TE RAUTOKI Ā-TOI: TOIURU REPORT

TE TAI HAUĀURU

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Te Whare Wānanga o Awanuiārangi

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Te Mātāwai

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1. BACKGROUND AND CONTEXT

1.1. The Kāhui Investment Model

The Kāhui Investment Model has been implemented by Te Mātāwai to invest in kaupapa to revitalise te reo Māori. Key features of the model include:

- The funding investment is delivered through eight Kāhui across Aotearoa; seven representing iwi and regional groupings, and one representing sector-based roopū. The funding is split equally across the eight Kāhui.
- Each Kāhui has a Pae Motuhake (known as Te Whāiti in Te Tai Hau-ā-uru) comprised of te reo champions and advocates. Pae Motuhake provide leadership over te reo Māori revitalisation efforts at a local level and determine reo revitalisation investment priorities.
- During annual funding rounds, the Pae Motuhake receive applications from individuals and organisations for funding to deliver reo revitalisation kaupapa, programmes and activities. Pae Motuhake investment decisions are ratified by the board of Te Mātāwai.
- The Te Mātāwai tari provides support to the Pae Motuhake through the Te Mātāuru team and leads administrative functions such as contract management.

1.2. Toiuru

Te Mātāwai has commissioned a formative evaluation of the Kāhui Investment Model, to see what parts of the model are working well, and which areas need improvement. The evaluation is intended to provide information to the Pae Motuhake, Te Mātāwai Board and staff on how well the model delivers on the goals and objectives of Pae Motuhake, Kāhui and the Maihi Māori Strategy, and what improvements can be made to ensure it continues to produce a positive impact on the revitalisation of te reo. Toiuru is the name of the formative evaluation, chosen for the following reasons:

- Ko te Toiuru ka tīmata mai i waho o te waharoa o te pā. I reira kua wānangatia te whakaeke atu ki te marae, ngā kaiwhaikōrero, ngā kaikaranga, te ara whakaeke. Mai i te tīmatanga ki te mutunga.
- Koina te mahi tuatahi he waihanga i te ara haere kia ū, kia tau ai ki te wāhi e tūmanakohia ana mō te katoa.

Toiuru signals being at the entrance, beginning, or waharoa of a project, from where informed decisions can be made. Toiuru is thus an evaluation of the Kāhui Investment Model over its first two years. Toiuru was underpinned by kaupapa Māori, and more broadly informed by the mātāpono of manaaki, aroha, tika, and mahi tahi. This report provides a summary of the key findings from data collection undertaken in Te Tai Hau-ā-uru.

1.3. Te Tai Hau-ā-uru data collection methods

Evaluation data collection methods in Te Tai Hau-ā-uru included the following activities:

- A review of documents including the Te Tai Hau-ā-uru Kāhui Investment Plan, guidance and operational documents related to the Kāhui Investment Model, and funding application materials.
- In depth interviews with five Te Whāiti members and four kaitono.
- A review of monitoring data drawn from the Te Mātāpuna system on the funding distribution and initiatives funded.
- Data captured at Ngā Hua o Te Mata Reo Wānanga held in Foxton on 1st November 2019.

2. TE TAI HAU-Ā-URU EVALUATION FINDINGS

2.1. Design of the Kāhui Investment Model

There is a high level of confidence in the Kāhui Investment Model, though additional resource allocation is required in order for its potential to be more fully realised

Kaitono and Te Whāiti unanimously endorsed Kāhui-level decision making. There was consensus that leadership of reo revitalisation in Te Tai Hau-ā-uru should come from within the rohe, and that priorities for investment should be set locally. Further, kaitono expressed the highest confidence in members of Te Whāiti to provide leadership for Te Tai Hau-ā-uru in the reo revitalisation space. However, there were concerns raised by both Te Whāiti and kaitono that additional resources are required to strengthen the centralised tari function and engage a kaimahi/administrator to work on the ground in the rohe to enable the potential of the model to be more fully realised.

