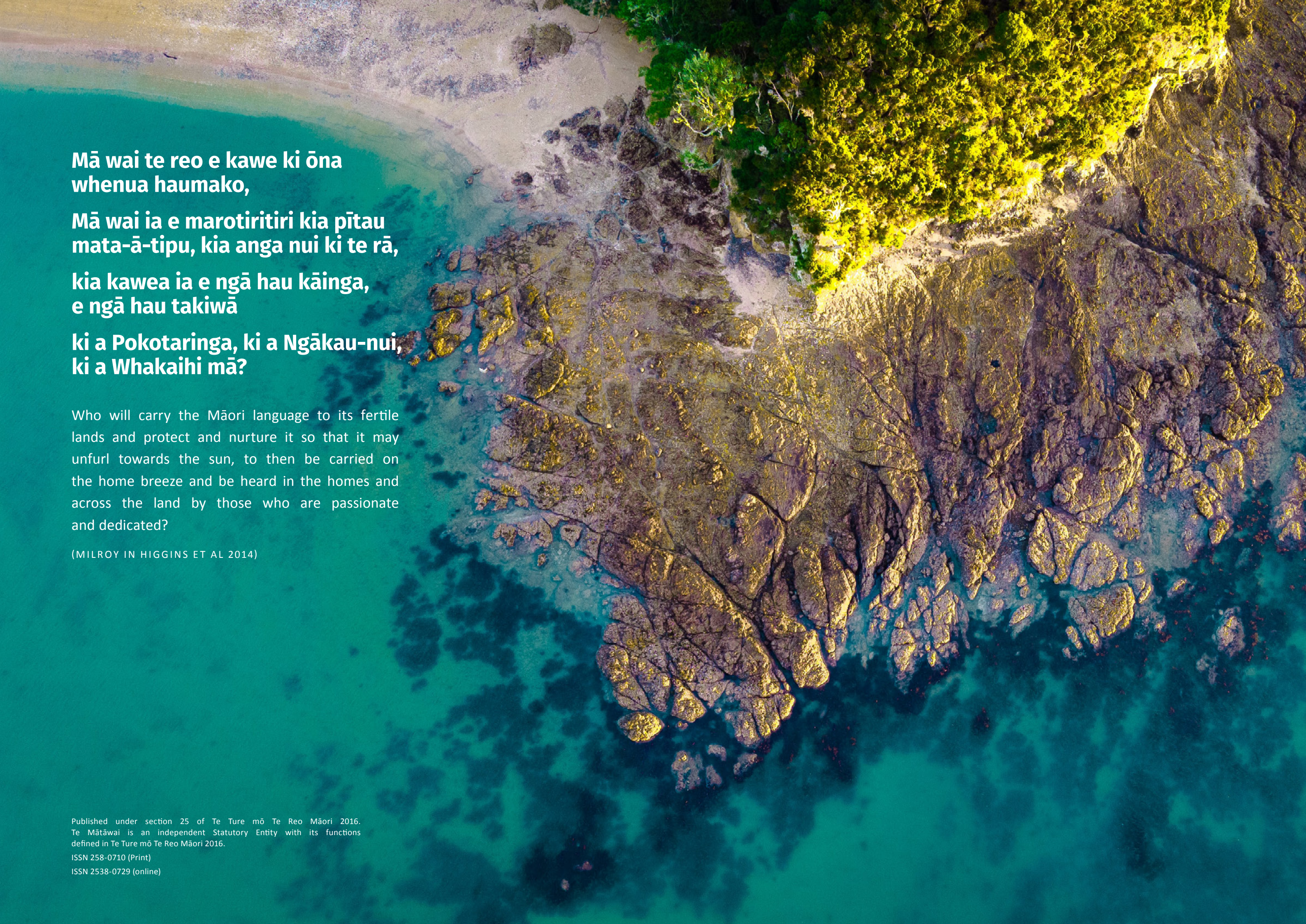


# STATEMENT OF INTENT





An aerial photograph of a rugged coastline. In the top right, there is a dense forest of green trees on a rocky outcrop. Below the forest, the land is covered in large, dark, jagged rocks. The water is a vibrant turquoise color, with some darker patches visible beneath the surface. A small sandy beach is visible at the top left, where the water meets the land.

**Mā wai te reo e kawē ki ōna  
whenua haumako,**

**Mā wai ia e marotiritiri kia pītau  
mata-ā-tipu, kia anga nui ki te rā,**

**kia kawea ia e ngā hau kāinga,  
e ngā hau takiwā**

**ki a Pokotaringa, ki a Ngākau-nui,  
ki a Whakaihi mā?**

Who will carry the Māori language to its fertile  
lands and protect and nurture it so that it may  
unfurl towards the sun, to then be carried on  
the home breeze and be heard in the homes and  
across the land by those who are passionate  
and dedicated?

(MILROY IN HIGGINS ET AL 2014)



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# Mihi

Koia tēnei tātou kua eke anō i te marae ātea o Tū-te-reo-ora.  
Piua te mata ki mauī. E raka, kia ūkaipō.  
Piua ki katau. E raka, kia māhorahora.  
Whakamaua te titiro ki te huapae.  
Tukua kia rere, kia tika, kia Māori  
E ko koe ia e ara e  
E ko koe ia e ora e  
Ko te mauri o te reo Māori.

Noho mai koe, e te Kīngi Māori Tūheitia  
Pōtatau Te Wherowhero Te Tuawhitu, i te  
ahurewa o ō tūpuna kua riro nei. Kia utaina te  
tangi, te haku ki runga i te waka aroha, mā te  
roma roi o Tini rāua ko Mano e kawē ki a rātou  
e tatari nei ki te rongopai mō te ora o te reo i  
whakarērea iho ai e rātou.

Ki a koutou ngā mātātoa, nā koutou te  
whare nei o Te Mātāwai i whakatū i runga i

te whakahekenga o Tōtā, te pahoretanga o  
Tuarā, te whakaponome te ngākau nui tonu  
ki te kaupapa o te reo me tōna oranga hei  
painga mō ngā iwi me ngā hāpori reo Māori  
i tēnei wā, ā, haere ake nei. Tēnā rawa atu  
koutou. E mihi ana ki a koutou i hāpai i te  
oranga o te reo ki ō tātou whānau me ngā  
hāpori huhua huri noa, ahakoa kei tēwhea  
whaitua o te motu e noho ana, he aha rawa  
rānei ngā mahi me ngā kaupapa o te wā.



Reikura Kahi and Charlie (Tiare) Tepana – Te Mātāwai Co-chairs  
2021. Photographed by Rawhitiroa Photography.

Anei a Te Mātāwai e tiro ana ki te paewai o  
ana whāinga, e aropū ana ki te tautoko, ki te  
whakakaha anō hoki i ngā iwi, ngā marae, ngā  
whānau, ngā hāpori reo Māori me ō rātou nā  
kaikōkiri reo me ngā kaupapa whakarauora  
tuatinitini e whakapiki ana i te reo Māori ki  
taumata kē, e whakatairanga ana i te mana  
o te reo, te whakamahinga o te reo Māori.  
Anā, ko te mātūatanga o te kōrero tuku iho i  
waenga i te whānau, i roto hoki i ngā iwi, i ngā  
rohe katoa, i te katoa anō hoki o ōna reanga.

**Charlie (Tiare) Tepana**  
(CO-CHAIR)

**Reikura Kahi**  
(CO-CHAIR)

# Where Te Mātāwai Has Come From

The foundations of Te Mātāwai have been established by the inaugural board who have trialled and modified past models. New tailored approaches have also been trialled, and the work continues to be refined and realigned.

