

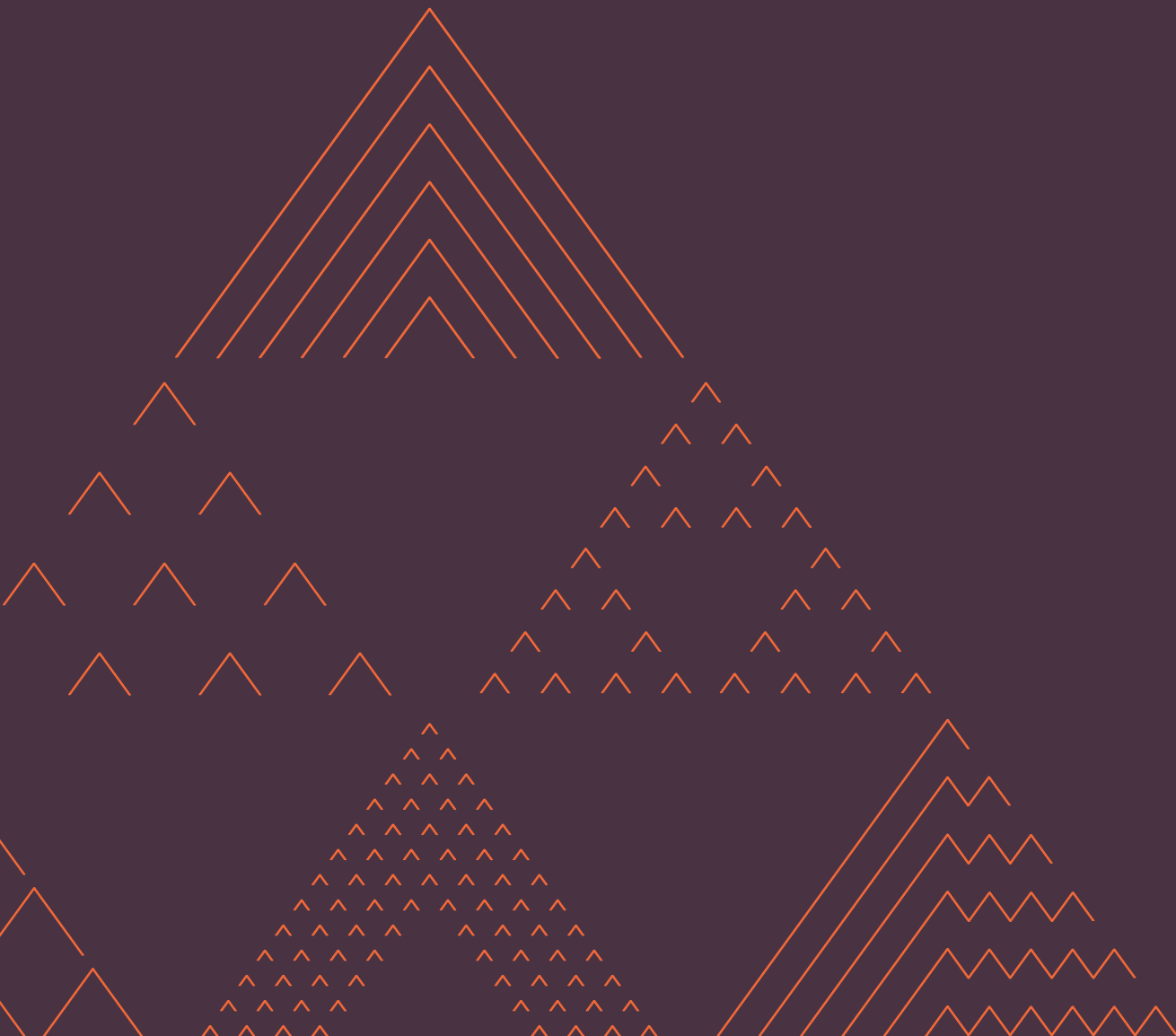


**TE TAURA WHIRI  
I TE REO MĀORI**  
MĀORI LANGUAGE COMMISSION

# Briefing

**to the Incoming Minister 2023**

for Te Taura Whiri I te Reo Māori



# 1.0 He Mihi

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Me mihi ka tika ki te hunga kua ngaro i ngā wiki me ngā marama tata nei. Ko rātou ērā e iri nei i te poho o Ranginui, e tiaho mai rā ki te iwi Māori mō ake tonu atu. Āpiti hono, tātai hono, rātou te hunga mate ki a rātou. Āpiti hono, tātai hono, tātou te hunga ora ki a tātou.

Tihei mauriora!

E te rangatira, e te Minita, tēnā koe.

Kei ēnei whārangi e horaina ana ngā mahi, ngā whāinga me ngā wawata mō tō tāua reo Māori. Ko te wāhanga matua i tohaina mai ai ki a mātou e Te Ture mō te Reo Māori he whakatairanga i te reo ki Aotearoa whānui, he ārahi anō hoki i te whakatinanatanga o te rautaki a te Kāwanatanga, arā ko Te Maihi Karauna.

Ko ēnei ratonga katoa e tukua ana i runga i te ngākau mahaki me te whakaaro nui ki te tangata me te reo Māori. E whakapono ana mātou mā te pēnei e tutuki ai te kaupapa. Heoi anō, kia tau ngā tini manaakitanga ki a koe i tō tūranga rangatira. Ko mātou ēnei e tautoko ake nei.

Kia tau ngā tini manaakitanga ki a koutou ko tō tira i ēnei rā whakatā.

This briefing is intended to provide an overview of Te Taura Whiri i te Reo Māori, namely:

- ▶ Our origins and function
- ▶ Our key people
- ▶ Our brand and message
- ▶ Our strategic direction
- ▶ Challenges and opportunities
- ▶ Your role
- ▶ What to expect in the next six months

## 1.1 Our origins

For most of the 20th century the New Zealand government discouraged, banned and made it socially unacceptable to openly speak te reo Māori. In 1972, the *Māori Language Petition* was presented to Parliament, signed by more than 30,000 New Zealanders.

1972



14 September 1972

Māori Language Petition presented to Parliament

Became Māori Language Day

1985



Hearings for WAI11 claim lodged (aka Te Reo Māori claim)

Four weeks of hearings held at Waiwhetū Marae, Lower Hutt

Waitangi Tribunal found in favour of the claimants

1987



WAI11 findings lead to creation of the Māori Language Act

Te reo Māori is made an official language

Māori Language Commission set up to foster use and preservation of te reo

**14 September 1972** became Māori Language Day and eventually expanded to what we now know as Te Wiki o te Reo Māori (Māori Language Week).

At the establishment of the Commission, our founding board members were Sir Tīmoti Karetū, Sir Kīngi Matutaera Ihaka, Dame Kāterina Te Heikōkō Mataira, Anita Moke and Dr Ray Harlow. The board's first action was to create our name: **'Te Taura Whiri i te Reo Māori: the rope that binds the language'**. The logo, a partially woven rope, was created by Dame Kāterina at the same meeting, and the new name and logo were agreed to, a karakia shared and the decision ratified.

### We now have two distinct brand identities:

1 /



Our corporate identity bears the original taura whiri logo designed by Dame Kāterina. This can only be used by Te Taura Whiri i te Reo Māori or with our permission.

The triangle is the niho taniwha used in tukutuku, tāniko and whakairo; a symbol of strength, resilience and leadership.

The taura in the middle has frayed ends; the miro represents the uniqueness of iwi dialect and diversity.

The bands around the edges are strands of harakeke woven together. They represent iwi and people united together for te reo Māori.

2 /



Our heitiki logo is available for the public to use to support te reo Māori revitalisation efforts. It can be used for events and presentations but not for commercial gain.

The tongue represents the elements of revitalisation: status, critical awareness, acquisition, use and corpus.

