

*'Kia ita!'*

*Te Taura Whiri i te Reo Māori*

MĀORI LANGUAGE COMMISSION



# BRIEFING FOR THE INCOMING MINISTER OF MĀORI AFFAIRS

December 2011

## HE MIHI

Koto ake a waikamo i te aroha kōingoingō ki ō tātau tini aituā, ki ngā tipua reo o te wā, ki ngā tipua o te iwi Māori hoki i hinga atu i roto i ngā wiki, i ngā marama i te tau nei, e kore tātou e wareware. Hoki ora mai ki a tātau ngā waihoatanga a kui mā, a koro mā, tēnā tātau katoa.

Tēnā koe e te Minita, e Pita, i tāu hokitanga mai ki mua i te aroaro o ngā whakahaerenga o Kāwana. Ko te whakaaro matua ia, mā te mahi ngātahi ka eke panuku tō tātou reo Rangatira ki ngā taumata i wawatatia e ngā mātua tīpuna.

2012 marks the 25<sup>th</sup> anniversary of Te Taura Whiri i te Reo Māori. This briefing describes our goals and the challenges we face as we enter our 25<sup>th</sup> year. It sets out how our policy programme and our business activities will contribute towards quality outcomes for the Māori language.

We have deliberately aligned our priorities with the outcomes of the Māori language strategy and sector review. These include:

- the development and implementation of a new Māori language strategy which prioritises language gains in homes and communities;
- consolidating proven language initiatives (Mā Te Reo and He Kāinga Kōrerorero);
- strategic planning for Māori language workforce development (capacity and capability for Māori language professionals).

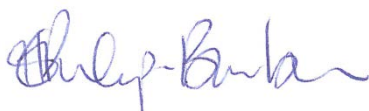
We would like to meet you at the earliest opportunity to discuss these priorities and to ensure they align with your expectations of Te Taura Whiri i te Reo Māori.

We extend a warm welcome to you on behalf of the Board and all staff of Te Taura Whiri i te Reo Māori and we look forward to working closely with you during the next three years. As Minister of Māori Affairs, your role will be critical in supporting the ongoing success of Te Taura Whiri i te Reo Māori.