2.2. Te Whāiti

Robust processes for selection of Te Whāiti members by the people fosters community credibility and confidence

Within Te Tai Hau-ā-uru there was agreement at hui on a structure to enable the rohe to work together. The structure comprised four pekanga or branches (Taranaki, Manawatū, Whanganui, Pōneke) within which two kanohi (faces) for each peka would make up Te Whāiti. Therefore, a total of eight members.

Initially informal processes throughout the rohe led to nominations of Te Whāiti members. Those nominations were taken back to iwi and longstanding Māori organisations to enable wider discussion and seek endorsement. For example, the Taranaki Iwi Chairs Forum endorsed the nominations of the North Taranaki and South Taranaki representatives. Te Whāiti noted that a robust process for the selection of members by the people gives the positions credibility and inspires confidence in the work of the group. This in turn supports Te Whāiti to carry out its functions as there is a clear mandate. Kaitono interviewees

all fully endorsed the membership of Te Whāiti. Within Te Whāiti itself there was also unanimous agreement on selection of the Chair.

The need for Te Mātāwai to develop a system to enable regular communication with iwi and communities was highlighted and it was noted that actively maintaining good relationships with iwi will facilitate robust Te Whāiti selection processes. Succession planning for Te Whāiti membership was identified as important, given that those who are appropriately skilled and experienced are highly sought after.

Te Whāiti members are active 'movers and shakers' within their respective kaupapa and communities and there are heavy demands on their time

Te Whāiti members are well-respected and networked 'movers and shakers' within reo revitalisation kaupapa and their communities. All kaitono interviewees said they had effective relationships with Te Whāiti members and comments indicated that members were held in the highest regard. Kaitono were very conscious of the heavy demands on Te Whāiti members due to the many Māori community, professional and other roles that they fill, and comments indicated that kaitono sought not to overburden them: "[I am] careful not to take up their time as they are very busy".

Some Te Whāiti members themselves acknowledged that they had been unaware of the extent of time and effort required in the role, and that they were a little worn out. Further, that additional support from those around them (such as their workplace) is needed if they are to balance Te Mātāwai work with their other mahi.

> *I've been lucky as my work understands what I'm doing in this space. They know it takes a lot of time and they allowed me that. Having that support has eased the work pressure…It's not a kaupapa outside what we do anyway.*

Te Whāiti expressed concerns that the tari was understaffed, overwhelmed and has high staff turnover. As a result, Te Whāiti has received inadequate levels of administrative support that in turn created unmanageable workloads for members and generally meant they were unable to provide the help with projects that kaitono were seeking. Some members noted that they had not realised initially that they would be expected to provide direct support to those working on the ground. In some instances, out of necessity, Te Whāiti members became involved in delivery of projects that were at risk of failure. The concern was raised that the heavy time demands on Te Whāiti members and inadequate support leads to burn out. We note that three Te Whāiti members resigned during the term of this evaluation. Kaitono also raised concerns that the centralised tari was very understaffed and they had not received adequate support. According to Te Whāiti there is a need to engage a kaimahi/administrator to work on the ground in Te Tai Hau-ā-uru. The role would involve providing direct support to Te Whāiti and kaitono.

Job descriptions and induction training, including participation of new members in Kura Whakarauora Reo, are needed to ensure Te Whāiti members are best prepared for the role

When Te Whāiti was established there was a lack of support or training to help members to understand their role. They themselves took the initiative and early on held a series of hui to knit together as a team, come to a shared understanding of their role, and determine how they could leverage their experience

and networks to achieve Te Whāiti objectives. They supported one another and their networks, drawing on their own experience and knowledge.

Key aspects of the role identified by Te Whāiti members included developing regional strategy, providing support to the Chair in his regional and national level work for Te Mātāwai, knowing their communities and providing a conduit for information to enable grass roots access to the Te Mātāuru fund, encouraging kaitono to submit applications and assessing grant applications. Te Whāiti members have varied understandings of their role. Detailed job descriptions should be developed and training made available for inducting new members into their roles.

