

*'Kia ita!'*

*Te Taura Whiri i te Reo Māori*

MĀORI LANGUAGE COMMISSION



**BRIEFING TO THE INCOMING MINISTER 2017**

**FOR**

**TE TAURA WHIRI I TE REO MĀORI**

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## 1.0 HE MIHI

Kei te rangatira, kei te Minita, tēnā koe

E mihi ana i ngā āhuatanga o te wā. Ō tātou mate o rā tata nei, o wiki tata nei, o marama tata nei, haere. Haere koutou i te hua nui ki Hawaiki nui, Hawaiki roa, Hawaiki pāmamao. Nā reira koutou te hunga mate ki a koutou, tātou te hunga ora ki a tātou, tīhei mauri ora!

Kua hipa te kotahi tau o te hīkoi a Te Taura Whiri i te Reo Māori i te huarahi hou i whakatakotoria e Te Ture mō Te Reo Māori 2016. Kei te tuhinga nei e horaina ana te āhuatanga o tō mātou whare me ngā whakahaere e tutuki ai te kaupapa i ngā tau e haere ake nei. Mai i te hāngaitanga ki āna mahi mātua i raro tonu i te Ture, heke iho ki tāna rautaki me tana takohanga ki te whakatutuki i te Maihi Karauna me te Maihi Māori.

E whakaatu ana ēnei whārangi i tō mātou here ki te tautoko me te mahi tahi i Te Mātāwai kia ea ai te wawata o Te Whare o te Reo Mauriora, arā kia mahi tahi ai te iwi Māori me te Kāwanatanga ki te whakarauora i te reo Māori.

Kei te tuhinga nei hoki ngā mahi kua tutuki ki tēnei wā kia mārama ai koe ki te ahunga o te whare nei me ngā wawata mō mua tau.

Nā reira kotahi noa iho te kōrero e toe ana, nau mai haere mai e te Minita – hei tā Tā Hemi Henare, “Kua tawhiti kē tō haerenga mai, kia kore e haere tonu. He nui rawa ō mahi, kia kore e mahi tonu.”

## **2.0 TE TAKENGA RAUTAKI – STRATEGIC BACKGROUND**

### **TE WAWATA MĀTĀMUA – VISION**

The vision of Te Taura Whiri i te Reo Māori is:

“Kia haruru a Aotearoa whānui i tō tātou reo taketake – All New Zealand will resonate with our indigenous language.”

### **KAUPAPA MĀTĀMUA – MISSION**

The mission of Te Taura Whiri i te Reo Māori is:

“Promote te reo Māori as an ordinary means of communication and a living language.”

### **TE MAHI ME TE KAUPAPA – ROLE AND PURPOSE**

The role and purpose of Te Taura Whiri i te Reo Māori is outlined in section 6(2) of Te Ture mō Te Reo Māori 2016 as follows:

- To lead the coordination of the implementation of the Maihi Karauna – the Crown’s Māori Language Strategy.
- To give effect to the status of te reo Māori as an official language.
- To promote te reo Māori as an ordinary means of communication and a living language.

### **WHĀINGA TŌMUA – PRIORITIES**

- Promote and support language planning and evaluation by government and other agencies by making it easy for agencies to plan, evaluate and report.
- Fund research to support revitalisation in practical ways.
- Lead across government in making revitalisation of te reo Māori a core part of everyday operations.
- Enhance our reputation for practical and helpful support, effectiveness, efficiency and accountability.

