

TE TAURA WHIRI  
I TE REO MĀORI

MĀORI LANGUAGE COMMISSION



Report on the  
implementation of  
the Maihi Karauna  
2024/25

# Maihi Karauna Annual Report



**Te Kāwanatanga  
o Aotearoa**  
New Zealand Government



Prepared by R&K Consultants Limited



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# Kupu whakataki

## Foreword

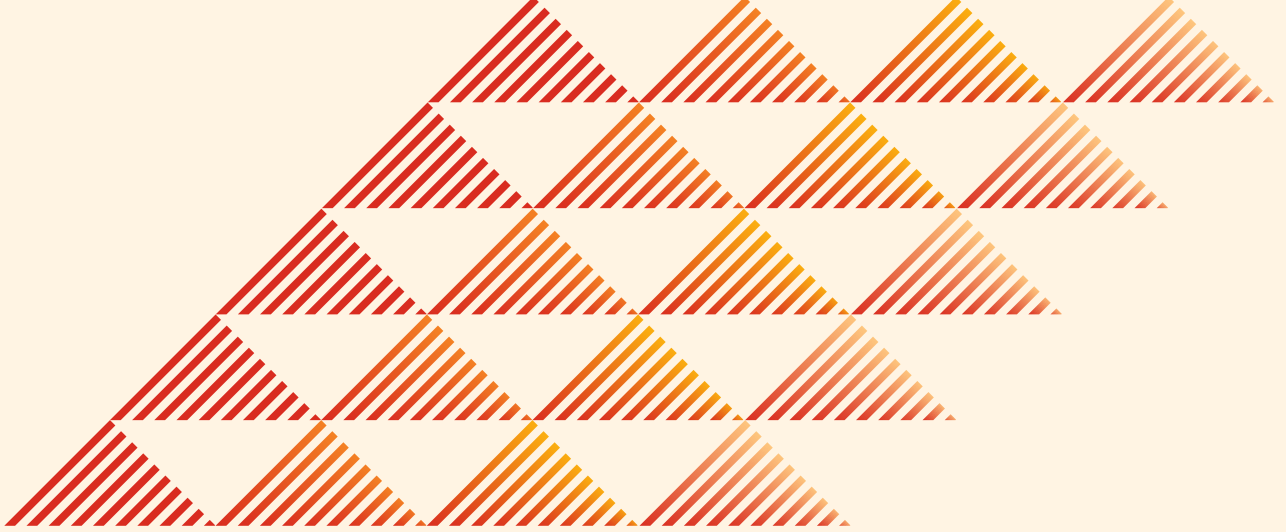
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Tēnā tātou katoa,

It is an honour to present the Maihi Karauna Annual Report for 2024–25.

In 2025, we marked 50 years of Te Wiki o te Reo Māori – born from a single Māori Language Day and growing into the nationwide movement we know today, commemorating Te Petihana Reo Māori 1972. These 50 years reflect a journey that has never been linear, but one defined by resilience, persistence, and a collective commitment to revitalisation and normalisation.



In recent years, the Crown's strategy for Māori language revitalisation has faced renewed scrutiny, alongside shifts in direction and funding constraints that have created uncertainty. Yet this period has also reaffirmed the enduring dedication of organisations, institutions, and communities who remain steadfast in ensuring te reo Māori continues to thrive in Aotearoa New Zealand.

The strength and continuity of the Maihi Karauna has enabled continued progress in this space, evidenced by:

- › An increase in public servants who can speak about basic things in te reo Māori
- › Almost two thirds of public servants feeling supported to improve their reo Māori
- › An increase in agencies employing dedicated FTE resources to inject te reo Māori into their workplaces
- › An increase in Māori medium learning, including across English medium schools
- › The highest number of agencies completing the Maihi Karauna survey

As we look ahead, we are currently refreshing the Maihi Karauna to ensure the revitalisation and normalisation of te reo Māori continues to evolve with the times, respond to emerging challenges, and build on the momentum already achieved. The refreshed strategy, set for completion in 2026, will be grounded in the latest evidence of what drives the greatest impact in language revitalisation.

For now, however, there is much to reflect on and celebrate in this report. I acknowledge R & K Associates for producing yet another excellent Maihi Karauna Annual Report. These reports are invaluable in providing an accurate, independent overview of implementation across the public sector. Toni, kōrua ko Reece, ka nui te mihi me te aroha.

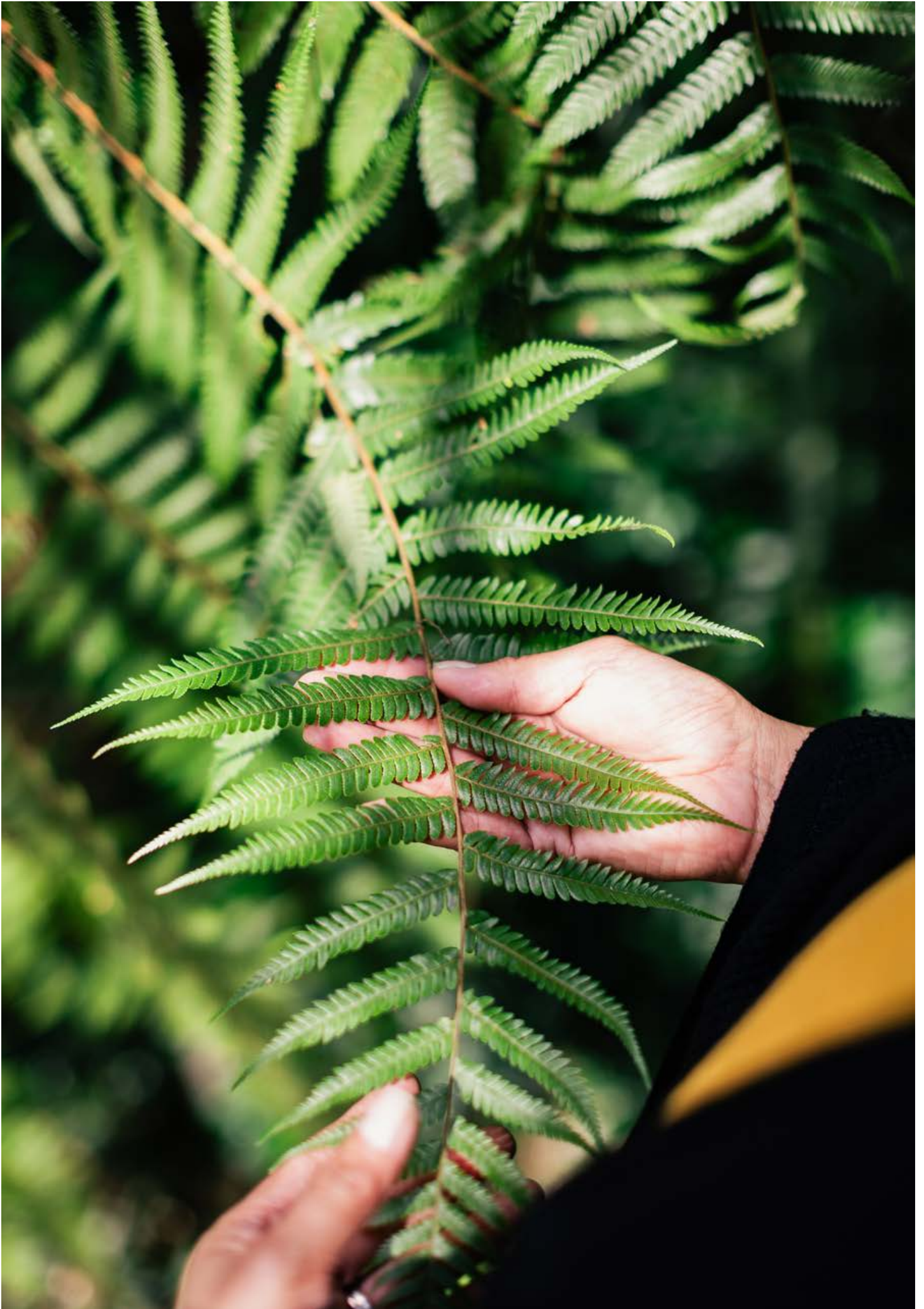
Finally, I recognise the enduring commitment of my fellow public sector colleagues. Your aroha for New Zealand's language, our language, is why it will continue to endure. Te reo Māori is a forever language – ake, ake, ake.

Kia kaha te reo Māori e hoa mā. Ake, ake, ake tonu atu.

