



Maihi Karauna Implementation Plan 2019/20

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Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

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Front Cover: Student participants at the Fielding Maihi Karauna regional workshop sharing their ideas for Maihi Karauna implementation activities. Photo by Adrian Heke.

Inside front Cover: Rangatahi, from all walks of life, are vital in securing the future of te reo Māori - that is why they are a priority group. Photo by Adrian Heke.



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Introduction

1. This plan describes the implementation activities for the Maihi Karauna (Crown Māori language revitalisation strategy) over the 2019/20 financial year.

Context

2. The Maihi Karauna is the Crown strategy for the revitalisation of Māori language, (launched in February 2019).¹ The Maihi Karauna is the first government strategy to be completed under Te Ture mō te Reo Māori 2016, the new Māori Language Act. Te Ture mō Te Reo Māori 2016 created a new way of approaching language revitalisation. The Act established a partnership between the Crown and iwi and Māori, who are represented by Te Mātāwai.²
3. The Maihi Karauna sets out a bold vision for the Māori language in the future, and sets out what actions government will prioritise over the next five years to move towards this vision. The Maihi Karauna works in partnership with the Maihi Māori – the iwi / Māori strategy for the revitalisation of the Māori language.³

Te Whare o Te Reo Mauri Ora

4. Te Ture mō te Reo Māori 2016 recognises that iwi and Māori are kaitiaki of the Māori language, while recognising that the Crown is able to advance the revitalisation of the Māori language by promoting strategic objectives in the wider New Zealand society.

5. The partnership between both strategies is expressed through the metaphor of Te Whare o Te Reo Mauri Ora (the house of the living language, see Figure 1). The two sides of the partnership are represented by the maihi (bargeboards) on each side of the whare. They meet at the kōruru, which represents the shared vision for Māori language, at the top of the whare.
6. The Crown and Māori have equally important roles in achieving the shared vision of both strategies, “Kia Mauri Ora Te Reo”. Although the strategies and roles are distinct, Te Whare o te Reo Mauri Ora is about partnership. It is only by combining efforts and coordinating the use of resources that the Māori language can be revitalised.
7. The Maihi Karauna focuses primarily on the big picture – creating the right conditions across government and Aotearoa New Zealand society for the revitalisation of the Māori language. The Maihi Māori focuses more on the flax roots – communities, homes and whānau. The two roles are complementary, and require close partnership between the Crown and Te Mātāwai to ensure these efforts are joined up and mutually effective.
8. Both new and existing work will require collaboration. For example, the development of bilingual towns and cities will create opportunities for joint action. Likewise a shared approach to monitoring will help ensure consistency and coordination.

1 Te Puni Kōkiri, 2019. Maihi Karauna: The Crown's strategy for Māori Language Revitalisation 2019-2023. Retrieved from <https://www.tpk.govt.nz/en/a-matou-kaupapa/maihi-karauna>.

2 See <https://www.beehive.govt.nz/release/kua-whakaaetia-te-ture-reo-m%C4%81ori-parliament-passes-historic-reo-m%C4%81ori-law>.

3 Te Mātāwai, 2017. The Maihi Māori strategy 2017–2040. Retrieved from <https://www.tematawai.maori.nz/maihi-maori-english>.

Maihi Karauna objectives and outcomes

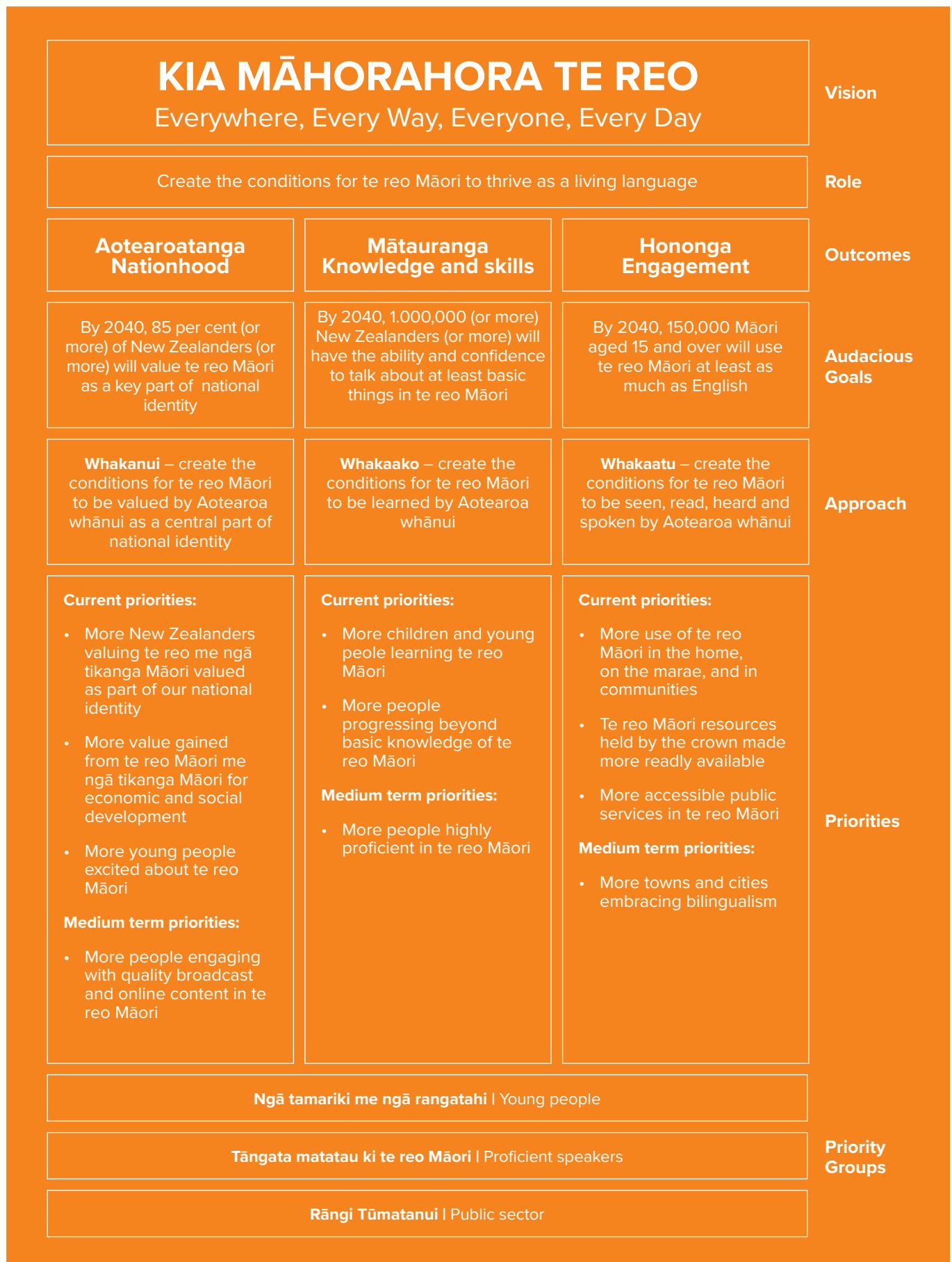
9. The *shared vision* of Te Whare o Te Reo Mauri Ora is 'Kia Mauri Ora Te Reo', and the *Crown vision*, is 'Kia Māhorahora Te Reo' – every day, by everyone, every way, everywhere.
10. The *outcomes* sought by the Maihi Karauna are:
 - **Aotearoatanga – Nationhood:** te reo Māori is valued by Aotearoa whānui as a central part of national identity

