



SPORT  
NEW ZEALAND  
IHI AOTEAROA



# Te Aho a Ihi Aotearoa

Māori Activation Plan

## He Karakia

Tūtawa mai i runga  
Tūtawa mai i raro  
Tūtawa mai i roto  
Tūtawa mai i waho  
Kia tau ai te mauri tū  
Kia tau ai te mauri ora  
Tūturu whakamaua kia tīna, tīna  
Haumi e, hui e, tāiki e!



# Te Tūtohu Kōrero

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# Te Timatanga Introduction

Te Aho a Ihi Aotearoa (Te Aho) is the Māori Activation Plan of Sport NZ Ihi Aotearoa (Sport NZ). It focuses on medium-term outcomes (to 2024) and aims to activate the aho (Māori outcomes) introduced in Te Pākē o Ihi Aotearoa, the Māori Outcomes Framework.

In Te Aho we identify some key coordinates so that we understand where we are now, Te Pae Tata (the near horizon), relative to where we are going, Te Pae Tawhiti (the distant horizon) and can prioritise our strategies accordingly.



The aho in this context refer to our strategic priorities and the whenu (vertical threads) represent ngā mātāpono, our ethos, ensuring all of the strategic priorities and initiatives are Kia Pono ki te kaupapa, Kia Tika te mahi, Me Aroha ki te tangata. Each strategic priority aligns with, and drives toward our long-term outcomes as described in Te Pākē. They are woven together in a way that reflects that alignment and interdependence. If one thread is not woven properly, it may compromise the integrity of the whole pākē.

In this document we also introduce Piki Mai, a maturity model developed to provide clarity and consistency in how we describe the stage we are at with each strategic priority. The stages are: develop, introduce, embed, normalise and specialise. The model (see Appendices), uses a poutama (stairway) to depict the stages and draws from the wisdom of a well-known whakataukī (proverb):

To assist with understanding, we explain here how this document uses the words Tangata Whenua, whānau, hapū, iwi and Māori. Whānau (family), hapū (sub-tribe) and iwi (tribe) are traditional social constructs recognised in Aotearoa.

As a guide, when we are referring to Māori as Te Tiriti partners we use the words Tangata Whenua. When we refer to Māori as citizens, we interchange between whānau and Māori. When we refer to Māori as a stakeholder, we also interchange between hapū, iwi and Māori.

Mā te rapu, ka kōrero  
Mā te kōrero, ka mōhio  
Mā te mōhio, ka mātau  
Mā te mātau, ka mārāma  
Mā te mārāmatanga, tātou ka ora

Through our pursuits, we interact  
Through interactions, we become aware  
Through awareness, we become knowledgeable  
Through knowledge, we become enlightened  
Through enlightenment, we have the opportunity to  
achieve wellness

And finally, while the Rautaki Māori team is responsible for leading out Te Pākē and Te Aho, there is a shared responsibility for the execution of this plan. It will take an organisation-wide commitment to build our cultural capability, normalise Te Tiriti principles in our day-to-day work and become more responsive to Tangata Whenua. This work cannot rest on one partner.



# Ngā Mātāpono o Ihi Aotearoa Our Ethos



KIA PONO KI TE  
KAUPAPA  
Be authentic to the  
purpose

KIA TIKA TE MAHI  
Act with integrity

ME AROHA KI TE  
TANGATA  
Respect for others

Ngā Mātāpono ā Ihi Aotearoa are our guiding principles and our ethos. They were introduced in Te Pākē and remain woven through every strategy in Te Aho to ensure Sport NZ Ihi Aotearoa remains Pono, Tika, Aroha in how it activates Te Pākē.

These principles are well understood in Te Ao Māori. They bind te taiao, kaupapa me tangata together, the natural environment, purpose and people. They influence behaviours and actions, and provide both guidance and reassurance as we navigate our cultural journey.

# Te Aho a Ihi Aotearoa Activating our commitment to Te Tiriti o Waitangi

## Sport NZ Ihi Aotearoa Commitment to Te Tiriti o Waitangi

Te Tiriti o Waitangi is Aotearoa New Zealand's founding document. Sport NZ is committed to upholding the mana of Te Tiriti o Waitangi and the principles of Partnership, Protection and Participation.

We are committed to partnership with tangata whenua and the protection of Māori culture and taonga. We value the distinctiveness that tangata whenua bring to physical activity. We believe a strong bicultural foundation is critical to our national identity and wellbeing.

Aotearoa New Zealand will realise its full potential in play, active recreation and sport when tangata whenua and all New Zealanders are able to participate and succeed as themselves.

Sport NZ Ihi Aotearoa has made a commitment to give effect to Te Tiriti o Waitangi, in particular the principles of Partnership, Protection and Participation. As a Crown Entity we are a partner to Te Tiriti o Waitangi and with that comes an accountability and responsibility to uphold the rights and interests of Māori as a Tiriti partner.

As part of its COVID-19 response plan, Sport NZ reprioritised four key strategic areas. Honouring Te Tiriti is both a priority and a key strategic pillar. Sport NZ must lead and reshape our system to address inequity and inequality so that Tangata Whenua are able to participate and succeed as Tangata Whenua.

The Futures work in 2020 reaffirmed the importance of this work. There is significant alignment between the Māori Futures work, Te Pākē and Te Aho. The preferred future described by Te Tuara Futures Group and Te Rōpū Tūmau (two external groups), in their report Mauri Ora – Māori in the Future, centred around achieving Mana Ōrite (equality), Mana Taurite (equity) and Mauri Ora (holistic wellbeing). The sobering reality is that one partner's aspiration, Tangata Whenua, is to have what the other partner, Tangata Tiriti, already has – the ability to participate and succeed as themselves.

While we acknowledge that this Treaty Commitment statement is important, it is even more important that Sport NZ commits to move beyond the rhetoric. Accordingly, Te Aho is designed to activate Te Pākē and, over the next three years, substantially strengthen the organisation's cultural capacity and capability to deliver on its Māori outcomes.

# Te Pae Tata The Near Horizon

## Where we are now

It is important to start with an accurate assessment of where we are now, relative to where we want to go, before determining how we are going to get there. In this section we provide a snapshot of Māori participation in the sector; the Rautaki Māori team's current role and capacity; and a commentary on where we are now as an organisation and sector against our desired future as described in Te Pākē. We have been fortunate to be able to draw on the Māori Participation Review 2017, Active NZ Survey 2019, Māori National Sport Organisation Capability Report 2019, Māori in the Future series of reports and Wānanga 2020 and the experience of the Rautaki Māori team to inform this work.

# Māori Participation in Play, Active Recreation and Sport

Data collected by Sport NZ Ihi Aotearoa on Māori participation rates in 2019 suggests that Māori participation rates are high and only slightly lower than Europeans. There is also no significant difference between Māori and Europeans in the number of sports and activities they participate in or time spent participating. However, it looks like participation starts to decline at an earlier age and at a faster rate for Māori than non-Māori.



This data, however, needs to be qualified as it has not been collected or analysed using Māori methodology. In interpreting this data, it is also important to understand that Māori are not a homogeneous society. There is as much social, economic and cultural diversity as there is in any other society and Māori are at different places in their own cultural journeys. There are those that have maintained ahi kaa, their language, culture and identity and literally kept the home fires burning. There are those who are trying to walk in two worlds, ahi teretere, and then there are those who have disconnected altogether from their identity and culture, ahi mātao, which literally means the home fires have been extinguished. This is important to understand. A 'one size fits all' approach does not work for Māori or any sector of society.