### 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. The enactment of Te Ture mō Te Reo Māori 2016 (the Act) has become a key catalyst for the revitalisation of te reo Māori within the public service and wider New Zealand. The statutory establishment of Te Mātāwai signals a legislative change in the way Māori and Crown Partnerships work together in a long-term and sustainable relationship.
- b. Te Reo Māori is a taonga under Article Two of the Treaty of Waitangi (Section 8). This creates an Article One responsibility for the Crown to guarantee Māori the possession of this taonga. This in turn leads to a future Article Three right in which access and use of te reo Māori is a citizenship right of all New Zealanders.
- c. The Act establishes a partnership between the Crown and its individual agencies and Māori, led by Te Mātāwai, a new independent statutory agency representing Whānau, Hapū and Iwi and Māori throughout New Zealand.
- d. Te Puni Kōkiri, in consultation with Te Taura Whiri i te Reo Māori, Department of Internal Affairs, Te Manatū Taonga (Ministry for Culture and Heritage), Ministry of Education, Te Māngai Pāho and Māori Television Service, at the time of the writing of this report, is drafting the Crown's Māori Language Strategy - Te Maihi Karauna.
- e. The aim of Te Maihi Karauna is to support Te Maihi Māori (issued by Te Mātāwai) and together work cohesively and collaboratively to revitalise te reo Māori.
- f. Te Taura Whiri i te Reo Māori is leading the coordination of the implementation of Te Maihi Karauna. We do this by supporting government organisations to develop Māori language plans and policies.
- g. Recent research on public sector attitudes to te reo Māori, shows:
  - Wide variation in attitudes towards te reo Māori within Government.
  - Limited contexts and time for learning te reo Māori are barriers.
  - That proactive Leadership is a critical enabler to using te reo Māori in the workplace.
  - There is growing public support for te reo Māori and rapidly increasing use in the public and private sectors and the media.
  - Te reo Māori is becoming one of the markers of national identity.

In addition:

- 40% of New Zealanders support te reo Māori being taught in schools (NZAVS 2016)
- 21% or \$130,000 Māori speak te reo Māori (Census 2013)

- 0.6% or 20,000 non-Māori speak te reo Māori (Census 2013)

In regard to Te Taura Whiri i te Reo Māori:

- h. Te Taura Whiri i te Reo Māori is committed to language planning as an evidence based approach that has been used with other languages with some success.
- i. We will be providing organisations with material to support their planning with the aim of making it as efficient and effective as possible.
- j. We have appointed two language planners and will be appointing more and investing in evaluation of the progress organisations are making.
- k. We will invite organisations to register their plans with us and share their ideas freely with others.
- l. We will provide organisations with well thought-out ideas for practical steps ranging from signage, reception and telephone language through to the creation of Māori language zones in which Māori speakers from across an organisation are clustered together. One of the most important recommendations is the appointment of a senior responsible manager from the senior leadership team to take charge of delivery of the language plan.
- m. Through language planning we will look to build on, not replace existing activity.

In regard to compulsory sector education, there is a strong desire to:

- Increase the percentage of students who have access to te reo Māori (now 22%).
- Set a goal for universal availability of Māori language teaching in schools.
- Set a goal for incorporation of Māori language in the core curriculum.
- Improve the standard of teaching across all levels to enhance success rates in acquisition for children.
- Increase the numbers of Māori teachers of te reo Māori.

In regard to the use of Māori language:

- n. We need to increase the domains in which te reo Māori is spoken. Revitalisation is hindered by the effective exclusion or limited use of te reo Māori from many domains – online, business, entertainment, publication, broadcasting, and public spaces.
- o. We need to increase the amount of published material in te reo Māori. Currently there is a lack of published material in te reo Māori.
- p. There is a shortage of qualified translators and interpreters. Te Taura Whiri i te Reo Māori is working on ways to respond within our means but will require more resource to effectively address the issue.

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

In regard to our relationship with the Minister:

- r. 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 in a timely manner.
- s. 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.
- t. The idea of a functional leader for te reo Māori in the government sector was 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.

In regard to our relationship with Te Puni Kōkiri:

- u. All government initiatives should be scanned for their impact on te reo Māori. As part of the overall policy role this is a responsibility of Te Puni Kōkiri but Te Taura Whiri i te Reo Māori believes we should be routinely consulted because of our specific expertise and focus on te reo Māori.

## **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 mō Te Reo Māori 2016 (the Act).

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: Maihi Māori and Maihi Karauna. Maihi Māori is the te 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, te Reo Māori 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 2016 Act, Te Taura Whiri i te Reo Māori now has a focused role in te reo Māori 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 Commissioners appointed by the Minister for Māori Development. At 30 June 2017 the Commissioners were:

- Dr Wayne Ngata (Chairperson)
- Charisma Rangipunga (Deputy Chairperson)
- Charlie Tepana
- Wayne Panapa
- Hinerangi Edwards

In accordance with s41 of Te Ture mō Te Reo Māori 2016, the Minister for Māori Development must appoint the chairperson and the deputy chairperson. Three of the five appointments must be made from nominations made to the Minister by Te Mātāwai.

