

*'Kia ita!'*

*Te Taura Whiri i te Reo Māori*

MĀORI LANGUAGE COMMISSION



**BRIEFING TO THE INCOMING MINISTER 2020**

**FOR**

**TE TAURA WHIRI I TE REO MĀORI**

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## 1.0 HE MIHI

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. Tīhei 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.

## 2.0 KEY MESSAGES

a. The Maihi Karauna looks to achieve the following by 2040:

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

b. A 2019 independent Colmar Brunton survey found:

- i. 81% of those surveyed agreed the Māori language is an important part of our culture in New Zealand
- ii. 74% agree speaking Te Reo Māori is something to be proud of, and
- iii. 70% agree it is important that the Government promotes the use of Te Reo Māori.

c. Te Taura Whiri's Te Wiki o te reo Māori 2020 events and activities were focused online due to Covid-19. Our campaign – Te Wā Tuku Reo Māori <https://tuku.reomaori.co.nz/> - in Te Wiki o te reo Māori is the largest ever celebration of te reo Māori attracting over one million participants. The event generated the following reach and engagement:

- **Total Participants 1,058,356**
- Unique Sign-ups 44,532
- Organisations 3,998
- Shared Why they support learning/kōrero Māori 5,164
- Uploaded their Māori Language Moment 974
- Website Visits 155,650
- Shared site 5,241

d. Te Taura Whiri will build on this platform, with an initial focus on State Sector agencies, businesses and schools. The aim is to convert this support into 1 million speakers of te reo Māori by 2040.

e. **Te Taura Whiri i te Reo Māori and our Maihi Karauna partners want to engage with you on the following key areas:**

- i. Building understanding and acceptance of the centrality of te reo Māori me ōna tikanga to the well-being of Māori. We know that Māori children that are educated in Māori language environments i.e. Kura Kaupapa and total immersion, do as well as or better educationally than their non-Māori counterparts. In partnership with Te Mātāwai and yourself, we want to get te reo Māori to communities (largely urban) that urgently need it to help to re-establish their Māori identity and build a stronger future for the tamariki, mokopuna.
- ii. Establishing the infrastructure for te reo Māori in the public service including:

- a. standardised te reo Māori provision to and across the sector
- b. developing and finalising the lexicon for the public service
- iii. The current learning infrastructure is unable to meet the current national demand for te reo Māori – reports from providers suggest that twice as many people are on waiting lists than in classes learning te reo Māori.

