TE MĀTĀWAI | STATEMENT OF INTENT

2017 – 2021
### Ngā Mātāpono | Our Principles

<table>
<thead>
<tr>
<th>Ngā Mātāpono</th>
<th>Our Principles</th>
</tr>
</thead>
<tbody>
<tr>
<td><em>He reo tuku iho te reo taketake o Aotearoa</em></td>
<td>The indigenous language of Aotearoa is culturally transmitted</td>
</tr>
<tr>
<td><em>Ko ngā iwi me ngāi Māori ngā purutanga mauri o ‘Te Whare o Te Reo Mauri Ora’</em></td>
<td>Māori people are the custodians of the vitality of ‘Te Whare o Te Reo Mauri Ora’</td>
</tr>
<tr>
<td><em>Poua, whakatipuria, tāwharautia te reo ūkaipō i roto i ngā hapori</em></td>
<td>Reintroduce, grow and protect Māori language as a nurturing first language in our communities</td>
</tr>
<tr>
<td><em>Kia raka te mauī, kia raka te katau</em></td>
<td>The Crown and Māori work together towards a shared vision</td>
</tr>
<tr>
<td><em>Kia ū ki te wairua Māori</em></td>
<td>Be true to Māori ethos</td>
</tr>
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Published under section 25 of Te Ture mō Te Reo Māori 2016.
Te Mātāwai is an Independent Statutory Entity with its functions defined in Te Ture mō Te Reo Māori 2016

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Ngā Hoa-Toihau Introduction

The passing of Te Ture mō Te Reo Māori in 2016 acknowledges in legislation for the first time a recognition by the Crown that te reo belongs to Māori.

The Act also created Te Mātāwai, an independent statutory entity, to provide leadership on behalf of iwi/Māori.

Te Mātāwai and the Crown are partners in our quest to revitalise te reo Māori.

New fora have been established that bring life to that partnership. Te Rūnanga Reo where the Te Mātāwai Board meets with Ministers of the Crown; and Te Papa Kōrero where our Tumu Whakarae works together with the Chief Executives of government agencies who play key roles in delivering Māori language services.

Members of the Te Mātāwai board are elected. We have a dual accountability to our iwi and Te Reo Tukutuku selection clusters for revitalisation of te reo and to the Crown for the funding appropriated to us.

Our Board members share a passion for the revitalisation of te reo Māori and real sense of accountability to our people. We have also been fortunate to have two Ministerial appointees to our Board who have brought a wealth of experience in working in and with government.

In the fleeting time since our inaugural Board hui in October 2016 we have come far. The task ahead is challenging. There is no shortage of partners in our journey and we delight at the prospect of bringing together the government (particularly Crown Entities who have a singular focus on Māori language), and iwi/ Māori as we bring life to te reo Māori.

The legislation provides for both an iwi/Māori “Maihi Māori Strategy” and a Crown “Maihi Karauna Strategy”. It is our desire to eventually see these Maihi come together in the true expression of the partnership to “protect and promote this taonga” te reo Māori.

We would be remiss if we did not pay respect to the efforts of Te Taura Whiri i te Reo Māori and we continue to support them in their new role of leading the coordination of the implementation of the Maihi Karauna strategy.
The Board is totally focused on the importance of getting the strategy (both the Maihi Karauna and the Maihi Māori) right before we move to the next stage of our journey in supporting community initiatives aimed at revitalising, developing and promoting the Māori language.

We are committed to a new model where community driven language revitalisation initiatives are supported within an evidence based framework and “what works gets funded”.

The programmes and services previously delivered through Te Taura Whiri i te Reo Māori has played a critical role in the promotion of te reo Māori but they have not stopped the decline in the everyday use of our language.

Recent confirmation of the incoming Minister for Māori Development, the Hon Nanaia Mahuta, and her Associate Minister for Māori Development, Hon Willie Jackson, has now been endorsed by the Governor General. We congratulate both Hon Nanaia Mahuta and Hon Willie Jackson who bring respectively to the role, significant experience advocating Māori development at all levels of Māori society from homes, marae, hapū, iwi and community.

Both Ministers have been vocal in their endorsement of the new Māori Language Act 2016 and the opportunities it provides for iwi/Māori and the Crown to work responsibly together to revitalise the language. We look forward to working with them within Te Whare o te Reo Mauri Ora, the iwi/Māori-Crown relationship model crafted and actively sponsored by previous Ministers, Hon Te Uriroa Flavell and the Hon Sir Pita Sharples. We therefore take this opportunity to acknowledge both Hon Te Uriroa Flavell and Hon Sir Pita Sharples for their unrelenting personal and professional commitment to ensuring the language is restored to a healthy and normal state – ka mauri ora te reo.

The Aotearoa conversation about te reo is changing – for their own reasons many organisations and New Zealanders are calling for te reo to be available in all schools, some for it to be compulsory. When New Zealand becomes a bilingual nation, Māori need to be leading from the front – it is after all our heritage language, our taonga.

Mereana Selby
Hoa-Toihau

Waihoro Shortland
Hoa-Toihau
Tumu Whakarae Introduction

It’s not often in life we get the opportunity to be employed in our dream job. I and many of the people I meet with, describe Te Mātāwai as that place. I am indeed privileged to have been appointed as the inaugural Tumu Whakarae mō Te Mātāwai in March 2017.