- **Mātauranga – Knowledge and Skills:** Aotearoa whānui have increased levels of knowledge, skill and proficiency in te reo Māori
 - **Hononga – Engagement:** Aotearoa whānui are able to engage with te reo Māori.
11. Figure 2 to the right summarises the Maihi Karauna strategy on a page; including the vision, role, outcomes, Audacious Goals, approach, priorities and priority groups.



An outcome of the Maihi Karauna strategy is for te reo Māori to be valued by Aotearoa whānui as a central part of national identity. Photo courtesy of Te Taura Whiri i te Reo Māori.

Figure 2: The Maihi Karauna strategy on a page



Source: Ibid. Page 21

Scope of this plan



Rangatahi are a priority group in the Maihi Karauna strategy. Photo by Māui Studios.

What activities have been included?

12. This current stage of Maihi Karauna implementation (first-wave) is a transition phase and signals the first step in a shift from a business-as-usual approach for Māori language revitalisation where government actions are more joined-up and targeted.
13. This implementation plan includes only activities that have had funding allocated to them through agency baselines or via budget processes (the most recent being Budget 2019).
14. It does not include initiatives and programmes that may have funding approved through future budget processes.

How have the actions/initiatives been categorised?

15. The actions within this implementation plan (Table 2 to Table 5 refers) have been categorised by the outcomes and priorities that they most directly contribute to, and by the following categories:
 - **existing work:** these initiatives are existing work that contributes towards the Maihi Karauna outcomes
 - **modified work:** these initiatives are existing work that has been modified to increase the impact towards the Maihi Karauna outcomes
 - **new initiatives:** these initiatives are new work that has been funded through Budget 2019 (or as a first wave initiative).
16. These three categories have been used so that a shift from a business-as-usual approach can be captured in the first five years of the strategy.

How have the priority groups for the Maihi Karauna been selected?

17. The target groups for the Maihi Karauna are:
 - **Tamariki and rangatahi** (young people) – young people are a priority group for the Maihi Karauna because the young people of today are the leaders of tomorrow, and the value they place on Māori language and their knowledge and skills will be important factors in revitalising the Māori language
 - **Tāngata matatau ki te reo** (proficient speakers) – proficient Māori language speakers are a priority group for the Maihi Karauna because a critical mass of proficient speakers are required for the Māori language to be viable as a living language
 - **Rāngai tūmatanui** (public servants) – public sector workers are a priority group for the Maihi Karauna because New Zealanders (including Māori) interact with government organisations and Crown entities every day. These interactions include the delivery of government services, and occur face to face across the country, as well as over the phone and online.
18. Many of the initiatives that form part of this implementation plan target one or more of these groups.

Implementation plan actions/initiatives for the Maihi Karauna in 2019/20

A staged approach to implementation

19. On 11 December 2018 the Māori Crown Relations – Te Arawhiti (MCR) Committee decided that the implementation of the Maihi Karauna be staged over a number of years.⁴ The phases for implementation are:

a. establishment phase (11 December 2018 to 30 June 2019)

b. first wave of new initiatives (1 July 2019 to 30 June 2020)

c. scale-up phase (1 July 2020 to 30 June 2021)

d. consolidation phase (1 July 2021 to 30 June 2022)

e. review phase (1 July 2022 to 30 June 2023).

20. The following table shows the proposed scale and timing of Maihi Karauna activities by phase.



Proficient Māori language speakers are a priority group in the Maihi Karauna strategy. Photo by Rawhitiroa Photography.

