



Statement of Intent

2024–2027





Cover image: Hine-Tuurama Meek, kaihoe for Te Reo o Ngātokimatawhorua, a kaupapa waka in Te Tai Tokerau.

Inside image: Kōkā of Mangatū Marae, near Gisborne, Te Tairāwhiti.
Both images by James Rua.

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.

ISSN 258-0710 (Print)

ISSN 2538-0729 (online)

Contents

3 MIHI

5 MĀORI LANGUAGE REVITALISATION – A JOURNEY BACK TO HAWAIKI

- 6 Our Operating Context
 - 7 Our Purpose and Making it Fit Our Context
 - 8 Te Mātāwai Since Our Establishment
 - 11 Taking a Long-Term View
 - 12 Model for Moving Forward
-

14 THE DESTINATION – HAWAIKI MOKOPUNA

- 15 Planning Our Journey
-

16 SETTING SAIL TO HAWAIKI TIPUNA

- 16 A Pivot in Priorities
 - 17 Future Focused Priorities
 - 18 How We Intend To Make Progress
-

24 STATUTORY FRAMEWORK

- 24 The Nature and Scope of Functions and Intended Operations
 - 25 Giving Effect to the Statutory Functions of Te Mātāwai
-

26 GOVERNANCE

28 OPERATIONAL STRUCTURE

- 28 Pae Motuhake
 - 28 Pou Reo, Kaiurungi Reo & Kaiāwhina
 - 28 Our Tari
 - 29 Organisational Principles – Ngā Mātāpono
-

32 TE TARI O TE MĀTĀWAI

- 32 Te Matatū
 - 32 Te Mātāuru
 - 33 Te Mātātupu
 - 33 Te Mataihi
 - 33 Te Matatuku
 - 34 Kirimana Hoko – Purchase Agreement
 - 35 Outcomes framework
-

36 ORGANISATIONAL POLICIES



Te Mātāwai Co-Chairs Bernie O'Donnell and Reikura Kahi. Image by Erica Sinclair.

Mihi

Takoto ake rā te marae ātea o Tū-te-reo-ora.

Kua eketia koe e ngāti whakahāhā i te reo

Kua ringi te roi ki ngā toa reo kua ngū ki te pō

Kua rere te reo karanga, 'nau mai, piki mai ki runga i te kaupapa o te reo'.

Kua tauparaparatia, kua pepehatia, kua mōteateahia, kua manawaweratia, kua hakaina ngā ākinga a te Karauna.

Kua hongī ngā whānau, ngā hapū, ngā iwi, ngā hāpori kia komiti ngā kaha o tēnā, o tēnā hei kaha mātotoru. Kua tūtakitaki.

Tēnei te paparāhua te hora atu nei i ngā whetū whakamaunga mā te titiro me ngā aukaha whakātere i a tātou ki Hawaiki-mokopuna, te Hawaiki e rere ai te hau, e hau ai te ora mō ngā mokopuna.

Tihei te mauri. Tihei te ora.

Over the past four years the Māori language has continued to thrive in homes and communities across the motu and out to every coast, reaching new speakers and reconnecting whānau living abroad. Kaupapa reo have been filled with energy and enthusiasm, and it has been you – our whānau, our communities, our legacy groups, our marae, and our hapū – who have enabled this. Kia mihi māua, kia mihi mātou. Tēnā koutou.

We offer the following Statement of Intent to all our whānau and Māori language communities to help keep us on track as we navigate the coming years, while also serving as a testament for how far we have come together. In this document we lay out a plan for the next four years and beyond as an ocean journey – guided by the stars and influenced by the currents. As with any voyage there are external factors that we must also navigate, including prevailing political winds and the very real climate challenges that we are seeing within te taiao. These add a layer of complexity to our journey, but by drawing on our collective wisdom and strength we will continue to set a clear path to achieving 'Kia ūkaipō anō te reo' and 'Kia māhorahora te reo'. This path also requires that we are fiscally effective, along with socially and culturally responsive.

As we move forward, partnership and collaboration sit high on our radar. Within Te Whare o te Reo Mauriora, Te Mātāwai is a partner first and foremost, with outright authority to protect te reo on behalf of iwi and communities who clearly assert that Māori are the leaders of Māori language revitalisation.

The Crown also plays a substantive role in reinvigorating te reo, and by continuing to foster productive and collaborative partnerships across Te Whare o te Reo Mauriora we can synchronize our efforts and ensure that resources get to where they need to be.

Above all, Māori whānau and communities must be empowered to take the lead. This requires the sharing of authority and reshaping of narratives – expanding Māori language revitalization out from a linguistic framework and into the hearts and homes of our people. By doing so we will reclaim our authentic mother tongue and reconnect our tamariki and mokopuna with the richness of language handed down through generations, bringing with it the experience of being whānau, community, hapū, marae, and iwi. Māori mā, who better than ourselves to determine our future!



Waititi-Kurei whānau, Te Whānau-a-Apanui. Image by Erica Sinclair.

Māori Language revitalisation – a journey back to Hawaiki

“

Those before us left tracks so wide it is easy for us to follow, so too must we. Let us help shape the world our moko will grow up in and give them something to pursue and surpass. Let us reassert the languaging of ourselves, of our culture.

MOKO ORA SYMPOSIUM 2024

The journey back to our Māori language is a return home. As we retrace the paths followed by our ancestors we remember where Te Mātāwai came from.

2010

Minister for Māori Development, Hon. Pita Sharples commissioned Te Paepae Motuhake. They recommended that Māori be vested with the revival of the language so that te reo Māori is “safe” when “intergenerational transmission is uninterrupted.”¹

2015

Minister for Māori Development, Hon Te Ururoa Flavell set up the Māori Language Advisory Group who developed the construct Te Whare o te Reo Mauriora, a partnership model that provides roles for all.

2016

New legislation enacted Te Ture mō te reo Māori 2016 which acknowledged the kaitiaki role of iwi/Māori and the commitment required by Crown partners. This legislation established Te Mātāwai, an entity borne out of the drive for mana motuhake.

1. UNESCO 2009 as reported in Te Paepae Motuhake (2011). Te Reo Mauriora: te arotakenga o te rāngai reo Māori me te rautaki reo Māori. Report on the review of the Māori language strategy and sector. Wellington: Te Puni Kōkiri (p17).