Te Mātāwai was established with an unequivocal purpose, the revitalisation of te reo Māori. In partnership with our iwi and Crown colleagues we must lead a step change in the approach to rebuilding communities of te reo speakers. Promoting te reo Māori is no longer enough; bringing a vitality to the language from the community up is our challenge.

As the first Tumu Whakarae my primary focus in this initial development phase for Te Mātāwai, has been to establish an office (and programme of work) to support the needs of a diverse and committed Board. I have relished the opportunities a new and unparalleled independent entity is able to utilise as it steps through the design of a new environment necessary to support the regrowth of te reo Māori as a nurturing first language.

We’re putting in place the strategic building blocks to create the opportunities to do new and innovative things, while balancing that with continuing to fund initiatives that are known to work.

We’re not alone in our work. The passion and commitment to revitalising te reo Māori is shared by Iwi and Māori organisations and our state sector partners – Te Māngai Pāho, Te Taura Whiri i te Reo Māori, the Māori Television Service, the Ministry of Education, the Ministry of Culture and Heritage and Te Puni Kōkiri.

We are moving on from the “brands” of the past that te reo providers and whānau have been familiar with – Mā Te Reo, Community Based Language Initiatives; and in keeping with our representation of iwi/Māori interests, expect to launch Te Mātāuru – the new home and community language revitalisation investment programme that will be ‘driven’ on the ground by our iwi and sector kāhui. While we acknowledge the contributions of those models our funding will be delivered under an evidence based investment model and driven by community priorities.

Te Atarangi Whiu
Tumu Whakarae
PART I

A Principled Strategic Approach to Māori Language Revitalisation in Homes and Communities
The Inception of Te Mātāwai

In July 2010, the then Minister of Māori Affairs Hon Sir Pita Sharples put in place Te Paepae Motuhake – an independent panel of leading community Māori language experts to review the Māori language strategy and sector. Guided by his own life-long experience, nurturing the regrowth of the language in his community, personal and professional vocations, Sir Pita Sharples instinctively knew where the answers to his review would surely lie.

Coinciding with the imminent release by the Waitangi Tribunal of yet another nationwide inquiry into the loss of te reo Māori, both expert panels concluded that:

• Despite consecutive decades of flax-root initiatives, the Māori language was still endangered
• Iwi/Māori leadership and control of Māori language revitalisation was critically needed, and that the Crown should support this
• Government funding almost exclusively of its own sectors – broadcasting, education and culture/heritage, came at the cost of expanding proven home and community based initiatives.

Off the back of the Tribunal’s pointed finger at failed government policies and implementation, came in the form of Sir Pita Sharples review of a range of potential solutions, the most obvious of which was a new iwi/Māori representative voice that would sit alongside the Crown in a Waitangi Treaty oriented and mana enhancing partnership to revitalise and safekeep te reo Māori.

Supported by a revised Te Pire mō Te Reo Māori (2014), one of Sir Pita Sharples’ final sponsorships prior to retiring from Parliament, Te Mātāwai would be instituted to provide an equitable footing for iwi and Māori in relation to administering Māori language revitalisation leadership and support across the nation.

In 2015 having passed its first reading, the new Bill was handed to Sir Pita Sharples’ ministerial successor – the then new Minister for Māori Development – Hon Te Ururoa Flavell whose first job was to convene a new panel of external language specialists to progress the foundation work of Te Paepae Motuhake and see the Bill through to a final Act. Picking up on the notion of ‘ministerial leadership’ – a key recommendation in the Paepae Motuhake report – the new Māori Language Advisory Panel conceived Te Whare o Te Reo Mauri Ora, the now flagship public policy framework recognising Treaty based working partnership agreement between the Crown and iwi/Māori. This would frame key parts to the new Act.
Resolving simultaneously Waitangi Tribunal findings about the Crown’s inappropriate exclusive ownership of the Māori Language Strategy, the Advisory Group recommended having two Māori language strategies enacted, each belonging to iwi/Māori and the Crown. The dual strategies were premised on high level assumptions of macro-policy led Crown interventions across the nation for te reo as an official language of New Zealand; and micro-policy implementation led by iwi/Māori interventions across tribes, families and communities for whom te reo Māori is a taonga. The strategies of course would be developed and managed respectively by the Crown (Maihi Karauna), and a new independent statutory entity Te Mātāwai (Maihi Māori).

Received positively by both Government and key stakeholders, the new Bill including the Advisory Group’s amends, was presented by the Hon Te Ururoa Flavell and passed in the House on 14 April 2016.

Te Mātāwai

Welcomed on to the home of archetype iwi based language revitalisation Whakatupuranga Rua Mano in Ōtaki, the inaugural Board of Te Mātāwai gathered for the first time to plan their future. Supported by a small team of multi-disciplinary experts (Kaitiaki support), by the end of a two-day meeting the Board had confirmed key priorities for the Māori language and ways in which Te Mātāwai could effectively and efficiently get underway. Simultaneously engaging in motu-wide consultation with the seven iwi and four reo tukutuku 2017 clusters, attending the first Te Rūnanga Reo (Ministerial forum) and appointing a Tumu Whakarae (in March) within less than a 6-month window, bodes well for an organisation who although prolonged in development, is determined to make every day count towards rebuilding the language.

The three priority ‘pou’ upon which Te Mātāwai will commence its build are:
• Te Mātāuru – a new tide of investment in Māori language growth in homes and communities
• Te Mātātupu – growing the language through knowledge and understanding of te reo Māori revitalisation
• Te Matatū – providing much needed leadership, oversight and monitoring of the Māori language.