Yes, there have been challenges. COVID tested the resilience of Te Mātāwai and all its complementary parts. Whānau expressed vulnerabilities and the need for safe and natural spaces and activities. There were unknowns for whānau wanting to start their language journeys. Others weren't fully cognisant of the value they add towards achieving the vision 'Kia ūkaipō anō te Reo.' In the words of Kawiti, 'I pakangatia ngā atua o te pō, kīhai i mate ...'.<sup>1</sup> Te Mātāwai has taken multiple learnings and is repositioning and re-gearing itself to advance into the future.

<sup>1</sup> I was put to the challenge and survived ....

Yes, there have been successes. Whānau have taken on leadership of language activities on marae, with whānau and communities and shared gems of value that they have received through Te Mātāwai investments. Engagement with government agencies has demonstrated a willingness towards advancing everyone's efforts to see the Māori language living and vibrant. We are not yet in a strong position to share and tell of the full impact they have made; however, we feel a strong sense of added value from Te Mātāwai activity.

Going forward, we seek to consolidate the overarching strategic framework to revitalise the language at a national level while refining the activities of the Board and the Kāhui investment panel representatives in effecting the broader goals of Te Mātāwai. We take cognisance of the obligations, responsibilities and expectations on us in revitalising the language among whānau, hapori and iwi. We are aware that both Māori language strategies, the Maihi Māori (Māori language strategy) and the Maihi Karauna (Crown Māori language strategy), carry huge expectations and need to be soundly entrenched to maintain balance for the collective goal of Te Whare o te Reo Mauriora. To do this, Te Mātāwai must ensure that all its components are in sync, from the people in the regions through to the Board, the office and the public sector.

Our primary focus will continue to be on kāinga, hapori and iwi. The upcoming years see particular focus on intergenerational transmission, revitalisation in immersion settings and community-led (hapori, whānau, hapū and iwi) language movements, resulting in strengthened identity, connection and wellbeing through the use and growth of the Māori language.

We know change happens in the homes and across the many spaces where our whānau congregate and live their daily lives. We are conscious of their aspirations and the critical roles they play in restoring Māori as the language in the home. Ultimately, they know when that has been achieved. Now that we have an established network with our Pae Motuhake and kaitono as well as our government counterparts, we have more understanding and experience about our space; we better understand the how that gives effect to multifarious approaches that seek to benefit our language goals in the kāinga, hapori and iwi beyond a mere funding mechanism.

While this Statement of Intent is future focussed, we are cognisant that the impacts of the past are still very relevant today. The very existence of Māori was significantly and systematically threatened over the last 180 years. Our people tirelessly fought to reclaim and revitalise our indigenous space, placing high emphasis on the vitality of the Māori language as the foundation of cultural health for our people. The social, economic, spiritual and cultural loss and trauma experienced by our people has affected the very fabric of Māori identity, and recovering from this will still take resource and time from both the Crown and the people. Te Mātāwai plays a significant role in the ongoing journey of Māori language revitalisation for the Māori people and Aotearoa collectively. We know there is energy and commitment from our Māori people and those in the Crown space as we enter new stages of language growth and development. We are now in that critical time to effect the necessary long term changes to return the language to a state of vitality. *'Kia ūkaipō anō te reo.'*



# Our Context

## Maihi Māori and Te Whare o te Reo Mauriora

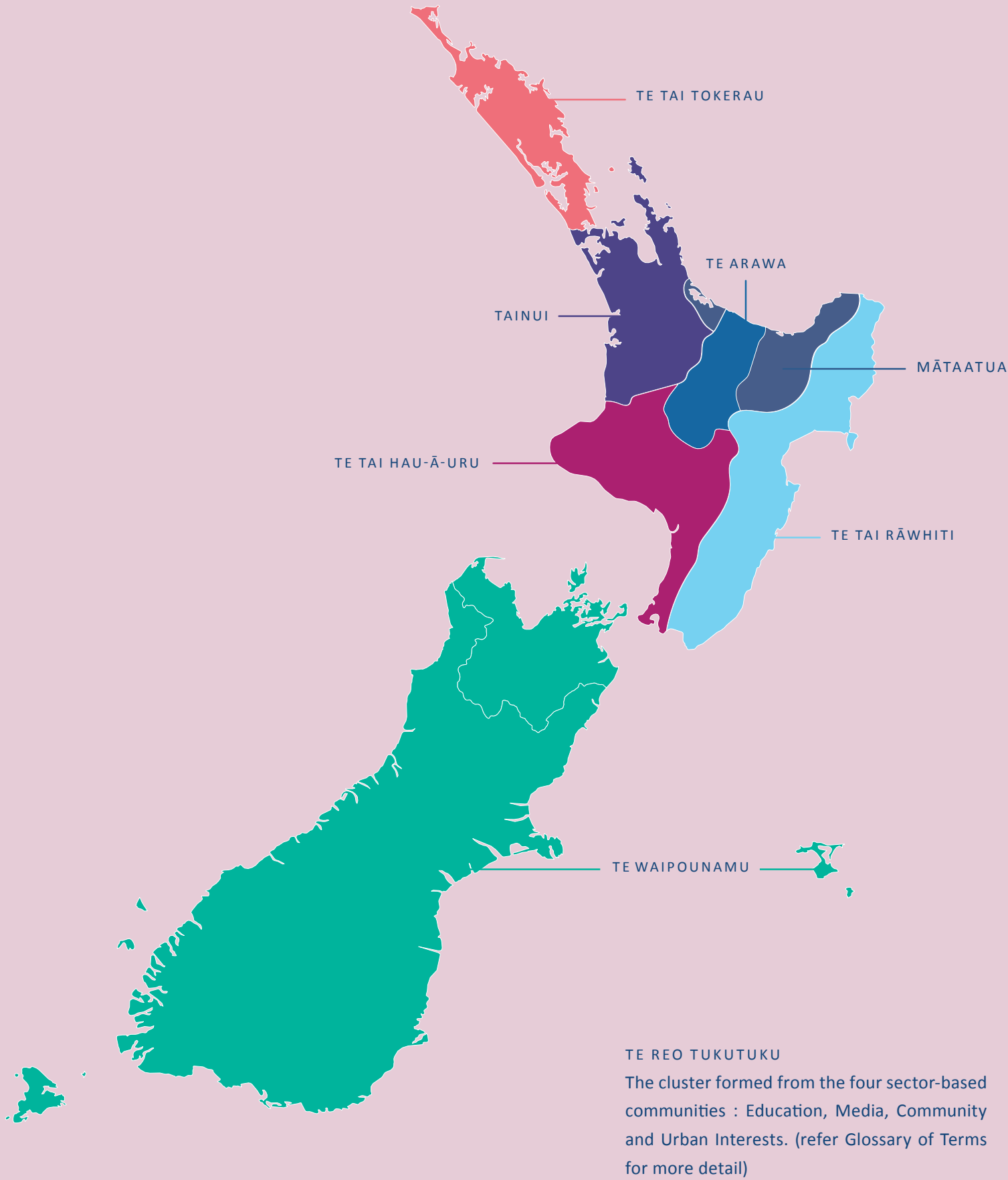
### ‘Kia ūkaipō anō te Reo Kia māhorahora te Reo’

Te Whare o te Reo Mauriora is the conceptual framework that reflects the partnership approach essential for revitalising the Māori language. Inside the ‘whare’ – the Taraiti is traditionally the side for tangata whenua and is the side that Te Mātāwai, in its role to represent iwi/Māori interests, is squarely located. The Maihi Māori, the iwi/Māori strategy, speaks to the focus areas and priority targets for kāinga, hapori and iwi and the changes that happen in these places for our whānau. The Taranui is the larger side of the whare and is the space for guests. The Maihi Karauna is the government’s Māori language strategy. It coordinates, manages and resources its respective provision of services, programmes, policies and communications to create the macro-level conditions that support

our whānau in their kāinga, hapori and iwi. The partnership approach acknowledges that the Māori language belongs to the Māori people and that the Crown has a role to support and enable.