⁴ MCR-18-MIN-002, paragraph 25 refers. Retrieved from <https://www.tpk.govt.nz/en/a-matou-mohiotanga/cabinet-papers/cabinet-paper-maihi-karauna-final-strategy-and-imp>

Table 1: Proposed scale and timing of the implementation of the Maihi Karauna

Type of work	Establishment Year one 2018–19	First wave Year two 2019–20	Scale-up Year three 2020–21	Consolidation Year four 2021–22	Review Year five 2022–23
Maihi Karauna activities	<ul style="list-style-type: none"> Stocktake of existing initiatives (TPK) Develop initiatives targeting young people (TTWh & TMP) 	<ul style="list-style-type: none"> Publish implementation plan (TPK) Public sector organisations develop language plans (TTWh) Delivery of the first wave initiatives (TTWh & TMP) 	<ul style="list-style-type: none"> Refresh implementation plan (TPK) Public sector organisations have language plans in place (TTWh) New initiatives from the outcomes of the policy reviews (eg in media and education) 	<ul style="list-style-type: none"> Refresh implementation plan (TPK) Assess public sector language plans (TTWh) 	
Te Whare o Te Reo Mauri Ora activities	<ul style="list-style-type: none"> Joint M&E Framework (TTWh & Te Mātāwai) Shared Research Agenda (TTWh & Te Mātāwai) Shared Data Plan (TPK & Te Mātāwai) 	<ul style="list-style-type: none"> Completion of joint Te Whare o Te Reo Mauri Ora projects 			
Policy reviews		<ul style="list-style-type: none"> Tau Mai Te Reo (MoE) Māori Media Sector Shift (TPK) Commemorations policy (MCH) National Archival and Library Institutions (DIA) State Sector Act Review (SSC) 			<ul style="list-style-type: none"> Review the Maihi Karauna Strategy (TPK)
Key events		<ul style="list-style-type: none"> UNESCO International Year of Indigenous Languages 2019 		<ul style="list-style-type: none"> APEC 2021 event to be hosted in NZ and intended to be a bilingual event (MFAT, TPK) 50th anniversary of the Māori language petition and Aotearoa haka festival / Te Matatini (MCH) 	
Monitoring and evaluation		<ul style="list-style-type: none"> First annual reports published (TTWh) Formative evaluation of first wave initiatives (TTWh & TMP) 	<ul style="list-style-type: none"> Annual reports published (TTWh) Implementation and emerging outcomes evaluation (TTWh) 	<ul style="list-style-type: none"> Annual reports published (TTWh) 	<ul style="list-style-type: none"> Annual reports published (TTWh) Summative evaluation of the Maihi Karauna implementation and effectiveness (TPK) Meta-evaluation of Te Whare o te Reo Mauri Ora (TPK, TTWh and Te Mātāwai)



Students at the first Maihi Karauna regional workshop in Porirua discussing their ideas for a successful te reo Māori media campaign. Photo by Adrian Heke.

Completion of the establishment phase and next steps

21. The publication of this implementation plan marks the completion of the establishment phase of the Maihi Karauna – key foundational projects for the Te Whare o Te Reo Mauri Ora were launched (including a Joint Monitoring and Evaluation Framework; a Shared Research Agenda and a Shared Data Plan), critical governance structures are in place to direct the work under the strategy (including Te Papa Kōrero – a group of Maihi Karauna Chief Executives; and Te Rūnanga Reo – a group of Crown Ministers and Te Mātāwai board members).
22. The Maihi Karauna is now moving into a ‘first wave’ phase that will involve several activities to build critical awareness among priority groups, particularly Rangatahi (young people). The first wave initiatives that were announced at the same time as the Maihi Karauna strategy are:
 - **Rangatahi regional workshops and national summit:** to tie in with the UNESCO 2019 International Year of Indigenous Languages (IYIL). These workshops and the national summit will engage young people in a conversation about the future of the Māori language, including what innovations can be harnessed to revitalise it. The national summit will bring the spotlight on the Māori language as part of the UNESCO IYIL 2019. The outcomes sought by these events is to engage more young people (including Māori and non-Māori) in the revitalisation of the Māori language
 - **A social marketing campaign:** to promote the value of Māori language among young people. This campaign is intended to build critical awareness among young people of their role in the revitalisation of Māori language. Social marketing campaigns have been shown to be effective at changing people’s behaviours, especially in the health sector
 - **‘Snap-Reo’:** a pilot series of quick, humorous micro-lessons in Māori language (available in a variety of media). There is high demand for online resources to learn Māori language. These ‘Snap-Reo’ lessons will be targeted towards young people, and will look to increase the acquisition of vocabulary and idiom.
23. The first wave phase will finish on 30 June 2020, and will be followed by the scale-up phase. A key task in the implementation plan each year will be updating the plan annually to reflect new information, lessons learned and changing context.

Te Whare o Te Reo Mauri Ora cross-cutting work

24. The following table shows the cross-cutting work across Te Whare o Te Reo Mauri Ora.

Table 2: Cross-cutting Te Whare o Te Reo Mauri Ora work

Current Priorities	Medium-term priorities
<ul style="list-style-type: none"> Joint monitoring and evaluation framework (Te Taura Whiri, Te Mātāwai) including shared data plan (Te Puni Kōkiri) Shared research agenda (Te Taura Whiri, Te Mātāwai) Conduct evaluation of 'First Wave' initiatives Best practice in language revitalisation (Te Taura Whiri and Te Mātāwai) KoPA – measuring the impact of the ZePA model⁵ (Te Māngai Pāho, Te Puni Kōkiri, Te Mātāwai, Māori Television Service) 	<ul style="list-style-type: none"> Develop the implementation plan for years 3–5 Implement the Shared Research Agenda Conduct formative and summative evaluations of Te Whare o te Reo Mauri Ora

25. The three foundational projects for Te Whare o te Reo Mauri Ora along with the two M&E frameworks for the Maihi Māori and the Maihi Karauna connect, inform and complement each other to support the vision for Te Whare o te Reo Mauri Ora.