Te Whāiti have discussed staggered exits when stepping down so that new members have the chance to work alongside those who are more experienced and are able to provide support and guidance. Greater support and training (including via online platforms such as Zoom) was seen as critical, including an induction period perhaps some months prior to formally moving into the role. It was recommended that the Kura Whakarauora Reo language planning wānanga be used as part of the process to induct new members. Two intensive sessions have been run, just prior to previous funding rounds, that covered Te Mātāwai specific content in detail alongside the usual language planning content. Participants were able to gain a greater understanding of roles and responsibilities of Te Whāiti vis-à-vis Te Mātāwai; the governing legislation, including the history of Te Mātāwai, and its constituent components (e.g. the Kāhui Investment Model and investment plans, Maihi Māori and Maihi Karauna); regional strategy; the assessment process for funding rounds; and, language planning.

There is a need to strengthen communications within and between Kāhui

Te Whāiti had no contact with Pae Motuhake from other Kāhui, aside from chance encounters through members' own networks and involvements in kaupapa. Despite Te Whāiti wanting to know about initiatives in other regions, all of their time was taken up on work within Te Tai Hau-ā-uru. Further, any insights and resources generated locally were generally not shared beyond Te Tai Hau-ā-uru. It was suggested that innovation and learnings be shared across Kāhui, for example, through short videos on Vimeo or YouTube. Resources developed should also be shared widely.

Kaitono too were eager to benefit from the experiences and resources of initiatives funded in earlier rounds and in other Kāhui. There is no central repository of information about all location-based reo revitalisation programmes/projects that have been funded across the motu by Te Mātāwai and other groups. There is an opportunity to create an online register of initiatives that can be searched geographically so people can see where rumaki reo environments are available and to facilitate sharing of learnings and resources.

2.3. Funding implementation

Strategic promotion of Te Mātāuru funding is required

Promotion of Te Mātāuru funding has relied to a large extent on the established networks of Te Whāiti within their communities. This included through posting on social media, word of mouth and shoulder tapping. A more strategic approach to the promotion of Te Mātāuru funding is needed.

Though the registration and application process has improved over time, many kaitono require much greater support

Kaitono, who were mainly from small organisations, initially found the registration and application process extremely challenging and onerous, and noted technical problems with the application platform. They indicated that the application process was itself a barrier to applying due to the skills required to complete the process. While there was agreement that over time the process has improved, there were still concerns that not all of those who have the experience to successfully deliver interventions in their communities have the confidence or skills to submit competitive applications.

Te Whāiti noted a need for improved understanding among kaitono of the purpose of Te Mātāwai and the Maihi Karauna - Maihi Māori approach, so that they can more clearly see where their initiatives fit. Also identified was the need for increased awareness around the micro and macro level language planning required in this space.

Kaitono indicated that it was extremely difficult to get a response from the Te Mātāwai tari to their questions, but that when they were in communication the Te Mātāwai personnel were helpful. Difficulty in eliciting a response from the tari to kaitono enquiries resulted in many kaitono seeking assistance from Te Whāiti. Some Te Whāiti members spent considerable time during initial rounds guiding kaitono through the application process.

> *It was about giving them confidence that what they submitted was enough and was correct…I thought it was part of my role, supporting those on the ground. But my time to do that, like everyone else, was limited.*

Kaitono and Te Whāiti agreed that clearer channels of communication are required so that kaitono know who to contact about specific queries and how to get assistance completing applications. Te Whāiti consider that the support needs of kaitono could be addressed through engagement of a kaimahi/administrator to work on the ground in Te Tai Hau-ā-uru.

The contracting process can be lengthy if clarifications or changes are required

The contracting process is administered through the online portal Te Mātāpuna. When kaitono needed to clarify or change aspects of their proposal or contract, they experienced considerable difficulty in eliciting a response from the Te Mātāwai tari which led to significant delays with their contract and payments. This caused substantial stress for some kaitono.

