

Tauākī  
Whakamaunga  
Atu  
Statement  
of Intent



2023–2028



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Published by Te Māngai Pāho

PO Box 10 004  
Wellington  
Aotearoa New Zealand

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ISSN 1173-3233

TE MĀNGAI PĀHO STATEMENT OF INTENT 2023-2028

Presented to the House of Representatives

Pursuant to section 149 of the Crown Entities Act 2004



Cover image: Matariki 2022, Erica Sinclair.

Image this page: Te Pāmu Kūmara, Kura Productions Ltd.

# Rārangi Take

## Table of Contents

1	Tauākī ā Te Poari Statement from the Board	2
2	He Kōrero mō Mātou About Us	4
3	Tō Mātou Matakite Our Vision	5
4	Te Taiao Our Environment	6
5	Tō Mātou Ara ki te Whakawhanake Rautaki Our Strategy Development Process – Te Ara Waihanga	8
6	Poutarāwaaho Whakaputa Hua Our Strategic Framework	10
7	Ā Mātou Whāinga ā-Haumitanga Our Investment Goals	14
8	Ngā Tikanga Whakahaere Our Operating Principles	15
9	Te ine i te angitūtanga How we will measure success	16
10	Te Ine i tō Mātou Whakaaweawe Measuring Our Collective Impact	17
11	Arotakenga ā-Pakari, ā-Pūkaha o te Whakahaere Organisational Health and Capability	18



# Tauākī a Te Poari

## Statement from the Board

Kei a te pō te tīmatataka mai o te  
waiatataka mai o te atua

Nā Te Pō, ko Te Ao

Nā Te Ao, ko Te Ao Mārama

Nā Te Ao Mārama, ko Te Ao Tūroa

Nā Te Ao Tūroa, ko te Kore tē whiwhia

Nā te Kore tē whiwhia, ko te Kore  
tē rāwea

Nā te Kore tē rāwea, ko te Kore  
tē tāmaua

Nā te Kore tē tāmaua, ko te Korematua

Nā te Korematua, ko te Mākū

Ka moe i a Māhoranuiātea, ka puta  
ko Raki

Ka moe i a Pokohārua te Pō

Ka puta ko Aoraki, ko Rakamamao tāna  
ko Tāwhirimātea

Ko te aitaka o te takata

Ki te whai ao, ki te ao mārama

Ki te ao tūroa e tū nei

Tihei Mauriora!<sup>1</sup>

Ahakoā ngā hau āwhiowhio e whakatutū puehu ana i tēnei wā, ko te reo tonu te toka tū moana e hono ana i a tātou. Ko te reo te pūtaketanga me te mauri o te mana Māori, ā, kua kite hoki i tana mana hei rongoā mō tātou te tangata. Ko te pātai nui ka rere, ka pēhea tā tātou hāpai i te reo hei rongoā mo ngā tau kei te heke mai, hei kaiwhakaora mō tātou te tangata kia whai putanga te reo Māori, te wairua Māori me ngā iwi Māori ki te ao hou e tū nei. Ko *Te Ara Waihanga* te whakautu o Te Māngai Pāho ki taua pātai.

Although we are still flushed by the warm glow of Te Matatini Herenga Waka Herenga Tangata, the National Kapa Haka Festival of 2023, we are conscious less favourable influences are almost certainly going to complicate our best intentions to be well planned and well considered over the next three or four years.

For us in the language revitalisation space, the obligation to maximise the return to te reo Māori from every dollar of funding our sector secures, needs to be at the forefront of our thinking. Over the next three to five years, the government will be faced with a myriad of competing demands for funding. In challenging economic circumstances our sector has fared reasonably well in recent budget rounds. Now we need to be able to deliver excellent outcomes and articulate in an evidence-based manner the value we create for te reo Māori and Aotearoa whānui.

The ever-accelerating rate of evolution in the media and communications sector has already set us on a trajectory of change. While some of the top-down driven change contemplated by the Better Public Media Review and Te Ao Pāpāho ki Tua – Māori Media Sector Shift will not go ahead, we as a Board, believe that it is important that the organisation maintains the momentum for change. More than that, we must

1. Nā Matiaha Tiramōrehu





Matariki 2022, Erica Sinclair

look further ahead in an endeavour to predict where and how we as a nation, and as the Māori media sector might emerge better than before.

Our role as a Board is to ensure Te Māngai Pāho is ready and able to support the Māori media sector to move beyond merely adapting to a new normal and instead support our content creators and platforms to pivot to a more innovative data-led environment, where there is a commitment to evaluating the impact of initiatives and a quest for continuous improvement. Better collection and analysis of data will be fundamental to achieving this aspiration.

With this Statement of Intent, Te Māngai Pāho signals its intention to implement *Te Ara Waihanga* as a framework to guide our strategic engagement with the Māori media sector and our collective pursuit of excellence through continuous improvement.

Te Māngai Pāho has developed a data tool to measure the impact of content on te reo Māori. From July 2023, Te Māngai Pāho will also introduce and pilot a more data-driven approach to the funding and evaluation of content initiatives. Initially, the model will only be deployed with linear content. But we will continue to work with the sector and service providers to expand the model to include online and social media content. The expectation is that within three years the tool will be fully operational.

Although traditional linear broadcast schedules still provide access to significant audiences, the real opportunities for language revitalisation exist in our ability to achieve measurable Māori language outcomes, through the delivery of quality Māori content to audiences on multiple platforms. This will be a primary focus of Te Māngai Pāho for the next three years and beyond.

## With this Statement of Intent Te Māngai Pāho signals its intention to adopt *Te Ara Waihanga* as a framework to guide our strategic engagement with the Māori media sector and our collective pursuit of excellence through continuous improvement.

Collaboration and agility will remain central to our approach. We are committed to working with others in the Māori language revitalisation and Māori media space to maximise our collective impact on the shared vision “Kia Mauriora te Reo.” To support our commitment to collaboration we have also moved to align our vision more strongly to Te Whare o Te Reo Mauriora.

This Statement of Intent sets out the medium-term intentions and undertakings of Te Māngai Pāho.

**Dr Eruera Tarena**  
Chair  
15 June 2023

**Tamalene Painting**  
Board Member  
15 June 2023

# 2

# He Kōrero mō Mātou About Us



Te Māngai Pāho is a Māori language agency operating in the media, digital, broadcast, social media, iwi radio and music sectors. Our role is to promote Māori language and culture by funding creators and distributors of Māori language content and Māori cultural initiatives for distribution to audiences via a diverse range of platforms. We also make funds available for archiving Māori language content.

In 2016, the Māori Language Act expanded our role to include the ability to fund 'other activities' to promote the Māori language and Māori culture. This enables us to collaborate with other agencies on important kaupapa such as Matariki.

The widespread uptake of digital and online media today means that our investment decisions can be a catalyst for changing how people think, feel, and behave. To best harness the power of modern media for te reo Māori broadcasting, we continue to actively encourage the development of content that can be repurposed for a wide variety of platforms. This provides broader exposure to te reo Māori and enhances the way it is used and valued.

The core function of Te Māngai Pāho is to manage and distribute approximately \$65 million (GST exclusive) via funding contracts between the agency and content creators, service providers and platforms.



# Tō Mātou Matakite Our Vision

The long-held vision of Te Māngai Pāho has been *'Ahakoa kei whea, ahakoa āwhea, ahakoa pēwhea, kōrero te reo Māori! Māori language – everywhere, every day in every way!'*

With the passing of Te Ture mō Te Reo Māori 2016 and the development of Te Whare o te Reo Mauriora, the unified strategy of iwi Māori and the Crown for the revitalisation of te reo Māori, it is appropriate that we revisit our vision.

As a Māori language agency, Te Māngai Pāho supports the over-arching vision of Te Whare o te Reo Mauriora, *'Kia Mauriora te Reo – kia rere, kia tika, kia Māori.'* As a collaborative member of the Maihi Karauna, it makes sense that Te Māngai Pāho embrace the vision of the collective. Fortuitously, as translated it is remarkably similar to our existing vision and adopting it aligns our strategic approach and confirms our commitment to a more collaborative approach.

***'Kia Māhorahora te reo: Māori language – Everywhere, Every way, Everyone, Every day.'***

If that is our vision, our long-term aspiration will look at how do we go about achieving it and what are the medium and short term goals that support that aspiration.



Images:

Top: Homesteads, Te Imurangi Ltd.

Middle: Barnaby Weir, Waiata Anthems, Notable Pictures Ltd.

Bottom: The Drawing Board, Faultline Films

***'Kia Māhorahora te reo:  
Māori language – Everywhere,  
Every way, Everyone, Every day.'***





# Te Taiao Our Environment

The media sector, mainstream and Māori, has been under review for some four or five years. For much of that time, progression has been stagnant as we waited for the outcomes of the reviews.

Although there will no longer be legislation driven change, there is a need, and an expectation that the sector will continue exploring opportunities to ensure its relevance for today's audiences.

For us, in the Māori media sector, it is vitally important that we develop the capacity to deliver engaging Māori content to our relatively young and mobile population in the spaces they now inhabit.

A key focus for Te Māngai Pāho over that period has been improving collaboration and enhancing our data capability. That remains a primary objective for us.

In the last 18 months, Te Māngai Pāho has strengthened the KoPA model by adding the audience segmentation questions to the Nielsen CMI survey. The two immediate benefits of that are:

- (a) it improves the size and quality of the sample surveyed; and
- (b) it enables us to segment the audiences for our funded content using the KoPA model.

Measuring audiences has always been important. A more valuable but more challenging capability is to be able to understand the impact of individual investment decisions on te reo Māori. Te Māngai Pāho has developed a prototype for an impact measure. Over the next three years we will work with our content creators, platforms and the wider te reo Māori eco-system to refine this tool with the intention that it will help us all make better decisions.

Over time, understanding the impact of individual investment decisions will become increasingly important. With the proliferation of platforms, an increasing number of content creators and a constrained economic environment, robust data will be vital to maximising our contributions to revitalising te reo Māori.

Another significant challenge for Te Māngai Pāho is achieving the right balance with our investments, particularly in the diverse content space. Te Māngai Pāho funds two categories of content. Fluent language content primarily targeting advanced speakers of te reo Māori; and receptive language content. Although each item of content Te Māngai Pāho funds has the potential to have an impact wider than its target audience, the difficulty comes from needing to strike the right balance between right-shifting receptive audiences and entertaining fluent audiences. As more and more New Zealanders learn te reo Māori the expectation that there will be sufficient high quality fluent te reo Māori content to satisfy their needs will also grow. We will need to be in a position to manage the needs to all language audiences.

**With the proliferation of platforms, an increasing number of content creators and a constrained economic environment, robust data will be vital to maximising our contributions to revitalising te reo Māori.**



In the short term, our expectation is that we will continue to allocate 60% of our diverse content funding to fluent te reo Māori content. There are three core reasons for that decision. First, there is a compelling need to provide better, more engaging te reo Māori content for those who are on the language journey and Te Māngai Pāho is the only agency funding fluent content in significant quantities. Second, there is an improved willingness on the part of 'mainstream' platforms and agencies to recognise their obligation to provide te reo Māori content and tikanga Māori content for mainstream audiences. Thirdly, quality fluent content is made accessible through the provision of subtitles. As has been clearly demonstrated internationally, language is not a barrier to the enjoyment of quality programming. Subtitles open the way for those seeking access to a Māori worldview. Our own audience data confirms that this is a viable mechanism to broaden the appeal and popularity of the content we fund.

