

# TE TAURA WHIRI I TE REO MĀORI

## TE TAUĀKĪ WHAKAMAUNGA ATU

### STATEMENT OF INTENT

2020-2024



TE TAURA WHIRI  
I TE REO MĀORI

MĀORI LANGUAGE COMMISSION



# Kaha Māori

**Te ture whakauru me ngā mahi**  
**Statutory role and functions**

**Te Taura Whiri i te Reo Māori was established by the Māori Language Act 1987 and continued by Te Ture mō Te Reo Māori 2016. As detailed in Section 40 of Te Ture mō Te Reo Māori 2016, the functions of Te Taura Whiri i te Reo Māori are to:**

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

This Statement of Intent has been prepared in accordance with the requirements of sections 141 and 142 of the Crown Entities Act 2004. It describes the four-year vision and strategies of Te Taura Whiri i te Reo Māori - a Crown entity with functions defined in Te Ture mō Te Reo Māori 2016.

Signed on behalf of the Board of Te Taura Whiri i te Reo Māori:



**Professor Rawinia Higgins**  
Toihau/Chair  
30 June 2020



**Charisma Rangipunga**  
Toihau Tuarua/Deputy Chair  
30 June 2020

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## He kupu nā te Toihau

From the Chair

E kore e mutu te mahi a te toki a Aituā. Ko tātou ēnei e tangi nei i ngā rangatira kua riro ki te pō. Ko koe tēnā e Te Huirangi. I tōu nā wā, nōu te reo kōkiri i hua mai ai Te Ture mō te Reo Māori me tana tamaiti – Te Taura Whiri i te reo Māori. Nō muri ko Te Māngai Paho, Ngā Reo Irirangi Māori tae noa mai ki Whakaata Māori. Ko te roimata me te hūpē e ngaki ai tōu mate engari ko te mihi a te hunga e mahue ake nei ki muri e totoka nei te aroha mutunga kore mōu ki ō tātou ngākau. E okioki e te ika a Whiro ki ō mātua, ki ō tīpuna. E kore mātou e wareware.

### Te Whare o Te Reo Mauriora | The House of Language Revitalisation was erected four years ago this month.

Standing on foundations laid by generations of Māori language advocates, our whare describes the partnership between Māori and the Crown to revitalise te reo Māori.

On the Maihi Māori side of our whare, Te Mātāwai has been actively supporting language revitalisation efforts amongst our whānau Māori and communities.

As the lead agency for the Maihi Karauna or Crown side of our whare, our focus is on influencing the Crown and the people of New Zealand to enter and join us in revitalising our country's first language.

Our focus is making sure once manuhiri are in our whare, we are able to manaaki them and provide them with the support they need.

The good news is that many New Zealanders are already inside, often drawn in by our annual Te Wiki o te Reo Māori celebrations, which last year saw us reach millions of people. Our next challenge is to keep them in our whare for the rest of the year and every year after that. Already we know this is happening with demand and waiting lists for te reo courses higher than ever before. More agencies are taking a structured approach to te reo and drafting their own language plans while the mainstream media has increasingly embraced te reo. Te Taura Whiri i te Reo Māori has the supports in place to help.<sup>1</sup>

But the world changed during Paenga-whāwhā (March–April) 2020 as the coronavirus pandemic sent Aotearoa into an unprecedented Level 4 lockdown or as many called it, a nationwide Rāhui. New Zealanders were no longer able to hold tangihanga for loved ones, our borders closed and people were instructed to stay home and stay away from others.

Māori, who are at risk due to age (native speakers are largely our community's oldest and youngest) and underlying health conditions have proactively responded to the coronavirus threat and its social, tikanga and economic impacts. Iwi across the country have stepped up to give support. Te reo Māori through Māori media, particularly iwi radio stations, got key messages out to our isolated Māori speaking communities. COVID-19 messaging that speaks to them and keeps all New Zealanders safe has been, and continues to be, a focus for Te Taura Whiri i te Reo Māori going forward.

Across social and traditional media, we see New Zealanders using te reo Māori – aroha, Kia Kaha, Manaakitanga – to show comfort, solidarity and strength: from the Prime Minister, iwi leaders, local dairy owners, kura principals, Facebook and Twitter users to Queen Elizabeth II.

As the whare responsible for revitalising te reo Māori in New Zealand, we are humbled to see, that in our darkest times, te reo Māori is helping to revitalise New Zealand. Te reo Māori plays a central role in the Crown's response to coronavirus or as our translators named it: Mate Korona. In the first days of the lockdown, we assembled our nation's leading translators into a specialist, rapid-response reo Māori team.

In the first week of lockdown, Te Taura Whiri i te Reo Māori used te reo to help people make sense of rules that seemed at odds with so many things we hold close. We acknowledged that while our tikanga may have changed forever, our values had not. Manaakitanga was still about kindness, respect and caring for others, but during lockdown the best way to show manaaki to other people was by staying at home and staying away. Manaakitanga now meant calling our loved ones from afar to make sure they're OK. Manaakitanga meant buying what we need at the supermarket, not buying so much there's nothing left for others.

Heartbreakingly, Manaakitanga also meant burying our loved ones without tangihanga and funerals. We pay tribute to those families across Aotearoa who kept the rest of us safe as they farewelled those closest to them during lockdown. We remember our raukura, Dr Huirangi Waikerepuru – te reo visionary, warrior and navigator – who was laid to rest under the shadow of Taranaki Maunga during Level 4 lockdown.

Our whare is one like no other. A whare that houses millions as all New Zealanders come to see te reo as part of their national identity. It is a virtual whare because te reo is about communication whether it's in a book, a Māori Minecraft world or an online language course. It is a whare that rings with the voices of young Māori people, representing future generations who speak and love the language of their tipuna:

**"Ko tāku taonga, ko tōku reo. Ko tōku reo, ko tāku taonga. My language is my treasure, my treasure is my language."**

Professor Rawinia Higgins  
Toihau | Chair



<sup>1</sup> Departments must have a language plan in place by 30 June 2021 CAB MCR-18-MIN-002.



Since our last Statement of Intent we have farewelled men and women who fought for the right to build Te Whare o te Reo Mauriora.

They helped plan and design it, laid the foundations and, even in passing, their legacy provides our whare with wisdom, mātauranga and mana.

Like the rest of the world, our whare faced the disruption brought by the Mate Korona. In the week before lockdown we became an online whare as we sent home staff at highest risk from contracting the virus. We began holding our morning karakia and waiata virtually and showed our people that while COVID-19 would change lots of things in our lives, our whare would remain intact as would our support for each other. The reality is that until a cure is found and the safety of our weakest members is guaranteed, we will not return to business as usual.

The coronavirus has led to the largest mass exercise in remote working in global corporate history, with office blocks silent and factories abandoned across the world. Mate Korona has changed the way we, Te Taura Whiri i te Reo Māori, the state sector, and New Zealand, work for the perceivable future: a future of working from home, a future of working online.