> *Our contract was delayed, the first payment was delayed. We paid for everything out of our own pockets until it arrived. It caused major stress.*

Kaitono require greater guidance and direct support with reporting and alternative ways of reporting. Targeted evaluation will add value in developing an evidence base

Kaitono indicated that it would be helpful to receive guidance on the types of information required for reporting purposes, to know who the report goes to and to receive feedback on submitted reports. Both kaitono and Te Whāiti indicated that templates and exemplars would help kaitono to provide more useful

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reporting that reflects their actual mahi. A lack of clear guidance causes uncertainty for kaitono. Te Whāiti raised the concern that some kaitono do not have the confidence or experience to generate appropriate written reporting and require someone on the ground to guide them in collating evidence and preparing milestone reports. Te Whāiti members and kaitono felt strongly that alternative ways of reporting, such as inclusion of photos, short videos on Vimeo or YouTube, and wānanga presentations would better enable kaitono to promote success stories and demonstrate learnings. Kaitono also asked that an online site be set up for funded projects to share their successes and inspire other communities. Te Whāiti suggested that a more uniform way of reporting could be instituted nationally so that comparisons could be made across regions in order to identify what works best. Further, that evaluation of particularly promising projects would add value through building the evidence base to inform future action.

According to Te Whāiti, there is no systematic process in place to enable them to follow-up on funded initiatives and understand the outcomes achieved. It was suggested that a representative on the ground could visit initiatives at three months, or six months, and then provide an oral report to Te Whāiti with recommendations.

> *Is the funding being spent on its purpose? What are some of the strengths? What are some of the things they need help with? And then just a brief overall finding.*

Te Whāiti found the kaitono presentations at the Hua o te Mata Reo wānanga very useful in helping them to understand how funded kaupapa were going.

The application assessment and decision-making process was robust, but time-consuming

The assessment process was based on Te Mātāwai's Application Assessment Guidelines. It involved Te Whāiti members individually reviewing, scoring and commenting on applications, with the exception of those for which they had a conflict of interest. Following discussion and combined scoring at hui, a list of projects was recommended for funding to the Te Mātāwai Board for endorsement. Te Whāiti was confident that the assessment process is robust but found it to be very time-consuming.

Te Whāiti anticipate that over time the number of groups applying to Te Mātāwai will increase well beyond the level of funding available, and they will need to become more efficient at triaging applications. In this context, members indicated that it would be useful to develop a flowchart of funding processes to assist new members, and based on the Investment Plan for Te Whāiti to map out priority workstreams for funding. Te Whāiti emphasised that it will be important moving forward that funding decisions do not erode basic guiding principles of the fund. For example, that funding is not provided for activity that falls within the scope of the Maihi Karauna, as this would set a precedent and undermine Maihi Māori. It was noted that it will be important that there is good communication with applicants so that they appropriately target applications.

2.4.   Reo revitalisation investments

There was high confidence in Te Mātāuru ki Te Tai Hau-ā-uru (Te Tai Hau-ā-uru Iwi Cluster Investment Plan)

With leadership from the Chair of Te Whāiti, Te Mātāuru ki Te Tai Hau-ā-uru (https://www.tematawai.maori.nz/te-tai-hau-a-uru) was developed and presented to the people at a series of hui, with feedback informing further refinement. From the perspective of Te Whāiti members, with excellent use of graphics, the Plan lays out in a simple and easy to understand way what is required to revitalise te reo in Te Tai Hau-ā-uru and how to measure success.

While none of the interviewed kaitono had provided input into the development of the Investment Plan, they shared the views of Te Whāiti and strongly endorsed the Plan.

> *Wonderful model. Good way to see your kaupapa is not too narrow or broad, what your project ticks off. Definitely followed [it]. Ensured kaupapa was aligned. [It was] very clear and easy to understand.*