In making appointments to the Commission, the Minister must have regard to the need for Te Taura Whiri i te Reo Māori 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 Chief Executive leads three teams:

1. Te Amo – Policy and Development.
2. Te Toko Reo – Partnerships and Promotions.
3. Te Hāpai Ō – Corporate Services.

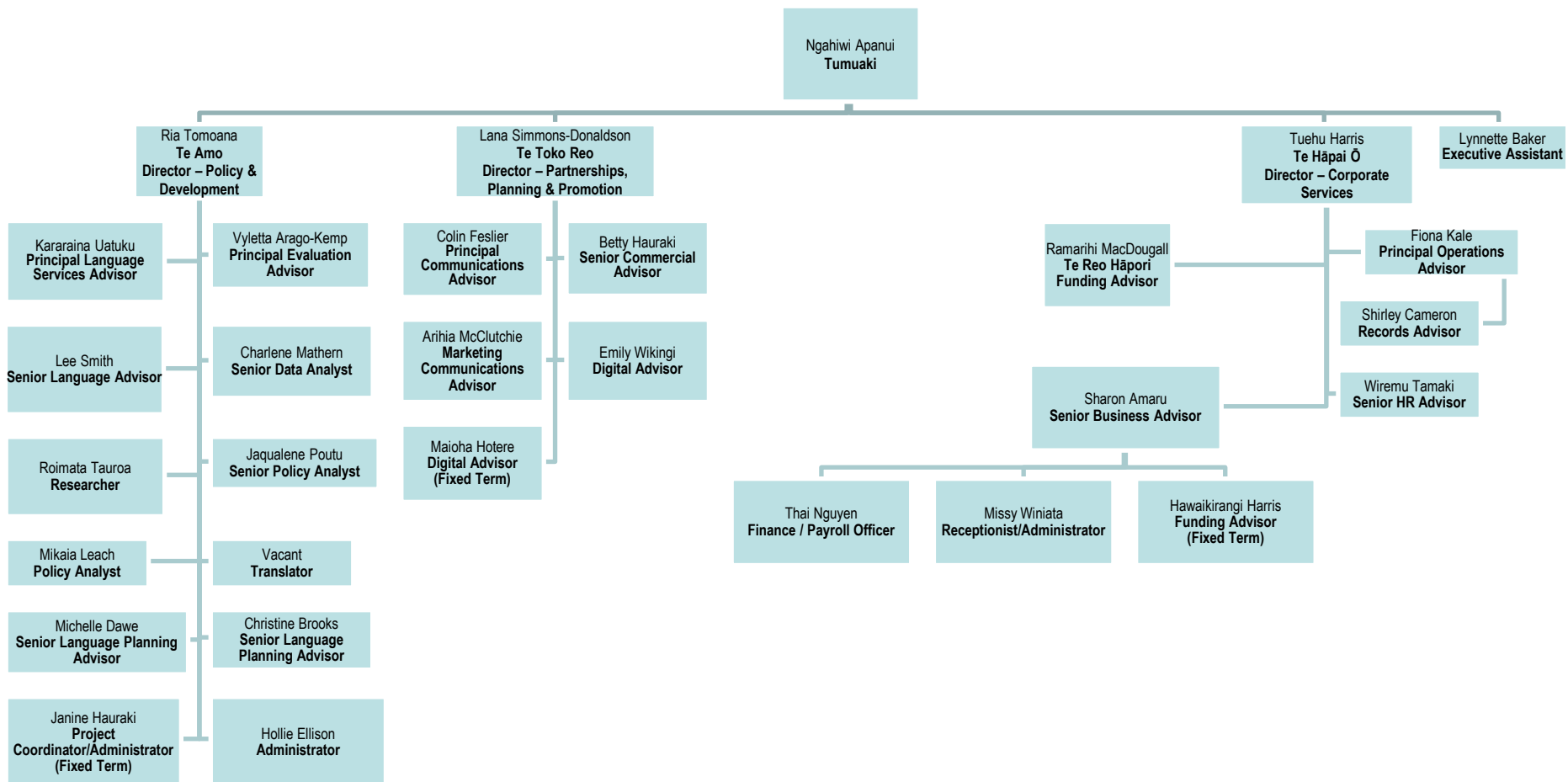
There are 34 staff at Te Taura Whiri i te Reo Māori predominantly made up of Māori (92%). Te Reo Māori is a key competency requirement and 76% of staff have level three or more on the proficiency scale. The aim of Te Taura Whiri i te Reo Māori is to have 100% of staff achieve level three over the next two years.