While the Crown has obligations to restore the wellbeing of the Māori language under the Maihi Karauna, it also plays a role in supporting the goals of the Maihi Māori. This is achieved through effective resourcing of Te Mātāwai. Empowering the leadership that Māori language communities require and deserve will ensure the respective visions of both Maihi can be achieved, namely, ‘Kia ūkaipō anō te Reo’ and ‘Kia māhorahora te Reo’. Through the success of both Maihi, the vitality of the Māori language will be reinstated across the nation ‘Kia Mauriora te Reo’.

## Ngā Kāhui ā-iwi



# Our Intent

## Our Learnings

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TE MĀTĀWAI — STATEMENT OF INTENT

From the outcomes research, evaluations of individual initiatives, anecdotal feedback and reporting, Te Mātāwai know that our investments make a significant positive difference for our whānau and the vitality of the Māori language. From our experience we now know that:



We are always oversubscribed for investment funds — there is more demand than we can supply.



We are supporting kāinga, hāpori and iwi who are driven primarily through goodwill, passion and commitment. We know they are committed because they conduct their reo revitalisation activities additional to their day-to-day jobs.



The reo impacts seen from an external viewpoint are small in terms of the big picture, however, those impacts are huge in regards to the lives of the people involved.



We still need to develop the sophisticated tools to bring these small parts together to understand the huge impact of the collective.



Kāinga, hāpori and iwi know what is best for them.

Te Hui Matua a Te Mātāwai, Rotorua.  
Photographed by Rawhitiroa Photography.



First and foremost, Te Mātāwai seeks language revitalisation outcomes across kāinga, hāpori and iwi. The Maihi Māori, the strategy that supports changes that take place at the iwi/ Māori level, is unique, innovative, focused on and committed to Māori speaker community leadership. Navigating a course to our vision ‘Kia Ūkaipō anō te Reo’ requires us to be grounded in our principles to shape how we work with kāinga, hāpori and iwi, and with wider Māori Language stakeholders, including our Crown partners in Te Whare o te Reo Mauriora.

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TE MĀTĀWAI — STATEMENT OF INTENT

# Our Focus

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The motivation, inspiration and desperation that is felt by Māori to confidently be Māori, to function as Māori and to speak Māori is felt on a daily basis. The valuable and necessary micro-shifts that take place every day are those that happen in our kāinga, across our hāpori and within our iwi. For that reason, the significant proportion of Te Mātāwai resources and effort are focused squarely on the changes that take place in kāinga, hāpori and iwi. These focus areas aim to:

- Get to the very heart of intergenerational transmission so that parents and grandparents, either current or future, know and value that they are the first and most important teachers of the Māori language for their whānau, tamariki and mokopuna.
  - Support initiatives in which kāinga, hāpori and iwi are directly involved. We want to see our whānau not simply as recipients of language services but playing an equal part in identifying, designing and developing solutions that meet their own Māori language objectives.
  - Lift Te Mātāwai capability so that the provision of Te Mātāwai information, guidance, investment and leadership is more visible, accessible and relevant.
- Our systems and intel can be further improved so that we are more strategic and deliberate in where we apply our resources for maximum return for Māori language and whānau.
- Improve strategic influence and leadership at the national policy level whereby Maihi Karauna activities align and support the Maihi Māori goals.
  - Improve alignment and collective aims across Te Whare o te Reo Mauriora, the shared space between the Maihi Karauna and the Maihi Māori.



## *He Pito Mata, He Āheinga*

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The potential to maximise opportunities are now with us by way of:

### **Connectivity**

Across dispersed pockets of people, expertise, resources and environments that are currently scattered across Aotearoa. Critical mass operates like a natural magnet: it draws people.

### **Sustaining momentum**

Te Mātāwai is supporting the ongoing 'reo revitalisation movement' that was started decades ago and needs continued investment support to sustain that momentum.

### **Utilisation of technology**

Technology offers opportunities to increase access, engagement and use of the Māori language, especially where there is a paucity of time, a barrier of distance and/or a lack of resource.

### **Local level leadership**

Developing and supporting the champions of language growth in the many communities across Aotearoa who drive, motivate, inspire, plan, teach, report and work tirelessly in the language space to keep the reo movement moving forward.

### **Advocacy and advice within Te Whare o te Reo Mauriora**

'No man is an island, nor is a family a closed sociolinguistic unit.' Normalising the language, therefore, will require much more than the efforts of Māori alone. It needs to be adopted by the nation (Spolsky (2004: 30)<sup>2</sup>. Te Mātāwai recognises the need to work with other entities who share our values to achieve the desired outcomes and explore further opportunities to maximise investments into Māori language community-led revitalisation initiatives.

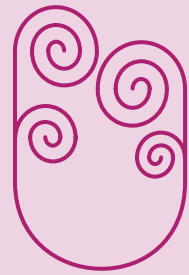
<sup>2</sup> from Te Hua o te reo p40



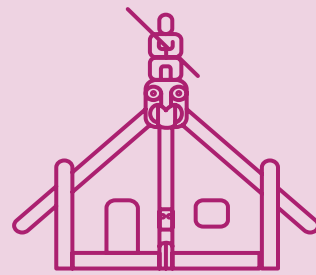
# Our Outcomes Approach

Kāinga, hapori and iwi are at the centre of everything we do. This is where language revitalisation happens. For this reason you will see that we have five outcome areas that we intend to make impacts across and two sets of enablers that facilitate and support activity across our kāinga, hapori and iwi.

Our focus is clearly on the five outcome areas that we believe will make a difference.



**Whānau wellbeing**  
ORANGA O TE WHĀNAU



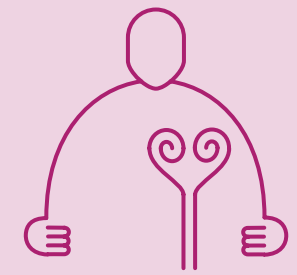
**Immersion Domains**  
RUMAKI



**Intergenerational transmission**  
REO TUKU IHO



**Reo movements**  
KŌKIRITANGA REO



**Iwi identity at local and national level**  
TUAKIRI

## Why these particular outcomes?

Some of these outcomes are foundational approaches to language revitalisation and are widely recognised around the world by experts, practitioners and researchers alike. For example, intergenerational transmission is the gold-standard target for language revitalisation. However, outcomes like whānau wellbeing and reo movements are less obvious in language revitalisation. As indigenous people, as Māori, the holistic make-up sees complementarity of components working to achieve the best results.

The past four years of investment activity have highlighted and reminded us of the co-existence and co-application of multiple combinations to benefit the individual and the community by way of balanced social, economic, spiritual and cultural conditions. These conditions will change regularly. Te Mātāwai seeks the agility to modify its delivery and respond appropriately and efficiently with increased accuracy to ensure maximum impact.



# Kia Ūkaipō Anō Te Reo

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TE MĀTĀWAI – STATEMENT OF INTENT

Te Mātāwai intends to optimise engagement and collaboration with its whānau, hapū, iwi, hāpori and other partners in order to develop a strong and sustainable Māori language body and activities.

## Kāinga,

An informed, connected, sustainable and

## Hāpori, Iwi

influential whānau and community leadership model



### Whānau wellbeing

ORANGA O TE WHĀNAU

More whānau are feeling confident in navigating their Māori language journey. They know who they are, use the Māori language every day, are actively connected and participate in Māori language and cultural activities.