Nā māua, nā



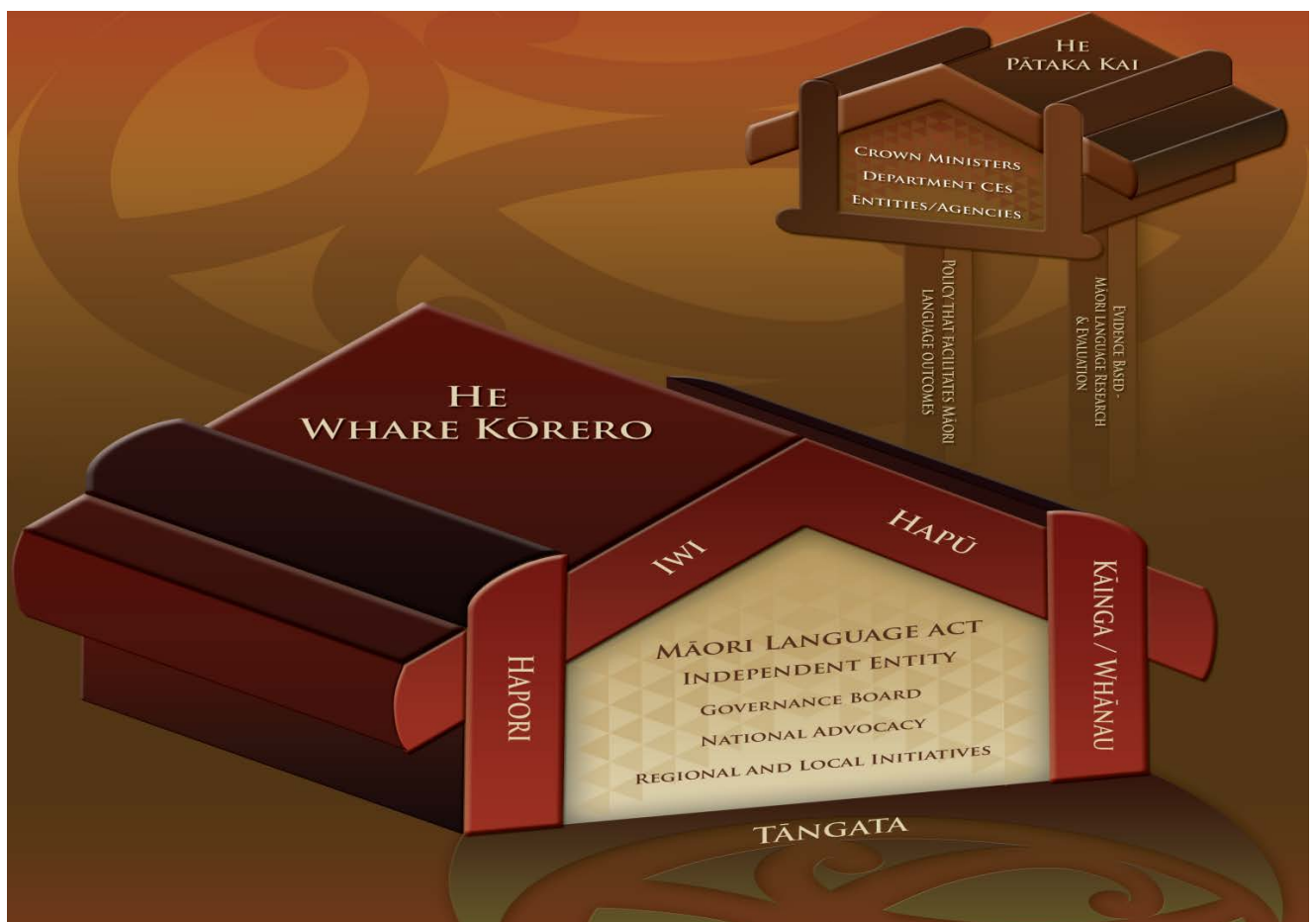
Erima Henare  
Toihau



Glenis Philip-Barbara  
Chief Executive / Tumuaki

## EMERGING PRIORITIES

1. As stated earlier, our emerging priorities from the review of the Māori language sector are three-fold:
  - **Developing** – a new Māori language strategy that focuses on maintaining and expanding Māori language use in homes and communities; and positions clearly a role for Māori in leading Māori language revitalisation/regeneration, and a role for government in supporting this (see diagram below).
  - **Consolidating** – existing Māori language programmes that focus on Māori language outcomes in homes and communities (for example, Mā Te Reo, He Kāinga Kōrerorero, iwi-community language planning and promotional activities).
  - **Planning** – for and developing a much needed Māori language workforce
2. **He Whare Kōrero** – Conceptually Te Taura Whiri i te Reo Māori sees a new Māori language strategy as per the diagram below. The diagram depicts a strategy that has a role for Māori in leading language revitalisation and regeneration; and a role for government in supporting those efforts. The diagram also critically acknowledges the role of national advocacy (important where capacity may not exist for some stakeholders), and the status of the Māori language as an official language of New Zealand.



3. Te Taura Whiri i te Reo Māori has a key role to play in supporting Māori language revitalisation and looks forward to continuing the development – with the Minister of Māori Affairs – of a new Māori language strategy. This work is expected to be a key focus of planned meetings with iwi and Māori language stakeholders.
4. There are two current programmes which are already focused on Māori language outcomes in homes and communities, enabling Māori leadership of Māori language revitalisation / regeneration. Namely the Mā te Reo and He Kāinga Kōrerorero programmes.
5. For over ten years Mā te Reo funding has been provided direct to communities enabling and supporting iwi, hapu, whānau and community led language initiatives including wānanga reo, kura reo and the production of resources designed to support ongoing language development.
6. Over three years Te Taura Whiri i te Reo Māori has supported He Kāinga Kōrerorero to provide practical guidance and support to over 150 whānau in their homes throughout Aotearoa. The objective of this programme is to grow Māori speaking whānau. Unsurprisingly the demand for this programme has exceeded the available places since it began.
7. At present the future of both these programmes is uncertain as the Mā te Reo fund is in its final year with no budget confirmed beyond 2012. He Kāinga Kōrerorero similarly has no budget confirmed beyond 2012.
8. Māori language workforce planning and development is emerging as a critical issue for the implementation of a successful Māori language strategy going forward. Te Taura Whiri i te Reo Māori will engage in further research and provide timely, high quality advice to you and the wider sector, about the Māori language workforce and any priorities for development.