Our Operating Context

The Māori Language Act 2016 (the Act) sets out the operating context for Te Mātāwai and other Crown entities and government agencies in relation to the recognition, protection, and revitalisation of the Māori language.²

The Act contains key principles³ and details a comprehensive range of purposes and functions under which Te Mātāwai operates. The Act also establishes the commitment from the Crown to “to work in partnership with iwi and Māori to continue to actively protect and promote this taonga, the Māori language, for future generations”⁴.

Te Whare o te Reo Mauriora is the conceptual framework that underpins *Te Ture mō te Reo Māori 2016* and reflects the partnership approach as the foundation of Māori language revitalisation. Inside *Te Whare*, Te Mātāwai is located on the *Taraiti* – the left side traditionally reserved for *tangata whenua*. Our position here reflects: the representational role that Te Mātāwai manages on

behalf of iwi and Māori interests, as well as the leadership and advisory functions we provide across *Te Whare o te Reo Mauriora*⁵.

From the *taraiti*, Te Mātāwai champions a Māori-led approach to language revitalisation while also working in partnership with Crown agencies to ensure the effective resourcing of our iwi and communities, and the synchronisation of our collective impact. The work of Te Mātāwai is grounded in the *Maihi Māori* – the Māori and iwi language strategy which sets out the aspirations and high-level vision for *kāinga*, *hāpori* and *iwi*. Uniquely, the *Maihi Māori* explicitly focuses on intergenerational use by *whānau* and within communities as the measure of language vitality and revitalisation.

The two audacious goals are where Te Mātāwai takes its direction from, namely:

By
2040

1,000,000

One million people (or more)
will be using te reo Māori in
community immersion domains

25%

Te reo Māori will be the
first language of 25% of all
Māori children (aged 0–7)

Empowering the leadership that Māori language communities require and deserve will ensure the respective visions ‘*Kia ūkaipō anō te reo*’ and ‘*Kia mauri ora te reo*’⁶ are realised.

2. For more detailed information regarding our operating context please refer to page 8 of our previous Statement of Intent 2021–2024, https://www.tematawai.maori.nz/assets/Corporate-Documents/TEMA2002-SOI_ENG_Digital_FA.pdf

3. Refer to Section 8 of *Te Ture mō te Reo Māori 2016*, <https://www.legislation.govt.nz/act/public/2016/0017/latest/whole.html#DLM6807501>

4. Refer to Section 6 of *Te Ture mō te Reo Māori 2016*, <https://www.legislation.govt.nz/act/public/2016/0017/latest/whole.html#DLM6807501>

5. The vision of *Te Whare o te Reo Mauriora* is “*Kia mauri ora te reo*” (the Māori language is a living language).

6. The vision of Te Mātāwai is ‘*Kia ūkaipō anō te reo*’ (Te reo Māori is restored as a nurturing first language).

Our Purpose and Making it Fit Our Context

Sections 17, 18 and 19 of the Act spell out a comprehensive range of purposes and functions within which Te Mātāwai operates.⁷

In simple terms, Te Mātāwai is responsible for creating the conditions that enable our whānau, hapori, iwi, Māori to drive their solutions. This is a critical point to note. Whilst the reinstatement of te reo Māori into the homes of all Māori people (whānau, hapū, and iwi) is at the heart of what drives us, we are mindful that we do not hold the right to the solutions. These lie with our whānau, hapori, iwi and Māori.

In order to create the enabling conditions, Te Mātāwai holds a breadth of responsibilities spanning: financial investment, research, representation roles, engaging in partnership with the Crown, and providing leadership and advice to the Crown. Within traditionally western contexts, Te Mātāwai operates from a Māori world view first and foremost, balancing connection with the spiritual world and physical world, and between people and the environment.

Our commitment to weaving tikanga Māori through everything we do provides strength from which we can tackle the barriers and challenges that our people face. While Te Ture mō te Reo Māori, the Maihi Māori and Te Whare o te Reo Mauriora set our operating context, it is te ao Māori which provides our sociocultural reality and creates the base for the next few years.

Our journey to Hawaiki and to “Kua ūkaipō anō te reo Māori”, is our metaphorical return to a time and place where our language and wellbeing are thriving. To do this, Te Mātāwai is driven by the need to support the small steps and micro shifts happening every day across kāinga, hapori, and iwi, so that they combine to create a strong and sustainable Māori language revitalisation movement. Understanding this process keeps our purpose simple; Te Mātāwai aims to create the conditions that enable whānau, hapū, iwi and communities to do what they see as necessary to ensure that te reo Māori is restored as the nurturing first language of the home.

We work across the following four areas to achieve this:

01

Representation through Te Ture and in the establishment of our eight Pae Motuhake

02

Investment and information shared directly with communities through funded kaupapa and the promotion of research and information

03

Partnership with the Crown and with iwi

04

Leadership of the Maihi Māori and to lead and advise across Te Whare o te Reo Mauriora

7. Refer Te Ture mō Te Reo Māori 2016 No 17 (as at 05 April 2023), Public Act 16 Outline of Act – New Zealand Legislation

Te Mātāwai Since Our Establishment

At only seven years old, Te Mātāwai is relatively young. Against the backdrop of significant Māori language milestone celebrations such as the 50th anniversary of the Māori Language Petition, the 40th anniversary of Te Kōhanga Reo, and the 35th anniversary of Te Taura Whiri i te Reo Māori, we take the opportunity to reflect on the distance we have come already and celebrate the vitality of the Māori language as evidenced by the strength and popularity of cultural institutions like Whakaata Māori and Te Matatini.

The visionary work of many people over many decades offers valuable insight and guidance for Te Mātāwai as we hone our navigation skills for the journey ahead. Since our inception we have achieved and learnt a lot, reaching milestones which help to shape a smart and strategic pathway forward.

2017–2021

Te Mātāwai publishes the Maihi Māori Strategy, setting two audacious goals to be achieved by 2040:

- > One million people (or more) are using Māori language in community immersion domains.
- > The Māori language has become the first language of 25 percent of all Māori children (aged 0–7).

During this time Te Mātāwai decentralised part of its operations, moving to a community-driven model. Te Ānga Kāhui is implemented throughout all eight kāhui. There are seven kāhui ā-iwi, and one sector-based kāhui that represents legacy organisations in broadcasting, urban Māori, Māori education, and Māori community sectors.

2021–2024

Te Mātāwai continues to provide direct investment, supporting over a thousand kaupapa across Aotearoa. Demand for financial investment has grown to three times the amount available in our investment pool. Te Mātāwai builds capacity and capability within our Tari, as well as in our Kāhui through the establishment of Pou Reo (language navigators) and Kaiāwhina (administrative support) roles.