We recognise that planning horizons are improved by certainty of funding. Where we have certainty of funding, we are committed to exploring longer-term funding arrangements with key content providers. A vital component of those longer term arrangements will be readily available data to enable the ongoing evaluation of those initiatives.

It is also important that we foster an environment where it is safe to experiment and fail. Over the next three to five years we expect at least 30% of our funding will be aimed at innovative new content, both fluent and receptive, for new and emerging platforms.

In our Statement of Performance Expectations we will outline how we can support our community to take risks and learn. To maximise our collective contribution those learnings will need to be reflected upon and shared. Our strategic model together with our increased data capability will ensure that we not only provide the opportunity to experiment and prototype, but also the space to reflect and evaluate the outcomes for the benefit of our wider community. To grow and maximise our collective contribution to te reo Māori, our whole community needs to benefit from our strategic learnings.





# Tō Mātou Ara ki te Whakawhanake Rautaki Our Strategy Development Process

## Aronga Rautaki Strategic Direction

### Te Ara Waihanga

As previously indicated, the structural changes expected from the Public Media Review and the Māori Media Sector Shift is no longer going ahead. Historically, the sector has tended to have a rather siloed approach to strategy and funding. However, there remains an expectation for change and that many of the benefits contemplated in the media reviews will be achieved through a change in behaviours.

The media landscape continues to evolve at a rapid rate and with the proliferation of platforms and the diversity of audiences, we as a sector, need to accept and embrace the need for a more considered and collaborative approach to developing strategy.

We also need to accept that the current economic conditions will render any significant structural increase in funding unlikely in the short term. Further, any request for increased funding will need to be supported by a very well-argued case. It is time for us all to recognise the need for a more collaborative data-led approach to both developing strategies and measuring our effectiveness.

Inspired by the innovative work of Tokona Te Raki, we have adapted their *Korekoreka*<sup>2</sup> model for the Māori media space. We have called our model *Te*

*Ara Waihanga*. We see it as an innovative framework to guide the Māori media sector towards a more collaborative and data-informed strategic approach.

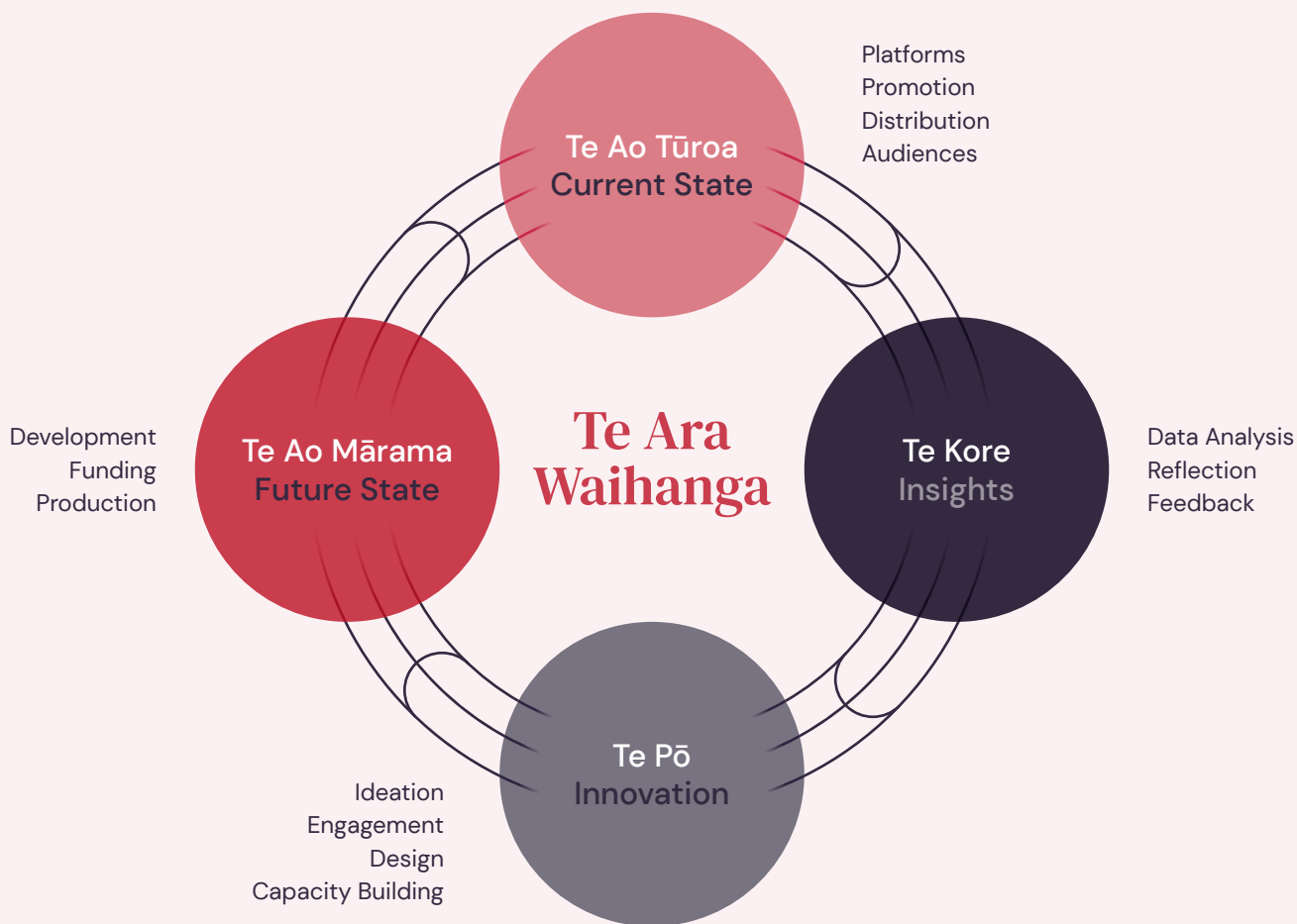
The framework draws on the wisdom of our tūpuna. Our hope is that *Te Ara Waihanga* will inspire the Māori media sector to work collectively in an indigenous knowledge environment that will not only empower Māori to shape their own future, but also enable the Crown to appreciate the wisdom and creativity of our tūpuna and the potential to engage in true Treaty partnership.

*Te Ara Waihanga* offers the Māori media sector a unique opportunity to engage to transform its future. It is not designed for incremental improvement or just to improve our efficiency. But rather, the aim is to support transformative change by encouraging the sector to engage in a collaborative process. We want to move from the current stagnant, stop-start model of existence, to a model where we embrace transformational change and embark on a journey of continuous improvement. We will work with the sector to co-design a data-informed model that will provide empirical support for future budget bids and provide insightful guidance as we strive to maximise our collective contribution to the revitalisation of te reo Māori.

The *Korekoreka* model recognises two phases in Te Ao, Te Ao Mārama and Te Ao Tūroa. We have applied the *Korekoreka* model to the processes Te Māngai Pāho, content creators and platforms undertake as we all seek to get better at what we do. As you explore *Te Ara Waihanga* you will see that it includes the elements of a traditional content production pathway.

2. <https://www.tekorekoreka.co.nz/origins>





**Te Ao Tūroa** – is where we start, our current situation. Where we are now, what we are doing now. It is also where we eventually tend to lose track of what we are doing and why we are doing it. It's where we are achieving our goals, but we are not moving forward or innovating in any creative ways. We are simply stuck in the doing.

**Te Kore** – we all know Te Kore as the void, the place of emptiness. If we find ourselves in Te Kore it can be uncomfortable. However, it is also where we can reflect and make sense of what we have done and reconnect with what is important to us. This is where new potential emerges, but we must be careful because it is also where we can get stuck in ideas.

**Te Pō** – is the space of creativity where the process of turning dreams into reality begins. Sometimes it will come in a lightbulb moment, sometimes it will be a more gradual process. But this is the place where you have the time and space to dream and prepare.

**Te Ao Mārama** – is where we get to make things happen. The pathway forward is clear, and we get to share our ideas and dreams with those that can help us realise them – platforms, funders and other creators.

For Te Māngai Pāho, there are three particularly notable features of *Te Ara Waihanga*:

- it is collaborative and will require Te Māngai Pāho to engage regularly with content creators, platforms and other agencies;
- it supports the notion of ongoing growth and in terms of our values, **whāia te hiranga** – the pursuit of excellence through continuing to learn and improve; and
- it aligns with the approach of our colleagues at Irirangi te Motu | NZ On Air.



# Poutarāwaho Whakaputa Hua Our Strategic Framework





# Kia māhorahora te reo!

As indicated above, we have modified our vision to better align with Te Whare o te Reo Mauriora and our colleagues of the Maihi Karauna:

## Kia māhorahora te reo!

Māori language – Everywhere, Every way, Everyone Every day

### The Major Outcome we work towards is:

#### Kia kaingākautia te reo Māori me te ahurea Māori e Aotearoa whānui.

Māori language and culture is embraced by all New Zealanders.

### The Intermediate Outcome we seek is:

#### Tokomaha ake ngā tāngata o Aotearoa e kōrero ana i te nui ake o te reo Māori.

More New Zealanders speaking more te reo Māori

### The Short Term or Annual Outcome we seek is:

#### Ia tau ka neke te tohu waenga o te tauine KoPA ki te taha matau mā te 2%.

An annual 2% shift to the right of the midpoint on the KoPA model.

## Key Focus Areas

To achieve this these outcomes we will focus on three areas:



#### Ngā Kaiwaihanga – Creators

Encourage develop and nurture Māori creative talent and capability.



#### Ngā Kaupapa – Content

Encourage creativity, innovation and excellence in the production of Māori content.



#### Ngā Minenga – Audiences

Grow audiences and engagement with high quality, easily accessible Māori language content.

To clarify our role, we have made some small, but important, adjustments in the key focus areas of our previous Statement of Intent. Recognising that Te Māngai Pāho does not in fact create content we have dropped creation as a key focus area and replaced it with Ngā Kaiwaihanga – The Creators; acknowledging that we should focus on the people, the creators, rather than a process we have little influence or control over. This also means that we no longer need a separate category for Capacity. Audience becomes Audiences, recognising that increasingly audiences are becoming niche and that there is a need to deliver Māori content to a range of audiences on the platforms they frequent. Ngā Kaupapa – Content recognises that one of our primary functions is to fund a diverse range of content and aligns with the translation of content used by Whakaata Māori and others in the sector.

## O Mātou Uaratanga Our Values

The values that underpin our approach remain unchanged:

#### Ngā Tikanga – ko ngā tikanga Māori te pūtake o ā mātou mahi katoa.

Tikanga Māori are fundamental to everything we do. Revitalisation of te reo Māori is the reason we exist; tikanga must underpin our decisions and interactions.

#### Mahi Tahī – ka noho a Te Māngai Pāho hei whākōkī mahi tahī.

We accept that our success requires collaboration. While accepting our distinctiveness as individuals, we collaborate to maximise our collective contribution.

#### Te Hiranga – e whāia ana mātou kia eke kairangi i roto i ā mātou mahi katoa.

We strive for excellence in all that we do. That requires us to be creative, innovative, bold and responsible.

