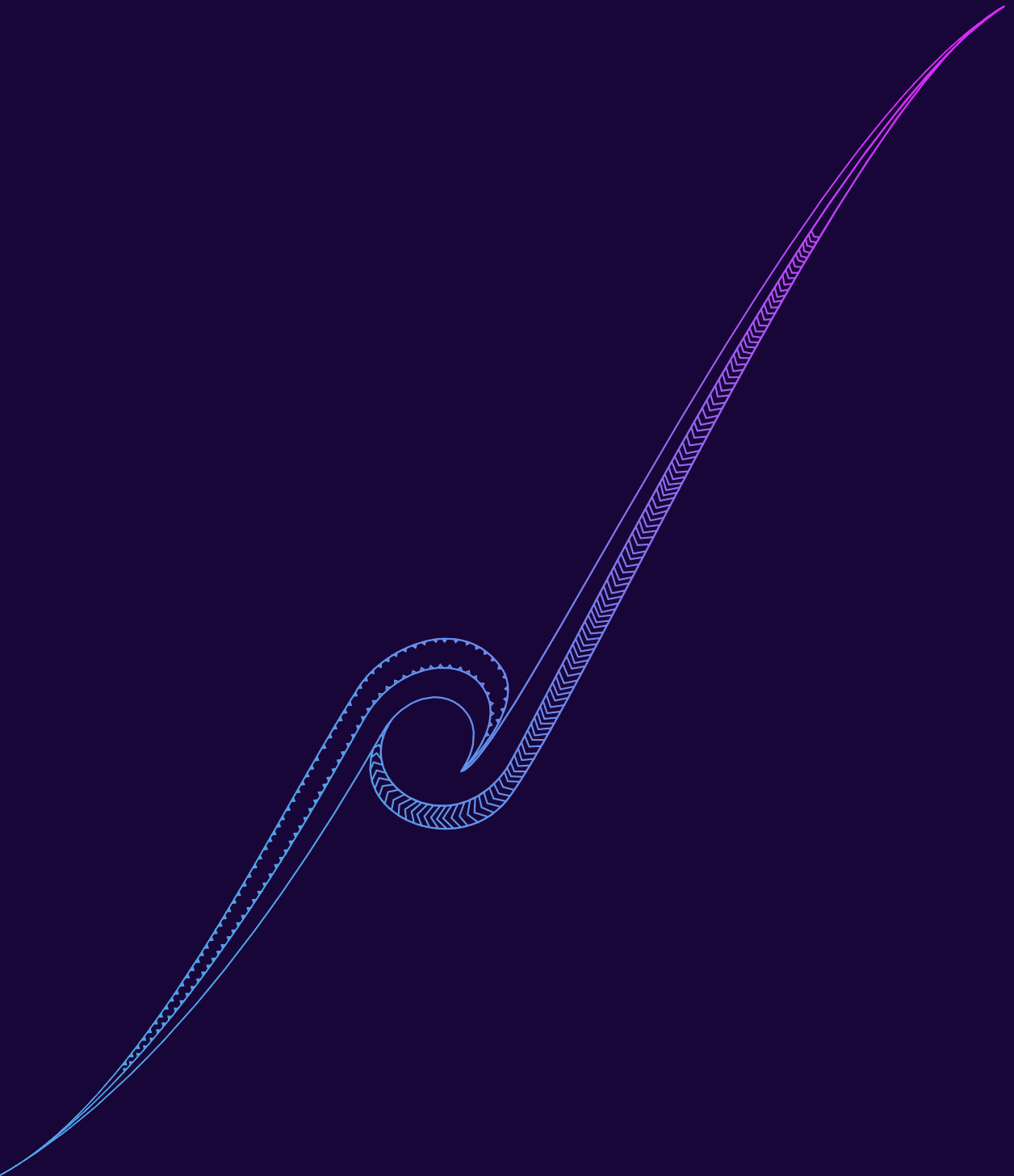






Te Māngai Pāho Statement of Intent 2020–2025
Presented to the House of Representatives
Pursuant to Section 149 of the Crown Entities Act 2004

Te Māngai Pāho Tauāki Whakamaunga Atu 2020–2025
I whakaaturia ki te Whare Pāremata
I runga anō i te whakahau o te Section 149 of the Crown Entities Act 2004

Office Address
Level 2 Te Puni Kōkiri House
143 Lambton Quay Wellington 6011
Aotearoa – New Zealand

Postal Address
PO Box 10 004
Wellington 6143
Aotearoa – New Zealand

Telephone 04-915 0700
Email info@tmp.govt.nz
Website www.tmp.govt.nz

Published by Te Māngai Pāho
PO Box 10 004, Wellington, Aotearoa New Zealand
© Te Māngai Pāho 2020
All rights reserved
Enquiries should be made to the Publisher.
ISSN 1173-3233

Tari
Papa 2, Te Puni Kōkiri House
143 Lambton Quay, Te Whanganui a Tara 6011
Aotearoa – New Zealand

Wāhi Pōhi
Pouaka poutāpeta 10 004
Te Whanganui a Tara 6143
Aotearoa – New Zealand

Waea 04-915 0700
Imēra info@tmp.govt.nz
Paetukutuku www.tmp.govt.nz

I tāia e Te Māngai Pāho
Pouaka poutāpeta, Te Whanganui a Tara, Aotearoa – New Zealand
© Te Māngai Pāho 2020
Pūmau te mana
Me toro atu ki te kaitā.
ISSN 1173-3233

	TAUĀKĪ Ā TE POARI Statement from the Board	04
	KO WAI MĀTOU? Who Are We?	06
	POUTARĀWAHO RAUTAKI Strategic Framework	08
	ARONGA RAUTAKI Strategic Direction Te Taiao Environment Whāinga ā-Haumitanga Investment Goals Ngā Tikanga Whakahaere Operating Principles	10
	TE INE ANGITŪTANGA Measuring Success	16
	TE HAUORA ME TE PŪKAHA O TE WHAKAHAERE Organisational Health and Capability	18

Statement from the Board

Maia, maranga

Maia, maranga te rangi e tū iho nei
Maia, maranga te papa e takoto ake nei
Maia, areare ki roto, maia, areare ki waho
He uru ora! He uru ora!