Kia ūkaipō anō te reo – the challenge ahead of us

Seminal research on the health of te reo Māori conducted by Dr Richard Benton in the 1970s included a prediction the language would be extinct by the 21st Century. The basis of his statement was an estimate 4% of Māori households where the youngest child/ren were fluent speakers of te reo Māori (in a residency replete with adult native Māori language speakers, this indicated the language had “ceased to be the primary language of socialisation”). Benton’s research provided conclusive evidence of disrupted natural language transmission in homes and communities; and the demarcation of significant language shift.

1 www.nzcer.org.nz
In 2017 we know that few homes have proficient language speakers capable of natural language transmission, and even fewer with first language or native speakers. In 2013 Statistics NZ completed its Te Kupenga 2013 survey providing us with a snapshot of the amount of Māori spoken at home. The diagram below shows the results by person spoken to from June – August 2013.

While ‘restoring te reo Māori as a nurturing or first language’ feels daunting as an aspiration, to not have this goal or vision is to sell the language short for the generations now and to come.

<table>
<thead>
<tr>
<th>Category</th>
<th>All/mostly Māori</th>
<th>Māori equally with English</th>
</tr>
</thead>
<tbody>
<tr>
<td>Parents</td>
<td>1.6%</td>
<td>10.5%</td>
</tr>
<tr>
<td>Spouse/Partner</td>
<td>2.4%</td>
<td>7.6%</td>
</tr>
<tr>
<td>Secondary School Children</td>
<td>4.7%</td>
<td>9.5%</td>
</tr>
<tr>
<td>Primary School Children</td>
<td>5.5%</td>
<td>11.7%</td>
</tr>
<tr>
<td>Pre-school Children</td>
<td>7.2%</td>
<td>11.1%</td>
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<table>
<thead>
<tr>
<th>Households with Little-to-no te reo Māori</th>
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<tbody>
<tr>
<td>All/mostly Māori</td>
</tr>
<tr>
<td>Māori equally with English</td>
</tr>
<tr>
<td>No Māori</td>
</tr>
<tr>
<td>-------------------------------------------</td>
</tr>
<tr>
<td>10.5%</td>
</tr>
<tr>
<td>7.6%</td>
</tr>
<tr>
<td>9.5%</td>
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<tr>
<td>11.7%</td>
</tr>
<tr>
<td>11.1%</td>
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<td>11.1%</td>
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<table>
<thead>
<tr>
<th>No Māori</th>
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<tr>
<td>40.8%</td>
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<tr>
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<td>62.0%</td>
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<td>63.4%</td>
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<table>
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<td>47.1%</td>
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<td>44.0%</td>
</tr>
<tr>
<td>27.4%</td>
</tr>
<tr>
<td>20.9%</td>
</tr>
<tr>
<td>18.3%</td>
</tr>
</tbody>
</table>

Households with Little-to-no te reo Māori
Te Whare o Te Reo Mauri Ora

Te Whare o Te Reo Mauri Ora for the Crown and Māori to work together public policy was developed as part of Te Ture mō Te Reo Māori (2016).

Te Whare o Te Reo Mauri Ora acknowledges the distinct roles both the Crown and iwi/Māori have for the revitalisation of the Māori language, providing assurances around responsibilities and iwi Māori independence in respect of our language.

The ‘whare’ recognises these two roles with the Maihi Māori being represented on the left side of the whare – the Taraiti where, traditionally, tangata whenua (the host party) is situated; and the Maihi Karauna being on the right-hand side of the whare – the Taranui which is a much larger space offered to guests.

Being together in the same whare (house), both iwi/Māori and the Crown are drawn together by a shared sense of purpose for the revitalisation of the Māori language.

Te Taraiti o Te Whare, with Te Mātāwai as its representative, is responsible for language revitalisation at an iwi, hapū, whānau and community (or micro) level.

The Taranui o Te Whare represents the Crown and is responsible for language revitalisation at a national (or macro) level reflecting the unique status of te reo Māori as the indigenous language of Aotearoa, and taonga for all New Zealanders.
Reconciling the Maihi Māori and Maihi Karauna

About Te Reo Māori

- **Reinstating** te reo Māori as a first language
- **Te reo Māori** language in homes is supported
- **Te reo Māori** language – particularly variant forms or iwi dialects create and enhance identity
- **Te reo Māori** is valued by Aotearoa whānui as a central part of national identity
- **Te reo Māori** is learned by Aotearoa whānui
- **Te reo Māori** is used by Aotearoa whānui

Informs health, wellbeing and the status of Te reo Māori

About Te Reo Māori Initiatives

- **Immersion** domains are enhanced and extended
- **Support** for parents and caregivers to develop te reo Māori language use in homes
- **Increasing** te reo Māori domains in social settings (community and regional activities outside of the home)
- **Improved** coordination of initiatives supporting whānau (immersion networks)
- **Spread** language planning to private, community and voluntary sector
- **Te reo Māori** is visible at high status events
- **Te reo Māori** is used as a language of learning
- **Deepened** and sustainable Crown-Māori relationships at national, regional and local levels

Informs impact of Te reo Māori investment

About Iwi/Māori Crown Functions

- **Investing** in home and community initiatives aimed at revitalising, developing and promoting te reo Māori through the Maihi Māori
- **Research** to support the Maihi Māori and underpin the delivery of home and community language investments
- **Monitoring** – providing leadership in promoting the health and well-being of te reo Māori for iwi and Māori
- **Enhance** te reo Māori outcomes for Aotearoa whānui (all New Zealanders) through government organisations
- **Develop** policy settings that sustains the Māori language
- **Strengthening** systemic provision for the Māori language

Informs the function of te reo Māori co-investors
“Kia raka te mauī, kia raka te katau”

“The Crown and Māori work together towards a shared vision”
Working in Active Partnership

Te Ture mō Te Reo Māori (the Act) was enacted in 2016 to affirm the status of te reo Māori, and to provide the means to support and revitalise te reo Māori.