#### Te Tauutuutu – Ko ngā here tauutuutu e arahi ana i ā tātou hononga ā-tāngata, ā-rapunga hoki.

Reciprocal obligations guide our relationships. We accept the need for openness and honesty in all engagements.

# Poutarāwaho Whakaputa Hua

## Our Investment Framework

### NGĀ UARATANGA OUR VALUES



Te Hiranga  
Excellence



Ngā Tikanga  
Motivation



Mahi Tahi  
Collaboration



Te Tauutuutu  
Reciprocity

**Kore**  
Funded by other  
strategic partners

WHĀIA >>> WHIWHIA >>> RAWEA >>> HOUTUPU

### KEY FOCUS AREAS

#### Ngā Kaiwaihanga Creators



Encourage, develop and nurture  
Māori creative talent and capability

- Fund initiatives that encourage innovative high quality Māori content
- Provide opportunities for content creators to grow

#### Ngā Kaupapa Content



Encourage creativity, innovation  
and excellence in the production  
of Māori content

- 60% of all content funded is for fluent Māori audiences
- 30% of content funded is for innovative new platforms



## OUR VISION

# Kia māhorahora te reo!

## Everywhere, every way, every day

**Pō**

Passive  
40% funding

**Awatea**

Active  
60% funding

HOUROA >>> TE ORA >>> TE AO MĀRAMA

### Ngā Minenga Audiences



Grow audiences and engagement with high quality easily accessible Māori language content.

- Increase cumulative audience for Māori content across all platforms
- Right-shift the population along the KoPA model by 2%

## MAJOR OUTCOME



Kia kaingākaitia te reo Māori me te ahurea Māori e Aotearoa whānui.

Māori language and culture is embraced by all New Zealanders.

## INTERMEDIATE OUTCOME



Tokomaha ake ngā tāngata o Aotearoa e kōrero ana i te nui ake o te reo Māori.

More New Zealanders speaking te reo Māori.

## SHORT TERM / ANNUAL OUTCOME



Ia tau ka neke te tohu waenga o te tauine KoPA ki te taha matau mā te 2%.

An annual 2% shift to the right of the midpoint on the KoPA model.



# Whāinga ā-Haumitanga

## Our Investment Goals

**We will work with partners to fund initiatives that support right-shift, promote the high-level goals of our key focus areas and inspire more New Zealanders to speak more te reo Māori.**

Our focus over the next five years we will:

- invest with partners who can produce quality te reo Māori and tikanga Māori content, for distribution on multiple platforms;
- partner with iwi radio collectives to enhance te reo Māori content production and distribution capability, along with content for national distribution;
- support engaged and creative te reo Māori content producers who will deliver a wide range of content that is accessible and attractive to Māori language audiences;
- maximise the accessibility and utilisation of the content our partners produce by ensuring our terms encourage content reuse and repackaging;
- work in a co-ordinated way with NZ On Air and other partners to improve the range of Māori language content available;
- work closely with Whakaata Māori to support the goals of the Maihi Karauna;
- purchase content archiving services from Ngā Taonga Sound and Vision;
- work collaboratively with other agencies including Te Mātāwai, Te Puni Kōkiri, Te Taura Whiri i te Reo Māori, and the wider public sector to maximise our collective contribution to te reo Māori; and
- engage with the representation of our sector, including Te Pae Tawhiti, Ngā Aho Whakaari and Te Whakaruruhau o Ngā Reo Irirangi Māori so that we have a clear and agreed understanding of the needs of our Māori content creators.





# Ngā Tikanga Whakahaere Our Operating Principles

**Ko te reo te take!** – we exist for and expect all we do contributes to te reo Māori.

**Whakaōrite whiwhinga** – we provide equality of access and opportunity.

**Ngā whāinga** – we have clear targets and strategies to measure performance.

**Mahi whanokē** – we value innovative and disruptive initiatives that promote te reo Māori.

**Matatika** – we will treat all applicants impartially and with honesty and equity.

**Pūtea whaihua** – we seek innovative but efficient use of resources.

**Mārama pū** – we are clear and accountable in all that we do.



Reo Māori Songhubs, Rawhitiroa Bosch



Homesteads, Te Imurangi Ltd.



M9, J & A Productions





# Te ine i te angitutanga

## How we will measure success

The sector has long understood that of the key elements of language revitalisation (use, critical awareness, corpus, acquisition and status) the status of the language is the area where the media sector can have most impact.

Of course, there is overlap as our investments can also have an impact on critical awareness. Some will use the media to help them learn and use the language; and our sector contributes to the development of corpus. But the real opportunity for the Māori media sector is changing the hearts and minds of our people, non-reo speaking Māori and wider Aotearoa alike.

The paper that delivered the KoPA model recognised that societal attitudes are the biggest impediment to language revitalisation. This is what inspired Te Māngai Pāho to work on developing a tool for measuring the change in societal attitudes.

The KoPA model<sup>3</sup> will provide a high-level measure of the success of our strategies.

Expanding on the capacity of the KoPA model, Te Māngai Pāho has recently developed a tool to measure the impact of content on the revitalisation of te reo Māori. We will pilot this tool in the 2023/24 financial year and have added an average impact measure that will be provided by the tool.

3. Higgins, R. & Rewi, P., *Indigenous Languages within the Entity*. (Language, Education and Diversity Conference paper. Auckland University June 2011).

The Maihi Karauna has three 'audacious goals':

- By 2040, at least 85 percent of New Zealanders will value te reo Māori as a key part of national identity.
- By 2040, at least 1,000,000 New Zealanders will have the ability and confidence to talk about basic things in te reo Māori.
- By 2040, at least 150,000 Māori aged fifteen and over will use te reo Māori as much as English.

For the next five years Te Māngai Pāho will seek to contribute to those high-level goals by 'inspiring more New Zealanders to use more te reo Māori.'

To measure whether we are achieving this objective and contributing to the Maihi Karauna goals and our own major outcome, that Māori language and culture will be embraced by all New Zealanders, the following measures of success will be used.

- The extent of right-shifting of the population midpoint on the KoPA continuum;
- The relative size of audiences for Māori language content on linear platforms;
- The relative size of audiences for Māori language content on non-linear platforms;
- The extent of audience engagement with Māori language content; and
- The extent of use of Māori language on social media platforms.

In addition, as mentioned above, Te Māngai Pāho has developed a tool to measure the impact of content on language revitalisation. We will pilot this tool in the 2023/24 financial year and aim to add a new measure in 2024/25.

This will measure the impact of the content we fund on audiences in terms of: attitudes, behaviour, awareness, influence and reach.

This measure will ultimately replace those measures that focus purely on the size of audiences.



# Te Ine i tō Mātou Whakaaweawe

## Measuring Our Collective Impact

Te Māngai Pāho, in collaboration with other agencies, has developed and refined the KoPA model as a tool to measure the change in attitudes and behaviours to te reo Māori.

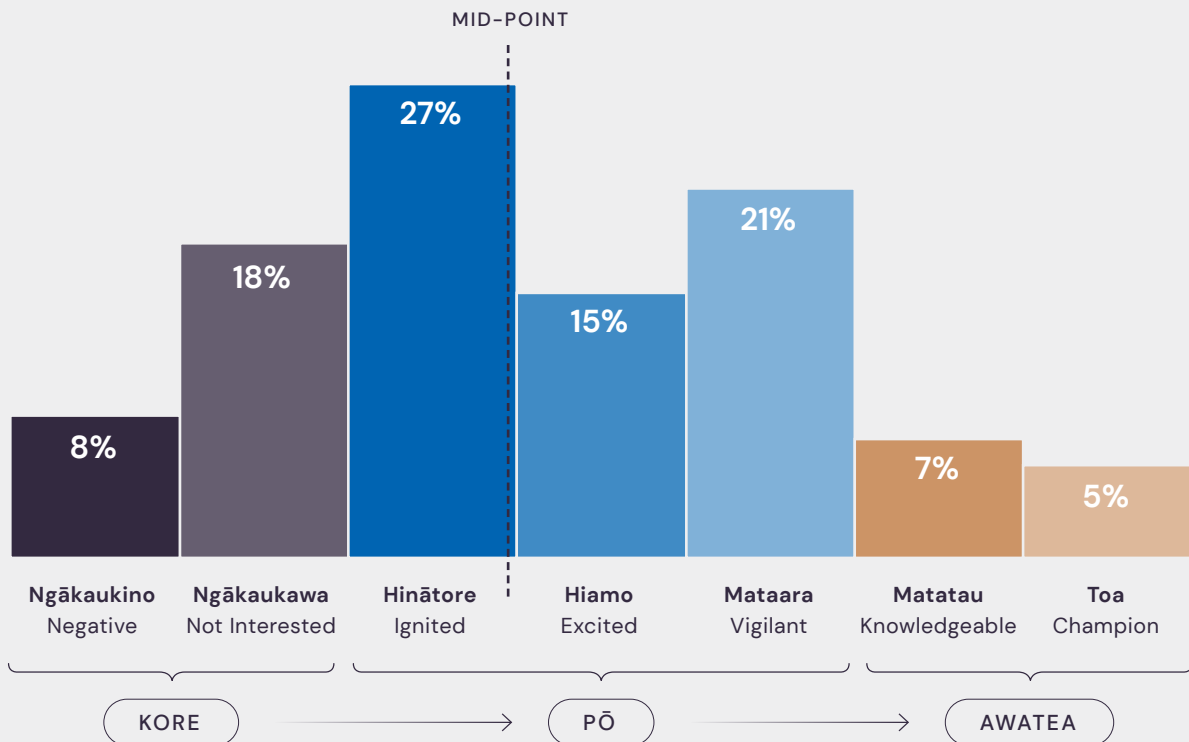
The population is segmented along a language and cultural behaviour learning continuum. At the left end of the continuum are those that have negative attitudes toward Māori language and culture and at the right end are those that are active promoters and users of the language. Every member of the

population sits somewhere between those two extremities. Our objective is to right-shift the population along the KoPA continuum by changing their attitudes and behaviours to te reo Māori. Remembering, of course, that KoPA is a measure of attitudes and behaviour and not competency.

The KoPA model is now acknowledged as a sound indicator of the health of the Māori language ecosystem and other agencies have signalled support for the use of KoPA as a high-level measure of our collective success. Our success can be measured by the extent to which the mid-point of the KoPA has moved to the right.

### KoPA model segmentation 2022

Nielsen CMI KoPA model 2022





# Te Hauora me te Pūkaha o te Whakahaere Organisational Health and Capability

**Te Māngai Pāho actively manages people, processes, and technology to deliver Māori language and Māori cultural outcomes to all New Zealanders.**

We are a small organisation and as such need our staff to be adaptable and multi-functional. Our systems and staff are fit for purpose and have the agility to ensure the organisation can continue to perform in extraordinary circumstances such as those created by COVID-19. We are committed to ensuring our technology is an exemplar to the sector.

Te Māngai Pāho is committed to being a good employer and to equal employment opportunities. We do not tolerate harassment or discrimination of any type. Te Māngai Pāho is also committed to reducing gender, Māori, Pacific and ethnic pay gaps and growing the diversity of the workforce in the public service.

We adhere to sound governance principles and operate robust corporate policies, controls and operating systems which we regularly review. Technology is an integral part of how we deliver our services, and we constantly review our systems to better support our operational requirements and better serve our stakeholders.