### Immersion domains

RUMAKI

Whānau have regular access to bilingual and immersion domains across a variety of kaupapa, locations and timings. These provide a safe space for all whānau to use the Māori language relative to their proficiency levels.



### Intergenerational transmission

REO TUKU IHO

More whānau are increasing their daily use of Māori language. Use across generations is both ascending and descending.



### Reo movements

KŌKIRITANGA REO

Increased numbers of whānau are being drawn into movements where Māori language and identity is preferred and enhanced. Local level clusters are led by whānau, marae, hapū, hāpori and iwi.



### Iwi identity at local and national level

TUAKIRI

Whānau have an increased sense of iwi identity where the Māori language is both visible and valued at the local and national level.

## Te Tuku

CREATING THE ENABLING CONDITIONS

### Leadership and Relationships

Bold and brave leadership at all levels of Māori language revitalisation.

### Talent development

A framework that attracts, retains, and grows ngā Kaipupuri i te Mauri o Te Whare.

### Data and information

Knowledge, research and evidence promotes best practice and informs better decision-making.

### Processes

POLICIES AND SYSTEMS

Processes and solutions are whānau-centred, community-led and fit for purpose.

### Resource

An enhanced resourcing model that enables whānau and community-led solutions.

## Te Whare o te Reo Mauriora

LEADERSHIP AND EFFECTIVE RELATIONSHIPS

### Collaboration

Align, collaborate and partner with others to maximise the Māori language revitalisation efforts.

### Leadership

Bold and brave leadership at all levels of Māori language revitalisation.

### Accountability

Te Mātāwai are effectively reporting and accountable to ngā Kaipupuri i te Mauri o Te Whare.

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TE MĀTĀWAI – STATEMENT OF INTENT



OUTCOME 1:

# Whānau Wellbeing – Oranga o te Whānau

## Toitū te ora!

More whānau are feeling confident in navigating their Māori language journey. They know who they are, use Māori language every day, are actively connected and participate in Māori language and cultural activities.

If language, culture and identity are understood to be at the heart of individual wellbeing, language is indisputably at the epicentre. When a whānau has its language, Te Mātāwai can be confident it is also secure in its culture and its identity, and the strength of these connections provide the basis for a wider level of whānau wellbeing. There have been anecdotal references to Māori language activities which have had wide-reaching impact beyond pure language success, demonstrative of the nature of engaging with our kāinga, hapori and iwi. Te Mātāwai is therefore committed to working

with and investing in homes and communities to support whānau-led and whānau-based language initiatives. This will in turn support whānau to maintain the Māori language as a first language in the home and support its wider use across hapū, iwi and communities. Te Mātāwai sees the potential whereby the positive outcomes from Māori language use will have an indelible impact that snowballs and develops self-priming sustainable benefits for whānau, hapū, iwi and hapori locally and nationally.

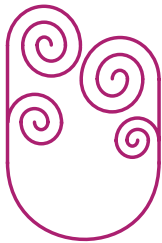
Outcome measures

In Year One:

Te Mātāwai will work with whānau stakeholders to identify the parameters of wellbeing from a whānau perspective.

By Year Four:

60% of whānau surveyed report an increase in wellbeing as defined by parameters shared by kāinga, hapori and iwi.



Puketapu whānau, Waiwhetū.  
Photographed by Adrian Heke.  
Photo courtesy of Te Puni Kōkiri.



Our contribution

- Investing in whānau language mentors and Māori language support mechanisms.
- Providing information and support to develop whānau language planning and implementation.
- Promoting successful language programmes and pathways for whānau.

Impacts we expect to see over four years

- More whānau are feeling confident in navigating their Māori language journey, resulting in increased self-agency and capability.
- Whānau have increased sense of identity and connection.
- Whānau are increasing their use of the Māori language every day.
- Whānau are actively connecting and participating in Māori language and cultural activities.

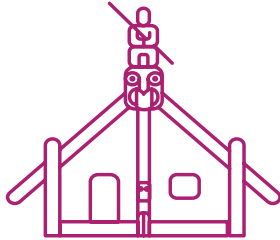
We propose to measure these impacts/shifts through

- Te Mātāuru investment reporting (individual and group conversations) that will identify whānau shifts as they occur.
- The Kaitono Survey, which will highlight the challenges whānau are experiencing as a retrospective snapshot.
- Te Mātāwai monitoring and evaluation activity, which will provide systematic opportunities to gain insights.
- Research led by kāinga, hapori and iwi.



OUTCOME 2:

# Immersion Domains – Rumaki



## Me Māori taku reo i taku ao Katoa

(Milne 2020)

Whānau have regular access to bilingual and immersion domains across a variety of kaupapa, locations and timings. These provide a safe space for all whānau to use the Māori language commensurate with their proficiency level.

Anywhere! Anytime! Anybody! E rere, e te reo! Vibrant, contemporary language domains are integral to ensuring that transmission and retention lead to language revitalisation and management. This means ensuring that opportunities to experience the language, to speak and hear it, are made available to whānau. Spaces and activities exist that encourage and engender Māori language exchange. The use of rumaki can be triggered by places (e.g., in the home, the marae or travelling in the car); it can be set for specific timings (e.g., breakfast or after 7 p.m.); it can

be set by a kaupapa or activity (e.g. hunting or karakia); or set by people (e.g. talking to kuia/ koroua, classmates).

Immersion domains provide an essential support to whānau seeking to implement their own language learning and revitalisation strategies thus enabling connectivity across the communities and ensuring whānau are not isolated in their efforts.

We intend to see new bilingual and immersion domains normalised and spread throughout Aotearoa.

### Outcome measures

#### In Year One:

We will increase the range, and promote the value of, opportunities and domains in which the Māori language is spoken and heard.

#### By Year Four:

There will be an increase in the number of opportunities where the language can be heard and spoken.



Te Matoe o te Reo 2020

### Our contribution

- Investing in the increase of home, whānau and communal spaces that shift towards Māori language immersion domains and opportunities.
- Undertaking research to enable the provision of information to support the creation, maintenance and extension of bilingual immersion domains.
- Promoting successful models for immersion domains and bilingual use.

### Impacts we expect to see over four years

- Whānau have ready access to bilingual domains across a variety of kaupapa.
- Whānau are aware of the value in using immersion domains and supported to create new immersion domains.
- Creation of new immersion domains.

### We propose to measure these impacts/shifts through

- Te Mātāuru investment reporting (individual and group conversations), which will identify the number of domains being created and utilised.
- The Kaitono Survey, which will highlight whānau accessibility to immersion domains and their activity in using, creating and sustaining immersion domains.
- Te Mātāwai monitoring and evaluation activity, which will provide systematic opportunities to gain insights.



OUTCOME 3:

# Intergenerational Transmission – Reo Tuku Iho



*Whiua ki te ao, whiua ki te rangi,  
whiua ki ngā reanga katoa!*

More whānau are increasing their daily use of Māori language. Use across generations is both ascending and descending.

Intergenerational transmission is characterised by the multitude of daily exchanges, spontaneous speech, informal and natural use of Māori language primarily used in the home and whānau spaces. That is why whānau are at the heart of our strategic intent. Intergenerational transmission is a top-down and bottom-up approach flowing from parents to children, grandparents to mokopuna, and mokopuna to grandparents and children to parents. This focal point is necessary to stem the decline and potential loss of the Māori language. Te Mātāwai will prioritise Māori language use within targeted activities and environments that allow or promote intergenerational transmission. We will support language communities to understand their respective needs and commit to approaches that transform knowledge into use within whānau. We intend to see increases in the natural transmission of the Māori language within the whānau space across multiple generations and the realisation from whānau that ‘this is the most significant domain of natural reo Māori acquisition and use’.