The Act also contains a statutory commitment from the Crown to work in active partnership with iwi and Māori to protect and promote te reo Māori for future generations.

Central to the rationale for these new arrangements is the acknowledgement by the Crown contained in Section 6 of that Act:

(1) The Crown acknowledges the detrimental effects of its past policies and practices that have, over the generations, failed actively to protect and promote the Māori language and encourage its use by iwi and Māori, matters that –
(a) Have been recorded in evidence given to the Waitangi Tribunal; and
(b) The Crown has acknowledged in deeds of settlement entered into with iwi to settle their claims under the Treaty of Waitangi

(2) The Crown expresses its commitment to work in partnership with iwi and Māori to continue actively to protect and promote this taonga, the Māori language, for future generations.

Under Te Ture mō Te Reo Māori 2016, Te Mātāwai leads the development of a new Māori language revitalisation strategy for iwi Māori, as well as advising on the development of the Maihi Karauna (Crown strategy). The Maihi Māori Strategy will become a key mechanism through which Te Mātāwai statutory functions engage and support iwi and community driven Māori language revitalisation.

Te Mātāwai confirmed the Maihi Māori Strategy in September 2017.
“Poua, whakatipuria, tāwharautia te reo ūkaipō i roto i ngā hapori”

“Reintroduce, grow and protect Māori language as a nurturing first language in our communities”
**Maihi Māori Strategy**

**Developing a new Māori Language Strategy**

The Maihi Māori is a new Māori language strategy developed by and for iwi, Māori and Māori language communities/stakeholders. Earlier this year Te Mātāwai (through our iwi and sector Board members) met with iwi, Māori and Māori language communities/stakeholders around the country to gather feedback on Māori language initiatives in communities, their aspirations for te reo Māori and the role of Te Mātāwai in realising these aspirations.

Key themes that emerged from those hui were:

- The importance of whānau fostering te reo Māori (i.e. rangatahi and parents learning together supported by kaumātua, hapū and iwi)
- The need for greater collaboration (i.e. across activities, events, domains, groups, sectors, communities, whānau, hapū and iwi)
- Better promotion of te reo Māori across all sectors (i.e. communities, government, whānau, hapū, iwi, television, film, radio, technology)
- Easier access to investment, planning and resources (i.e. simple application process, the development and utilisation of new and existing materials to support learning).

This feedback has informed the development of the Maihi Māori.

**Language Revitalisation Planning**

The Maihi Māori has also been informed by ‘planning practices’ that recognise focused effort across key areas, is the most effective and efficient way of revitalising te reo Māori. These key areas are known as language planning elements and have been adopted by both the Maihi Māori and Maihi Karauna, to organise the collective strategic efforts:

Māori Language Revitalisation Planning elements:

- **Use** - using Māori language
- **Critical awareness** - critically aware of matters affecting the Māori language
- **Acquisition** - learning the Māori language
- **Status** - the status of the Māori language
- **Corpus** - Māori language text (word, phrases).

The Maihi Māori focuses on the top two planning elements: Māori language use, and critical awareness of language related matters, as these are areas that require the type of localised approach best suited to iwi and community/sector language groups.
The other three elements of language acquisition, status and corpus have been prioritised as focus areas for the Maihi Karauna as these have been previously supported by the Crown (education and broadcasting), and also where greater macro-level influence will be needed – for example, increased positive promotion of the language throughout society will have a positive flow-on effect for the Maihi Māori speakers.

It is important to note that while each strategy has prioritised the respective planning ‘elements’ or focus areas above, a comprehensive approach will ensure all elements are included where appropriate.

**Maihi Māori Strategy – how it’s structured**

Developing a strategy focused on Māori language use in homes and communities is at the heart of the Maihi Māori. This is what underpins the Maihi Māori vision – kia ūkaipō anō te reo.

Creating regional and national conditions that support language usage outside of the home, and ensuring access to rich, relevant and appropriate language is equally as important. Our advice to the Crown for the Maihi Karauna has focused on this and can be seen through their vision kia māhorahora te reo.

Following the overarching Maihi Māori vision are two high-level outcomes which focus on two critical states each contributing to the restoration of the Māori language in homes.

**Tuakiri** is primarily about the ‘use’ of the Māori language - how it is both influenced and influences people depending on perceptions of identity and domains where reo and tikanga are normalised and have relevance.

**Whakatupuranga** is centred around planning and awareness among whānau (especially caregivers), how they plan for future intergenerational transmission; how they set goals, problem solve and make decisions as adults for the raising of the next generation of first language (native) speakers. This recognises that currently for the majority of Māori, language revitalisation does not occur naturally, it needs to be planned to act against the pressure for language shift.