Tina

Tina toka te manawa ora!
Manawa ora ki te whakatipua
Manawa ora ki te whakatawhito
Hōmai te mouri ora!
Ko te ora i te pū, i te weu, i te aka, i te tāmore

Tēnei te ora ka tupu

Tuputupu nūnui, tuputupu rōroa te ora
Rere mai te waiora
Ka uru ora! Ka uru ora...eee hai!
Hui e! Tāiki e!¹

Ahakoā ngā hau āwhiowhio e whakatutū puehu i tēnei wā, ko te reo tonu te toka tū moana e hono ana i a tātou. Ko te reo te pūtakatanga 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 ā 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.

As we prepare this document, we face challenging times that will stretch on for some considerable time to come. The spectre of COVID-19 hangs over all of us and, in the short term at least, is going to further complicate our planning task for the next two or three years.

The ever-accelerating rate of change in the media and communications sector had already set us on a trajectory of change. That notion was endorsed by the government, with Te Ao Pāpāho Ki Tua – Māori Media Sector Shift, and the

expectation was that this document would be informed by the outcomes of that work.

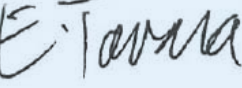
While that will not now be the case, we as a Board, believe that it is important the organisation maintain the momentum for change. More than that, we must look further ahead in an endeavour to predict where and how, we as a nation, and as the Māori media sector might emerge better than before. History teaches us, that when we emerge from this crisis, we will move forward from where we land; there will be no going back to what was. Our role is to ensure Te Māngai Pāho is ready and able to support the Māori media sector to move beyond merely adapting to the new normal and instead evolve into something better.

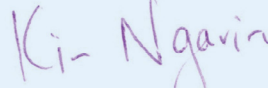
From July 2020 Te Māngai Pāho will implement a more content focused funding strategy.

Since our inception, the needs of traditional linear broadcast schedules have guided our strategies. That is no longer the case. The quality of content, measurable Māori language outcomes, target Māori language audiences, on multiple platforms is what will guide our future content decisions.

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 Mauri Ora Te Reo”.²

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


Dr Eruera Tarena
Te Māngai Pāho Board Chair
30 June 2020


Kim Ngarimu
Board Member
30 June 2020

1. Nā Che Wilson o Te Paepae Waho – Che’s Channel

2. The shared vision of the Maihi Māori and the Maihi Karauna or Te Whare o te Reo Mauri Ora.

Tauākī ā te Poari

Maia, maranga

Maia, maranga te rangi e tū iho nei
Maia, maranga te papa e takoto ake nei
Maia, areare ki roto, maia, areare ki waho
He uru ora! He uru ora!

Tina

Tina toka te manawa ora!
Manawa ora ki te whakatipua
Manawa ora ki te whakatawhito
Hōmai te mouri ora!
Ko te ora i te pū, i te weu, i te aka, i te tāmore

Tēnei te ora ka tupu

Tuputupu nūnui, tuputupu rōroa te ora
Rere mai te waiora
Ka uru ora! Ka uru ora...eee hai!
Hui e! Tāiki e!¹

Ahakoā ngā hau āwhiowhio e whakatutū puehu i tēnei wā, ko te reo tonu te toka tū moana e hono ana i a tātou. Ko te reo te pūtakatanga 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 ā 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.

I a mātou e whakataka ana i tēnei pūrongo, e anga ana mātou i ngā mātātaki ka toro haere tonu mō te wā āhua roa nei. Kei runga i a tātou katoa te kēhua COVID 19 e iri ana, ā, me tōna huri ki te whakararu i tō mātou mahi whakamaherehere mō ngā tau e rua, e toru rānei ki mua.

I whakarite kē te auau panoni whakaterere i roto i te rāngai pāpāho, whakawhitiwhiti kōrero hoki, i a mātou ki runga i tētahi rerenga panonitanga. I tautokona tēnei e te kāwanatanga mā Te Ao Pāpāho Ki Tua, ā, ko te tūmanako

i puta, ka whakamōhiotia tēnei tuhinga mā ngā putanga o taua mahi.

Ahakoā kua kore tēnei āhukatanga ināianei, e whakapono ana mātou te Poari, he mea nui ka pupuri te whakahaere i te torohaki mō te panonitanga. Nui ake i tērā, me mātua titiro whakamua ake mātou, hei huarahi ki te matapae ki whea, mā hea hoki tātou e puta pai ake e ai ki ngā rā ki muri. Whakaako ai te hītori i a tātou, ka puta ana tātou i tēnei pēhitanga, ka neke whakamua tātou, atu i te wā i tau tātou; e kore a muri e hokia.

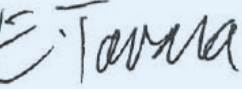
Ko tā mātou kawenga, ko te whakarite kua reri, kua āhei a Te Māngai Pāho ki te tautoko i te rāngai pāpāho Māori ki te neke ki tua atu i te mahi takatū noa ki te māori hou, engari me hangā kē hei mea pai ake.

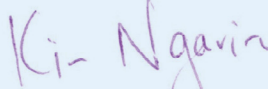
Mai i te marama o Hōngongoi 2020, ka whakatinana a Te Māngai Pāho i tētahi rautaki tahua arotahi–whakaputunga.