Outcome measures

In Year One:

Te Mātāwai will have completed work which examines the variations of intergenerational language transmission in a whānau context.

By Year Four:

60% of whānau surveyed will report increased use of Māori language between whānau members because of intergenerational language transmission.



Te Wānanga Reo o Ngāti Ruapani ki Waikaremoana 2021

Our contribution

- Investing in
  - » Whānau language mentors and Māori language support mechanisms
  - » Support to develop whānau language planning and implementation.
  - » Promoting successful language programmes and pathways for whānau.
  - » Targeted Māori language activities that embody cross-generational use.
- Supporting the increase in home, whānau and communal spaces dedicated to intergenerational transmission.
- Providing information to support the creation and maintenance of immersion domains.
- Raising critical awareness about parents being the initial source of Māori language acquisition and use.

Impacts we expect to see over four years

- More whānau are increasing their use of the Māori language with whānau members.
- Whānau feel motivated to continue to increase their use of the Māori language every day.
- Whānau are able to access support and resources that support their learning and usage needs.
- Increased number of parents/grandparents are the first kaiako for their whānau.

We propose to measure these impacts/shifts through

- Te Mātāuru investment reporting (individual and group conversations), which will identify the use of Māori language between parents/grandparents and children/mokopuna.
- The Kaitono Survey, which will highlight whānau accessibility to immersion domains and their activity in using, creating and sustaining immersion domains.
- Te Mātāwai monitoring and evaluation activity, which will provide systematic opportunities to gain insights.



OUTCOME 4:

# Reo Movements – Kōkiritanga Reo



## Hoake tātou!

Increased numbers of whānau are drawn into movements where the Māori language is the primary conveyor of the kaupapa or activity. Local level clusters are led by whānau, marae, hapū, hāpori and iwi.

Kaupapa Māori movements are invaluable to the Māori language revitalisation landscape. These movements are organic, non-financially driven and have a magnetism that maintains the participation of its affiliates. These movements are formed because of the common interest of the whānau, hapū, hāpori and iwi to grow and progress their kaupapa using the Māori language as the language of choice. It is an opportunity to forge strong networks at a local and national level, inspire and exchange good practice and experiences, build local and national capability and generate new ideas and innovation. Māori language and tikanga underpin the day-to-day personal and community lives of members of those movements and demonstrate the effect that kaupapa Māori movements have as key change

agents for Māori language revitalisation. The focus is on growing these groups in a sustainable manner so they can operate solely in the priority Maihi Māori space with minimal reliance on Maihi Karauna activity.

With this knowledge, Te Mātāwai will support and develop local reo movements that are driven from the community to meet their respective needs. We intend to see significant increases in whānau, marae, hapū and iwi Māori language engagement, drive, commitment and action to a point where they have the greatest chance of sustaining a loyal mass of people or attracting new members into such activities that use the Māori language as the primary medium of communication or expression.

### Outcome measures

#### In Year One:

Te Mātāwai will promote the value of and increase the range of opportunities and domains in which the Māori language is progressed through reo revitalisation activities.

#### By Year Four:

Te Mātāwai will see an increase in the number of opportunities to hear and use Māori language.



Te Kura Reo o Raukawa 2021

### Our contribution

- Promoting and providing information on the value of local reo movements.
- Providing information and support to sustain whānau and hāpori language plan implementation.
- Encouraging and supporting current movements to maintain momentum.
- Investing in new Māori language movements.

### Impacts we expect to see over four years

- Whānau are aware of language movements that can support their language journey.
- Whānau have increased ease of access to language movements.
- Whānau are inspired and supported to engage in or lead and create new movements.
- Innovative approaches to language revitalisation.

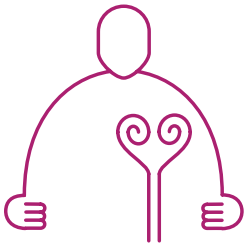
### We propose to measure these impacts/shifts through

- Te Mātāuru investment reporting (individual and group conversations), which will identify the influence of language movements on language activity elsewhere (longitudinal research required).
- Research led by kāinga, hāpori and iwi and longitudinal research, which will provide targeted data and information about change.
- Te Mātāwai monitoring and evaluation activity, which will provide systematic opportunities to gain insights.



OUTCOME 5:

# Iwi Identity at Local and National Level – Tuakiri



*Ko Te Reo Māori te mea e mōhiotia ai au, he Māori*

(Hohua Tūtengaehe in Moorfield 1995)

Whānau have increased sense of iwi identity where the Māori language is both visible and valued at the local and national level.

Te Mātāwai emphasises the crucial role that kāinga, hāpori and iwi play in community-driven initiatives. Being Māori, feeling confident in your identity and your language that you use to express your identity is reaffirmed by the community and the value that it holds within your community. Iwi are drawn to play a leading role in language revitalisation developments at

whānau, hapū and iwi levels and participate in these because they feel a greater sense of affinity to personalised activities.

We intend to see increased value, development and active promotion and use of kōrero tuku iho, whakapapa, whakataukī, te tangi o te reo, mita, kīanga, mātauranga Māori.

## Outcome measures

### In Year One:

Te Mātāwai will work with whānau stakeholders to identify the parameters of whānau identity from a whānau perspective.

### By Year Four:

Te Mātāwai will see an increase in the use of regional language to indicate identity.



Te Hui Matua a Te Mātāwai, 2021, Dr Kenneth Kennedy and Te Rina Keogh. Photographed by Rawhitiroa Photography.

## Our contribution

- Investing in iwi to research their respective use of kōrero tuku iho, whakapapa, whakataukī, te tangi o te reo, mita, kīanga, mātauranga Māori specific.
- Promoting the value of regional variation.
- Supporting the increased access to reo ā-iwi collections held outside iwi.

## Impacts we expect to see over four years

- Whānau, hapū and iwi learn and use the language features that reflect their identity.
- The Māori language is both visible and valued at a local and national level.
- Increased visibility of unique regional language features in domains.
- Increased connectivity to iwi and iwi/Māori events and application of kōrero tuku iho, whakapapa, whakataukī, te tangi o te reo, mita, kīanga, mātauranga specific.
- Increased pride in being Māori.
- Whānau-iwi have increased sense of identity and affiliation to their respective hapū/iwi.

## We propose to measure these impacts/shifts through

- Te Mātāuru investment reporting (individual and group conversations) that will identify the influence of the Māori language on one’s connection to their iwi or Māori activities.
- Monitoring activity.
- Kāhui feedback – conversations with the people.
- Pae Motuhake feedback.



ENABLER:

# Te Tuku

An effective, efficient platform that is agile and provides insights, guidance and information that is responsive to stakeholder needs.

A strong, smart, agile and responsive body is necessary to enable the conditions whereby our kāinga, hapori and iwi and the Crown can achieve their respective language aspirations.

Te Mātāwai contributes by way of bespoke activity across Te Whare through:



Leadership



Talent development



Data and information



Process and systems



Resourcing



Intel

### Outcome measures

**In Year One:**

Te Mātāwai will refine their systems and processes to deliver better information, advice and guidance to our kāinga, hapori and iwi

**By Year Four:**

Kāinga, hapori and iwi report that the office has improved its service provision to them.

*He huruhuru te manu ka rere,  
he taki te kāhui ka tau<sup>4</sup>*

**Our contribution**

- Investing in our people and capability.
- A data and information system providing insights.
- Strong mutually beneficial relationships with key stakeholders (refer Toiuru).
- Providing relevant and current information.
- Continuous process improvement and policy management.
- Investing in research and evaluation to guide Te Mātāwai and stakeholders through a Strategic Research Agenda.