It is also important to appreciate that high participation by Māori on the sports fields and in high-performance occurs despite the broader context of Māori being significantly under-represented in leadership and management across the sector; under-resourced and, for the most part, unable to participate as Māori with very few culturally distinctive pathways available to them. The diagram on the right depicts three different pathways for Māori to participate in physical activity. The proportionate size of the circles illustrates the proportionality of Māori participation for each of the three different pathways.

The 'monocultural' pathway is where participation in physical activity does not embrace cultural distinctiveness.

The 'bicultural' pathway is where Māori participate in physical activity that uses kaupapa Māori frameworks to encourage Māori participation. Māori are able to participate as Māori and non-Māori are able to experience a Māori environment in physical activity.

The 'for and by Māori' pathway enables Māori to participate and succeed as Māori.

As an organisation we have a huge opportunity to increase access to bicultural and culturally distinctive pathways for Māori. This does not mean we abandon opportunities for Māori to participate in the mainstream. It just means we need to have a number of strategies operating to engage with and cater for whānau, hapū and iwi in all three spaces.



Monocultural  
Ahi Mātao



Bicultural  
Ahi Teretere



For and by  
Māori Ahi Kaa



# Te Rautaki Māori Our Team



The Rautaki Māori team (the team) is made up of three full-time equivalent staff (FTEs). In addition, the Toihautū contracts Māori specialists to support her team, currently adding another 1.4 FTE. It is important to note that finding, attracting and retaining quality Māori specialists is challenging. The pool is not large and there is increasing demand from organisations and Crown agencies who, like us, are looking to build internal cultural capability.

## What We Do

The Rautaki Māori team is the internal Tiriti partner and is primarily focused on three streams of work:

**Te Whakamana i te Tiriti** – Giving effect to the Treaty principles of Partnership, Protection and Participation.

**Mauri Tū** – Building cultural capability.

**Mauri Ora** – Building cultural vitality.

The team has, in the past four years, successfully developed, introduced and embedded a cultural capability programme, Tū Te Ihi, that was co-designed and customised for Sport NZ. It is making a significant positive impact on both individuals and the organisation. While Sport NZ is still relatively early in its cultural journey, tikanga Māori is more visible in everyday practices and staff report feeling more comfortable engaging with Māori, te reo me ngā tikanga Māori.

As individual cultural capability has grown, so too has demand on the Rautaki Māori team to support the organisation to become more culturally responsive. The team is increasingly called upon by other teams across the organisation to bring a Māori perspective to their work, which is both exciting and challenging. Work is already underway to integrate bicultural approaches into the investment framework, Futures work, business capability processes, communications, policy, business planning, and data management. In addition, the Rautaki Māori team is leading and implementing the organisation's COVID-19 Kaupapa Māori Response Plan.

The demands on the team continue to escalate as Sport NZ ramps up its efforts to give effect to Te Tiriti and will continue to escalate as the sector also moves to strengthen its responsiveness to Māori. The Rautaki Māori team is in danger of becoming victim of its own success. The organisation is inadvertently setting the team up to fail if the capacity issue is not addressed. Accordingly, growing cultural capability and capacity both within the Rautaki Māori team and organisation-wide is a priority in this plan.

# Kaupapa Māori Response Plan 2020–2024 (Signed off 2020)

The Kaupapa Māori Response Plan is the Sport NZ response to the COVID-19 pandemic and its resulting impacts on Māori. It also signifies the beginning of our direct engagement with whānau, hapū, iwi and Māori and looks to deliver on the Sport NZ commitment to a Tiriti-led future. It sits inside the Sport NZ Recovery Plan. The Kaupapa Māori Response plan comprises four initiatives that seek to engage whānau, hapū, iwi and Māori to improve their wellbeing through increased physical activity as Māori. The Kaupapa Māori Response Plan has been incorporated into Te Aho. All of these projects are well underway.

The four initiatives are:

## Māori National Sport Organisations (NSOs)

Māori NSOs have been contributing to our sector, some for over 100 years and have historically received no recognition or resourcing from Sport NZ or the sector. They have been financially surviving on membership fees and very limited Class 4 funding. COVID-19 and a report commissioned in 2019 exposed systemic inequity. For example, only two of the nine Māori NSOs were eligible to receive recovery funding under current criteria and only one met the criteria of the Exceptional Systems Support Fund (ESS). Through the reset and rebuild conversations over the next 12 months, we need to get a better understanding of the collective group's goals and aspirations with a view to identifying how Sport NZ can 'Strengthen & Adapt' its relationship with the Māori NSOs and do things 'Different and Better' going forward. We will be looking to the recovery commissioning process to support initiatives that will emerge.

## He Oranga Poutama

He Oranga Poutama is a Sport NZ flagship programme that has survived three Sport NZ Strategies and has contributed to Māori wellbeing over a span of 14 years. It offers a culturally distinctive pathway for Māori to participate as Māori framed by Te Whetū Rehua. It is a strength-based approach that contributes to Māori wellbeing. The plan is to expand the reach of the programme over the next three years to achieve national coverage.

## MaraeFit Aotearoa

MaraeFit Aotearoa is a marae-centric 'Every Body Active' initiative that provides opportunities for sport and recreation organisations, whānau, hapū and marae to increase physical activity. Maraefit Aotearoa is an exciting new initiative with a digital platform that will be launched in 2022. (Note COVID-19 lockdowns in 2021 have delayed the launch of this initiative). It is also a catalyst for the development of a Sport NZ Māori Data Sovereignty Framework. Currently Sport NZ does not collect Māori data that's connected to identity and based on Māori methodology. Maraefit Aotearoa will enable Sport NZ Ihi Aotearoa to do this, through a digital solution.

## Te Ihi Fund

The purpose of Te Ihi Fund is to increase Māori participation by partnering with organisations who are implementing culturally distinctive pathways and channels that contribute to Te Pākē. This is about being proactive and engaging with Māori organisations that Sport NZ doesn't currently engage with. We will focus on building authentic partnerships with these organisations in line with the principles of Mana Ōrite, Mana Māori, Mana Taurite. We will also be taking the opportunity to build on the learning and to identify other potential partners.

# Te Whakamana I Te Tiriti Giving Effect to the Treaty

## Where we are now

Authentic Partnerships  
Equity  
Mutual Outcomes  
**Mana Ōrite**

“We are definitely not steering this waka nor do we necessarily want to go where it is going” (inequality in decision-making)

“This is not a double hull waka”  
(there is no partnership)

“This is a single-hulled waka not designed for or by Māori” (monocultural)

Māori have little/no access to resource;  
“We are paddling furiously to try and keep up with no kai to sustain us, we are getting tired” (inequity)

Te Tuarā & Te Rōpū Tūmau  
External Futures Groups

Sport NZ Ihi Aotearoa is committed to building a play, active recreation and sport system that reflects its commitment to Te Tiriti o Waitangi and the Treaty principles of Partnership, Protection and Participation.