Ngahiwi Apanui-Barr

Tumu Whakahaere

Te Taura Whiri i te Reo Māori





01

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# Introduction

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This is the fifth edition of the annual report on the implementation of Maihi Karauna, the Crown’s Māori language revitalisation strategy. This report is informed by desktop research and survey responses from 35 agencies. It outlines how public service departments, departmental agencies, and relevant entities (collectively referred to as agencies) have contributed to Maihi Karauna during the 2024/25 year. It provides detailed information on:

- a. the outputs delivered by agencies under the Maihi Karauna
- b. the costs incurred by agencies in delivering the Maihi Karauna.

The five-year Maihi Karauna strategy concluded in 2023, however most agencies have continued their reo Māori initiatives despite the absence of a renewed strategy. A refresh of the Maihi Karauna is currently underway. Many agencies have integrated their Māori language plans with their Whāinga Amorangi<sup>1</sup> plans, adopting a cohesive approach to enhancing cultural capabilities, including te reo Māori.

1. Whāinga Amorangi is a New Zealand public sector programme designed to build the capability of Crown agencies to work in partnership with Māori and uphold the principles of te Tiriti o Waitangi. The Whāinga Amorangi plans developed by agencies are based on the competency areas set out in the Māori Crown Relations Capability Framework. The framework is intended to provide a more coordinated approach to capability building across the public service.





02

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# Background

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## ▶ Te Ture mō Te Reo Māori 2016

The introduction of Te Ture mō Te Reo Māori Act in 2016 established the legislative and policy framework for creating Te Whare o te Reo Mauriora, a partnership between the Crown and iwi and Māori aimed at revitalising te reo Māori. This legislation recognises iwi and Māori as the kaitiaki (guardians) of the Māori language, while affirming the Crown's commitment to collaborate with iwi and Māori in actively protecting and promoting te reo Māori for future generations. The Act further affirms that te reo Māori is a taonga (treasure) for all New Zealanders and outlines the operational expectations for the partnership through the Maihi Karauna and Maihi Māori strategies. Additionally, it establishes Te Mātāwai as an independent statutory entity tasked with leading Māori language revitalisation in partnership with the Crown.

The partnership is overseen by Te Rūnanga Reo, a governance forum comprising government ministers and board members of Te Mātāwai, responsible for setting the strategy and shared direction of Te Whare o te Reo Mauriora. At the operational level, Te Papa Kōrero, the chief executive forum, provides leadership and coordination for the implementation of the Maihi Karauna and Maihi Māori strategies. While not in the legislation, the working groups of Te Papa Kōrero, Te Tokomatua and Te Rangakura comprise senior officials of Te Papa Kōrero agencies. The primary focus of Te Tokomatua (key projects) and Te Rangakura (shared research) is on achieving the goals of Te Whare o te Reo Mauriora.

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## ▶ Maihi Karauna Strategy 2019–2023: an overview

In December 2018, Cabinet approved the five-year Maihi Karauna strategy. This strategy is designed to influence the societal conditions essential for the flourishing of te reo Māori and to ensure that the government provides robust support for the language. The vision of 'Kia māhorahora te reo' encapsulates the Crown's commitment to fostering an environment in which all New Zealanders appreciate, learn, and actively use te reo Māori.

The Maihi Karauna strategy has three audacious goals intended to galvanise the effort of different government agencies and entities over a long term. The Crown draws on resources and influence to create progress towards these audacious goals:

- › Audacious Goal 1 – Aotearoa tanga: By 2040, 85 per cent of New Zealanders (or more) will value te reo Māori as a key part of national identity.
- › Audacious Goal 2 – Mātauranga: By 2040, 1,000,000 New Zealanders (or more) will have the ability and confidence to talk about at least basic things in te reo Māori.
- › Audacious Goal 3 – Hononga: By 2040, 150,000 Māori aged 15 and over will use te reo Māori at least as much as English.

The theory of change approach adopted by the Maihi Karauna strategy has three key elements:

- › **Whakanui** – create the conditions for te reo Māori to be valued by Aotearoa whānui as a central part of national identity.
- › **Whakaako** – create the conditions for te reo Māori to be learned by Aotearoa whānui.
- › **Whakaatu** – create the conditions for te reo Māori to be seen, read, heard and spoken by Aotearoa whānui.

There are three priority groups for the Maihi Karauna:

- › **Tamariki and rangatahi** (young people) are a priority group because they are the leaders of tomorrow, and the value they place on te reo Māori and their knowledge and skills will be important factors in revitalising te reo Māori.
- › **Tāngata matatau ki te reo** (proficient speakers) are a priority group because a critical mass of proficient speakers is required for te reo Māori to be viable as a living language.
- › **Rāngai tūmatanui** (public servants) are a priority group because New Zealanders (including Māori) interact with government organisations and entities every day. These interactions include the delivery of government services and occur face to face across the country, as well as over the phone and online.

With the conclusion of the Maihi Karauna strategy's five-year term, there have been growing calls for its prompt replacement to maintain the prioritisation and momentum of te reo Māori revitalisation, particularly within the public sector. Several agencies depend on the strategy to guide and inform their language plans, policies, and practices.

## ▶ Key enablers of the Maihi Karauna

The public service plays a critical role in supporting the Crown's relationships with Māori under te Tiriti o Waitangi. This responsibility is carried out through the Public Service Commissioner, public service chief executives, and other leaders, who are accountable for developing and sustaining the capability of the public service to engage effectively with Māori and to understand Māori perspectives.<sup>2</sup>

The chief executive of a department, along with other public sector leaders, is required to implement an employment policy that aligns with the principle of being a good employer,<sup>3</sup> recognising:

- › the aims and aspirations of Māori
- › the employment requirements of Māori
- › the need for greater involvement of Māori in the public service.<sup>4</sup>

Whāinga Amorangi, the Māori Crown Relations Capability Framework, serves as a fundamental enabler for te reo Māori revitalisation within the public service. Established under the provisions of the Public Service Act 2020, the Framework mandates that agencies identify specific individual capability components. It encompasses six competency areas for public servants, including te reo Māori. By August 2021, departments and departmental agencies were required

2. Section 14, Public Service Act 2020.

3. Section 73, Public Service Act 2020.

4. Ibid.

to submit a Whāinga Amorangi plan to Te Arawhiti, the (former) Office for Māori Crown Relations. Following the disestablishment of Te Arawhiti on 24 February 2025, the Māori Crown Relations functions were transferred to Te Puni Kōkiri, including responsibility for Whāinga Amorangi.

Another key enabler of the Maihi Karauna strategy was the Cabinet directive requiring all public service departments and departmental agencies to have a Māori language plan in place by 30 June 2021.<sup>5</sup> These language plans were designed to enhance cultural capability and provide a structured pathway for agencies to identify and prioritise key language revitalisation goals, activities and approaches aligned with their primary accountability documents. There is a total of 34 language plans, as of 30 June 2025, registered with Te Taura Whiri i te Reo Māori.

► **Context in which the Maihi Karauna is operating**


The annual Te Wiki o te Reo Māori surveys of Te Taura Whiri i te Reo Māori show that New Zealand’s attitude towards the status and value of te reo Māori over the past three years has been stable.<sup>6</sup> Survey respondents are asked to indicate their level of agreement on four statements. Younger Māori female respondents show the strongest support. The results in the past three years are:

Statement	2022	2023	2024
The Māori language is an important part of our culture in New Zealand	73%	73%	74%
Speaking te reo Māori is something to be proud of	62%	62%	65%
It is important that the Government promotes the use of te reo Māori	58%	54%	58%
I am open to improving my Māori language proficiency in the future	51%	46%	48%

While this is relatively positive news that public attitudes are steady, policies have been introduced by the Coalition Government, including directives to reduce the use of te reo Māori in public services and official documentation. The coalition agreement between the National and New Zealand First parties agreed to ensure that all public service departments have their primary name in English, except for those specifically related to Māori; and required public service departments and Crown entities to communicate primarily in English, except those entities specifically related to Māori. Cabinet endorsed the coalition agreements in November 2023, and an Office circular was issued

5. MCR-18-MIN0012 refers.

6. *State of Te Reo Māori Report 2025, Te Taura Whiri i te Reo Māori*. Te Wiki o te Reo Māori survey sample size is between 1,000 (2022–23) and 1,201 (2024) which included a boost of 200 Māori respondents for the 2024 survey.



in March 2024 requiring Ministers and officials to have processes in place to implement those agreements. These moves have been widely criticised as regressive, with Māori leaders and advocates arguing that these measures undermine the status of te reo Māori as an official language and reverse years of progress toward language normalisation. In response, an urgent claim was heard by the Waitangi Tribunal in June 2024 regarding whether the policies of the Coalition Government undermine the status and use of te reo Māori in the public sector and are in breach of the Treaty and its principles. In its recently released report,<sup>7</sup> the Waitangi Tribunal found that, through its actions, the Crown breached the principles of the Treaty. Furthermore, Te Kawa Mataaho – the Public Service Commission failed to act in a manner compliant with the Treaty, instead of upholding the Crown’s Treaty obligations in relation to te reo Māori.