**Impacts we expect to see over four years**

- Te Mātāwai people (Board, Pae Motuhake and staff) are able to give full effect to their roles and responsibilities.
- Ability to provide greater insights into the shifts and impacts of Te Mātāwai contribution.
- Increased visibility and knowledge of what and how Te Mātāwai can support kāinga, hapori and iwi.
- Understand the state of Te Mātāwai impacts and how it is tracking towards the vision of the Maihi Māori.

**We propose to measure these impacts/shifts through**

- Scheduled reviews of policies and planning processes.
- Website and social media analytics.
- Kaitono Survey to inform us on matters of timeliness and relevance of office servicing and information provision.



<sup>4</sup> Leonie (2015). Resources allow the launch of adventure; guidance sees it through to completion.



ENABLER:

# Te Whare o te Reo Mauriora

Leadership, effective relationships, participation in fora and provision of insights, guidance and information that advocates for Māori language.

Te Whare o Te Reo Mauriora recognises that both the Crown and Māori have obligations, responsibilities and different parts to play in achieving the shared desire to ensure the survival and wellbeing of the Māori language. The next phase of the relationship across Te Whare o Te Reo Mauriora sees its various components moving towards a position where each can better perform their respective roles and pursue their respective goals while taking cognisance of shared commitments.

Māori language policies focused on the conjunction between government-led and community-led activities are the most effective in achieving maximum impact. This means Te Mātāwai can, and must, continue to advocate for what it believes is best.

Te Mātāwai will demonstrate leadership, advocacy and effective partnerships for the purpose of influencing the Crown’s systems and policy interventions to best support the goals and aspirations of kāinga, hapori and iwi language speakers throughout Aotearoa.

### Outcome measures

**In Year One:**

There will be better clarity between Te Mātāwai and partners and their focus on our vision and goals and increased visibility of the effects of their activities on the Maihi Māori.

**By Year Four:**

There will be engagement between partners and Te Mātāwai as a default; a legislative, accountability and reporting framework that is conducive to the space Te Mātāwai operates within.

*Kei a koe, kei ahau, whatu mai, ka whatu atu*  
(Tawhiwhirangi in Higgins et.al.)

**Our contribution**

- Hosting meetings with key Māori language entities.
- Providing opportunities for the Board to share direction and priorities.
- Providing a platform to discuss Māori language revitalisation (Hui Taumata).
- Supporting the Review of the Māori Language Act.
- Active role in te Rangakura o te Whare o te reo Mauriora, Te Papa Kōrero and Te Rūnanga Reo.

**Impacts we expect to see over four years**

- An improved resourcing model.
- Increased number of collaborative projects.
- Effective management of legislative responsibilities and reporting.
- Increased visibility of accountability reporting to iwi.
- Government policy development is aligned to Te Mātāwai advice.

**We propose to measure these impacts/shifts through**

- Scheduled reviews of policies and planning processes.
- Overarching evaluation of the monitoring and evaluation framework and reporting on Te Whare.

# The Nature and Scope of Functions and Intended Operations

Te Mātāwai draws its practices from both Māori and Crown environments as we navigate both worlds. As an organisation, we identify with values from a Māori ethos while committing also to the State Sector Conduct and the Office of the Auditor General guidelines.

1.

Te Ture mō Te Reo Māori 2016 (the Act) provides the purpose of Te Mātāwai as being to act on behalf of iwi and Māori to:<sup>5</sup>

a. provide leadership in promoting the wellbeing of the Māori language on behalf of iwi, Māori, and communities;

b. advise and support Crown initiatives to revitalise the Māori language;

c. give effect to the Māori – Crown relationship relating to the Māori language; and

d. provide oversight and direction to the Māori Television Service.
2.

The Act also sets out the following functions of Te Mātāwai, being to:<sup>6</sup>

a. develop and administer programmes relating to the Maihi Māori strategy;

b. advise on the Maihi Karauna strategy;

c. assist Ministers relating to this Act;

d. advise Crown agencies on the Māori language strategies;

e. provide nominations for appointments to the Boards of Te Taura Whiri i te Reo Māori and Te Māngai Pāho;

f. appoint directors of Māori Television Service; and

g. with the Minister for Māori Development and the Minister of Finance exercise joint leadership and oversight, confirm the Māori Television Service statement of intent and manage spectrum rights under the Māori Television Service (Te Aratuku Whakaata Irirangi Māori) Act 2003.<sup>7</sup>

The Minister for Māori Development has initiated a review of Te Ture mō te Reo Māori (as required by section 44 of that Act) and Te Mātāwai is taking an active role in that review.

## Giving Effect to the Statutory Functions of Te Mātāwai

The statutory functions of Te Mātāwai as detailed in the Act can be described by the following key role areas:

- Leading

where Te Mātāwai has specific responsibilities relating to the Maihi Māori Strategy and Māori Television Service.
- Investing

including the provision of services and administration of programmes that contribute to the implementation of the Maihi Māori Strategy.
- Influencing

through the provision of advice and guidance to Ministers, Crown agencies and other contributors to Māori language revitalisation efforts.

### Kāhui ā-iwi appointees



TE TAI TOKERAU  
Waihoroi Shortland



TAINUI  
Charlie (Tiare) Tepana (Co Chair)



MĀTAATUA  
Te Kahautu Maxwell



TE ARAWA  
Muriwai Ihakara



TE TAI RĀWHITI  
Mātai Smith



TE TAI HAUĀURU  
Karepa Wall



TE WAIPOUNAMU  
Paulette Tamati-Elliffe

### Kāhui ā-Reo Tukutuku appointees



MĀTAURANGA  
Brenda Soutar



PĀPĀHO  
Kylie Brown



HAPORI  
Teina Boasa-Dean



TE HUNGA NOHO TĀONE  
Bernie O'Donnell

### Ministerial appointees



Reikura Kahi (Co-chair)



Vacancy

Te Mātāwai Board consists of thirteen members of which seven are appointed by and for Kāhui ā-iwi, four by Reo Tukutuku organisations and two by the Crown.

<sup>5</sup> Te Ture mō Te Reo Māori 2016, section 18  
<sup>6</sup> Te Ture mō Te Reo Māori 2016, section 19  
<sup>7</sup> Te Ture mō Te Reo Māori 2016, section 19(1) (h-j)



Te Mātāwai has a dual role with a two-fold set of accountabilities: it is accountable to iwi and Māori communities – through the Māihi Māori, and to the Crown – for expenditure of public funding.

Navigating these respective accountabilities requires us to be grounded in both *Principles* that underpin our strategic thinking, and *Tikanga* that shapes how we work to operationalise our strategies, both ‘on the ground’ and within our own organisation.

Te Mātāwai kaimahi 2021. Photographed by Rawhitiroa Photography.

## Governance

As a collective of governors, the Board leads Māori language revitalisation efforts, influences and leverages Crown activities and investments in Māori language revitalisation, and effectively discharges its fiduciary (‘trustee’) responsibilities.

As Kāhui representatives, Board members who are appointed representatives of their constituent iwi and Reo Tukutuku organisations, are directly accountable back to their respective Kāhui. This includes, (but is never limited to) engaging with and reporting back to Kāhui members on the work of Te Mātāwai, gathering contributions to inform our Māori language revitalisation strategies, promoting the Maihi Māori Strategy and Te Mātāwai activities to achieve the goals of the Maihi Māori, championing Māori language and Māori language revitalisation within their Kāhui, and facilitating the development of Kāhui language priorities and investment strategies.