Mai i tō mātou timatatanga, ko ngā hiahia o ngā wātaka taketake, pāpāho rārangi e arataki ana i ō mātou rautaki. Kua kore i pēnei ināianei. Ka hāngai kē te kounga o te hōtaka, me ngā putanga reo Māori taea ai te ine, ki ngā kaimātakitaki reo Māori, ā, ko ngā tūāpapa maha te mea hei arataki i ō mātou whakataunga hōtaka i ngā rā ki mua.

Ka noho hāngai pū te mahi ngātahi me te rakatanga ki tō mātou ahunga. E ū ana mātou ki te mahi i te taha o ētahi atu i roto i te ātea whakarauora reo Māori, pāpāhotanga Māori hoki, ki te whakanui ake i te papātanga ā-ohu o te matakiteanga ngātahi ‘Kia Mauri Ora Te Reo’.²

Ka whakatakoto tēnei Tauākī Whakamaunga Atu i ngā koronga wā-poto me ngā whakaritenga a Te Māngai Pāho.


Dr Eruera Tarena
Te Māngai Pāho Board Chair
30 Pipiri 2020


Kim Ngarimu
Board Member
30 Pipiri 2020

1. Nā Che Wilson o Te Paepae Waho – Che’s Channel

2. The shared vision of the Maihi Māori and the Maihi Karauna or Te Whare o te Reo Mauri Ora.

Who Are We?

Te Māngai Pāho is a Māori language agency operating in the media sector – broadcast, online, social media and music. Our primary role is to promote Māori language and culture by funding the production and distribution of te reo Māori content, Māori cultural content and Māori music to diverse Māori language audiences. More recently, our role has been expanded to include funding other activities to promote Māori language and Māori culture and this has provided welcome flexibility.

In 2019 Te Māngai Pāho celebrated 25 years of existence. We were established in 1993 under the Broadcasting Amendment Act, giving life to the acknowledgement by successive governments that te reo Māori is a taonga warranting its active protection and support. That's a very simple statement of fact and does not give appropriate recognition to the long struggle that preceded our establishment. Nor does it acknowledge those who led that struggle on behalf of te reo Māori. In early April this year we lost another of those great champions with the passing of Huirangi Waikerepuru. Perhaps the passing of Matua Huirangi will prompt us to start considering more carefully where our next generation of great champions will come from.

Media and communication sector developments continue to accelerate. Audiences are increasingly fragmented and are more assertively demanding content when and how they want it. There has been a proliferation of services and delivery platforms and while experience suggests that over time there will be a consolidation of some of these platforms, right now we are in a battle to create content that audiences want and deliver it to where they want to see or listen to it. This phenomenon will remain with us for the

foreseeable future: the challenge for us all will be how do we work collaboratively to develop solutions that will enable our collective success and maximise our collective contribution to revitalisation of te reo Māori.

The widespread use of electronic media in today's society does mean that our investments can be a catalyst for changing how people think, feel and behave. To harness the power of modern media we actively encourage content that is re-useable on a wide variety of different platforms to reach the widest possible audience.

The core work of our small team of staff is to manage an annual investment fund of approximately \$66 million (GST exclusive) for the production and distribution of te reo Māori content and support for the entities that provide those services.

THE KOPA MODEL

Te Māngai Pāho has adapted the KoPA model from the ZePA³ model. The tool is a means of segmenting our population along a language and cultural behaviour learning continuum. Te Māngai Pāho has worked with other agencies engaged in language revitalisation to operationalise that theoretical model as a high level measure of our collective success. In 2019, with the support of those agencies Te Māngai Pāho commissioned a survey to provide a robust 'baseline' against which future movement can be measured.

In 2020 Te Māngai Pāho has 'personalised' the model for te reo Māori by rebranding it KoPA and providing kupu Māori for the stages in the progression along the continuum from Kore to Awatea.⁴

3. Higgins, R. & Rewi, P., ZePA – Right-shifting: Reorientation towards Normalisation (p25), in Higgins, R., Rewi, P. & Olsen-Reeder V. (Eds.), The Value of Māori Language Te Hua o te Reo Māori. Wellington, New Zealand: Huia and Ngā Pae o te Māramatanga, 2014.

4. Every Iwi has its own traditions in respect of the whakapapa from 'te Kore ki te Ao Mārama'. The kupu we have chosen are drawn from a Whanganui tauparapara.

Ko Wai Mātou?

He Pūtahi reo Maori a Te Māngai Pāho e mahi ana ki roto i te rāngai pāpāhotanga, e kapi ana i te pāpāhotanga, te hōtaka ā-ipurangi, te rāngai pāpāho pāpori, me te pūoro. Ko tā matou kawenga matua, ko te whakatairanga i te reo Māori me ngā tikanga mā te whakarato pūtea ki te waihanga me te tohatoha i te horopaki ā-hōtaka Māori, te horopaki ā-hōtaka ahurea Māori me te pūoro Māori, ki ngā kaimātakitaki kanorau reo Māori. Ina tata nei, kua whakawhānuitia tō mātou kawenga kia whai wāhi ai tā mātou tohatoha pūtea mō ētahi atu ngohe hei whakatairanga i te reo Māori me te ahurea Māori, ā, nā tēnei kua puta he hangoretanga e tino pirangitia ana.

I whakanui Te Māngai Pāho i tōna oranga mō te rua-tekau mā rima tau. I whakatūria mātou i te tau 1993 i raro i te Broadcasting Amendment Act, tērā i whakatinana i te whakataunga o ngā kāwanatanga mai rā anō, he taonga te reo Māori me whai whakamarumarutanga kakama, tautoko hoki. He tauāki māmā noa iho tērā, me tana kore aro hāngai ki te nōnoke roa i puta i mua i tō mātou orokohanga. Me tana kore whakatau hoki i ngā tāngata i arataki i te nōnoke roa mō te taha ki te reo Māori. I te wā tōmua o Paenga-whāwhā i tēnei tau, i ngaro atu anō tētahi whakaihūwaka i te matenga o Huirangi Waikerepuru. Tērā pea ka kikapipa te wehenga o Huirangi Waikerepuru i a tātou ki te whakaaro, mai hea puta mai ai tō tātou reanga whakaihūwaka whai muri iho.