The colours used in the arero represent the rākau (cuisenaire rods) used in teaching the Ataarangi method, familiar now to decades of school children and adults and recognises the diversity of people who live in Aotearoa and that te reo Māori is for everyone.

## 1.2 Our statutory functions

The Māori Language Commission was set up to promote the use of Māori as a living language and as an ordinary means of communication<sup>1</sup>. As a result of the Act, Te Taura Whiri now has a focused role in te reo revitalisation by working with other agencies to meet Crown Commitments under the Act; by promoting te reo Māori to wider New Zealand; by investing in research; and acting with a wide remit to give effect to the status of te reo Māori as an official language.

### From Te Ture mō te Reo Māori 2016 (s40):

#### *Functions and powers*

#### **40 Functions and powers of Te Taura Whiri**

- (1) The functions of Te Taura Whiri are—
  - (a) to take such steps as are reasonably necessary in the opinion of Te Taura Whiri to give effect to the status of Māori as an official language of New Zealand; and
  - (b) to promote the Māori language—
    - (i) as a living language; and
    - (ii) as an ordinary means of communication; and
  - (c) to take the lead in co-ordinating the implementation of the Maihi Karauna strategy; and
  - (d) to consider and report to the Minister on matters relating to the Māori language; and
  - (e) to make provision for, and to grant, certificates in accordance with Schedule 6; and
  - (f) to prepare, maintain, and publish a register of persons who hold certificates granted under this Act, including any endorsement of a certificate.
- (2) Te Taura Whiri has the powers necessary to carry out its functions.

**7.9%**  
of New Zealand  
speaks  
te reo Māori

(Source: GSS, 2021)

**73%**  
of New Zealanders  
believe te reo is an  
important part of  
our national identity

(Source: Kantar Public, 2022)

<sup>1</sup> Refer Māori Language Act 1987 and [Te Ture Reo Māori 2016](#) (administered by Te Puni Kōkiri)

### 1.3 Who we are

We have five members on our board, with the most recent announcements being Dr Jeremy Tātere McLeod's reappointment for another term and the appointment of a new member, Te Atamira Jennifer Ward-Lealand. Terms of appointment are in [4.3 Appointments](#).



#### Toihau

Professor  
Rawinia Higgins  
(FRSNZ)  
*Ngāi Tūhoe*



#### Toihau Tuarua

Charisma  
Rangipunga  
*Kāi Tahu, Ngāti  
Kahungunu,  
Taranaki,  
Ngā Rauru*



#### Kaiwhiri

Bayden Barber  
(CMIInstD)  
*Ngāti Kahungunu,  
Ngāpuhi,  
Kāi Tahu*



#### Kaiwhiri

Dr Jeremy  
Tātere MacLeod  
*Ngāti Kahungunu*



#### Kaiwhiri

Te Atamira  
Jennifer  
Ward-Lealand  
(CNZM)

Our Chief Executive is Ngahiwi Apanui, and our senior leadership team has five members:



Left to right:  
(rear) Tuehu Harris,  
Te Tumatakuru O'Connell,  
Matu Ihaka;  
(front) Ngapera Hoerara,  
Ngahiwi Apanui,  
Christine Ammunson

**Director of Te Hāpai Ō / Deputy CE:**

Tuehu Harris

**Director of Te Amo:**

Ngapera Hoerara

**Director of Te Puna Ratonga Reo Māori:**

Te Tumatakuru O'Connell

**Director of Te Toko Reo:**

Christine Ammunson

**Director of Te Hiringa:**

Matu Ihaka

# Our staff

Our staff composition  
now consists of

**56**  
**members**

A low turnover rate of

**6%**

and an average staff age of

**39.83**

years

this demonstrates the **stability** and  
**experience** within our workforce.

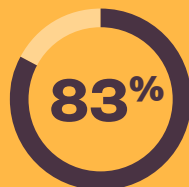
People are positive about  
being part of Te Taura Whiri,  
the work we do and the  
impact of that work on the  
people we serve.



This is reflected in our  
annual staff engagement  
survey, where Te Taura  
Whiri has a positive score  
overall of 73%.

Te Taura Whiri i te Reo Māori is predominantly

**Māori** + **female**



**We are also ethnically diverse**

with Vietnamese, Malaysian, Pākehā, Ukraine, Cook Island,  
Lebanese, Niuean, Solomon Island and Samoan heritage  
represented among our workforce.



## 1.4 Our message



In 2018 our theme for Te Wiki o te Reo Māori became “Kia kaha te reo Māori”. The literal translation of this phrase is “The Māori Language Be Strong”, but it has the following meanings:

1. May the Māori Language be strong
2. Be strong in the Māori Language
3. Be strong in your use of the Māori language
4. Be strong in promoting the use of the Māori Language
5. The Māori Language will make us strong
6. Let's make the Māori language strong

We have continued to promote that message since then, as “kia kaha” is a familiar and easily recognisable phrase among New Zealanders but has a long history of use since first contact:

- ▶ It has been in use among English speakers since at least the 1880s, when it formed part of a football chant: Ake, ake, ake, kia kaha!
- ▶ By 1895 its use in the badge of the North Canterbury battalion was approved by the Defence Department, and it was used as a war cry by New Zealand troops in the South African war. Its use has continued in military and sporting contexts ever since.
- ▶ A banner saying “Ake, ake, kia kaha” was presented by the Mayor of Auckland to the flag ship USS Brooklyn in 1941 and was adopted by Brooklyn as its own. As the ship sailed out, it flew a Māori flag, gifted by tangata whenua; and a NZ flag, gifted by the people of Auckland.

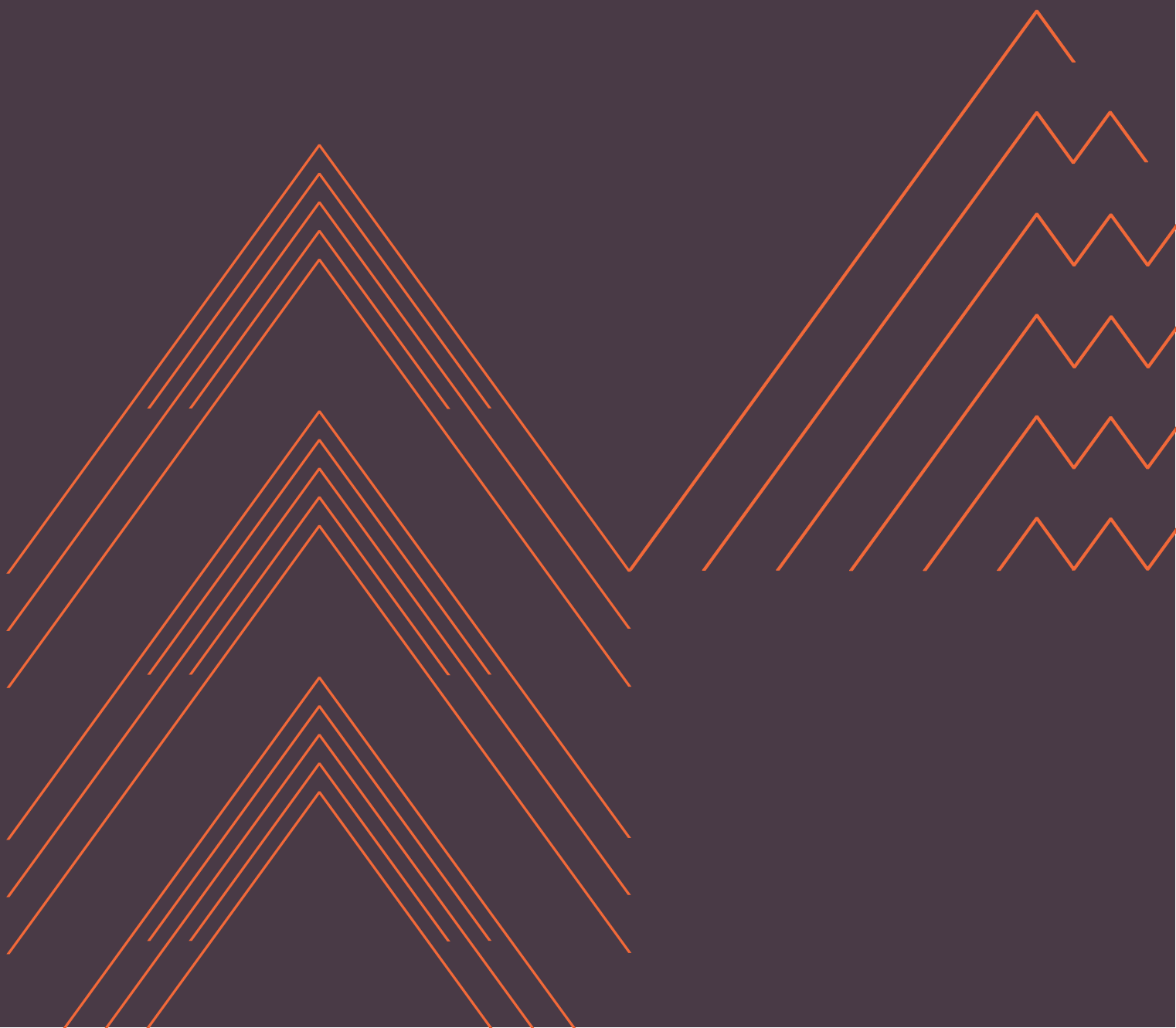
The intention of the theme is to encourage people to be strong and courageous in their use of te reo Māori, however much or little they know and also to encourage others – especially young people.