## Mana Ōrite Partnership

“Partnership at its core requires both partners to maintain the mana of the other as equals (ōrite). It requires that Māori ways of knowing and doing are not subsumed but recognised and included in ways that are valued, participatory and enable agency.” (Te Pākē)

## Findings from Futures Work, Māori Participation Review and Māori NSO Capability Survey

- The Futures project in 2020 provided the ideal platform to work in a different way with Māori. Using the waka hourua (double-hulled waka) as the model, Tangata Whenua and Tangata Tiriti worked in their respective hulls before coming together on the papa noho (the shared space between the hulls) to exchange kōrero and share kai in the spirit of Mana Ōrite (Partnership).
- A series of reports was produced from the respective hulls and then from the papa noho. Key findings from the Māori hull included: Māori are significantly under-represented in leadership and management across the sector; they do not feel like partners in the journey, in fact they do not see themselves on the waka at all; and there is inequity in access to resource and support. The Māori Participation Review, Māori NSO Capability Survey and Māori Environment Scan echo similar sentiments.

## Sport NZ Ihi Aotearoa acknowledges

- that it doesn't have any Te Tiriti or investment partnerships in place with Māori.
- that Māori are under-represented in leadership and management both internally and across the sector. There are currently no Māori on the Senior Leadership Team and only five Māori with senior leadership/management roles within the Sport NZ priority partner groupings.
- that Māori relationships/initiatives are almost entirely dependent on the Rautaki Māori team and that there are little/no Treaty partnerships with Māori by priority partners nationwide.
- that trust is at the core of partnership and there is much to do to build trust with Māori given their experience to date with Sport NZ and a deep-seated distrust of the Crown given its failure to give effect to the principles of the Treaty in over eight generations.

## What we are doing

- In 2020 the COVID-19 Kaupapa Māori Response Plan was agreed to by the Sport NZ Board and work has begun to build Te Tiriti partner relationships with the Māori NSOs and other Māori organisations. None of these organisations has been recognised or supported by Sport NZ Ihi Aotearoa in the past.
- A Māori Outcomes Framework and Activation Plan are to be signed off in 2021.
- The Rautaki Māori team is working on a policy and process for establishing Te Tiriti partnerships that are authentic and equitable and drive towards mutual outcomes.

## Where we are now

Active protection  
of te reo, tikanga,  
taonga and  
mātauranga Māori  
**Mana Māori**

*“Sport NZ does not recognise a Māori construct of physical activity. They need to let Māori define physical activity for ourselves.”*

Te Tuarā Futures Group

## Mana Māori Protection

“Mana Māori values and actively protects te reo, tikanga, taonga, and mātauranga Māori; supports the active expression of Mana Māori through culturally distinctive pathways; and enables Tino Rangatiratanga.” (Te Pākē)

### Findings from Futures Work, Māori Participation Review and Māori NSO Capability Survey

- The Māori voice is growing louder and more impatient. Increasingly Māori are on a journey to re-indigenise themselves. They are looking for culturally distinctive pathways, for and by Māori, that will enable them to participate and succeed as Māori.

### Sport NZ Ihi Aotearoa acknowledges

- that it is at the beginning of its cultural journey and is not yet in a position to actively protect te reo, tikanga, taonga and mātauranga Māori outside of the Rautaki Māori team.
- that it currently provides only two culturally distinctive pathways, He Oranga Poutama and Tapuwaekura.
- that there is very little evidence that investment partners are making any efforts to actively protect te reo, tikanga, taonga and mātauranga Māori.
- that there is currently limited understanding of kaitiakitanga and what that truly looks like in practice in the sector.

### What we are doing

- A customised cultural capability programme, Tū Te Ihi, was introduced for all staff in 2019. It has been very successful in building baseline cultural awareness and has been embedded in the induction process for all staff. Sport NZ is piloting a programme that reconnects physical activity with te taiao (the environment) and mātauranga Māori (Māori knowledge).



# Where we are now

Māori-led,  
equitable and  
accessible pathways  
**Mana Taurite**

*"A lot of tamariki and rangatahi Māori never get to realise their full potential in a system that doesn't see, value or support them."*

Te Tuarā & Te Rōpū Tūmau  
External Futures Groups

“ Addressing the inequity that exists across the sector is a huge challenge. We're not the first generation to have a crack at it, and unfortunately probably won't be the last. ”

## Mana Taurite Participation

"Sport NZ Ihi Aotearoa is committed to Māori-led, equitable and accessible pathways for Tangata Whenua. We value the need for culturally distinctive and bicultural pathways that enable Tangata Whenua to participate and succeed as themselves; values cultural distinctiveness; provides accessible pathways; provides fair and just allocation of resources." (Te Pākē)

### Findings from Futures Work, Māori Participation Review, and Māori NSO Capability Survey

- There are few, if any, exemplars of what 'equity' for Māori looks like in the public sector.
- Government approaches to improve Māori wellbeing over many years have, with few exceptions, been unsuccessful. Pressure is mounting as the Waitangi Tribunal continues to produce reports that expose significant and systemic inequity, bias and discrimination.
- The way the sector currently defines and recognises physical activity is not aligned to a perspective from Te Ao Māori. As a result, culturally distinctive pathways are neither visible nor supported in the sector.

### Sport NZ Ihi Aotearoa acknowledges

- that there are only two culturally distinctive pathways offered by Sport NZ.
- that we have no Māori investment partners.
- that investment in Māori historically has been limited.
- that relationships with Māori are limited.
- that there are a number of biases and systemic barriers that prevent Māori from accessing support and resource.

### What we are doing

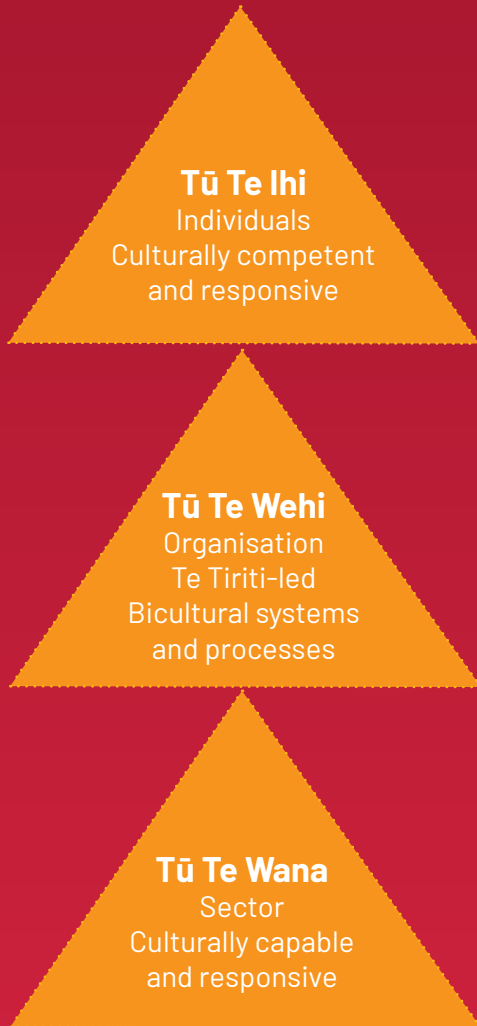
- A Bicultural Investment Framework is in development.
- A Māori Outcomes Framework and Activation Plan have been developed that include strategies to better understand and address systemic inequities.
- Two new culturally distinctive pathways for Māori participation are being launched and our flagship initiative, He Oranga Poutama, is being expanded.
- Work has begun to establish new Treaty Partnerships.





