

# Partnering for impact: Te Kia Ora marae project



Te Ara Hiranga



LITE CIVIL





## **Acknowledgements**

With thanks to the following people and organisations that supported the creation of this report.

“Ehara tāku toa i te toa takitahi, engari he toa takitini.”

My strength is not that of a single warrior, but that of many.

Joseph Rawiri – Lite Civil

Debra Bewer – Te Kia Ora Marae

Kelsey Benefield – Amotai

Julie Youngman – Auckland Transport

Rachael Randal – Auckland Transport

Larissa Lovell – Auckland Transport

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# **Ngā Upoko Kōrero**

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# Foreword

Auckland Transport (AT) strives to deliver and maximise value for the people of Tāmaki Makaurau/Auckland. AT also works to ensure that our supply chains are increasingly diversified and reflect the communities and people we serve. Sustainable procurement means proactively and strategically seeking opportunities to not only procure the goods and services AT needs to procure, but to create positive impact through our procurements.

AT commissioned Te Ara Hiranga, a Māori-owned strategic consultancy, to model and analyse the benefits and costs of one of AT's sustainable procurement approaches. Te Kia Ora marae carpark construction project is one in a series of ongoing projects as part of AT's Marae Entry and Exit Programme. The project was chosen as a representative project across the

programme. The insights AT has gained from the analysis are being used to inform future procurements for the Marae Entry and Exit Programme, as well as other suitable programmes and projects.

Social Return on Investment (SROI) is a framework that allows us to gain an understanding of the full value, not just financial, created for communities and ultimately the people of Tāmaki Makaurau/Auckland. Sustainable procurement is a vehicle to create economic benefit and ripple effects of community wealth and wellbeing – grounded in local communities.

**Julie Youngman**  
**Senior Social & Economic Impact Specialist**  
**Auckland Transport**



# Executive summary

Auckland Transport (AT) commissioned a series of projects utilising a closed procurement process targeting locally owned Māori civil construction firms. This report analyses the Social Return on Investment (SROI) of this procurement approach utilising one of the projects to act as a proxy across the programme.

Te Kia Ora Marae project, located near Kakanui on the Kaipara coast, involved the construction of a 3,500m<sup>2</sup> concrete carpark at the front of the marae and a 500m<sup>2</sup> carpark at the back. The project was part of Auckland Transport's (AT) Marae Entry/Exit Safety Programme, which seeks to enhance safety and access for marae and surrounding communities.

The project was awarded to Lite Civil, a 100% Māori-owned local civil construction company. Lite Civil, in turn, engaged additional Māori-owned subcontractors, further amplifying the social and economic impact on the local community.

**Ko ngā pae tawhiti whāia  
kia tata, ko ngā pae tata,  
whakamaua kia tina**

**The potential of tomorrow  
depends on what we do today**

Te Kia Ora Marae project serves as a leading initiative that aligns with Auckland Transport's strategic focus on sustainable procurement, supplier diversity, and sustainability. Through targeted engagement with Māori-owned businesses, AT has not only delivered critical infrastructure to improve safety and access for the marae but also fostered significant economic and social outcomes for Māori communities. For every dollar spent, \$3.53 is returned in social value, as a result of adopting a sustainable procurement approach and engaging a Māori-owned business - over and above any social return of the new car park for the marae.

The project's emphasis on local supplier engagement, workforce development, and cultural alignment positions it as a model for future AT projects, demonstrating how infrastructure investments can generate multidimensional social value and support the broader objectives of the AT 2024-2031 Sustainability Strategy.



# Background of Te Kia Ora Marae project

Te Kia Ora Marae project is part of AT's Marae Entry/Exit Safety Programme, aimed at improving safety, accessibility, and infrastructure around marae across the region. Located near Kakanui on the Kaipara coast, the project involved the construction of a 3,500m<sup>2</sup> concrete carpark at the front of the marae and a 500m<sup>2</sup> carpark at the back.

The project was awarded to Lite Civil, a 100% Māori-owned civil construction company, under a closed procurement process that specifically targeted Māori-owned businesses. The selection of Lite Civil aligns with AT's broader commitment to supplier diversity and sustainable procurement, through reducing barriers for Māori suppliers to be engaged in delivering critical infrastructure projects.



## Safety and accessibility:

- Improve safe entry and exit points to the marae, reducing traffic hazards and ensuring safer pedestrian access for the local community.
- Provide a more accessible parking facility to accommodate increased visitation, particularly during cultural events and community gatherings.

## Economic empowerment:

- Prioritise contracting opportunities for Māori-owned businesses, fostering economic development and supporting the growth of Māori enterprises.
- Facilitate quality employment outcomes through targeted employment and training opportunities for Māori employees, including entry-level roles for mana whenua.

## Cultural alignment and community resilience:

- Reinforce the cultural significance of the marae as a community hub by integrating Māori-owned businesses that align with the project's kaupapa (purpose).
- Strengthen the local Māori business ecosystem by engaging multiple Māori subcontractors, fostering ongoing economic collaboration.

# What is Social Return on Investment (SROI)?

SROI is the social return on an investment or a social cost-benefit analysis that helps establish what and how much of a difference is being made. Measuring the impact created through activities allows for stronger evidence-informed decision-making and better resource allocation. An SROI analysis covers the following key elements:

## Stakeholders

People or organisations that experience change or affect the activity.

## Outputs

A quantitative summary of an activity.

## Indicators

Ways of knowing that change has happened.

## Reporting

Communicating the results and making recommendations to influence what happens in future.

## Inputs

The contributions stakeholders are making in order to make the activity possible.

## Outcomes

The real changes that are happening for stakeholders as a result of the activity.

## Value

The value of outcomes, which helps determine how significant an outcome is.

## Attribution

The assessment of how much of the outcome was caused by the contribution of other organisations or people.

- Deadweight: Would this happen anyway?
- Displacement: Is the issue being shifted elsewhere?

## Improvement

Using the results to implement changes to maximise outcomes in future.



# SROI methodology

## Project design and stakeholder engagement

The methodology began with foundational document review, programme scoping, and stakeholder identification. Engagement hui were held with AT project leads, Lite Civil (the principal contractor), and marae representatives.

## Impact mapping and data collection

An initial theory of change was developed and refined into a detailed impact map, capturing intended and actual outcomes across five domains:

- Enhanced economic sovereignty
- Promoted quality employment
- Strengthened cultural alignment
- Retained economic value locally
- Capacity building and growth

Data sources included contractor-reported metrics, procurement records, interviews with stakeholders, and interviews with the Lite Civil.