We also encourage organisations to take a lead in strengthening the use of Maori language with customers, in the naming of products and services and in branding. Kia kaha!



2.0

# Strategic background



## 2.1 Intervention Logic 2020-2024

Based on the *Maihi Karauna* Goals



## 2.2 Strategic documents and reporting

We have a number of strategic documents which guide our direction:

- ▶ [Maihi Karauna](#) – the Crown’s strategy for Māori language revitalisation 2019-2023
- ▶ [Statement of Intent](#) – our strategic goals 2020-2024
- ▶ [Statement of Performance Expectations](#) – our yearly performance measures

There are three Audacious Goals set out in the Maihi Karauna:

1 /	2 /	3 /
<b>Aotearoatanga</b> Nationhood	<b>Mātauranga</b> Knowledge and skills	<b>Hononga</b> Engagement
By 2040, 85 per cent (or more) of New Zealanders will value te reo Māori as a key part of national identity.	By 2040, 1,000,000 (or more) New Zealanders 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.

The Maihi Karauna and the Statement of Intent are both in their final year now, so new versions of these strategic documents are expected to be published in this financial year.

Our current 2023/24 Statement of Performance Expectations (SPE) details our commitments for the year and lists our 15 performance measures (see Appendix 1). This is a reduction from previous years, as duplication in some measures had occurred over time and some measures no longer reflected our work. As our strategic documents are renewed, we would like to develop more qualitative performance measures than quantitative. The SPE measures are derived from the goals set out in the Statement of Intent.

### Te Whare o te Reo Mauriora

There are two components to the Māori language strategy for Aotearoa: Te Taura Whiri are responsible for leading the implementation and monitoring of the Crown’s language strategy (Maihi Karauna) and promoting te reo Māori to wider New Zealand (macro); Te Mātāwai represent iwi Māori and are responsible for leading the Māori language revitalisation strategy (Maihi Māori) through investment in iwi, whānau and community initiatives so Māori can pursue and fulfil their own reo aspirations (micro). Together, we make the public policy framework Te Whare o te Reo Mauriora.

The framework requires a collaborative partnership between the Crown and Iwi Māori to bring about substantial, positive changes for enhancing Māori language outcomes. Te Taura Whiri recognises the value behind a partnership approach between the government and iwi. However, it has been challenging to find an effective approach to collaboration. We have proposed a way forward together for the improvement of te reo Māori outcomes across the four key agencies responsible for te reo Māori: Te Taura Whiri i te Reo Māori, Te Mātāwai, Whakaata Māori, and Te Māngai Pāho (see Appendix 2).

## Reporting

We email a quarterly report to the Minister's office which shows:

- ▶ Accomplishments, sponsorships, and news
- ▶ Year-to-date progress against our SPE measures
- ▶ Risks
- ▶ Financials

The Q4 report is considered the Minister's preliminary insight to our annual performance. Our annual report is expected to be provided to the Minister and Parliament in October each year.

## 2.3 How we focus our work

Our work is summarised by four focus areas that link directly to the Maihi Karauna and they are:

- ▶ **Te whakapakari i te Maihi Karauna, hei tautoko i te whare o te reo Mauri Ora**  
Strengthening the Maihi Karauna to support Te Whare o Te Reo Mauri Ora.
- ▶ **Te whakapiki i te tokomaha puta noa i Aotearoa e uara ana i te reo Māori**  
Building the number of New Zealanders who value te reo Māori to encourage its learning and use as an integral part of our national identity
- ▶ **Te waihanga me te whakatairanga rauemi hei tautoko i te whakamahere, te ako me te whakamahi i te reo Māori**  
Generating new resources, maintaining existing resources and providing better access to support the learning, use and quality of te reo Māori.
- ▶ **Te whakarite kia kounga tonu te reo Māori**  
Ensuring the quality of te reo Māori is maintained

## Our structure

The Chief Executive office has five staff, with responsibility for EA support, principal strategy, rangatahi (youth) strategy and the Maihi Karauna Event Fund sponsorship coordination.

We then have five ohu (internal departments) managing the following workstreams:



Matu Ihaka

### Te Hiringa

Responsible for language planning, with a priority on the public sector in order to accomplish the goals of the Maihi Karauna. Te Hiringa strengthen relationships between Te Taura Whiri and government agencies through language planning workshops, where they provide resources, expert speakers and support to help agencies and businesses with the ongoing development of their language plans. The ability to strengthen relationships also has a positive impact on interagency sharing and collaboration opportunities. Language planning seeks to build upon – not replace – existing activity and is the mechanism by which we coordinate the implementation of the Maihi Karauna as required by the Act.



Christine Ammunson

### Te Toko Reo

Responsible for partnerships, events and promotions, Te Toko Reo is responsible for the design and implementation of a variety of campaigns to engage all of Aotearoa in the journey to revitalise the Māori language. The organisation's brand guardians, Te Toko Reo lead strategic relationships and partnerships. As the strategists behind the iconic annual Māori Language Week, Te Toko Reo lead partnerships and promotions for the organisation. They lead strategy around key relationships and partnerships while also leading social media channels, digital platforms and traditional media engagement. This small team's work is world-leading, the first New Zealanders to take out the Grand Prix at the prestigious International Public Relations Associations Golden World Awards. Their campaigns have also won Polaris Awards in London and Reed Awards in Washington DC.



Te Tumatakuru O'Connell

### Te Puna Ratonga Reo Māori

Responsible for maintaining the quality of te reo, Te Puna provide translation services, testing for translator and interpreter certification, as well as language proficiency testing, development and advice. Language advice is generally provided to the public service and the public at large. The development of new terminology and maintenance of orthographic conventions and writing standards fall within this team's scope of work. Many advice requests to Te Taura Whiri are to seek comment on our Māori language decisions; to request translations; to ask about our proficiency testing and exams; or to ask for language advice – meaning there is heavy demand for the expertise of a comparatively small group.