#### **STATUTORY SCOPE OF TE TAURA WHIRI I TE REO MĀORI**

9. Te Taura Whiri i te Reo Māori (the Māori Language Commission) was established by section 6 of the Māori Language Act 1987 (“1987 Act”) to **give effect** to te reo Māori as an official language of Aotearoa New Zealand.
10. The 1987 Act also establishes Te Taura Whiri i te Reo Māori as a standalone autonomous crown entity with a statutory obligation entirely focussed on Māori language promotion and revitalisation.
11. Our independence enables Te Taura Whiri i te Reo Māori to work comfortably between language stakeholders and the Government; and to ensure Government priorities and resources are aligned with stakeholder aspirations.
12. Originally the inaugural Māori Language Bill, as introduced, gave the Minister (of Māori Affairs) powers to direct Te Taura Whiri i te Reo Māori; however that particular provision was removed after a report by the Māori Affairs Committee on the Bill recommended abolishing that particular power because it considered that a specific power to direct “was undesirable” (Hon Koro T Wetere, 481 NZPD 9338 (9 June 1987)).
13. Previously known as *Te Komihana mō te Reo Māori* (literally the Commission for the Māori Language), the name was changed by legislation in 1991 to Te Taura Whiri i te

Reo Māori by inaugural Commissioners Professor Tīmoti Kāretu, Professor Ray Harlow, and the late Sir Kingi Ihaka, Mrs Anita Moke and Dame Kāterina Te Heikōkō Mataira. The re-naming of the Commission was in keeping with traditional Māori thinking, focussing the work of Te Taura Whiri i te Reo Māori on the outcomes for the language and not the entity itself.

14. Te Taura Whiri i te Reo Māori as a name, brand and legacy, remains a testament to its Board Commissioners, particularly those who have passed on. A review of the progress of the Māori language will be a special focus in 2012, as the organisation turns 25 in August 2012.

## **ROLE OF TE TAURA WHIRI I TE REO MĀORI**

15. Te Taura Whiri i te Reo Māori is unique in its national role and singular focus, and as such provides a critical point of reference and support for Māori language revitalisation and regeneration efforts in New Zealand.
16. Te Taura Whiri i te Reo Māori administers the Mā te Reo fund established by the Minister of Māori Affairs in 2001 to provide financial support to community-led Māori language revitalisation initiatives.
17. Te Taura Whiri i te Reo Māori regulates the certification of Māori language translators and interpreters, and works to support the development of a high-quality Māori language workforce that is valued by employers in both the public and private sectors.
18. By maintaining robust quality standards Te Taura Whiri i te Reo Māori ensures that the linguistic and cultural integrity of the Māori language is preserved as a core aspect of all its work. This approach also informs the technical language support provided to stakeholders.

## **OPERATING ENVIRONMENT**

### **Māori Language Stakeholders**

19. The Māori language is a taonga guaranteed to Māori by the Treaty of Waitangi. Te Taura Whiri i te Reo Māori was established as a key recommendation of the Waitangi Tribunal in its report on the Māori Language Claim - Wai 11 - lodged by Huirangi Waikerepuru on behalf of Ngā Kaiwhakapūmau i te Reo in 1986. Te Taura Whiri i te Reo Māori therefore acknowledges the significant role it has to play in ensuring localised iwi, hapū and whānau language priorities are fully developed and supported.
20. Te Taura Whiri i te Reo Māori will take proactive steps to provide effective leadership and coordination of the Māori language sector by maintaining an independent voice that prioritises Māori language revitalisation at arm's length from government. The role is critically important and one that is consistent with our autonomous Crown entity status and statutory obligations.
21. Te Taura Whiri i te Reo Māori will continue to facilitate regular meetings within the public sector and particularly with Chief Executives of Māori language sector agencies.