Given the outcome of the Waitangi Tribunal report, and the failure to act in a manner compliant with the Treaty by Te Kawa Mataaho – the Public Service Commission, the Maihi Karauna operates in a vulnerable environment. With limited to no government support, Māori language advocates and broadcasters play a crucial role in revitalising te reo Māori. However, this financial year the Government cut te reo Māori related budgets, including for Whakaata Māori, which saw a \$9.5 million reduction in July 2024, and Te Māngai Pāho, facing a \$16 million decrease from 2026/27.<sup>8</sup> The AM show, known for promoting te reo Māori, also ended in July 2024.

7. *Taku Reo Kura, Taku Reo Kahurangi: Te Rerenga i Mua i te Whakaputa (Wai 3327)*. Waitangi Tribunal, 2025.

8. Te Māngai Pāho budget returns to its baseline of \$50 million after three years of additional funding.



03

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# Information

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How information was  
gathered for this annual report

Quantitative and qualitative information informed the development of this annual report as follows:

- a. **Desktop review of agencies' documents:** Agencies' Māori language plans, annual reports, and other work they did to contribute to the Maihi Karauna were reviewed.
- b. **Te Papa Kōrero activities:** Te Papa Kōrero held meetings during the year, with their activities documented in meeting minutes.
- c. **Survey of agencies to identify Maihi Karauna activities:<sup>9</sup>** The survey was completed between July and October 2025. Of the 40 agencies invited to participate in the Maihi Karauna survey, 35 agencies completed surveys (88 per cent response rate). This is a significant jump from the previous four years. A detailed list of agencies that completed the survey is outlined in Appendix 3.

Reporting year	# of agencies invited	Completed surveys	Response rate
2024/25	40 <sup>10</sup>	35	88%
2023/24	37	30	81%
2022/23	37	30	81%
2021/22	37	31	84%
2020/21	33	31	94%

## Limitations

Agency-provided information may not fully reflect all activities undertaken, potentially understating or omitting some initiatives. Survey responses are not independently verified.

The Maihi Karauna Implementation Plan was designed to outline key activities, target groups, timeframes and measures for agencies. However, due to no new strategic direction being released, an Implementation Plan has not been in place for the past four years, with agencies continuing their activities as they see fit.

Given that Te Manatū Waeture – Ministry for Regulation was in its first full year of establishment, it was not expected to have a language plan or complete a survey for the 2024/25 year. Whaikaha – Ministry of Disabled People had not originally been invited to complete a survey, however they were invited to this year.

9. Refer to Appendix 2 for a copy of survey questions.

10. The new agencies invited to complete the 2024/25 survey were Irirangi Te Motu – NZ On Air (previously not invited to complete, however invited this year because they are a member of Te Papa Kōrero and Te Tokomatua), Whaikaha – Ministry of Disabled People and Manatū Waeture – Ministry for Regulation (only just established March 2024, and 2024/25 was a year of establishment).




04

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# Presentation

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How the report is set out



This report is presented using the Maihi Karauna ‘outputs’ produced by agencies, and the ‘cost’ implications for producing these Maihi Karauna outputs.

- a. *Outputs* refer to agency contributions to the Maihi Karauna. Agencies usually report various activities, not just specific outputs. Although the implementation plan may specify both qualitative and quantitative measures, agencies have not consistently reported on these metrics for the 2024/25 year. Agencies’ contributions are evaluated based on the following criteria:
  - › progress towards achieving the current priorities of the Maihi Karauna, including the targeting of priority groups
  - › progress on the approach and whether conditions are being created for te reo Māori to be valued, learned, seen, read, heard and spoken
  - › agencies’ Maihi Karauna activities.
- › *Costs*: Agencies were asked to report both budgeted and actual spending for Maihi Karauna activities, including language plans and Te Papa Kōrero work. These costs included funding, materials, and FTE positions. A small number of agencies could not provide exact figures, since resources were part of broader staff and activity budgets.



35

This year was the highest number of agencies completing the Maihi Karauna survey, i.e. 35 agencies completed the survey compared to 30–31 in previous years.



38

38 people sat Te Toi Reo Māori to become licensed translators and/or interpreters.

05

# Maihi Karauna



More agencies developing their own Māori language programmes that suit the needs of their staff, e.g. Te Kura Reo Taiao (Te Papa Atawhai – Department of Conservation) established for staff to learn specific mātauranga about the taiao (environment).



 269

269 people sat the Level Finder Examination to test their reo Māori proficiency.

 66%

*Te Taunaki Public Service Commission Survey 2025*<sup>11</sup> showed that, on average, 66 per cent<sup>12</sup> of public service staff (29,526) believed they are encouraged to use te reo Māori.

 34

34 agencies have their language plan registered with Te Taura Whiri i te Reo Māori as of 30 June 2025.

 64%

*Te Taunaki Public Service Commission Survey 2025* showed that, on average, 64 per cent<sup>13</sup> of public service staff (28,632) believed they are supported to improve their reo Māori through on-the-job learning and in-house courses.

# Highlights 24/25

 40%

*Te Taunaki Public Service Commission Survey 2025* found that more public service staff can talk about basic things in Māori (40 per cent) now compared to those surveyed in 2021 (35 per cent).

 27,125

*Māori language immersion – Māori Medium:* As of 1 July 2024, 27,125 school learners (25,824 as of 1 July 2023) were taught the curriculum via te reo Māori for at least 51 per cent of the time (te reo Māori levels 1–2). This represents 3.19 per cent of the total school population, and an increase of 0.08 per cent (1,301 more school learners) from 1 July 2023.

11. 65,356 public servants were invited to complete the March 2025 survey, and a total of 44,737 participated.

12. This is a slight increase on the results of the Te Taunaki 2021 results (65%) which received approximately 40,000 survey responses from public service staff.

13. This is an increase on the results of the Te Taunaki 2021 results (59%) which received approximately 40,000 survey responses from public service staff.




06

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# Contributions

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Agencies' contributions  
to the Maihi Karauna



During 2024/25, most te reo Māori initiatives implemented by agencies represent an extension of prior years' programmes. Numerous agencies have strengthened collaboration with their counterparts, broadening their services to align with evolving staff requirements and newly updated Māori language or Whāinga Amorangi strategies.

The types of activities undertaken have been presented using the five elements of language planning:

- › Mana (status): ensuring that people value and respect te reo Māori
- › Whakamahi (use): encouraging the use of te reo Māori in various domains and contexts
- › Mārama pū (critical awareness): raising awareness about the endangered status of te reo Māori and the importance of its revitalisation
- › Puna (corpus): ensuring that the right vocabulary and terms are available for all circumstances
- › Ako (acquisition): promoting the learning and teaching of te reo Māori.