Change has been the one common theme since the enactment of Te Ture Reo Māori 2016. And, in order to best respond to this state of continual transition, Te Taura Whiri i te Reo Māori has had to do more than

## He kupu nā te Tumuaki

From the Chief Executive

This document outlines the laying of the foundation - te whakatōkanga o te mauri - for our whare reo Māori. Nau mai, haere mai. Kuhu mai ki roto.

merely change with it. We have had to anticipate and be ready as best we can for all eventualities, including a pandemic that will have an ongoing impact on our business.

The major shift, however, is in the way we think about the revitalisation of te reo Māori. This new thinking revolves around change and how Te Taura Whiri i te Reo Māori anticipates and responds to it in the next four years. It starts with, "Who is te reo Māori for?" The answer is, of course, te reo Māori is for all New Zealanders.

As leaders of the Crown's Māori Language Strategy, we as individuals and as an organisation are required to be agile, innovative, committed and focused on bringing more New Zealanders into our whare reo Māori - our house of Māori language. This whare reo Māori is both metaphorical and virtual and aligned through technology to the ever-changing world we live in.

*Our aim is to convert the increasing numbers of New Zealanders who value te reo Māori into speakers of te reo Māori so that the realisation of one million speakers by 2040 is more than aspiration: it is an achievable goal.*

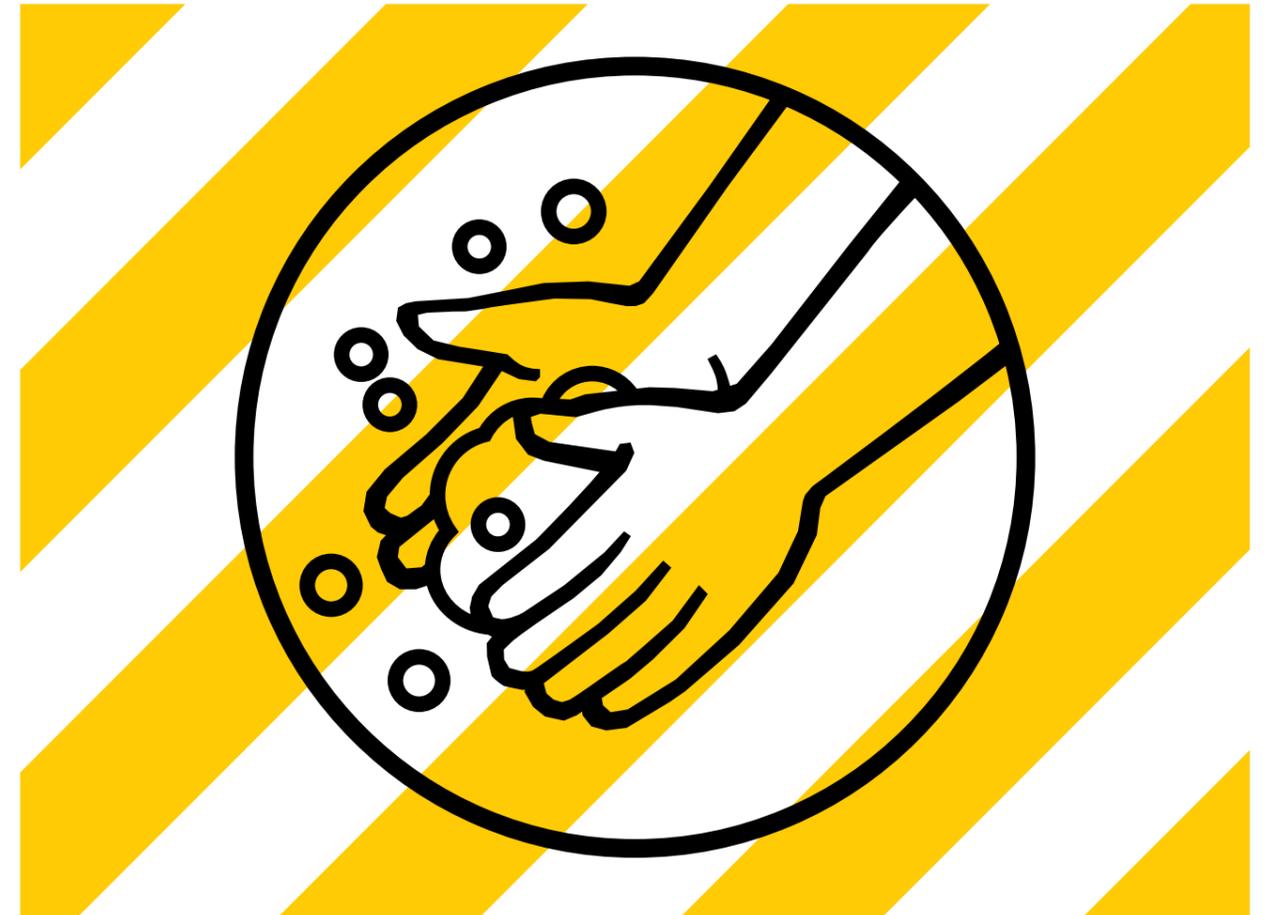
The impact of the COVID-19 pandemic underlines the need to be agile, to anticipate need and to be ready with the tools to meet that need. We need to be the enabler and facilitate great te reo Māori outcomes for our communities. We need to ensure we have the technological infrastructure in place to deliver tools, resources and support online. To complement this, we continue to build a network of champions to spread the load and take te reo Māori to new places and audiences.

Ultimately, however, we want to move from merely promoting te reo Māori to raising awareness of the value of te reo Māori. Our aim is to convert the increasing numbers of New Zealanders who value te reo Māori into speakers of te reo Māori so that the realisation of one million speakers by 2040 is more than aspiration - it is an achievable goal.

Our thinking is backed by an unshakeable belief that our vision of a Māori-speaking nation - that te reo Māori is a living language for all New Zealanders - is absolutely and ultimately attainable.

This document outlines the laying of the foundation - te whakatōkanga o te mauri - for our whare reo Māori. Nau mai, haere mai. Kuhu mai ki roto.

Ngahiwi Apanui  
Tumuaki | Chief Executive



## Mā te horoi me te whakamaroke i ō ringaringa ka mate te wheori

**Kia auau te horoia. Horoia ki te hopi. Kia 20 hēkona. Kātahi ka whakamarokehia. Ka patu tēnei mahi i te wheori mā te whakapakō i tōna mirumiru ārai.**

Washing and drying your hands kills the virus. Wash often. Use soap. 20 seconds. Then dry. This kills the virus by bursting its protective bubble.

