

# He Taura relationship to the Capitals Coalition's Integrated Decision-making Framework



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**“Whatungarongaro te tangata, toitū te whenua”**

While people come and go, the land remains



## The Capital Coalition’s Integrated Decision-making Framework is a systems thinking approach for more informed decisions

The Integrated Decision-making Framework<sup>1</sup> (IDMF) was developed by the Capitals Coalition. The Capitals Coalition’s vision is to build a resilient economy that values what matters. The IDMF is designed to create more informed decisions using a systems thinking approach. It acknowledges that many decisions prioritise produced capital over natural, social and human capital. The IDMF is premised on the basis that good and suitable valuation includes monetary and non-monetary value, and that robust governance is a prerequisite for giving decision makers confidence in assessments of value.

The IDMF is composed of two main documents; the **Capitals Protocol** which provides technical guidance for integrated capitals assessments and **Governance for Valuation** which provides a structure for ensuring transparency and suitability of the valuation approach used.

## There are several areas of alignment between the Integrated Decision-making Framework and He Tauira

He Tauira and IDMF are highly compatible. He Tauira provides the principles and narrative structure, while IDMF offers practical tools for transparency and confidence in capitals information. They start from different places but are broadly after the same outcomes. The IDMF “aims to empower decision-makers, preparers, and stakeholders to navigate the complexities of modern decision-making in a way that values not just financial returns, but the well-being of people and the planet.” This aligns with the intent of He Tauira to encourage holistic thinking beyond financial metrics to inform decision making. For example, He Tauira speaks to connections with the natural environment through the conceptual elements of Tūāpapa, a representation of Papatūānuku (Mother Earth), and hunga whaipānga, human and non-human parties with a direct or indirect interest in an entity’s activities. Further, Pou Hononga and Pou Mokokopuna raise the existing reciprocal relationships an entity has, as well as intergenerational thinking, impacts and value creation.

By explicitly identifying natural, social and human capital, the IDMF intentionally uses terminology that may be familiar with those that understand financial capital. This choice of terms is intended to effectively communicate to, and connect with, its audience. He Tauira does not specifically identify the capitals, but they are implied through the concepts and connections mentioned in the preceding paragraph. More directly however, He Tauira suggests that an entity should first consider who it is responsible to and what is important to them (hunga whaipānga), what is its purpose (Tūāpapa) and vision (Tāhuhu) and how are its decisions helping it to progress towards that vision.

## Comparison

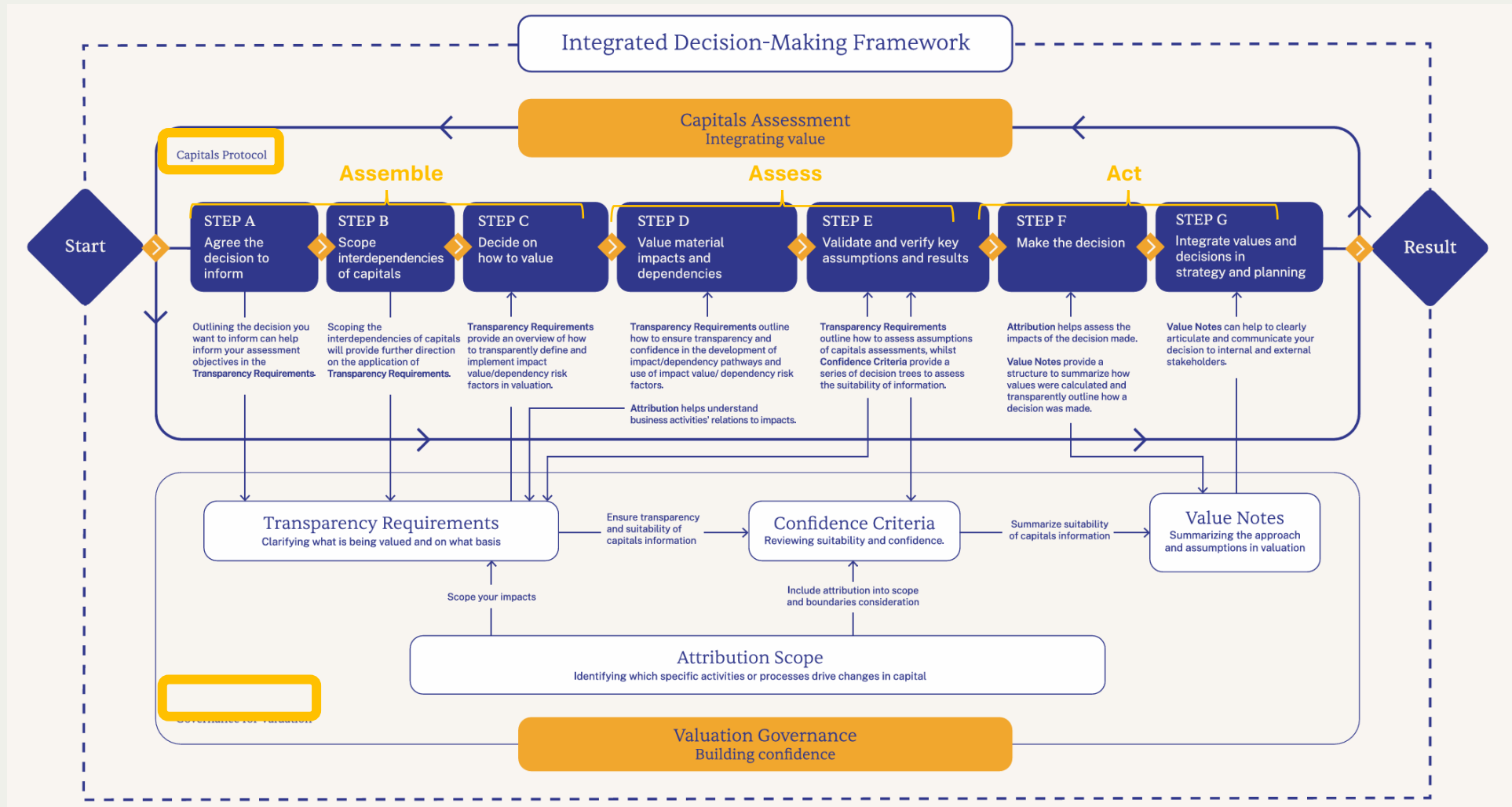
This section compares the IDMF’s two main documents and He Tauira. This comparison has been prepared using the July 2025 version of the IDMF (Capitals Protocol and Governance for Valuation) and the October 2025 versions of He Tauira and Mā te mahi (a how-to guide for getting started).