The expression of partnership across Te Whare o te Reo Mauriora evolves as we continue discussions around the principles of engagement between Crown partners and Te Mātāwai. Across all our activities are the audacious goals of the Maihi Māori set for 2040, and a strategic focus on setting a pathway there.

ONE MILLION PEOPLE (OR MORE) WILL BE USING TE REO MĀORI IN COMMUNITY IMMERSION DOMAINS



TE REO MĀORI WILL BE THE FIRST LANGUAGE OF 25% OF ALL MĀORI CHILDREN (AGED 0-7)

Hohneck-Waititi whānau, Te Kaha.
Image by Erica Sinclair.

MANGŌROA

HONONGA HAPORI REO

Connected Māori language
communities

KĀINGA, HAPORI, IWI

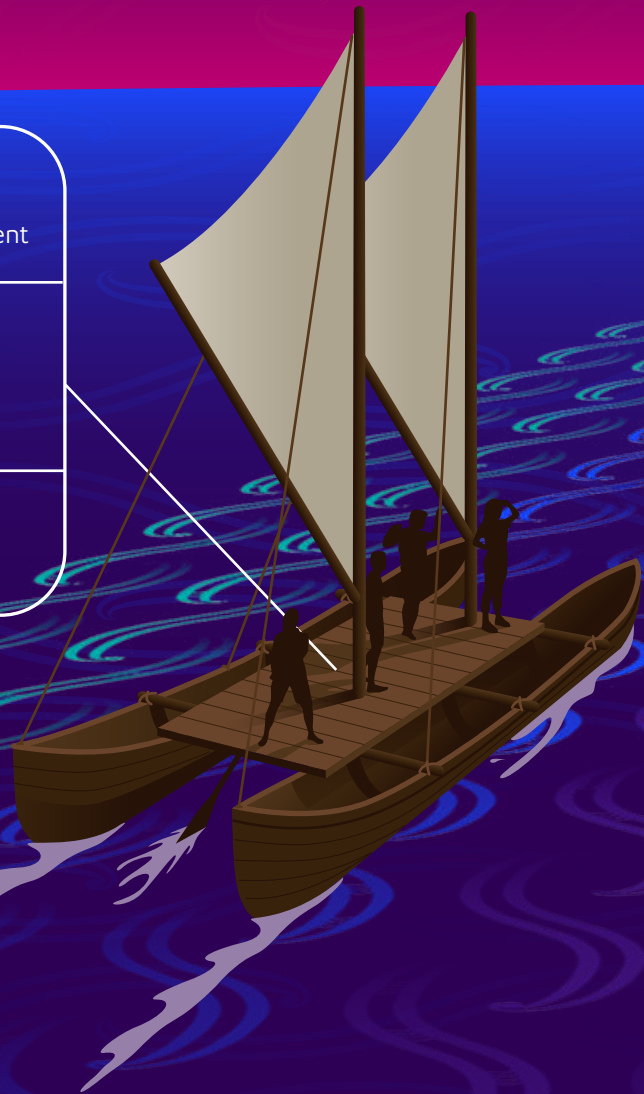
Community-based leadership and development

TE WHARE O TE REO MAURIORA

Partnership and leadership

TE TUKU

Creating enabling conditions



MANA MOTUHAKE

Authority

TOITŪTANGA

Sustainability and continuity

PRIORITY
OUTCOMES

TE MATAU-A-MĀUI

TUKUIHOTANGA

Deliberate intergenerational
transmission

HAWAIKI TIPUNA
2027

HAWAIKI MOKOPUNA
2040

KUA ŪKAIPŌ ANŌ TE REO
He oranga te reo,
he oranga te whānau

Taking a Long-Term View

Journey to Hawaiki Mokopuna
and kia ūkaipō anō te reo

THE LONG-TERM JOURNEY



Taking a Long-Term View

Journey to Hawaiki Mokopuna and kia ūkaipō anō te reo

Our ancestors did not arrive in Aotearoa by chance. Our people know how to sail and understand environmental signs. In planning our journey over the coming decades, we look to the wisdom of sea voyagers and take a lesson from our ancestors who were skilled at navigating by the stars.

We can understand Māori language revitalisation as a journey back to Hawaiki – finding our rich identity and culture through reo.

Hawaiki is the spiritual homeland, referenced in our stories, mōteatea, karakia, which are sources of mātauranga from te ao Māori. This is where we come from, and as great navigators Māori can of course find our way back. *The stars also represent a line of sight to our key priorities.*

Model for Moving Forward



The Waka

The waka contains everything Te Mātāwai will use to help sustain us on this journey including a partnership commitment with the Crown, a powerful community-driven model of Māori language revitalisation, and a responsive and effective organisational arm across our Tari and governance teams. The waka also holds wisdom and knowledge from everyone who has taken this journey before us.



The Stars

The first stretch of our voyage directs us to Hawaiki Tipuna, and to get there we take our bearings off the formation of stars known as Mangōroa, and from the single star known as Te Matau-a-Māui. Mangōroa is the great fish in the sky (Te Ika a Māui). It is the navigational tohu representing the southern waters of the moana which sit below in the night sky, when voyaging from Hawaiki to Aotearoa. It's a monstrous galaxy holding trillions of planets and stars. It is being used to symbolise the connection between whānau and communities who use Māori language together. Te Matau-a-Māui is the kauwae of Murirangawhenua, acquired by her mokopuna, Māui. Therefore, it is inherently connected to tukuihotanga. These stars represent the two key areas of focus which will guide the way for Te Mātāwai over the next four years.



The Ocean

The vastness of the ocean and the distance we need to travel across it reflects the audacious goals we aim to achieve by 2040.⁸ On this journey, two strong ocean currents help to move our waka and get us to our destination faster. In our model, these currents are Mana Motuhake (authority) and Toitūtanga (sustainability and continuity). To travel quickly and safely we must understand these currents and how to harness their energy, and in doing so we will deliver our whānau, kāinga, iwi, and all Māori safely to our destination.

Mana Motuhake | Authority

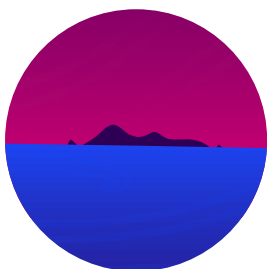
Mana motuhake speaks to self-agency and the authority to determine our own future, and its importance is fundamental to Māori language revitalisation. However, the challenge is in balancing our dual accountabilities as a public funded entity alongside our role representing Māori and iwi. What Te Mātāwai does know is that mana motuhake is an ongoing aspiration for our whānau, hapori and iwi. Te Mātāwai sees mana motuhake influencing the who, when, where, and how behind decision-making and action, so that ultimately this decision-making finally rests back with our whānau, kāinga, hapori and iwi.