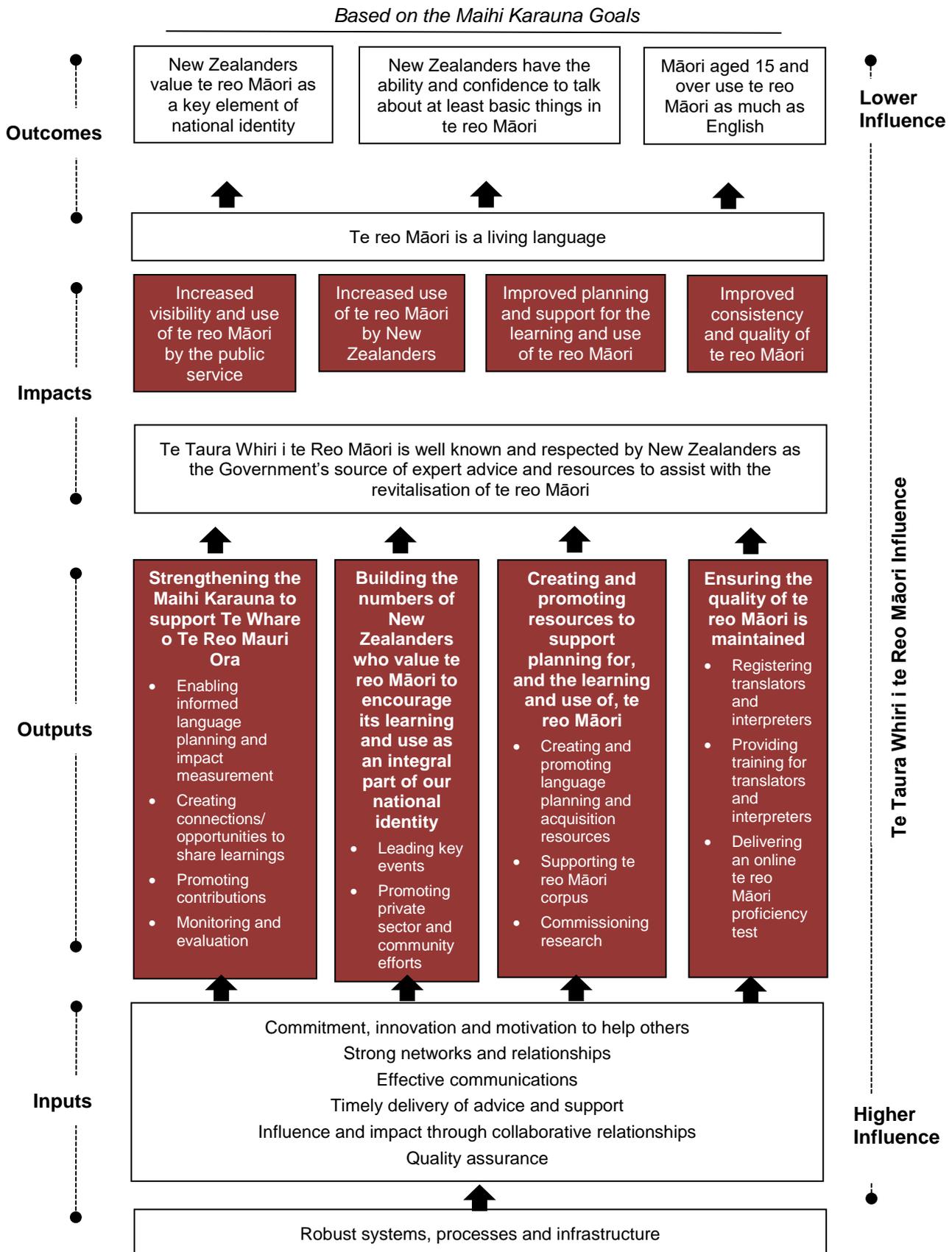
g. There is an urgent need to scale up funding for recruiting and upskilling te reo Māori teachers at all levels across the system.

**h. Te Taura Whiri i te Reo Māori and our Maihi Karauna partners will be presenting a business case with:**

- i. **A budget bid for Budget 2021 to address current and growing systemic shortfall in funding for teacher training and learning environments at all levels, and**
- ii. **A budget bid for the standardised provision of te reo Māori to the public service, and**
- iii. **A budget bid to lead and manage the Maihi Karauna Secretariat – we are currently using our own funds to do this work.**

## 2.0 TE TAKENGA RAUTAKI – STRATEGIC BACKGROUND

### Te tikanga arorau Intervention logic 2020-2024



### 3.0 EXECUTIVE SUMMARY

#### HE WERO, HE HUARAHI HOU – SUMMARY OF CHALLENGES AND OPPORTUNITIES

This section summarises a number of challenges and opportunities in regard to te reo Māori revitalisation.

- a. Te Ture mō te Reo Māori 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. This is represented by the creation of Te Whare o te Reo Mauriora – a partnership for the revitalisation of te reo Māori.
- b. The whare has two sides or partners represented by the Maihi bargeboards. To the left, Te Mātāwai representing iwi, hapū, whānau, Māori and communities has created the Maihi Māori (the Māori Language Strategy), and to the right, the Crown representing wider New Zealand has created the Maihi Karauna.
- c. The Maihi Māori 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.
- d. The Maihi Karauna sets out the government’s:
  - i. objectives and policies, and related matters, relevant to the revitalisation of the Māori language
  - ii. long-term strategic direction, and the current and medium-term priorities, to support that revitalisation.

It supports the societal conditions for te reo Māori to thrive ensuring that government systems support this.

- e. Te Taura Whiri i te Reo Māori has a lead role in the Maihi Karauna and is responsible for:
  - i. coordination and monitoring its implementation, and
  - ii. supporting language planning
- f. We have three major assets:
  - i. our reo Māori revitalisation expertise
  - ii. extensive resources to support the revitalisation of te reo Māori, and
  - iii. our enduring relationships with stakeholders from across the public and private sectors and the many communities that make up Aotearoa.