## Pae Motuhake

These community-based investment allocation panels, consisting of reo experts, practitioners and locally based reo champions, were created by the Board to reinforce its unique approach of community-led language revitalisation. These panels of advisors support the development and continuous review of the kāhui investment plans, they assess and moderate applications for funding and support the strategic planning at the kāhui level. Pae Motuhake provide an essential infrastructure of support for our whānau.

## Te Tari o Te Mātāwai

The office provides support and advice to the Board of Te Mātāwai, Pae Motuhake and kaitono. The office manages the business operations of our organisation and implementing strategies and work programmes to support the achievement of the Board’s strategic intentions. It also ensures, on behalf of the Board, that Te Mātāwai continues to meet its statutory and financial obligations.

## TE MĀTĀWAI:

# Building and Managing Our Organisational Health and Capability

## Ngā Mātāpono – Our Underpinning Principles

Our principles embody our approach to the revitalisation of the Māori language and how we interact – with each other, with whānau, hapū and Māori communities and with our Māori language stakeholders, including our partners in Te Whare o Te Reo Mauriora.

### He reo tuku iho te reo taketake o Aotearoa

He reo kōrerorero, he reo whakawhitiwhiti te reo Māori. Me rere ngā i te takiwā hei kawē i te whakaaro Māori. Ko te reo hei whenua mō te hunga noho tawhiti i te ūkaipō.

*Māori, the indigenous language of Aotearoa, is spoken across generations*

### Ko ngā iwi me ngāi Māori ngā kaupuri i te mauri o Te Whare o te Reo Mauriora

Ko te Māori te kaitiaki o te mana o tōna anō reo Māori. Mā ngā iwi me ngā Māori e arataki ngā mahi whakarauora reo a te Karauna me te iwi.

*Māori are the custodians of the vitality of Te Whare o te reo Mauriora*

### Poua, whakatipuria, tawharautia te reo ūkaipō i roto i ngā hapori

Tukuna ngā putea me ngā painga ki ngā hapori me ngā whānau. Āwhinatia ngā whānau me ngā hapori ki te whakatū, ki te whakapakari hoki i ō rātau anō whare kōrero.

*The Māori Language is reintroduced, grown and protected as a nurturing first language in our communities.*

### Kia raka te mauī, kia raka te katau

Me mahi tahi. Me whai kia pakari te tū o ngā taha e rua o Te Whare.

*Māori and the Crown work together towards a shared vision.*

### Kia ū ki te wairua Māori

Ko te whakaaro Māori me ngā tikanga Māori hei tūāpapa mō ngā whakahaere.

*Operate in a way that is experientially Māori.*

# He Tikanga

Upholding and applying our tikanga provides an environment that is natural and familiar to Board members, staff and our Māori stakeholders. There is increased reassurance and positive engagement for all involved that translates to the delivery of service and the achievement of outcomes in a way that is comfortable, relatable, empowering, and respectful.

# He Tukanga

Although we are an independent statutory entity, Te Ture mō te reo Māori Act specifically states that we’re subject to:

- Ombudsmen Act 1975 (section 46)
- Official Information Act 1982 (section 46)
- Public Audit Act 2001 (section 47)

# Purchase Agreement

The Act requires that Te Mātāwai enter into an annual Purchase Agreement (Kirimana Hoko) with the Minister for Māori Development. The Kirimana Hoko sets out what we will deliver under each of our three output areas, including the performance measures and standards we intend to meet. Historically, we have used investment, research and strategy as our three areas of focus, but for this Statement of Intent, we are re-gearing our operations to start with the outcome in mind. Therefore, our new outputs directly reflect the three focus areas of our Statement of Intent:

1. **Kāinga, Hapori and Iwi**, which set out the five outcome areas of Oranga o te Whānau, Rumaki Reo Tuku Iho, Kōkiritanga Reo and Tuakiri.
2. **Te Tuku**, which reflects the contributions of the operational arm to directly support Kāinga, hapori and iwi.
3. **Te Whare o te Reo Mauriora**, which reflects the strategic leadership, effective partnership and accountability obligations.

Our four teams within our operations reflect the scope of our contributions, namely investment activities; research, information and data; and strategic leadership, advice and promotions.

OUTPUT 1

## Kāinga, Hapori, Iwi

This output includes the investment in community initiatives aimed at revitalising the Māori language through the Maihi Māori strategy.

REVENUE:  
**\$9,687,000**

OUTPUT 2

## Te Tuku

This output includes the operations, development and delivery of research and evaluation activities to advance the achievement of the goals of the Maihi Māori strategy.

REVENUE:  
**\$5,000,000**

OUTPUT 3

## Te Whare o te Reo Mauriora

This output provides for the delivery of the statutory role of Te Mātāwai to provide leadership, effective partnership, and collaborative relationships in promoting the health and wellbeing of the Māori language for iwi and Māori.

REVENUE:  
**\$130,000**

Progress reports against the Kirimana Hoko 2020/21 are presented to the Minister for Māori Development every six months with a final comprehensive account of our year’s achievements included in the Annual Report that is presented to Parliament by the Minister.

The Kirimana Hoko may be varied at any time by agreement in writing between the Hoa-Toihau of Te Mātāwai and Te Minita Whanaketanga Māori.



# Organisational Structure

Although Te Mātāwai staff are managed via four work teams, Te Matatū, Te Mātātupu, Te Mātāuru and Te Matatuku, in reality these teams contribute to all outcomes with specialty skills applied where necessary. There is no team that can operate independently. This interdependence requires deliberate management and the newly developed outputs reinforce the approach that every team is responsible for creating the enabling conditions and contributing to the five outcomes areas. With restoring Māori language to the home, Te Mātātupu (information, research, evidence and insights) informs Te Mātāuru (investments) and Te Matatū (strategic engagement with key entities in Te Whare o te Reo Mauriora). Te Matatuku (operations) support overall delivery, which translates to greater efficiency and impact and, therefore, better results.

Below is a description of each of the teams and their respective important documents, programmes and references that guide their contribution to the three focus areas set out in our outcome's framework on pages 16-17 of this document.

## Te Matatū

### Advancing the revitalisation of the Māori language at a strategic level

Te Mātāwai is responsible for:

- providing leadership in promoting the health and wellbeing of the Māori language for iwi and Māori at the community level;
- advising on and influencing the Crown's efforts in protecting, promoting, and revitalising the Māori language;
- giving effect to the Treaty-based partnership through our engagement with Ministers of the Crown, agencies and officials as we respectively collaborate

to progress efforts to support the revitalisation of the Māori language.

Te Mātāwai does this through several mechanisms. Firstly, it actively participates and contributes to Te Whare o Te Reo Mauriora work programme. It is involved in policy development and other initiatives taking place across a range of government portfolios, especially those where there are implications for the wellbeing and cultural identity of whānau, hapū and iwi Māori. Finally, Te Mātāwai provides advice to Ministers and agencies on how their respective portfolios can most effectively promote wellbeing through the revitalisation of the Māori language.

Our role in the nomination and appointment of decision makers to the three Māori language entities – Te Taura Whiri i te Reo Māori, Te Māngai Pāho and the Māori Television Service, provides an opportunity for collaboration between Te Mātāwai and its Crown partners. Through this we jointly demonstrate leadership and our collective commitment to improving Māori language, cultural identity and wellbeing.

We are also jointly responsible with the Minister for Māori Development and Minister of Finance for leadership and oversight of the Māori Television Service.

## Te Mātāuru

### Māori language revitalisation investment

A key focus for Te Mātāwai is that of investing in initiatives to support Māori language revitalisation among kāinga, hapori and iwi.