We have the following areas of focus:

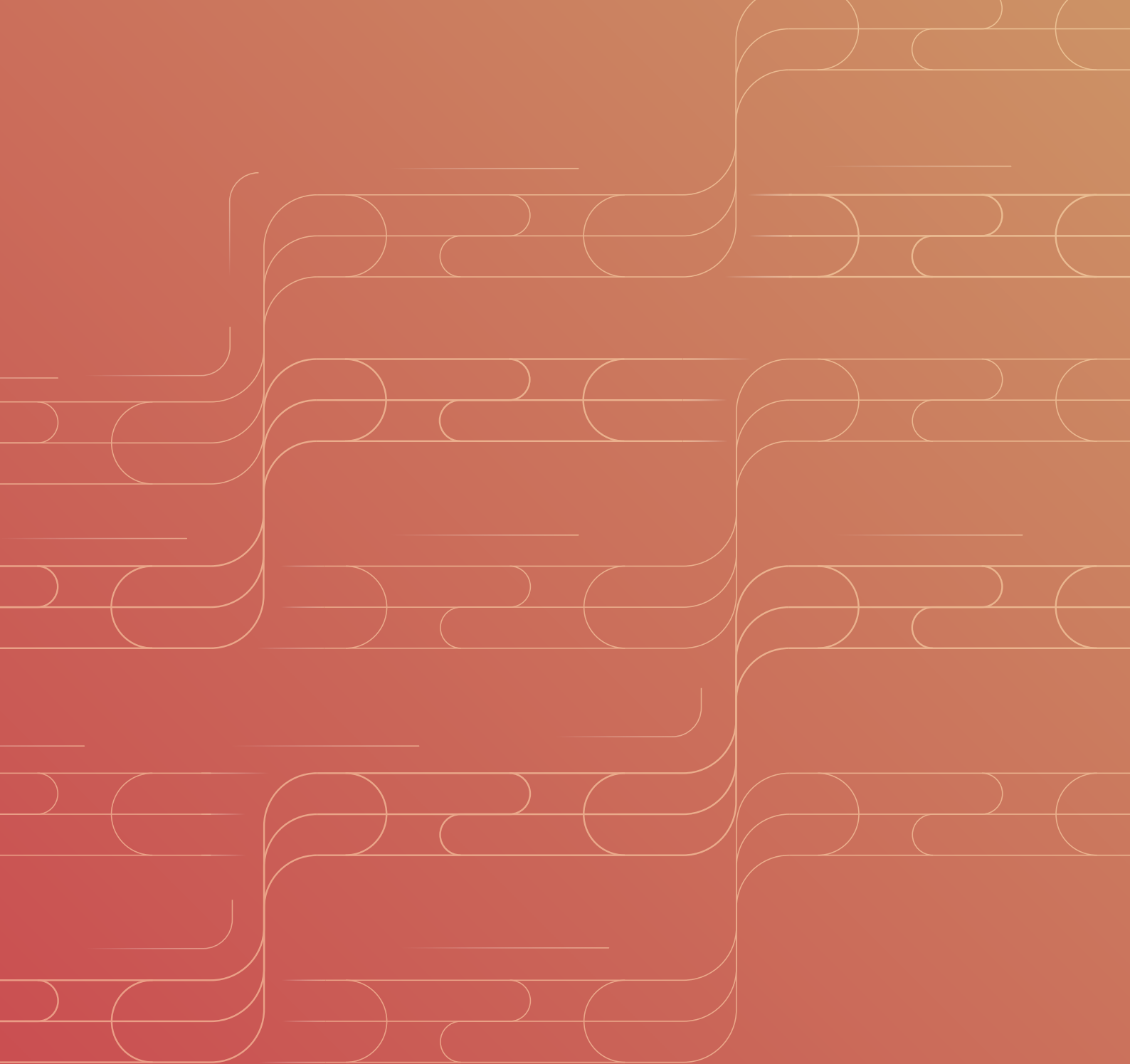
- Being a Good Employer
- Managing Risk
- Maintaining a strong management control environment
- Maintaining sound financial and non-financial reporting systems
- Managing technology
- Effectiveness and Efficiency

Annual measures for organisational health and capability are listed in our annual Statement of Performance Expectations.

**Te Māngai Pāho is committed to reducing gender, Māori, Pacific and ethnic pay gaps and growing the diversity of the workforce in the public service.**









Tauākī  
Whakamaunga  
Atu



2023–2028



**Tō Mātou Whare Noho**  
Te Puni Kōkiri  
143 Lambton Quay  
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Aotearoa – New Zealand

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Me tuku katoa atu ngā pātai ki te Kaiwhakaputa.  
ISSN 1173-3233

TE MĀNGAI PĀHO TAUĀKĪ WHAKAMAUNGA ATU 2023-2028  
He mea tuku ki Te Whare Pāremata  
I raro anō i te Wāhanga 149 o te Crown Entities Act 2004



# Rārangi Take

1	Tauākī ā Te Poari	2
2	He Kōrero mō Mātou	4
3	Tō Mātou Matakite	5
4	Te Taiao	6
5	Tō Mātou Ara ki te Whakawhanake Rautaki	8
6	Poutarāwaaho Whakaputa Hua	10
7	Ā Mātou Whāinga ā-Haumitanga	14
8	Ngā Tikanga Whakahaere	15
9	Te ine i te angitūtanga	16
10	Te Ine i tō Mātou Whakaaweawe	17
11	Arotakenga ā-Pakari, ā-Pūkaha o te Whakahaere	18



# Tauākī a Te Poari

Kei a te pō te tīmatataka mai o te waiatataka mai o te atua

Nā Te Pō, ko Te Ao

Nā Te Ao, ko Te Ao Mārama

Nā Te Ao Mārama, ko Te Ao Tūroa

Nā te Ao Tūroa, ko te Kore-tē-whiwhia

Nā te Kore tē whiwhia, ko te Kore tē rāwea

Nā te Kore tē rāwea, ko te Kore tē tāmaua

Nā te Kore tē tāmaua, ko te Korematua

Nā te Korematua, ko te Mākū

Ka moe i a Māhoranuiātea, ka puta ko Raki

Ka moe i a Pokohārua te Pō

Ka puta ko Aoraki, ko Rakamamao tāna ko Tāwhirimātea

Ko te aitaka o te takata

Ki te whai ao, ki te ao mārama

Ki te ao tūroa e tū nei

Tiheī Mauriora!

Ahakoā ngā hau āwhiowhio e whakatutū puehu ana i tēnei wā, ko te reo tonu te toka tū moana e hono ana i a tātou. Ko te reo te pūtaketanga me te mauri o te mana Māori, ā, kua kite hoki i tana mana hei rongoā mō tātou te tangata. Ko te pātai nui ka rere, ka pēhea tā tātou hāpai i te reo hei rongoā mō ngā tau kei te heke mai, hei kaiwhakaora mō tātou te tangata kia whai putanga te reo Māori, te wairua Māori me ngā iwi Māori ki te ao hou e tū nei. Ko *Te Ara Waihanga* te whakautu o Te Māngai Pāho ki taua pātai.

Ahakoā e pāinaina tonu ana tātou i roto i te mahana o Te Matatini Herenga Waka Herenga Tangata 2023, e mōhio ana mātou tērā ngā āhuatanga e tauwhare mai nei ka noho hei tūmatakuru, hei tairo mō ngā mahi e whakamaheretia ana mō ngā tau e toru e whā kei mua i te aroaro.

Mō mātou i roto i te taiwhanga whakarauora reo, me te here kia tino whakapikia te hua ka puta i ia tāra mō te reo Māori, o ngā pūtea o tō mātou rāngai, me noho anō i te aroākapa o tō tātou mahara. I roto i ngā tau e toru ki te rima e tū mai nei, ka ara ake te tini o ngā tono tauwhāinga ki te kāwanatanga mō ngā whāngaiinga pūtea. I ngā rā o te uaua, me kī kua puta te ihu o tō tātou rāngai, i roto i ngā tohanga pūtea o ēnei tau tata. Kāti, ko te mahi ināianei he hora i ngā putanga mutunga mai o te pai, he whakamārama ki te ao, i runga anō i ngā taunakitanga te hua kei te whakaputaina e mātou mō te reo Māori me Aotearoa whānui.

Nā te ngawhātanga o ngā hangarau hou i te ao pāpāho, kāore e pōrori nei te terenga ake o te ngawhā, kua kake mātou ki te ara panoni o āpōpō. Ahakoā e kore ētahi o ngā panonitanga i huaina e te Better Public Media Review me Te Ao Pāpāho ki Tua – Māori Media Sector Shift e puta ki te ao, e whakaponu ana





Matariki 2022, Erica Sinclair

mātou te poari he mea nui kia puritia e te whakahaere te ia panonitanga kua ara mai. I tua atu i tērā, me titiro whakamua mātou, me kore e matapaetia ki whea puta ai tēnei whenua ki tōna tūranga hou i te ao, ka pēhea hoki tātou te motu me te rāngai Māori e piki ai ki tētahi taumata pai ake.

Ko tō mātou tūranga hei Poari hei whai kia kawea Te Māngai Pāho kia rite, kia āhei hoki ki te tautoko i te rāngai pāpāho Māori hou kia neke ki tua atu i te urutau i ngā mea māori noa o nāianei, ki te tautoko kē i ō tātou kaihanganga kaupapa, pūhara hoki kia whiti atu ki tētahi taiao nā ngā raraunga i ārahi, arā, he taiao auaha kē atu, e whakaū ana te hinonga ki te pānga o ngā kōkiri, me te whai kia whakapikia haeretia anō te painga. He mea taketake te pai o te kohinga me te tātaritanga o ngā raraunga hei whakatutuki i tēnei moemoeā.

Mā roto i tēnei Tauākī Whakamaunga Atu e tūtohu ana Te Māngai Pāho i tana hiahia kia whakaurutaungia Te Ara Waihanganga hei anga hei arataki i tā mātou whakaurunga ki te rāngai pāpāho Māori, me tā mātou whāinga whānui i te hiranga mā roto i te whakapikinga mutunga-kore i te pai.

Kua oti tētahi taputapu raraunga te whakawhanake e Te Māngai Pāho hei ine i te pānga o ngā kaupapa ki te reo Māori. Atu i Hōngongoi 2023, ka whakaurua e Te Māngai Pāho tētahi anganga mā te raraunga e pana, mō te whāngai pūtae me te aromātainga o ngā kōkiri kaupapa. I te tuatahi, ka whakaterea te taurira me ngā kaupapa ā-rāngai anake. Engari ka mahi tahi tonu mātou me te rāngai me ngā kaiwhakarato kaupapa ki te whakawhānui i te taurira, kia uru atu ko ngā kaupapa tuihono, pāhopori anake. Ko te tūmanako kia taka ngā tau e toru kua tino pakari te haere o te taputapu.

Ahakoia he nui te wātea mai o ngā minenga nui tonu mā ngā hōtaka pāpāho ā-rāngi mai i ngā rā o mua, ko ngā tino whāinga wāhi mō te whakaora reo kei tō tātou kaha ki te waihanganga putanga reo Māori ka taea te ine, mā te hora i ngā kaupapa Māori kounga tiketike ki ngā minenga mana, i ngā pūhara maha. Ka noho ko tēnei tētahi o ngā arotahitanga matua o Te Māngai Pāho mō ngā tau e toru kei mua i te aroaro, kei tua atu hoki.