# Mauri Tū Building Cultural Capability

## Where we are now

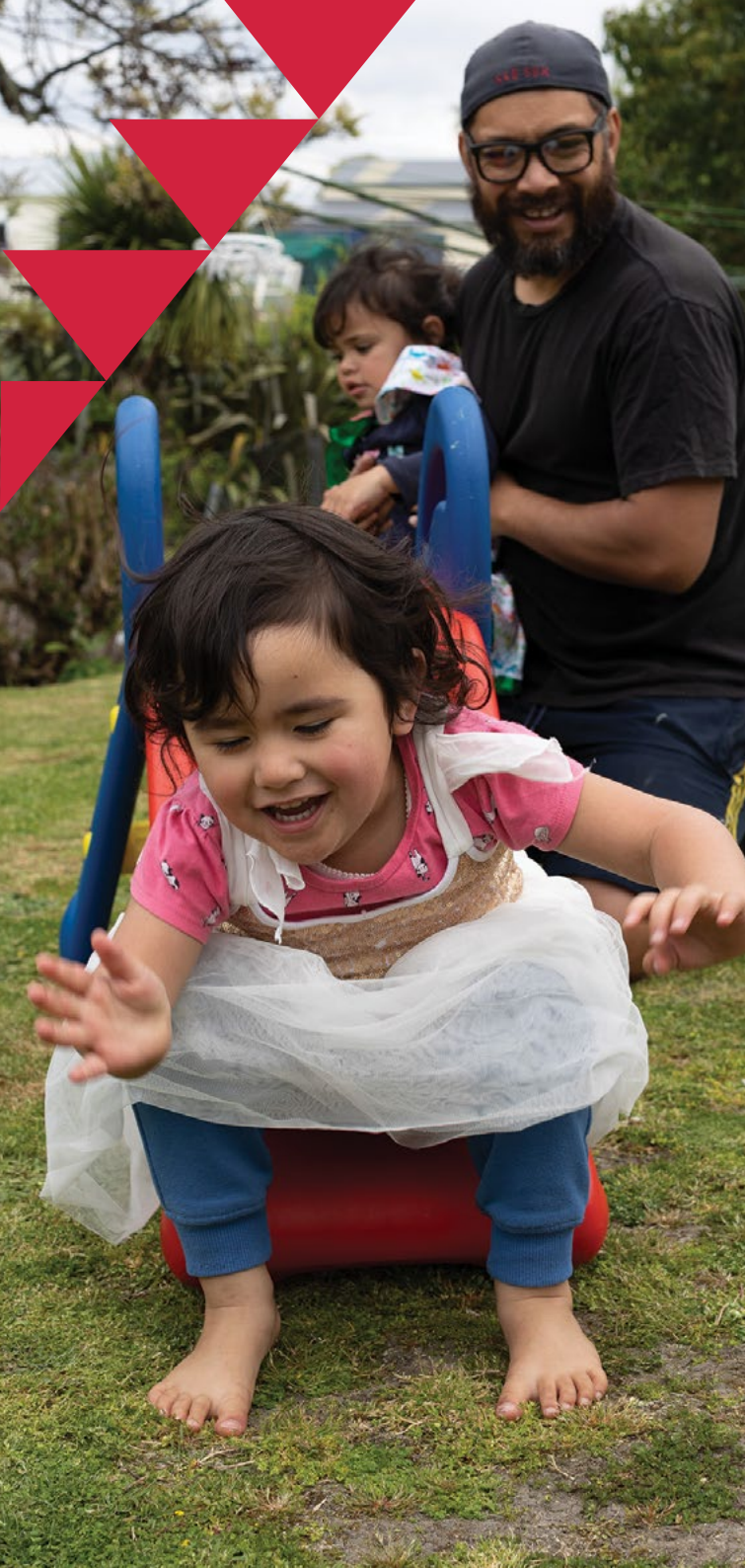


Sport NZ is committed to building culturally capable leadership and staff; a Tiriti-led organisation; and a culturally capable and responsive sector.

## Individual Cultural Capability

“Ihi Aotearoa aims to build culturally confident and capable leadership and staff across four wāhanga (areas): Te Tiriti o Waitangi; Whanaungatanga (relationships with Māori); He tirohanga Māori (a Māori world view); and Te reo me ngā tikanga Māori (Māori language and protocols).”  
(Te Pākē)

- Tū Te Ihi is a customised Cultural Capability Programme that was introduced in 2019 and is now embedded in Sport NZ through the Induction Programme and ongoing refresher courses with staff.
- It aims to build Māori cultural capability within Sport NZ to contribute to the development of a Tiriti led bi-cultural organisation and to improve its engagement with Māori.
- A Tū Te Ihi cultural baseline survey is undertaken both prior to and post Tū Te Ihi. In the first organisational rollout a high retention rate was achieved (83% completion rate); there was a 100% increase on the cultural baseline score that measures cultural competence; and an organisation-wide shift occurred from “unfamiliar” to “comfortable”.
- Staff feedback about Tū Te Ihi has been extremely positive and tikanga Māori has been embedded in how we welcome manuhiri and new staff; conduct hui; and engage with Māori and each other.



## Organisation Cultural Capability

“Tū Te Wehi focuses on strengthening the organisation’s responsiveness to Māori through the enactment of the Treaty principles. This will require organisation-wide cultural, structural and system change. It is through this change that the organisation will continue its cultural journey and build on its cultural capability.” (Te Pākē)

- Sport NZ is on a journey and is in the early stages of building cultural capability within the organisation. However, there has been a noticeable cultural shift in Sport NZ Ihi Aotearoa in the past three years.
- A number of pieces of work have begun across the organisation to bring a Māori lens to how we work including the Bicultural Commissioning Investment Framework, the Futures work, Māori Data Management and Business Planning.
- Teams within Sport NZ are starting to look at how they can improve their own cultural capability and responsiveness to Māori need.
- More organisation-wide projects are starting to adopt a bicultural approach.
- All of this activity is putting significant pressure on the Rautaki Māori team to respond as there is limited/ no cultural capability sitting in the other teams or at senior leadership across the organisation.
- As a result, there is a need to address capacity issues for Rautaki Māori and cultural capability issues for most other teams in the organisation.

## Sector Cultural Capability

“Tū Te Wana focuses on how Ihi Aotearoa supports the sector to build their cultural capability and cultural capacity.” (Te Pākē)

- At this stage we do not have the capacity to address the cultural capability needs of the wider sector although there is increasing demand for support.
- The Strengthen and Adapt and Futures projects have highlighted that cultural capability is a priority.
- We will need to strategise how we support the wider sector to build its cultural capability and responsiveness to Māori.