Kei te kaha tonu te rerenga o ngā whanaketanga rāngai pāpāho, whakawhitiwhiti kōrero. Kei te piki haere tonu te tūāporo o ngā kaimātakitaki, me tā rātou tāpae kōrero matū mō te wā e hiahia ana rātou. Kua puta kē te matomato o ngā ratonga me ngā tūāpapa tuku. Ahakoa e tohu ana ngā wheako, tērā ka puta he whakatōpūtanga o ētahi o ēnei

tūāpapa, i tēnei wā tonu, kei roto mātou i tētahi pakanga nui ki te hanga hōtaka e pirangitia ai e ngā kaimātakitaki, me te tuku ki ngā wāhi e hiahia ana rātou ki te whakarongo, ki te mātakitaki rānei. Ka noho tēnei āhuatanga ki a tātou i te wā ki mua e kitea ana. Ko te wero mā mātou katoa, ko te mahi ngātahi ki te whanake hiraunga e āhei ai tō mātou angitu ngātahi me te whakanui ake i tō mātou takoha ki te whakarauoranga o te reo Māori.

Ko te tikanga, ka tū o mātou haumi hei whakakōki mō te whakarerekē i te ara whakaaro ai te tangata, rongo ā-kāre ā-roto ai me te āhua whano ai te tangata. Kaha whakatenatena ai mātou i ngā hōtaka taea ai te whakamahi anō ki runga i ngā tūāpapa matahuhua kia toro atu ki te hunga mātakitaki whānui tonu.

Ko te mahi pū a tō mātou rōpū kaimahi iti nei, ko te whakahaere i te haumi ā-tau o te tahua haumi ā-tau mō te āwhiwhi ki te \$66 miriona (Take Hokohoko Kore) mō te waihanga me te tohatohanga o ngā hōtaka reo Māori me te tautoko i ngā hīnonga e whakarato ana i aua ratonga.

TE MAHERE KOPA

Kua whanaketia e Te Māngai Pāho te tauira KoPa (mōhiotia ana ko te tauira ZePA³) hei huarahi mō te harangotengote i tō tātou taupori i runga i te motukorenga ako whanonga-ahurea. He nui tonu ngā pokapū kua uru ki roto i ngā mahi whakarauoratanga e tautoko ana i te whakamahia o KoPA hei inetanga taumata-teitei o ō tātou angitu tahi. Pouhere ai te tauira KoPA i tō mātou putarāwaho rautaki.

3. Higgins, R. & Rewi, P., ZePA – Right-shifting: Reorientation towards Normalisation (p25), in Higgins, R., Rewi, P. & Olsen-Reeder V. (Eds.), The Value of Māori Language Te Hua o te Reo Māori. Wellington, New Zealand: Huia and Ngā Pae o te Māramatanga, 2014.

4. Every Iwi has its own traditions in respect of the whakapapa from 'te Kore ki te Ao Mārama'. The kupu we have chosen are drawn from a Whanganui tauparapara.

Strategic Framework

OUR VISION
Ahakoā kei whea, ahakoā āwhea, ahakoā pēwhea, Kōrero Māori!
Māori language – everywhere, every day in every way!

NGĀ UARATANGA
Our Values



TE HIRANGA
EXCELLENCE



NGĀ TIKANGA
MOTIVATION



MAHI TAHI
COLLABORATION



TE TAUUTUUTU
RECIPROCITY

NGĀ AROTAHI MATUA
Key Focus Areas



TE RAUKAHA
CAPACITY

Attract, nurture and develop Māori talent.



TE WAIHANGA
CREATION

Encourage creativity, innovation and excellence in Māori content and music



TE MINENGA
AUDIENCE

Grow audiences and engagement with quality, accessible Māori content

Poutarāwaho Rautaki

MAJOR OUTCOME
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.