Ka noho tonu ko te pāhekoheko me te kamakama te matua i roto i ā mātou mahi. E ū ana mātou ki te mahi tahi me ētahi atu i te ao whakarauora i te reo, i te ao pāpāho Māori hoki he whakarahi i tō mātou pānga nui tonu ki te matakitē “Kia Mauriora te Reo.” Hei tautoko i te pāhekohekotanga kua nuku anō mātou ki te whakahāngai i tā mātou i kite ai ki Te Whare o Te Reo Mauriora.

Ko tā tēnei Tauākī Whakamaunga Atu he tātaki i ngā whāinga mō ēnei tau tata, me ngā kī taurangi a Te Māngai Pāho.

*E. Tarena*

**Dr Eruera Tarena**  
Toihau  
15 o Pipiri 2023

*J. Painting*

**Tamalene Painting**  
Mema Poari  
15 o Pipiri 2023

## 2

# He Kōrero mō Mātou



The Adventures of Piripi Kaiwaru, AKA Phillip, Narrated by his Mother!, Te Amokura Productions

Ko Te Māngai Pāho tētahi hinonga reo Māori e mahi ana i ngā rāngai pāpāho, matihiko, pāho, pāhopori, puoro hoki. Ko te wāhi ki a mātou he whakatairanga i te reo me te ahurea Māori mā te whāngai pūtea ki ngā kaihangā me ngā kaitohatoa o ngā kaupapa reo Māori me ngā kōkiri ahurea Māori hei tohatoha ki ngā minenga mā ngā pūhara huhua. Ka whakawātea pūtea hoki mātou mō te rokiroki kaupapa reo Māori.

I te tau 2016, nā Te Ture mō Te Reo Māori tō mātou tūranga i whakawhānui kia taea ai e mātou te whāngai pūtea ki 'ētahi atu ngohe' hei whakatairanga i te reo Māori me te ahurea Māori. Nā konei mātou i āhei ai ki

te pāhekoheko ki ētahi atu hinonga mō ngā kaupapa hira pēnei i Matariki.

I muri i te hāpainga torowhānui a te iwi i ngā pāpāho matihiko, tuihono i ēnei rā, ka noho pea ā mātou whakatau haumi hei tūwhiti mō te panoni i ngā whakaaro, i ngā kare ā-roto me te whanonga o te tangata. Kia tino pai ai tā mātou here i te kaha o ngā pāpāho o te ao hou mō ngā pāho i te reo Māori, e anga ana mātou i runga i te manahau ki te whakatenatena i te whanaketanga o ngā kaupapa ka taea te tuku ki te huhua o ngā pūhara. Mā konei ka whānui kē atu te wātea mai o te reo Māori ki te katoa, te āhua o tōna whakamahinga, o tōna painga e te tangata.

Ko te kawenga taketake o Te Māngai Pāho he whakahaere, he tohatoha i tōna \$65 miriona (hāunga te tāke tāpiri) mā ngā kirimana whāngai pūtea i waenga i te hinonga me ngā kaihangā kaupapa, ngā kaihora ratonga, me ngā pūhara.

## 3

# Tō Mātou Matakite

Kua roa rawa Te Māngai Pāho e ū ana ki tōna matakite *'Ahakoa kei whea, ahakoa āwhea, ahakoa pēwhea, Kōrero Māori!'*

I muri i te whakamananga o Te Ture mō Te Reo Māori 2016 me te whakawhanaketanga o Te Whare o te Reo Mauriora, te rautaki tōtahi mō te haere tahi o te iwi Māori me te karauna mō te whakarauoratanga o te reo Māori, he mea tika kia hoki anō ki tā mātou matakite.

Nā tōna tū hei hinonga reo Māori, e tautoko ana Te Māngai Pāho i te matakite torowhānui o Te Whare o te Reo Mauriora, *'Kia Mauriora te Reo – kia rere, kia tika, kia Māori.'* Nā te mea he mema pāhekoheko ia nō te Maihi Karauna, he tika kia whai Te Māngai Pāho i te kitenga o te katoa. Māringanui tōna whakamāoritanga kia tino rite ki tā mātou matakite o nāianeī, ā, mā te whakapūmau i tēnei hei matakite hou ka whakahāngaitia tō mātou ara rautaki, ka whakaūngia hoki tā mātou whai i tētahi ara pāhekoheko.

**'Kia māhorahora te reo – I ngā rā katoa, i ngā tāngata katoa, mā ngā huarahi katoa, ki ngā wāhi katoa hoki.'**

Mehemea koinei tō mātou matakite, ka aro tā mātou wawata wā roa ki tōna pēheatanga, me te whakautu ki te pātai, he aha ngā whāinga tau tata, wā poto hoki hei tautoko i taua wawata.

Ngā whakaahua:

Ki runga: Homesteads, Te Imurangi Ltd.

Ki waenga: Barnaby Weir, Waiata Anthems, Notable Pictures Ltd.

Ki raro: The Drawing Board, Faultline Films



**'Kia māhorahora te reo – I ngā rā katoa, i ngā tāngata katoa, mā ngā huarahi katoa, ki ngā wāhi katoa hoki.'**



# 4 Te Taiao

**Kua arotakea te rāngai pāpāho, auraki, Māori hoki mō ētahi tau e whā e rima rānei. Mō tētahi wā roa i aua tau kāore i anga whakamua, i a mātou e tatari ana ki ngā putanga o aua tirohanga.**

Ahakoā kāore e puta he panonitanga nā te ture i whakahau, kei reira tonu te hiahia me te tūmanako ka tūhura tonu te rāngai i ngā whāinga wāhi kia pīrangitia tonutia e ngā minenga o nāianei. He mea tino mō mātou i te rāngai pāpāho Māori kia whakawhanake i te raukaha kia hora kaupapa Māori whakahihiko i tō tātou taupori rangatahi, ina whakatairitea ki ētahi, he taupori nukunuku hoki i roto i ngā wāhi e noho nei rātou i ēnei rānei.

Ko tētahi arotahitanga matua mō Te Māngai Pāho i roto i taua wā ko te whakapiki i te pāhekoheko me te whakare i ō mātou pūmanawa raraunga. E noho tonu tērā hei whāinga tuatahi mō mātou.

I roto i ngā marama 18 ka hipa ake nei, kua hoki tonu mai a Te Māngai Pāho ki te whakapakari i te tauira KoPA, mā te tāpiri pātai wāwāhi minenga ki te Uiuinga o Nielsen CMI. Inā ngā hua ka puta wawe i tēnei āhua:

- (a) hei whakapai tēnei i te rahi me te kounga o te rōpū tāngata i uia; ā,
- (b) mā reira ka mōhio mātou ki te wehewehe i ngā minenga mō ā mātou kaupapa i whāngai ai, mā te whakamahi i te tauira KoPA.

Mai rā anō he mea hira te ine i ngā minenga. Engari tērā anō tētahi pūmanawa nui kē atu te hua, engari uaua kē atu ki te whakatinana, kia mārama ki te pānga o ngā whakatau haumi takitahi ki te reo Māori. Kua whakawhanaketia e Te Māngai Pāho tētahi tauira

whakamātau mō tētahi inenga pānga. I roto i ngā tau e toru e tū mai nei ka mahi tahi mātou me ā mātou kaihanganga pānui, pūhara me te pūnaha hauropi reo Māori whānui kē atu ki te whakamahine i tēnei taputapu, me kore e pai ake ā mātou whakatau.

Ka taka te wā, ka piki te hira o te noho mārama ki te pānga o ngā whakataunga haumitanga takitahi. I ēnei rā o te toronga o te huhua o ngā pūhara, me te piki o te tokomaha o ngā kaihanganga kaupapa, tae atu ki te ōhanga taiao uaua, he mea taketake ngā raraunga pakari hei whakarahi i ā mātou takoha ki te whakarauora i te reo.

Ko tētahi atu pīkauranga nui mā Te Māngai Pāho kia tū tika ā mātou haumi, otirā i te wāhanga kaupapa pāho matahuhua, me tino pērā. E rua ngā kāwai kaupapa e whāngai ana e Te Māngai Pāho. Ko ngā kaupapa reo matatau tētahi, e anga ana ki ngā kaikōrero matatau ki te reo Māori; me ngā kaupapa reo ngāwari. Ahakoā he pitomata tō ia kaupapa e whāngai ana e Te Māngai Pāho kia whānui kē atu tōna pānga i tōna minenga ūnga, ko te mahi uaua kia tika te anga ngātahi ki ngā minenga e tika ana kia nuku whakatematau me te whakangahau i ngā minenga matatau. Kei te pikinga ake o te maha o ngā tāngata o Aotearoa e ako ana i te reo Māori ka piki hoki pea te tūmanako ka rahi anō ngā kaupapa reo Māori kounga tikatika mō te hunga matatau e ea ai ō rātou hiahia. Hei reira ka taea e mātou te whakahaere i ngā hiahia ki ngā minenga reo katoa.

I roto i ēnei rā kei mua tonu i te aroaro, ko tō mātou tūmanako ka tohaina e mātou 60% o ō mātou pūtea kaupapa matahuhua ki ngā kaupapa reo Māori matatau. E toru ngā pūtake matua mō taua whakatau. Tuatahi, kei waho rā te hiahia nui kia horaina ētahi atu kaupapa reo Māori whakahihiko i te wairua mō ērā kei te ako i te reo, ā, ko Te Māngai Pāho anake te hinonga

**I ēnei rā o te toronga o te huhua o ngā pūhara, me te piki o te tokomaha o ngā kaihanganga kaupapa, tae atu ki te ōhanga taiao uaua, he mea taketake ngā raraunga pakari hei whakarahi i ā mātou takoha ki te whakarauora i te reo.**

whāngai pūtea mō ngā kaupapa matatau, kia rahi tonu te pūtea. Tuarua, kua piki ake te hiahia o ngā pūhara me ngā hinonga 'auraki' ki te hāpai i tō rātou haepapa kia hora i ngā kaupapa reo Māori, tikanga Māori hoki mō ō rātou minenga auraki. Tuatoru, ka taea ngā kaupapa matatau kounga tiketike te whakawātea ki te katoa mā te hoatu taitarararo. E ai rā ki ngā āhuatanga e kitea nuitia ana i te ao whānui, ehara i te mea he maioro tēnei mea te reo ki te ngahau o tētahi hōtaka ki te tangata. Mā ngā taitarararo ka whakawāteatia te ara ki ērā e whai ana kia mārama ki te tirohanga ao Māori. Nā ā mātou raraunga minenga ake ka kitea he taputapu whai take tēnei hei whakawhānui i te reka me te rorotu o ngā kaupapa ka whāngaia e mātou.

E whakaae ana mātou ka whakapikia te pai o ngā pae whakamahere e te toitū o te whāngainga moni. Mehemea he toitū te whāngainga moni, e ū ana mātou ki te tūhura i ngā whakaritenga wā roa kē atu ki ētahi kaihora kaupapa matua. Ko tētahi wae matua o aua whakaritenga roa kē atu ko ngā raraunga ka tino taea te whāwhā, kia taea te aromātai i aua kōkiri, i roto i ngā tau.