Toitūtanga | Sustainability & Continuity

Although Te Mātāwai has only been active for seven years, the demand for Māori language opportunities means we are already experiencing sustainability and continuity challenges right across our functions and purposes. Our community-based model demands internal and external infrastructure with adequate capability and capacity, and effective succession planning within the Board, Pae Motuhake, Kaitono and staff. Sustainability and continuity considerations also extend to Te Whare o te Reo Mauriora activity, requiring continuous commitment from the Crown to engage with Te Mātāwai as its partner in order to reach enduring and impactful agreements. A simple example is the Māori medium education pipeline is secure and resourced and accessible by all.

Waypoints towards Hawaiki Mokopuna

Utilising the natural order of life to mark progress towards Hawaiki: Tipuna, Pakeke, Taiohi, Tamariki and Mokopuna automatically positions our whānau within a framework that is natural, meaningful and inherently nurturing. Our tīpuna maintain and hold our ancestral reo. From there, our pakeke will actively support the next generation of speakers. Our taiohi or rangatahi represent the movement from the older generation to the next (ka pū te ruha, ka hao te rangatahi) and by 2040 they will be the parents of the tamariki. If we have then reached Hawaiki Mokopuna, then it represents successful intergenerational transmission from tīpuna through to mokopuna. This is the essence of whakapapa, whanaungatanga and aroha. Measuring through changes across the generations is more appropriate than measuring the steps in years – which does not provide the same depth and meaning.



8. In 2024 there were 978,000 Māori in NZ. Data from 2018 shows 1/5 have some ability to speak te reo Māori. We aim to have 1 million people or more using Māori language in immersion domains by 2040.

The Destination – Hawaiki Mokopuna

Hawaiki Mokopuna represents a time and space where whānau are healthy, strong, and empowered to fulfil their dreams and aspirations, where te reo Māori is safe and intergenerational transmission is uninterrupted.⁹ The health of te reo Māori is inherently connected to the health of te ao Māori, of whānau Māori.

It represents a future where our tamariki and mokopuna embody mana motuhake as they lead sustainable lives connected to their communities and a strong sense of identity. By championing the Māori language as an important component of individual and whānau wellbeing we will create healthy and thriving communities, making our way closer to Hawaiki Mokopuna.

“

Whakakitea te whenua ki ō tātou ngākau – visualise the destination in your heart and you will reach it”

HAKI TUAUPIKI 2020

9. Te Paepae Motuhake (2011). Te Reo Mauriora: te arotakenga o te rāngai reo Māori me te rautaki reo Māori. Report on the review of the Māori language strategy and sector. Wellington: Te Puni Kōkiri [p17].



Planning Our Journey

Arriving at *Hawaiki Mokopuna* by 2040 requires a focused and well-organised journey. A core development since our last Statement of Intent (2021–2024) is the shift from five broad focus areas to the two key priorities of *Tukuihotanga* – deliberate intergenerational transmission, and *Hononga Hapori Reo* – connecting language speaker groups. This strategic shift enables Te Mātāwai to realign our outputs with the long-term goals of the Maihi Māori.

Over the coming years we will continue to stop at regular points along our journey so that we can take stock and rechart our course. Our first destination is *Hawaiki Tipuna*, and this leg of our voyage takes us from now until 2027.

As we travel closer to *Hawaiki Mokopuna* it is likely that our priorities (as represented by the stars *Mangōroa* and *Te Matau a Māui*) will change as we look to new constellations to guide our navigation. Whilst not a focal point for navigation, knowing and understanding the signs of wellbeing and/or ill-being in relation to te reo Māori is a valuable activity for Te Mātāwai and the Crown going forward.

Within our operational model, the outcomes framework sets out the priorities and positions of our and our partners' roles to support *kāinga*, *hapori* and *iwi*. The outcome framework remains applicable and is on page 18.

We use the *Hawaiki Mokopuna* navigational metaphor to draw from the confidence in our own skills and experiences to best prepare for the journey ahead.

Setting Sail to Hawaiki Tipuna

We have navigated Crown and Government systems and established a platform to give Māori more authority and responsibility since our creation in 2017. Hawaiki Tipuna provides the first opportunity for Te Mātāwai to take stock of a more holistic viewpoint that incorporates kāinga, hapori, and iwi; a Māori worldview; and a national view as a Crown partner.

It is at destination Hawaiki Tipuna that Te Mātāwai will identify the foundational priorities to adopt and entrench through to 2040 as 'the' proven model to achieve uninterrupted intergenerational transmission of te reo Māori and improved whānau wellbeing.

Te Terenga atu i Hawaiki Tū 2024 ki Hawaiki Tipuna 2027

Over the past seven years kāinga, hapori and iwi have been supported through direct investment from Te Mātāwai. Going forward we will remain engaged with the Crown on their role in resourcing our communities, while working to fully realise our respective responsibilities across Te Whare o te Reo Mauriora. Te Mātāwai is committed to leading conversations to further clarify and imbed the principles of engagement required to optimise this partnership model. Te Mātāwai's services to kāinga, hapori and iwi and Te Whare o te Reo Mauriora will continue to be led by Te Tuku (our operational arm) as we work to future-proof capability, capacity and succession across our organisation and communities.

A Pivot in Priorities

Prior Statement of Intents have contained elements of foundational approaches to language revitalisation. Having established a sound platform, we are now pivoting to prioritise two key areas we feel will advance more deliberately towards intergenerational transmission in the home.

The star formations of Mangōroa and Te Matau a Māui, which represent language use in whānau between parents and children and connected communities of speakers, now guide us in our decision-making and resource allocation. Te Mātāwai seeks to apply these priorities across Kāhui and Te Whare o te Reo Mauriora to increase deliberate and sustainable impact for te reo Māori.

Future Focused Priorities

Prioritising Tukuihotanga (language use in whānau between parents and children) along with Hononga Hapori Reo (connected communities of speakers) shows the clear intent of Te Mātāwai to ensure the use of te reo Māori between generations takes place and that connectivity of users is maintained. These key priorities are critical to sustainable outcomes.