WHĀINGA OTINGA
Our Outcomes

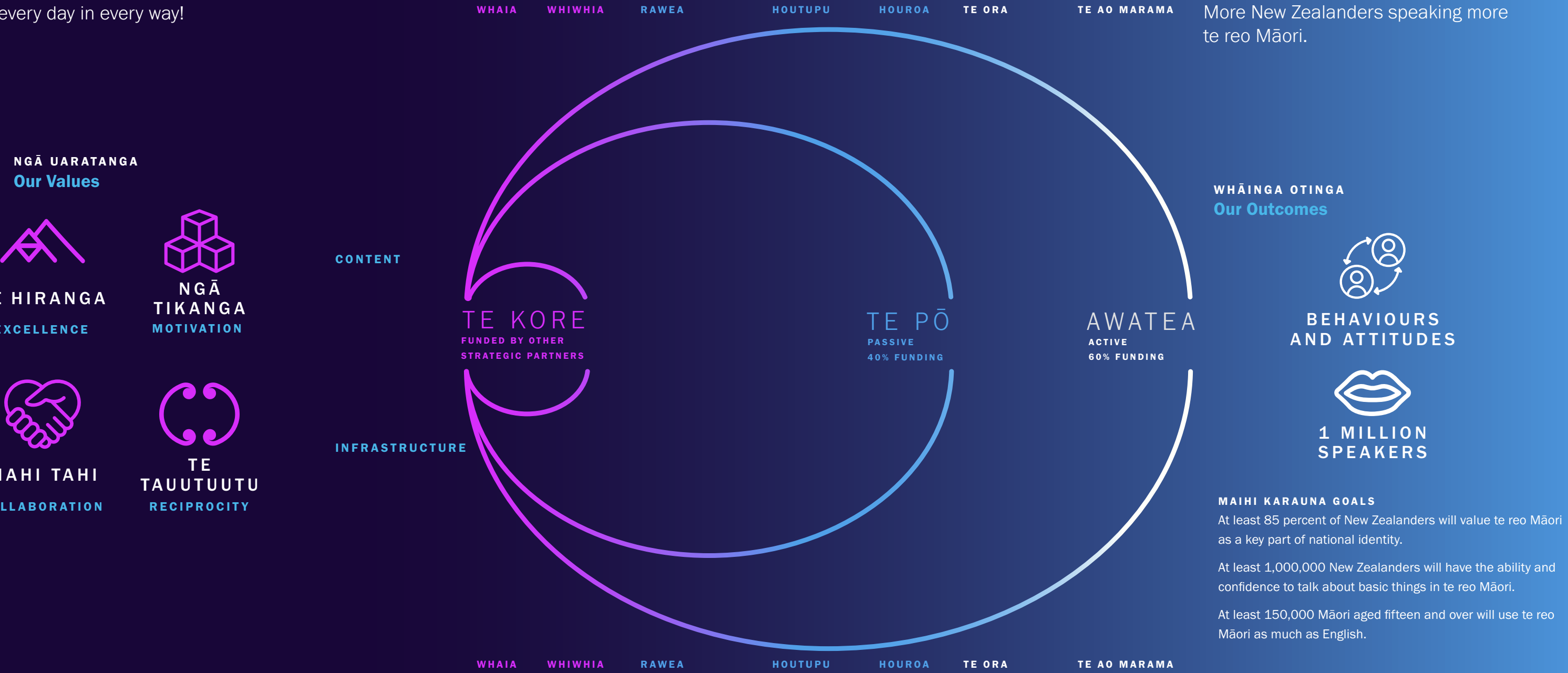


BEHAVIOURS AND ATTITUDES



1 MILLION SPEAKERS

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



Strategic Direction

Clearly we will be working in a much changed environment post COVID-19. Not only will we be dealing with the direct consequences of the COVID-19, the impact of lockdown and a staged emergence from that state, it is also likely that experience of COVID-19 will further accelerate a media sector reset.

Although COVID-19 may have been a ‘speed-bump’ for both Te Ao Pāpāho ki Tua – the Māori Media Sector Shift (MMSS) and the Public Media review, it is important that we do not let that obstacle stall our momentum. We, as the Māori Media sector, must embrace the opportunity this unfortunate event provided for us to reimagine our trajectory. We must collaborate to quickly get back to a ‘new-normal’ and then start re-inventing ourselves for the ‘post-pandemic world’. In the words of Tā Hēmi Henare, “Kua tawhiti kē tō haerenga mai, kia kore e haere tonu. He nui rawa o mahi, kia kore e mahi tonu.”

Te Māngai Pāho will work with the sector and all its disparate components to progress change and transform the sector from a primarily linear delivery model to a more agile non-linear online model.

Based on our observation of the landscape we have been able to make a significant change in our Strategic Framework. In the course of our 25 year revitalisation journey, Te Māngai Pāho has taken the lead with the provision of funding for relatively low level Māori language content. What we see now, is not only a greater appetite for Māori language content, but also a greater willingness from our strategic partners to supply this content. In this document, Te Māngai Pāho has ‘Right-shifted’ its own focus on the KoPA continuum, confident that we have the support and commitment of others to provide Māori language content aimed at audiences with a lower level of fluency. Accordingly, Te Māngai Pāho has moved to concentrate on content that contains more than 30% te reo Māori content.

Te Māngai Pāho will continue to allocate 60% of our 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 accessible through the provision of sub-titles. As has been clearly demonstrated internationally, language is not a barrier to the enjoyment of quality programming. Sub-titles open the way for those seeking access to a Māori world view. 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 and are committed to developing more longer term funding arrangements with key content providers. It is also important that we foster an environment where it's safe to experiment and fail.

Te Māngai Pāho is committed to leading change in our sector but as Dr Ashley Bloomfield, recently observed, “leadership is an invitation to collective action.” There will be no victory if Te Māngai Pāho travels alone.

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 need to be reflected upon and shared. Our innovation model will ensure that we not only provide the opportunity to experiment and prototype, but also the requirement that we reflect and evaluate the outcomes of the experiment for the benefit of our wider community. Our whole community needs to benefit from our strategic learnings.

Aronga Rautaki

E mārama ana, ka mahi mātou ki roto i tētahi taiao kua kaha-rerekē whai muri i a COVID-19. Ehara i te mea ka mahi noa iho mātou me ngā tukunga hou hāngai o te COVID-19, te papātanga o te noho-here, me tētahi putanga whakaraupapa mai i tērā āhua, tae noa ki te whano o te COVID-19 kāre e kore ka whakaterere i te whakatikaina o te rāngai pāpāho.

Ahako tērā pea he waewae tutuki noa iho te COVID-19 mō Te Ao Pāpāho Ki Tua, me te arotakenga Ao Pāpāho Tūmatanui, he mea nui kia kaua mātou e tuku mā tētahi taunahua e auporo i tō mātou torohaki. Me mātua awhi mātou, te rāngai pāpāho Māori, i te whai wāhitanga kua puta ki a mātou nā runga i tēnei kaupapa weriweri i tukua ki a mātou kia auaha anō mātou ki tō mātou rerenga. Me mātua mahi ngātahi mātou kia tere tonu ai te hoki ki tētahi āhua māori hou, me tā mātou tīmata ki te hanga anō i a mātou mō te ao whai i te urutā matewhānui ā-ao. E ai ki ngā kōrero a Tā Hemi Henare, ‘Kua tawhiti kē tō haerenga mai, kia kore e haere tonu. He nui rawa o mahi, kia kore e mahi tonu.’