**Audacious goals** proposed to support the overarching Maihi Māori vision and high-level outcomes of ‘tuakiri’ and ‘whakatupuranga’ will be aspirational but challenging.
Set over a period of 20+ years, the goals consider the need to bring about sustainable change over multiple generations. They also rely on the ability of the Maihi Karauna to support national and societal change in attitudes towards the Māori language.

*By 2040, one million people (or more) will be using Māori language in community immersion domains*

*By 2040, the Māori language will be the first language of 25% of all Māori children (aged 0-7)*

The Maihi Māori Strategy recognises this as ‘the type of approach’ we will take. Or in other words, we will need to become familiar with the use of key language planning elements to drive language revitalisation outcomes.

**Whakarauora Reo / Language Revitalisation Planning**
This element places emphasis on Māori language revitalisation planning that is understood and actively managed by communities.

**Takiwā Rumaki / Language Immersion Environments**
This element has a broad reach and is focused on creating opportunities for communities and whānau to engage in Māori language immersion environments.

Key to the Maihi Māori Strategy is ‘entry and engagement’ in Te Whare o te Reo Mauri Ora, and it is proposed that three key pou: *kaiāwhā, tokomanawa, tuarongo* – be used to mark the stages users will encounter as they enter or begin their language journey, culminating in an engaged state that will see them begin to pass on the language to future generations. Engagement with these three pou (objectives) aims to support and enhance activities that lead to natural language development and intergeneration transmission.

There are high-level indicators that sit under each of the three pou that will be used as measures towards achieving the objectives and outcome areas.

Overall, Te Mātāwai will lead the implementation of the Maihi Māori, working closely with iwi, Māori and Māori language communities/stakeholders on a range of investment and research initiatives.

Te Mātāwai will lead the implementation of the Maihi Māori, working closely with iwi, Māori, and Māori language communities/stakeholders on a range of investment and research initiatives.
**Audacious Goals**

*By 2040, one million people (or more) will be using te reo Māori in community immersion domains.*

**Approach (How?)**

**Reo Immersion Environments**

**High Level Objectives (What?)**

- **TE POU KAIĀWHĀ**
  - Awakened to te reo Māori/revitalisation will mean:
    - Increases in the number of whānau members commencing te reo Māori journey
    - Increases in the number of reo Māori immersion opportunities targeting whānau
    - Increases in the number of Māori with strengthened cultural identity and affiliation

**Indicators (Measurement)**
Audacious Goals
By 2040, one million people (or more) will be using the reo Māori in community immersion domains of all Māori children (age 0-7)

Shared Vision (Maihi Karauna)
KIA MĀORIO TAREO
KIA ŪKAIPŌ ANŌ TERE

High Level (What?)
Indicators (Measurement)

TE POU KĀĀWHĀ
Te pou tuatahi o te whare e pō whiri ana i te tangata ki te reo
• Increases in the number of whānau members commencing te reo Māori journey
• Increases in the number of reo Māori immersion
• Increases in the number of Māori with speaking homes

TE POU TUA RONGO
Te pou kei muri o te whare e poipoi ana i te tuku ihotanga o te reo
• Increases in reo immersion (community) environments
• Increases in the proportion of Māori children as first language te reo Māori speakers

Te reo Māori is restored as a nurturing first language

Whakatipuranga
Whānau (homes) are supported to re-establish and maintain te reo Māori as a nurturing language

By 2040, te reo Māori will be the first language of 25% of all Māori children (age 0-7)

Reo Revitalisation Planning

TE POU TOKOMANAWA
Te pou o waenga o te whare e manaaki ana i ngā whāinga reo a te tangata
Engaging in te reo Māori/revitalisation will mean:
• Increases in the number of whānau engaging in immersion opportunities
• Increases te reo Māori usage in the home and community
• Increases in usage of local/iwi language

TE POU TUA RONGO
Te pou kei muri o te whare e poipoi ana i te tuku ihotanga o te reo
Transmitting te reo Māori will mean:
• Increases in the proportion of Māori speaking homes
• Increases in reo immersion (community) environments
• Increases the proportion of Māori children as first language te reo Māori speakers

Kia tika te reo, kia rere te reo, kia māori te reo
Te Mātāwai Strategic Objectives

A key function of Te Mātāwai is to “administer services that contribute to the Maihi Māori Strategy”.

To ensure our regional and sector efforts and investments are aligned to the high level outcomes, objectives, and approach of the Maihi Māori Strategy, we have developed a matrix of the types of outcomes we would expect to see emerge as a result of our support and investments in home and community Māori language revitalisation.

The outcomes matrix is also principled upon four key practises our stakeholders told us they want reflected in the way we implement our new investment programme.

Ngā Whakahau a te Iwi/Māori | Iwi/Māori priorities that will guide Te Mātāwai

![Diagram showing the strategic objectives]

- **Tiakina te Whānau**
  Whānau are more effective when they are supported

- **Whakakotahia**
  Our efforts to revitalise te reo are more efficient and effective when shared

- **Tukua ki te Katoa**
  Everyone has a role, therefore information must be shared widely

- **Manaakitia Te Ara**
  Our approach to engaging Māori language users is ‘open and inclusive’

**Te Mātāwai supports:**
- Tamariki, rangatahi and pākeke Māori language engagement in a holistic way
- Collaboration across initiatives, individuals and groups
- Opportunities to share information and positively promote language revitalisation
- Opportunities to engage users in te reo Māori in a positive and open way
The following strategic objectives – both within the Maihi Māori Strategy, and what our key stakeholders want to see – will be the primary focus of Te Mātāwai.