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Ngapera Hoerara

## Te Amo

Te Amo includes two different teams. Research and Evaluation commission, evaluate and report on research; and Te Taituarā provide support to Te Papa Kōrero (the public sector CE forum) and Te Tokomatua (the senior leadership forum) and manage projects that arise out of these two platforms, such as the Provision of te reo Māori to the public sector pilot and the collaborative scholarship programme, Te Rito, with Māori Education Trust.

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Tuehu Harris

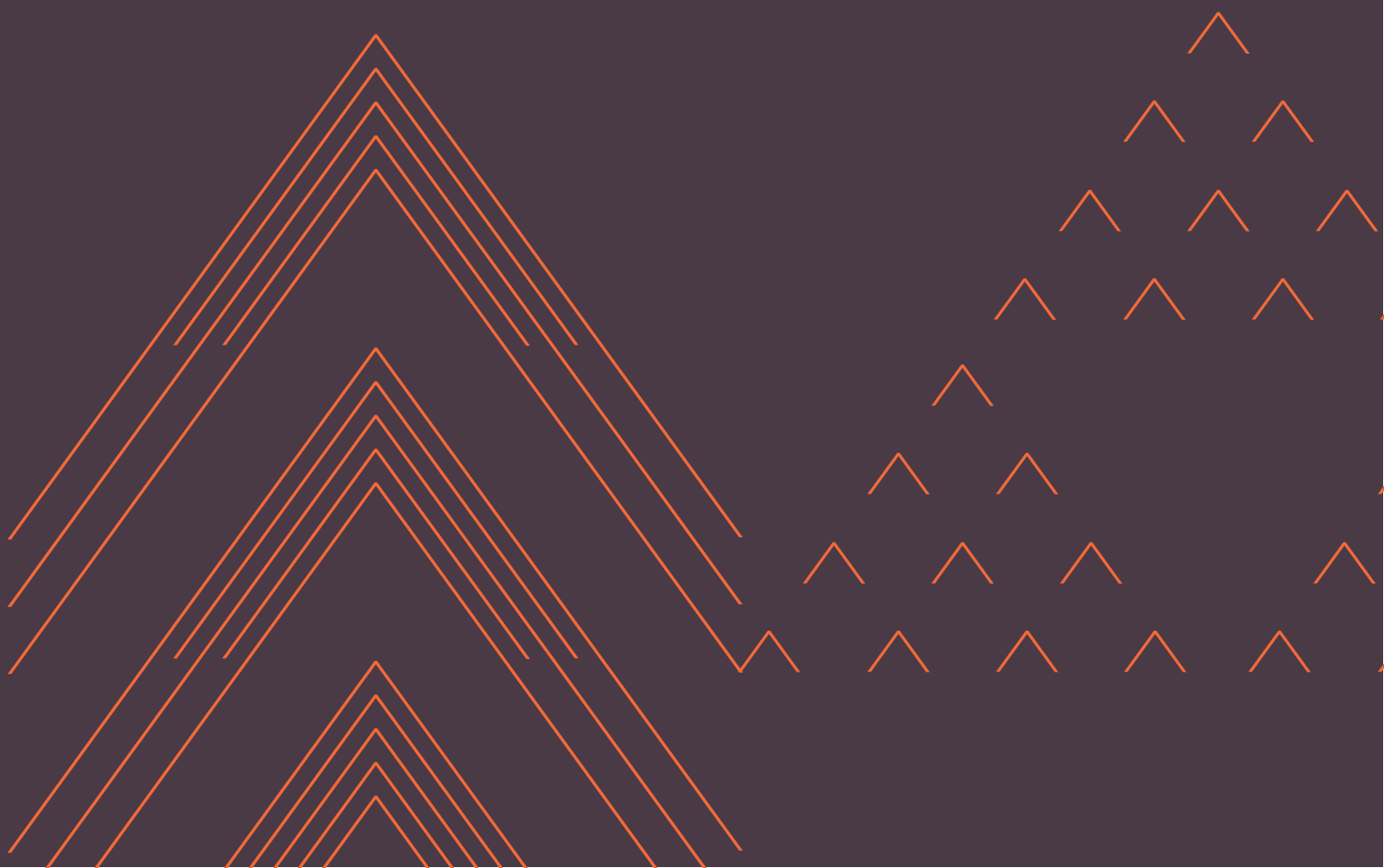
## Te Hāpai Ō

For the services and supports that enable our organisation to do its business, Te Hāpai Ō is home to them:

- ▶ Finance, payroll and admin
- ▶ HR
- ▶ IT support and technical leadership
- ▶ Project management and business analysis
- ▶ Reporting and compliance
- ▶ Information management

3.0

# Challenges and opportunities



## Te Reo brings New Zealanders together

In spite of the critics over the years, the Māori language increasingly brings our people together – from large multinational companies to tiny rural towns to sports teams; through the national embrace of the Matariki holiday and the enormous audience who gazed in wonder at the stage at Te Matatini. Our own polling by Kantar Public shows 73% of New Zealanders agree the Māori language is an important part of our culture, and we can see it reflected across our communities: New Zealanders see te reo as a part of their identity and something that makes us stronger as a nation. We strive to build on this sense of unity and wellbeing.

The Māori Language is a taonga under Article Two of the Treaty of Waitangi (Section 8). This creates an Article One responsibility for the Crown to guarantee Māori the possession of this taonga. This in turn leads to a future Article Three right in which access and use of te reo Māori is a citizenship right of all New Zealanders. Right now 8% of the population speak it; 3,000 teachers are required for Māori-medium schools; and 30,000 teachers are required for English-medium schools. The demand is there – the challenge is to ensure we are putting in place the infrastructure to meet it.

This section summarises current and approaching challenges and opportunities in te reo Māori revitalisation.

## 3.1 Challenges

### 1. Budgetary pressures

We are a small organisation serving both the public sector and all New Zealanders, and our role has grown exponentially as we engage with more people and organisations.

We have formal and informal relationships with all the core public service agencies and leading private sector businesses like Air NZ, Foodstuffs, McDonald's, Sky, and many smaller businesses, schools and community groups across the country.

Our language planning team has increased significantly since 2016, growing from five FTEs to nine FTEs in 2023 to meet the demand for advice and resources. Activity promoting te reo Māori to all New Zealanders has increased tenfold since 2015, yet we retain the same budget of around \$400K. In Budget '22, we bid for an extra \$3million for promotions to take the pressure off our communications team but were unsuccessful, so we have had to target our spending very carefully.

Overall, FTEs are our largest budgetary item, soaking up more than 70% of our total budget of \$10.8million per annum, despite paying some of the lowest rates in the sector – less than most government agencies – and being unable to compete with the lure of more competitive private sector salaries.

Our financial modelling tells us that without additional funding in the near future, we will have to make budget cuts and consider a range of decisions which could include reviewing staff numbers.



## 2. Generative AI

We view emerging technology platforms as instrumental in enhancing service delivery and have a digital transformation programme strategy that seeks to improve our services and capability.

However, parallel to our digital transformation programme is an in-depth assessment of the impact of generative AI technology on te reo Māori. GenAI presents global challenges to all industries, technologies and language revitalisation efforts, including potential issues related to misrepresentation, cultural dilution, and ethical concerns such as data privacy and data sovereignty. It could also impact on our leadership status in indigenous language revitalisation globally.

The use of AI models may unintentionally produce language patterns that are inappropriate or culturally insensitive, thereby undermining the depth and nuance intrinsic to indigenous languages including te reo Māori. GenAI poses both significant risks and significant opportunities for te reo Māori and the services provided by Te Taura Whiri i te Reo Māori. It is an emerging risk we want to be a leader in understanding and addressing.

## 3. Expiry of the Maihi Karauna strategy

The Maihi Karauna strategy is a plan designed to be implemented over four years. Our challenge is in effectively engaging all public sector agencies, who are hesitant to commit their resources – people, money, time, knowledge etc. – due to the uncertainty surrounding future strategic pathways. Although the Maihi Karauna operates as a mid-term plan, its objectives extend into the long term. Those long-term goals require matching financial resource and strategic commitment from government that will carry the public sector towards their successful implementation.