26. The relationship between these projects is depicted in Figure 3, with different parts of the whare representing different projects/ components, including:

- Kōruru** – (figurehead at the top of the whare) represents the shared vision that each activity is working together towards: Kia Mauri Ora te Reo Māori
- Poutama** (on rear wall) represents the Joint M&E Framework, which focuses on the health of the Crown-Māori partnership model and is key to the success of Te Whare o te Reo Mauri Ora

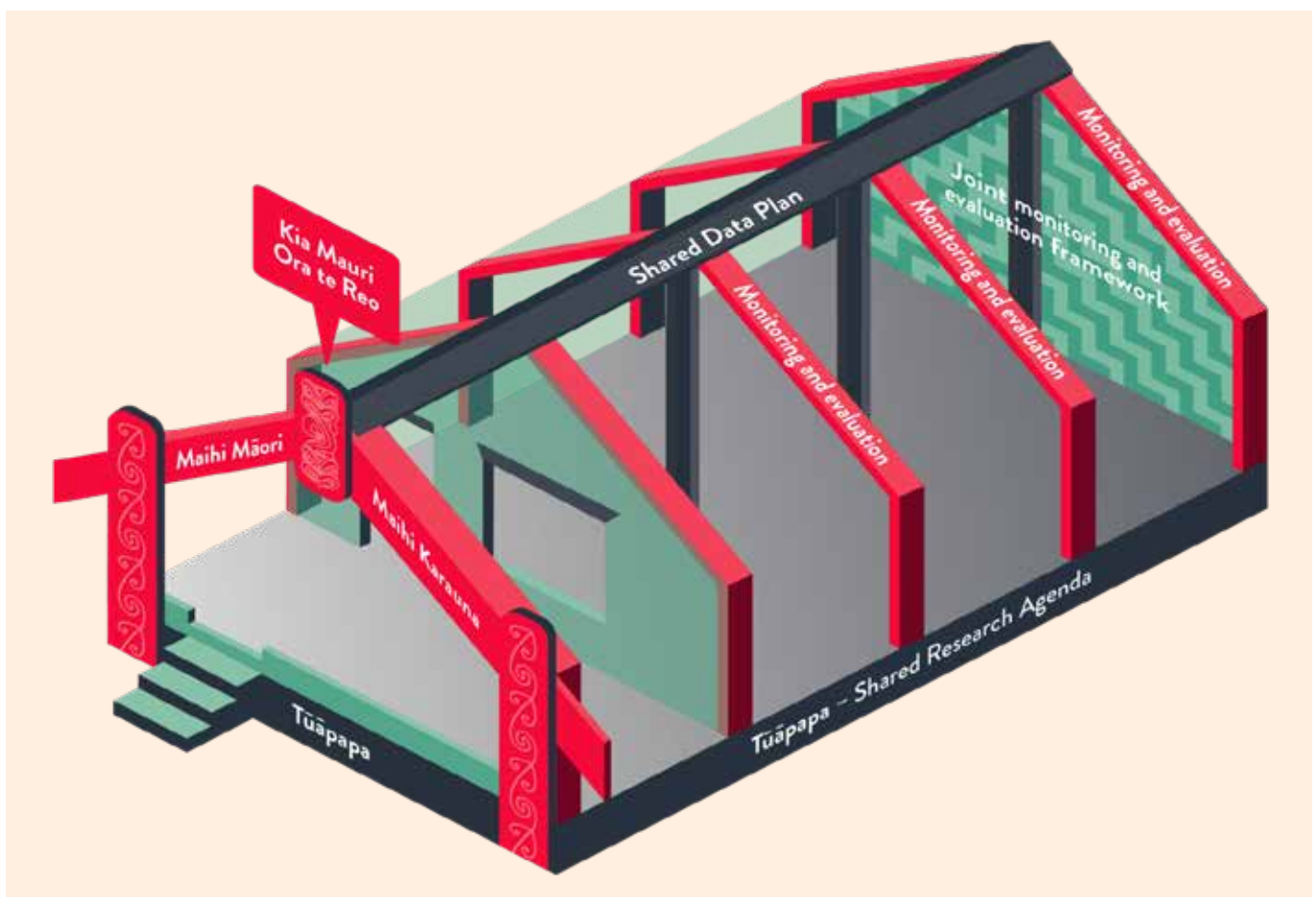
- Maihi Māori** – Heke (rafters inside the whare on the left) on the left side represents the Maihi Māori M&E Framework
- Maihi Karauna** – Heke on the right side represents the Maihi Karauna M&E Framework
- Tāhuhu** – (back bone of the whare) represents the Shared Data Plan tracking lead indicators to show overall progress towards the shared vision
- Pou** – (three poles inside the whare) each pou guides the shared research work and provides additional 'touchpoints' between the maihi
- Tūāpapa** – (foundation or floor of the whare) represents the Shared Research Agenda providing a robust evidence base built through collaborative and strategic research.

⁵ The ZePA model emphasises the importance of shifting the position of an individual or community on a spectrum from "zero" (no engagement) to "passive" (increased awareness and interest) to "active" engagement and use

Aperahama Simcock, Te Mahara Swanson-Hall, Dante Kangaroo and Kaleb Rongokea outside Te Herenga Waka marae at Victoria University. All four students are on the journey to learn te reo Māori. Photo by Adrian Heke.



Figure 3: Diagram depicting the relationship between the foundational projects and monitoring and evaluation frameworks for the Maihi Māori and Maihi Karauna



Maihi Karauna implementation plan activities/ initiatives for 2019/20

27. The following tables show the activities/initiatives for the Maihi Karauna for the 2019/20 financial year. Each of the priorities listed in the tables

have been assigned a convening agency – these convening agencies are responsible for leading and coordinating work within these priorities. More information on the role of convening agencies is outlined in paragraph 29 on page 20, and in Table 7.