**Investment Outcomes | What we want to see happen**

We are all on a journey to revitalise te reo Māori. The 'Three Pou' recognise that this journey is not the same for everyone because we all have different entry points and different levels of proficiency regarding the *stages of engagement*.

### Ngā Pou o te Maihi Māori

<table>
<thead>
<tr>
<th>Pou Kaiāwhā (awake)</th>
<th>Pou Tokomanawa (engage)</th>
<th>Pou Tuarongo (transmit)</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Low Proficiency</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Bilingual immersion opportunities are created</td>
<td>Tamariki focused immersion environments are created</td>
<td>Whānau focused immersion environments for beginner speakers are created</td>
</tr>
<tr>
<td>Opportunities to support cultural capacity (knowledge of tikanga and whanaungatanga) are created</td>
<td>Planning opportunities for community and cultural activities for tamariki is targeted</td>
<td>Whānau language plans are being implemented</td>
</tr>
<tr>
<td><strong>Medium proficiency</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Immersion opportunities are extended</td>
<td>Tamariki focused immersion environments are extended</td>
<td>Whānau focused immersion environments for proficient speakers are extended</td>
</tr>
<tr>
<td>Targeted language planning opportunities are created</td>
<td>Language planning programmes focussed on immersion social activities for tamariki are increased</td>
<td>Community hubs supporting whānau to maintain language immersion activities are targeted</td>
</tr>
<tr>
<td><strong>High proficiency</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Targeted immersion opportunities are increased</td>
<td>Tamariki focused immersion environments are increased</td>
<td>Whānau focused immersion environments for whole families proficient in te reo are increased</td>
</tr>
<tr>
<td>Language planning opportunities targeting highly proficient users are created</td>
<td>Language transmission in the home and outside of school environments are maintained</td>
<td>Social opportunities to support whole families proficient in te reo are increased</td>
</tr>
</tbody>
</table>

**Key**

- **Takiwā Rumaki**: creating, enhancing and increasing immersion domains of use
- **Whakarauora Reo**: creating, enhancing and increasing understanding of te reo Māori revitalisation planning
“Kia ū ki te wairua Māori”

“Be true to Māori ethos”
PART II

A Culturally Driven Approach

Who is Te Mātāwai, and how do we intend to carry out our role?
Te Mātāwai: Nature and Scope of Functions and Intended Operations

Giving Effect to the Statutory Functions of Te Mātāwai

The statutory functions of Te Mātāwai as detailed in Te Ture mō Te Reo Māori 2016 can be described as the following key role areas:

- **Leading** – where Te Mātāwai has specific responsibilities relating to the Maihi Māori Strategy, and Māori Television Service.
- **Investing** – including the provision of services and administration of programmes that contribute to the implementation of the Maihi Māori Strategy.
- **Influencing** – through the provision of advice and guidance to Ministers, Crown agencies and other contributors to language revitalisation efforts.

In developing our operating model, Te Mātāwai has defined distinct roles and accountabilities for Te Mātāwai Board Members and the Tumu Whakarae (Te Tari) in executing these functions; and potential ways in which cluster constituents may directly contribute.

**Te Mātāwai Board** consists of 13 members of which seven are appointed by and for iwi clusters; four by Reo Tukutuku clusters and two by the Crown.
Iwi and Reo Tukutuku Clusters

Te Mātāwai Statement of Intent 2017 – 2021

Iwi and Reo Tukutuku Clusters

Te Tai Tokerau | Tainui | Mātaatua | Te Arawa | Te Tai Rāwhiti | Te Tai Hau-ā-uru
Te Hapori | Te Pāpāho | Te Mātauranga | Te Hunga Noho Tāone | Te Waipounamu

To support the Board in executing its leadership and influencing role, and to manage the day to day operation of Te Mātāwai business

Determine language and investment priorities (through cluster investment panels)
Contribute to the Maihi Karauna Strategy and other Crown language revitalisation activities
Provide input and feedback on Maihi Māori Strategy development and implementation (directly and through cluster representatives)

Engagement with and accountability to clusters

Te Mātāwai Board
Governance, Leadership & Influence
Lead and Influence te reo Māori revitalisation

Te Tari o Te Mātāwai
Management & Operational Support
To support the Board in executing its leadership and influencing role, and to manage the day to day operation of Te Mātāwai business

Maihi Māori Strategy

Maihi Karauna Strategy

Lead Strategy & Investment

Influence Strategy & Investment
Kāhui ā-iwi representatives
- Te Tai Tokerau: Waihoroi Shortland (co-chair)
- Tainui: Pānia Papa
- Mataatua: Bentham Ohia
- Te Arawa: Cathy Dewes
- Te Tai Rāwhiti: Jeremy MacLeod
- Te Tai Hauāuru: Ruakere Hond
- Te Waipounamu: Paulette Tamati-Elliffe*

Kāhui ā-Reo Tukutuku representatives
- Education: Mereana Selby (co-chair)
- Media: Scotty Morrison
- Community: Hiria Hape
- Urban Interests: Hēmi Dale*

*note that inaugural members were replaced:
- Te Waipounamu: Nuki Tākao was replaced by Paulette Tamati-Elliffe from 1 December 2017
- Urban Māori: Willie Jackson was replaced by Hemi Dale from 1 July 2017

Crown Appointees
- Robin Hapi
- Rawinia Higgins

Te Mātāwai Board has a dual role with a dual set of accountabilities.
- As a collective of governors, the Board: leads Māori language revitalisation efforts; influences and leverages Crown activities and investments in Māori language revitalisation; and effectively discharges it’s fiduciary (‘trustee’) responsibilities.
- As cluster representatives, Board members are elected representatives of their constituent iwi and Reo Tukutuku clusters and are directly accountable back to their cluster. This representative role includes engaging with cluster constituents to gather contributions to strategy development and influencing activities; promoting the Maihi Māori Strategy, Te Mātāwai activities, Crown efforts, and known impacts of respective efforts; and facilitating cluster planning and investments.