Ka mahi te Te Māngai Pāho i te taha o te rāngai me ōna wāhanga maha katoa, ki te kauneke panonitanga me te takahuri i te rāngai mai i tētahi tauira whakarātanga ā-rārangi, ki tētahi tauira whakarato rārangi tuku pakari ake, kore-rārangi, tauira ā-ipurangi.

E ai ki tō mātou tirohanga ki te kaupapa takotoranga, kua āhei mātou ki te whakamahi i ētahi panoni tāpua ki roto i tō mātou poutarāwaho rautaki. Whai ana i te ara o tā mātou haerenga whakarauora, kua puta Te Māngai Pāho ki mua nā te whakarātanga tahua mō ngā hōtaka reo Māori taumata-iti. Ko tā mātou e kite ana ināianei, ehara anake ko te hiakai nui mō ngā hōtaka reo Māori, engari kua puta he painga mai i ō mātou hoa pātui ki te whakarato i tēnei hōtaka. I roto i tēnei tuhinga, kua hunuku-tahamataua hoki Te Māngai Pāho i runga i te rārangi KoPA, me tā mātou ngākau titikaha kei i a mātou te tautoko me te paiheretanga o ētahi atu ki te whakarato hōtaka reo Māori e hāngai ana ki ngā kaimātakitaki e whai ana i te taumata matataunga iti-rawa. Nā tēnei, kua neke Te Māngai Pāho ki te hiiwa i te taumata-iti o te matataunga ki te reo. Na tēnei, kua huri Te Māngai Pāho ki te whakahāngai noa iho ki ngā mahi waihanga e whai ana i te 30 ōrau hōtaka reo Māori.

Ka haere tonu Te Māngai Pāho ki te whakarato i te 60 ōrau o tōna tahua hōtaka ki te hōtaka reo Māori. E toru nga take matua pū mō taua whakataunga. Tuatahi, kua takoto he tino hiahia ki te whakarato hōtaka reo Māori pai ake mā te hunga kei runga i te huarahi reo, ā, ko Te Māngai Pāho anake te pokapū e toha pūtea tāpua ana te rahinga. Tuarua, kua piki ake te hiahia o ngā tūāpapa auraki me ngā pokapū ki te mōhio ki tō rātou herenga ki te whakarato hōtaka reo Māori, hōtaka tikanga Māori mā ngā kaimātakitaki auraki. Tuatoru, e āhei ana te torotoro i ngā hōtaka matataunga whai kounga mā te whakarātanga o ngā whakamāoritanga. E ai ki tērā kua whakaatungia puta noa i te ao, kihai te reo e tū hai ārai mō te i te pārekareka ki ngā hōtaka whai kounga. Whakatuwhera ai ngā taitara-iti i te ara mō rātou e rapu toronga ana ki tētahi tirohanga ā-ao Māori. Whakatau ai ō mātou ake raraunga kaimātakitaki ka taea noa iho te whakawhānui i te hiahia me te manako o te hōtaka whakapūtea ai mātou.

Kei te mārama mātou, ka pai ake ngā pae whakamahere mā te mōhio tūturu mō te taha toha pūtea, me tā mātou noho ū ki te whakawhanake i ētahi whakaritenga toha tahua wā-roa ake i te taha o ngā kaiwhakarato hōtaka matua. He mea nui anō hoki, ka whakatītina mātou i tētahi taiao e haumarua ai mō te whakamātautau me te hinga noa.

Ka noho here Te Māngai Pāho ki te arataki panonitanga i roto i tō mātou rāngai, engari e ai ki te tirohanga, a Rata Ashley Bloomfield, he tono te kaiārahitanga ki ngā mahi ā-kohinga. Kāre e puta te wiktōria mehemea ka haere Te Māngai Pāho me tōna kotahi.

I roto i tō mātou Tauākī ā-Whāinga Whakatutuki, ka whakatakotoria e mātou, ka pēhea tā mātou tautoko i tō mātou hāpori ki te whai huarahi mōrea me te ako. E taea ai te whakanui ake i tō mātou takoha kohinga, me whakaatāhia tonutia ngā hiahia akoranga, me tohatoha hoki. Me whai huanga ō tātou hāpori katoa, mai i ō mātou akoranga rautaki.

Investment Goals

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

NGĀ KAUPAPA MATUA
Key Focus Areas



TE RAUKAHA
CAPACITY

Te whakamanea, te poipoi, me te whakawhanake i ngā pukenga Māori

Attract, nurture and develop Māori talent.



TE WAIHANGA
CREATION

Te whakahau i te waihangatanga, i te auahatanga me te hīranga i roto i ngā hōtaka me ngā puoro Māori

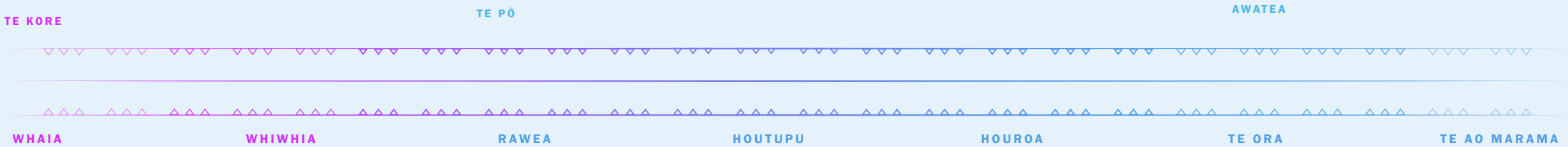
Encourage creativity, innovation and excellence in Māori content and music



TE MINENGA
AUDIENCE

Te whakatipu i te minenga ki te kōunga me te āheitanga o ngā hōtaka Māori.