Elements	Types of activities
<b>Mana (status)</b>	<ul style="list-style-type: none"> <li>› <i>Te Taunaki Public Service Commission Survey 2025</i> results showed that two thirds of public service staff are encouraged to use te reo Māori at work and are supported at work to improve their competency through training.</li> <li>› As of 1 July 2024, there was an increase in the number of Māori children attending Kōhanga Reo (4 per cent) and bi-lingual or immersion early childhood centres (44 per cent).</li> <li>› As of 1 July 2024, there was a slight increase (2.1 per cent) in the total school population involved in te reo Māori in English medium schools.</li> <li>› Deliberate appointments of te reo Māori positions within some agencies boost capability and maintain the importance of te reo Māori.</li> <li>› Te Wiki o te Reo Māori was widely celebrated across agencies with activities to raise the profile of te reo Māori (agency kapa haka, in-house games, quizzes, shared kai (hangi) and newsletters).</li> <li>› Te Taura Whiri i te Reo Māori hosted Waha Kōrero, a public event, during this time to showcase impromptu te reo Māori speakers providing humour, intellect and eloquence.</li> <li>› Some agencies completed reviews of te reo Māori competency across staff.</li> <li>› Dedicated resource within Te Tāhuhu Mātauranga – Ministry of Education is working on strategies and programmes to attract more te reo speaking teachers into Māori medium schools. Options include kura-based training and scholarships.</li> <li>› Disney+ is setting up a home page for te reo Māori movies (Moana, Coco, Frozen, The Lion King, Encanto). This is the first Indigenous language that has had its own landing page on an international platform.</li> </ul>
<b>Whakamahi (use)</b>	<ul style="list-style-type: none"> <li>› Outside of Te Wiki o te Reo Māori, agencies undertake activities to use te reo Māori in their everyday work, including karakia, waiata sessions, events and newsletters.</li> <li>› Agencies participated in Te Konohete, the annual public service kapa haka competition.</li> <li>› More visibility of te reo Māori on intranet (values, principles) and public websites, emails (greetings and signatures), and corporate reports.</li> <li>› Bilingual signage throughout offices.</li> </ul>
<b>Mārama pū (critical awareness)</b>	<ul style="list-style-type: none"> <li>› Since 2023/24, more agencies have employed dedicated FTE resources to inject te reo Māori into their agencies.</li> <li>› <i>Te Taunaki Public Service Commission Survey 2025</i> showed that, on average, 66 per cent of surveyed staff (29,526) in the public service believed they are encouraged to use te reo Māori.</li> </ul>
<b>Puna (corpus)</b>	<ul style="list-style-type: none"> <li>› Agencies operated their own, or had links to, te reo Māori and tikanga training for staff.</li> <li>› Normalising of te reo Māori resources within agencies, including links to courses, lexicons, karakia, mihimihi examples and activities.</li> </ul>
<b>Ako (acquisition)</b>	<ul style="list-style-type: none"> <li>› Te Taura Whiri i te Reo Māori hosted Kura Reo Rāngai Tūmatanui, a targeted acquisition programme to boost and support te reo Māori for public service workers.</li> <li>› Over the 2024/25 year, Te Taura Whiri i te Reo Māori established ‘manu e kai ana i te miro’. This is a fun and relaxing te reo Māori forum targeting all proficiencies to network, have fun, learn and share.</li> <li>› Most agencies offered te reo Māori classes for staff either online or in person. Agencies still use external providers to deliver the training.</li> <li>› <i>Te Taunaki Public Service Commission Survey 2025</i> found that 40 per cent of public service staff can talk about basic things in Māori.</li> </ul>

## ▶ Snapshot of activities across selected agencies<sup>14</sup>

### ▶ Department of Conservation – Te Papa Atawhai

Te Reo Aurea, the Māori language plan of Te Papa Atawhai – Department of Conservation, was actively used and monitored. Implementation was supported by three dedicated FTE positions (qualified translators) within the department. For this financial year, efforts have been on raising the profile of te reo Māori through new connections, injecting more exciting learning activities (Te Wiki o te Reo Māori competition) and focusing on activities with greater impact. Over the year, some major milestones were achieved, including:

1. resurveying staff on te reo Māori use and capability in order to plan Maihi Karauna actions for the future. (A previous staff survey was completed in March 2021.)
2. piloting Kura Reo Taiao to build the capability of staff to learn and use specific te ao Māori concepts and words for the environment. If successful, the programme will be used across the agency.
3. updating their approach to how te reo Māori is used and learnt by staff. The Whāinga Amorangi plan was updated and launched in July 2025.
4. creating Māori translations for words used frequently in Te Papa Atawhai – Department of Conservation, including job titles.
5. Twenty staff sat the Level Finding Examination this year.

The department's te reo Māori survey showed that, on average, capability has improved, with a shift in development from minimal (zero) knowledge to a more passive level. According to the agency, this has been achieved through targeted te reo Māori policies and monitoring of their implementation. The agency's results in the recent *Te Taunaki Public Service Commission Survey 2025*, showed that of the 1,827 staff surveyed, 67 per cent believed that they are supported to improve their te reo Māori, and 73 per cent believed that they are encouraged to use te reo Māori.

### ▶ Te Tari Taiwhenua – Department of Internal Affairs

For the 2024/25 year, Te Tari Taiwhenua – Department of Internal Affairs focused on three outcomes from their strategic plan, He Waka Eke Noa, and Māori strategic framework, Te Aka Taiwhenua:

- › deepening understanding of te reo me ōna tikanga
- › strengthening reo Māori capability
- › normalising reo Māori in everyday mahi.

These outcomes align with the outcomes of the Maihi Karauna. The agency's branches, teams and staff put He Waka Eke Noa into action through specific FTE positions (director and senior advisor) to lead the te reo Māori classes (online and in person), weekly kapa haka, waiata sessions and participation in Konohete. The department also embedded te reo Māori objectives into business and capability plans, aligning activities such as karakia, pepeha, pūrākau, Matariki, and te Tiriti with the Maihi Karauna outcomes of kia māhorahora te reo and kia rere te reo. During the year, the agency surveyed its staff on te reo Māori and tikanga

14. Agencies were selected based on volume of activities and change since the previous year.

Māori, with 95 per cent of all staff completing the survey. The annual Whakahoki Kōrero staff survey to assess progress against their results showed that:

- › 80 per cent agreed their leaders help normalise te reo Māori in everyday mahi.
- › 76 per cent agreed they have opportunities to learn te reo Māori and tikanga.
- › 68 per cent agreed the agency has a visible reo Māori strategy.

The agency intends to use the result regarding the visibility of their reo Māori strategy in planning for the 2025/26 year.

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### ▶ Manatū Wāhine – Ministry for Women

As a small agency, the ministry leveraged resources from other agencies and networks to support their reo Māori development, such as joining the waiata groups of Te Puni Kōkiri and Te Kawa Mataaho – the Public Service Commission. Pivotal to driving their Māori language plan, Whāinga Amorangi plan, and internal revitalisation actions were the agency's Kaihautū Māori and Māori Engagement and Delivery Advisor positions. These positions were also responsible for driving their Whāinga Amorangi plan in business-as-usual activities. Accomplishments for the year included:

- › Te Wiki o te Reo Māori, Matariki and Waitangi Day celebrations
- › te reo Māori resources to support staff, including classes, karakia, kupu hou, waiata, greetings, bilingual signage, quizzes, games and access to public sector reo Māori apps
- › support for staff to improve competency levels and access offered to training (online and outside programmes)
- › 70 per cent of staff actively practise their pepeha and mihimihi.

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### ▶ Te Puni Kōkiri

Te Puni Kōkiri dedicates a team of champions (Te Ahi Kā, the Māori capability team) to actively implement and monitor its language plan, Te Ahikāroa o Te Reo, throughout the organisation.

Te Ahikāroa o te Reo is aligned to the internal-facing aspects of the Maihi Karauna and the cultural capability requirements of Whāinga Amorangi. The vision of their long-term strategy is for te reo Māori to flourish at Te Puni Kōkiri everywhere, spoken by everyone, every day.

For internal planning in the 2024/25 year, Te Puni Kōkiri set organisational goals of raising the cultural capability of all staff through te reo Māori development, te Tiriti o Waitangi workshops and translation services. Te Puni Kōkiri funds six regional Pouwhakahaere and two national office Pouwhakahaere to support the achievement of their language plan. Pouwhakahaere provided reo Māori and tikanga Māori guidance to staff, which helped meet teams' language plan goals. As with other departments, due to funding constraints within Te Puni Kōkiri, proposed Tiriti o Waitangi workshops did not proceed.

Achievements for 2024/25 include the following:

- › 75 per cent of teams completed their individual language plans.
- › 245 staff completed Te Ataarangi reo Māori classes.
- › 118 staff accessed te reo Māori allowance.
- › 87 attained level 2 or level 3 in the Level Finder Examination.

In the agency's results in the recent *Te Taunaki Public Service Commission Survey 2025*, of the 333 staff surveyed (421 invited to survey), 91 per cent believed that they are supported to improve their reo Māori, and 90 per cent believed that they are encouraged to use te reo Māori. These results were one of the highest ratings across the surveyed agencies.

Te Puni Kōkiri is working on updating their language plan once the Maihi Karauna is updated.