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<sup>1</sup> [Framework for Integrated Decision-making – Capitals Coalition](#)



Figure 1: The Integrated Decision-making framework, image adapted from the Capitals Protocol





### **Purpose and orientation share similarities but different approaches**

Both frameworks are explicitly holistic and systems-based, but do so in different ways:

- the IDMF frames the concept of value consistently through four capitals: natural, social, human, and produced. It requires an iterative, stepwise assessment to inform decisions
- He Taurira centres purpose (*Tūāpapa*), vision (*Tāhuhu*), relationships (*Pou Hononga*), and intergenerational wellbeing (*Pou Mokokuna*), inviting entities to communicate meaningfully to their *hunga whaipānga* in culturally grounded ways.

### **The IDMF is more prescriptive in audience and steps compared to He Taurira**

The IDMF separates audiences into decision makers, practitioners and regulators and provides prescriptive scaffolding (steps, templates). He Taurira is principle-based and intentionally non-prescriptive, prioritising meaningful narrative to those who matter, reporting tikanga (*tika and pono; whaitake*), and provides a *wharehui* (meeting house) metaphor to organise thinking and reporting.

### **The IDMF provides steps to move through the integrated reporting landscape, while He Taurira is more flexible on starting point and process**

The Capitals Coalition acknowledge three significant frameworks that encourage reporting to move from single issues to an integrated approach. They are:

- IFRS's Integrated Thinking Principles<sup>2</sup> (framing)
- AICPA-CIMA's Integrated Performance Management<sup>3</sup> (management); and
- IFRS's Integrated Reporting Framework (engagement)<sup>4</sup>.

The IDMF focuses on the internal process to integrate capitals into decision making and sits between the management and engagement phases introduced above. He Taurira is a conceptual reporting framework that encourages early and integrated thinking. Therefore, He Taurira sits across the framing and engagement phases.

The conceptual nature of He Taurira means the 'how' (management) is left up to the entity to decide. However, Mā te mahi provides some guidance and the XRB provides external resources on its website for preparers to consider when focusing on a specific topic area. More information on Mā te mahi and how it relates to the IDMF is included in the Governance for Valuation section below.

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<sup>2</sup> [IFRS - Integrated thinking](#)

<sup>3</sup> [Integrated Performance Management | Resources | AICPA & CIMA](#)

<sup>4</sup> [IFRS - framework](#)



## Connecting He Tauria, Mā te mahi, the Capitals Protocol and Governance for Valuation

### Capitals Protocol process alignment (assemble → assess → act)

There are similarities in intent between the Capitals Protocol's process and Mā te mahi. Mā te mahi lays out a suggested four step process to applying He Tauria (orientation → assemble a team → apply He Tauria → reflect and evolve). It provides practical suggestions and guiding questions to support preparers to implement He Tauria in ways that are flexible and fit-for-purpose. The Capitals Protocol also sets out an iterative sequence (Assemble → Assess → Act). The Capitals Protocol is more process-driven with clearer signals about intended outcomes at each stage and how the outputs support decision-makers, practitioners and regulators.

However, taken together, the two approaches are complementary. He Tauria (and Mā te mahi) provide the principles and narrative prompts, while the Protocol provides a structured assessment pathway. The detailed alignment between the Protocol steps and relevant elements of He Tauria is summarised in Table 1.