Grow audiences and engagement with quality, accessible Māori content



Our focus over the next five years we will:

- invest with partners who can produce quality Māori content, for distribution on multiple platforms;
- partner with iwi radio entities to secure te reo Māori content production and distribution capability;
- work with key stakeholders to build the creative capacity of the sector;
- purchase content archiving services from Ngā Taonga Sound and Vision;
- support creative te reo Māori content producers to deliver a wide range of content for Māori language audiences;
- maximise the accessibility and use 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 content available;
- work closely with Māori Television to support the goals of te Maihi Karauna;
- work collaboratively with other agencies including Te Mātāwai, Te Puni Kōkiri, Te Taura Whiri i te Reo Māori, and the wider public sector to improve outcomes for te reo Māori; and
- engage with the representatives of our sector, including Te Pae Tawhiti, Ngā Aho Whakaari and Te Whakaruruhau o Ngā Reo Irirangi Māori to understand the needs of our Māori content creators.

I ngā tau e rima e tū mai nei, ka:

- haumi mātou me ngā hoa pātui e āhei ana ki te waihanganga hōtaka whai kōunga reo Māori, tikanga Māori hoki, hei tuku ki runga i ngā tūāpapa maha;
- whakahoahoa mātou me nga hinonga reo irirangi ā-iwi ki te whakatītina i te hōtaka waihanganga hōtaka reo Māori me te kaha pupuri tohatohanga whai hoki ko te tohanga ā-motu mai i ngā kaiwhakarato reo irirangi ā-iwi kua kōwhiria;
- mahi mātou i te taha o ngā kaiwhaipānga matua ki te hanga i te raukaha auaha o te rāngai;
- hoko hōtaka ratonga whakapūranga mai i Ngā Taonga Sound and Vision;
- tautoko i ngā kaiwaihanganga hōtaka reo Māori auaha kua whakauru, me tā rātou whakarato i te kōrahitanga whānui e taea ai torotoro me tōna rekareka ki ngā minenga reo Māori;
- whakanui ake i te āheitanga me te whakamahinga o ngā hōtaka ka waihangatia e ō mātou hoa pātui, mā te whakarite ka akiaki ngā tikanga i te whakamahi hōtaka anō, me te mahi whakapōkai anō;
- mahi ngātahi me NZ ON AIR me ētahi atu hoa pātui ki te whakapai ake i te RANGE reo māori e wātea ana;
- mahi ngātahi me te whakaata māori ki te tautoko i ngā whāinga o te Maihi Karauna;
- te mahi tuitui me ētahi atu pokapū, tae noa ki a Te Mātāwai, Te Puni Kōkiri, Te Taura Whiri i te Reo Māori, me te rāngai tūmatanui whānui, ki te whakanui ake i ngā huanga mō te reo Māori; me
- whakauru me ngā māngai o tō mātou rāngai, tae noa ki Te Pae Tawhiti, Ngā Aho Whakaari me Te Whakaruruhau o Ngā Reo Irirangi Māori, kia whai ai mātou i tētahi whakaaetanga mārama ki ngā hiahia ā ō mātou kaiwaihanganga hōtaka Māori.

Operating Principles

Ngā Tikanga Whakahaere



Ko te reo te take! WE EXIST FOR TE REO

We expect everything we do to contribute to te reo Māori.

Whakaōrite whiwhinga EQUAL OPPORTUNITY

We provide equality of access and opportunity.

Ngā whāinga GOALS

We have clear targets and strategies to measure performance.

Mahi whanokē INNOVATIVE

We value innovative and disruptive initiatives that promote te reo Māori.

Matatika FAIR

We will treat all applicants impartially and with honesty and equity.

Pūtea whaihua COST-EFFECTIVE

We seek innovative but efficient use of resources.

Mārama pū TRANSPARENT

We are clear and accountable in all that we do.

Ko te reo te take!

Tū ai mātou mō te reo Māori, me tā mātou whakapae, ka hāngai katoa a mātou mahi ki te reo Māori.

Whakaōrite whiwhinga

Ka whakarato mātou i te ōritenga o te toronga me ngā whai wāhitanga.

Ngā whāinga

He mārama ō mātou whāinga me ō mātou rautaki ki te ine mahi whakatutuki.

Mahi whanokē

Ka whai uara mātou ki ngā kaupapa wairua auaha me ngā kaupapa whakapōrearea e whakatairanga ana i te reo Māori.

Matatika

Ka mahi mātou i raro i te kaupapa tōkekenga i te taha o ngā kaitono me te whai ā-pononga, ā-ōritenga hoki.

Pūtea whaihua

E rapu ana mātou i ngā whakamahinga wairua auaha o ngā rawa, engari whai kiko tonu

Mārama pū

E mārama ana, e noho haepapa ana mātou ki ngā mahi katoa ka mahia e mātou.



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.

At least 1,000,000 New Zealanders will have the ability and confidence to talk about basic things in te reo Māori.

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.’

In order to measure whether or not 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 mid-point 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.

While Right-shifting the mid-point of the population on the KoPA continuum is a high-level measure of our collective success, the table on the next page provides a more granular indication of attitudes and behaviours towards te reo Māori and Māori culture. It gives Te Māngai Pāho with the opportunity to more accurately target interventions and assess their effectiveness.

E TORU NGĀ WHĀINGA MĀIA A TE MAIHI KARAUNA:

Tae noa ki te tau 2040, ka eke rawa ki te 85 ōrau ngā tāngata o Aotearoa ka whai wāriu te reo Māori hei wāhanga matua o te tuakiri ā-motu.

Tae noa ki te tau 2040, ka eke rawa ki te 1,000,000 ngā tāngata o Aotearoa ka whai i te āheitanga me te ngākau titikaha ki te kōrero mō ngā aha noa, i roto i te reo Māori.