He mea hira hoki kia penapena mātou i te taiao e pai ai te whakamātau tikanga hou, i ētahi wā hoki, kia hinga, ahakoa i tohea kia eke. I roto i ngā tau e toru ki te rima e tū mai nei, e tūmanako ana mātou ka eke ki te 30%, e kore e iti iho, o ā mātou pūtea e whakahāngaitia ana ki ngā kaupapa auaha hou, ahakoa matatau, ahakoa ngāwari, mō ngā pūhara hou, me ngā mea e pihi ake ana.

I roto i tā mātou ripoata Ngā Manako o Matariki kei te whakamāramatia e mātou ka pēhea e taea e mātou te tautoko tō mātou hapori kia reia ngā ngaru kia ako hoki i ētahi mahi hou. Hei whakarahi i tā mātou takoha me mātua huritao, me tiriahi hoki aua akoranga. Mā tā mātou tauira mahi auaha, me ō mātou pūmanawa raraunga kaha ake ka taea e mātou te hora wāhi ki te tangata kia āta whakaaro, kia aromātai hoki i ngā putanga hei painga mō te hapori whānui kē atu, ehara i te mea he hora wāhi mō te whakamātautau, mō te whakarewa waka āhua hou anake. E taea ai e mātou te whakawhanake me te whakarahi rawa i tā mātou takoha tōnu ki te reo Māori, me whiwhi painga tō mātou hapori katoa i ā mātou akoranga rautaki.





# Tō Mātou Ara ki te Whakawhanake Rautaki

## Aronga Rautaki

### Te Ara Waihanga

I kī mātou i mua ake nei, kua kore ngā panonitanga anga i tūmanakotia i muri i te Public Media Review me Te Ao Pāpāho ki Tua e kawea whakamua. I roto i ngā tau, he tū wehewehe te rāngai me ōna wāhanga, tō kē tēnā, tō kē tēnā, mō te rautaki hei whai, mō te whāngainga pūtea hoki. Ahakoa tērā, kei konei tonu ngā tūmanako ka tutuki pea ētahi o ngā hua i whakaarotia i roto i ngā arotakenga pāpāho, mā tētahi kawenga i ngā whanonga.

Kei te rerekē haere te ao pāpāho, me te hohoro hoki o te huri o te ao, ā, nā te pihinga o ngā pūhara maha me te matahuhua o ngā minenga me tahuri mātou o te rāngai ki te hāpai, ki te anga nui hoki ki te hiahia kia kimihia he ara i āta whakaarotia, he ara pāhekoheko hoki mō te hanga rautaki.

Me mātua whakaae hoki tātou mā ngā tukinga o te ao ohanga i tēnei wā, ka kore pea e kitea he pikinga ake tūturu o ngā pūtea i roto i ēnei tau tata. Waihoki, me tino tautoko tētahi tonu mō ngā pūtea rahi kē atu ki tētahi tāpaetanga i āta whiria, i āta whakatakotoria kia tika. Kua tae mai te wā kia mārama katoa tātou ki te hiahia kia whāia tētahi ara pāhekoheko, nā te raraunga i ārahi, mō te whakawhanake rautaki me te ine i tō mātou kaha.

I runga anō i ngā mahi auaha o Tokona Te Raki, kua hāpainga e mātou tō rātou tauira *Korekoreka*<sup>2</sup> mō te ao pāpāho Māori. Kua tapaina tēnei tauira e mātou ko *Te Ara Waihanga*. Ki tā mātou titiro, he anga auaha tēnei, hei ārahi i te rāngai pāpāho Māori ki tētahi ara pāhekoheko, nā ngā raraunga i kawē.

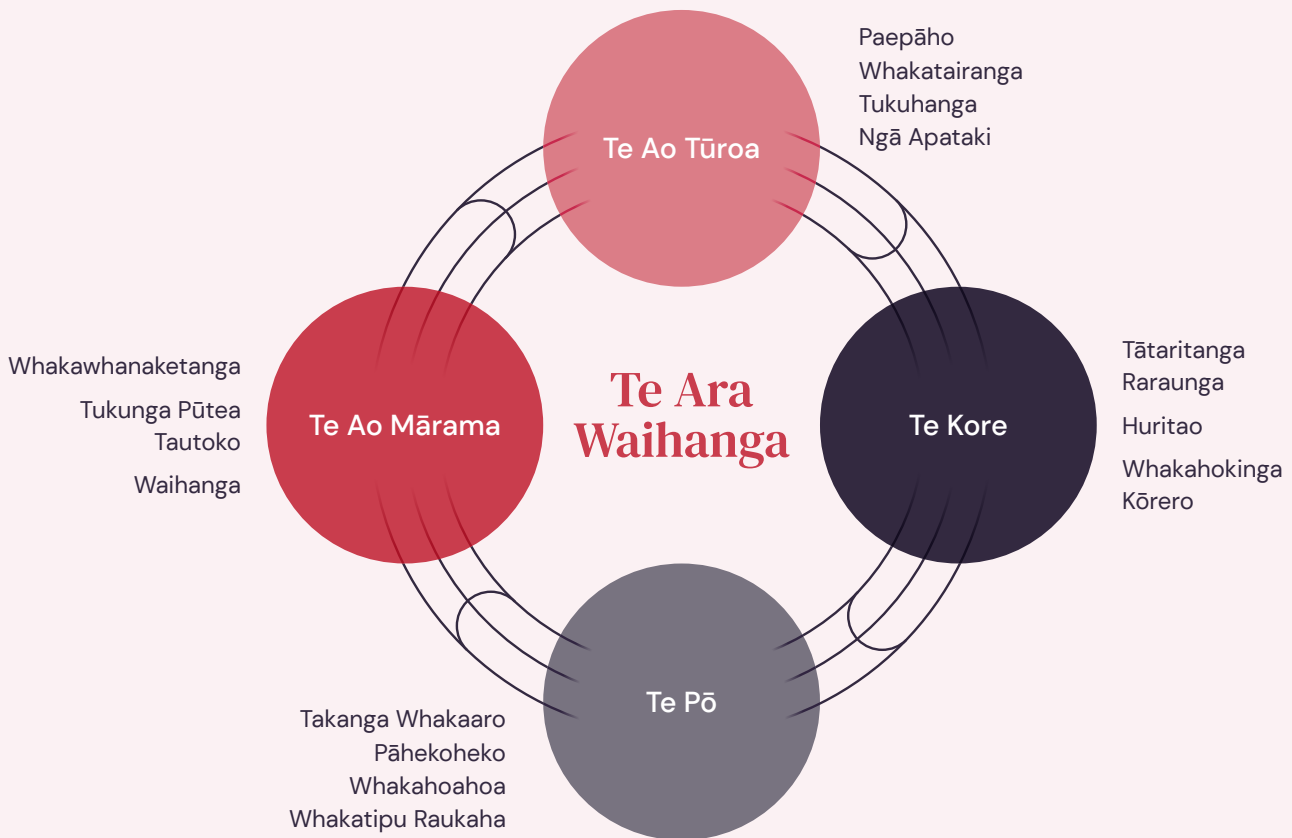
E koutu ana te anga ki te puna mātauranga o ō tātou tūpuna. Ko tō mātou tūmanako ia kia whakahihiko *Te Ara Waihanga* i te rāngai pāpāho Māori kia mahi pāhekoheko kia hangaia he taiao mātauranga iwi taketake, ehara i te mea hei whakamana i a ngāi Māori kia para i tōna ake huarahi, engari kia āhei te Karauna kia mārama ki te mātauranga me te auaha o ō mātou tūpuna, me te pitomata kia uru ki tētahi kōtuitanga tūturu i roto i te Tiriti.

Ko tā *Te Ara Waihanga* he tāpae whāinga wāhi ahurei ki te rāngai pāpāho Māori kia whai wāhi mai ki te whakaumu i tōna ara ki mua. Ehara i te mea i tāreia kia iti ngā panonitanga, kia whakapiki kakama anake. Engari ko te whai kia tautoko i te panonitanga whakaumu mā te whakatenatena i te rāngai kia uru ki tētahi hātepe pāhekoheko. E hiahia ana mātou kia nuku atu i te tauira hukihuki o ēnei rā, ka haere, ka tū, ka haere tū, ki tētahi tauira, e anga kē ai mātou ki te awhi i te panonitanga whakaumu, me te whai haere i te whakapikinga i te pai mō te wā roa. Ka mahi tahi tonu mātou me te rāngai kia hoahoa tahi i tētahi tauira nā ngā raraunga i whakapūmau, hei hora tautoko i takea mai i ngā kitenga, hei hora aratohu mārama, i a mātou e mahi nei ki te whakarahi i tā tātou takohanga whānui ki te whakarauoratanga i te reo Māori.

E ai ki te tauira *Korekoreka* me rua ngā wāhanga i Te Ao, ko Te Ao Mārama me Te Ao Tūroa. Kua hoatu e mātou te tauira *Korekoreka* ki ngā hātepe ka whāia e Te Māngai Pāho, e ngā kaihanganga pānui me ngā pūhara i a tātou katoa e whai ana kia piki ake ai tā tātou pai ki ā mātou mahi. I a koe e tūhura ana i *Te Ara Waihanga* ka kitea tonu koe kei roto i a ia ētahi wae o tētahi ara hanga kaupapa o ngā rā o mua.

2. <https://www.tekorekoreka.co.nz/origins>





**Te Ao Tūroa** – te wāhi e tīmata nei tātou, tō tātou tūnga o nāianeī. Te wāhi e tū nei tātou, ināianeī, ā tātou mahi o nāianeī. Koinei hoki pea te wā e ngaro ai i a tātou te āhua tūturu o ā tātou mahi, he aha hoki e mahia ai. Ko te wāhi tēnei e hangaia ana o tātou whāinga, engari kāore tātou i te neke whakamua i te mahi auaha rānei. Kei te mahi noa iho tātou i roto i ā tātou mahi.

**Te Kore** – kei te mōhio tātou katoa ko Te Kore tētahi wāhi kore, te wāhi wātea. Ki te kitea e tātou kua uru tātou ki Te Kore, ka manawapā pea te tangata. Ahakoa tērā, he wāhi anō tērā e taea ai e tātou te āta whakaaro, me te whai kia mārama te āhua o ā tātou mahi, me te tūhonohono anō ki ngā mea hira ki a tātou. Ko te wāhi anō tērā e kitea ai he pitomata hou, engari kia tūpato nā te mea ka mau pea te tangata i roto i ōna whakaaro.

**Ko Te Pō** – te wāhi auaha, e tīmata ai te hātepe o te whakatinana i ngā moemoeā kia whai kiko. I ētahi wā, ka tiaho mai te māramatanga, i ētahi wā, he pōturi kē te muranga mai. Engari koinei te wāhi e whai wā ai, e wātea ai hoki te tangata ki te moemoeā, ki te takatū hoki.

**Ko Te Ao Mārama** – te wāhi e kōkiritia ai e tātou ngā mahi ake kua wātea te ara, kua āhei tātou te tiritiri i ō tātou whakaaro, moemoeā hoki ki ētahi atu kaiāwhina, me te whakatinana i aua whakaaro – ngā pūhara, ngā kaiwhāngai pūtea me ērā atu kaihanga.