Te Kāwanatanga o Aotearoa

Mā tātau  
katoa e  
ārai atu te

COVID-19

# Te arorau wawaotanga

Intervention logic 2020-2024

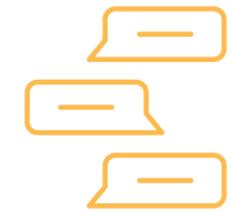
OUTCOMES



New Zealanders value te reo Māori as a key element of national identity



New Zealanders have the ability and confidence to talk about at least basic things in te reo Māori



Māori aged 15 and over use te reo Māori as much as English

## Te reo Māori is a living language

IMPACTS



Increased visibility by the public service



Increased use



Improved planning and support for learning



Improved consistency and quality

## Te Taura Whiri i te Reo Māori is well known and respected by New Zealanders as the government's source of expert advice and resources to assist with the revitalisation of te reo Māori

OUTPUTS

Strengthening the Maihi Karauna to support Te Whare o Te Reo Mauriora

- Enabling informed language planning and impact measurement
- Creating connections/opportunities to share learnings
- Promoting contributions
- Monitoring and evaluation

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

- Leading key events
- Promoting private sector and community efforts

Creating and promoting resources to support planning for and the learning and use of te reo Māori

- Creating and promoting language planning and acquisition resources
- Supporting te reo Māori corpus
- Commissioning research

Ensuring the quality of te reo Māori is maintained

- Registering translators and interpreters
- Providing training for translators and interpreters
- Delivering an online te reo Māori proficiency test

INPUTS

Commitment, innovation and motivation to help others

Strong networks and relationships

Effective communications

Influence and impact through collaborative relationships

Timely delivery of advice and support

Quality assurance

## Robust systems, processes and infrastructure

LOW TE TAURA WHIRI I TE REO MĀORI INFLUENCE

HIGH TE TAURA WHIRI I TE REO MĀORI INFLUENCE

# Te tautoko i ngā kawenga a te kāwanatanga

## Supporting government responsibilities

Te Taura Whiri i te Reo Māori is focused on having a measurable impact on the intergenerational wellbeing of all New Zealanders, helping them lead fulfilling lives with purpose, balance and meaning.

The Māori language's relationship to wellbeing can best be expressed through a kaupapa Māori holistic framework such as the prototype developed by the Māori Tax Working Group - He Ara Waiora.

Improving intergenerational wellbeing

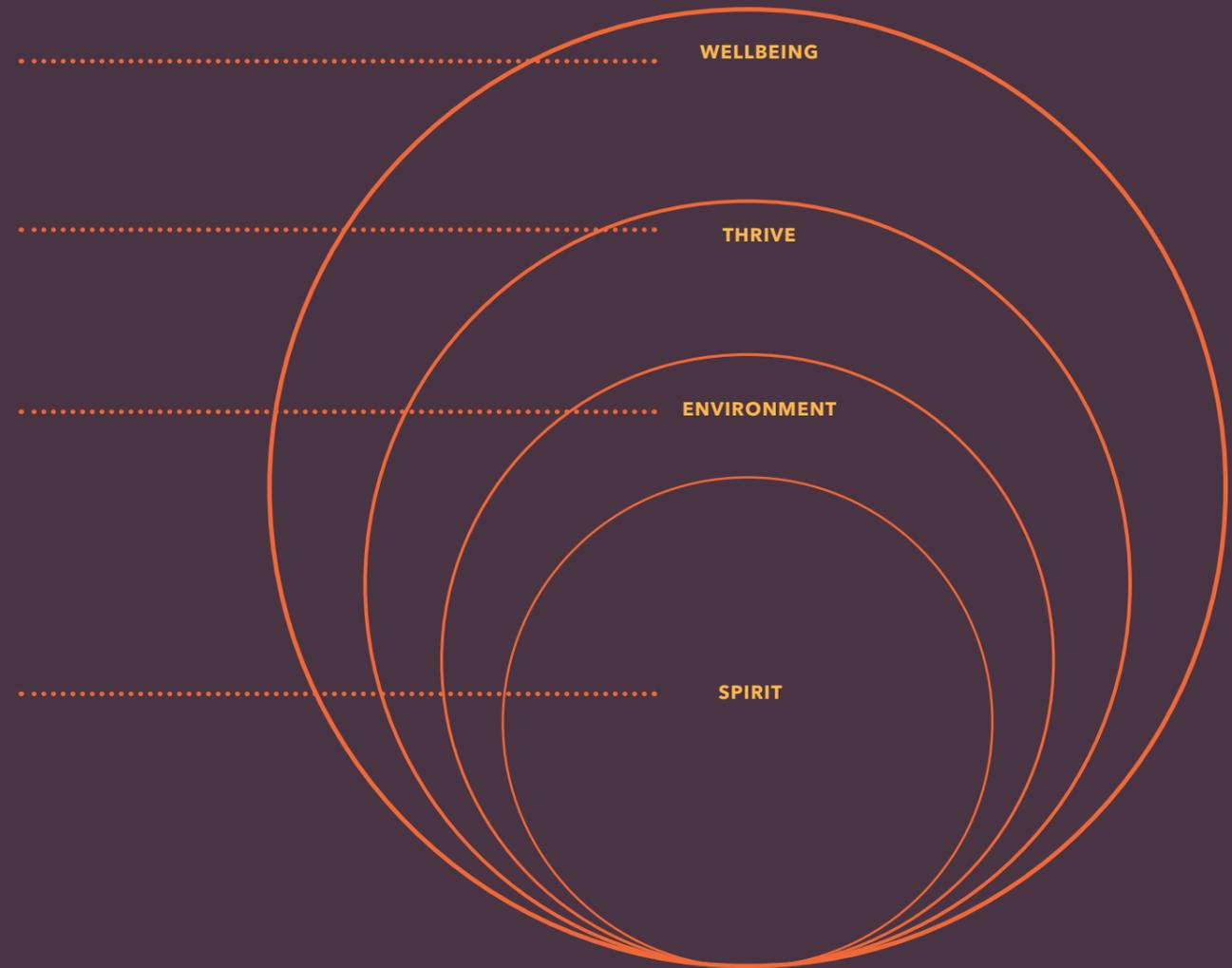
Kia māhorahora te reo - te reo Māori every day, every way, everywhere by everyone.

Te reo Māori has a positive impact on health. Te reo Māori empowers hapū, iwi and Māori. It enhances trade and commerce. Te reo Māori brings New Zealand together.

The environment shaped te reo Māori and mātauranga. These let it speak and expand our understanding, interaction and means of care for it and ourselves.

Te reo Māori is the essence of Māori culture. Te reo Māori connects New Zealanders to Aotearoa. It's our point of difference. This is us.

## A pathway to wellbeing



### CONNECTEDNESS

Through the Maihi Karauna, government has directed the public sector to work together, and with Māori, to revitalise te reo Māori

### THE RIGHT WAY

Te Whare o te Reo Mauriora is the exemplar of the Crown and Māori partnership with the joint objective to revitalise te reo Māori

### ETHIC OF CARE

The language connects people, cares for them and empowers. It provides place and culture for all New Zealanders

### STEWARDSHIP

Government has directed Te Taura Whiri i te Reo Māori to lead the coordination of the implementation of the Maihi Karauna

## Te Whare o te Reo Mauriora

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

From Parliament House, to our marae and to our homes, Te Whare o te Reo Mauriora is a virtual whare in which the Crown and Māori communities work together to revitalise the Māori language for this generation and those yet to come.

Te Ture mō te Reo Māori 2016 acknowledges that iwi and Māori are the kaitiaki of te reo Māori and recognises the Crown’s role and unique influence in wider New Zealand society.

The whare has two sides or partners represented by the maihi bargeboards. To the left, Te Mātāwai represents iwi, hapū, whānau, Māori and communities, and to the right, the Crown and wider New Zealand.

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 between Ministers and board members of Te Mātāwai.

#### Maihi Māori

The Maihi Māori, issued by Te Mātāwai, focuses on revitalisation within communities and whānau. It envisages the restoration of te reo Māori as a nurturing first language – kia ūkaipō anō te reo Māori.