► **Te Manatū mō ngā Iwi o te Moana-nui-a-Kiwa – Ministry for Pacific Peoples**

Due to cost efficiencies, the Ministry used internal resources to deliver reo Māori training and build internal capability. The five elements of language planning goals within their language plan for the 2024/25 year, Tauhi Vā, are as follows:

Goals	Actions
<p><b>Critical Awareness</b> Deepen understanding of te reo Māori, te Tiriti o Waitangi and history.</p>	<ul style="list-style-type: none"> <li>› Relevant training that includes learning about te Tiriti and the history of New Zealand.</li> <li>› First time attendance at Koroneihana and poukai, for which the agency practised waiata, marae protocol, and learnt more about te Tiriti.</li> </ul>
<p><b>Use</b> Increase te reo Māori visibility and use.</p>	<ul style="list-style-type: none"> <li>› Te Wiki o te Reo and Matariki activities.</li> <li>› Bi-weekly waiata practice.</li> </ul>
<p><b>Acquisition</b> Support staff to learn te reo Māori and improve their ability.</p>	<p>Ākona Te Reo weekly training, which includes sharing personal reo Māori journeys.</p>
<p><b>Status</b> Elevate the mana of te reo Māori within the organisation as an Indigenous and official language of New Zealand.</p>	<p>Staff are encouraged to use te reo Māori in the office and open meetings in te reo Māori using karakia Māori.</p>
<p><b>Corpus</b> Strengthen the quality and consistency of te reo Māori used in the office.</p>	<p>A repository of Māori words, karakia and waiata is maintained by the agency for staff use.</p>
<p><b>Motivation</b> Inspire staff to kōrero Māori and engage with the language journey.</p>	<p>Staff are encouraged to attend the voluntary weekly Ākona Te Reo classes and participate in the annual Matariki and Te Wiki o te Reo Māori events.</p>

In the agency's results for the recent *Te Taunaki Public Service Commission Survey 2025*, of the 87 staff surveyed (92 invited to survey), 72 per cent believed that they are supported to improve their reo Māori, and 72 per cent believed that they are encouraged to use te reo Māori.

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#### ► **Te Tari Arotake Mātauranga – Education Review Office**

The objective of He Taura Here Tāngata, the Māori language plan of Te Tari Arotake Mātauranga – Education Review Office, is to become a bilingual organisation that understands, promotes, values and uses te reo Māori.

With an active language plan in place, the agency appointed a strategy and implementation manager who drives and monitors their plan, offering te reo Māori classes and programmes to suit each staff member's capability level.

Additionally, an annual staff survey is completed to assess progress against baseline data (captured in 2021) of te reo Māori capability. Some highlights for the year with the implementation of their language plan include:

- › fortnightly reo Māori classes with 70 per cent attendance of all staff
- › Kura Reo attendance for more fluent speakers
- › external training programmes (Te Wānanga o Aotearoa, Te Wānanga o Raukawa, Open Polytechnic)
- › option of online classes
- › 18 language plan champions that promote te reo Māori within their offices.

Of the 183 staff surveyed (240 invited) in *Te Taunaki Public Service Commission Survey 2025*, 98 per cent believed that they are supported to improve their reo Māori, and 87 per cent believed that they are encouraged to use te reo Māori. The 98 per cent result was the highest rating for this category across all 40 surveyed agencies.

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#### ► **Te Māngai Pāho**

The Māori language plan of Te Māngai Pāho aligns with the Maihi Karauna, and their vision is that te reo Māori is valued, used, heard and seen daily. The organisation strives to create conditions for their vision to be realised. The new language plan was published in December 2024 and is reviewed every six months.

Targeted activities for the year include:

- › a newly appointed Māori language and tikanga Māori expert
- › established group (Te Pae Reo) to drive te reo Māori within Te Māngai Pāho
- › karakia and mihimihi roster for fortnightly staff meetings
- › two weekly classes for all staff, catering for beginners, intermediate and advanced competency levels

- › supporting staff to attend Kura Reo and other opportunities to develop their reo Māori
- › supporting teams with language planning to encourage the use of te reo and create conditions for its use in the office
- › providing staff access to online te reo Māori programmes
- › using te reo Māori in correspondence and accountability documents
- › more than half of Te Māngai Pāho staff sat the Level Finders Examination this year. Just under 90 per cent of all staff have now completed the Level Finders Examination.

#### ▶ **Te Aho o Te Kahu – Cancer Control Agency**

E Tipu, E Tipu is the Māori language plan of Te Aho o Te Kahu – the Cancer Control Agency. The plan is embedded in the daily activities of the organisation through the integration of te reo Māori in internal communications with staff and externally in their engagement with Māori communities.

Together with this daily practice, the agency also included in their strategy specific measures, indicators and responsibilities, which are monitored and regularly updated:

- › raising the profile and value of te reo Māori
- › normalising the use of te reo Māori
- › including te reo Māori elements in all staff development plans
- › expecting all staff to know their pepeha, karakia and waiata
- › Supporting acquisition and proficiency among staff
- › providing all new staff with induction materials with te reo Māori content
- › providing all staff with access to te reo Māori training modules
- › ensuring appropriate use through guidance and the use of translator services
- › embedding te reo Māori as a hauora (healthy) mechanism and not just an add on.

Progress during the year includes:

- › appointment of Pou Tikanga and Tākai roles to guide te reo Māori integration across the organisation and guide tikanga
- › twice weekly karakia and waiata sessions for all staff (online and in-person)
- › provision of a generic pepeha template for staff to assist them identify themselves within a te ao Māori framework
- › regular workshops to develop the agency's Whāinga Amorangi plan where staff have shared their aspirations for the organisation
- › integration of te reo in all correspondence (email, signatures, websites, public documents).

According to the *Te Taunaki Public Service Commission Survey 2025*, Te Aho o Te Kahu, the Cancer Control Agency, stood out as the sole agency among 40 surveyed to achieve a 100 per cent positive response to the question about staff feeling supported to improve their reo Māori. Additionally, 97% of the staff said they are encouraged to use te reo Māori.

► **Agency activities contributing to the Maihi Karauna Outcomes**

Below are other examples of te reo Māori activities and initiatives that agencies completed during 2024/25 that contribute to the achievement of the outcomes of the Maihi Karauna strategy. These include internal (i.e. staff-focused) and external-facing (i.e. public-focused) activities and initiatives. While some of these activities have been mentioned in previous annual reports, they are highlighted here to show the continuing progress.

Outcome	Examples of contributions to the outcomes of the Maihi Karauna
<p><b>Mātauranga</b> (Knowledge and skills)</p>	<p><i>Manatū Mō Te Taiao – Ministry for the Environment</i> refreshed its Māori language plan (Te Mahere Reo Māori) which is embedded within the agency’s Māori Crown Relationship Strategy (Te Ao Hurihuri) and Tōnui (Māori Capability) programme.</p> <p>Aligning with the ‘Mātauranga’ outcome of the Maihi Karauna, the Tōnui programme offers one-day wānanga and online modules to enhance understanding of te Tiriti o Waitangi and te ao Māori, including te reo Māori, across the workforce. This year, the agency launched new online te reo Māori resources for kaimahi and continued supporting meaningful engagement in whanaungatanga.</p> <hr/> <p><i>Te Tai Ōhanga – Treasury</i> completed a Māori capability survey of its staff in the 2023/24 year and found that scores across Māori capability had improved since the first survey in 2022. Additionally, 71 per cent of its respondents believe a te ao Māori perspective was relevant to their mahi, while 73 per cent said that their leaders regularly use te reo Māori. A quarter of respondents completed formal te reo Māori learning in the last 12 months, which was also an improvement on the 2022 survey response of 10 per cent.</p> <hr/> <p>Agencies such as <i>Toitū Te Whenua – Land Information New Zealand</i>, <i>Manatū Hauora – Ministry of Health</i>, <i>Te Tari Taake – Inland Revenue Department</i>, and <i>Hikina Whakatutuki – Ministry of Business, Innovation and Employment</i> have developed publicly accessible mobile applications to enhance understanding of te ao Māori and te reo Māori. These applications offer resources for learning and engaging with te reo Māori, pepeha, karakia, waiata, kawa, New Zealand history, and explanations of te Tiriti.</p>

## Outcome

### Aotearoatanga (Nationhood)

## Examples of contributions to the outcomes of the Maihi Karauna

*Manatū Taonga – Ministry for Culture & Heritage* partnered with Ngāti Rangi to deliver the national Hautapu ceremony for Matariki. Collaborating with Te Māngai Pāho, the event was broadcast online, sharing Matariki themes and promoting te reo Māori and Māori culture across New Zealand. The celebration also encouraged connection through Aotearoatanga.