- g. 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 by:
- strengthening the Maihi Karauna to support wider New Zealand, the public service and the community engage with te reo Māori (Te Whare o Te Reo Mauriora)
  - increasing the number 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
- h. We strengthen the Maihi Karauna by:
- leading and providing secretariat support to Te Papa Kōrero (the Chief Executives of the Te Reo Māori Lead agencies including Te Arawhiti, Te Puni Kōkiri, Manatū Taonga, Te Māngai Pāho, Department of Statistics, Department of Internal Affairs, Māori Television, Ministry of Education, and Te Taura Whiri i te Reo Māori) which provides strategic advice to Te Rūnanga Reo (the partnership between Te Mātāwai and the Crown (represented by yourself, the Minister of Finance, the Minister of Internal Affairs, and the Minister for Culture and Heritage)
  - creating connections and opportunities to share learnings between agencies and with Te Mātāwai and to promote contributions to language revitalisation
  - monitoring and reporting annually on the Maihi Karauna and revitalisation of te reo Māori, and
  - increasing the numbers of public and private sector organisations with language plans that support them to build their te reo Māori capacity.
- i. We build the number of New Zealanders who value te reo Māori to encourage its learning and use as an integral part of our national identity by:
- delivering key events such as Te Wiki o te Reo Māori
  - delivering online social campaigns promoting te reo revitalisation
  - supporting national events to increase the use of te reo Māori.
- j. We create and promote resources to support planning for and the learning and use of, te reo Māori including:
- tools for language planning <https://www.tetaurawhiri.govt.nz/en/mahere-reo/tools-for-lp/>
  - language planning templates <https://www.tetaurawhiri.govt.nz/en/mahere-reo/tools-for-lp/language-plan-template/>

- Te Wiki o te Reo Māori resources <https://www.tetaurawhiri.govt.nz/en/online-resources/>

By July 2021, all 36 government departments are required to have te reo Māori plans that demonstrate how they will support the revitalisation of te reo Māori internally and how they will encourage wider New Zealand to engage with and use more te reo Māori (MCR-18-MIN-0012)

- k. We ensure the quality of te reo Māori is maintained by:
- training and licensing translators and interpreters, and
  - listing them on our translators register so the public can access their services. <https://www.tetaurawhiri.govt.nz/en/services/national-translators-and-interpreters-register/>

In 2019/20 we had our biggest cohort ever with 26 of 28 candidates successfully passing the Te Toi Reo Māori examination to become licensed translators.

- l. We provide competency testing through our Level Finder and Public Service Māori examinations

m. In regard to compulsory education, New Zealand needs to:

- increase the numbers of te reo Māori teachers
- increase the percentage of students who have access to te reo Māori
- increase the numbers of Māori children in Māori medium (now 2.5%)
- set a goal for universal availability of Māori language teaching in schools
- get a goal for incorporation of Māori language in the core curriculum
- improve the standard of te reo teaching across all levels to enhance success rates in acquisition for children.

n. In regard to the use of Māori language

- we need to increase the domains in which te reo Māori is spoken – for example, Māori speaking politicians can take the lead by speaking more te reo in Parliament – only ten hours of te reo Māori was spoken in the last term of Government
- there is a shortage of qualified translators and interpreters. Te Taura Whiri i te Reo Māori is working on ways to address this within our means but will require more resource to effectively address the issue
- Te Taura Whiri i te Reo Māori is not currently funded for social marketing but uses our promotional funds to run a social marketing campaign over Te Wiki o te Reo Māori every year. We see this as an important tool to increasing participation in revitalisation efforts but require more funding to ensure that we continue to have on online presence over the entire year.

o. In regard to our relationship with the Minister:

- the idea of a functional leader for te reo Māori in the government sector was first proposed by Te Taura Whiri i te Reo Māori in 2016. Given the heightened emphasis on te reo Māori revitalisation and the new environment, we believe this idea should be revisited by the Minister
- 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 portfolios. There is a need for more frequent meetings with the Minister so issues can be identified and discussed earlier
- the Minister will require specific advice and information from Te Taura Whiri i te Reo Māori. We will look to develop an information template for meetings tailored to the Minister's requirements.