Table 3: Existing, modified and new funded actions that contribute towards the Aotearoa outcome

Outcome - Aotearoa Nationhood				
Key Goal: By 2040, 85 per cent (or more) of New Zealanders value te reo Māori as a key part of national identity				
Priority	Convening Agency	Existing Actions / Initiatives	Modified Actions / Initiatives	New Actions / Initiatives
More New Zealanders valuing te reo Māori me ngā tikanga Māori as part of our national identity	Ministry for Culture and Heritage	<ul style="list-style-type: none"> Support exhibitions, national awards and internships with potential to showcase value and promote awareness of Māori language (MCH) Support Māori artists and filmmakers to tell their distinctive stories including the promotion of Māori music and films (Creative NZ) Assist iwi / Māori to tell their stories in their own voices and share the value of places e.g. Te Pūtake o te Riri, Te Aho Ngārahū, Landmarks (MCH, TPK, MoE, DoC, MBIE, MTS) Raising awareness and understanding of Māori history and stories, and the interactions between Māori and non-Māori since first contact to today (MCH) Ensure that Māori language is a core part of heritage and nationally important events (MCH) Provide Māori language and bilingual resources to schools about historical events (MoE, MCH) Increase and promote Māori language content on NZ History, Te Tai Whakaea and Te Ara websites (MCH) 	<ul style="list-style-type: none"> Refresh the commemorations policy to ensure that Māori language is an important part of major national commemorations and commemorations are more meaningful for Māori (MCH) Leverage the 2019 UNESCO International Year of Indigenous Languages to highlight the importance and unique nature of the Māori language (TTWh) Promote the importance of revitalising te reo me ngā tikanga Māori and identify further opportunities through the Arts, Culture and Heritage Chief Executives' Forum. 	<ul style="list-style-type: none"> Support events that build a shared sense of identity (TPK, TTWh, MTS) Develop a strategic platform and work programme across government to raise awareness and understanding of wars and conflicts in Aotearoa (TPK, MCH)
More value gained from te reo Māori me ngā tikanga Māori for economic and social development	Te Puni Kōkiri		<ul style="list-style-type: none"> Ensure that government policy frameworks and decisions reflect the Maihi Karauna strategy (TPK) Support events that create opportunities for engagement with Māori arts and culture (Major Events Fund, MBIE) Ensure the use and visibility of te reo me ngā tikanga in events sponsored under He Kai Kei Aku Ringa (MBIE) 	<ul style="list-style-type: none"> Work with others to increase the awareness of the opportunities for Māori tourism and ways to deliver authentic experiences that reflect tikanga Māori (MBIE, TPK) Develop a creative and cultural events incubator (Major Events Fund, MBIE) Improve the understanding and knowledge of the economic and social benefits of te reo me ngā tikanga Māori (TPK and MBIE) Investigate the feasibility of a Māori language consumer loyalty rewards scheme (TPK, with support from TTWh)
More young people excited about te reo Māori	Te Puni Kōkiri and Te Māngai Pāho			<ul style="list-style-type: none"> Develop a social marketing campaign to promote the value of Māori language among young people (TTWh, MTS, TMP) Deliver rangatahi workshops and a national summit to build engagement among Māori and non-Māori young people (TTWh, TPK, TMP, MTS) Rangatahi engagement with Māori language content research (MTS & TPK)
More people engaging in quality broadcast and online content in te reo Māori	Te Māngai Pāho	<ul style="list-style-type: none"> Fund Māori language music, radio and television content (TMP) Provide high quality Māori language and Māori content and develop a content strategy to drive engagement and collaboration (MTS) 	<ul style="list-style-type: none"> Review policy settings in the Māori language broadcast sector (TPK) Strengthening public media to better cater to Māori audiences (MCH) Fund innovative Māori language media and digital content in collaboration with the wider Māori media sector (TMP) 	

Table 4: Existing, modified and new funded actions that contribute towards the Aotearoa outcome