# Mauri Ora Cultural Vitality

## Where we are now



“Mauri ora is the combination of te ihi, te wehi, te wana. It is when Māori are fully engaged, active, strong and well. It describes a heightened state of physical and spiritual wellbeing and cultural vitality.” (Te Pākē)

## Tino Ūkaipō Cultural Identity

“Ūkaipō relates to cultural identity. It is the sense of belonging and connection to our culture that ignites Ihi and enables Tangata Whenua to participate and succeed as Tangata Whenua.” (Te Pākē)

- There are currently limited opportunities for Tangata Whenua to participate and succeed as Tangata Whenua in this sector.
- Recognised play, active recreation and sport in Aotearoa is typically monocultural. Despite high Māori participation rates across a number of sport codes, Māori culture and identity are typically not supported or valued in these settings.
- Currently Sport NZ has two culturally distinctive pathways, He Oranga Poutama and Tapuwaekura, both designed by Māori for Māori.
- Māori more often than not have to leave their identity at the door or on the sideline to succeed.



## Tino Whanaunga Connection

“Tino Whanaunga is an essential cultural concept that binds whānau, hapu, iwi, Māori, te taiao. Strong healthy relationships and connections underpin cultural wellbeing.” (Te Pākē)

- Relationships and connections are critical to Māori wellbeing. Right now the relationship between Māori and Sport NZ is limited despite high participation rates in the sector. Māori have a deep-seated mistrust of the Crown, including Sport NZ Ihi Aotearoa, that stems from eight generations of being marginalised.
- Sport NZ has made some important steps towards starting to mend relationships with He Oranga Poutama providers and the Māori NSOs. However, building trust will take time. Our actions must speak louder than our words. In the past year we have introduced Te Ihi Fund to proactively approach Māori organisations in the sector that have not previously been supported by Sport NZ Ihi Aotearoa. This is a good start.
- The relationship between physical activity and te taiao is being restored through Tapuwaekura, a culturally distinctive kaupapa that aims to revitalise mātauranga Māori (Māori knowledge) to reconnect through whakapapa tangata (people) with te taiao, our natural environment.

## Tino Rangatira Cultural Vitality

“Tino Rangatira is a collective state of cultural vitality, and wellbeing. It is the full expression of being Māori, when Māori are empowered to make decisions for Māori by Māori.” (Te Pākē)

- As a sector we are currently a long way from this outcome, which is a direct result of the inequity, inequality and bias embedded in our systems.
- However, iwi continue to grow politically, economically and culturally stronger. They are better resourced and capable to drive an agenda of Tino Rangatira. Recent announcements about the establishment of a separate Māori Health Authority herald a new era. The days of a paternalistic, monocultural Crown knowing what is best for Māori are coming to an end.
- The Māori population is significantly younger than non-Māori and growing at a faster rate, which also has major implications for this sector.

# Te Pae Tawhiti The Distant Horizon

## Where we are going

Te Pākē is the Māori Outcomes Framework and describes our long-term outcomes. It has mana ōrite (equal status) and sits alongside the Sport NZ Outcomes Framework. It is the strength of two frameworks that enables Sport NZ to achieve its vision of 'Every Body Active' and 'Mauri Ora' as described in Te Pākē. In Te Aho we introduce intermediate outcomes and indicators (see next section) that provide a way to measure our progress toward our long-term outcomes and to drive our strategic priorities. Te Pākē is included in this document to remind us of our destination.



# Te Pākē o Ihi Aotearoa

Sport NZ Ihi Aotearoa Māori Outcomes Framework

Tangata Whenua are enabled to participate and succeed as Tangata Whenua

## Ngā Mātāpono o Ihi Aotearoa



**Kia Pono ki te kaupapa**  
Be authentic to the purpose



**Kia Tika te mahi**  
Act with integrity



**Me Aroha ki te tangata**  
Respect for others



# Te Aho Rautaki Strategic Priorities 2021–2024

## How we are going to get there

In this section we introduce our strategic priorities – Te Aho Rautaki. Having established where we are now (Te Pae Tata) relative to where we would like to be (Te Pākē), we look to our strategic priorities to focus us on those actions that will propel us towards Te Pae Tawhiti (the distant horizon). The strategies align directly to the aho in the Māori Outcomes Framework to keep us all focused on where we are heading.

# Te Whakamana I Te Tiriti Giving Effect to the Treaty

## Mana Ōrite

### Partnership

1. Develop, introduce and embed clear pathways for Māori organisations to become Te Tiriti partners.
2. Develop and introduce at least three new Te Tiriti Partnerships with iwi and national Māori organisations in this period that are based on the principles of Mana Ōrite – authentic partnerships, equality and mutual outcomes.

## Mana Māori

### Protection

1. Develop and introduce a strategy for te reo me ngā tikanga that gives effect to Maihi Karauna, the Crown Te Reo strategy.
2. Develop, introduce and embed the Sport NZ Ihi Aotearoa Māori Data Framework.
3. Embed tikanga and mātauranga Māori in planning, policy and practice.

## Mana Taurite

### Participation

1. Commission a review that identifies inequities and bias in the play, active recreation and sport system.
2. Commission an internal review that identifies inequities and bias in Sport NZ Ihi Aotearoa.
3. Develop and introduce a Māori leadership, governance and management programme.
4. Develop and introduce pathways for Māori organisations to access funds/ investment and deliver culturally distinctive programmes.

It is important to note that some of this work is already well underway. Developing Te Tiriti Partnerships (Mana Ōrite) is underway as per the Kaupapa Māori Response Plan; the Māori Data Framework (Mana Māori) is in progress as are a number of pieces of work across the organisation to incorporate a Tiriti-led approach. The Toihautū is across all of these pieces of work but heavily dependent on external contractors. While some of the projects are discrete, the strategies are interdependent. It is difficult to have a discussion about what a Tiriti Partnership (Mana Ōrite) looks like without also addressing equity issues, Mana Taurite, and in the process how we will protect tikanga and mātauranga Māori, Mana Māori. Accordingly, it would be difficult to run out these strategies in a linear fashion. Like the aho in Te Pākē, they are interdependent and weave in and out of each other. The biggest constraint on this work happening in tandem is capacity.



# Mauri Tū Building Cultural Capability

## Tū Te Ihi

### Individual Cultural Capability

1. Develop and introduce Tū Te Ihi Cultural Capability Programme for the Board.

## Tū Te Wehi

### Organisation Cultural Capability

Growing cultural capability across the organisation is substantially dependent on addressing cultural capacity issues. Accordingly we must:

1. Increase the capacity of the Rautaki Māori team and establish it as a Rautaki Māori Business Unit (Te Kāhui Rautaki Māori) to reflect its role and status as an internal Te Tiriti partner.
2. Ensure all teams are proactive in recruiting and appointing managers who bring a Māori perspective to their respective disciplines.
3. Develop and introduce a Tū Te Wehi programme to support senior leadership and management to build their cultural capacity and capability.

## Tū Te Wana

### Sector Cultural Capability

1. Develop and introduce a Tū Te Wana Sector Cultural Capability Plan to support the sector.

In this period the primary focus is on addressing the cultural capability and capacity of the organisation. A separate HR and resource plan has been developed that identifies key roles required to properly staff and resource the Rautaki Māori team so that it can lead out and deliver on all of these important pieces of work. It also includes plans for the recruitment and appointment of key roles in other teams across the organisation. This detail is not included in this document.