p. In regard to our relationship with Te Puni Kōkiri

- we are committed to developing an ongoing relationship with Te Puni Kōkiri that is underpinned by trust, mutual respect, clarity and transparency
- we strive for a relationship where Te Puni Kōkiri supports our work and trusts us to take care of te reo Māori in the public sector, wider New Zealand and in partnership with Te Mātāwai
- we believe that as the lead agency for te reo Māori that it is logical that we work with our Māori partners, Te Mātāwai to take care of Te Whare o te Reo Mauriora

q. In regard to our relationship with Te Mātāwai

- we are committed to actively working in partnership with Te Mātāwai to ensure that the Maihi Karauna complements the Maihi Māori
- as the Crown lead for te reo Māori, we are committed to working with Te Mātāwai to strengthen Te Whare o te Reo Mauriora
- we look to connect Te Mātāwai up to key agencies to assist them to meet the goals for the Māori community through attendance at Te Papa Kōrero
- we actively seek partnership opportunities to work with Te Mātāwai on key kaupapa such as Te Wiki o te Reo Māori, Ngā Tohu Reo Māori, Te Matatini and Te Konohete.

#### **4.0 NGĀ ĀHEINGA ME NGĀ WHAKAHAERENGA – FUNCTIONS AND OPERATIONS**

Te Taura Whiri i te reo Māori was established by the Māori Language Act 1987 and its role further refined by Te Ture reo Māori Act 2016.

Its functions and powers are set out in section 40 of the Act and exist in the context of the two strategies established by the Act: Te Maihi Māori and Te Maihi Karauna. Maihi Māori is the reo Māori strategy of Māori themselves, led by the independent statutory entity Te Mātāwai. Maihi Karauna is the Crown’s Māori Language Strategy.

The word ‘maihi’ means a barge board at the front of a carved whare. The whare in this case is ‘Te Whare o te Reo Mauriora’ – ‘The house of revitalised language’. This concept was widely used, and accepted in the consultation leading up to the 2016 Act. The two sides represent the Crown and Māori and each part of the house has a symbolic meaning. Just as neither half of the house can stand without the other, the Māori language cannot be revitalised except through an active partnership of Māori and the Crown. The ‘active’ part of this partnership is the two strategies.

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, investing in research and acting with a wide remit to give effect to the status of te reo Māori as an official language.

#### **5.0 ORGANISATIONAL PROFILE**

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 Maori 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>1</sup>

The current Commissioners are:

Professor Rawinia Higgins (Toihau) – First 3-year term as Board Chair from 30 June 2018 – 29 June 2021

Charisma Rangipunga (Toihau Tuarua) - second 3-year term from 30 June 2018 – 29 June 2021

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<sup>1</sup> 1. Refer sections 41 and 21(3) of Te Ture mō Te Reo Māori 2016

Wayne Panapa – second 3-year term from 29 November 2019 – 28 November 2022

Jeremy MacLeod – 3-year term from 22 October 2019 – 21 October 2022

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

The Chief Executive, Ngahiwi Apanui was appointed on 31 August 2015 and leads four business units:

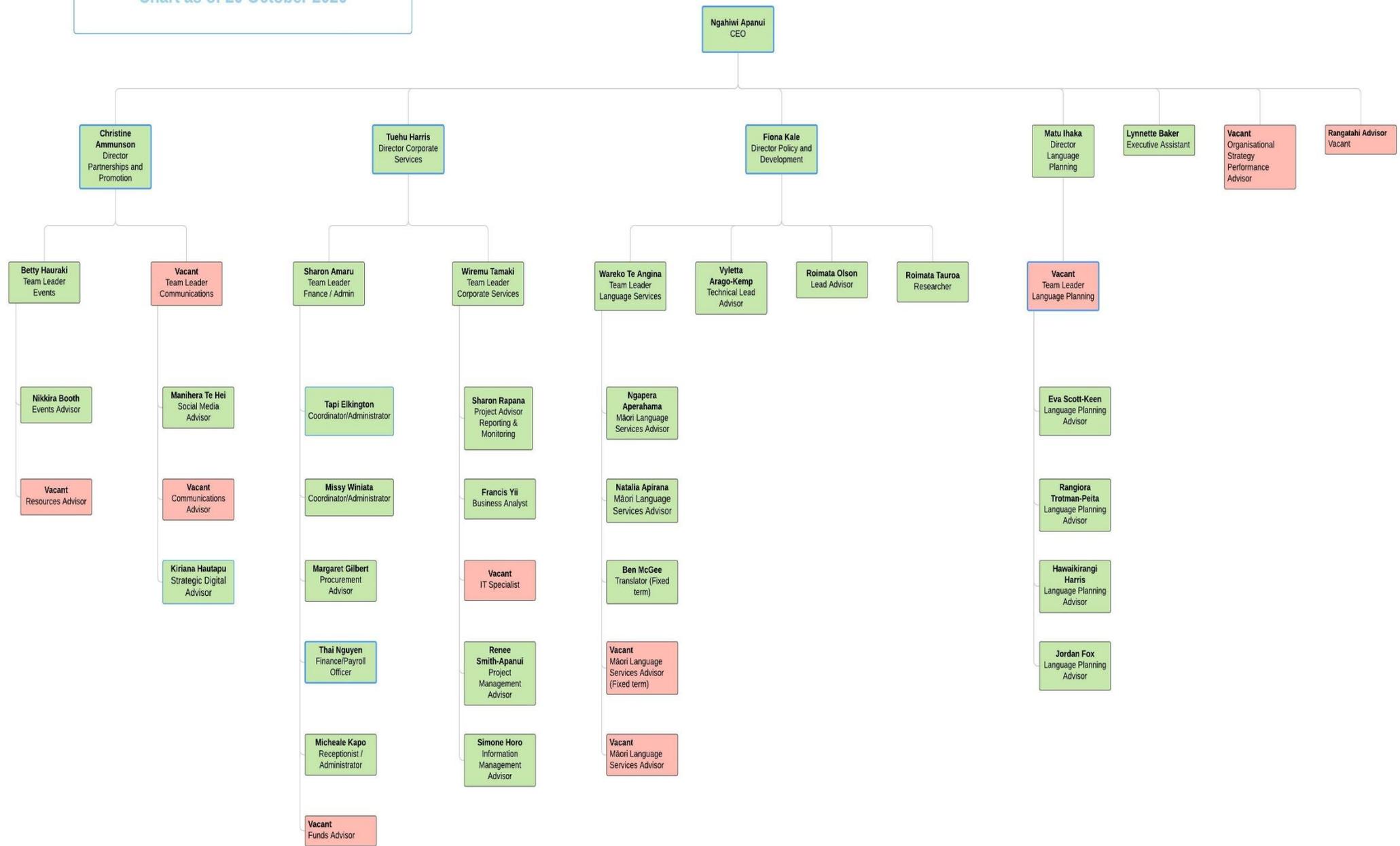
- Te Amo – Policy and Development
- Te Toko Reo – Partnerships, Planning and Promotions
- Te Hiringa – Language Planning
- Te Hāpai Ō – Corporate Services.

There are 30 staff at Te Taura Whiri i te Reo Māori predominantly made up of Māori (83%) and female (70%). We are also ethnically diverse with Vietnamese, Malaysian, Pākehā, Cook Island, Tokelau and Sāmoan heritage represented amongst other staff.

The Māori language is a key competency requirement. 50% of staff have level three or more on the proficiency scale. The aim of Te Taura Whiri i te Reo Māori is to have 100% of staff achieve level three over the next two years.

The following diagram outlines our organisational structure.

Te Taura Whiri i te Reo Māori Organisation Chart as of 20 October 2020



## **6.0 NGĀ RATONGA - SERVICES**

### **Audience**

Te Ture mō te Reo Māori 2016 established Te Mātāwai to represent Māori but also to work with whānau, hapū, Iwi and Māori communities. The Act has also widened the focus of Taura Whiri i te Reo Māori to include government agencies, business and the wider New Zealand population. Promotional events such as Te Wiki o te Reo Māori have an inclusive national focus and encourage all New Zealanders to support, learn and speak te reo Māori. Our key audience is now referred to as wider New Zealand.