Ki a Te Māngai Pāho, e toru ngā āhuatanga ahurei o *Te Ara Waihanga*:

- he pāhekoheko, ā, me tahuri haere tonu a Te Māngai Pāho ki te mahi tahi me ngā kaihanga kaupapa, ki ngā pūhara me ērā atu hinonga;
- he tautoko i te whakaaro o te tupunga mutunga kore, ā, ina whakaarotia ō mātou uara – **whāia te hiranga** – te whāinga i te hira mā te ako tonu, mā te whakapiki haere tonu i te pai me te
- whakahāngaitanga ki te ara i whāia e ō mātou hoa i Irirangi te Motu.



# Poutarāwaaho Whakaputa Hua



Kua kōrerotia ake nei te āhua o tā mātou whakaumu i tā mātou matakite kia pai ake ai te hāngai ki Te Whare o Te Reo Mauriora me ō mātou hoa mahi o te Maihi Karauna:

## Kia māhorahora te reo!

Māori language – Everywhere, Every way, Everyone Every Day

**Ko te Putanga Nui e whāia nei e mātou i roto i ā mātou mahi:**

**Kia kaingākauria te reo Māori me te ahurea Māori e Aotearoa whānui.**

**Ko te Putanga Tauwaenga e rapua ana e mātou kia:**

**Tokomaha ake ngā tāngata o Aotearoa e kōrero ana i te nui ake o te reo Māori.**

**Ko te Whāinga Paetata te Putanga ā-Tau e kimihia ana e mātou, inā:**

**Ia tau ka neke te tohu waenga o te tauine KoPA ki te taha matau mā te 2%.**

## Ngā Wāhanga Arotahi Matua

Kia tutuki ai tēnei putanga, e toru ngā wāhanga ka arotahitia e mātou:



### Ngā Kaiwaihanga

Kia whakatenatena, kia whakawhanake, kia poipoi hoki i ngā tāngata Māori whai pūmanawa, ringa rehe hoki.



### Ngā Kaupapa

Kia whakatenatena i te auaha, i te rapu tikanga mahi hou, me te kairangi i roto i te hanganga pānui Māori.



### Ngā Minenga

Kia whakawhanake minenga me te ngāwari o te uru mai o te tangata ki ngā pānui Māori tino wātea ki te katoa.

Hei whakamārama i tō mātou tūranga, kua kawea e mātou ētahi urutaunga iti, hira hoki ki ngā wāhanga arotahi o tō mātou Tauāki Whakamaunga Atu o mua. Nā te whakaae ehara i te mea ko Te Māngai Pāho kāore i te hanga hōtaka, kua whakamakeretia atu e mātou te hanga pānui hei wāhanga arotahi matua, kua whakakapia ki Ngā Kaiwaihanga – The Creators; hei kawea kē i ō mātou whakaaro kia arotahi ki ngā tāngata, ki ngā kaiwaihanga, kua pea ki te hātepe kāore mātou i te whakaaweawe, i te whakahaere rānei. Nā konā kāore mātou e hiahia ki tētahi atu kāwai motuhake mō te Raukaha. Kua huri te Minenga ki 'ngā Minenga', i runga i te whakaae kei te whāiti haere tonu ngā minenga, ā, ko te hiahia kia horaina he kai Māori ki tōna huhua o ngā minenga i ngā pūhara e torongia ana e rātou. Ko tā Ngā Kaupapa – Content he whakaū ko tētahi o ō mātou tūranga taketake kia āwhinatia te matahuhua o ngā kaupapa, ā, ka whakahāngai hoki i ngā kaupapa e whakamahia ana e Whakaata Māori me ētahi atu i te rāngai.

## Ō Mātou Uaratanga

Ko ngā uara kei raro i tō mātou tū kāore anō kia rerekē.

**Ngā Tikanga – ko ngā tikanga Māori te pūtake o ā mātou mahi katoa.**

Ko ngā tikanga Māori te pūtake o ā mātou mahi katoa. Otirā ko te take i puta mai ai tō mātou whakahaere ki te ao, he whai kia whakaorangia te reo Māori; kāti, me mātua noho ngā tikanga Māori hei tūāpapa mō ā mātou whakatau katoa me ā mātou hīkoinga katoa i waenga i te tangata.

**Mahi Tahī – ka noho a Te Māngai Pāho hei whākōki mahi tahī.**

E whakaae ana mātou mā te mahi tahī anake ka puta he hua. E whakaae ana mātou ki tō mātou ahurei hei tangata takitahi, ka pāhekoheko hei whakarahi i tō tātou whāinga whānui tonu.

**Te Hiranga – E whāia ana mātou kia eke kairangi i roto i ā mātou mahi katoa.**

E whai ana mātou i te hiranga i roto i ā mātou mahi katoa. Mā konei ka herea tātou kia auaha, kia rapu tikanga mahi hou, kia māia, kia mahi rangatira.

**Te Tauutuutu – Ko ngā here tauutuutu e ārahi ana i ā tātou hononga ā-tāngata, ā-rapunga hoki.**

Ko ngā here tauutuutu tētahi wāhi nui o tō mātou noho whanaunga ki te tangata. E whakaae ana mātou ki te tikanga o te noho wātea, me te mahi pono i roto i ngā hīkoinga katoa i waenga i te tangata.



# Poutarāwaho Whakaputa Hua

## NGĀ UARATANGA Ō MĀTOU UARA



Te Hiranga



Ngā Tikanga



Mahi Tahī



Te Tauutuutu

## Kore

Mā tētahi atu āpiti  
ā-rautaki e tautoko

WHĀIA

>>>

WHIWHIA

>>>

RAWEA

>>>

HOUTUPU

## NGĀ WĀHANGA AROTAHI MATUA

### Ngā Kaiwaihanga



Kia whakatenatena, kia whakawhanake, kia poipoi hoki i ngā tāngata Māori whai pūmanawa, ringa rehe hoki

- Kia whāngai pūtea ki ngā kōkiri e whakatenatena ana i te tupuranga o ngā kaupapa Māori kounga tiketike
- Me hora whāinga wāhi kia tupu ngā kaihanga kaupapa

### Ngā Kaupapa



Kia whakatenatena i te auaha, i te rapu tikanga mahi hou, me te kairangi i roto i te hanganga pānui Māori

- 60% o ngā kaupapa ka whāngai ki te pūtea mā ngā minenga Māori matatau
- 30% o ngā kaupapa ka whāngai ki te pūtea mā ngā pūhara auaha hou

## TĀ MĀTOU MATAKITE

## Kia māhorahora te reo!

Pō

40%  
pūtea tōpū

Awatea

60%  
pūtea tōpū

HOUROA &gt;&gt;&gt; TE ORA &gt;&gt;&gt; TE AO MĀRAMA

## PUTANGA MATUA



Kia kaingākoutia te reo Māori me te ahurea Māori e Aotearoa whānui.

## PUTANGA TAUWAENGA



Tokomaha ake ngā tāngata o Aotearoa e kōrero ana i te nui ake o te reo Māori.

PUTANGA WĀ TŪTATA /  
PUTANGA Ā-TAU

Ia tau ka neke te tohu waenga o te tauine KoPA ki te taha matau mā te 2%.

## Ngā Minenga



Kia whakawhanake minenga me te ngāwari o te uru mai o te tangata ki ngā pānui Māori tino wātea ki te katoa

- He whakapiki i te minenga tāpiripiri mō ngā pānui Māori puta noa i ngā pūhara katoa
- He kawē whakamatau i te taupori mā te tauira KoPA mā te 2%



## Whāinga ā-Haumitanga

**Ka mahi tahi mātou me ō mātou hoa kōtui ki te whāngai kōkiri hei tautoko i te Neke-whakatematau, hei whakatairanga hoki i ngā taumata tiketike o ngā rohe arotahi matua, me te whakahihiri i te tini o ngā tāngata o Aotearoa kia kaha ake te kōrero i te reo Māori.**

I roto i ngā tau e rima kei mua i te aroaro ka:

- arotahi ki ngā hoa kōtui ka āhei ki te whakaputa kaupapa reo Māori, tikanga Māori hoki, hei tohanga ki ngā pūhara maha;
- whakahoahoa ki ngā rōpū kohinga reo irirangi hei whakapiki i te reo Māori, te mahinga me te āheinga tohanga, waihoki ngā kaupapa mō te tohanga ā-motu;
- tautoko i ngā kaihanganga reo Māori ohomaui, auaha hoki, ka tahuri ki te hora i te huhua o ngā kaupapa tino wātea, tino ātaahua ki ngā minenga reo Māori;

- whakarahi rawa i te wātea me te whakamahinga o ngā kaupapa ka whakaputaina e ō mātou hoa mā te whakapūmau ritenga whakatenatena whakamahinga anō, kōpakitanga anō;
- mahi whakatepe me Irirangi Te Motu me ētahi atu hoa kōtui ki te whakapiki i te huhua o ngā kaupapa Māori e wātea ana;
- mahi pipiri tonu me Whakaata Māori hei tautoko i ngā whāinga o te Maihi Karauna;
- hoko ratonga whakawhata kaupapa mai i Ngā Taonga Sound and Vision;
- mahi pāhekoheko me ētahi atu hinonga tae atu ki Te Mātāwai, ki Te Puni Kōkiri, ki Te Taura Whiri i te Reo Māori, me te rāngai tūmatanui whānui kē atu hei whakarahi i tā mātou takoha tōpū ki te reo Māori; ā
- ka tuitui me ngā kanohi o tō mātou rāngai tae atu ki Te Pae Tawhiti, ki Ngā Aho Whakaari me Te Whakaruruhau o Ngā Reo Irirangi Māori kia whai māramatanga pūmau, māramatanga hoki i āta whakaaetia ki ngā hiahia o ō mātou kaiwhaihanga kaupapa Māori.







# Ngā Tikanga Whakahaere

**Ko te reo te take!** – e noho ana mātou i te ao nei, me te tūmanako hei āwhina ā mātou mahi katoa i te reo Māori.

**Whakaōrite whiwhinga** – ka whakawātea mātou i te ōritetanga o te urunga me te whāinga wāhi.

**Ngā whāinga** – he whāinga, he rautaki mārama tō mātou hei ine i te mahi.

**Mahi whanokē** – he mea hira ki a mātou ngā kōkiri auaha, whanokē hoki hei whakatairanga i te reo Māori.

**Matatika** – ka tōkeke tonu tā mātou titiro, kia pono, kia ōrite hoki.

**Pūtea whaihua** – ka whai mātou i te whakamahinga auaha, otirā i te whakamahinga kakama o ngā rawa.

**Mārama pū** – e mārama ana, ka taea hoki ā mātou mahi katoa te whakawā.



Reo Māori Songhubs, Rawhitiroa Bosch



Homesteads, Te Imurangi Ltd.