#### Maihi Karauna

The Maihi Karauna Strategy sets out the government’s:

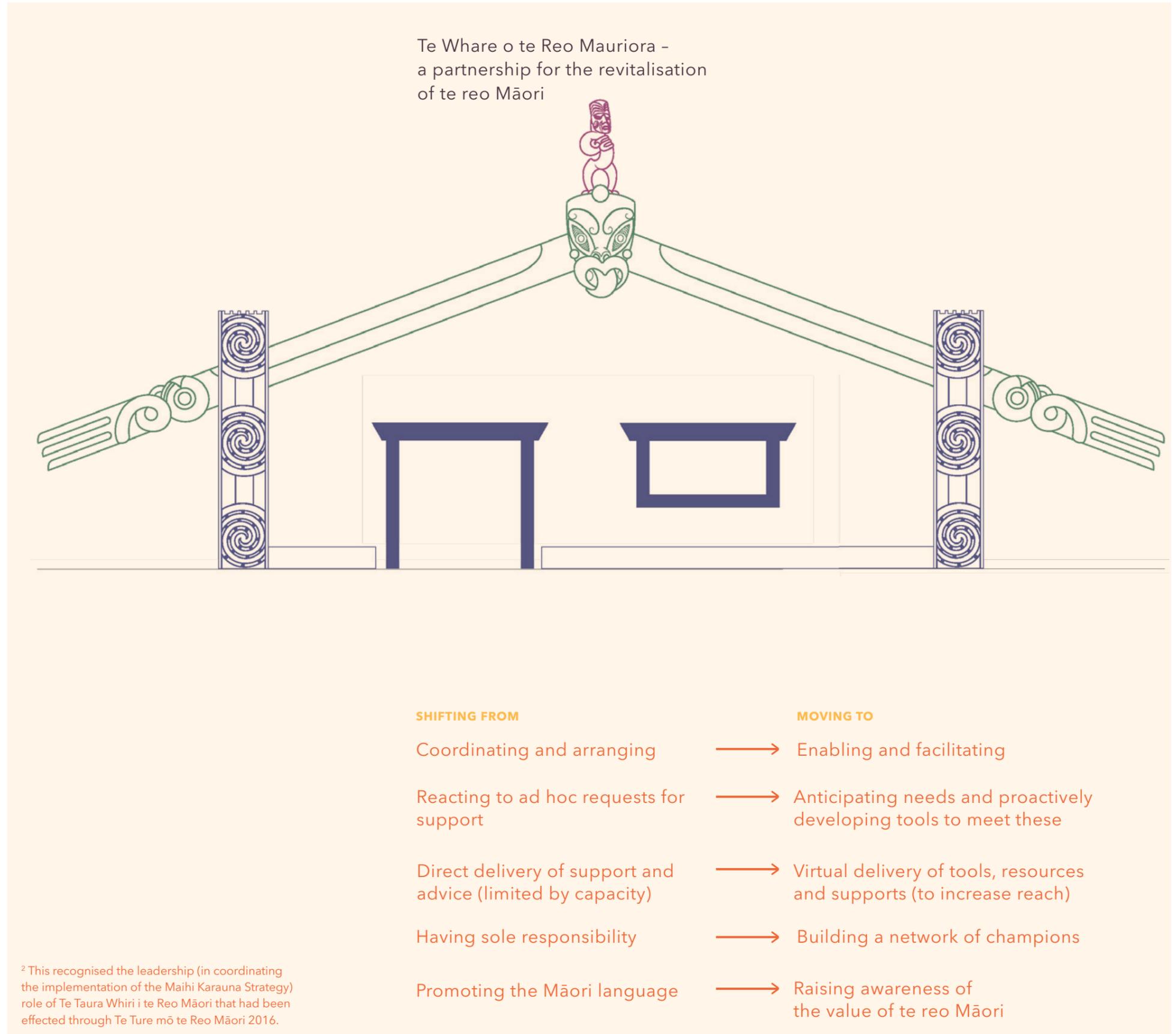
- objectives and policies, and related matters, relevant to the revitalisation of the Māori language
- long-term strategic direction, and the current and medium-term priorities, to support that revitalisation.

It takes a macro perspective, by supporting the societal conditions for te reo Māori to thrive and ensuring that government systems support this.

#### Te Taura Whiri i te Reo Māori

Te Taura Whiri i te Reo Māori has a lead role in the Maihi Karauna and is responsible for:<sup>2</sup>

- coordinating and monitoring its implementation; and
- supporting language planning.



## Ō mātou koronga rautaki

Our strategic intentions



*“The principal reasons for declaring Maori an official language of New Zealand are national identity and national unity.”*

WAITANGI TRIBUNAL INQUIRY INTO THE TE REO MĀORI CLAIM (WAI11)

At the time, opponents told the Waitangi Tribunal that making Māori an official language would divide New Zealanders in years to come.

However, the thousands who march in Māori language parades, the millions we reach online and the long waiting lists for te reo lessons prove those critics very wrong.

Before the plans for Te Whare o te Reo Mauriora were being drawn up or the foundations laid, the fight for the whare to be built at all was fought in the highest courts of New Zealand more than thirty years ago.

We are focused on encouraging New Zealanders to value te reo, to see it as part of their national identity and to gain the confidence to acquire and gradually speak and use te reo more.

### Te Taura Whiri i te Reo Māori: Our reputation

As well as respected te reo Māori experts and advisors, we are known for our work and events that reach, engage and inspire New Zealanders online and on land. Within the state sector, we are recognised as the Crown’s key advisor on the revitalisation of te reo Māori.

We have four interlinked strategic intentions driving our work for the next four years. These help organise our efforts and resources and contribute to achieving our strategic objectives, impacts and outcomes.

Within and across our strategic intentions is our commitment to a constructive relationship with Te Mātāwai. Realising our shared vision - Kia Mauri Ora Te Reo - requires working together to ensure we are supporting and learning from each other, and moving quickly to realise new opportunities to revitalise te reo Māori.

#### Our four guiding strategic intentions:

- Strengthening the Maihi Karauna to support Te Whare o te Reo Mauriora.
- Building the numbers of New Zealanders who value te reo Māori to encourage its learning and use as an integral part of our national identity.
- Creating and promoting resources to support planning for, and the learning and use of, te reo Māori.
- Ensuring the quality of te reo Māori is maintained.

## Te ine i te angitu

Measuring success

Non-speakers of te Reo Māori  
(97% of the NZ population)

Speakers of te Reo Māori  
(3% of the NZ population)



(Māori Language Use Continuum: ZePA Model - Higgins & Rewi)

In progressing our central purpose, over the next four years we will achieve a significant improvement in the status, visibility and use of te reo Māori in Aotearoa.

Our approach to measuring success recognises that Māori language revitalisation initiatives need to support and proactively encourage a Right-shift - to increase the value, status and use of the language over time.

The ZePA Model<sup>3</sup> highlights how Right-shifting the position of an individual from Zero to Passive to Active can strengthen the position of the language within society. The key difference is that the emphasis is not simply moving directly from Zero to Active. Right-shifting an individual from Zero to Passive can generate increased awareness of and support

for language revitalisation more broadly, and the subsequent Right-shift from Passive to Active is then easier to achieve.