Te Tari o Te Mātāwai role: the responsibility of the Tumu Whakarae – Te Atarangi Whiu – the role is to provide support and advice to the Board as governors and cluster representatives; manage business operations and accountability processes; and implement strategies and work programmes to support the achievement of business outputs.
Te Mātāwai Operating Model

Our Operating Model (on the following page) is premised on the roles described on page 28 where:

- Te Tari o Te Mātāwai is focused on supporting the Board to discharge its governance, leadership and influence responsibilities, while engaging with cluster constituents to contribute to these;
- the Board and Te Tumu Whakarae will be responsible for all critical decisions; and these decisions will be informed by cluster constituent contributions and specialist advice from Te Tari.

To support these roles, the operating model is organised into four core operating areas, around which business functions, processes, capacity and capabilities can be formally structured. These include:

- **Engagement**: includes engagements between Board members and cluster constituents and Board/Te Mātāwai engagement with the Crown;
- **Strategy Leadership and Influence**: includes all activities in leading Maihi Māori Strategy and facilitating cluster driven investments; and influencing Maihi Karauna Strategy and Crown investments;
- **Knowledge Base Development**: includes activities required to build a solid and evolving evidence/knowledge base of Māori language activity, investment and revitalisation; and
- **Executive Support**: includes the provision of support to the Board (as governors) and Te Tumu Whakarae.
“He reo tuku iho te reo taketake o Aotearoa”

“The indigenous language of Aotearoa is culturally transmitted”
Appropriations

Te Mātāwai is funded under an appropriation from the Crown:

**Family, Tribal and Community Māori Language Revitalisation**

Limited to supporting community initiatives aimed at revitalising, developing and promoting the Māori language through the Maihi Māori Strategy and the administration of Te Mātāwai.

<table>
<thead>
<tr>
<th>Funding Allocation</th>
<th>2017/18</th>
<th>2018/19</th>
<th>OUTYERS</th>
</tr>
</thead>
<tbody>
<tr>
<td>Te Mātāwai Operational Funding</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Te Reo Māori Research</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
<td>$1,000,000</td>
</tr>
<tr>
<td>Te Reo Māori Home and Community Language Investments</td>
<td>$10,817,000</td>
<td>$10,817,000</td>
<td>$9,317,000</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>$14,817,000</strong></td>
<td><strong>$14,817,000</strong></td>
<td><strong>$13,317,000</strong></td>
</tr>
</tbody>
</table>

**Outputs**

The appropriation funds Te Mātāwai to deliver three outputs:

1. Te Mātāuru – Māori Language Revitalisation Investment
2. Te Mātātupu – Māori Language Revitalisation Research
Te Mātāuru: Māori Language Revitalisation Investment

Confirmation of a new investment framework that focuses on language revitalisation in the critical home and community domains is a high priority for Te Mātāwai. Development of this output area is aligned to our statutory function to deliver “programmes that contribute to the implementation of the Maihi Māori Strategy”.

The focus in this regard will be to ensure an integrated and bottom-up approach empowering regional clusters to work closely on Māori language revitalisation in homes and communities, impacts positively on outcomes sought from the Maihi Māori Strategy.

We will achieve this by:
• Supporting the engagement of whānau and communities in te reo Māori revitalisation
• Supporting communities and whānau with the necessary tools to achieve their te reo Māori aspirations
• Evaluating of te reo Māori initiatives and the goals of Maihi Māori.

Te Mātātupu: Māori Language Revitalisation Research

Underpinning the initial and ongoing development of both the Maihi Māori Strategy and investment programme, is a robust Māori language research framework and plan. Focused on defining information needs on the basis of what currently exists (useful) and that which needs to be created, Te Mātāwai intends this output area to not only inform Maihi Māori Strategy outputs and outcomes, but to also provide leadership around the overall monitoring of Māori language vitality.

We will achieve this by:
• Supporting research that contributes to the aspirations of Maihi Māori Strategy
• Supporting a sector-wide understanding of te reo use and capability at a community level and the resources available to them
• Collaborating with te reo Māori sector to develop a medium-term research programme and strategy.
Te Matatū: Leadership and Monitoring

Te Mātāwai has a role and responsibility to take up leadership within, and monitoring of Māori language revitalisation. Leadership of Māori language revitalisation is enabled through:

- **Appointments and oversight**
  Te Ture mō Te Reo Māori 2016 provides Te Mātāwai with several statutory roles including making nominations for appointments on the Boards of Te Taura Whiri i te Reo Māori and Te Māngai Pāho, and appointments and oversight of another statutory corporation, the Māori Television Service. To enable those entities and corporations to perform highly in this transitional phase, it will be critical that Te Mātāwai fulfils these roles with due care, but nevertheless efficiently

- **Maihi Karauna – advice to the Crown and engagement**
  Te Mātāwai has several functions to support the Crown in the development and implementation of Māori language strategies, at both the Ministerial and department level.