Kaitono unanimously agreed that the priorities identified in the Investment Plan work for grass roots reo revitalisation "[A] Fantastic guiding document, brilliant."
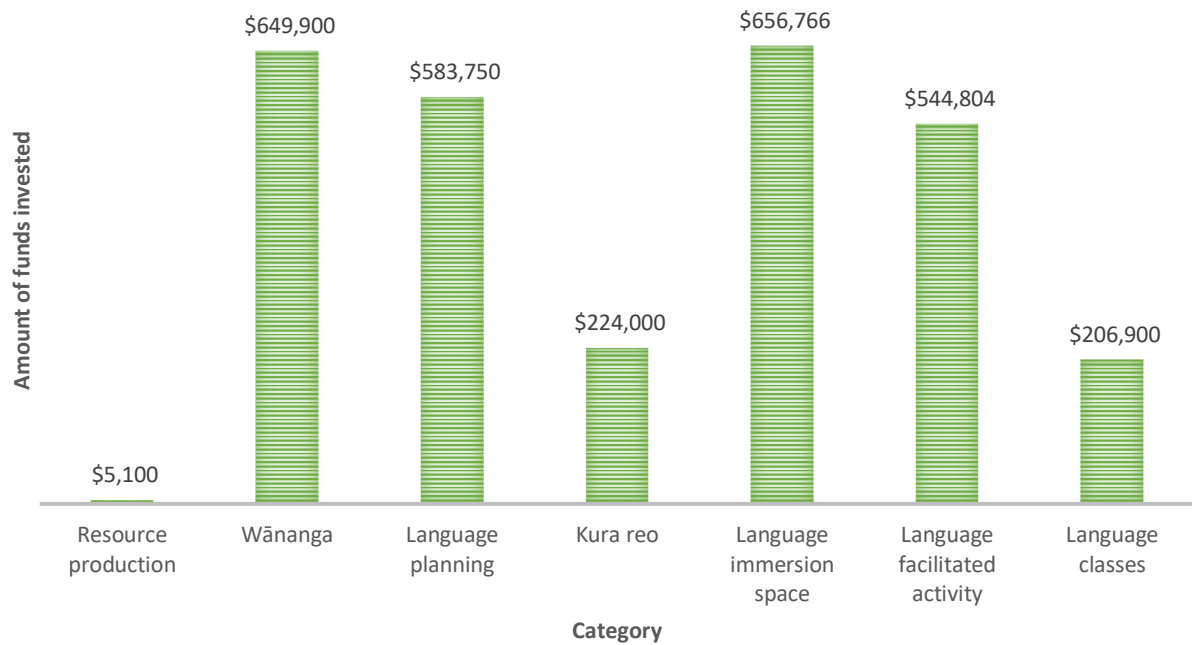
There was a sense that the Investment Plan was a culmination of many years of work in language revitalisation and makes explicit those factors that are critical for reo revitalisation. Te Whāiti emphasised that it will be important, however, that iwi understand that the plan was developed in Te Tai Hau-ā-uru and not in Wellington by Te Mātāwai personnel. That is, that the Investment Plan was developed locally and specifically focussed on language revitalisation in this rohe.

The range of funded initiatives align well with Investment Plan priorities, though further work is needed to build kaitono capacity to deliver on the Mārama Pū priority
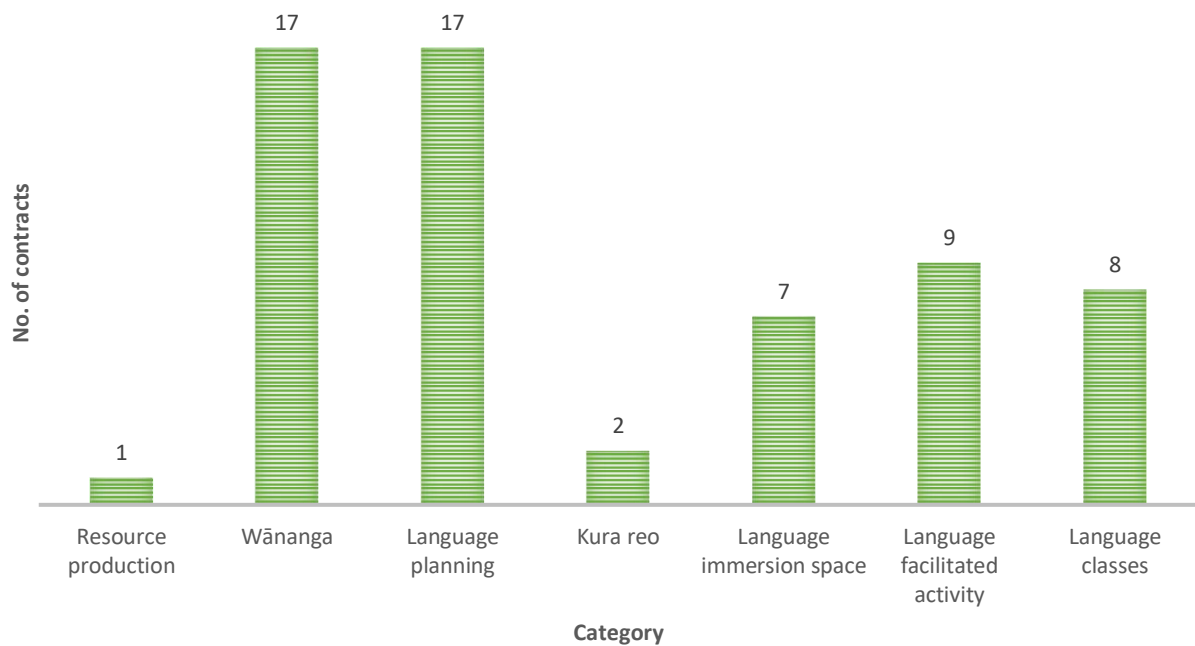
A range of kaupapa are being funded in Te Tai Hau-ā-uru. Much of the activity is delivered through wānanga; promotes language planning, reo immersion domains and opportunities (including increasing proficiency to enable participation) and community cohesion; is whānau and local identity-centred; and focuses on the knowledge and skills that whānau need to speak te reo in their daily lives in a variety of settings (e.g. home, waka ama etc.) (see graphs). This is consistent with the priorities identified in the Investment Plan.