Tukuihotanga | Intergenerational transmission (Te Matau-a-Māui)

The deliberate prioritisation of intergenerational transmission will ensure that our children of today grow into the confident Māori language speakers of tomorrow. Previous models for allocating resources assumed that increased Māori language activity would result in increased language use between adults and children. While measurable microshifts do support this, now is the time for Te Mātāwai to refocus our approach to achieving intergenerational transmission. We will continue to resource and invest in initiatives which demonstrate measurable impacts to achieve our goal of 25% of children under seven having the Māori language as their first language by 2040.

Left image: Martell whānau, East Cape. Image by Erica Sinclair.

Right image: Whānau at Mangatū Marae, Te Tairāwhiti. Image by James Rua.



Hononga Hapori Reo | Connecting Māori language user groups (Mangōroa)

Connecting Māori language speaker groups will contribute to the second goal of the Maihi Māori – to have one million people or more using Māori language in community immersion domains by 2040. Having invested in legacy groups and new communities (kāinga, hapori, iwi) over seven years, Te Mātāwai has helped to develop a firm foundation that provides opportunity of reo use across diverse spaces. By connecting these communities as a matter of priority, we aim to expand opportunities to use te reo, while also nurturing networks of support for the ongoing growth of these communities of speakers.

By maintaining our sight on the guiding stars of Tukuihotanga and Hononga Hapori Reo, and by travelling along the main currents of Toitūtanga and Mana Motuhake, we will achieve our goal of reaching Hawaiki Tipuna by 2027.

How We Intend To Make Progress



PRIORITY

Deliberate intergenerational transmission – Tukuihotanga

In order to achieve the goal of 25% of Māori children (under seven) having te reo Māori as their first language, we need to be sure that the children of today, who will be the parents of those tamariki in 2040 are nurtured, supported and developed to raise their children in te reo Māori.

Current data on the health of te reo Māori is patchy and incomplete, it focuses on counting individuals and their ability, or activity within the formal education sector. We need data that speaks to the use within whānau and community spaces to fully understand how we are tracking in terms of intergenerational transmission of language, practice and knowledge.

This is ambitious but essential. There is no other indigenous language yet that has created a set of tools to collect information that provides this picture but Te Mātāwai is up for it.

Promotion of the essential role of speaking te reo Māori across generations and support with resources and investments is also critical. Our whānau need to know that setting up relationships in te reo is more efficient and effective than trying to switch from a relationship built on English.

WHAT WILL WE DO?

Pae Motuhake deliberately prioritise a percentage of their investment pool towards people/groups who can offer solutions to engage rangatahi that support the transmission of te reo across generations.

Set the data platform through collaborations with data experts and knowledge holders across our communities.

Provision of tools, information and guidance highlighting the importance and the *how to* of tukuihotanga.

Increased advice across Te Whare o te Reo Mauriora.



01

IMPACTS WE AIM TO SEE AFTER ONE YEAR

- › Data tools, measures and indicators for intergenerational transmission and wellbeing are set.
- › Increased engagement with content (on digital media and in-person) which promotes the value of speaking te reo Māori in the home.

02

IMPACTS WE AIM TO SEE AFTER TWO YEARS

- › Whānau and communities have responded to the new strategic priorities and are creating new innovative investment kaupapa that get to the heart of supporting intergenerational transmission.
- › A coordinated approach to data collection and management is in operation through the Rangakura group, which share research across Te Whare o Te Reo Mauriora.

03

IMPACTS WE AIM TO SEE AFTER THREE YEARS

- › Increased number of whānau (parents and children) are using te reo Māori within their homes, across their family relationships.
- › Whānau report increased usage of te reo Māori within the home and with each other.
- › Increased awareness about the value of intergenerational language use and sustainability.

HOW THE OUTCOMES WILL BE MEASURED

After one year: Sixty percent of whānau report that they are aware of the importance of intergenerational transmission and their role in that.

By Year Four: A new consolidated approach to measuring and tracking intergenerational transmission is used across Te Whare o te Reo Mauriora.

A deliberate increase in the percentage of investments which focus on kaupapa that promote intergenerational transmission.

Analytics of online provision indicate increased engagement with the suite of tools, advice and information on intergenerational transmission which are provided.

Te Rūnanga Reo/ Government agency documentation indicates increased alignment and collaboration in Crown activity which supports the importance of intergenerational transmission.

New measures, data sources and tools enable the tracking and reporting of intergenerational transmission of te reo Māori within homes and communities.



PRIORITY

Connected Māori language communities – Hononga Hapori Reo

Te Mangōroa symbolises the connectivity of Māori language speakers, which links individuals with communities.

Over the past few years, we have invested in connecting the individual to their whānau, hapū, iwi, and language community. The slight shift in this phase to Hawaiki Tipuna is to see the connection of each Māori-speaking whānau to other Māori-speaking whānau; Māori language communities connecting with other Māori language communities so that they can develop and learn off each other. We need to deliberately plan and strategise to connect those whānau and communities so they can speak with each other.



WHAT WILL WE DO?

Invest in bringing language cohorts together to learn from each other’s experience (regional and national).

Gather insights to share information and experience that supports the establishment of groups of language speakers, which sustains that connectivity and fosters new connections.

Promote various successful language communities.



01

IMPACTS WE AIM TO SEE AFTER ONE YEAR

- › Communities with 30% of Māori who speak conversational te reo Māori abilities have been mapped.
- › Increase support provided for te reo hub/ centres in communities.
- › Re-establish collaboration with bilingual town/city symposiums that discusses how to increase number of immersion spaces and speakers within that town/city.

02

IMPACTS WE AIM TO SEE AFTER TWO YEARS

- › Understand the ‘personalities’ (unique characteristics) of communities and identify and develop programmes for each community.
- › Understand the ‘personalities’ of hubs/centres in communities and identify and develop programmes to support them.

03

IMPACTS WE AIM TO SEE AFTER THREE YEARS

- › Increased percentage of investments that focus on kaupapa that promote hononga.
- › Whānau, hapū, marae communities have an increased understanding of the benefits of being connected and are supported to establish and maintain connectivity.
- › There are more physical te reo hubs.
- › Increased density of speakers in targeted communities.

HOW THE OUTCOMES WILL BE MEASURED

After one year: Identify and understand the features that make up a thriving Māori language speaking community.

By Year Four: Sixty percent of whānau report increased number of domains where they can use te reo Māori.

Investment milestones and enquiry inform the number, location and composition of Māori language speaking communities.

Surveys provide a guide as to how to establish communities and how to maintain those communities of speakers.

Greater percentage of reo speakers in those communities.