# Mauri Ora Cultural Vitality

## Te Ihi, Te Wehi, Te Wana

### Māori participating and succeeding as Māori

1. Ensure there are more culturally distinctive pathways available for Māori to participate and succeed as Māori by:
  - a. Supporting Māori organisations to develop and strengthen their infrastructure.
  - b. Extending the nationwide reach of He Oranga Poutama and strengthening how we measure, monitor and report Māori wellbeing.
  - c. Completing the pilot for Tapuwaekura in 2022 and fully rolling out over 2022–2024 into Kura Māori Levels 1 and 2.
  - d. Supporting the Māori National Sport Organisations to establish a collective entity and, with Ihi Aotearoa, co-designing a Te Tiriti Partnership.
  - e. Supporting the implementation of the Māori Play Plan.

“Mauri Ora describes a heightened state of physical and spiritual wellbeing and cultural vitality – te ihi, te wehi, te wana. It is when Māori are fully engaged, active, strong and well. And it is achieved when Ihi Aotearoa whakamana i te Tiriti, gives effect to the Treaty, and Tangata Whenua are enabled to participate and succeed as Tangata Whenua.”

Most of these strategies are in our current work plan, or are parked due to the Rautaki Māori team’s capacity constraints. Right now the team is engaged in over 30 pieces of work, the majority of which are supporting other teams to develop Te Tiriti-led policies and plans on top of the projects listed above. This is creating a bottleneck and causing both delays and stress.

# He Ara Whakamua How we will measure progress

## Intermediate Outcomes

Te Pākē presents Sport NZ long-term Māori outcomes. In Te Aho we introduce intermediate outcomes and indicators that describe what we expect to achieve within the next three years and how we will measure it. We have also developed a timeline that will help us track our progress. In addition, we will continue to use our own tools to evaluate our bicultural and culturally distinctive initiatives. Te Whetū Rehua is an internationally recognised indigenous evaluation framework developed by He Oranga Poutama. We have also established our own Tū Te Ihi cultural capability survey.

# Intermediate Outcomes

## Te Whakamana I Te Tiriti

### Mana Ōrite – Partnership Introduced

1. There are formal pathways for iwi and national Māori organisations to become Te Tiriti partners.
2. At least three new Te Tiriti partnerships are established in this period that are underpinned by the principle of Mana Ōrite.

### Mana Māori – Protection Introduced

1. The use of te reo me ngā tikanga has been embedded across the organisation.
2. All staff value te reo me ngā tikanga.
3. We uphold and protect Māori data rights and interests.

### Mana Taurite – Participation Introduced

1. Internal and sector inequities and biases have been identified and there are plans to address them.
2. There are more Māori in leadership and management within Sport NZ Ihi Aotearoa and investment partners.
3. Increased access for whānau, hapū, iwi and Māori organisations to receive and deliver funds, programmes and investments.

## Mauri Tū

### Tū Te Ihi – Individual Cultural Capability

1. Board members have a better and consistent understanding of their responsibilities as governors of a Te Tiriti-led organisation.
2. Staff are becoming more confident with the use of te reo me ngā tikanga in everyday practice.

### Tū Te Wehi – Organisation Cultural Capability

1. Rautaki Māori team has the capacity and capability to fulfil its role as an internal Treaty partner.
2. There are more Māori in leadership at Sport NZ Ihi Aotearoa.
3. All teams have a Māori perspective in them.
4. Senior Leadership Team and management have a consistent understanding of Te Ao Māori and Māori Frameworks.

### Tū Te Wana – Sector Cultural Capability

1. There is a plan to support sector cultural capability.
2. There are more Māori in leadership and management across the sector.

## Mauri Ora

### Te Ihi, Te Wehi, Te Wana

1. There are more culturally distinctive pathways available to Māori across the country.
2. More Māori organisations are sustainable and supported by Sport NZ Ihi Aotearoa.
3. He Oranga Poutama services are accessible to more communities across the country.
4. He Oranga Poutama is able to measure, monitor and report on its impact on Māori wellbeing.
5. Tapuwaekura is rolled out across the country into Kura Māori Levels 1 and 2.
6. A National Māori Sport Collective is established and a Tiriti partnership formed between the Collective and Sport NZ Ihi Aotearoa.
7. The Māori Play Plan is implemented.

# Te Wātaka Timeline 2021–2024

## Te Whakamana | Te Tiriti

### Mana Ōrite Partnership

1. Develop, introduce and embed clear pathways for Māori organisations to become Te Tiriti partners.
2. Develop and introduce at least three new Te Tiriti Partnerships with iwi and national Māori organisations in this period that are based on the principles of Mana Ōrite – authentic partnerships, equality and mutual outcomes.

### Mana Māori Protection

1. Develop and introduce a strategy for te reo me ngā tikanga that gives effect to Maihi Karauna, the Crown Te Reo strategy.
2. Develop, introduce and embed the Sport NZ Māori Data Framework.
3. Embed tikanga and mātauranga Māori in planning, policy and practice.

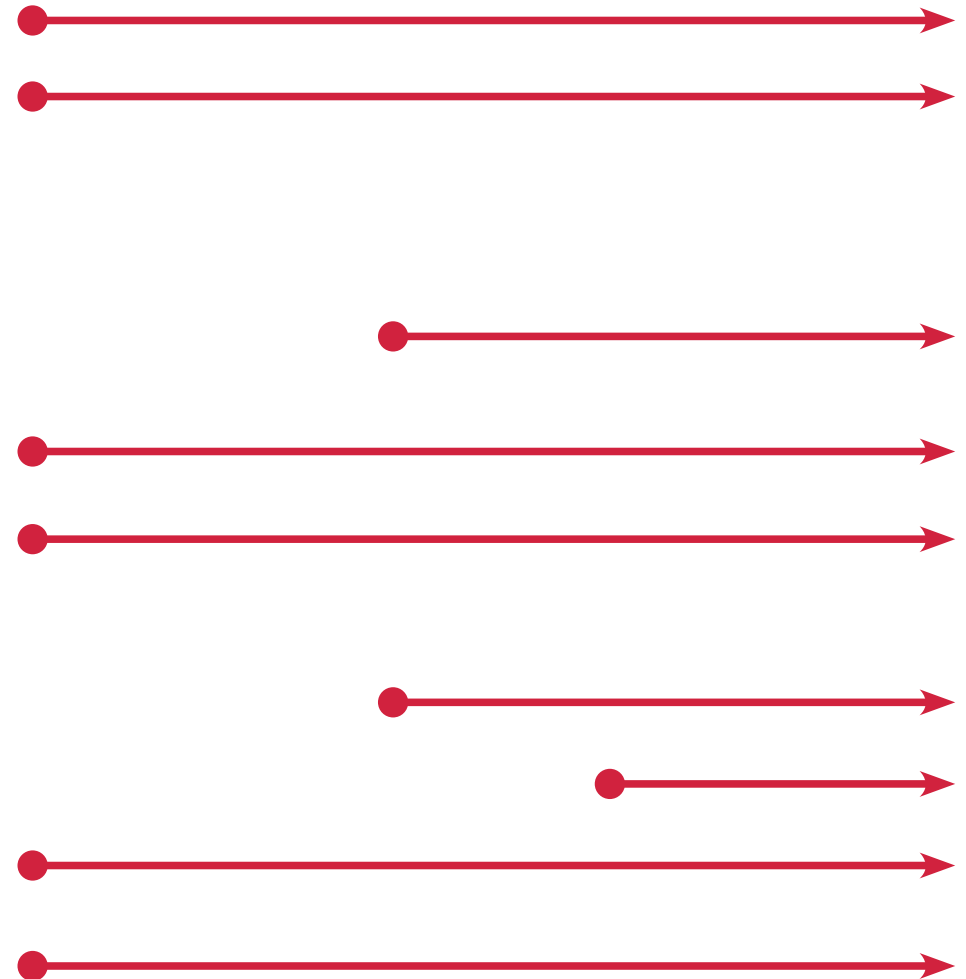
### Mana Taurite Participation

1. Commission a review that will identify inequities in our system and provide recommendations.
2. Introduce an organisation-wide plan to address inequities for Māori based on those recommendations.
3. Expand the He Oranga Poutama programme to achieve nationwide coverage.
4. Increase Māori leadership and management within Ihi Aotearoa and the investment partners.