At Pukeahu National War Memorial Park, a significant place for our national identity, *Manatū Taonga – Ministry for Culture & Heritage* provided bilingual interpretation for all memorials at the park and partnered with Taranaki Whānui to ensure that ceremonies there are consistent with their tikanga and mana, and that visitors have an opportunity to learn about, and connect with, Taranaki Whānui history.

## Outcome

### Hononga (Engagement)

## Examples of contributions to the outcomes of the Maihi Karauna

For Te Wiki o te Reo Māori, *Te Ara Poutama – Department of Corrections* ran a debating competition (Tohea te Ora o Te Reo) with te reo Māori champions across their department. The goal was to showcase the fun and dynamic side of te reo Māori beyond the formal settings where full immersion can take place in the department. The debate featured teams from the national and regional offices, embracing friendly rivalry through te reo Māori. It was hosted in English and Māori, with some participating online and some in person. There was live chat interpretations provided to support those still on their reo Māori journey, as it was about participation. The deputy chief executive joined the judging panel, offering final comments and verdicts. Sixty participants joined online, with many connecting from meeting rooms where larger groups tuned in. The successful initiative highlighted te reo Māori as engaging and accessible, and the department intends to make it an annual event. The department is also thinking that the competition could expand across the justice sector cultural capability network.

Te *Manatū Whakahiato Ora – Ministry of Social Development* is focusing on expanding its te reo Māori language plan beyond its national office. This year the department extended language planning across its four regional / business units. The aim was to have each business unit develop and implement its own plan so each one could be tailored to their respective needs. Several more units are developing their language plans too. The ministry dedicated specific resources to lead the implementation, management and monitoring of business units' language plans. Additionally, the Māori Working Group, Pouārahi, and the Māori, Communities and Partnership business group are also supporting the language plan work.



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# Costs













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Costs associated with  
implementing the Maihi Karauna

Surveys requested that agencies quantify their budget and actual costs associated with their Maihi Karauna activities over the 2024/25 year.

Some agencies were unable to quantify amounts as resources and costs were tied up in existing operational costs. Where agencies have provided figures, the amounts have been rounded and categorised within limits. Actual costs have been used and are set out in the table below.

Unfortunately, with limited information on agencies' costs for external-facing reo Māori activities, the external costs are unable to be reported this year. In addition, the size of each agency relative to their spend has also not been able to be analysed and reported this year.

Agencies' Spend (internal)	Number of agencies 2023/24	Number of agencies 2024/25
<\$10,000		
\$10,001 – \$25,000		
\$25,001 – \$50,000		
\$50,001 – \$100,000		
> \$100,001		
Not Stated (or unknown)		




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# Challenges

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Challenges with implementing  
the Maihi Karauna



Agencies faced several challenges in implementing the Maihi Karauna strategy during the 2024/25 period. Budget constraints were a significant issue, prompting many agencies to reduce or absorb dedicated te reo Māori roles into broader learning budgets, resulting in fewer full-time equivalent positions specifically focused on Māori language development. Consequently, some agencies deferred or reprioritised Maihi Karauna activities to manage costs more effectively.

Another challenge was the variability in staff encouragement and support for using and improving te reo Māori. While most agencies reported positive results, a handful had less than 50 per cent of staff feeling encouraged or supported, highlighting a need for greater consistency in fostering a supportive language environment.

Despite tighter budgets, agencies were creative in delivering te reo Māori activities, but the limited funding often meant relying on ad hoc events or integrating language initiatives into existing programmes rather than developing standalone offerings. Contracting te reo Māori trainers was less of a struggle compared to previous years due to reduced training hours, but the overall scope of professional development remained constrained. These challenges underline the importance of sustained investment and clear strategic direction to support the continued growth and normalisation of te reo Māori across government agencies.




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# Conclusion

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Concluding comments



There were many positive signs this year with the progress of the Maihi Karauna. More agencies completed the survey this year, and the number investing over \$100,000 in Maihi Karauna costs more than doubled.

*Te Taunaki Public Service Census 2025* reported that, among the 35 agencies surveyed, only four had results below 50 per cent for staff being encouraged to use te reo Māori, and six had results below 50 per cent for staff being supported to improve their reo Māori. While they did not participate in the survey for this report, *Te Taunaki Public Service Census 2025* also captured the results of Manatū Waeture – Ministry for Regulation, Aroturuki Tamariki – Independent Children's Monitor, and Te Tari Kura Hourua – the Charter School Agency. In relation to the two questions, *Aroturuki Tamariki – Independent Children's Monitor* results were close to 100 per cent for both, and the other two agencies scored between 22 and 47 per cent for both.

Budget constraints led many agencies to reduce or absorb te reo Māori roles into broader learning budgets, leaving few dedicated FTE positions. Many deferred or reprioritised Maihi Karauna activities to save on costs.

After Te Arawhiti functions were transferred in early 2025, Te Puni Kōkiri assumed responsibility for Whāinga Amorangi. If available, information on the implementation of this function and monitoring of outcomes will be included in the annual report next year.

Māori language plans have become the norm across agencies now. Compared to previous years, Whāinga Amorangi did not feature as strongly in surveys, most agencies had independent language plans, and a small number had language plans for teams, units or regions. There are still many agencies actively pursuing their language plan goals, and some set targets and were able to report on the achievement against those targets for the year.

Based on the surveys, only one agency did not offer any te reo Māori development training for their staff. Agencies with tighter budgets were creative in delivering te reo Māori activities, including national or regional office events for Te Wiki o te Reo Māori (e.g. bilingual debate competition). Compared to previous years, agencies did not struggle to contract in te reo Māori trainers, given that limited hours were required.

Although the use of te reo Māori in official government department names has been restricted, most agencies remain actively involved in Maihi Karauna initiatives. These include offering language classes, using te reo Māori in correspondence and documents, and incorporating karakia and waiata into regular activities.

It is understood that the revised Maihi Karauna strategy will be released during 2025/26 and will build on the achievements and learnings of the last five years. Agencies will then have an opportunity to refresh their language plans, goals and targets for the next five years.

## Appendix 1: Maihi Karauna Strategy 2019–2023

### VISION



# Kia Māhorahora te Reo

Everywhere, Every Way, Everyone, Every Day

### ROLE

Create the conditions for te reo Māori to thrive as a living language

### OUTCOMES

#### Aotearoa

Nationhood

#### Mātauranga

Knowledge & skills

#### Hononga

Engagement

### AUDACIOUS GOALS

By 2040, 85 percent (or more) of New Zealanders will value te reo Māori as a key part of national identity

By 2040, 1 million New Zealanders (or more) will have the ability and confidence to talk about at least basic things in te reo Māori

By 2040, 150,000 Māori aged 15 and over will use te reo Māori at least as much as English

### APPROACH

**Whakanui** – create the conditions for te reo Māori to be valued by Aotearoa whānui as a central part of national identity

**Whakaako** – create the conditions for te reo Māori to be learned by Aotearoa whānui

**Whakaatu** – create the conditions for te reo Māori to be seen, read, heard and spoken by Aotearoa whānui

### PRIORITIES

#### Current priorities

More New Zealanders valuing te reo me ngā tikanga Māori as part of our national identity.

More value gained from te reo Māori me ngā tikanga Māori for economic and social development.

More young people excited about te reo Māori.

#### Medium-term priorities

More people engaging with quality broadcast and online content in te reo Māori.

#### Current priorities

More children and young people learning te reo Māori.

More people progressing beyond basic knowledge of te reo Māori.

#### Medium-term priorities

More people highly proficient in te reo Māori.

#### Current priorities

More use of te reo Māori in the home, on the marae, and in communities.

Te reo Māori resources held by the Crown made more readily available.

More accessible public services in te reo Māori.

#### Medium-term priorities

More towns and cities embracing bilingualism.