AUKAHA

Mana Motuhake – Authority

Self-determination is at the core of our establishment and seeks to centre iwi and sector groups (Te Reo Tūkūtuku) in the vital role of revitalising te reo Māori. Because Te Mātāwai is a relatively new entity, it continues to work towards harnessing mana motuhake by supporting iwi and hāpori development. Additionally, the impacts of its activity are still developing.

WHAT WILL WE DO?

Review of the expectations regarding where mana motuhake requires functions to sit across Te Mātāwai (Board, iwi, Pae Motuhake, Tari, Kaitono) and discuss what this will look like over the next four years.

Put in place the support and processes required to enable Pae Motuhake to lead iwi-specific research activities.

Provide forums to lift understanding of, and clarity of roles, with regards to mana motuhake across the component parts of Te Mātāwai, the Board, Iwi and sector groups.

The Board and the Tari, on behalf of iwi will lead language activities within Te Whare o te Reo Mauriora. (Bilateral Ministerial meeting, Te Rūnanga Reo, Ngā Tari reo Māori).

01

IMPACTS WE AIM TO SEE AFTER 1 YEAR

- › A confirmed partnership approach and agreed kawa and ritenga within Te Whare o te Reo Mauriora.
- › Pae Motuhake are able to use the output from their research activities to assist in identifying the funding needs within the Kāhui.
- › Greater understanding of the mana motuhake opportunities for Kāhui in relation to the tari is demonstrated by Kāhui identifying longer-term opportunities for community investment.
- › Applicants will understand more about their own roles and how Te Mātāwai is able to best provide support.

03

IMPACTS WE AIM TO SEE AFTER 3 YEARS

- › Te Mātāwai will see an increase in the number of opportunities to hear and use the Māori language within Kāhui.

HOW THE OUTCOMES WILL BE MEASURED

All Kāhui will be able to identify one, or more, iwi-specific research project they have led.

All Kāhui will be able to identify funding needs that have come from research.

AUKAHA

Toitūtanga – Sustainability

Regardless of the activity or who is involved, sustainability of Te Mātāwai business and its outcomes is an important consideration. To increase the impact of the work that Te Mātāwai is doing, it is vital that a significant number of activities are sustainable.

WHAT WILL WE DO?

The Tari will review previous investments alongside kāhui to understand what types of investments have been the most sustainable and we will develop a Toitūtanga Guide to use as a resource.

01

IMPACTS WE AIM TO SEE AFTER 1 YEAR

- › We will be able to understand the characteristics that contribute to kaupapa reo Māori being sustainable.
- › Monitor and develop capability and capacity to ensure business continuity across the Board, Pae Motuhake, Tari and Kaitono.
- › Have more clarity across Te Mātāwai and the Crown (Te Whare o te Reo Mauriora) on what sustainable investment means with regard to spend, personnel and impact.

03

IMPACTS WE AIM TO SEE AFTER 3 YEARS

- › A long-term Toitūtanga strategy has been developed to ensure kaupapa reo are sustainable beyond Te Mātāwai and Crown resourcing.

HOW THE OUTCOMES WILL BE MEASURED

All applications which are sustainable will be identified soon using the Toitūtanga guide.

Statutory Framework

The Nature and Scope of Functions and Intended Operations

Te Mātāwai draws its practices from both Māori and Crown environments as we navigate both worlds. As an organisation we identify with values from a Māori ethos whilst committing also to the State Sector Conduct and the Office of the Auditor General guidelines.

01

Te Ture mō Te Reo Māori 2016 (the Act) provides the purpose of Te Mātāwai as being to act on behalf of iwi and Māori to:¹⁰

- a. provide leadership in promoting the wellbeing of te reo Māori on behalf of iwi, Māori, and communities;
- b. advise and support Crown initiatives to revitalise te reo Māori;
- c. give effect to the Māori – Crown relationship relating to te reo Māori; and
- d. provide oversight and direction to the Māori Television Service.

10. Te Ture mō Te Reo Māori 2016, section 18

11. Te Ture mō Te Reo Māori 2016, section 19

12. Te Ture mō Te Reo Māori 2016, section 19(1) (h-j)

02

The Act also sets out the following functions of Te Mātāwai, being to:¹¹

- a. develop and administer programmes relating to the Maihi Māori strategy;
- b. advise on the Maihi Karauna strategy;
- c. assist Ministers relating to this Act;
- d. advise Crown agencies on te reo strategies;
- e. provide nominations for appointments to the Boards of Te Taura Whiri i te Reo Māori and Te Māngai Pāho;
- f. appoint directors of Māori Television Service; and
- g. with the Minister of Finance, exercise oversight, confirm the Statement of Intent and manage spectrum rights relating to the Māori Television Service.¹²



Huakina Mai te Tatau 2023 – Hui hosted by Te Mātāwai for Te Whare o te Reo Mauriora partners. Image by Adrian Heke.

Giving Effect to the Statutory Functions of Te Mātāwai

The statutory functions of Te Mātāwai as detailed in The Act can be described as the following key responsibility areas:

LEADING

Where Te Mātāwai has specific responsibilities relating to the Maihi Māori Strategy, and Whakaata Māori.

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 Māori language revitalisation efforts.

REPRESENT AND PARTNER

Act on behalf of iwi and Māori as partner with the Crown in revitalising te reo Māori.

Te Mātāwai has a dual role with a two-fold set of accountabilities: it is accountable to iwi and Māori communities – through the Maihi Māori, and to the Crown – for expenditure of public funding.

Navigating these respective accountabilities requires us to be grounded in both principles that underpin our strategic thinking, and tikanga that shapes how we work to operationalise our strategies, both ‘on the ground’ and within our own organisation.

Governance

Te Mātāwai Board consists of 13 members of which seven are appointed by and for Kāhui ā-rohe o ngā iwi; four by Te Reo Tūkūtu organisations and two by the Crown. *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 its fiduciary ('trustee') responsibilities.

As *Kāhui representatives*, Board members who are appointed representatives of their constituent iwi and Te Reo Tūkūtu organisations, are directly accountable back to their respective Kāhui. This includes, (but is never limited to) engaging with and reporting back to Kāhui members on the work of Te Mātāwai; gathering contributions to inform our Māori language revitalisation strategies; promoting the Maihi Māori Strategy and Te Mātāwai activities to achieve the goals of the Maihi Māori; championing Māori language and Māori language revitalisation within their Kāhui; and facilitating the development of Kāhui language priorities and investment strategies.