## 4. LFE and reo Māori allowance

Public sector agencies have been encouraged to make provision for a reo Māori allowance to increase capability across the public sector. Currently, public service remuneration bands do not allow for recognition of te ao Māori skills including te reo Māori proficiency. We know, from the 2021 Te Taunaki Public Service Census, 58% of public servants use at least some te reo Māori at work, but fewer are proficient, with 6% saying they can have a conversation about a lot of everyday things in te reo Māori. This jumps to 26% for Māori public servants.

Māori and Māori-speaking staff in the sector are often called upon to lead te reo Māori and tikanga initiatives i.e., mihi whakatau, learning of waiata and te reo classes etc. The allowance would be payable to those staff who have confirmed their level of proficiency with our Level Finder Examination (LFE). We expect this to result in a significant surge in public-sector demand for proficiency testing from Te Taura Whiri, potentially leading to waiting lists and backlogs as we develop capacity to deliver examinations at this scale.

As part of LFE development we are testing and implementing online delivery of the exam as well as developing a new suite of LFE exams to future proof LFE for at least the next five years.

## 3.2 Opportunities

### a. Policy development

Te Taura Whiri i te Reo Māori is at the forefront of guiding the implementation of the Maihi Karauna. We do this through positive influence by supporting government organisations to develop Māori language plans and guidelines. However, by bringing dedicated policy development for te reo – which currently sits within the wider policy unit of our monitoring agency Te Puni Kōkiri – into Te Taura Whiri, we can empower te reo Māori as an integral part of all policies forged within the public sector. All government initiatives should be scanned for their impact on te reo Māori. This transition would lay foundations for the advancement of te reo and empower us to achieve sector-wide impact and implementation. It would also strengthen our role in the Maihi Karauna.

### b. Hauora o te reo Māori dashboard

There is a need for the development of a framework and dashboard for collecting and standardising data that shows the overall health of te reo Māori through a range of revitalisation efforts. Data points could encompass aspects like demand, societal shift, proficiency levels, nationwide bilingualism and other key areas, extending beyond the scope of data collected by Te Taura Whiri i te Reo Māori.

Data sources could include General Social Survey, Census, Te Taunaki, surveys and longitudinal studies with a focus on public sector language planning initiatives. Our goal would be to capture data aligned to the five elements of language planning - Status (Mana), Critical awareness (Mārama pū), Acquisition (Ako), Use (Kōrerotanga) and Corpus (Kounga).



**MANA**

Status



**MĀRAMA PŪ**

Critical awareness



**AKO**

Acquisition



**WHAKAMAHI**

Use



**PUNA**

Corpus

Here are a few examples of data points that could be included in the dashboard:

- ▶ Percentage of New Zealanders who value te reo Māori
- ▶ Progress against the million speakers by 2040
- ▶ Demand for te reo Māori teachers in mainstream and Māori medium education
- ▶ Number of te reo Māori speakers in the public service

By making this tool publicly accessible, we empower people with better insights to enable the design of initiatives that more effectively address areas that need strengthening or additional attention.

### c. **Te Taura Whiri as international leaders**

We have signed Indigenous Collaboration Arrangements with Australia (2020) and Canada (2022). The arrangements formalise each Government working together and acknowledges a shared commitment to improving the lives and wellbeing of each country's indigenous peoples, who play a pivotal role in the prosperity and wellbeing of their communities as well as the contribution they make to the national economy. We have not yet utilised these formal arrangements to work with these countries around language revitalisation, and without greater investment, we are unable to benefit from stronger collaboration within our industry.

The UN International Decade of Indigenous Languages (UN IDIL) 2022-2032 launched in the Oceania region with Te Matatini, putting Aotearoa front and centre of the indigenous languages kaupapa. Professor Rawinia Higgins was appointed to the Global Taskforce for IDIL as one of three Pacific region representatives and spoke at the UNESCO launch in Paris last year and addressed the United Nations General Assembly in New York. Our engagement with the IDIL has shown that our relations across the Pacific, particularly Polynesia, lack resources to help with their language revitalisation strategies. The impact and influence of English across the region has been both enduring and widespread. This is particularly true for the realm nations – Niue, Tokelau and Cook Islands – whose languages are endangered. At the invitation of the Vagahau Niue Language Commission and the Ministry of Foreign Affairs and Trade we took part in an exchange this year. Our chief executive also helped launch Australia's launch of the decade at the PULiMA Indigenous Language and Technology Conference in Darwin where he was a keynote speaker.

Ongoing engagement and knowledge sharing between Te Taura Whiri and other language commissions in the Pacific as part of our regional leadership role is part of our strategy moving forward. We can leverage our existing profile among language revitalisation communities, transcending political tensions, and setting the benchmark by:

- ▶ Exemplifying excellence in indigenous translation and interpretation
- ▶ Setting new high standards by incorporating a Māori world view into our practices
- ▶ Modelling courageous leadership through indigenisation of language revitalisation activities
- ▶ Seizing the opportunity to be world leaders in professional indigenous translation and interpreting through adaptation of international standards and engagement.

#### **d. Public sector te reo Māori inventory project**

Maintaining high standards and consistency of te reo Māori across the public service is imperative to the successful implementation of our sector-wide te reo Māori strategy. To accomplish this, a database of existing reo Māori kupu, translations and usage needs to be developed. In order to build a robust database, a large-scale inter-agency cooperative project to inventory every organisation for their existing reo Māori resources, documents and translations is required. Having a repository of reo Māori information will contribute to a database with a wealth of data and information that can be drawn upon extensively for a variety of purposes.

#### **e. Access to government services and information**

The Māori Language Act provides guidance that “government services and information should be made accessible to iwi and Māori through the use of appropriate means (including the use of te reo Māori).” The establishment of a digital report library, where all reports and research produced within the public sector could be indexed and stored across the entire sector, would provide a go-to place for information with the expected impact being:

- ▶ Informs new research through knowledge sharing reducing ‘reinvention of the wheel’
- ▶ Provides a view over time of how, and if, environments have changed (for te reo Māori, for example, within certain domains)
- ▶ Makes information accessible to indigenous communities abroad who look to Aotearoa as leaders in language revitalisation and the use of legislative tools to preserve Māori culture and rights
- ▶ May show examples of how government and Māori have worked towards reconciliation and improved outcomes
- ▶ Models openness and accountability by bringing reports into light that are easily lost inside agencies once they have served their purpose
- ▶ May show diversity in domains where Māori and te reo Māori should be cultivated.

#### **f. Social change through social marketing**

Major social change in New Zealand in response to government policy has always been accompanied by social marketing i.e. the ‘ghost chips’ ad and associated alcohol moderation campaign. The change sought in status, use and acquisition of te reo Māori also needs investment. Te Taura Whiri i te Reo Māori is not currently funded for social marketing but does see this as an important tool to increasing participation in revitalisation efforts and will look at ways to support organisations and entities interested in developing this further particularly in the business community.

**g. Big business partnerships**

Increasingly, the private sector are launching their own initiatives to help revitalise te reo. From chocolate companies to airlines, supermarkets with bilingual checkouts to stadiums with bilingual announcements. Companies with nationwide visibility have the ability to take te reo Māori into places that the public sector on its own may struggle to reach, and the impact can be widespread and enduring. Investing in these partnership opportunities with the private sector takes cooperation, vision, and support but have a massive impact on the normalisation of te reo Māori in the land of its birth.