We will trial a number of new measurement tools in 2020/2021. We will also partner with other te reo Māori sector agencies to refine existing measurement tools and develop new ones, with a particular focus on measuring the Right-shifts being made by our respective and collective stakeholders.

We will also assess progress through the following indicators:

- more public service departments (and others/New Zealanders) accessing our digital products and services
- increased levels of user satisfaction with our products and services by all users.

The next four sections cover each of our strategic intentions in turn and show how we will assess progress against them.

<sup>3</sup> Higgins, R. & Rewi, P., Indigenous Languages within the Entity, Language, Education and Diversity Conference paper, Auckland University, June 2011.



**HĪKOA TE KŌRERO**  
*"Walk the Talk"*  
A hīkoi to celebrate te reo and Te Wiki o te Reo Māori

**Pedestrians!**  
Please stay on the path.  
For your own safety  
please keep to the  
left of the path where  
possible.



## Te whakapakari i te Maihi Karauna, hei tautoko i Te Whare o Te Reo Mauriora

### Strengthening the Maihi Karauna to support Te Whare o Te Reo Mauriora

Our scope and function; what we want to achieve

We support the various parts that make up the Maihi Karauna, to ensure the Crown's contribution to the revitalisation of te reo Māori is strong, solid and fortifies Te Whare o Te Reo Mauriora. Parts of the Maihi Karauna include:

- the 35 departments/departmental agencies (that are required to develop te reo Māori plans by June 2021 and reflect these in their accountability documents)
- approximately 200 organisations within the wider state sector, including education institutions, Crown entities, Crown companies and state-owned enterprises.

As was acknowledged in the Crown's *Strategy for Māori Language Revitalisation 2019-2023*, government has many functions that affect the ways in which New Zealanders use, learn and value te reo Māori. The wider state sector also makes up around 13 percent of New Zealand's workforce. Supporting Right-shifts in the wider state sector can make significant contributions to increasing awareness and support for language revitalisation, and the visibility and use of te reo Māori.

As was evident in our recent *Maihi Karauna Implementation Progress Report* (March 2020), there are a lot of activities already underway in public service departments/departmental agencies, and a genuine commitment

to revitalisation actions. Completed language plans have been received from a Crown Entity, two education institutions and two local government organisations.

Agencies saw Te Taura Whiri i te Reo Māori as playing a critical role in the normalisation and revitalisation of te reo Māori by supporting them to understand the Maihi Karauna and the value of their contributions. Agencies considered that Te Taura Whiri i te Reo Māori could best support: their sharing and learning from other agencies; a centralised online resource bank; and promotion of contributions to the Maihi Karauna.

We provide strategic support to help: maximise motivation; reduce duplication (of time, efforts and resources/funding); and proactively identify and fill gaps (by providing resources, advice and/or referrals).

What we will do to achieve it

Over the next four years a key focus is to strengthen our relationships, particularly with Te Mātāwai so we can share learnings and identify opportunities to collaborate. We are focused on strengthening our relationships with public service departments/departmental agencies and building relationships with wider state sector organisations.

Our activities include:

- providing tools and advice to state sector organisations to support their development of language plans and associated impact

measures (enabling structured approaches to te reo Māori revitalisation)

- working with *Maihi Karauna* priority convening agencies to support their efforts to facilitate coordinated action within their sectors
- creating connections and opportunities to share learnings between agencies, and with Te Mātāwai (as a number of agencies have expressed interest in learning about how revitalisation is being enabled in communities and whānau), and promoting contributions to language revitalisation
- monitoring, and reporting annually on, the ways the Maihi Karauna and evaluating aspects of the implementation of the Crown's language revitalisation strategy.



#### STRATEGIC INTENTION:

**Strengthening the Maihi Karauna to support Te Whare o Te Reo Mauriora**

#### FOUR-YEAR SUCCESS GOAL:

**Increased visibility and use of te reo Māori by the public service**

INDICATORS OF SUCCESS	HOW THIS IS MEASURED	TARGETS AND REPORTING
<b>Structured approaches to the revitalisation of te reo Māori</b>	Increased percentage of the (35) public service departments/departmental agencies that develop a language plan	25% in 2020/2021 Growing to 100% in 2021/2022
<b>Language revitalisation leadership (as demonstrated through Papa Kōrero)</b>	Increased percentage of (approx. 200) state sector agencies that develop a language plan	>1% in 2020/2021 Growing to 20% in 2023/2024
<b>Our language planning tools, advice and support have helped agencies plan for language revitalisation</b>	Increased number of language planning impact measurement and evaluation tools	Baseline to be established 2020/2021 Growing by 50% in 2023/2024
<b>Right-shifts (from Zero to Passive and Passive to Active)</b>	Number of lead agencies with language plans	100% in 2020/2021
	Increased percentage of joint agency language revitalisation projects	Baseline to be established 2020/2021 Growing by 25% in 2023/2024
	Percentage of agencies reporting that Te Taura Whiri i te Reo Māori provided helpful tools and advice	Baseline to be established in 2020/2021 Growing to 75% in 2023/2024
	Percentage of agencies that measure and report Right-shifts as a result of te reo Māori revitalisation activities	Baseline to be established in 2020/2021 <sup>4</sup> Growing to 75% in 2023/2024

<sup>4</sup> Established from an analysis of all language plans: activities and associated measures that move organisations and/or staff from Zero to Passive to Active, e.g., from no bilingual signage/communications to some/complete bilingual signage/communications, numbers of staff that move from basic acquisition to advanced acquisition and use, etc.

## Te whakapiki i te tokomaha puta noa i Aotearoa e wāriu 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**

Our scope and function; what we want to achieve

Through our work to build the status and visibility of te reo Māori, we host one the country's most popular community celebrations, and we engage with millions of New Zealanders from all walks of life every year.

However, Mate Korona has changed the way we live forever. We have, and we are designing ways to continue our mahi in a very new landscape.

We host the country's premier Māori language events: Māori Language Week (first week in September) and the Māori Language Awards (usually held in late November or early December). Last year, we hosted our country's inaugural te reo Māori summit targeting young New Zealanders.

Māori Language Week is strongly associated with giving people a chance to learn some words and phrases, helping to grow awareness and providing a celebration of the Māori language and culture.<sup>5</sup>

Colmar Brunton research has identified that public (bilingual) signage, Māori Language Week and being exposed to the language on the television and radio are core facilitators for people learning/improving their ability to speak te reo Māori. We are already seeing an increased use (and correct pronunciation) of Māori terms and phrases by mainstream institutions

(e.g., TVNZ and Air New Zealand) supporting the normalisation of te reo Māori.

The Māori Language Awards provide an incentive for individuals and organisations to engage in language revitalisation and increase the effectiveness/quality of their efforts. It also rewards those that raise the bar.

We promote te reo Māori to rangatahi (twelve to twenty-four years old - as a specific priority group in the Maihi Karauna) to engage them in te reo Māori revitalisation. This strand of our work began in 2019 and continues to be an important part of our focus in the next four years.