Our Te Mātāwai investment framework places an emphasis on language revitalisation in the critical home and community domains. Our seven Kāhui ā-iwi and a combined Te Reo Tukutuku each develop annual Investment

Plans that contribute to this overarching Te Mātāwai investment approach.

Over the period of this Statement of Intent Te Mātāwai will continue to advance an integrated approach that seeks to empower more whānau in their kāinga, hapori and iwi to be confident and competent everyday users of their language wherever they may be. We intend to achieve this through the provision of accurate and timely information, intensive engagement and quality relationships, proactive decision making and deliberate planning, reporting and monitoring.

### Annual investment opportunities

Kāhui-based Te Mātāuru investment rounds take place annually. Our Ānga Kāhui – the High-Level Rules established by the inaugural Board provide the framework for respective Pae Motuhake to drive bespoke revitalisation for their particular people. Te Mātāwai expects to refresh the Ānga Kāhui in 2021.

Pae Motuhake are responsible for encouraging applications for investment from eligible kaitono (registered applicants), assessing these against the respective Kāhui Investment Plans and recommending successful applications to the Board of Te Mātāwai for approval.

Copies of the annual Kāhui Investment Plans can be found on our website: <https://www.tematawai.maori.nz/>

## Te Mātātupu

### Māori language revitalisation research and evaluation providing information, data and insights

A key function of our Te Mātātupu team is that of building an evidence and knowledge base to support decision-making across Te Mātāwai, and the wider Māori language revitalisation sector. The team is also responsible for

reporting on progress toward outcomes in the Maihi Māori strategy.

### Te Mātāwai Strategic Research Agenda

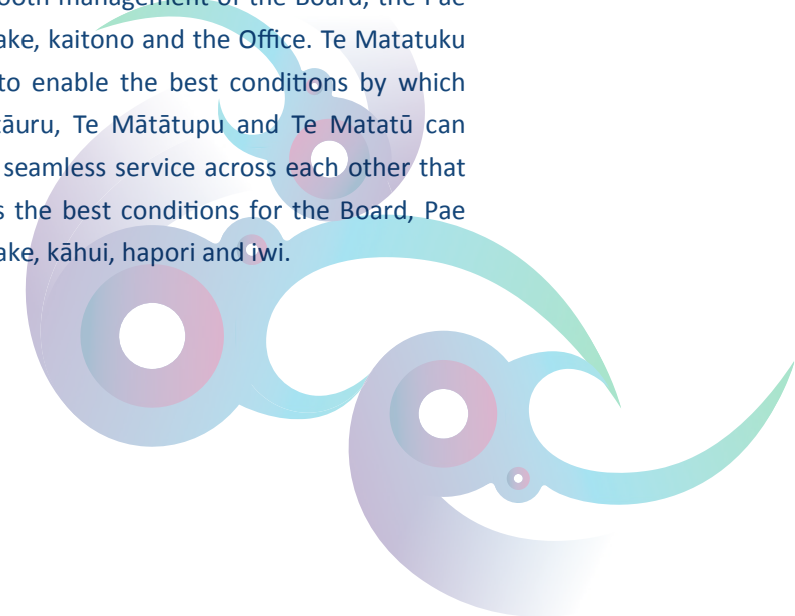
Our Strategic Research Agenda was established in 2018, updated in 2019 and reviewed and refreshed in 2021. This agenda sets the context and high-level direction for Te Mātāwai and is underpinned by core features of Māori language revitalisation theory and experience and learnings gained from the past four years.

Research and evaluation findings have the most value when they have been socialised with the micro-level policy decision-makers: whānau; parents; community; marae; hapū; iwi leaders; and Māori language champions. Therefore, dissemination, promotion and advice are key outputs in addition to research reports and experience.

Te Mātāwai plays an active role in the Shared Research Agenda Group (Te Rangakura), established under the auspices of Te Whare o te Reo Mauriora to ensure effective collaboration and information sharing between government agencies with Māori language-related responsibilities and with Te Mātāwai.

## Te Matatuku

The corporate arm of the operations, including finance, administrative and technological support, and communications is vital to ensuring the smooth management of the Board, the Pae Motuhake, kaitono and the Office. Te Matatuku works to enable the best conditions by which Te Mātāuru, Te Mātātupu and Te Matatū can deliver seamless service across each other that enables the best conditions for the Board, Pae Motuhake, kāhui, hapori and iwi.



# Governance

Our Board, which meets monthly, has established three sub-committees to support it in its decision-making processes:



## Tātari Tūraru (AUDIT AND RISK)

to oversee the development of organisation policies and compliance requirements.



## Rangahau (RESEARCH)

to oversee our research and evaluation programme.



## Tautapa (NOMINATIONS)

to provide recommendations to the Board when making appointments to the Board of the Māori Television Service and nominations to the Minister for Māori Development for appointments to the Boards of Te Māngai Pāho and Te Taura Whiri i te Reo Māori.

The table below provides an overview of the organisational policies in place. All policies are reviewed on a three-yearly cycle at a minimum.

# Organisational Policies

In 2019, the Board approved a framework that provided for policies to be reviewed as a bundle or group, enabling Te Mātāwai to effectively stagger its reviews of these as well as provide for any consequential amendments that may be appropriate across other policies in that group. This framework has also assisted the office to systematically identify related policies where these need to be developed. The table below provides a snapshot of our proposed Policy Review over the coming term.

<b>How we conduct ourselves</b> Personnel policy Wellness Management of Interests Disclosure of Interests Code of Conduct Bullying and Harassment	<b>Finance and Business</b> Board Fees and Expenses (reviewed annually) Cash and Working Capital Sensitive Expenditure Procurement Travel	<b>Te Mātāwai Functions</b> Te Ānga Kāhui /High-level rules Business Continuity Nominations Media Research and Evaluation Mobile Phone	<b>Legislation and Regulation</b> Legislative Compliance Fraud Policy Official Information Act Privacy
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# Glossary

**Maihi Māori Strategy** a Māori language strategy developed by and for iwi, Māori and Māori language communities and stakeholders

**Maihi Karauna Strategy** the Crown’s strategy for Māori language revitalisation

**Pae Motuhake** is a panel of advocates that represent the Māori language interests of their whānau, hapū, iwi or sector/community

**Kāhui investment panel representative** a member selected from one of the eight clusters to represent their interests at a governance level

**Kāhui** are a cluster of iwi or sector-based communities.

**Kāhui ā-iwi** - There are seven iwi clusters Te Tai Tokerau, Tainui, Te Arawa, Mātaatua, Te Tai Rāwhiti, Te Tai Hauāuru, Te Waipounamu.

**Te Reo Tukutuku** There are four sector-based communities that form the cluster called Te Reo Tukutuku

- Education**
- Te Kōhanga Reo National Trust
  - Te Rūnanganui o Ngā Kura Kaupapa Māori o Aotearoa
  - Te Ringa Raupā o ngā Kura-ā-Iwi
  - Te Taihū o Ngā Wānanga

- Media**
- Te Whakaruruhau o ngā Reo Irirangi Māori o Aotearoa
  - Ngā Aho Whakaari

- Community**
- Te Rūnanga o Te Ātaarangi Trust
  - Māori Women’s Welfare League Incorporated
  - New Zealand Māori Council

- Urban interests**
- National Urban Māori Authority

**Kaitono** all applicants to the investment fund

**Kirimana Hoko** Purchase Agreement signed between the Crown (Minister for Māori Development) and Te Mātāwai (Hua-Toihau) for services and activities Te Mātāwai expects to undertake in fulfilment of its statutory functions including funding appropriated under Vote Māori Development

**Nga Kaipupuri i te Mauri o Te Whare** The custodians ensuring vitality of the Māori language

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