## Financial valuation and SROI modelling

A core component of the methodology was the translation of outcomes into monetary terms to determine the project's social return on investment. This was achieved through:

Use of CBAx values: Standard proxy values from the New Zealand Treasury's CBAx tool were applied to assign monetary estimates to outcomes such as job creation, qualifications gained, and improved health or wellbeing.

Other proxies: Where appropriate, context-specific proxies were developed or identified (e.g., based on comparable data from Supply Nation's Sleeping Giant Report and indigenous procurement impact studies).

Internal project financials: Actual contract values and supplier payments were used as the investment base. Some of these values were determined using pro-rata amounts over several projects, as project specific data were not always available.

Proxies were selected to ensure they were relevant, evidence-based, and conservative where uncertainty existed. The use of standardised tools such as CBAx supports consistency and comparability across government-funded projects. Some proxies are based on overseas research as relevant local proxies aren't developed.

Each proxy or source is referenced in the relevant row in the quantitative mapping table.

## Adjustments for impact

To avoid overclaiming, adjustments were made for:

Attribution: The degree to which outcomes could be credited to AT's targeted procurement.

Displacement, the consideration for whether the issue is being shifted elsewhere, is considered negligible in this case, due to the culturally specific nature of the work.

Duration and drop-off refer to how long an outcome lasts for. Drop-off is the potentially diminishing value or effectiveness of an outcome over time and the drop-off rate indicates by what percentage of the value the outcome declines each year. For this project, the drop-off rates were estimated over three years for relevant impacts or applied once only due to the single-year focus of the work.

## SROI calculation and interpretation

The SROI ratio was calculated by comparing the total present value of social and economic outcomes to the total investment.

This included:

- Tangible returns (employment, upskilling, revenue for Māori-owned businesses)
- Intangible and cultural returns (community wellbeing, strengthened cultural identity, marae revitalisation)

The resulting ratio reflects how much value (in NZD) was created for every dollar invested by AT. It provides a foundation for benchmarking, reporting, and scaling social procurement practices across future AT infrastructure projects.

## Disclaimer

This Social Return on Investment (SROI) analysis is based on a combination of primary data, stakeholder engagement, and secondary evidence, including the use of financial proxies to represent social, cultural, and economic outcomes. The SROI ratio and associated values presented in this report are indicative rather than definitive.

All financial proxies have been selected for their relevance and appropriateness to the context and are based on recognised sources such as CBAx and comparable social value studies. However, due to the complexity of attributing value to social outcomes, these figures should be interpreted as estimates intended to guide learning, programme development, and decision-making.

A proxy figure of 3.2 FTEs has been used for direct employment calculations and 7.38 FTEs (which includes the 3.2) to allow for subcontractors.

This analysis follows recognised SROI principles, including materiality and transparency, but should not be viewed as a precise economic valuation. Rather, it provides an informed estimate of the broader value generated.



## Purpose of the SROI

### Focus on closed procurement process prioritising Māori-owned businesses

The purpose of this SROI analysis is to evaluate the social, economic, and cultural impacts generated by Te Kia Ora Marae project, specifically focusing on the implications of adopting a closed procurement process that prioritised Māori-owned businesses.

AT's strategic objective to foster supplier diversity and drive positive social outcomes was operationalised through a targeted procurement approach. This approach exclusively invited Amotaii-registered, Māori-owned businesses to tender for the project, aligning with AT's commitment to increasing contracting opportunities for underrepresented suppliers and enhancing community resilience.

### The SROI analysis seeks to assess the extent to which this procurement strategy:

- Enhanced economic sovereignty: By directing over \$1.3 million in project spending to Māori-owned suppliers, the analysis will measure how this spend generated broader economic benefits, including local job creation, increased revenue for Māori enterprises, and strengthened business networks.

- Promoted quality employment: The analysis will quantify the social value created through employment and training opportunities for Māori workers, including the establishment of entry-level roles and upskilling initiatives aimed at building long-term workforce capacity.
- Strengthened cultural alignment: The analysis will examine the cultural and social impact of engaging Māori-owned businesses whose values and operational approaches align with the kaupapa (purpose) of the marae, ensuring culturally appropriate and community-focused project delivery.
- Retained economic value locally: The analysis will consider the local economic multiplier effect of profits retained by Māori-owned businesses and reinvested in the region, contrasting this with scenarios where non-local or overseas contractors might have been engaged.
- Capacity building and growth: The analysis will examine how participation in the project contributed to Lite Civil's ability to expand its operational capacity, capability, and strengthen its reputation within the civil construction sector.

Enabling future contracts that may not have been accessible without the credibility and experience gained through this engagement.

Overall, the SROI analysis provides a comprehensive view of how a closed, culturally aligned procurement process can effectively drive multi-dimensional social impact, contributing to AT's broader sustainability and equity objectives.

### Successful completion of the work to the required standard

Te Kia Ora Marae carpark project was successfully completed to specification and formally signed off by AT, meeting all technical, safety, and compliance requirements. The scope included construction of a 3,500m<sup>2</sup> sealed concrete carpark between the marae and the highway, alongside an additional 500m<sup>2</sup> area at the rear of the marae. The contractor, Lite Civil, delivered the work on time and to the expected quality standards, despite the remote location and the unique logistical and cultural considerations associated with the site.

The project achieved its primary objective of providing safe, formalised access to the marae, a critical step toward enabling the facility's full reopening and community use. It resolved longstanding safety risks associated with access from the State Highway, improved traffic flow and parking capacity for whānau and visitors, and strengthened the marae's ability to host cultural, social, and educational gatherings.

The Social Return on Investment (SROI) analysis presented in this report is additional to the core value of the project's infrastructure delivery. While the physical works provided clear operational and community safety benefits, the SROI methodology captures the broader social, cultural, and economic impacts generated by the way the project was delivered - particularly through AT's supplier diversity and sustainable procurement approach. This includes outcomes such as local employment, Māori business growth, skill development, cultural alignment, and reduced financial barriers for the contractor.

In this sense, the SROI analysis recognises that how the project was delivered created a layered set of benefits that extend far beyond the carpark itself. These outcomes, while not captured in traditional cost-benefit assessments, represent a critical dimension of value aligned with AT's sustainability goals and its commitments under its Māori Outcomes Framework.



# Debra Brewer

Chair of Te Kia Ora Marae

Debra Brewer, Chair of Te Kia Ora Marae, shared her perspective on the social value created through AT's delivery approach on the marae carpark project. Beyond the physical infrastructure, partnering with a Māori-owned business delivered benefits that were deeply embedded in tikanga Māori and grounded in whānau wellbeing.