Our Board, which meets throughout the year, has established two sub-committees to support it in its decision-making processes:

- > Komiti Tātari Tūrarū (Audit and Risk) to oversee the development of organisation policies and compliance requirements.
- > Komiti Rangahau (Research and Insights) to oversee our research and evaluation programme.

From time to time, the Board also establishes temporary Working Groups to progress key projects or to respond to priority issues.



Te Mātāwai Board, Komiti Kaha 2023. Image by Rawhitiroa.

7

Kāhui ā-iwi appointees

Te Tai Tokerau
Aperahama
Kerepeti-Edwards

Tainui
Haki Tuupiki

Mātautua
Agnes McFarland

Te Arawa
Bryce Murray

Te Tai Rāwhiti
Matai Smith

Te Tai Hauāuru
Hohepa Isaac-Sharland

Te Waipounamu
Paulette Tamati-Elliffe



4

Kāhui ā-Reo Tukutuku appointees

Sector-based Community Group

Mātauranga
Brenda Soutar

Pāpāho
Kylie Brown

Hapori
Teina Boasa-Dean

Te Hunga Noho Tāone
Bernie O'Donnell (Co-Chair)

2

Ministerial appointees

Reikura Kahi (Co-Chair)

Wenarata Kingi

Operational Structure

The operational structure of Te Mātāwai is designed to support community-led Māori language revitalisation. It includes Māori language experts and champions from each Kāhui who connect directly with whānau and communities to deliver services and information. Te Mātāwai maintains our Tari in Te Whanganui-a-Tara.

Pae Motuhake

These community-based panels, consisting of reo experts, practitioners and locally-based reo champions were created by the Board to reinforce its unique approach of community-led language revitalisation. These panels support the development and continuous review of the kāhui investment plans, they assess and moderate applications for investment, and support the strategic planning at the kāhui level. Pae Motuhake members provide an essential infrastructure of support for our whānau.

Pou Reo, Kaiurungi Reo & Kaiāwhina

Language navigators and administrative support

Pou Reo and Kaiurungi Reo are kanohi kitea for their respective Pae Motuhake. Pou Reo and Kaiurungi Reo work closely with their Pae Motuhake to provide valuable insight into the language revitalisation activity happening within the kāhui. They support current and prospective kaitono

through the investment application process. Kaiāwhina play a critical role in providing administrative support as well as coordinating key events on behalf of their Pae Motuhake. Kaiāwhina roles enable each Pae Motuhake to carry out their business more effectively.

Our Tari

The Tari provides support and advice to the Board of Te Mātāwai, Pae Motuhake members and kaitono. The Tari manages the business operations of our organisation and implements strategies and work programmes to support the achievement of the Board's strategic intentions; and ensures on behalf of the Board, that Te Mātāwai continues to meet its statutory and financial obligations.

Organisational Principles – Ngā Mātāpono

Our principles embody our approach to the revitalisation of the Māori language and how we interact with; each other, whānau, hapū, Māori communities and with our Māori language stakeholders, including our partners in Te Whare o Te Reo Mauriora.

He reo tuku iho te reo taketake o Aotearoa

- > Te reo Māori, the indigenous language of Aotearoa, is spoken across generations.

Ko ngā iwi me ngāi Māori ngā kaupuri mauri o Te Whare o te Reo Mauriora

- > Māori are the custodians of the vitality of 'Te Whare o te Reo Mauriora'.

Poua, whakatipuria, tāwharautia te reo ūkaipō i roto i ngā hapori

- > Te reo Māori is reintroduced, grown, and protected as a nurturing first language in our communities.

Kia raka te mauī, kia raka te katau

- > Māori and the Crown work together towards a shared vision.

Kia ū ki te wairua Māori

- > Operate in a way that is experientially Māori.

He Tikanga

Upholding and applying our tikanga provides an environment that is natural and familiar to Board members, Pae Motuhake, the Tari, and our Māori stakeholders. There is increased reassurance and positive engagement for all involved that translates to the delivery of service and the achievement of outcomes in a way that is comfortable, relatable, empowering, and respectful. We unreservedly champion Māori language, culture and whānau as a default.

He Tukanga

Although we are an Independent Statutory Entity, Te Mātāwai is also subject to several public sector statutes including:

- > the Public Finance Act 1989,
- > the Public Audit Act 2001,
- > the Public Records Act 2005, and
- > the Official Information Act 1982.

Our Board appointments must also comply with section 30 of the Crown Entities Act 2004.



Te Mātāwai Kaimahi and Kaitono at Komiti Kaha 2023, Hamilton. Image by Rawhitiroa.



Te Tari o Te Mātāwai

Te Mātāwai staff are grouped into five teams that work collaboratively to maximise our capability and achieve our agreed outcomes. Each team forms an essential part of how we function, and the integrated and interdependent way in which we work together is guided by purposeful management.

Te Matatū

Advancing the revitalisation of the Māori language at a strategic level

Te Matatū enables Te Mātāwai to fulfil our statutory leadership functions by actively contributing to Te Whare o te Reo Mauriora work programmes. In this space, Te Matatū is involved in strategy and policy development and initiatives taking place across a range of government portfolios and kāinga, hāpori and iwi where there are implications for the wellbeing and cultural identity of whānau, hapū and iwi Māori. Alongside this, Te Matatū provides advice to Ministers and Crown partners on how they can most effectively promote wellbeing through the revitalisation of the Māori language in line with the goals and aspirations of kāinga, hāpori, and iwi.

Te Matatū supports the Te Mātāwai Board in its leadership and oversight of Whakaata Māori. This responsibility is held jointly with the Minister for Māori Development and Minister of Finance. Te Matatū also provides advice for the nomination and appointment of decision makers to the three Māori language entities – Te Taura Whiri i te Reo Māori, Te Māngai Pāho, and Whakaata Māori. This

is an opportunity for collaboration between Te Mātāwai and our Crown partners through which we demonstrate joint leadership and our shared commitment to nurturing Māori language, cultural identity and wellbeing.

Te Mātāuru

Māori language revitalisation investment

Te Mātāuru is responsible for the Te Mātāwai investment framework and building the capability and capacity in our community leadership model. These place an emphasis on language revitalisation in homes and communities, as highlighted through our focus areas – Tukuihotanga and Hononga Hāpori Reo.

Te Mātāuru will continue its work to empower Pae Motuhake, Pou Reo and their Kāhui to support more whānau in their kāinga, hāpori and iwi to be confident and capable everyday speakers of te reo Māori. Alongside direct investment, we intend to achieve this through providing accurate and timely information, intensive engagement, building and maintaining quality relationships, proactive decision-making, and deliberate planning, reporting, and monitoring.