Te Mātāwai will undertake our monitoring function by:

- Monitoring the development and implementation of the Maihi Karauna Strategy
- Engaging at Te Rūnanga Reo, Te Papa Kōrero and Senior Officials hui; and maintaining our implementation of Pae Motuhake (advisory panel/groups who are leading the implementation of Te Mātāuru investments across the country)
- Completing appointments and nominations that will provide iwi, hapū, and whānau Māori perspectives to relevant Boards
- Providing oversight of Māori Television as required by the Māori Television Service Act 2003.

**Governance**

The Board has established an Audit and Risk Committee to oversee the development of organisation policies and compliance requirements.

The Board has already put several key policies in place and will continue to consider policies as they are required to build the organisation:

- Board Fees and expenses
- Travel
- Nominations to Crown entity Boards
- Personnel Policy (including EEO, recruitment and remuneration).

The Board has introduced a self-review process that will be carried out annually. In July, the Board completed a survey to inform its own developmental requirements.
Strategic Building Blocks

Earlier this year the Board developed and confirmed a set of strategic building blocks upon which our key operational priorities and performance, and operating model have been based. An outline of those building blocks is as follows.

Having the right foundation in place is critical to supporting the health and capability of our organisation. The building blocks (frameworks) are supported by the tikanga or cultural practices developed by the Board.

Investment Framework

An Investment Framework which charts the high-level outcomes of the Maihi Māori Strategy, outcome investments from Ngā Hua o te Maihi Māori (outcomes framework), within the scheme of a new investment environment and priorities guide.

The consolidation of home and community appropriation under a singular umbrella entity provides Te Mātāwai the opportunity to redesign the investment landscape as one which is agile, facilitates collaboration, connectivity, leadership and growth for Māori language homes and communities, and within Māori language homes and communities.

At the heart of this change is the shift from top-down government implementation, to cluster driven localised planning and activities supported by Te Mātāwai at the centre.
Strategic Communications Approach

With a range of high level strategic developments including engagement with the various constituent groups (ngā kāhui ā-iwi, ngā kāhui ā-reo tukutuku; Te Rūnanga Reo – Ministerial/Leaders forum, and Te Papa Kōrero - Chief Executive Forum) and key messaging, an overarching strategic communications approach has also been completed.

Drawing from the overarching shared maihi vision “kia Mauri Ora te Reo”, the approach uses the following three indicators as principles upon which all communication will be based:

<table>
<thead>
<tr>
<th>Kia Tika</th>
<th>Te Mātāwai will get the right messages to the right people in the right time</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kia Rere</td>
<td>Te Mātāwai will use the right channels to engage with our people</td>
</tr>
<tr>
<td>Kia Māori</td>
<td>Te reo Māori is important to everyone where ever they are in their te reo journey</td>
</tr>
</tbody>
</table>

The approach also begins to outline a series of proposed milestones based on both strategic (confirmation of Maihi Māori Strategy) and operational outputs that provide natural communication and promotional opportunities upon which to maintain Te Mātāwai presence as a leader for Māori language matters.

Research, Monitoring and Evaluation frameworks

While a 2016-17 research plan has been completed to inform research projects for the current fiscal year, we expect to develop two overarching frameworks: research, monitoring and evaluation, which will guide, test and extend investment in our outcome areas.

Completion of the outcomes framework will facilitate the framing of our research priorities and approach, providing in turn, confidence and assurance to key Te Mātāwai stakeholders that te reo Māori research appropriation has been appropriately used.
“Ko ngā iwi me ngāi Māori ngā purutanga mauri o Te Whare o Te Reo Mauri Ora”

“Māori people are the custodians of the vitality of Te Whare o Te Reo Mauri Ora”
Performance Assessment

The assessment of Te Mātāwai occurs at several distinct levels. The results of this assessment will be published annually in our Annual Report.

Role of Outcome framework

The purpose of having two strategies, albeit with a shared vision, is tactical in that both iwi/Māori and the Crown is able to extend the range of discrete spheres each has a direct influence over. For example, language acquisition programmes available through the education sector (the domain of the Crown) are taken up by developing a community of speakers (domain of iwi/Māori) who stimulate both supply and demand for language programmes.

To maintain the complementarity of the two strategies, the roles of iwi/Māori and Crown are guided by a range of high level outcome statements that recognise:

- status of language health, wellbeing: revitalisation efforts focus on te reo Māori as a taonga of the Māori people; and an official national language of New Zealand
- impact of language investment: micro focused outcomes within one strategy (Maihi Māori Strategy) are reliant on the macro driven changes created by the other strategy (Maihi Karauna Strategy); language revitalisation planning elements fundamental to both strategies
- function of language co-investors: the two strategies create mutually exclusive roles, but distinctly independent.

Kirimana Hoko and Reporting

The agreement between the Minister for Māori Development and Te Mātāwai provides for reporting on a four-monthly basis against defined deliverables.

Appropriation Measures

Te Mātāwai is required to report against the measures for the funding appropriation “Whakarauora Reo mō te Whānau, Hapū, Iwi me te Hapori (Family, Tribal and Community Māori Language Revitalisation)”.

The measures provides for in the Estimates of Appropriations for 2017/18 are:

- Approval and launch of the Maihi Māori Strategy
- Research funding allocated in accordance with agreed funding criteria.