### Governance for Valuation: supporting transparent and credible application

Governance for Valuation can be used alongside He Tauria as a practical governance layer for capitals-related information. It provides a structured way to explain *how* values were identified, assessed and communicated (including non-monetary value), so that users can understand the basis for judgements and the level of confidence in the information.

In practice, He Tauria helps an entity anchor its valuation choices in purpose, relationships and time horizons (for example, clarifying what matters to *hunga whaipānga*, and describing how resources and needs are balanced now and in the future). Governance for Valuation then helps make those choices explicit and reviewable through clear disclosures and decision support tools. The specific linkages between the key Governance for Valuation components and relevant elements of He Tauria are summarised in Table 2.

When applying the two frameworks together, Governance for Valuation is most useful at the points where an entity needs to justify (and later revisit) its judgements such as defining boundaries, selecting value factors, choosing methods, and explaining uncertainty. This helps support reporting tikanga by strengthening clarity and accountability, without constraining the entity's ability to communicate in ways that resonate with its audiences. In practice this could mean a:

- short explanation of key valuation decisions and why they are appropriate for the entity's purpose and *hunga whaipānga*
- clear statement of limitations, uncertainty and what would change the conclusions (for example, data gaps or assumptions)
- consistent way to present and compare how resources, needs and priorities are balanced over time, including how historical context and future generations were considered.



Summary relationship tables

Table 1: Components of He Taura related to Capitals Protocol

Capitals Protocol	He Taura	Relationship
General themes: systems thinking, four capitals, inclusivity	Tūāpapa (purpose), Tāhuhu (vision), Hunga whaipānga (human and non-human stakeholders), Hononga (ecosystem of connections), Tauutuutu (reciprocity)	Strong alignment on holistic intent and stakeholder inclusion; He Taura does not explicitly name “produced capital”, but emphasises non-financial, relational value
Step A   agree decision; identify decision makers and stakeholders	Tūāpapa (purpose), Pou Tāhu (strategic focus), Hunga whaipānga; Pou Hononga (ecosystem of connections), Tikanga (tika and pono, whaitake)	He Taura has a focus on who is involved in, and impacted by, a decision. It encourages clarification on an entity’s purpose or in this case, why we need to make a decision and its alignment with strategy
<b>Assemble:</b> Step B   scope interdependencies of capitals and boundaries (time, geography, value chain)	Pou Mokopuna (intergenerational impact), Pou Tuarongo (ancestral knowledge), Te Tumu (external interactions), Wāhi (spaces to transition)	He Taura adds explicit intergenerational horizons (past, present and future) and space to encourage narrative and transparency in decision making
Step C   decide how to value (qualitative, quantitative, monetary) and define value factors	Tikanga: Whaitake (materiality/relevance); Tika and pono (fairness and truthfulness)	He Taura encourages articulation of value and impact beyond monetary performance and reporting that is meaningful to hunga whaipānga both in content and delivery
<b>Assess:</b> Step D   value material impacts and dependencies	Wāhi (spaces to transition), Te Tumu (external impacts / dependencies), Whaitake (materiality), Pou Mokopuna (intergenerational impact)	Understanding how an entity’s activities impact on hunga whaipānga now and in future is central to providing holistic reporting. Incorporating external influences on the entity helps to provide a full picture



Capitals Protocol	He Taurira	Relationship
Step E   validate and verify assumptions and results	Tikanga (tika and pono), Pou Tāhu (strategic focus)	It is assumed that application of the tikanga would support the ability for an entity to verify its claims. Governance for Valuation can be used to build confidence in the results
Step F   make the decision	Pou Tāhu (strategic focus); alignment between Tūāpapa and Tāhuhu	He Taurira connects decisions to purpose and vision; Protocol provides Value Notes templates for traceability
<b>Act:</b> Step G   integrate values and decisions in strategy and planning	He Wharenui overall; holistic reporting principles and engagement with hunga whaipānga, Wāhi (spaces to transition)	He Taurira supports tailored storytelling and reporting that meets the needs of hunga whaipānga; Protocol encourages structured communication to diverse audiences utilising Value Notes

Table 2: Components of He Taurira related to Governance for Valuation

Governance for Valuation	He Taurira	Relationship
Transparency requirements	Tikanga: Whaitake (materiality/relevance); Tika and pono (fairness and truthfulness), Wāhi (spaces to transition)	An entity could use the Governance for Valuation to document methods, assumptions, and value factors. He Taurira encourages clarity on what really matters to an entity’s hunga whaipānga
Confidence criteria	Pou Tāhu (strategic focus), Tikanga: Whaitake (materiality/relevance); Tika and pono (fairness and truthfulness),	An entity could use decision trees to check robustness and communicate confidence. He Taurira encourages communicating to specific audiences in a way that resonates
Value notes	Wāhi (spaces to transition), Pou Tāhu (strategic focus), Hunga whaipānga	Supplement narrative reporting with concise explanations for external users. He Taurira encourages communicating to specific audiences in a way that will resonate with them