TE WHĀITI BREAKDOWN OF FUNDS INVESTED PER ACTIVITY

Amount of funds invested

- Resource production: $5,100
- Wānanga: $649,900
- Language planning: $583,750
- Kura reo: $224,000
- Language immersion space: $656,766
- Language facilitated activity: $544,804
- Language classes: $206,900

Category

TE WHĀITI BREAKDOWN OF NO. OF CONTRACTS BY ACTIVITIES

No. of contracts

- Resource production: 1
- Wānanga: 17
- Language planning: 17
- Kura reo: 2
- Language immersion space: 7
- Language facilitated activity: 9
- Language classes: 8

Category

Te Mātāwai

According to Te Whāiti members kaitono struggle to understand the Investment Plan priority Mārama Pū – commits to regular language planning training and development to grow community leadership. This is concerning given that specific language planning is a foundation for success. Te Whāiti identified a need for raised critical awareness of the importance of language planning at the micro and macro level, and noted that it takes some time to learn the main language planning concepts.

Kura Whakarauora Reo were identified by Te Whāiti and kaitono as key initiatives for Te Tai Hau-ā-uru and they described the following characteristics of these language planning wānanga. The wānanga are delivered by a team of expert language planning practitioners and facilitators with real life experience in reo revitalisation in their own communities. Collectively the team has the range of skills, experience and backgrounds in language revitalisation – both theory and practice – to engage communities and enable kaitono to fully align their proposals with the Investment Plan. The content delivered is relevant, understandable and practical; the delivery style includes a fun approach; and real life case studies are presented. Kura Whakarauora Reo were funded by Te Whāiti and run for potential kaitono and others to build their understandings of language planning, Te Mātāwai, the Investment Plan etc. Planning enables groups to identify where best to focus their efforts and not wear themselves out. According to Te Whāiti, kaitono participation led to a marked improvement in the quality of applications, including alignment to the Investment Plan. There is a major unmet demand within the community for Kura Whakarauora Reo. From a Te Whāiti perspective, moving different cohorts through the wānanga will help to get everyone within the Kāhui on the same page. It was also noted that mentoring (e.g. kaiarahi positions) would be of high value to support individual whānau to implement their plans when they return home.

Te Whāiti strongly emphasised the point that whare wānanga, such as Te Wānanga o Raukawa, should be offering Kura Whakarauora Reo funded by Maihi Karauna (this could be through a mix of online and face-to-face delivery).

Te Whāiti members felt that more needs to be done to support those delivering initiatives on the ground and that all projects need a reo champion to provide support in maintaining the integrity of te reo and supporting initiatives to achieve their outcomes. For example, part of the role of the in-Kāhui kaimahi/administrator previously discussed could be to help kaitono to find reo champions in their own areas of provision and bringing groups together where there is common ground "A kapu kōrero and rōpu māra could come together. The kapu people go to the māra and share korero".