Outcome - Mātauranga Knowledge and Skills				
Key Goal: By 2040, 1,000,000 (or more) New Zealanders will have the ability and confidence to talk about at least basic things in te reo Māori				
Priority	Convening Agency	Existing Actions / Initiatives	Modified Actions / Initiatives	New Actions / Initiatives
More children and young people learning te reo Māori	Ministry of Education	<ul style="list-style-type: none"> Support provision of Māori Language in Education to c. 250,000 learners in early learning, schooling and tertiary education (MoE & education agencies). This support includes: <ul style="list-style-type: none"> Initiatives to stimulate demand for Māori Language in Education Network provision and access to Māori Language in Education Workforce development and support Resourcing for teaching and learning Governance support Support for the home-school nexus; and System stewardship. 	<ul style="list-style-type: none"> Refresh Tau Mai Te Reo (the Māori Language in Education Strategy) (MoE) Complete a Māori Language in Education stocktake (MoE) Convene a standing forum for Māori Language in Education Peak Bodies (MoE) Implement Te Ahu o Te Reo Māori to lift Māori language capacity and capability across the education workforce (MoE) Implement teacher supply initiatives (including Māori language scholarships, awards and a promotion campaign) to grow the Māori language education workforce (MoE) Provide cultural capability professional learning and development for the education workforce to better support the incorporation of Māori language, culture and identity into learning environments (MoE) 	<ul style="list-style-type: none"> Support the development of Māori Language in Education workforce through the development of (a) an overall Education Workforce Strategy and (b) a Rāngai Māori workstream (MoE) Provide direction to education providers about the provision of support for Māori language, identity and culture through the development of the Statement of National Education and Learning Priorities and the Tertiary Education Strategy (MoE) Develop Produce 'snap-reo' multimedia micro-lessons in Māori language (TMP)
More people highly proficient in te reo Māori	Ministry of Education	<ul style="list-style-type: none"> As part of the overall provision of Māori Language in Education, support Māori medium education via ngā Kōhanga Reo, Kura Kaupapa Māori, Wharekura, Wānanga & other providers (MoE) 	<ul style="list-style-type: none"> Support demand for Māori Language in Education through the Mōu Te Reo campaign and other initiatives (MoE) Provide additional support for Kōhanga Reo (MoE) Provide additional support for Te Rūnanganui o Ngā Kura Kaupapa Māori (MoE) Support the Māori Language in Education workforce through the provision of the Māori Immersion Teaching Allowance (MoE) Support the provision of Māori Language in Education through Māori Language Programme Funding for schools (MoE) Develop and distribute Māori Language teaching and learning resources through the implementation of Te Aho Ngārahu and other resourcing programmes (MoE) Review funding rates for Māori language in tertiary education (MoE) Develop He Kauwhata Reo, an online portal for Māori Language in Education resources (MoE) Support and develop the home-school Māori language nexus (including through the provision of He Kura Whānau Reo) (MoE) Develop an online Māori language proficiency self-assessment tool (TTWh) 	<ul style="list-style-type: none"> Develop and deliver Te Kawa Matakura to provide learning opportunities for highly proficient young Māori speakers (MoE) Develop a national Māori Medium Network Plan to support learner access to Māori Language in Education (MoE) Strengthen collaboration with Māori Language in Education Peak Bodies (MoE)
More people progressing beyond basic knowledge of te reo Māori	Ministry of Education and Te Puni Kōkiri	<ul style="list-style-type: none"> Analyse administrative data sets to develop the Māori language tertiary pipeline (including retention and completion rates of providers (TEC in partnership with TPK) Compile information on the quantum and nature of Māori language research in the tertiary sector (TEC) 	<ul style="list-style-type: none"> Set clear expectations with Chief Executives of their role to drive Maihi Karauna outcomes through language planning, building capability and reporting in accountability documents (SSC) Promote the importance of revitalising te reo me ngā tikanga Māori through Chief Executive Governance Groups (Te Papa Pounamu, Our People CEs Group and Māori/Crown CEs Group) (SSC) Improve the practise of Public Service leaders to increase the cultural capability within the Public Service (SSC) Provide advice on the development of the Tertiary Education Strategy (TES) to improve participation and achievement in Māori language courses (TEC) 	<ul style="list-style-type: none"> Capture baseline of Public Service cultural capability through a census (SSC)

Table 5: Existing, modified and new funded actions that contribute towards the Hononga outcome

Outcome - Hononga Engagement				
Key Goal: By 2040, 150,000 Māori aged 15 years and over will use te reo Māori as least as much as English				
Priority	Convening Agency	Existing Actions / Initiatives	Modified Actions / Initiatives	New Actions / Initiatives
More use of te reo Māori in the home, on the marae and in communities	Te Puni Kōkiri	<ul style="list-style-type: none"> Support regional Matariki Events – assist iwi, hapū, whānau and Māori to celebrate the significance of Matariki (TPK) Strengthen whānau and communities to protect, preserve and sustain the Māori language and culture and heritage of marae for future generations (TPK) 	<ul style="list-style-type: none"> Encourage Whānau Ora commissioning agencies to work with whānau towards more use of Māori language in the home (TPK) 	<ul style="list-style-type: none"> Encourage national and local-level bodies with strong community connections to promote the use of Māori language (TPK, TTWh)
More accessible public services in te reo Māori	State Services Commission and Te Taura Whiri i te reo Māori	<ul style="list-style-type: none"> Boost the amount of bilingual content on government business online (DIA) Increase bilingual signage in government offices and spaces (All agencies) Deliver proficiency tests and accreditation of translators (TTWh) Deliver translation services (DIA) 	<ul style="list-style-type: none"> Develop principles for Māori language content on government websites in the context of the Digital Service Standard work (DIA) 	<ul style="list-style-type: none"> Support core public sector agencies to develop a language plan including 'best practice' workshops, tools and Kura Reo for the public sector (TTWh) Reflect the Maihi Karauna in the Government's Digital Strategy that relates to digital transformation across the public sector and the use of the Māori language (DIA)
Te reo Māori resources held by the Crown are made more readily available	Department of Internal Affairs	<ul style="list-style-type: none"> Digitisation of Māori language collections so that they can be made available to priority groups (DIA) Support all public sector agencies to develop Māori metadata to facilitate easy access to te reo Māori content (DIA) Improving indexing and subject terms to facilitate access to te reo Māori content (DIA) 		
More towns and cities embracing bilingualism	Department of Internal Affairs			<ul style="list-style-type: none"> Engage with Local Government New Zealand and other stakeholders to understand how government can support local authorities' te reo journeys (DIA) Develop a package of resources (including funding) to support bilingual towns, where communities want such support (DIA)

Roles, responsibilities and governance

Roles of Te Puni Kōkiri and Te Taura Whiri i te reo Māori

28. Te Ture mō te Reo Māori 2016 provides that Te Taura Whiri leads the coordination of the implementation

of the Maihi Karauna (s40 91)(c) refers). The roles of Te Puni Kōkiri and Te Taura Whiri i te Reo Māori in relation to the Maihi Karauna are described in the following table.