2021–2022

2022–2023

2023–2024





# Te Wātaka Timeline 2021-2024

## Te Mauri Tū

### Tū Te Ihi

#### (Individual Cultural Capability)

1. Develop and introduce Tū Te Ihi Cultural Capability Programme for the Board.

### Tū Te Wehi

#### (Organisation Cultural Capability)

1. Increase the capacity of the Rautaki Māori Team and establish it as a Kāhui Rautaki Māori (Rautaki Māori Business Unit) to reflect its role and status as and internal Te Tiriti partner.
2. Ensure all teams are proactive in recruiting and appointing managers who bring a Māori perspective to their respective disciplines.
3. Develop and introduce a Tū Te Wehi programme to support senior leadership and management to build their cultural capacity and capability.

## Tū Te Wana

#### (Sector Cultural Capability)

1. Develop and introduce a Tū Te Wana Sector Cultural Capability Plan to support the sector.

2021-2022

2022-2023

2023-2024



# Te Wātaka Timeline 2021-2024

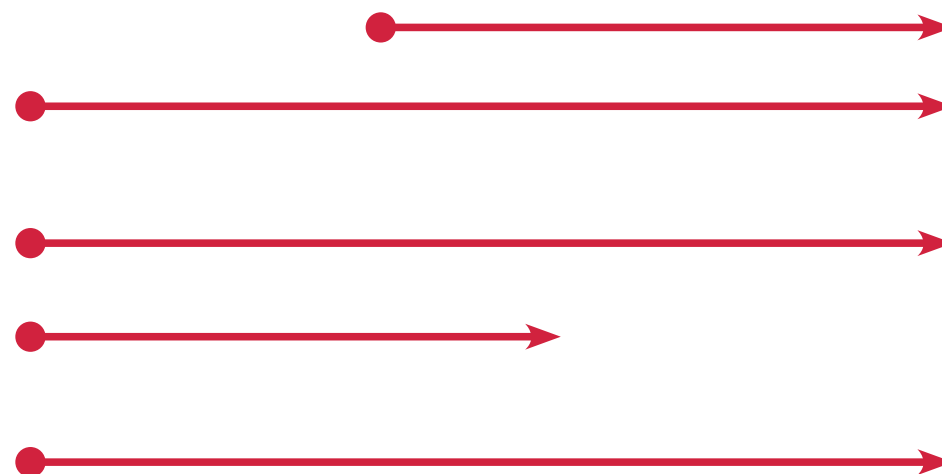
## Mauri Ora

1. Support Māori organisations to develop and strengthen their infrastructure.
2. Extend the nationwide reach of He Oranga Poutama and strengthen how we measure, monitor and report Māori wellbeing.
3. Complete the pilot for Tapuwaekura in 2022 and fully roll out over 2022 -2024 into Kura Māori Levels 1 and 2.
4. Support the Māori National Sport Organisations to establish a collective entity and, with Sport NZ, co-design a Tiriti Partnership.
5. Support the implementation of the Māori Play Plan.

2021-2022

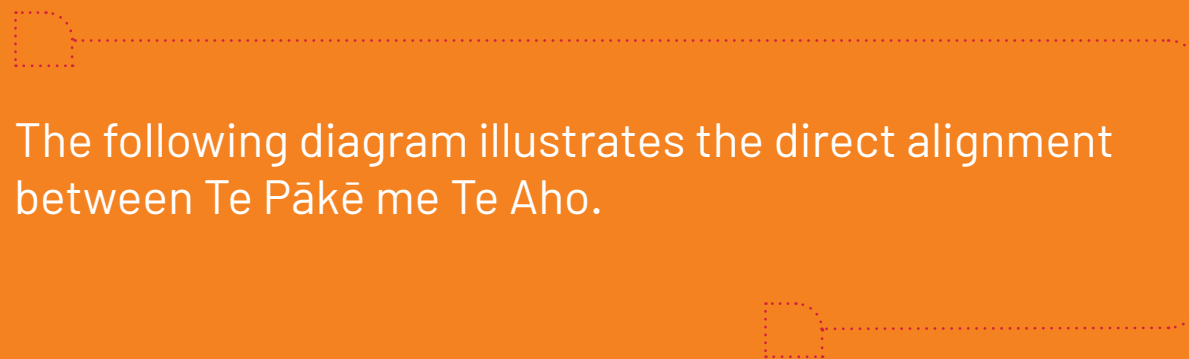
2022-2023

2023-2024



## Te Pākē me Te Aho Aligning medium and long-term outcomes

The following diagram illustrates the direct alignment between Te Pākē me Te Aho.





# Te Pākē o Ihi Aotearoa

Sport NZ Ihi Aotearoa Māori Outcomes Framework

Tangata Whenua are enabled to participate and succeed as Tangata Whenua

## Ngā Mātāpono o Ihi Aotearoa



**Kia Pono ki te kaupapa**  
Be authentic to the purpose



**Kia Tika te mahi**  
Act with integrity



**Me Aroha ki te tangata**  
Respect for others

Te Whakamana  
I Te Tiriti

Authentic  
partnerships equality  
mutual outcomes

Active protection  
of te reo, tikanga,  
taonga and mātauranga  
Māori

Māori-led, equitable  
and accessible  
pathways.

**Mana Ōrite**

**Mana Māori**

**Mana Taurite**

**Individuals**  
Culturally competent  
and responsive

**Organisation**  
Te Tiriti-led  
bicultural systems and  
processes

**Sector**  
Culturally  
competent and  
responsive

**Tū Te Ihi**

**Tū Te Wehi**

**Tū Te Wana**

Mauri Tū

Mauri Ora

Tino Ūkaipō  
Cultural Identity

Tino Whanaunga  
Cultural Connection

Tino Rangatira  
Cultural Vitality

**Te Ihi**

**Te Wehi**

**Te Wana**

# Intermediate Outcomes

## Te Whakamana I Te Tiriti

### Mana Ōrite –

#### Partnership Introduced

1. There are formal pathways for iwi and national Māori organisations to become Te Tiriti partners.
2. At least three new Te Tiriti partnerships are established in this period that are underpinned by the principle of Mana Ōrite.

### Mana Māori –

#### Protection Introduced

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3. Increased access for whānau, hapū, iwi and Māori organisations to receive and deliver funds, programmes and investments.