ANNUAL INVESTMENT OPPORTUNITIES

Kāhui-based Te Mātāuru investment rounds take place annually. Our Ānga Kāhui – the High-Level Rules established by the inaugural Board – provide the framework for respective Pae Motuhake to drive bespoke revitalisation for their particular people. Copies of annual Kāhui Investment Plans can be found on our website: <https://www.tematawai.maori.nz>

Pae Motuhake are responsible for encouraging applications for investment from eligible Kaitono (registered applicants), assessing these against the respective Kāhui Investment Plans and recommending successful applications to the Board of Te Mātāwai for approval.

Te Mātātupu

Māori language revitalisation research and evaluation

A key function of Te Mātātupu is building an evidence and knowledge base to support decision-making across Te Mātāwai, and the wider Māori language revitalisation sector. The team is also responsible for reporting on progress toward outcomes in the Maihi Māori strategy.

Research and evaluation findings have the most value when they have been socialised with the micro-level policy decision-makers: whānau; parents; community; marae; hapū; iwi leaders; and Māori language champions. Therefore, dissemination, promotion and advice are key outputs in addition to research reports and experience.

TE MĀTĀWAI STRATEGIC RESEARCH AGENDA

Our Strategic Research Agenda was established in 2018, updated in 2019 then reviewed and refreshed in 2021. This agenda sets the context and high-level direction for Te Mātāwai and is underpinned by core features of Māori

language revitalisation theory and experience and learnings gained from the past four years. The next review is scheduled for the 2024–2025 financial year to align with the priorities of our Statement of Intent 2024–2027.

TE RANGAKURA (SHARED RESEARCH AGENDA GROUP)

Te Mātāwai plays an active role in Te Rangakura which was established under the auspices of Te Whare o te Reo Mauriora. Te Rangakura ensures effective collaboration and information sharing between government agencies with Māori language-related responsibilities and with Te Mātāwai.

Te Mataihi

Communications and marketing

The communications function of Te Mātāwai is key to our engagement with kāinga, hāpori and iwi, and with Māori language stakeholders, particularly our Crown partners in Te Whare o te Reo Mauriora. Te Mataihi oversee all internal and external communications activities, strategies, and events. Our core roles include strategic communications, social media and website management, media management, stakeholder engagement, branding and design.

Te Matatuku

Business management and corporate services

The ‘engine room’, the ‘back office’, the corporate arm of the operations, including finance, administrative and technological support are vital to ensuring the smooth management of the Board, the Pae Motuhake, kaitono and the Office. Te Matatuku works to ensure that all teams (Te Mātāuru, Te Mātātupu, Te Mataihi and Te Matatū) can deliver a seamless service that enables the best conditions for the Board, Pae Motuhake, Kāhui, hāpori and iwi.

Kirimana Hoko

The Act requires that Te Mātāwai enter into an annual Kirimana Hoko (purchase agreement), with the Minister for Māori Development. This is required because Te Mātāwai receives an annual appropriation to support the Maihi Māori, and the administration of Te Mātāwai. The Kirimana Hoko sets out what we will deliver under each of our three output areas, including the performance measures and standards we intend to meet. Historically we have used investment, research and insights, and strategy as our three areas of focus, but for this Statement of Intent, we are re-gearing our operations to start with the outcomes in-mind. Therefore, our new outputs directly reflect the three priority areas of our Statement of Intent:

1. Te Whare o te Reo Mauri Ora – which reflects the strategic leadership, effective partnership, and accountability obligations.
2. Kāinga, Hapori and iwi – which set out the two priority outcomes of Tukuihotanga and Hononga Hapori Reo.
3. Te Tuku – which reflects the contributions of the operational arm to directly support kāinga, hapori and iwi.

Our five operative teams reflect the scope of our contributions, namely investment activities; research and evaluation; communications; strategic leadership and corporate services.

The Kirimana Hoko is signed by the parties in the lead-up to 30 June each year.

Progress reports against the Purchase Agreement are presented to the Minister for Māori Development every six months with a final comprehensive account of our year's achievements included in the Annual Report that is presented to Parliament by the Minister.

Variation(s) to the Purchase Agreement is upon approval by the Minister for Māori Development.



Te Whare o te Reo Mauriora – Partnership and leadership

This output provides for Te Mātāwai to give effect to its leadership role in promoting the health and wellbeing of te reo Māori and its partnership role within Te Whare o te Reo Mauriora.



Kāinga, Hapori, Iwi – Community-led leadership

This output includes language revitalisation investment, activity, research, and resources that develop our whānau and community leadership model and contributes primarily to our two future-focused priorities; deliberate intergenerational transmission and connected Māori language communities. This is also led by our two drivers (sustainability and authority) and underpinned by wellbeing.



Te Tuku – Operations

This output includes the development and delivery of services, information, insights, and data to support the goals of the Maihi Māori and, where applicable, Te Whare o Te Reo Mauriora.

Outcomes framework

KĀINGA, HAPORI, IWI Community leadership that informs, connects, sustains and influences whānau

PRIORITY OUTCOME 1

Tukuihotanga
Deliberate intergenerational transmission

PRIORITY OUTCOME 2

Hononga Hapori Reo
Connected Māori language communities

ENABLER – TE TUKU

- Processes
- Resources
- Talent development
- Data and Information
- Investment
- Community based model

ENABLER – TE WHARE O TE REO MAURIORA

- Partnership
- Leadership
- Accountability

Organisational Policies

In 2019, the Board approved a framework which provided for policies to be reviewed as a bundle or group, enabling Te Mātāwai to effectively stagger its policy reviews. This framework has also assisted the Tari to systematically identify related policies where these need to be developed. The table below provides a snapshot of our proposed Policy Review over the coming term.

HOW WE CONDUCT OURSELVES

Personnel
Wellness
Disclosure of Interests (Board)
Disclosure of Interests (Staff)
Code of Conduct (Board)
Bullying and Harrassment

FINANCE AND BUSINESS

Board Fees and Expenses
Cash and Working Capital Management
Sensitive Expenditure
Payment of Invoices
Procurement
Travel
Delegations

TE MĀTĀWAI FUNCTIONS

Nominations
Media
Research and Evaluation
Te Mātāuru

LEGISLATION AND REGULATION

Legislative Compliance
Fraud
Official Information Act
Privacy (TBD)