### PRIORITY GROUPS

#### Ngā tamariki me ngā rangatahi

Young people

#### Rāngai Tūmatanui

Public sector

#### Tāngata matatau ki te reo

Proficient speakers

## Appendix 2: Survey questions 2024/25

#	Maihi Karauna Survey Question	Response
1	<p><b>Is your Māori language plan actively used and monitored? How was this done over the 2024/25 year?</b> Please also include any details on planned work that did not go ahead.</p> <p>Please provide as many details as you can about:</p> <ul style="list-style-type: none"> <li>› what were your language plan goals, objectives, targets, vision, etc for the 2024/25 year?</li> <li>› any quantitative information you may have, e.g. how many are actively learning (e.g. classes, how many wānanga reo, etc.)</li> <li>› did you update your language plan throughout the year? if so, what did you do?</li> </ul> <p>Feel free to attach a copy of your language plan for the 2024/25 year and any other information that may help answer this question.</p>	
2	<p><b>What implications, if any, has the Maihi Karauna had on your department/departmental agency this year? E.g. appointment of a Māori language planner to implement your language plan, Māori language expert/kaiako to deliver lessons.</b> You may also advise on details of planned work that did not go ahead, and the implications of this. Please provide details about how these implications (including resources) have enabled you to deliver your reo Māori revitalisation activities (<i>the details of your activities are asked for in the question below</i>).</p>	
3	<p><b>What activities (including those identified in your language plan) has your department/departmental agency undertaken in contributing to the Maihi Karauna and revitalising te reo Māori during the 2024/25 year (internal-facing and external-facing)?</b></p> <p><i>Please write as many details as you can and include whether any particular groups have been targeted (e.g. children/youth, the public service, or proficient reo Māori speakers).</i></p>	<p><b>Internal-facing</b> (i.e. reo Māori activities within your department/departmental agency, e.g. reo Māori classes for staff, bilingual signage, Te Wiki o te Reo Māori activities, reo Māori surveys, karakia for staff, reo Māori apps, reo Māori champions/resource to implement language plan)</p> <p><b>External-facing</b> (i.e. reo activities to support the public services that your department/departmental agency provides, e.g. bilingual signage)</p>
4	<p><b>Have you encountered any problems, issues or concerns in undertaking your activities in #3 above (e.g. funding, timeframes, access to expertise, etc.)? Please provide as many details as you can</b></p>	
5	<p><b>Of the 2024/25 activities identified above in #4, can you please provide the results of your performance against any set measures and targets (if any) you set for the 2024/25 year (internal- and external-facing).</b></p>	
7	<p><b>What have been the cost implications for your Maihi Karauna / Reo Māori activities for 2024/25 (estimate if unknown)?</b></p>	<p><b>Budget:</b></p> <p><b>Actual:</b></p>

## Appendix 3: Surveys 2024/25

#	Agency	Responded to survey
1	Hikina Whakatutuki – Ministry of Business, Innovation and Employment	✔
2	Te Papa Atawhai – Department of Conservation	✔
3	Ara Poutama Aotearoa – Department of Corrections	✔
4	Te Tari Ture o te Karauna – Crown Law Office	✔
5	Manatū Taonga – Ministry for Culture and Heritage	✔
6	Te Mana Ārai o Aotearoa – NZ Customs Service	✔
7	Manatū Kaupapa Waonga – Ministry of Defence	✔
8	Te Tari o te Pirimia me te Komiti Matua – DPMC including Te Rākau Whakamarumarū (NEMA)	✔
9	Te Tāhuhu o te Mātauranga – Ministry of Education	✔
10	Te Tari Arotake Mātauranga – Education Review Office	✔
11	Manatū Mō Te Taiao – Ministry for the Environment	✔
12	Te Tari Mātāwaka – Ministry for Ethnic Communities	✔
13	Manatū Aorere – Ministry of Foreign Affairs and Trade	✔
14	Manatū Hauora – Ministry of Health	✔
15	Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development	✔
16	Te Tari Taake – Inland Revenue Department	✔
17	Te Tari Taiwhenua – Department of Internal Affairs	✔
18	Te Tāhū o te Ture – Ministry of Justice	✔
19	Toitū Te Whenua – Land Information NZ	✔
20	Te Pā Whakamarumarū – New Zealand Security Intelligence Service (NZSIS) & Te Tira Tiaki – Government Communications Security Bureau (GCSB)	✔

#	Agency	Responded to survey
21	Oranga Tamariki – Ministry for Children	✘
22	Te Manatū mō Ngā Iwi o te Moana-nui-a-Kiwa – Ministry for Pacific Peoples	✔
23	Manatū Ahu Matua – Ministry for Primary Industries	✔
24	Te Kawa Mataaho – Public Service Commission	✔
25	Te Tari Hara Tāware – Serious Fraud Office	✘
26	Te Manatū Whakahiato Ora – Ministry of Social Development	✔
27	Toi Hau Tāngata – Social Investment Agency	✔
28	Tatauranga Aotearoa – Statistics New Zealand	✔
29	Te Aho o Te Kahu – Cancer Control Agency	✔
30	Te Tari Whakatau (formerly Te Arawhiti) – The Office of Treaty Settlements and Takutai Moana	✔
31	Te Māngai Pāho	✔
32	Te Puni Kōkiri	✔
33	Te Taura Whiri i te Reo Māori	✔
34	Te Manatū Waka – Ministry of Transport	✔
35	Te Tai Ōhanga – The Treasury	✔
36	Whakaata Māori	✔
37	Manatū Wāhine – Ministry for Women	✔
38	Irirangi te Motu – NZ On Air	✔
39	Whaikaha – Ministry of Disabled People	To be invited 2025/26
40	Te Manatū Waeture – Ministry for Regulation	To be invited 2025/26

## Appendix 4: Agencies' Maihi Karauna activities 2024/25

The list below covers Maihi Karauna activities during 2024/25 as reported by the agencies.

#	Agency	Te Reo Resources <sup>15</sup>	Kapa Haka / Waiata / Reo Club	Te Wiki / Mahuru Māori / Matariki	Assigned Reo FTE Resource <sup>16</sup>	Remuneration <sup>17</sup>	Performance Plan inclusion	Language Plan
1	Te Papa Atawhai – Department of Conservation	✔	✔	✔	✔	✔		✔
2	Ara Poutama Aotearoa – Corrections	✔	✔	✔	✔	✔		✔
3	Te Tari Ture o te Karauna – Crown Law Office	✔	✔	✔				✔
4	Manatū Taonga – Ministry for Culture & Heritage	✔	✔	✔		✔		✔
5	Manatū Kaupapa Waonga – Ministry of Defence	✔	✔	✔				✔
6	Te Tari o te Pirimia me te Komiti Matua – DPMC including Te Rākau Whakamarumarū (NEMA)	✔	✔	✔	✔		✔	✔
7	Te Tāhuhu o te Mātauranga – Ministry of Education	✔	✔	✔	✔	✔	✔	✔
8	Manatū Mō Te Taiao – Ministry for the Environment	✔	✔	✔	✔		✔	✔
9	Te Tari Arotake Mātauranga – Education Review Office	✔	✔	✔	✔	✔	✔	✔
10	Te Tari Mātāwaka – Ministry for Ethnic Communities	✔						
11	Te Manatū Hauora – Ministry of Health	✔	✔	✔				✔
12	Te Tari Taake – Inland Revenue Department	✔	✔	✔	✔	✔	✔	✔
13	Te Tari Taiwhenua – Department of Internal Affairs	✔	✔	✔	✔		✔	✔
14	Toitū Te Whenua – Land Information NZ	✔	✔	✔				✔
15	Te Pā Whakamarumarū – New Zealand Intelligence Community (NZIC) & Te Tira Tiaki – Government Communications Security Bureau (GCSB)	✔	✔	✔	✔			✔
16	Te Manatū mō ngā Iwi o te Moana-nui-a-Kiwa – Ministry for Pacific Peoples	✔	✔	✔				✔
17	Manatū Ahu Matua – Ministry for Primary Industries	✔	✔	✔	✔			✔
18	Te Kawa Mataaho – Public Service Commission	✔	✔	✔			✔	✔



















#	Agency	Te Reo Resources <sup>15</sup>	Kapa Haka / Waitata / Reo Club	Te Wiki / Mahuru Māori / Matariki	Assigned Reo FTE Resource <sup>16</sup>	Remuneration <sup>17</sup>	Performance Plan inclusion	Language Plan
19	Te Manatū Whakahiato Ora – Ministry of Social Development	✔	✔	✔	✔	✔		✔
20	Toi Hau Tāngata – Social Investment Agency	✔	✔	✔	✔			✔
21	Tatauranga Aotearoa – Statistics New Zealand	✔			✔			✔
22	Te Aho o Te Kahu – Cancer Control Agency	✔	✔	✔	✔			✔
23	Te Tari Whakataua (formerly Te Arawhiti) – The Office of Treaty Settlements and Takutai Moana	✔	✔	✔	✔			✔
24	Te Puni Kōkiri	✔	✔	✔	✔	✔		✔
25	Te Taura Whiri i te Reo Māori	✔	✔	✔	✔	✔	✔	✔
26	Te Manatū Waka – Ministry of Transport	✔	✔	✔				✔
27	Te Tai Ōhanga – The Treasury	✔	✔	✔	✔		✔	✔
28	Whakaata Māori	✔	✔	✔	✔	✔	✔	✔
29	Manatū Wāhine – Ministry for Women	✔	✔	✔	✔			✔
30	Te Tāhū o te Ture – Ministry of Justice	✔	✔	✔		✔		✔
31	Hikina Whakatutuki – Ministry of Business, Innovation, and Employment	✔	✔	✔			✔	✔
32	Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development	✔	✔	✔	✔			✔
33	Te Mana Ārai o Aotearoa – New Zealand Customs Service	✔	✔	✔				✔
34	Irirangi te Motu – NZ On Air	✔	✔	✔				✔
35	Te Māngai Pāho	✔	✔	✔	✔	✔		✔


















15. This column covers resources (outsourced or internally run) to support te reo Māori learning, use, signage, apps, translation, scholarships, immersion domains, wānanga/ kura reo, reo survey (to identify reo needs of staff for language planning), communications or branding.