### What we will do to achieve it

Over the next four years, we are focused on using the most effective approaches and channels to provide clear information on the value of te reo Māori, to improve New Zealanders' understanding and appreciation of the language and enable them to make informed choices about learning and using te reo Māori.

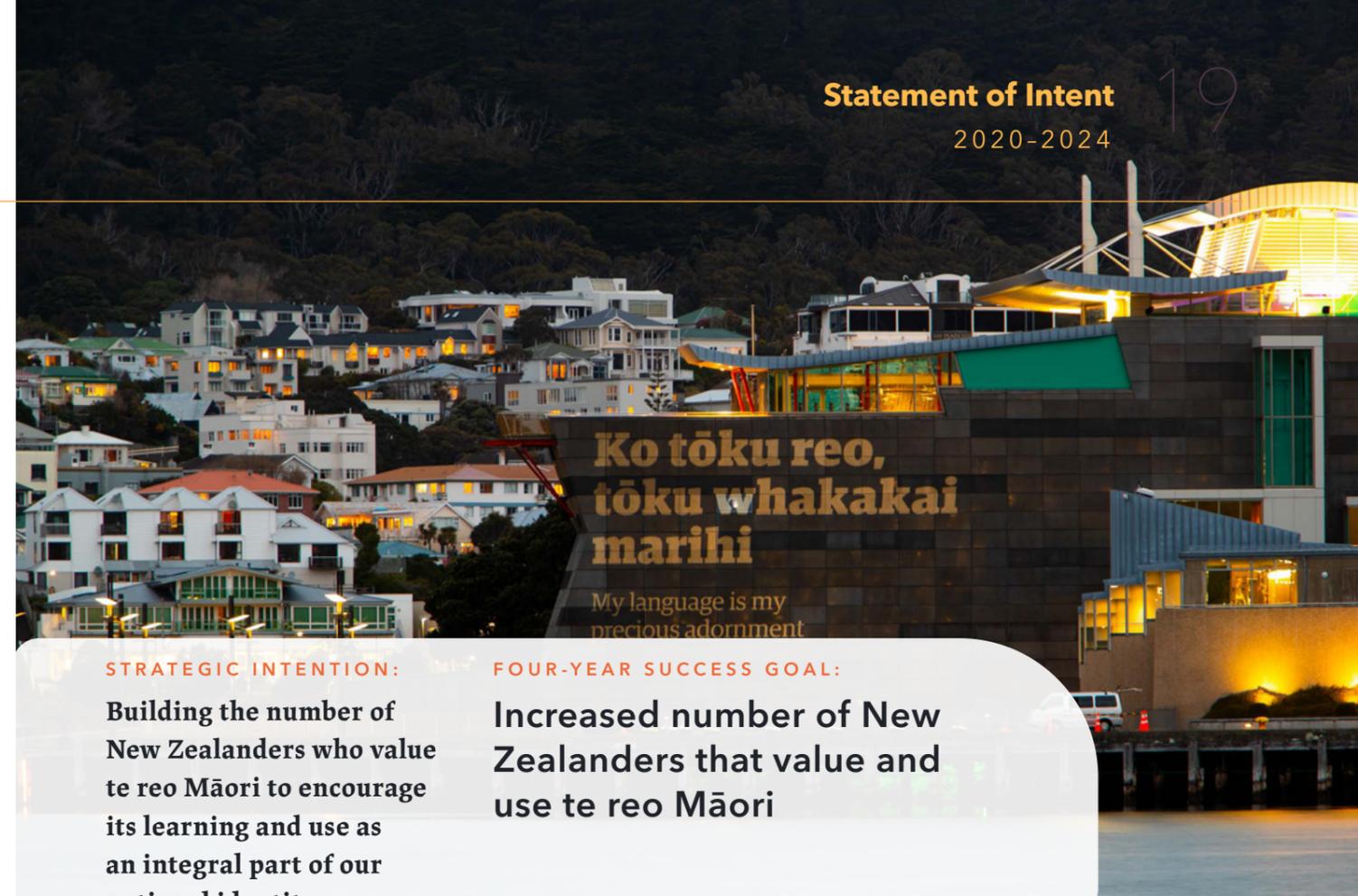
We are enhancing our digital platforms to make the most of our extensive reach and following across social and traditional media.

We are building a network of champions in the state and private sectors and other communities to raise awareness of the value of te reo Māori and encourage its use.

We are working with Te Mātāwai to explore opportunities to profile and promote the various ways te reo Māori is revitalised through the Maihi Māori and the Maihi Karauna - particularly where these demonstrate 'end-to-end' synchronisation.

Our activities include:

- delivering key events such as Māori Language Week and the Māori Language Awards to continue to raise the profile of te reo Māori and encourage all New Zealanders to support its revitalisation
- encouraging and promoting private sector and community efforts to revitalise te reo Māori, and particularly those that have significant reach, visibility and influence
- providing support to other national events (e.g., Conservation Week, Daffodil Day, etc.) to increase their use of te reo Māori
- supporting and promoting events within the public sector to engage public servants in te reo Māori
- delivering the annual Raranga Tahī Hui
- delivering (annual) online rangatahi-focused promotional campaigns.



### STRATEGIC INTENTION:

**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**

### FOUR-YEAR SUCCESS GOAL:

**Increased number of New Zealanders that value and use te reo Māori**

INDICATORS OF SUCCESS	HOW THIS IS MEASURED	TARGETS AND REPORTING
<b>Improved value of te reo Māori</b>	Increased number of private sector and community organisations valuing and promoting/using te reo Māori*	<50 in 2020/2021 Growing to 200 in 2023/2024
<b>More champions of te reo Māori</b>	Increased number of relationships with stakeholders	Baseline to be established in 2020/2021 Growing by 50% in 2023/2024
<b>Improved visibility of te reo Māori</b>	Number of events - online and in person - supported by Te Taura Whiri i te Reo Māori	Baseline to be established in 2020/2021 Growing to 50% in 2023/2024
<b>Right-shifts (from Zero to Passive and Passive to Active)</b>	Percentage of organisations supported that report Right-shifts	Baseline to be established in 2020/2021 Growing to 75% in 2023/2024

<sup>5</sup> Colmar Brunton, Māori Language Week: Understanding reactions to 2019 and how to ensure continued success for 2020 (Draft Report), December 2019.

\* The data for this will be obtained from annual Colmar Brunton polling (during Māori Language Week), the NZ Attitudes & Values Survey, the National Census and the Public Sector Census.

## Te waihanga me te whakatairanga rauemi hei tautoko i te whakamahere me te ako, me te whakamahi i te reo Māori

Creating and promoting resources to support planning for, and the learning and use of, te reo Māori

Our scope and function; what we want to achieve

We help individuals and organisations to identify and access tools and resources to support their planning for, and learning and use of, te reo Māori. We also play a critical role in ensuring that quality new words, terms and standards are developed and available to support the use of te reo Māori.

There has been a significant increase in the number of people who strongly agree that te reo Māori is an important part of our culture, it is something to be proud of, and government has an important role in its promotion.<sup>6</sup>

While the number of New Zealanders who can speak te reo Māori remains low, there continues to be an appetite to improve - more than half of New Zealanders are open to improving their ability to speak te reo Māori, and this is even higher for Māori (82 percent).<sup>7</sup>

We know that demand for te reo Māori classes (acquisition) is exceeding (traditional models of) supply, as evidenced by extensive waiting lists for tertiary provider courses.