Culturally aligned procurement practices can generate tangible and intangible value for Māori communities, including employment, capability development, and strengthened infrastructure resilience. The themes emerging from Debra's kōrero reflect key pillars of the SROI framework: Cultural outcomes, workforce development, community infrastructure enhancement, and relational trust.

## Cultural alignment and tikanga integration

One of the most important aspects of the project for Debra was the way Lite Civil approached the work with tikanga and cultural respect at the forefront.

Their presence on-site went beyond that of a typical contractor, as they operated as cultural facilitators and relationship holders.

"Lite Civil acted as translators between us and Auckland Transport; understanding where we were coming from, not just following instructions but really listening."

This approach allowed the marae to feel confident in decision-making and reduced potential friction between technical requirements and community



expectations. Lite Civil's cultural fluency helped create a respectful working environment, reinforcing manaakitanga and kotahitanga throughout delivery.

## Employment and mentoring of local rangatahi

The employment of local youth was a standout social outcome. Two rangatahi from the surrounding rohe were brought into the project workforce. Debra acknowledged how transformative this was for those involved, particularly given the barriers many face in accessing formal work.

"[Lite Civil] were able to fit [the young workers] in, work alongside them, mentor them... they have a true understanding of the way they live."

This contribution reflects meaningful quality employment outcomes, including entry-level job creation, informal mentoring, and the start of sustainable career pathways – core objectives in AT's sustainable procurement objectives.

## In-kind contributions and infrastructure enhancement

Lite Civil provided several services beyond their contracted scope; contributions which directly improved the marae's long-term functionality.

These included:

- Flattening land behind the marae to create space for a hāngī area
- Installing water piping to futureproof the garage
- site for fire response
- Clearing invasive vegetation while protecting native plantings
- Reinstalling fencing and tidying grounds post- construction

Such contributions reflect principles of whānau-centred design and a kaupapa Māori approach to contracting – embedding generosity and collective responsibility into delivery. It should be noted that this approach should never be an expectation to be put on Māori businesses.

## Practical, community-centred problem solving

When challenges arose during construction, such as conflicts between design specifications and marae needs, Lite Civil took a pragmatic and collaborative approach. When soil had to be removed from the carpark excavation, it was reused to build a stop bank at the rear of the marae rather than being carted to landfill, saving cost, reducing environmental impact, and aligning with cultural values around whenua retention.

"[Lite Civil] moved a whole mound of dirt and flattened that out for us... they didn't have to do that, but they did."

## Community resilience and legacy outcomes

As Debra noted, the completion of the carpark project marked more than an infrastructure upgrade, it enabled the marae to reopen after a prolonged closure, supporting cultural continuity, whānau reconnection, and future community events.

This outcome aligns with AT's goals under the Māori Outcomes Framework, particularly in marae development and whānau wellbeing.

## Broader sustainable procurement implications

Finally, Debra reflected on the importance of Māori-led contracting: not only for marae communities but also for the Māori businesses themselves. She noted that supporting Māori-owned firms through targeted procurement can unlock employment, confidence, and capability development across generations.

"That's quite a big deal... for [mana whenua] to be pulled on and work on projects like this and then actually get jobs from that."

Te Kia Ora Marae carpark project generated far-reaching outcomes that extended well beyond pavement and concrete. The project demonstrates the power of values-aligned procurement in delivering social, cultural, and economic returns – many of which would have been missed by conventional delivery models.

# Jay Rawiri

Director at Lite Civil

Joseph (Jay) Rawiri, co-owner of South Auckland based Lite Civil, reflects on the transformational impact that AT's targeted procurement had on the growth trajectory of his Māori-owned civil construction company. Prior to this opportunity, Lite Civil possessed strong operational delivery capabilities but struggled to gain traction in the public infrastructure sector due to systemic market barriers – notably, the inability to compete on price and track record with larger tier 1 firms.

Through Te Kia Ora Marae contract, the firm built significant internal capacity around procurement compliance, health and safety systems, and tender writing. This enabled Lite Civil to qualify for further public contracts, access council panels, and present competitive bids aligned with council expectations.

As Jay explains, "We've always had the capability... but getting around the right tables was the hard part."

The project also catalysed wider economic benefit through subcontracting. Lite Civil applied its own sustainable procurement ethos by intentionally selecting Māori and Pasifika subcontractors, sometimes at higher cost, to extend opportunity and uplift community enterprises.

Jay highlighted the unique value Māori contractors bring in culturally sensitive spaces, describing Lite Civil's role as a "buffer" between government and marae, ensuring respectful delivery aligned with tikanga and whānau expectations. "We interpret the needs of the marae in a way that they should be interpreted - and present them to the client in a



way they can receive," he explains. This relational competence directly created project cohesion and trust.

Jay was also candid about general structural inequities - including high working capital requirements, bond provisions, and limited admin resources, which place disproportionate pressure on small businesses. AT's procurement approach for this project ensured that a bond was not required, to alleviate some of this pressure.

Through this contract, Lite Civil has strengthened its business model and expanded its track record, which has opened up several other procurement opportunities with Auckland Council-Controlled Organisations (CCOs). However, Jay remains grounded, emphasising the need to "get good at what we're doing now" before expanding too far. His experience reinforces the importance of culturally aligned, scaled procurement pathways that embed social value and grow Māori business capability – a cornerstone principle of SROI.

## Capability building and economic resilience

Jay shared that AT's sustainable procurement opened doors previously inaccessible to Lite Civil due to the competitive disadvantage against larger tier 1 firms.

The company has since built strong tendering and compliance capabilities, allowing them to compete for council panels and other public sector contracts.

"Now we're able to put competitive bids through... we are on a couple of panels for a council because of it."

## Structural barriers and market inequities

Jay explained the commercial disadvantages small Māori-owned firms face: lack of in-house services, like traffic management, and limited scale to absorb overheads or undercut on pricing.

"Outside of social procurement, the amount of jobs we've won is very small... We just can't compete."

"We just can't compete with the bigger firms - they own everything, and we hire it all."

Project financial requirements and payment terms can present a barrier for small businesses on public sector projects.

## Cultural competence as a value multiplier

Jay emphasised the unique value of Māori businesses as cultural intermediaries, fostering better relationships between government agencies and marae.

This relational fluency builds trust, eases project delivery, and safeguards cultural protocols that

mainstream contractors might breach inadvertently.

"You can easily approach marae engagement inappropriately and create bad relationships just by the way you're working."