Te reo Māori featured in the FIFA Women's World Cup co-hosted by Aotearoa and Australia in a plan that leaned into the inclusion and showcasing of the Indigenous cultures of both nations. The goal was to grow women's football and to boost tourism for the two neighbouring countries. The result was that football records in both countries were smashed over and over again, exposing citizens and visitors to 'the beautiful game' and the beautiful indigenous cultures and languages of the host countries.

Te Taura Whiri commissioned the creation of the anthem Poi Tukua song, which encouraged everyone to get involved in taking poi to the world. For the first time at a World Cup, all of the nine host cities were referred to in both English and Indigenous terms, including in the website content, signage and broadcasts. Soccer organisers in Australia and New Zealand successfully pushed to have Indigenous flags flying at stadiums. In New Zealand a karanga was performed ahead of each match, while in Australia the pre-game ceremonies included a welcome to country by Aboriginal or Torres Strait Islander elders. These are huge platforms for taking indigenous culture to the world and shape the identity of a nation.

4.0

# The Minister's role



### **The Minister as māngai for te reo Māori:**

We are strategically growing a network of language champions in both the state and private sectors, as well as in other communities, to raise awareness about the value of te reo Māori and to encourage its use. The visibility of these proponents, and their endorsement, brings credibility to our reo Māori revitalisation efforts and amplifies the cause to a broader audience. Not only does their promotion foster a sense of pride and motivation among reo Māori users, but it also opens doors to new networks and untapped partnership opportunities.

As the Minister for Māori Development, you are the māngai - a spokesperson and champion for te reo Māori and, importantly, a representative who can protect te reo Māori and its status as an official language. You have the capacity to shape and contribute to the development of policies that align with our goals, and we will support your mahi in this regard.

### **The Minister's role in making appointments to the Board:**

Te Taura Whiri i te reo Māori is governed by a Board of five members. In accordance with s41 of Te Ture mō Te Reo Māori 2016, the Minister for Māori Development must appoint the chairperson and the deputy chairperson. Three of the five appointments must be made from nominations made to the Minister by Te Mātāwai.

In making appointments to the Commission, the Minister must have regard to the need for Te Taura Whiri to have a membership with the appropriate mix of knowledge, skills and experience, including:

- (a) Māori language proficiency:
- (b) Māori language revitalisation:
- (c) governance:
- (d) community development:
- (e) management:
- (f) Māori culture:
- (g) central government operations.<sup>2</sup>

### **In regard to our relationship with the Minister:**

- I. With the implementation of the Maihi Karauna and the statutory leadership role of Te Taura Whiri i te Reo Māori, language issues will become more prominent across the public sector including all of the Minister's portfolios. We recommend meetings with the Minister are held more frequently so issues can be identified and discussed, and any risks mitigated.
- II. The idea of a functional leader for te reo Māori in the government sector was proposed by Te Papa Kōrero (the forum of public sector CEs) in 2016. Given the heightened emphasis on te reo Māori revitalisation and the current environment, we believe this idea should be revisited by the Minister.

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<sup>2</sup> Refer sections 41 and 21(3) of Te Ture mō Te Reo Māori 2016

# Looking ahead – on the Minister’s radar

## 4.1 Legislation in the House

We have no legislation before Parliament. However, the Minister should be aware of the review of Te Ture mō Te Reo Māori 2016 (the Act). [Section 44 of the Act](#) states that as soon as practicable after 30 April 2019, the Minister is to commence a review of the operation and effectiveness of the Act in accordance with the terms of reference set by the Minister and Te Mātāwai, and prepare a report on that review. It is a high-level technical review and was completed between November 2020 and June 2022, impacted by the pandemic restrictions of the time.

The report is available through Te Puni Kōkiri

<https://www.tpk.govt.nz/en/o-matou-mohiotanga/te-reo-maori/te-ture-mo-te-reo-maori-2016-review>

## 4.2 Appointments

Te Atamira Jennifer Ward-Lealand was appointed Māori Language Commissioner and the announcement made by Minister for Māori Development Willie Jackson on 24 August 2023. At the same time, the Minister confirmed the re-appointment of Dr Jeremy Tātere-Mcleod. Commissioners serve for a term of three years. Both of their terms begin 1 September 2023.

The current Commissioners are:

**Professor Rawinia Higgins (Toihau)**

– third 3-year term from 30 June 2021 – 29 June 2024

**Charisma Rangipunga (Toihau Tuarua)**

– third 3-year term from 30 June 2021 – 29 June 2024

**Jeremy MacLeod**

– second 3-year term from 1 September 2023 – 31 August 2026

**Te Atamira Jennifer Ward-Lealand**

– inaugural term from 1 September 2023 – 31 August 2026 (replaces Wayne Panapa)

**Bayden Barber**

– 2-year term from 1 July 2020 – 30 June 2022.

Term has expired and awaiting a decision on reappointment.



### 4.3 Events of significance

The Minister for Māori Development is encouraged to attend Te Wiki o te Reo Māori events in September each year. Nga Tohu Reo Māori is our flagship event, and we will host the next awards night in Wellington. An invitation will be extended to the Minister's office as guests of our CE. The awards recognise and celebrate excellence and long-term commitment to te reo Māori from individuals, groups and organisations across the country.

Kaupapa	Description	Milestone
Reo Māori	Ngā Tohu Reo Māori Awards	TBC (expected Mar/Apr 2024)

### 4.4 Upcoming accountability documents

Kaupapa	Description	Milestone
<b>Statement of Intent (Sol)</b>	Te Taura Whiri plans to prepare its next strategic intentions document in early 2024, covering a four-year period from 2024-2028.	Feb-Mar 2024
<b>Quarterly report</b>	Quarterly reports are emailed to the Minister's office directly	<ul style="list-style-type: none"> <li>▶ 31 October 2023</li> <li>▶ 31 January 2024</li> <li>▶ 30 April 2024</li> <li>▶ 31 July 2024</li> </ul>
<b>Annual report</b>	Reports (English and Māori) provided to Parliament on the performance of Te Taura Whiri for 2022/23	October/November 2023
<b>Māori Affairs Select Committee (MASC) – annual review</b>	Appearance of the Chief Executive before the Māori Affairs Select Committee	February/March 2024
<b>Statement of Performance Expectations (SPE)</b>	Our goals for the next financial year	May/June 2024

# Kia haruru a Aotearoa whānui i tō tātou reo taketake

## All New Zealand will resonate with our Indigenous language

This briefing provides an overview of our responsibilities and what we see on the horizon for language revitalisation in Aotearoa. We have acknowledged the long journey for te reo to reach where it is today, and our work continues towards realising the vision for te reo Māori tomorrow. Every day our small, hardworking team supports the increasing significance of te reo in the lives of our friends, within our communities, and to the economy.

As an autonomous Crown entity, we consider and report to the Minister on matters relating to the Māori language, providing advice at your request. We are looking forward to getting to know you better as we work together in your ministerial role.