M9, J & A Productions



# Te Ine Angitutanga

**Kua roa te rāngai e mōhio ana ko te rāngai pāpāho, o roto i ngā wae matua mō te whakarauoratanga reo (te whakamahi, te noho mārama, te pūranga kupu, te hopu reo, me te tūnga o te reo), ko te tūnga o te reo te wāhi e tino pā nui ai te rāngai pāpāho.**

Waihoki, ka īnakinaki ēnei āhuatanga i te mea ka pā ā mātou haumitanga ki te noho mārama. Ka whakamahia ngā mahi pāpāho e ētahi hei āwhina i a rātou kia ako, kia whakamahi i te reo; ā, ka takoha tā mātou rāngai ki te whakawhanaketanga o te pūranga. Engari ko te tino whāinga wāhi mō te rāngai pāpāho Māori ko te kawē kē i ngā ngākau o tō tātou iwi, a ngāi Māori kāore e mōhio ki te kōrero Māori, me Aotearoa nui tonu anō hoki.

I noho mārama te pepa nāna i hora mai te taurira KoPA<sup>3</sup> ko ngā waiaro o te iwi whānui te ārai nui rawa mō te whakarauoratanga reo. Nā tēnei āhua, ka oho ngā whakaaro o Te Māngai Pāho ki te mahi ki te whakawhanake taputapu hei ine i te panonitanga ki ngā waiaro pāpori.

Mā te taurira KoPA e tāpae mai tētahi inenga taumata tiketike o te ekenga taumata o ā mātou rautaki.

Kia whakawhānuitia te taurira KoPA, kua whakawhanaketia e Te Māngai Pāho tētahi taputapu hei ine i te pānga o ngā kaupapa ki te whakarauoratanga o te reo Māori. Ka whakamātauria e mātou tēnei taputapu i te tau ahumoni 2023/24, ā, ka tāpiritia tētahi inenga pānga toharite ka hua ake i te taputapu.

E toru ngā 'whāinga mātātoa' a te Maihi Karauna:

- Kia tae ki te tau 2040, ka waru tekau ōrau o ngā tāngata katoa o Aotearoa (neke atu rānei) ka whakanui i te reo Māori hei taonga taupiri o te tuakiri o te motu.

- Kia tae ki te tau 2040, e kore e iti iho i te 1,000,000 ngā tāngata o Aotearoa ka whai pūmanawa, ka māia hoki ki te kōrero mō ngā mea taketake ki te reo Māori.
- Kia tae ki te tau 2040, e kore e iti iho i te 150,000 ngā tāngata Māori tekau mā rima tau, neke atu te pakeke, ka whakamahi i te reo Māori kia rite te auau ki te reo Ingarihi.

Mō ngā rau e rima kei mua i te aroaro i te whai Te Māngai Pāho kia takoha ki ēnei whāinga taumata tiketike mā te 'whakatenatena i ngā tāngata katoa o Aotearoa kia kaha ake te kōrero i te reo Māori.'

Hei ine mehemea kei te āwhina mātou i tēnei whāinga, kei te takoha hoki i ngā whāinga Maihi Karauna me tō mātou putanga matua, kia kaingākautia te reo me te ahurea Māori e Aotearoa whānui, ka whakamahia ēnei inenga ekenga taumata e whai ake nei.

- Te whānui o te kawenga whaka-te-mauī o te ira tauwaenga o te ara whānui o KoPA.
- Te rahi whakatairite o ngā minenga mō ngā kaupapa reo Māori i ngā pūhara ā-rārangi;
- Te rahi whakatairite o ngā minenga mō ngā kaupapa reo Māori i ngā pūhara ehara i te pūhara ā-rārangi;
- Te whānui o te tuituinga minenga ki ngā kaupapa reo Māori; me
- Te whānui o te whakamahinga o te reo Māori i ngā pūhara pāhopori.

I tua atu i tērā, i runga anō i ngā kōrero i runga ake nei, kua whakawhanaketia e Te Māngai Pāho tētahi taputapu hei ine i te pānga o ngā kaupapa ki te whakaoranga i te reo. Ka whakamātauria e mātou tēnei taputapu i te tau ahumoni 2023/24, me te whai kia tāpiritia he inenga hou i 2024/25.

- Te pānga o ngā kaupapa ka whāngaia e mātou ki ngā minenga mō ēnei wāhanga: ngā waiaro, ngā whanonga, te noho mārama, te awenga me te toronga.

Ā tōna wā ka whakakapia aua inenga e arotahi ana ki te rahi o ngā minenga anake e tēnei inenga.

3. Higgins, R. & Rewi, P., *Indigenous Languages within the Entity*. (Language, Education and Diversity Conference paper. Auckland University June 2011).

# 10

## Te Ine i tō Mātou Whakaaweawe

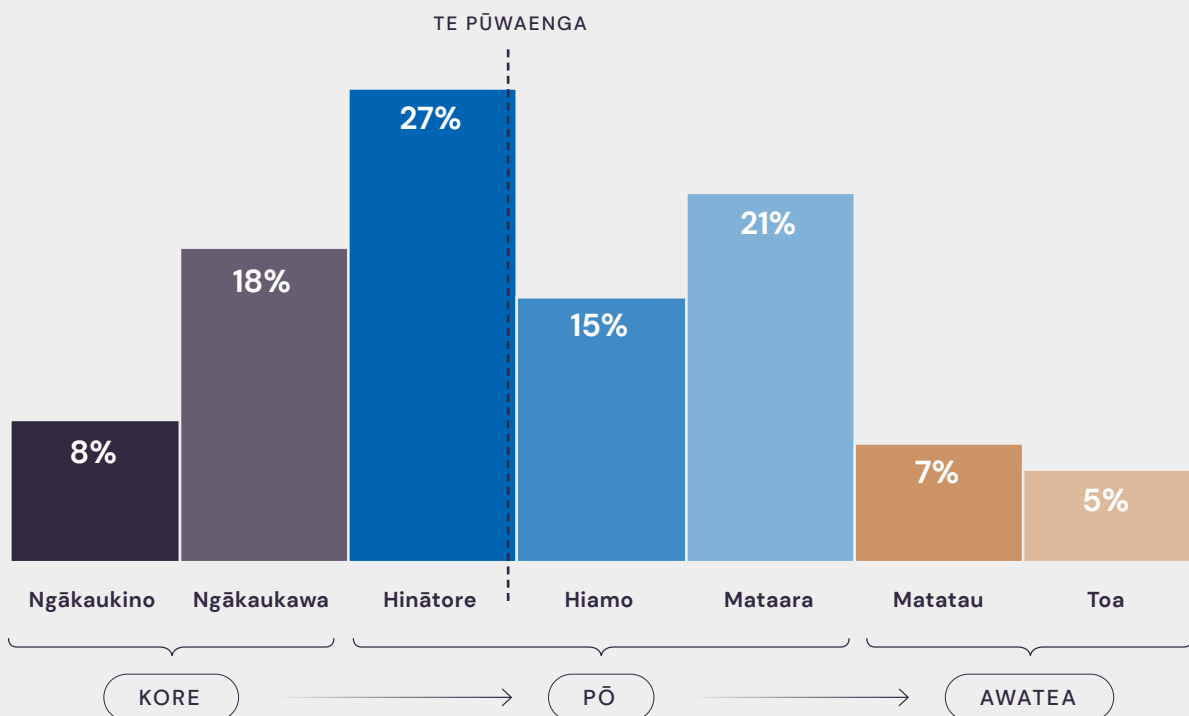
I te taha o ētahi atu hinonga, kua whakawhanaketia e Te Māngai Pāho te tauira KoPA hei taputapu, hei ine hoki i te panonitanga mō ngā waiaro, me ngā whanonga, ki te reo Māori, Kua oti te taupori te wāwāhi puta noa i te roa o tētahi ara whānui mō te reo me te ahurea.

I te pito whaka-te mauī o te ara whānui ko ngā waiaro whakahē i te reo me te ahurea Māori, ā, i te pito whaka-te-matau ko ērā e tino whakatairanga ana, e whakamahi ana hoki i te reo. E noho ana ia mema o te taupori i tōna wāhi anō, i waenga i ēnei pito e rua. Ko tō mātou whāinga kia kawea whaka-te-matau te taupori i roto i te ara whānui o KoPA mā te panoni i ō rātou waiaro me ō rātou whanonga ki te reo Māori. Otirā ka maumaharatia ko te KoPA tētahi inenga waiaro, whanonga hoki, ehara mō te matatau.

E whakaaetia ana ināianei ko te tauira KoPA tētahi tūtohu nui o te hauora o te pūnaha hauropi reo Māori, ā, kua tautoko ētahi atu hinonga i te tautoko mō te whakamahinga i te KoPA hei inenga taumata tiketike o tō mātou ekenga taumata. Ka inea tō mātou ekenga taumata mā te rahi o te nekehanga o te ira tauwaenga o KoPA ki te matau.

### Te Kārawarawatanga Tauira KoPA 2022

Nielsen CMI KoPA model 2022







# Te Hauora me te Pūkaha o te Whakahaere

**Ka whakahaere hihiko a Te Māngai Pāho i ngā tāngata, i ngā hātepe, me ngā hangarau hei hora i ngā putanga reo Māori, ahurea Māori mō ngā tāngata katoa o Aotearoa.**

He rōpū iti mātou, ā, ko te hiahia kia urutau ia kaimahi, kia maha hoki ōna momo mahi. He kamakama ō mātou pūnaha me ā mātou kaimahi, he kakama hoki i ngā mahi kia kawea tonutia te whakahaere ki te kawea i āna mahi, i roto i ngā āhuatanga pēnei i ērā i hangaia e COVID-19. E ū ana mātou ki te whakaū i ngā hangarau hei tauira ki te rāngai.

E ū ana a Te Māngai Pāho kia tū hei kaiwhakawhiwhi mahi tōtika, kia hora hoki i ngā whāinga wāhi whiwhinga mahi ōrite. Kāore e tukua e mātou te mahi whakatoj, whakaweti, makihuhunu ranei. E ū ana mātou ki te whakahekenga o ngā āputa utunga mō ngāi Māori, mō te Moana-nui-a-Kiwa, ā-momo iwi rānei, me te whakapiki i te matahuahua o te ohu kaimahi i ngā tari kāwanatanga.

E piri ana mātou ki ngā mātāpono pai mō te tiaki i te kaupapa, me te whakahaere kaupapa here, mana whakahaere, pūnaha whakahaere pakari hoki, me te hokihoki auau anō ki te tiro tiro i ērā. He wāhi taketake te hangarau o tā mātou hora i ngā ratonga, me tā mātou hoki tonu ki ō mātou pūnaha kia pai ake te tautoko i ā mātou hiahia mō ngā mahi, kia pai ake hoki tā mātou āwhina i ō mātou kaupupuru pānga.

Ina rā ā mātou rohe arotahi e whai ake nei:

- Te Noho hei Kaiwhakawhiwhi Mahi Tōtika
- Te Whakahaere i te Mōrea
- Te whakatika tonu i tētahi taiao mana whakahaere pakari
- Te whakatika tonu i ngā pūnaha whakapūrongo ahumoni, ngā pūnaha hoki ehara i te ahumoni pakari
- Te whakahaere i ngā hangarau
- Te Whaihua me te Pukumahi

Kua oti ngā inenga ā-tau mō te toiora me ngā pūmanawa whakahaere te whakarārangi i roto i tā mātou Tauākī o ngā Tūmanakohanga Whakatutuki.

**E ū ana mātou ki te whakahekenga o ngā āputa utunga mō ngāi Māori, mō te Moana-nui-a-Kiwa, ā-momo iwi rānei, me te whakapiki i te matahuahua o te ohu kaimahi i ngā tari kāwanatanga.**