## Supply chain and community uplift

Lite Civil actively applies its own internal sustainable procurement policy.

"Our internal policy is to try and target Māori and Pasifika subcontractors."

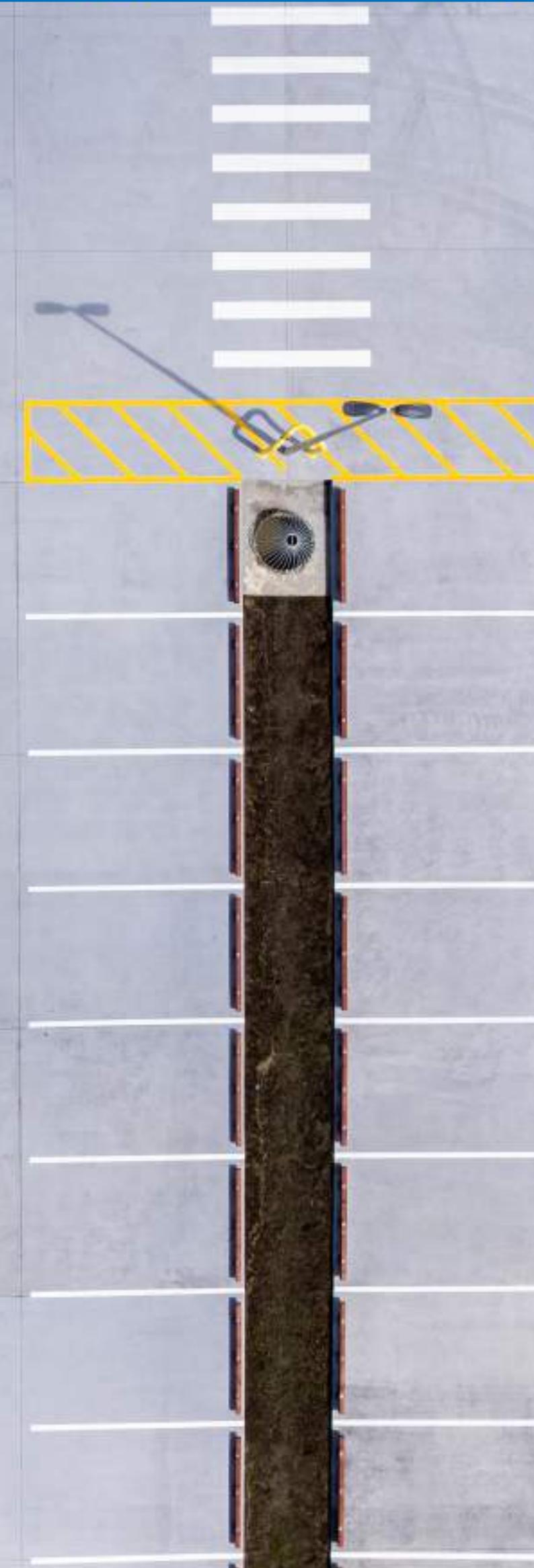
They are willing to accept higher subcontractor quotes from Māori firms to ensure the social value is preserved and redistributed, hiring three local contractors for this project.

"Their prices were 20% more... but we decided to use them because of the benefit to them."

"The social procurement jobs from AT have helped us build the capability to go for future work. That's been of huge value to us."

Jay Rawiri  
Lite Civil

## Theory of change



A theory of change is a structured framework that explains how and why a specific intervention is expected to lead to desired outcomes. It maps the logical sequence of inputs, activities, outputs, and outcomes, showing the relationships between actions taken and the broader social, economic, cultural, or environmental changes they aim to produce.

By making these pathways explicit, a theory of change helps clarify assumptions, guide evaluation, and ensures accountability in impact measurement.

At the core of this SROI assessment is a theory of change that recognises the cascading impacts generated when Māori-owned businesses are engaged

in culturally significant infrastructure projects. For this analysis the high-level theory includes the following:

Activities, short-, medium- and long-term outcomes, and impact.

### SROI Linkage

For every dollar invested, additional social, cultural, and economic value is generated through improved employment outcomes, capability uplift, and community connectivity – amplified when delivered by Māori for Māori.



## Theory of Change: Te Kia Ora marae carpark procurement

### Activities

### Outcomes

#### Sustainable procurement



Sustainable procurement approach (closed to Māori businesses)

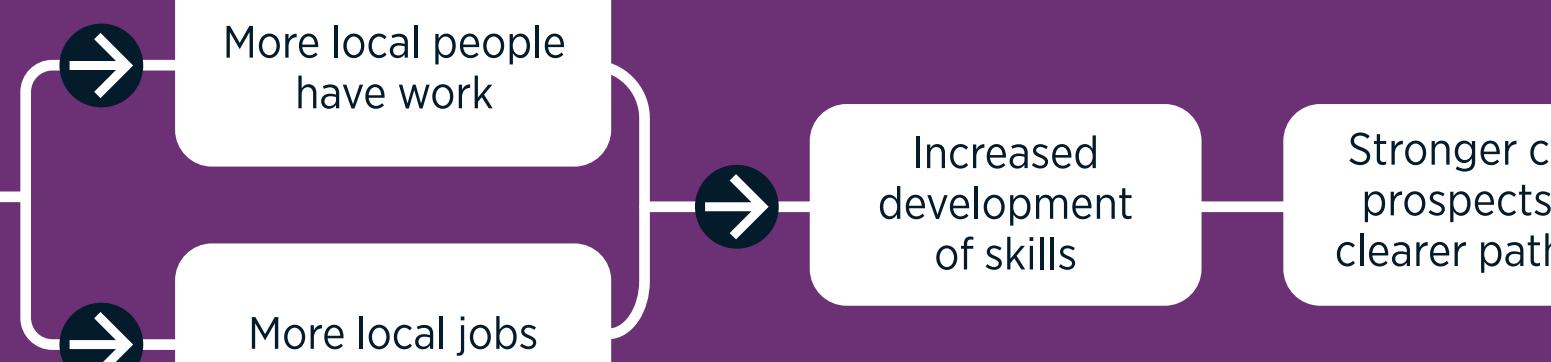
Use of local supply chains



#### Quality employment



Employment & workforce development



#### Cultural alignment & resilience



Cultural alignment & codesign with marae



Intergenerational wealth is increased and local economy is improved

Improved perception of sustainable procurement  
More Māori entrepreneurship



## The story of change



**For Te Kia Ora Marae carpark procurement,  
AT ran a closed tender to Amotai-verified  
Māori-owned civil construction suppliers.**

### Capability building

So that Māori-owned businesses increase their procurement-readiness, build their track record delivering projects for a Council-Controlled Organisation, and the project is delivered in line with the cultural values and tikanga Māori necessary for a marae infrastructure project.