Table 6: Roles of Te Puni Kōkiri and Te Taura Whiri in relation to the Maihi Karauna

Organisation	Function	Maihi Karauna role
Te Puni Kōkiri	<ul style="list-style-type: none"> Administers Te Ture mō Te Reo Māori 2016 Leads policy advice to Ministers and agencies on achieving better results for whānau Māori Develops and invests in innovative approaches that will deliver improved outcomes for Māori 	<ul style="list-style-type: none"> Lead the review of and changes to the Maihi Karauna Lead policy changes to Te Ture mō Te Reo Māori 2016 Lead development and advice on Budget bids Secretariat for Te Rūnanga Reo Lead the development of the implementation plan Support and co-lead the Maihi Karauna evaluation activities
Te Taura Whiri i te Reo Māori	<ul style="list-style-type: none"> Leading the coordination of the implementation of the Maihi Karauna, including monitoring Support language planning within Public Sector agencies Promoting the Māori language Licensing Māori language translators 	<ul style="list-style-type: none"> Lead language planning across government Lead the Senior Officials Group (including secretariat functions) Lead Te Papa Kōrero (including secretariat functions) Produce the Maihi Karauna annual report Lead Maihi Karauna evaluation activities Co-lead Joint Te Whare o Te Reo Mauri Ora projects

Roles and responsibilities of Maihi Karauna convening agencies

29. The Maihi Karauna has a number of priority areas where the Crown intends to focus its attention and resources over the next five years. Each priority has one or two convening agencies, whose role it will be to bring agencies together to achieve collective impact for that particular priority.

30. The allocation of priorities reflects the legislative roles of agencies and/or the areas in which they lead policy or government activities. This approach gives effect to the all of government, collaborative approach to the delivery of activities and outcomes within the Maihi Karauna. The priorities and convening agencies for the Maihi Karauna are shown in the following table.

Table 7: Maihi Karauna outcomes, priorities and convening agencies

Maihi Karauna Outcome	Priority	Timeframe	Convening agency
Aotearoa – Nationhood	More New Zealanders valuing te reo me ngā tikanga Māori as part of our national identity	Current (1–2 years)	Ministry for Culture and Heritage
	More value gained from te reo me ngā tikanga Māori for economic and social development	Current (1–2 years)	Te Puni Kōkiri
	More young people excited about te reo Māori	Current (1–2 years)	Te Puni Kōkiri and Te Māngai Pāho
	More people engaging with quality broadcast and online content in te reo Māori	Med-term (3–5 years)	Te Māngai Pāho
Mātauranga – Knowledge and skills	More children and young people learning te reo Māori	Current (1–2 years)	Ministry of Education
	More people progressing beyond basic knowledge of te reo Māori	Current (1–2 years)	Ministry of Education and Te Puni Kōkiri
	More people highly proficient in te reo Māori	Med-term (3–5 years)	Ministry of Education
Hononga – Engagement	More use of te reo Māori in the home, on the marae, and in communities	Current (1–2 years)	Te Puni Kōkiri
	Te reo Māori resources held by the Crown are made more readily available	Current (1–2 years)	Department of Internal Affairs
	More accessible public services in te reo Māori	Current (1–2 years)	State Services Commission and Te Taura Whiri i te reo Māori
	More towns and cities embracing bilingualism	Med-term (3–5 years)	Department of Internal Affairs



Governance of the Maihi Karauna

31. The Maihi Karauna is governed by two groups (a group of Chief Executives and a group of Ministers and members of Te Mātāwai). These groups meet regularly to progress towards the Maihi Karauna and Te Whare o Te Reo Mauri Ora outcomes.

Te Papa Kōrero

32. Te Papa Kōrero is co-Chaired by the Chief Executives of Te Puni Kōkiri and Te Taura Whiri (Te Taura Whiri also provides secretariat functions for Te Papa Kōrero). Te Papa Kōrero meets regularly and its membership includes the Chief Executives of: Te Puni Kōkiri; Te Taura Whiri i te Reo Maori; the Ministry of Education; the Ministry for Culture and Heritage; Te Mātāwai; Te Māngai Pāho; the Māori Television Service; and the Department of Internal Affairs.

33. The purpose of Te Papa Kōrero is to provide coordination and leadership for the implementation of both Maihi (Maihi Māori and Maihi Karauna). This role in practice involves:

- a. identifying opportunities to advance collaborative initiatives and providing advice to Te Rūnanga Reo around large scale actions that require their support
- b. monitoring progress of joint work plans to advance the objectives of both maihi
- c. attend to other matters as directed by Te Rūnanga Reo.

Te Rūnanga Reo

34. Te Rūnanga Reo is a group of Government Ministers and members of Te Mātāwai who govern Te Whare o Te Reo Mauri Ora. The group meets regularly (on a cycle aligned with Te Papa Kōrero) and is chaired by the Minister for Māori Development.

35. The responsibilities of Te Rūnanga Reo include:

- a. appraising and confirming as shared vision for the Māori language
- b. identifying issues of shared importance, opportunities and risks related to both maihi
- c. identifying issues with the Maihi Karauna Strategy and prioritise outcomes within the strategy.

36. The membership of Te Rūnanga Reo is comprised of:

- a. Six members of Te Mātāwai, including the Chair or Co-Chairs of Te Mātāwai
- b. Minister for Māori Development and Associate Minister for Local Government (Chair)
- c. Associate Minister for Arts, Culture and Heritage
- d. Minister for Crown/Māori Relations, Associate Minister of Education and Minister of Tourism
- e. Minister of State Services
- f. Minister of Finance, and
- g. Minister of Broadcasting, Communications and Digital Media.

Monitoring & evaluation

Joint monitoring and evaluation (M&E) framework for Te Whare o Te Reo Mauri Ora

37. Recently Te Taura Whiri i te reo Māori, in partnership with Te Puni Kōkiri and Te Mātāwai, developed an M&E framework for Te Whare o Te Reo Mauri Ora.⁶ The sole focus of this M&E framework is on the health of the partnership between the Maihi Maori⁷ and Maihi Karauna strategies. The Maihi Karauna and the Maihi Māori have their own M&E frameworks that set out how the success of each strategy will be measured.