Tae noa ki te tau 2040, kāore e iti ake i te 150,000 ngā Māori kua 15 ngā tau, neke atu rānei, ka whakamahi i te reo Māori, rite tonu ki tā ratou whakamahi i te reo Ingarihi.

Mō ngā tau e rima e tū mai nei, ka whai Te Māngai Pāho ki te takoha ki aua whāinga taumata-teitei mā te ‘akiaki i te nui ake o ngā tāngata o Aotearoa; kia nui ake te whakamahi i te reo Māori’.

Hei whakarite mehemea kei te tutuki i a mātou tēnei whāinga, kihai rānei, me tā mātou takoha ki ngā whāinga Maihi Karauna me ā mātou ake putanga

matua, kia awhitia te reo Māori me ōna tikanga, e ngā tāngata katoa o Aotearoa, ka whakamahia ko ngā inetanga angitu e whai ake nei;

- te whārahi o te Hunuku-whakamatau o te taupori ira-waenga pū i runga i te rārangi KoPA;
- te rahi noa o ngā minenga mō te hōtaka reo Māori i runga i ngā tūāpapa ā-rārangi;
- te rahi noa o ngā kaimātakitaki mō ngā hōtaka reo Māori i runga i ngā tūāpapa kore-rārangi;
- te whārahi o te whakaurunga o te minenga me te hōtaka reo Māori; me
- te whārahi o te whakamahia o te reo Māori i runga i nga tūāpapa pāpāhotanga pāpori.

Ahakoa he inetanga taumata-teitei te hunuku-whakamatau o te ira-waenga o te taupori i runga i te rārangi KoPA, ka hoatu te ripanga i raro nei i tētahi tohu āmiki o ngā waiaro me ngā whanonga ki te reo me te ahurea Māori. Ka hoatu tēnei i te whai wāhitanga ki Te Māngai Pāho, ki te whakahāngai tika i ngā wawaotanga, me te aromatawai i ō rātou whaikikotanga.

Measuring Success

This segmentation shows progression from the Kore to Awatea (out of darkness into the light) on the KoPA continuum in terms of attitudes and behaviours towards te reo Māori and Māori culture.



TE MĀRAMA
KI TE REO MĀORI
Te Reo understanding



TE WHAKAMAHI
KI TE REO MĀORI
Te Reo use



TE MĀRAMA
KI TE AHUREA MĀORI
Māori culture understanding



TE ARO KI TE
WHAI MĀRAMATANGA
Interest in improving
understanding



KA WHAI ARA KI TE
WHAKAPIKI I TE REO MĀORI
Likelihood to take steps to
improve te reo



* Baseline measures as per 2019 KANTAR Survey.

Te Ine Angitūtanga

E whakaatu ana tēnei wāwāhitanga i te rārangitanga mai i te Kore ki te Awatea (mai i te pōuri ki te ao mārama) i runga i te motukorenga KoPA, e ai ki ngā waiaro me ngā whanonga ki te reo me te ahurea Māori.



TE WAIARO KI TE REO
ME TE AHUREA MĀORI
Attitudes towards te reo
and Māori culture



TE URU KI NGĀ MAHI AHUREA
Participation in cultural
activities



TE WHAKAAKO ME TE TUARI
TE REO ME TE AHUREA MĀORI
Teaching and sharing of
te reo or Māori culture



TE AKO ŌKAWA I TE REO
ME TE AHUREA MĀORI
Formal learning of te reo
or Māori culture



TE WHAKAURU ATU
KI NGĀ HŌTAKA MĀORI
Engagement with
Māori programming



*Ngā ine tūāpapa hei tā te KANTAR Tirohanga whānui 2019.

Organisational Health and Capability

Te Hauora me te Pūkaha o te Whakahaere



Te Māngai Pāho actively manages people, processes and technology in order 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.

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.

Whakahaere mātātoa ai a Te Māngai Pāho i ngā tāngata, ngā hātepe, me te hangarau, e taea ai te tuku putanga ā-ahurea Māori ki ngā tāngata katoa o Aotearoa. He whakahaere iti noa iho mātou, ā, me whai ō mātou kaimahi i te āhua kakama, hei whakarite e āhei tonu ai te whakahaere ki te whakatutuki mahi ahakoa ngā wā whanokē, pērā ki ērā i puta nā te COVID-19. Ka noho here mātou ki te whakarite he tauira tino pai ki te rāngai ō mātou hangarau.

Ka noho here Te Māngai Pāho kia puta ia hei kaiwhakawhiwhi mahi pai, me ngā huarahi mahi whakaōrite hoki. Kāre mātou e rata ki ngā mahi whakaweti, whakahāwea rānei, ahakoa tōna momo āhua.

Ka noho piri mātou ki ngā mātāpono whakahaerenga pai me tā mātou whakamahi i ngā kaupapahere rangapū pakari, ngā here me ngā pūnaha mahi hoki ka arotakenga auautia e

mātou. He wāhanga nui te hangarau ki te āhua o tā mātou whakarato i ō mātou ratonga, me tā mātou arotake i ō mātou pūnaha i ngā wā katoa, kia pai ake te tautoko i ō mātou hiahia, ā-whakahaerenga, me te pai ake o tā mātou whakarato i ō mātou kaiwhaipānga.

Anei ngā wāhanga hei arotahi mā mātou:

- kia noho hei kaiwhakawhiwhi mahi pai;
- te whakahaere mōrea;
- te whakamau tonu ki tētahi taiao here whakahaerenga kaha;
- te whakamau i ngā pūnaha whakapūrongo ā-pūtea, kore pūtea hoki;
- te whakahaere hangarau; me
- te whai kikitanga me māiatanga.

Whakarārangitia ai ngā inetanga ā-tau mō te hauora me te raukaha ā-whakahaere ki roto i tō mātou Tauāki ā-Whāinga Whakatutuki ā-tau.