### Economic outcomes

So that Māori-owned businesses can employ more staff, support the local economy, respond to tenders from other Council-Controlled Organisations and other buyers more successfully, and to create a positive case study to support sustainable procurement more broadly.

### Thriving industry & culture

So that local spend retention is increased, employment and skills pathways are strengthened, Māori entrepreneurship thrives and cultural sovereignty and taonga tuku iho (cultural treasures, such as language, customs, values and knowledge) are upheld and revitalised.

**Because this leads to a more thriving local economy, intergenerational wealth, improved social capital and community infrastructure – and, ultimately, value for Aucklanders.**

**The story of change summarises the theory of change and demonstrates the logical linkages between the activities, short-term, medium-term and long-term outcomes, as well as the ultimate impact that is being worked towards.**

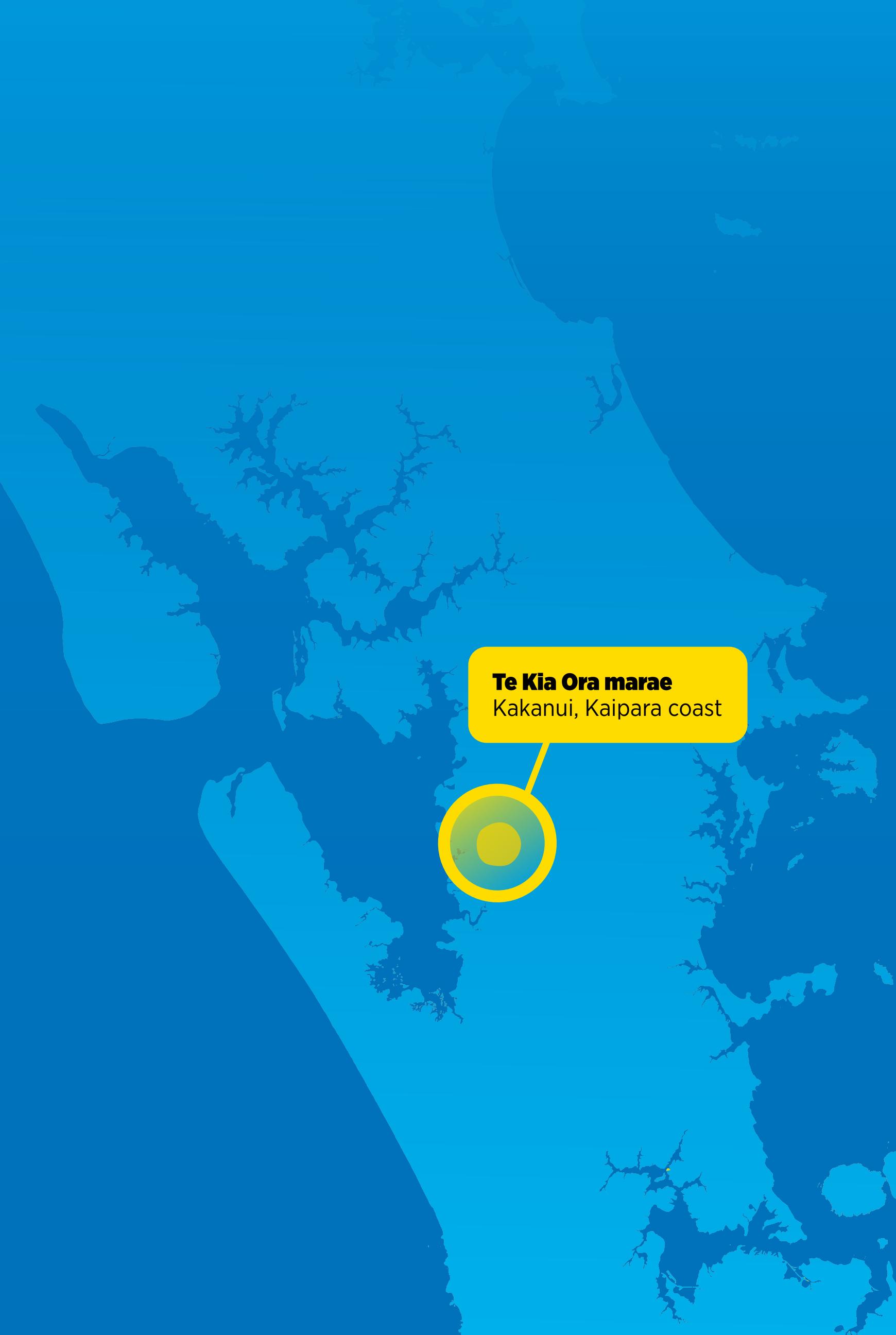
# SROI Calculation based on one-year investment with three years of impact

Total input (the project spend with Lite Civil)	Total 3-Year attributed value	SROI ratio
<b>\$1,386,375</b>	<b>\$4,898,133</b>	<b>3.53</b>



**\$3.53 is returned in social value for every \$1 invested, measured over three years**

The SROI ratio is the social value returned for every dollar spent as a result of engaging a Māori-owned business – over and above any social return of the new car park for the marae.



## Key findings

Te Kia Ora Marae project demonstrates significant economic, social, environmental, and cultural returns through the implementation of a closed procurement process that prioritised Māori-owned businesses. By engaging Lite Civil, a 100% Māori-owned civil construction firm, AT leveraged its procurement spend to drive targeted sustainable outcomes aligned with its 2024-2031 Sustainability Strategy.

### Economic returns

- Total project spend with Māori-owned head contractor: \$1,386,375
- Local spend with Māori-owned subcontractors: \$360,700

Lite Civil's engagement with Māori-owned subcontractors facilitated further economic circulation and distribution within the local community, enhancing business networks and supporting regional economic resilience.

### Locally retained profit

Profit earned in small local communities is more likely to recirculate within those communities, lifting the financial status of businesses within the area. Māori businesses tend to reinvest a greater proportion of profits locally, contributing to local economic stability and intergenerational wealth creation.

### Social returns

#### Quality Employment

- Māori and Pasifika businesses are more likely to employ and train Māori and Pasifika workers, providing pathways to employment for those from underserved communities. According to Amotai, Māori and Pasifika businesses employ an average of 43% Māori employees versus 12% by non-Māori and Pasifika businesses.
- Lite Civil employed three Māori workers, including two mana whenua. One mana whenua employee was retained by Lite Civil post-project and one mana whenua worker was re-employed by another major tier 1 contractor as a direct outcome of the project experience.
- Māori team members were supported through formal

training, including obtaining Site Safe or equivalent safety qualifications, First Aid qualifications and internal mentorship and support with on-site skill development.