Kaitono identified a number of learnings from the delivery of their kaupapa

The following intervention success factors were identified in Te Tai Hau-ā-uru.

- Delivery by skilled individuals with experience in their own communities in provision of reo revitalisation kaupapa and opportunities for kaitono to work with reo champions able to provide mentoring.
- Partnering with iwi, other Māori community groups and reo champions to engage whānau and other local stakeholders.
- Focusing initiatives on the things whānau need to speak te reo every day.
- Using venues that have associated communities and therefore are a source of participants.
- Building a track record in delivery of reo revitalisation kaupapa and refining content over time.

- Using free or low cost quality resources to support delivery, and development of reo resources tailored to community to support activities.
- Supporting those in leadership roles to develop their reo proficiency.
- Adopting a flexible delivery style to take account of the many demands on participants' time.

2.5. Emerging outcomes

The emerging outcomes of kaupapa reo reported by Te Tai Hau-ā-uru kaitono and Te Whāiti included the following.

- Stimulating a desire and enthusiasm among multiple generations to speak Māori more often and increased confidence and proficiency in te reo.
- Increased language use in the home and in other settings such as schools.
- Expansion and use of language specific to particular activities (e.g. waka ama).
- Participants in initiatives influencing their own whānau to start using te reo.
- Enrolment in te reo courses as a direct result of participation.
- Strengthening reo ā-iwi and tuakiri ā-iwi.
- Growing te reo champions.
- Whānau and other groups developing and implementing language plans that identify long-term goals and stages of development to achieve those goals.
- Establishment of reo immersion spaces and domains within communities.
- Building networks among participants to grow communities of support for reo use.
- Strengthened whānau cohesion and reconnection of whānau to their rohe, hapūtanga and iwitanga.
- Participants share information about other community activities where there is an opportunity to engage with Māori kaupapa.
- Greater critical awareness in relation to te reo and the impacts of colonisation.
- Development of reo resources that can be used throughout Aotearoa.

3. CONCLUSION

Generally, Te Tai Hau-ā-uru findings are well aligned with national Toiuru findings. There is strong support within Te Tai Hau-ā-uru for the design of the Kāhui Investment Model, the Kāhui Investment Plan and the membership of Te Whāiti. However, delivering the Kāhui Investment Model requires clear communications strategy and an increased resource allocation to strengthen the centralised tari function and to enable much-needed in-Kāhui administrative support for Te Whāiti and kaitono. Te Whāiti considered that an adequately resourced tari and on the ground support will help to relieve the overburdening of its members and provide the assistance kaitono seek throughout the process of registration, application, delivery of kaupapa and reporting. Access to reo champions was also important for the effective delivery of kaupapa.

An information and training package is needed to prepare Te Whāiti members for their role. There was a strong message from Te Tai Hau-ā-uru that Kura Whakarauora Reo should be part of the induction process for Te Whāiti and should also be widely available for potential kaitono and the Kāhui so that everyone is on the same page and understands the critical importance of language planning. It was recommended by Te Whāiti that Kura Whakarauora Reo be delivered through whare wānanga and funded through Maihi Karauna.

Internal and external communication difficulties were widely noted. A communication strategy is required to ensure effective flow of information and communication, including to foster positive relationships with iwi, in the promotion of the Mātāuru Fund, to connect kaitono with one another and to enable sharing of experiences and resources developed within and between Kāhui. Alternatives to written reporting on projects, such as presentations or short online videos may provide more inspirational and informative ways for kaitono to promote success stories and demonstrate learnings to Te Mātāwai and communities. More uniform ways of reporting across the motu and evaluation of particularly promising kaupapa would also help to determine what kinds of interventions work best.

Te Whāiti would welcome a systematic process that enables them to follow funded initiatives and understand outcomes achieved. Emerging outcomes identified in this review are entirely consistent with the Maihi Māori long term outcomes that the Kāhui Investment Model is designed to support.