**Ngahiwi Apanui**

Tumu Whakahaere



# Appendix 1

## Statement of Performance Expectations 2023/24

These are our performance measures for the current financial year:

<b>MEASURE:</b>			
	<b>ESTIMATED</b>	<b>TARGET</b>	
	<b>Actual/Baseline</b>	<b>2023/24</b>	
	<b>2022/23</b>		
<b>Strengthening the Maihi Karauna to support Te Whare o Te Reo Mauriora</b>			
† 1.1	Number of state sector agencies that are supported to develop a language plan	35	40
1.2	Percentage of agencies reporting that Te Taura Whiri i te Reo Māori provided helpful tools and advice to support their language plan	60%	65%
<b>MEASURE:</b>			
	<b>ESTIMATED</b>	<b>TARGET</b>	
	<b>Actual/Baseline</b>	<b>2023/24</b>	
	<b>2022/23</b>		
<b>Building the number of New Zealanders who value te reo Māori to encourage its learning and use as an integral part of our national identity</b>			
† 2.1	Number of email subscribers	New measure for 2022/23 Baseline email subscribers: 110,000	Target: 122,000 email subscribers Growth: 11,000 new subscribers
† 2.2	Number of social media followers	Estimated Actual: 170,000	Target: 180,000 social media followers Growth: 10,000 new social media followers
2.3	Number of events supported – online and/or in person	42	40

† From Vote Māori Development Estimates of Appropriation 2023/24

2.4	Increase in the percentage of respondents that agree the Māori language is an important part of our culture in Aotearoa	New measure for 2022/23: 73% <sup>4</sup>  <b>Baseline percentage of respondents who agree that the Māori language is an important part of our culture in Aotearoa: 73%</b>	<b>Kantar Colmar Brunton poll baseline:</b>  Target: 74% of respondents agree that the Māori Language is an important part of our culture in Aotearoa  Growth: 1% more respondents agree that the Māori language is an important part of our culture in Aotearoa
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	<b>MEASURE:</b>	<b>ESTIMATED</b>	<b>TARGET</b>
	<b>Creating and promoting resources to support planning for and the learning and use of te reo Māori</b>	<b>Actual/Baseline 2022/23</b>	<b>2023/24</b>
3.1	Number of lexical domains/specialist fields such as IT, Science, Public Sector terms etc., supported to meet demand for new words	New measure 2023/24	4
† 3.2	Number of research and evaluation projects commissioned	4	4
3.3	Research reports are quality assured according to Principles of a Kaupapa Māori Ethical Framework <sup>5</sup> (footnote link - <a href="#">Kaupapa Māori   What Works</a> )	New measure 2023/24	Standard met/not met
3.4	Evaluation reports are quality assured according to Evaluation Standards for Aotearoa NZ <sup>6</sup> (footnote link - <a href="#">ANZEA-Superu-Evaluation-standards-final-020415.pdf</a> )	New measure 2023/24	Standard met/not met

† From Vote Māori Development Estimates of Appropriation 2023/24

<b>MEASURE:</b>			
	<b>ESTIMATED</b>	<b>TARGET</b>	
<b>Ensuring the quality of te reo Māori is maintained</b>	<b>Actual/Baseline 2022/23</b>	<b>2023/24</b>	
† 4.1	Number of participants in Toi Reo Māori training (translators/ interpreters)	80	80
† 4.2	Number of people sitting the Level Finder Examination	187	200

<b>INDICATOR</b>			
	<b>ESTIMATED</b>	<b>TARGET</b>	
	<b>actual 2022/23</b>	<b>2023/24</b>	
5.1	Staff engagement is at or above the public sector average	73%	Results of the Staff Engagement Survey show that staff engagement is above 60 percent (> 60%)
5.2	Equal employment opportunity requirements met	Yes	Included in all relevant documents and practices
5.3	Maintain or improve audit ratings	Good	Improve 'good' rating (for financial information systems and controls, and performance information and associated systems and controls)  Maintain 'very good' rating (for management control environment)

† From Vote Māori Development Estimates of Appropriation 2023/24



## Te Whare o te Reo Mauriora

### Purpose

This paper proposes roles and responsibilities for the key partners within Te Whare o te Reo Mauriora. It also proposes a way for the Maihi Karauna (Te Taura Whiri i te Reo Māori) to work effectively with the Maihi Māori (Te Mātāwai) to produce better outcomes for te reo Māori.

### Background

The Māori Language Act 2016 (The Act) established a partnership between the Crown and iwi to revitalise te reo Māori. The Act:

- continued the roles of Whakaata Māori, Te Māngai Pāho and Te Taura Whiri i te reo Māori
- established Te Mātāwai to represent iwi/Māori communities as the Maihi Māori
- assigned the statutory role to lead the implementation of the Maihi Karauna to Te Taura Whiri i te Reo Māori

### A partnership for the revitalisation of te reo Māori

The Act created a partnership for the revitalisation of te reo Māori between the Crown and iwi and Māori as recommended by the Māori Language Advisory Group (MLAG)<sup>1</sup>.

The legislation acknowledges that iwi and Māori are the kaitiaki of te reo Māori, while recognising that the Crown is able to advance the revitalisation of the Māori language by promoting strategic objectives in wider New Zealand society. The two parties are therefore required to work in active partnership to promote the knowledge and use of te reo Māori.

The partnership is expressed through the metaphor of Te Whare o te Reo Mauri Ora. The two sides of the partnership are represented by the maihi (bargeboards) on each side of the whare. The kōruru, or carved figure at the apex of the house, is the shared vision, *kia mauriora te reo Māori*. The partnership is governed by Te Rūnanga Reo, a joint partnership group between Ministers and board members of Te Mātāwai.

### Maihi Māori

#### *Kia ūkaipō anō te reo*

The Maihi Māori is developed by and for Māori to lead their own revitalisation efforts. It is issued and implemented by Te Mātāwai, a representative body of iwi and Māori. Their focus is on revitalisation within the community.

This strategy envisages the restoration of te reo Māori as a nurturing first language for our tamariki and mokopuna – *kia ūkaipō anō te reo Māori*.

1

<https://www.tpk.govt.nz/docs/Maori%20Language%20Advisory%20Group%20Final%20Report%20English%20Version.pdf>



## Maihi Karauna

*Kia māhorahora te reo*

The Maihi Karauna was developed and issued by the Minister for Māori Development. It is implemented by Crown agencies and lead and coordinated by Te Taura Whiri i te Reo Māori. It takes a 'macro' approach by focusing on creating conditions for te reo Māori to thrive and ensures government systems support this.

### The Maihi Karauna sets out three audacious goals to achieve by 2040

- 85% of New Zealanders (or more) will value te reo Māori as a key part of national identity
- 1 million New Zealanders (or more) will have the ability and confidence to talk about basic things in te reo Māori
- 150,000 Māori aged 15 and over will use te reo Māori as much as English.

The Maihi Karauna complements the Maihi Māori, the revitalisation strategy of iwi and Māori.

### Roles and responsibilities

Clarity around roles and responsibilities are central to effective partnerships. There has been considerable confusion over role definition within the Maihi Karauna. This was clear in the formative evaluation of the Maihi Karauna 2021/22<sup>2</sup> and in the interviews with Te Papa Kōrero CEOs in March 2023.

Based on The Act, a legal opinion from Tuia Legal, the MLAG Report, The Formative Evaluation of the Maihi Karauna and Te Papa Kōrero CEO feedback in the March 2023 interviews, this paper proposes the following roles for the Maihi Karauna:

1. Te Māngai Pāho, Whakaata Māori, Te Taura Whiri i te Reo Māori and Te Mātāwai are the public sector's Māori language leaders as organisations established specifically for te reo Māori revitalisation.
2. Te Puni Kōkiri, as the monitoring agency of these entities and because of its Māori development focus, works alongside and supports the four entities in their leadership roles.
3. Te Taura Whiri i te Reo Māori leads the implementation of the Maihi Karauna and supports agencies. It therefore represents the Crown in Te Whare o te Reo Mauriora.
4. All agencies/Crown Entities who form Te Papa Kōrero engage to support the implementation of the Maihi Karauna and to promote the use of te reo within their organisations and the wider public service.
5. Te Mātāwai has a place on Te Papa Kōrero as one of the reo Māori entities and to advise on how Maihi Karauna implementation aligns with the Maihi Māori.

### Te Whare o te Reo Mauriora – The partnership

The Maihi Karauna has always been clear about our general role. Considering the literature and our experience since 2019, the Maihi Karauna has been careful not to stray into what we believe is Maihi Māori territory i.e., directly working with iwi or community groups.