### Cultural returns

- The project engaged Māori-owned subcontractors, aligning the procurement process with cultural principles of manaakitanga (support and care for the community) and kotahitanga (unity and collaboration).
- By embedding Māori cultural values in the project delivery, Lite Civil contributed to the preservation of cultural integrity while enhancing the capacity of Māori enterprises to participate in future infrastructure projects.
- The project served as a platform for cultural alignment, reinforcing the role of the marae as a central hub for community and economic development.
- The involvement of Māori-owned businesses and their employees reinforced cultural alignment and facilitated culturally appropriate project delivery, ensuring that the marae infrastructure was developed in a way that respected its cultural significance.
- Māori and Pasifika businesses are often embedded within the communities they serve, aligning business practices with cultural values and community priorities.

### Environmental returns

Reusing whenua (land) and reducing waste:

- Reduction in road miles with diversion from landfill.
- Creation of a flood/wind stop bank with diverted fill.
- Removal of non-native plant species and prioritised protection of native plants.
- Supply of fire protection capability.

### Outcomes for Lite Civil

Te Kia Ora Marae project has led to tangible increases in revenue and capability for Lite Civil. This supports intergenerational wealth-building and enables reinvestment into local communities.

The project has allowed Lite Civil to strengthen its internal systems, including tendering, compliance, reporting, and risk management, while also reinforcing confidence in their ability to compete in broader markets.

### Legitimacy and market access

Participation in high-visibility infrastructure projects, such as Te Kia Ora Marae project, builds credibility and establishes Lite Civil as a trusted delivery partner.

This contributes to future pipeline access and strengthens long-term inclusion in regional procurement ecosystems, and ultimately gives Lite Civil 'a seat at the table'.

### Enabling a sustainable supplier ecosystem

#### Purpose-led procurement

This project provides a live demonstration of how commercial and social value can be achieved concurrently. It serves as a reference point for embedding social impact into AT's infrastructure delivery, aligning with AT's wider strategy for sustainability and inclusive economic development.

### Strengthening the Māori and diverse supplier ecosystem

Meaningful project delivery drives business growth and attracts new entrants, contributing to a more resilient, culturally grounded supplier base that reflects Auckland's diversity.

### Shifting buyer behaviour and industry norms

Successful outcomes from targeted procurement encourage public and private sector buyers to challenge conventional open-market models. Over time, this supports a shift toward procurement systems that prioritise impact, equity and cultural alignment.

### Community wealth retention

Directing spend to locally rooted, Māori-owned suppliers ensures that economic benefits stay within communities. This reduces value leakage, fosters local collaboration, and strengthens regional economies in

alignment with the principles of tiakitanga (guardianship, upkeep) and mana motuhake (self-determination).

### Policy and practice influence

Well-documented outcomes have the potential to inform broader government procurement frameworks, including those prioritising social value and Māori economic participation. This lays the groundwork for national alignment with procurement as a tool for impact.

### SROI ratio

The comprehensive SROI analysis for Te Kia Ora Marae project, incorporating financial, social, cultural, economic and environmental returns over three years, is calculated as follows:

**Total input (one-time investment) \$1,386,375.42**

**Total 3-year attributed value  
\$4,898,133.29 SROI ratio: 3.53**

This ratio indicates that for every dollar invested in Te Kia Ora Marae project, approximately \$3.53 of social, economic, environmental and cultural value was generated. Please note that this figure only takes into account the engagement of Lite Civil, not the benefit of the carpark to the marae.

# Conclusion

Te Kia Ora Marae project exemplifies the potential of targeted sustainable procurement to deliver holistic social, economic, environmental and cultural benefits by directly engaging Māori-owned businesses to deliver AT projects. This approach aligns with AT's procurement practices, which promote supplier diversity and diverse business engagement, advancing both economic equity and community resilience.

By adopting a closed procurement model centred on Amotai-registered suppliers, AT has demonstrated a strategic commitment to fostering Māori economic sovereignty while also generating substantial social value for Auckland's communities. This model provides a replicable framework for future projects and the potential for continued positive impact.

The closed procurement process prioritising Māori-owned businesses has proven to be a highly effective strategy in generating substantial multi-dimensional returns for Te Kia Ora Marae project. The economic benefits were amplified by the multiplier effect of local spending, while the social returns included quality employment outcomes for local Māori workers.

The cultural impact reinforced the role of Māori-owned businesses in delivering projects that align with community values and enhance cultural identity.

The project also delivered tangible environmental co-benefits. Through the use of local Māori-owned suppliers, the project minimised construction-related environmental impacts such as transport emissions and waste. Reusing onsite materials reduced freight distances and waste, while replanting and landscaping improved environmental outcomes.

Lite Civil was an exceptional supplier who demonstrated excellence in both project delivery, cultural and relational expertise and delivered wider sustainable benefits with their approach.

While some of these returns were project-specific and related to the unique situation of Te Kia Ora Marae, the general approach and impact of the project can be considered as a model to inform future projects.

Most importantly, for every \$1 invested by AT into the project, approximately \$3.53 of social, economic, environmental and cultural value was generated by the work undertaken by Lite Civil – over and above the delivery of the carpark construction.



## Recommendations

### Champion targeted procurement

Continue the closed procurement approach for diverse suppliers for suitable AT projects and programmes.

### Widen the approach

Cultural context is an important part of this procurement approach, but this does not mean that Māori suppliers should only be considered for Māori projects. The providers having proven themselves should be supported to work on wider projects in the region.

### Build local capability

Continue working with smaller local suppliers to diversify the procurement chain. Continue supporting these suppliers through:

- Closed procurement approaches for specific projects
- Right-sizing projects so they are suitable for non-tier-1 providers
- Capability uplift support backed up by suitable procurement activities
- Continuing to set targets for AT's head contractors to subcontract spend with diverse suppliers

### Create a baseline SROI framework

Identify key indicators in the SROI framework that can be easily measured alongside typical project or contractual obligations.

### Embed social metrics

Optimise the measurement of SROI relating activities so that they can be carried out on a business-as-usual basis. Further refine the Theory of Change for AT's sustainable procurement and supplier diversity approach and further develop AT's capabilities in measurement of social value. This will support AT's ability to ensure our sustainable procurement practices lead to the desired outcomes and impact and inform long-term decision-making.