Research carried out by Colmar Brunton also identified that:

- reasons that motivate people to learn or improve their ability to speak te reo Māori include a desire

to learn more about the culture, language preservation, and social connectivity

- key triggers for people deciding to improve their ability to speak te reo Māori include the lack of being able to fully participate, having children or grandchildren beginning to learn te reo Māori, and work expectations
- the two biggest barriers that stop or discourage New Zealanders from improving their reo Māori are a lack of confidence and fear of making a mistake (pronunciation is part of this).

We have developed numerous resources throughout our existence and know that there are a wide range of tools that have been developed by agencies, educators, private sector organisations, and iwi and Māori.

While there are challenges, we are focused on making sure New Zealanders have access to those things they need to help revitalise te reo Māori.

What we will do to achieve it

We are focused on creating an Online Language Planning Resource Centre that is easily accessible and contains tools and resources, or links to these (if provided by others, with their agreement), that support language planning, learning and use. The resource centre will also have new

quality-assured words and terms (and associated standards) to ensure consistency of use among all New Zealanders.

We are focused on strengthening our relationship with Te Mātāwai to jointly identify, develop and promote resources to meet the needs of multiple audiences.

Our activities include:

- promoting the language planning tools and resources we have developed to support our Maihi Karauna partners, and using resources that are already available
- creating new resources, in partnership with other organisations including Te Mātāwai, to meet evident needs and gaps
- supporting te reo Māori corpus, ensuring that quality new words, terms and standards are developed and available to support the use of te reo Māori
- commissioning research focused on data modelling and best practice teaching and learning.



STRATEGIC INTENTION:

**Creating and promoting resources to support planning for, and the learning and use of, te reo Māori**

FOUR-YEAR SUCCESS GOAL:

**Improved relevance, quality and diversity of resources**

INDICATORS OF SUCCESS	HOW THIS IS MEASURED	TARGETS AND REPORTING
<b>Improved availability of (quality-assured) terms to support the use of te reo Māori</b>	Increased universal lexical items (words and terms) to enable people to talk about technical and new things in te reo Māori	200 in 2020/2021 Growing to 1000 in 2023/2024
	Increased standardisation of lexicon	Two non-Te Taura Whiri i te Reo Māori lexicons standardised by 2023/2024
<b>Resources that help users to plan for, learn and/or use te reo Māori</b>	Percentage of users reporting that resources were helpful in supporting their planning for, learning and/or use of te reo Māori	Baseline to be established in 2020/2021 Growing to 75% in 2023/2024
	Number of research and evaluation projects commissioned	2 in 2020/2021 Growing by 100% in 2023/2024
<b>Right-shifts (from Zero to Passive and Passive to Active)</b>	Percentage of resources viewed and downloaded	Baseline to be established in 2020/2021 Growing by 20% in 2023/2024
	Percentage of users that measure and report Right-shifts as a result of planning for, learning and/or using te reo Māori	Baseline to be established in 2020/2021 Growing by 50% in 2023/2024

<sup>6</sup> Colmar Brunton, Māori Language Week: Understanding reactions to 2019 and how to ensure continued success for 2020 (Draft Report), December 2019.

<sup>7</sup> Colmar Brunton, Māori Language Week: Understanding reactions to 2019 and how to ensure continued success for 2020 (Draft Report), December 2019.

## Te whakarite kia mau tonu te kounga o te reo Māori

Ensuring the quality of te reo Māori is maintained

*For Māori people in particular who speak or who are learning to speak te reo Māori, preserving a Māori perspective of the world and of one's place in the world, in one's choice of words is arguably more important in many instances than the words themselves. Indeed, if the Māori language of everyday communication becomes much more separated from its cultural base, the language might well reach a stage where it is no longer capable of describing or perpetuating Māori values and attitudes with any greater facility than English is able to.<sup>8</sup>*

Our scope and function; what we want to achieve  
We are the government's source of expert advice and resources to assist with the revitalisation of te reo Māori.

As we have long identified, our interest is not just in promoting te reo Māori; it is in promoting the retention of Māori values in the Māori language.

What we will do to achieve it  
We are focused on supporting the acquisition and use of te reo Māori through the provision of quality supports (translators and interpreters), resources, tools and the corpus. Our activities include:

- licensing/registering and providing training for translators and interpreters and facilitating access to their services
- promoting and delivering the Level Finder and Public Sector Māori examinations
- improving the certification process for translators and interpreters
- developing, testing and refining online proficiency tests



**STRATEGIC INTENTION:**  
**Ensuring the quality of te reo Māori is maintained**

**FOUR-YEAR SUCCESS GOAL:**  
**Improved consistency and quality of te reo Māori**

INDICATORS OF SUCCESS	HOW THIS IS MEASURED	TARGETS AND REPORTING
<b>Improved support for contemporary use of te reo Māori</b>	Increased number of active licensed translators and interpreters	58 in 2020/2021 Growing by 20% per annum to 2023/2024
	Number of participants in Te Toi Reo Māori training	Baseline to be established in 2020/2021 Growing by 30% in 2023/2024
<b>Improved recognition of proficiency/advancement in the acquisition and use of te reo Māori</b>	Increased number of people sitting the Level Finder and Public Sector Māori examinations	132 in 2020/2021 Growing by 30% in 2023/2024
	Increased visibility of Level Finder and Public Sector Māori examinations	Three promotional events in 2020/2021 Growing by 30% in 2023/2024
<b>Right-shifts (from Zero to Passive and Passive to Active)</b>	Percentage of Te Toi Reo Māori participants that report a measurable right shift	Baseline to be established in 2020/2021* Growing to 75% in 2023/2024

<sup>8</sup> Te Taura Whiri i te Reo Māori, *Te Reo Māori mō te Tari/Māori for the Office*, Oxford University Press, 1997.

\* Including the number of licensed interpreters and translators, the number of those who pass the Level Finder and Public Sector Māori examinations, and the number of public servants who move to higher-level acquisition/qualifications.

## Te whakatau rautaki matua

### Strategic prioritisation

**To get the best return for the investment made in Te Taura Whiri i te Reo Māori, and to make the best use of our te reo Māori revitalisation expertise and resources, we need to prioritise our work.**

In doing this, we are working closely with our te reo Māori sector partners to ensure that efforts are coordinated and directed to where they can make the most impact.

We are focusing our efforts on developing digital tools and resources to:

- extend our reach and influence (as a small organisation, we would otherwise not be able to meet demand for te reo Māori revitalisation support)

- enable informed language planning and impact measurement
- support the learning and use of te reo Māori
- enable access to critical resources (e.g., translators, interpreters, te reo Māori tutors, the corpus and research).

These priorities reach across all four of our strategic intentions, and we report against them in our annual reports. Over the next four years, we are focused on better understanding our stakeholders and progressively increasing our ability to develop improved performance targets.