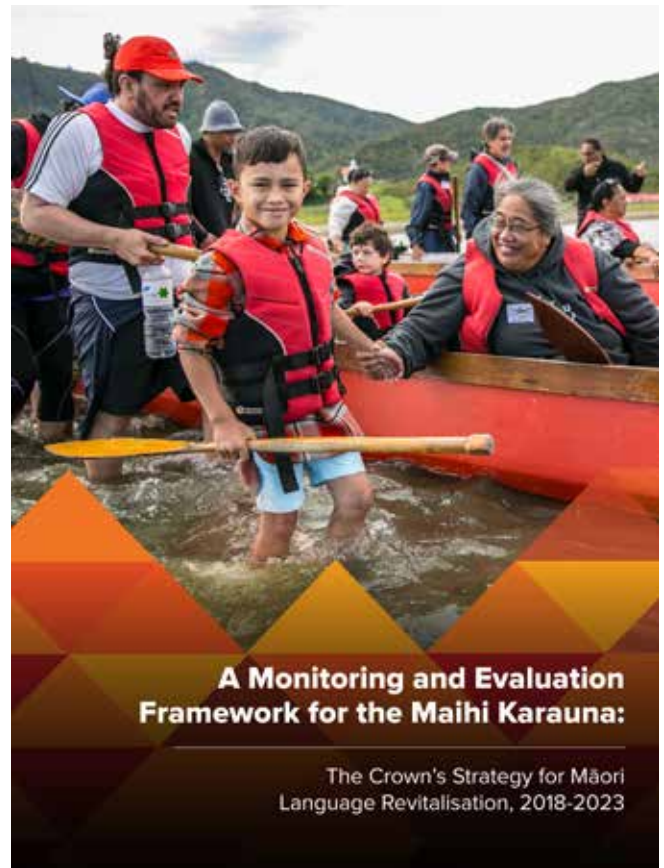
Importance of monitoring and evaluation to achieving collective impact

38. Collective impact works by establishing a “centralised infrastructure, a dedicated staff and a structured process” for participating organisations.⁸ Te Whare o Te Reo Mauri Ora is a collective impact framework. It has all five conditions of collective success as defined by the research of Kramer and Kania.⁹

39. The joint M&E framework is a foundational project for Te Whare o Te Reo Mauri Ora, and it satisfies one of the five conditions of collective impact (shared measurement). It recognises that the M&E frameworks for the Maihi Karauna and the Maihi Māori measure the success of the individual strategies, and focuses on the health of the partnership. It is important that the health of the partnership is measured so that any lessons on how to maximise collective impact can be implemented.

Maihi Karauna M&E framework

40. An M&E framework for the Maihi Karauna was published alongside the Maihi Karauna strategy in February 2019.¹⁰ This M&E framework outlines the intervention logic for the Maihi Karauna, the M&E questions that drive the M&E activities, the measures and indicators for the Maihi Karauna, and the M&E activities and timeline for these over the period 2018/19 to 2022/23.



Cover photo of the Measurement and Evaluation Framework for the Maihi Karauna.

41. Maihi Karauna agencies are responsible for monitoring the outputs and outcomes of their own activities, and will also be required to report progress and achievements towards the priorities and outcomes of the Maihi Karauna as part of the annual reporting process. Information on outputs and spending will be compiled, and reported annually in December, by Te Taura Whiri i te reo Māori. This information will also be used to monitor the progress towards the annual implementation plan.
42. The following table shows the timeline of M&E activities out to 2022/23.

6 R&K Consultants Ltd, 2019. Monitoring and Evaluation Framework for Te Whare o Te Reo Mauri Ora. Report prepared for Te Taura Whiri i te reo Māori. Awaiting publication.

7 At the time of writing Te Mātāwai had not developed an M&E framework for the Maihi Māori.

8 Kramer, M., Kania, J. 2011. Stanford Social Innovation Review. Retrieved from <https://www.fsg.org/publications/collective-impact>.

9 The five conditions of collective success are (1) a common agenda, (2) shared measurement, (3) mutually reinforcing activities (4) continuous communication and (5) backbone organisation.

10 Te Puni Kōkiri, 2019. A Monitoring and Evaluation Framework for the Maihi Karauna: The Crown's Strategy for Māori Language Revitalisation, 2019-2023. Retrieved from <https://www.tpk.govt.nz/en/a-matou-kaupapa/maihi-karauna>.

Table 8: Monitoring and evaluation activities by financial year

Area of interest	2018/19	2019/20	2020/21	2021/22	2022/23
Monitoring outputs		Agencies to report Māori language outputs annually in December			
Monitoring spending		Agencies to monitor and report on Māori language spending annually in December			
Monitoring of high-level outcomes	Māori language baseline indicators report ¹¹	Māori language indicators monitoring report – Dec 2019	Māori language indicators monitoring report – Dec 2020	Māori language indicators monitoring report – Dec 2021	Māori language indicators monitoring report – Dec 2022
First-wave Maihi Karauna activities		First-wave activities evaluation, Dec 2019			
Strategy implementation			Implementation evaluation, Jun 2021		Summative evaluation, Dec 2022
Strategy effectiveness/impact			Early outcomes evaluation, Jun 2021		

Source: Te Puni Kōkiri, 2019. *Maihi Karauna M&E Framework*. Pages 10–11 refers.

¹¹ This report was initially due to be published in March 2019, but was delayed due to the Census 2018 and Te Kupenga 2018 delay. This report will be published in September 2019.

Student attendee at the Maihi Karauna regional workshop held in Fielding. Rangatahi who attended had the opportunity to inform future implementation activities for the Maihi Karauna strategy. Photo by Adrian Heke.



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