2050 team would again like to thank everyone who has been part of the process – many people gave up significant hours to participate in workshops.

The team has been overwhelmed with people's passion and commitment to this region. It is clear there is an excitement and Metrics and Evaluation to achieve our vision for Taranaki 2050.



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