The following diagram outlines our organisational structure.

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

# Te Taura Whiri i te Reo Māori Organisational Structure



## 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 Te 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. Te reo Māori is an integral part of our national identity, and
4. Te reo Māori gives our country a unique edge on the international stage.

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 2017 one of the key messages was that "te reo Māori is for everyone".

### Our point of difference

Te Taura Whiri i te Reo Māori has reviewed and renewed our approach once again to align with our new statutory role and audience. The following inform our approach:

- Our statutory role under Te Ture mō Te Reo Māori 2016.
- Our vision and mission statements.
- Our organisational values, and
- The headline indicators for the current Māori Language Strategy i.e. increase the number of speakers of te reo Māori and the numbers of New Zealanders who value te reo Māori.

Our offer therefore is:

- We are the guardians of te reo Māori me ōna tikanga in the government space. We keep the standards, promote the value, provide the necessary information about the range of revitalisation activity, who is doing it, why and where it is taking place, and aim to enhance the health of te Reo Māori across wider New Zealand.
- We have committed and skilled people.
- We have a team culture that requires all staff to work collaboratively across the organisation and the government sector to achieve the goals of each interdependent business unit (ohu) and the overarching 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 external of our organisation.

- Our service is supported by technological innovation including digital advisors within and external of our organisation.
- Because we were established with a specific focus on te reo Māori revitalisation we have an overview of te reo Māori 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 the concept of Kaha or Strength. There are four focus areas of Kaha and they are:

### He Kaha Te Whare o te Reo Mauriora

Supporting and sustaining the partnership between the Crown and Māori to revitalise te Reo Māori.

### He Kaha te mana o te reo Māori

Building the status and viability of te reo Māori to encourage its use throughout New Zealand.

### He Kaha te kete kōrero

Generating new resources, maintaining existing resources and providing better access to support the learning, use and quality of te reo Māori.

### He Kaha Te Taura Whiri i te Reo Māori

Ensuring the effective and efficient operation of Te Taura Whiri i te Reo Māori to deliver the best support for te reo Māori.

The Chief Executive leads three interdependent business units or **ohu**:

- **Te Amo – Policy and Development:** Policy, research, Māori language services (including the translators and interpreters licence, National Māori Language Proficiency (Whakamātauria Tō Reo Māori), new words (lexical expansion) etc.
- **Te Toko Reo – Partnerships and Promotions:** Communications, promotions (including events i.e. Māori Language Week), relationship management and language planning, and
- **Te Hāpai Ō – Corporate Services:** Financial management, human resources, reporting and organisational support.

Underpinning the work of the **ohu** are three kaupapa/principles:

- **Whaitaketanga** – 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** – 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, and
- **Kairangi** – Te Taura Whiri i te Reo Māori will set high standards of performance and delivery of its services.

## Maihi Karauna

The role of Te Taura Whiri i te Reo Māori is to lead the coordination of the implementation of Maihi Karauna. Te Taura Whiri i te Reo Māori has actively participated with all agencies to complete the draft Maihi Karauna for consultation. A draft cabinet paper has also been developed. In addition, Te Taura Whiri i te Reo Māori works actively through the CE's Forum, Te Papa Kōrero (CEs forum) and the Senior Officials Governance Group, to further understanding of our role, to garner support for language planning, and develop strategies to engage other agencies in the revitalisation of te reo Māori.

## 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 developing the evaluation framework for the Maihi Karauna and evaluating internal initiatives i.e. Te Wiki o te Reo Māori
- **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, facilitating the National Māori Language Proficiency Examinations (Whakamātauria Tō Reo Māori Examination) and the development of new words (lexical expansion).