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<sup>2</sup>[https://assets.nationbuilder.com/ttw/pages/1485/attachments/original/1685410432/Maihi\\_Karauna\\_Evaluation\\_Report\\_%28English%29.pdf?1685410432](https://assets.nationbuilder.com/ttw/pages/1485/attachments/original/1685410432/Maihi_Karauna_Evaluation_Report_%28English%29.pdf?1685410432)



## **Key kaupapa**

Because we have yet to receive a definitive statement from the Maihi Māori about how their role is expressed operationally, these kaupapa are taken from the literature and are presented here in no particular order.

1. Hoa kōtui – Partnership: There is equality in the relationship and in the expression of the relationship
2. Kaitiakitanga: The legislation acknowledges that iwi and Māori are the kaitiaki of te reo Māori
3. Tautoko - Support: The Crown can advance the revitalisation of the Māori language by promoting strategic objectives in wider New Zealand society
4. Mahi Tahi – Active Partnership: Māori and the Crown are required to work in active partnership to promote the knowledge and use of te reo Māori
5. Mana - Governance: The partnership is governed by Te Rūnanga Reo, a partnership between Ministers and board members of Te Mātāwai
6. Māramatanga - Clarity: All partners in the whare are clear about their individual roles and clear that the role of Maihi Karauna and our Maihi Māori partner in this context is operational.

## **The partnership in practice**

Te Papa Kōrero is a group of public sector chief executives from central agencies and Crown entities. This group meets bi-monthly to discuss the implementation of the Maihi Karauna.

Te Tokomatua is a senior officials' group that works more directly with the Maihi Karauna secretariat to finalise papers for approval by Te Papa Kōrero.

Currently, the partnership is expressed in the Maihi Karauna through the attendance of the Te Mātāwai Chief Executive at Te Papa Kōrero and senior officials at Te Tokomatua.

## **Details of the proposal**

Te Papa Kōrero is an operationally focused forum that recently approved an implementation plan to take us through to the conclusion of the current Maihi Karauna due to expire at the end of 2023/24. This plan is a response to the forum's wish to collectivise effort, and it outlines the commitment of Te Papa Kōrero agencies to do better for te reo Māori in the public sector.

Public service organisations are required to outline annual performance expectations and expenditure in their annual plans. These annual priorities for these organisations are agreed to prior to the financial year by the relevant minister. Strategically, it is vital that activities that implement the Maihi Karauna and Maihi Māori are included in the annual plans of each of the members of Te Whare o te Reo Mauriora.

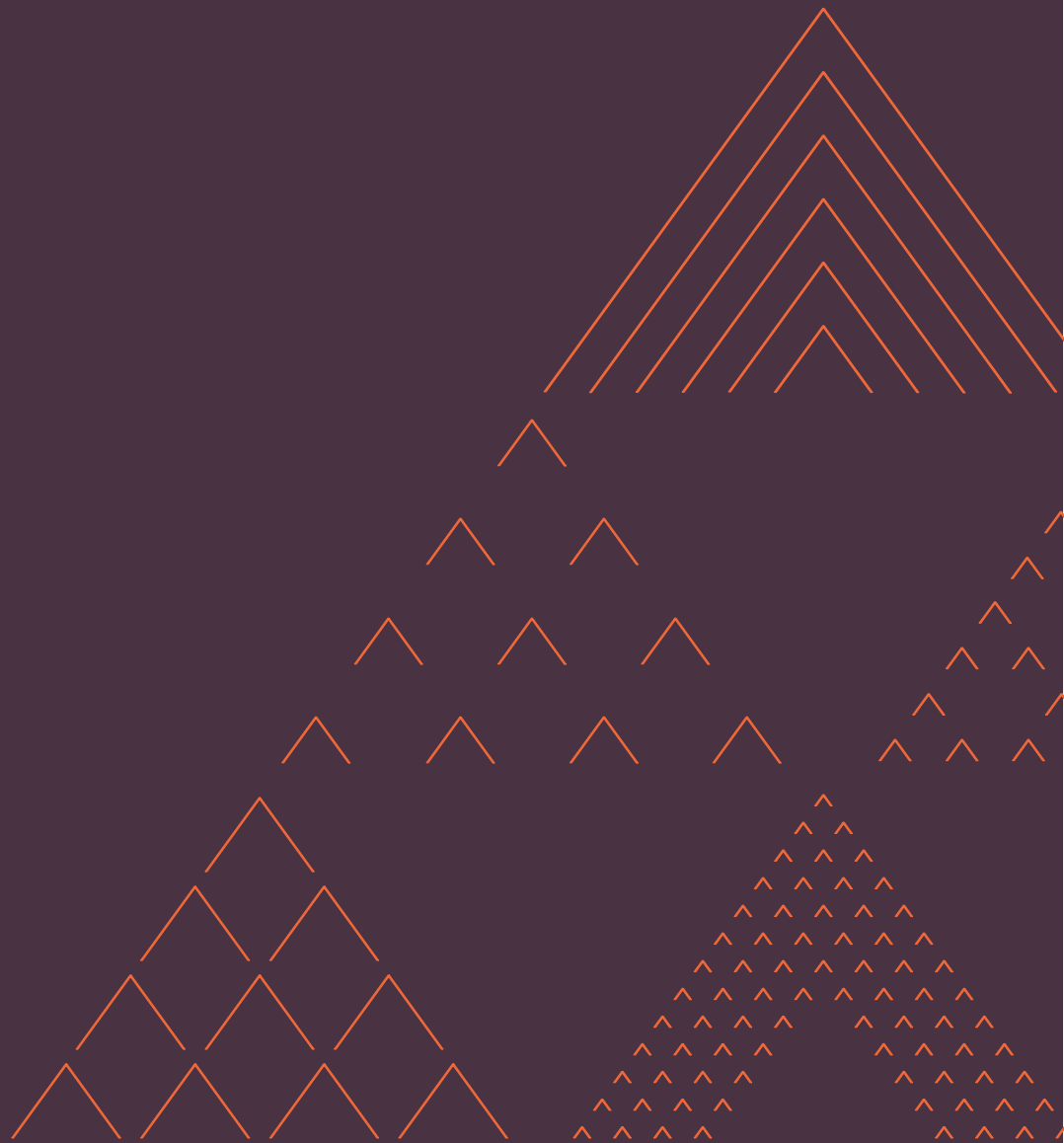
## **The following is proposed:**

1. The Maihi Karauna Implementation Plan includes annual events and kaupapa that are collectively supported by Te Papa Kōrero.





2. The Maihi Karauna Implementation Plan includes annual events and kaupapa that are supported by both the Maihi Karauna and Maihi Māori. These will be referred to as Te Whare o te Reo Mauriora events and kaupapa.
3. Annual events and kaupapa that implement the Maihi Karauna and express the partnership of Te Whare o te Reo Mauriora are included in the annual planning of all Maihi Karauna members and Te Mātāwai.
4. The schedule of Te Whare o te Reo Mauriora events and kaupapa will be developed and delivered by Te Taura Whiri i te Reo Māori and Te Mātāwai with the support of Te Papa Kōrero agencies.
5. A report from Te Mātāwai will be a standing item on the agenda of Te Papa Kōrero and Te Tokomatua meetings.
6. The Te Tumu Whakahaere of Te Mātāwai and senior managers have a place at Te Papa Kōrero and Te Tokomatua meetings to advise on whether implementation activities contribute to the achievement of the goals of the Maihi Māori.
7. An annual planning hui be held in the second quarter of the financial year to determine activities that:
  - a. express the Te Whare o te Reo Mauriora relationship
  - b. contribute to the achievement of the goals of the Maihi Māori
  - c. implement the Maihi Karauna for the subsequent financial year.



**TE TAURA WHIRI  
I TE REO MĀORI**  
MĀORI LANGUAGE COMMISSION



**Te Kāwanatanga o Aotearoa**  
New Zealand Government

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[tetaurawhiri.govt.nz](http://tetaurawhiri.govt.nz)