### **Key messages and offer**

Underpinning our service to wider New Zealand are some key messages:

1. all New Zealanders have a responsibility for the revitalisation of te reo Māori
2. te reo Māori is New Zealand's language
3. all New Zealanders have the right to learn and speak te reo Māori
4. te reo Māori is an integral part of our national identity, and
5. te reo Māori connects us all to Aotearoa New Zealand.

These key messages are either used or are the basis of key messages for our promotional events i.e. for Te Wiki o te Reo Māori 2020 the key message was “Kia kaha te reo Māori – Let te reo Māori be strong” and related to that “No matter how much or how little, give te reo Māori a go. Kia kaha te reo Māori”

### **Our point of difference**

Te Taura Whiri i te Reo Māori has an approach that aligns with our statutory roles and key audience, wider New Zealand. The following informs our approach:

- our statutory role under Te Ture mō te Reo Māori 2016
- our vision and mission statements
- our organisational values, and
- The audacious goal for the Maihi Karauna i.e. one million speakers of te reo Māori by 2040.

Our offer therefore is:

- we are the leaders of te reo Māori me ōna tikanga in the government space. We keep the standards, promote the value and provide support to grow te reo Māori
- we have committed and skilled people
- we are unafraid to innovate and utilise data to inform that innovation – the achievement of the one million registrations for Māori Language Moment 2021 and the continual increase in engagement with te reo Māori is a result of courage and innovation
- we have a team culture that requires all staff to work collaboratively across the organisation and the government sector to achieve ōhū and organisational goals
- our processes and organisational set-up enable us to be agile and respond quickly to requests for assistance
- we have access to Māori language expertise within and outside of our organisation

- our service is supported by technological innovation
- our business is te reo Māori 24/7 - we have an overview of te reo Māori revitalisation in Aotearoa New Zealand that no other organisation has, and
- our delivery is sustainable. We aim to decrease our carbon footprint through a number of measures including becoming a paperless organisation.

## Focus areas

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 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 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)
- Te Hāpai Ō – Corporate Service (Financial Management, Human Resources and Organisational Support).

Underpinning the work of the ohu are three kaupapa/principles.

- **Whaitaketanga** – carrying out a role in te reo revitalisation that is valued by government, wider New Zealand society and Māori
- **Mana** – building and maintaining mutually beneficial relationships, and
- **Kairangi** – aspiring to high standards of delivery and committing to continuous improvement

## Maihi Karauna

The role of Te Taura Whiri i te Reo Māori is to lead in the coordination of the implementation of Te Maihi Karauna. We achieve this by leading and managing Te Papa Kōrero (CE Forum) and Tokomatua (Senior Officials Governance Group) to ensure a positive collaborative approach to the implementation of the Maihi Karauna. In addition, we provide language planning support and develop strategies to engage other agencies/organisations in the revitalisation of 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.

The Whare o te Reo Mauri Ora partnership between the Crown and iwi and Māori (represented by Te Mātāwai) and the subsequent definition of respective roles (as detailed in the Maihi Māori and Maihi Karauna), requires a shift in focus for Te Taura Whiri i te Reo Māori:

<b>FROM</b>		<b>TO</b>
Coordinating and arranging		Enabling and facilitating
Reacting to ad-hoc requests for support		Anticipating needs and proactively developing tools to meet these
Direct delivery of support and advice (limited by capacity)		Virtual delivery of tools, resources and supports (to increase reach)
Having sole responsibility		Building a network of champions
Promoting the Māori language		Raising awareness of the <u>value</u> of te reo Māori

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<sup>2</sup> This recognised the leadership (in coordinating the implementation of the Maihi Karauna Strategy) role of Te Taura Whiri i te Reo Māori that had been effected through Te Ture mō te Reo Māori 2016.