A specific purpose will be to support the development of a new Māori language strategy.

22. Te Taura Whiri i te Reo Māori will maintain and establish working relationships with public, private and community organisations that conduct, analyse and / or hold Māori language research data, in order to produce reports about the Māori language. These reports will be used to inform all Māori language strategy related work.

### **Te Reo Mauriora and the Te Reo Māori Chapter of the Waitangi Tribunal report in Flora and Fauna**

23. Critical findings from both the *Te Reo Mauriora* report, and *Te Reo Māori* chapter of the Waitangi Tribunal report on Flora and Fauna (Wai 262), highlighted the need for **improved leadership** and **coordination** of Māori language revitalisation work. And while consultation with stakeholders during the round of meetings for the *Te Reo Mauriora* report expressed increased responsibility for language development in the home, it equally outlined the desire for increased support, quality and development of language learning in kōhanga, kōhungahunga, kura, wharekura and wānanga throughout the country.
24. As less than 25% of homes where Māori children reside have access to a Māori language speaker it is critical that new strategic planning takes account of the aspirations of Māori language stakeholders, **together with** the reality of our operating environment.
25. In order to provide effective leadership, Te Taura Whiri i te Reo Māori will continue to operate in a manner which builds and maintains the trust and confidence of all our stakeholders, in our Board and in our organisation.

### **Working co-operatively**

26. A Māori language that is '*living and an ordinary means of communication*' is a long term societal aspiration that cannot be achieved by Te Taura Whiri i te Reo Māori in isolation of Māori and the wider New Zealand public. Building strong strategic working relationships provides an opportunity for our organisation to ensure the identified needs of reo Māori speaker communities either affect or align to government policies, therefore receiving the required services and resources accordingly.

### **PROACTIVELY ADDRESSING OUR PERFORMANCE**

27. Cognisant of the social and economic environment, Te Taura Whiri i te Reo Māori will continue to internally review and improve our strategic intentions and operational priorities. The demand for stronger performance of the public services by the Government has added impetus to the changes that we began implementing last year to improve internal processes.

28. Specifically, Te Taura Whiri i te Reo Māori will carry out the following internal reviews:

- *Priorities and allocation of resources*  
Te Taura Whiri i te Reo Māori receives \$3.204m in baseline funding annually. We aim to spend 33% of our operating budget that support home and community language initiatives. Te Taura Whiri i te Reo Māori will review priorities and allocation of resources to effectively monitor and support those initiatives to maximise delivery on language revitalisation at the grassroots;
- *Finance and Human Resources*  
Te Taura Whiri i te Reo Māori is undertaking a full review of all finance and human resource policies to facilitate improved performance and streamline our operating systems. Changes to our finance and human resource policies will be put into effect in the 11/12 financial year; and
- *Procurement*  
Te Taura Whiri i te Reo Māori is also undertaking a full review of our procurement policy to facilitate better service delivery for less money. A focus of this review will be Mā te Reo funding criteria to ensure coordination between community initiatives, and the effective use of resources to build community language capacity. We expect changes to our procurement policy to take effect in the 11/12 financial year.

#### **Relationship with our Minister**

29. Te Taura Whiri i te Reo Māori is responsible to the Minister of Māori Affairs (the Minister). Te Taura Whiri i te Reo Māori will continue to operate on a 'no surprises' basis with the Minister, and will report to the Minister on:

- any matter relating to the Māori language that the Minister may refer to Te Taura Whiri i te Reo Māori for its advice; and
- any other matter relating to the Māori language that Te Taura Whiri i te Reo Māori considers should be drawn to the Minister's attention.

30. Te Taura Whiri i te Reo Māori will continue to work closely with the Minister on the development of a new Māori language strategy.

#### **Working with Te Puni Kōkiri**

31. Te Taura Whiri i te Reo Māori will continue to foster and maintain a close working relationship with Te Puni Kōkiri (monitoring agency), consistent with our organisation's status as an autonomous Crown entity.