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# Appendix

## Outcome mapping – qualitative

Stakeholder Group	Outcome Description	Change Observed (Qualitative Evidence)	Significance (Why It Matters)	SROI Domain	Alignment to AT Sustainability Pillar
Māori-owned contractor (Lite Civil)	Improved capability to win and manage public sector contracts	"We've always had the capability... but having the opportunity to get around the right tables was the difficult thing... we're now on a couple of council panels."	Enables long-term growth and participation in government supply chains, building economic resilience for Māori SMEs.	Economic	Social & Economic Equity
Māori workforce	Increased skills, certifications, and employment retention	"16 with Site Safe, 8 first aid, 1 apprentice, 1 Mana Whenua employee retained, 1 rehired by Downer."	Direct pathways into skilled employment and long- term trade careers, contributing to Māori workforce development.	Economic	Social & Economic Equity
Māori subcontractors	Preferential access to work, economic redistribution	"We decided to use Māori subcontractors, even though they were 20% more"	Ensures economic benefits circulate within Māori communities, strengthening inter-business relationships.	Economic	Social & Economic Equity
Marae leadership/community	Safer, culturally respectful access to marae during construction	"As Māori, we can act as the buffer... we can interpret the needs of the marae in a way that should be interpreted and presented to the client in a way they can receive."	Enhances mana, safety, and autonomy of the marae while building trust in public sector delivery.	Cultural	Climate Change; Social & Economic Equity
Māori-owned contractor (Lite Civil)	Increased confidence in pursuing larger, more complex projects	"We're now putting competitive bids through... we're aiming for ISO, already Totika qualified... we've scaled our team, hired a project manager and H&S advisor."	Represents enterprise development and professionalisation catalysed by socially targeted procurement.	Economic	Social & Economic Equity
Broader Māori economy	Expansion of Māori business ecosystem	"Our internal policy is to target Māori and Pacific subcontractors because we've benefited – we want to pass that on."	Reinforces a culturally aligned procurement ecosystem and builds a network of Māori construction capability.	Economic	Social & Economic Equity
Project-client relationship (AT/Marae)	Strengthened cultural understanding and trust	"The marae trusts us... the relationships between AT and marae can feel tense – we help ease that... that makes a huge difference."	Cultural competence from Māori suppliers increases project success, alignment, and sustainability of built environment outcomes.	Cultural	Environment; Social & Economic Equity
Māori-owned contractor (Lite Civil)	Exposure to financial strain from bonding and cashflow requirements	"{for previous projects} We had to remortgage our houses to fund the bond."	Highlights critical structural barriers to equity that must be addressed in future procurement practices.	Economic	Social & Economic Equity
Te Kia Ora Marae	Protection from flooding and climate impacts through flood bank infrastructure	Installation of a flood bank between the marae and flood plains, reducing surface water inundation risk during severe weather events.	Enhances climate resilience for the marae and ensures continuity of access, safety, and hosting functions.	Environmental	Climate Change
Te Kia Ora Marae	Improved fire safety through water pipe supply	Additional water piping installed under back carpark works provides water to fire hose in the garage area	Supports infrastructure resilience and safety and protects both the Marae and local environments from fire hazards.	Environmental Social	Climate, Social & Economic Equity
Te Kia Ora Marae	Native tree prioritisation in landscaping	Preference given to native flora in vegetation planning for carpark boundaries and green buffers.	Reinforces Māori kaitiakitanga values and enhances local biodiversity and cultural identity of the space.	Cultural	Environment; Social & Economic Equity
Te Kia Ora Marae	Ground fill retained and reused onsite as part of carpark earthworks	"The whenua wasn't trucked off like other sites – it stayed here. It stays with us."	Upholds cultural integrity and respect for the land, reducing emissions from trucking while honouring whenua connection.	Cultural	Environment; Climate Change
Te Kia Ora Marae whānau and visitors	Culturally aligned, safe, and welcoming marae access improvements	Creation of a new 3,500m <sup>2</sup> front carpark and rear lot, designed through engagement with marae representatives to meet ceremony, safety, and vehicle access needs.	Supports manaakitanga and the physical accessibility of marae as community, spiritual, and cultural hubs.	Cultural	Social & Economic Equity; Climate Change
Wider environment, General Public	Soil and fill diverted from landfill and used onsite to create a stop bank	Soil and fill removed from the front carpark was moved and landscaped into a flood protection stop bank at the rear of the Marae. The bank provides wind and flood protection.	Approx.2.5 tonnes of CO <sub>2</sub> e avoided Avoided approx. 1600km of truck trips, reducing traffic and road wear Reduced landfill use and enabled ecological reuse (stop bank + native planting potential)	Environmental	Environment; Climate Change
Lite Civil	Capability uplift by providing a track record of work.	After engagement in this procurement programme Lite Civil have been able to pitch for and win work with other CCOs that was previously inaccessible.	This represents a significant improvement in the ability of this local provider to win and deliver business. Work delivered by local providers has significant SROI.	Economic	Social & Economic Equity