16. FTE resource includes a person specifically and exclusively appointed to implement and drive Maihi Karauna activities.

17. Agency has a framework in place to recognise and remunerate staff with te reo Māori proficiency. Remuneration is based on proficiency level using an internal assessment framework or the Level Finder Examination of Te Taura Whiri i te Reo Māori.

## Appendix 5: Agencies' Maihi Karauna Costs 2024/25

#	Agency	< \$10,000	\$10,001– \$25,000	\$25,001– \$50,000	\$50,001– \$100,000	>\$100,001	Not stated or unknown <sup>18</sup>
1	Te Papa Atawhai – Department of Conservation						
2	Ara Poutama Aotearoa – Department of Corrections						
3	Te Tari Ture o te Karauna – Crown Law Office						
4	Manatū Taonga – Ministry for Culture & Heritage						
5	Manatū Kaupapa Waonga – Ministry of Defence						
6	Te Tari o te Pirimia me te Komiti Matua – DPMC including Te Rākau Whakamarumarū (NEMA)						
7	Te Tāhuhu o te Mātauranga – Ministry of Education						
8	Te Tari Arotake Mātauranga – Education Review Office						
9	Manatū mō te Taiao – Ministry for the Environment						
10	Te Tari Mātāwaka – Ministry for Ethnic Communities						
11	Te Manatū Hauora – Ministry of Health						
12	Te Tari Taake – Inland Revenue Department						
13	Te Tari Taiwhenua – Department of Internal Affairs						
14	Toitū Te Whenua – Land Information NZ						
15	Te Pā Whakamarumarū – NZIC & Te Tira Tiaki –GCSB						
16	Te Manatū mō Ngā Iwi o te Moana- nui-a-Kiwa – Ministry for Pacific Peoples						
17	Manatū Ahu Matua – Ministry for Primary Industries						
18	Te Kawa Mataaho – Public Service Commission						

#	Agency	< \$10,000	\$10,001– \$25,000	\$25,001– \$50,000	\$50,001– \$100,000	>\$100,001	Not stated or unknown <sup>18</sup>
19	Te Manatū Whakahiato Ora – Ministry of Social Development						
20	Toi Hau Tāngata – Social Wellbeing Agency						
21	Tatauranga Aotearoa – Statistics New Zealand						
22	Te Aho o Te Kahu – Cancer Control Agency						
23	Te Tari Whakatau (formerly Te Arawhiti) – The Office of Treaty Settlements and Takutai Moana						
24	Te Puni Kōkiri						
25	Te Taura Whiri i te Reo Māori						
26	Te Manatū Waka – Ministry of Transport						
27	Te Tai Ōhanga – The Treasury						
28	Whakaata Māori						
29	Manatū Wāhine – Ministry for Women						
30	Te Tāhū o te Ture – Ministry of Justice						
31	Hikina Whakatutuki – Ministry of Business, Innovation, and Employment						
32	Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development						
33	Te Mana Ārai o Aotearoa – New Zealand Customs Service						
34	Irirangi te Motu – NZ On Air						
35	Te Māngai Pāho						

18. These agencies state that they do not know: their costs are all or part of their spend and cannot be extracted or are absorbed through existing costs (e.g. existing FTE and services).

## Appendix 6: Te Taunaki 2025: Agencies' Results on te Reo Māori

Te Taunaki Public Service Census surveys staff in departments overseen by the Public Service Commission. The first was held in 2021 and the second in March 2025. Below is a table showing the percentage of public servants per agency who agreed with statements about te reo Māori.

#	Agency (% of #responses compared to # total staff)	Staff are encouraged to use te reo Māori	Staff are supported to improve their te reo Māori (e.g. through on-the-job learning, in-house courses, etc).
1	Te Papa Atawhai – Department of Conservation (56%)	73%	67%
2	Ara Poutama Aotearoa – Corrections (55%)	61%	60%
3	Te Tari Ture o te Karauna – Crown Law Office (80%)	90%	86%
4	Manatū Taonga – Ministry for Culture & Heritage (90%)	78%	61%
5	Manatū Kaupapa Waonga – Ministry of Defence (79%)	73%	80%
6	Te Tari o te Pirimia me te Komiti Matua – DPMC (87%)	55%	70%
6a	Te Rākau Whakamarumarū – NEMA (90%)	66%	70%
7	Te Tāhuhu o te Mātauranga – Ministry of Education (74%)	72%	64%
8	Manatū Mō Te Taiao – Ministry for the Environment (72%)	70%	68%
9	Te Tari Arotake Mātauranga – Education Review Office (76%)	87%	98%
10	Te Tari Mātāwaka – Ministry for Ethnic Communities (89%)	37%	45%
11	Te Manatū Hauora – Ministry of Health (79%)	72%	87%
12	Te Tari Taake – Inland Revenue Department (75%)	68%	75%
13	Te Tari Taiwhenua – Department of Internal Affairs (70%)	73%	70%
14	Toitū Te Whenua – Land Information NZ (85%)	74%	80%
15	Te Pā Whakamarumarū – New Zealand Security Intelligence Service (65%)	58%	78%
15a	Te Tira Tiaki – Government Communications Security Bureau (69%)	59%	68%
16	Te Manatū mō ngā Iwi o te Moana-nui-a-Kiwa – Ministry for Pacific Peoples (95%)	72%	72%
17	Manatū Ahu Matua – Ministry for Primary Industries (75%)	51%	51%

#	Agency (% of #responses compared to # total staff)	Staff are encouraged to use te reo Māori	Staff are supported to improve their te reo Māori (e.g. through on-the-job learning, in-house courses, etc).
18	Te Kawa Mataaho – Public Service Commission (92%)	63%	58%
19	Te Manatū Whakahiato Ora – Ministry of Social Development (76%)	59%	53%
20	Toi Hau Tāngata – Social Investment Agency (96%)	76%	75%
21	Tatauranga Aotearoa – Statistics New Zealand (79%)	81%	82%
22	Te Aho o Te Kahu – Cancer Control Agency (98%)	97%	100%
23	Te Tari Whakatau (formerly Te Arawhiti) – The Office of Treaty Settlements and Takutai Moana (78%)	99%	97%
24	Te Puni Kōkiri (79%)	90%	91%
25	Te Manatū Waka – Ministry of Transport (83%)	34%	60%
26	Te Tai Ōhanga – The Treasury (77%)	75%	79%
27	Manatū Wāhine – Ministry for Women (91%)	89%	71%
28	Te Tāhū o te Ture – Ministry of Justice (66%)	67%	56%
29	Hīkina Whakatutuki – Ministry of Business, Innovation, and Employment (70%)	76%	79%
30	Te Tūāpapa Kura Kāinga – Ministry of Housing and Urban Development (80%)	60%	48%
31	Te Mana Ārai o Aotearoa – New Zealand Customs Service (73%)	53%	53%
32	Manatū Waeture – Ministry for Regulation (99%)	34%	31%
33	Manatū Aorere – Ministry of Foreign Affairs and Trade (73%)	68%	77%
34	Whaikaha – Ministry of Disabled People (92%)	74%	38%
35	Oranga Tamariki – Ministry for Children (57%)	68%	48%
36	Te Tari Hara Tāware – Serious Fraud Office (84%)	64%	61%
37	Aroturuki Tamariki – Independent Children’s Monitor (89%)	98%	96%
38	Te Tari Kura Hourua – Charter School Agency (100%)	47%	22%