32. Te Taura Whiri i te Reo Māori will operate on a 'no surprises' basis with Te Puni Kōkiri. Our relationship will be open and transparent, in accordance with the principles of tikanga Māori to respect our particular functions and mandates, and will ensure we are well positioned to address any issues which may arise in a constructive manner and in the best interests of the Māori language.

33. Te Puni Kōkiri has a duty to monitor Te Taura Whiri i te Reo Māori, consistent with its obligations under the Ministry of Māori Development Act 1991, its obligation to advise the Minister of Māori Affairs on matters within his portfolio, including on entities the Minister is responsible for, and the recommendations in the State Services Commission's Guidance to Departments in Relation to Crown Entities (2006).

## Governance

34. The Minister of Māori Affairs is the Minister responsible for Te Taura Whiri i te Reo Māori under the Māori Language Act 1987 and Crown Entities Act 2004. Te Taura Whiri i te Reo Māori is governed by a Board comprising of five commissioners. Their governance responsibilities include:
- Confirming the strategic direction of Te Taura Whiri i te Reo Māori;
  - Communicating with the Minister and other key stakeholders to ensure their views are reflected in planning programmes of Te Taura Whiri i te Reo Māori;
  - Delegating responsibility for achievement of specific objectives to the Chief Executive;
  - Monitoring organisational performance towards achieving objectives;
  - Accounting to the Minister on plans and progress; and,
  - Maintaining effective internal controls.
35. Te Taura Whiri i te Reo Māori Commissioners are appointed because of their extensive experience within the Māori language sector, and proven knowledge of issues affecting the language on a local and regional basis. Commissioners are representatives of a 'community, regional or tribal voice'. Their representation ensures the organisation is continually kept 'in touch' with local issues.
36. Board members as of December 2011 include:
- Mr Erima Henare – Te Toihau (Chair);
  - Dr Dame Iritana Tawhiwhirangi DNZM, MBE – Kaiwhiri (Commissioner);
  - Mr Ruakere Hond - Kaiwhiri (Commissioner);
  - Mr Awanuiārangi Black<sup>1</sup> - Kaiwhiri (Commissioner); and
  - Mrs Evelyn M. Tobin - Kaiwhiri (Commissioner)
37. In 2011/2012, two positions on the Te Taura Whiri i te Reo Māori Board will become available. Te Taura Whiri i te Reo Māori Board Chair will provide in addition to this briefing, advice to the Minister of Māori Affairs about replacement members to ensure those positions are filled by candidates with skills and expertise that will enhance with work of Te Taura Whiri i te Reo Māori.
38. Te Taura Whiri i te Reo Māori is managed operationally by a Chief Executive / Tumuaki, namely, Glenis Philip-Barbara, who was appointed to that position in 2010.

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<sup>1</sup> In accordance with *State Servants, Political Parties, and Elections Guidance for the 2011 Election Period*: Commissioner Mr Awanuiārangi Black was stood down from office as he was a nominated candidate for the Māori Party.



## APPENDIX 1

### Strategic Vision

#### **Vision**

*Ka haruru a Aotearoa tangata i tōna reo taketake.*

The human landscape of Aotearoa will resonate with its indigenous language.

#### **Our Mission**

*Ka ora te reo Māori hei reo kōrero, hei reo tipu.*

A living language is a developing language.

To uphold the integrity of the Māori language and ensure its important status and ongoing use within the fabric of the nation.

#### **Our Purpose**

*Kia rite ngā papa a-iwi hei takapau mo te reo Māori ki te aro o kāwana.*

We will support iwi and Māori communities to meet Māori language aspirations by representing their needs with and on behalf of Government.

#### **Broad Goals**

- A range of active, self sustainable Māori language domains exist.
- The Māori language is an everyday language of interaction in homes and communities.
- Traditional and contemporary Māori language is maintained in an authentic cultural and linguistic framework.
- The people of Aoteroa recognise the intrinsic value of the Māori language.
- Māori language acquisition will be supported and fully promoted through national education, broadcasting, culture, heritage, creative and information technology industries and networks.