## E mahi tahi ana ki ngā hoa mahi me te hunga whaipānga

### Working with partners and stakeholders

**We have three major assets: our reo Māori revitalisation expertise; extensive resources to support the revitalisation of te reo Māori; and our enduring relationships with stakeholders from across the many communities that make up Aotearoa.**

To leverage these assets and make the greatest contribution to New Zealand's society and economy, we need to work with and through others and to draw on their complementary skills and resources.

We are focused on strengthening our relationship with Te Mātāwai, in recognition of the wealth of expertise and experience it has and its reach into homes, whānau and communities throughout Aotearoa.

We continue to work closely with the other reo Māori sector organisations and Maihi Karauna agencies: Te Māngai Pāho, Whakaata Māori, Te Tāhuhu o te Mātauranga, Te Tari Taiwhenua, Manatū Taonga and Te Puni Kōkiri.

Through our work, we are building and strengthening relationships with state sector, private sector and other organisations to create a network of champions that expand awareness and visible support for language revitalisation.

Finally, we are participating in international discussions, contributing to and drawing from other indigenous language revitalisation strategies.

## Te hauora ā-whare me te kaha

### Organisational health and capability

Over the next four years, we continue to develop our people, resources and ICT capability to make sure we are providing the best products and services and the best value for money.

We are particularly focused on developing our information and knowledge management systems, improving our business intelligence and reporting systems and maintaining key relationships and partnerships.

#### Culture and values

Our culture is built around wellbeing - the spiritual, social, mental and physical wellbeing of our kaimahi. The rationale is that staff who are cared for in a holistic manner based on kaupapa Māori will be more likely to be committed, client focused and innovative.

Kaimahi have been pivotal in developing Te Whakapuakanga - our internal code of conduct. Our key organisational kaupapa are:

- Whaitaketanga/Relevance - Te Taura Whiri i te Reo Māori will have a role that is valued by the Māori language sector, government agencies and wider Aotearoa.
- Mana/Integrity - Te Taura Whiri i te Reo Māori will conduct its business in a way that enhances its reputation and relationships with the Māori language sector, government agencies and wider Aotearoa.
- Kairangi/Excellence - Te Taura Whiri i te Reo Māori will set high standards of performance and delivery of its services.

The wellbeing of our staff and culture are key cornerstones in the delivery of our work. Staff are actively engaged in the development of our annual strategy and plans, and they can, through staff engagement surveys, tell us how we are performing and what we can do better.

#### Structure and physical delivery model

Digital delivery of information and resources is central to our future delivery model. This is a cost-effective means to reach large numbers of New Zealanders and provide them with information and self-assisted resources.

Our work is delivered through a project-based matrix operating model. The various work projects and teams are determined prior to the beginning of each financial year. Kaimahi from each of the four business units (Ohu) are assigned to the projects. The Ohu are:

- Te Hāpai Ō - Corporate Service (Financial Management, Human Resources and Organisational Support)
- Te Toko Reo - Partnerships and Promotions (Communications, Event Management and Promotion)

- Te Amo - Policy and Development (Research and Evaluation, Māori Language Services and Policy Advice)
- Te Hiringa - Language Planning (Language Planning Support).

#### People

Our employment practices meet the responsibilities in the Crown Entities Act 2004 of being a good employer. We aim to provide equal opportunities to make the most of the talents of all our people.

We assess our status as a good employer against the elements and criteria set out by the Human Rights Commission and through compliance with all aspects of employment law. Over the next four years, we continue to ensure that all elements are in place and working well.

#### Knowledge, information, communications and reporting

To achieve our strategic intentions, we need to lift our profile with our key target audiences and ensure our products and services are reaching them in the formats they want to use (e.g., mobile technology). We run targeted campaigns to raise awareness, and increase the use of our products and services, and monitor the success of these.

A strategic priority is improving the systems and infrastructure we have to generate, manage and communicate information so we can increase the impact of our role as an enabler of te reo Māori revitalisation.

We are exploring ways to deliver resources digitally to increase their reach and convenience for users. Early priorities are reviewing our website ([www.tetaurawhiri.govt.nz](http://www.tetaurawhiri.govt.nz)) to create an improved and more responsive user experience and making our resources more interactive and easier to access. This generates improved insights into the needs of our stakeholders and improves our

ability to respond to them. We are moving to a more stakeholder-focused and cooperative design of our products and services over the next four years.

In 2020/2021, we are progressively introducing more registration-based access to some resources to improve our understanding of usage and engagement (and our ability to report on this). We are measuring the increase in awareness and use of our products and services and report on this in our annual reports.

Underpinning all this, we need to maintain and develop strong ICT infrastructure, in line with government priorities, including:

- services that are digital by default
- information that is managed as an asset
- investment and capability that are shared
- systems that are secure and where privacy is maintained.

#### Risks and risk management

Te Taura Whiri i te Reo Māori takes an active approach to risk management using a Risk Management Policy and Framework. Identifying and managing risk is the responsibility of all staff in their specific roles.

The Senior Leadership Team and management ensure that risks and issues are identified and evaluated and that effective and timely mitigations are put in place. These are monitored through a monthly review process and reflected in a risk register that is reviewed quarterly by the Board's Audit and Risk Committee.

The Board has oversight of risk management and is responsible for ensuring that risks and issues are properly managed and the Minister is informed of significant risks affecting Te Taura Whiri i te Reo Māori.

Indicator	2020/21	2021/22-2023/24
Turnover	<20%	<20%
Staff engagement	>60% survey responses	Increasing trend
Equal employment opportunity requirements met	Included in all relevant documents and practices	Maintaining
Health and safety	Implement zero-harm health and safety strategy	Zero significant health and safety incidents reported



## Te rautaki ahumoni me te whakahaere

### Financial strategy and management

**The financial strategy is an integral part of the overall organisational strategy at Te Taura Whiri i te Reo Māori.**

Our financial strategy is based on the following elements:

- a robust budgeting process with regular forecast updates three times a year
- established and documented internal controls including policy and procedures, financial delegations and a planned internal audit programme
- a finance framework to achieve continued improvement of financial management and audit ratings
- use of the all-of-government procurement contracts to ensure ongoing efficiencies and operating savings
- regular reporting and monitoring through cost-centre managers to our Senior Leadership Team, the Audit and Risk Committee, the Board, Te Puni Kōkiri (as monitoring agent) and the Minister for Māori Development.

Indicator	2020/2021	2021/22-2023/24
Maintain or improve audit ratings (Good/Very Good in 2018/2019)	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)	Improve audit ratings

## Ngā takune whakapaunga hoko

### Capital expenditure intentions

**Capital investment in our information, communications and technology (ICT) infrastructure is critical for Te Taura Whiri i te Reo Māori.**

An external assessment recently carried out indicates that current ICT infrastructure, systems and functionality are inadequate to support the needs of Te Taura Whiri i te Reo Māori going forward.

The development and implementation of an ICT strategy:

- informs a purpose-driven, functional solution for ICT that will ensure compliance with all obligations,
- accountabilities and responsibilities of Te Taura Whiri i te Reo Māori
- informs decisions on future-state ICT architecture and system requirements
- positions Te Taura Whiri i te Reo Māori to develop, confirm and implement an ICT Roadmap for at least the next four years that supports our business drivers and activities.