## Outcome mapping – quantitative

Impact Category	Factor	Year 1 Value (NZD)	Year 2 Value (NZD)	Year 3 Value (NZD)	Attribution	3-Year Attributed Value (NZD)	value	qty	Value Source/Reference	Methodology Notes
Direct Employment Impact (Prime Contractor)	Wages for direct employees	\$232,000	\$238,960	\$246,128	Rate	\$717,088	\$72,500	3.2	NZ Stats Annual Construction Industry Survey 2024	Average civil construction wage (\$72,500) with 3% annual increase
	Value beyond salary (mental health, reduced social services)	\$64,000	\$64,000	\$64,000	100%	\$115,200	\$20,000	3.2	NZ Treasury CBAx Tool (2024); Welfare valuation	Based on non-market valuation of employment beyond income (\$20,000 pp)
	Skills development/training	\$19,200	\$9,600	\$4,800	60%	\$26,880	\$6,000	3.2	Industry Training Federation Report (2023)	Average training investment per construction worker
	Certifications gained	\$7,200	\$2,399	0	80%	\$8,639	\$2,250	3.2	NZQA qualification fee schedule	Direct cost of industry certifications
	Long-term employability enhancement	\$8,000	\$12,000	\$15,999	90%	\$17,999	\$2,500	3.2	MBIE Future of Work Research (2023)	Estimated premium for skilled vs unskilled workers
	Family/whānau economic stability	\$40,000	\$44,000	\$48,000	50%	\$92,400	\$12,500	3.2	Whānau Ora Outcomes Framework; Social Policy Evaluation	Household stability valuation from similar programs
	Improved health outcomes	\$16,000	\$19,200	\$22,400	70%	\$23,040	\$5,000	3.2	Ministry of Health Value of Statistical Life Year (VSLY)	Fraction of VSLY (\$180,000) based on health improvement
	Educational outcomes for dependents	\$11,200	\$14,400	\$17,600	40%	\$12,960	\$3,500	3.2	Te Ara Poutama economic impact research	Based on increased educational attainment for children
Māori Subcontractor Impact	Direct subcontractor payments	\$360,700	\$0.00	\$0.00	100%	\$360,700			Project financial records	Actual project spend with Māori businesses
	Subcontractor employment (est. 4 FTEs)	\$302,988	\$151,494	\$75,747	80%	\$424,183	\$360,700	84%	NZ Stats Māori Business Survey (2023)	Labor content of subcontract (approx. 84%)
	Skills and capability development	\$36,070	\$18,035	\$9,017	90%	\$56,810	\$360,700	10%	Te Puni Kōkiri Māori Enterprise Growth research	Estimated at 10% of contract value
	Business growth/reinvestment	\$54,105	\$27,052	\$13,526	70%	\$66,278	\$360,700	15%	BERL Māori Economy Report (2023)	Based on 15% business reinvestment rate
	Enhanced tender capability for subcontractors	\$34,609	\$51,913	\$69,216	50%	\$77,869			NZ Government Procurement Outcomes study	Value of future contract opportunities
	Supply chain development	\$72,140	\$36,070	\$18,035	60%	\$75,747	\$360,700	20%	MBIE Economic Multipliers for Māori Businesses	20% of subcontract value creates supply chain impact
Wider Economic Impact Analysis	Local economic multiplier	\$534,988	\$356,676	\$267,507	50%	\$579,585	\$534,988		Reserve Bank NZ Economic Multipliers; Local Spend Analysis	Type II multiplier of 2.0 applied to all wages
	Tax revenue generated	\$133,747	\$89,169	\$66,876	100%	\$289,792	\$534,988	25%	IRD Tax Rate Schedule (2024-25)	25% effective tax rate on all employment income
	Industry capability development	\$69,318	\$34,659	\$20,795	80%	\$99,819	\$1,386,375	5%	Infrastructure Commission industry development guidance	5% of contract value based on industry benchmarks
	Equipment/asset acquisition	\$103,978	\$0	\$0	90%	\$93,580	\$1,386,375	7.5%	Construction Sector Accord capital intensity metrics	7.5% of project value invested in equipment

Social and Cultural Value	Workforce diversity improvements	\$31,973	\$31,973	\$31,973	70%	\$67,145.05	\$4,333	7.38	Diversity Works NZ; Ministry for Pacific Peoples	\$4,333 per FTE based on diversity benefits research
	Cultural knowledge integration	\$41,591	\$20,795	\$13,862	90%	\$68,624.34	\$1,386,375	3%	Te Puni Kōkiri cultural wellbeing measures	3% of total project value
	Community pride and identity	\$41,591	\$48,523	\$55,455	60%	\$87,341.65	\$1,386,375	3%	Social Value Aotearoa wellbeing valuation	Community cohesion/identity valuation methods
	Role model effect (total jobs)	\$55,343	\$66,412	\$79,694	40%	\$80,580.26	\$7,500.00	7.38	Te Kupenga Survey; Stats NZ wellbeing measures	\$7,500 per employee role model effect
	Economic sovereignty advancement	\$69,318	\$76,250	\$83,183	80%	\$116,455.54	\$1,386,375	5%	He Ara Waiora framework; Treasury Living Standards	5% of contract value with growth over time
	Enhanced mana (prestige/authority)	\$48,000	\$55,200	\$62,400	90%	\$149,040.00			Te Pae Tawhiti; Māori wellbeing frameworks	Cultural value assessment based on similar projects
	Hāngī pit / flattening/ fence /flood bank	\$90,000			100%	\$90,000.00			Estimate for commercial works	
	Bond related saved cost	\$9,700			100%		\$138,637	7%	based on 10% bond and 7% borrowing fees	
Specific to Project	Training investment	\$34,659	\$0	\$0	90%	\$31,193	\$1,386,375	2.5%	Project budget; Industry Training standards	2.5% of contract value dedicated to training
	Business mentorship	\$27,727	\$13,863	\$6,931	70%	\$33,966	\$1,386,375	2%	Amotai supplier development program costs	2% of contract value for mentorship
	Health and safety investment	\$69,318	\$0	\$0	100%	\$69,318	\$1,386,375	5%	WorkSafe NZ construction sector benchmarks	5% of contract value for H&S investment
Govt savings	Reduced welfare dependency	\$147,582	\$147,582	\$147,582	80%	\$354,198	\$20,000	7.38	MSD Welfare Cost Analysis (2024)	\$20,000 per person p.a. welfare savings
	Reduced healthcare costs	\$22,137	\$21,000	\$24,000	50%	\$11,068	\$3,000	7.38	Health NZ Cost Data; Public Health Economics	\$3,000 per person health cost reduction
	Justice system savings	\$36,895	\$36,000	\$45,000	30%	\$11,068	\$5,000	7.38	Justice Sector Forecast; Corrections cost data	Based on reduced interaction with justice system
Environment	Māori environmental stewardship	\$27,727	\$27,727	\$27,727	90%	\$74,864	\$1,386,375	2%	Natural Resource Valuation; MfE frameworks	2% of contract value equivalent
	Environmental protection measures	\$41,591	\$13,862	\$6,931	80%	\$49,907	\$1,386,375	3%	Environmental choice NZ; Green building valuations	3% of contract with decreasing persistence
	Diversion from waste & transport costs	\$120,000			100%	\$120,000			Estimated carbon and removal costs	
Long-term Impact	Career progression (all impacted employees)	\$110,687	\$143,893	\$187,061	40%	\$176,656	\$15,000	7.38	MBIE Career Progression Research; Human Capital	\$15,000 per person initially, increasing over time
	Educational attainment of children	\$73,791	\$92,239	\$110,687	30%	\$83,015	\$10,000	7.38	Treasury CBAx; Education Returns Analysis	Based on lifetime education premium
	Reduced intergenerational welfare dependency	\$110,687	\$125,687	\$140,687	20%	\$75,412	\$15,000	7.38	MSD Intergenerational Research; Welfare actuarial	Based on breaking welfare dependency cycle
Annual Totals		\$3,310,568	\$2,033,641	\$1,830,645		\$4,898,133				