## **Te Taura Whiri i te Reo Māori Teams: Te Amo – Policy and Development**

The role of Te Amo is focused on the following areas:

- **Research:** Commissioning research projects and identifying and accessing data sources that assist us to answer key questions regarding te reo Māori revitalisation
- **Monitoring and evaluation:** In particular implementing the evaluation framework for the Maihi Karauna and evaluating internal initiatives using the ZePA scale
- **Policy development:** Working across the government sector to develop a more collaborative and collective approach to te reo Māori policy development, and
- **Māori language services:** Licensing translators and interpreters, developing and enforcing quality standards for te reo Māori, running the Level Finder Examination and development of new words

## **Te Toko Reo – Partnerships and Promotions**

The role of Te Toko Reo covers three areas of our business:

- Communications including media messaging through a variety of media channels, the Te Taura Whiri i te Reo Māori websites and various social media platforms and management of online activity
- Promotions including events such as Te Wiki o te Reo Māori and Ngā Tohu Reo Māori
- Resource Development

## **Communications and promotions**

Key messages were for our current work programme are:

1. all New Zealanders have a responsibility for the revitalisation of te reo Māori
2. te reo Māori is New Zealand's language
3. all New Zealanders have the right to learn and speak te reo Māori
4. te reo Māori is an integral part of our national identity
5. te reo Māori connects us to Aotearoa New Zealand, and
6. kia kaha te reo Māori – Let te reo Māori be strong!

## **Te Hiringa - Language Planning**

Language planning is the mechanism by which we coordinate the implementation of the Maihi Karauna as required by the Act. By supporting government organisations and private sector entities to develop their language plans, we are able to map activity and provide some consistency in approach, planning, implementation, monitoring and evaluation.

The priority for Te Hiringa is:

- 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.

Language planning will be carried out in partnership with Te Amo who will implement the evaluation framework and then carry out the evaluation on an annual basis. The evaluation

will assist the Minister and government to understand the efficacy of the plans and the progress towards achieving the goals of the Maihi Karauna.

### **Te Hāpai Ō – Corporate Services**

Te Hāpai Ō is literally as the name intends, the ‘back office’ or corporate services that support the everyday functionality of Te Taura Whiri i te Reo Māori. There are currently 13 staff in Te Hāpai Ō.

The priority for Te Hāpai Ō is to improve the audit ratings, retention of new staff and the development and implementation of a fit for purpose ICT infrastructure. Future investment in ICT infrastructure will lead to the following aims:

- 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.

### **Te Tira Whakahaere – CE Office**

Apart from overall oversight of Te Taura Whiri i te Reo Māori and building strategic partnerships the CE Office is responsible:

- To manage and provide secretariat services for Te Papa Kōrero and Toko Matua
- Manage the Maihi Karauna Event fund
- To develop and deliver the Rangatahi strategy and associated initiatives

### **Conclusion**

We have made some significant progress in the last three years and count the following among our successes:

- the biggest ever Māori language celebration held 12pm on Monday the 14<sup>th</sup> September 2020, with over one million people participating across the country in the Māori Language Moment
- the biggest ever cohort of new translators (26) passed Te Toi Reo Māori in 2020
- our post Te Wiki o te Reo Māori research conducted by Colmar Brunton shows that for the last three years that 80% of New Zealanders believe te reo Māori is a key component of our national identity
- TEC enrolment data shows that our work has an impact on enrolment in tertiary education Māori language classes
- we have increased engagement with our products and services year-on-year for the past four years
- for the 2019/20 financial year, the auditor is proposing the following ratings:
  - Management control Environment: Very Good
  - Financial Information systems and controls: Very Good
  - Performance Information Systems and Controls: Good.

We have demonstrated over the past five years that we are an organisation committed to continual improvement and excellence in our service delivery. We are strongly committed to continuing that growth into the next term of Government.

Key to our continual improvement is the expertise and valued support given to us by our Board and in particular the Board Chair, Professor Rawinia Higgins. Professor Higgins is a language champion without peer of her generation. Her continued leadership of the Board and Commission is key to our ongoing success and the success of the Government's Māori language revitalisation effort.

Our priority is to establish the infrastructure for te reo Māori in the public service and to address the teacher shortage in the next three years to ensure te reo Māori is not only kept alive for future generations but is a living language used by all New Zealanders.

Kia māhorahora te reo Māori.

Nāku noa, nā

A handwritten signature in black ink, appearing to be 'Ngahiwi Apanui', written in a cursive style.

Ngahiwi Apanui  
Tumu Whakahaere