### Policy development

The development of the Maihi Karauna is a significant piece of work that Te Taura Whiri i te Reo Māori is involved in. It will set the parameters from which our research, monitoring and evaluation framework will be designed.

Te Taura Whiri i te Reo Māori believes that active management of the three current relationship fora (Te Rūnanga Reo, Te Papa Kōrero, Senior Officials Governance Group) are essential for a positive collaborative approach to te reo Māori policy development across the Maihi Karauna and Maihi Māori).

Overlapping activity between the two Maihi will occur in the short-term as both government agencies and Te Mātāwai come to grips with what is regional/community activity vs national activity.

### Te Mātāpuna – Māori Language Services

Our work in Māori Language Services involves the:

- Promotion of the service to increase the number of new licensed translators and interpreters.
- Provision of training and support to new applicants.
- Development of quality standards for translation and interpretation services which are benchmarked to international standards.

- Provision of a suite of proficiency testing exams. We are working with a curriculum developer and key educational providers to develop a curriculum to underpin the Level Finder Exam (LFE) and the Public Sector Māori Exam (PSM).
- Māori language technical advice
- Lexical expansion (nomenclature, neologisms, lexicography etc)
- Relationship management, and Language planning – providing support for the development of language plans for government and private organisations.

### **Relationship management**

In order to effectively carry out our role, Te Taura Whiri i te Reo Māori requires relationships that are strategically important. Working relationships with 7 agencies for the development of Maihi Karauna have been in place since the Te Ture mō Te Reo Māori 2016 was enacted in April 2016. Agencies include Te Māngai Pāho, Māori Television Service, Ministry of Education, Te Puni Kōkiri, Department of Internal Affairs, Te Taura Whiri i te Reo Māori and Ministry of Culture and Heritage. Memorandums of Understanding have been signed with the New Zealand Geographic Board and Creative New Zealand.

### **Language Planning**

In budget 2017, Te Taura Whiri i te Reo Māori received an additional \$1.5 million per annum for two years for language planning and evaluation. A review was planned by Minister Flavell for the end of 2018-19 in regard to this appropriation.

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

Language planning will also include the development of an evaluation framework so that evaluations can be carried out on a three yearly 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 Toko Reo – Partnerships and Promotions**

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

- Communications including media monitoring and management and online activity.
- Promotions including events such as Te Wiki o te Reo Māori and Ngā Tohu Reo Māori.

### **Communications and promotions**

Key messages for our current work programme are:

- Te Reo Māori is for you, and for all New Zealanders.
- Everyone has a role in revitalising te reo Māori.
- Te reo Māori is New Zealand's own language.

- Te reo Māori is an essential part of what makes New Zealand.
- Learning and speaking te reo Māori is a positive expression of our national identity.
- Everyone can contribute to te reo Māori revitalisation

Nga Tohu Reo Māori, The Annual Māori Language Awards will take place in Wellington 24 November 2017. The awards recognise and celebrate excellence and long-term commitment to te reo Māori from individuals, groups and organisations throughout Aotearoa New Zealand. Categories include:

1. Individual.
2. Arts/Entertainment.
3. Education.
4. Business.
5. Broadcasting/Media.
6. Government.
7. Youth.
8. Te Wiki o te Reo Māori.

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

Te Hāpai Ō provides services that support the everyday functionality of Te Taura Whiri i te Reo Māori. Currently this also includes our Community Funding team which is expected to phase out by the end of September 2017. One staff member will be retained to manage residual contracts to the end of June 2018. There are currently 12 staff in Te Hāpai Ō.


The priority for Te Hāpai Ō is to enhance the performance of the organisation including recruitment and retention of staff and the development and implementation of an IT and Records Management strategy.

## **Conclusion**

The last four years have heralded a major transition for Te Taura Whiri i te Reo Māori:

- From a primary focus on Māori communities to a broader focus on wider New Zealand.
- From a number of roles and inherited funding initiatives to a more tightly defined focus on language planning, promotion of te reo Māori, research, monitoring, evaluation and Māori language services.

The foundations for the future are in place and we all look forward to 2017-18 and the years ahead with great anticipation.



Dr Wayne Ngata  
Toihau