'Kia ita!'
Te Taura Whiri i te Reo Māori
MĀORI LANGUAGE COMMISSION

KIA KAHA
TE REO MĀORI
TE WIKI O TE REO MĀORI
9–15 MAHURU 2019

Key questions to guide the monitoring and evaluation of Māori language plans

The purpose of evaluation and monitoring is to assist with identifying and understanding what we want to gain from investing time and resources into the Māori language plan.

Effective monitoring and evaluation can be explained as a continuous improvement cycle for language planning. The cyclical learning approach is well used within research and business to ensure initiatives have the intended impact and learning opportunities are maximised. (ref. based on inquiry cycles: H. Timperley)

1. Planning for results
2. Monitoring the Implementation
3. Reporting
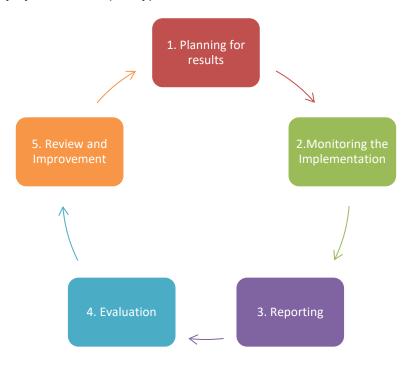4. Evaluation
5. Review and Improvement

Diagram 1. Continuous improvement cycle.
Ref.adapted from H. Timperley's inquiry learning

From the development of a Māori language plan right through to reporting and reviewing, there are opportunities to evaluate and improve activities to achieve the best possible outcomes. The following sections provide some questions you can consider for monitoring and evaluation at each step of the continuous improvement cycle.

Initial set up questions

When developing a Māori language plan consider how you will set up monitoring, reporting and evaluation:

‒ How will you capture baseline information that can be used as a benchmark for evaluation (e.g. baseline staff survey and stock takes of bilingual signage, bilingual resources, policies and procedures)?

- Which activities can be counted?
- How do the intended outcomes of your activities align with the Crown's Māori Language strategy, Maihi Karauna? (Broad outcomes of: Whakanui, Whakaako, Whakaatu)
- What is the intended impact of language planning activities in terms of the language planning elements of: critical awareness, status, acquisition, corpus, use?
- How will you measure the impact of your language planning activities on your relationships and partnerships with Māori, and your provision of services for Māori?
- What strategic goals/organisational focus areas will be enhanced by your language planning activities?
- What organisational values will be strengthened through your language planning activities?

SETTING UP PROCESSES
- What processes will you set up to measure/monitor activities? Who is responsible for collecting the monitoring information?
- How often will you report on the outcomes and progress of your language plan? What is the best mechanism that can be embedded in business as usual e.g. monthly reporting, annual reporting, statement of performance expectations? Who is responsible for reporting?

EXAMPLE OF ACTIVITIES THAT CAN BE COUNTED

Activities:	When:	How often:
Pōwhiri / whakatau	When new staff start	1-3 monthly
Waiata sessions	To open meetings	Weekly
Māori language classes	Sessions offered in office	Twice weekly
Mihimihi and pepeha	To open meetings	Weekly
Karakia	To open and close meetings	Weekly
Cultural responsiveness workshops/sessions	In induction process and ongoing staff development	Every 3 months
Treaty of Waitangi workshops/sessions	In induction process ongoing staff development	Every 3 months
Policies reviewed/updated	In policy work programme	# of reviews every 3 months
Completion of te Reo courses	Each quarter of business year	# of staff completed courses
Bilingual resources developed	In research and development	# of resources every 6 months

Monitoring Questions

When in implementation phase, consider how you will regularly collect information on how language planning activities are progressing. Is the investment of time and resource being targeted to the right areas to achieve your outcomes?

Consider the following questions during monitoring and implementation of the language plan:

- How are you tracking on your short term goals?

- What is working well that you can build on?

- What are current challenges that need to be addressed (time, resource, budget, access to expertise, prioritisation, organisational change, and other factors)?

- Which goals can you say you have achieved? What activities can be extended (involve more staff, be applied to a different place, topic or context)?

- What are your current priorities? What are new developments that can inform adjustments to your short term goals?

Reporting Questions

You can use your monitoring data and consider the following questions when reporting on your language planning activities (monthly, 3 monthly, annually):

- What were the highlights, achievements and successes (intended and unintended) that you can report on?

- Have you met the goals you set? How are you tracking towards your targets?

- What were challenges? How have you addressed these? What else do you need to do to reduce challenges/risks on the horizon?

- How have language planning activities enhanced your organisation/business effectiveness, reputation, relationships and partnerships with Māori and iwi?

Evaluation questions

Your organisation will want to understand what are the returns for their investment in language planning activities in terms of organisational effectiveness and the contribution to revitalisation of te reo Māori. i.e. What difference has the implementation of activities made to the internal capability of the organisation, the provision of services for Māori and for the aims of revitalisation of the Māori language?

- What has been achieved?

- What worked?

- What didn't work?

- What were the unexpected achievements and/or non-achievements

- What would you do differently?

- What changed over the period of the plan?

- How was the plan received by staff, management, clients, and stakeholders?

- What can you use to measure change e.g. repetition of a baseline survey, stocktake?

Improvement/ Review questions

When you have completed the evaluation phase of your language plan it is critically important to embed what you have learnt into improvements for the next iteration of your Māori language plan.

- What have you learnt from the evaluation of your language planning activities that needs to be taken into account for your new language plan?

- What will you keep/ adjust/ or add to your plan?

- What have you learnt from the evaluations of other Māori language plans?

- What new contextual factors do you need to consider, such as change in budget/resource allocation, or shift of organisational strategic direction?

- How will the new plan better meet the needs of the organisation (internal capability building and provision of effective services for Māori) and have the most impact on revitalisation of te reo Māori?

- What are new ways you will measure the achievement of goals?

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