## Mauri Tū

### Tū Te Ihi –

#### Individual Cultural Capability

1. Board members have a better and consistent understanding of their responsibilities as governors of a Te Tiriti-led organisation.
2. Staff are becoming more confident with the use of te reo me ngā tikanga in everyday practice.

### Tū Te Wehi –

#### Organisation Cultural Capability

1. Rautaki Māori team has the capacity and capability to fulfil its role as an internal Treaty partner.
2. There are more Māori in leadership at Sport NZ Ihi Aotearoa.
3. All teams have a Māori perspective in them.
4. Senior Leadership Team and management have a consistent understanding of Te Ao Māori and Māori Frameworks.

### Tū Te Wana –

#### Sector Cultural Capability

1. There is a plan to support sector cultural capability.
2. There are more Māori in leadership and management across the sector.

## Mauri Ora

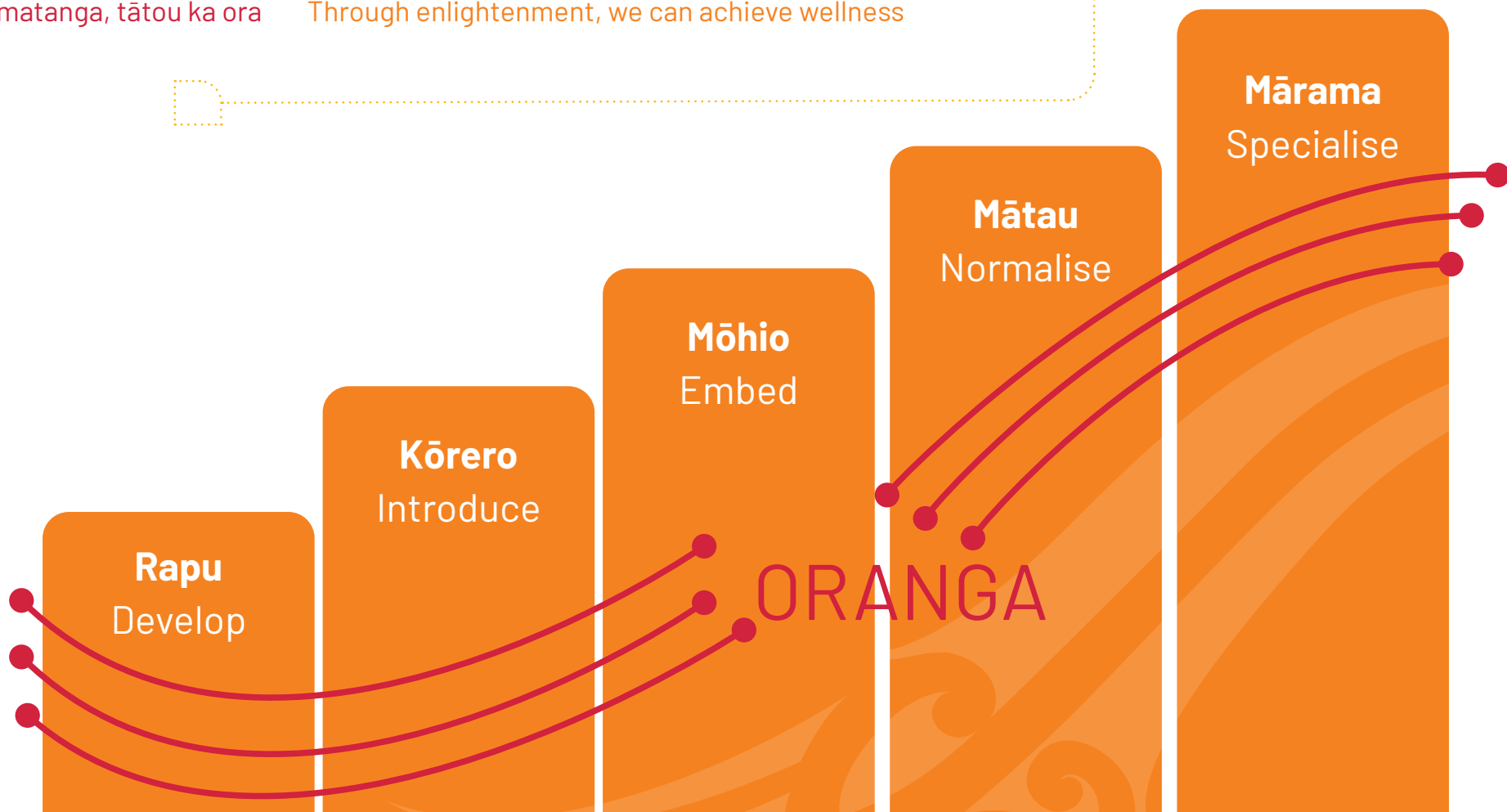
### Te Ihi, Te Wehi, Te Wana

1. There are more culturally distinctive pathways available to Māori across the country.
2. More Māori organisations are sustainable and supported by Sport NZ Ihi Aotearoa.
3. He Oranga Poutama services are accessible to more communities across the country.
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6. A National Māori Sport Collective is established and a Tiriti partnership formed between the Collective and Sport NZ Ihi Aotearoa.
7. The Māori Play Plan is implemented.

# Appendices

# Piki Mai Logic Learning Model Adapted by Neavin Broughton 2021

Mā te rapu, ka kōrero	Through our pursuits, we interact
Mā te kōrero, ka mōhio	Through interactions, we become aware
Mā te mōhio, ka mātau	Through awareness, we become knowledgeable
Mā te mātau, ka mārama	Through knowledge, we become enlightened
Mā te māramatanga, tātou ka ora	Through enlightenment, we can achieve wellness





# Glossary

Term	Translation / Equivalent	Context
<b>Aho</b>	Weft	Horizontal threads when weaving
<b>Ihi</b>	Spark	Ihi is one part of a traditional saying relating to ihi, wehi and wana
<b>Ihi Aotearoa</b>	Sport New Zealand	Ihi Aotearoa is not a literal translation of Sport New Zealand
<b>Kai</b>	Food	Kai relates to food or sustenance; sometimes it is used metaphorically to describe, language, resources, commitment or knowledge
<b>Kāhui</b>	Group	The word kāhui can be used to describe a group of people, stars or a herd. The reference to kāhui in this document relates to a business unit
<b>Kaupapa</b>	Topic	The word kaupapa can be used in a number of ways depending on context
<b>Kaupapa Māori</b>	Māori basis	Anything that is based in traditional Māori philosophy, protocols and knowledge
<b>Mātanga</b>	Expert	The word mātanga is used as a Māori equivalent for the word 'consultant'. They are people who provide skills and expertise where and when required
<b>Mauri</b>	Lifeforce	Term used to describe the lifeforce imbued in all things, both physical and non-physical
<b>Mauri pounamu</b>	Physical pounamu	Physical pounamu representing the mauri of Sport NZ Ihi Aotearoa
<b>Piki Mai</b>	Rise – assail	Piki Mai is the name given to an internal model specifically designed to identify where teams, business units and even the organisation stands in regard to progress
<b>Pounamu</b>	Greenstone	Nephrite jade, bowenite, serpentinite originating from Te Waipounamu (South Island) of New Zealand
<b>Rangatahi</b>	Young people	
<b>Rautaki Māori</b>	Māori Strategy	The Rautaki Māori team is responsible for leading and implementing Māori strategy
<b>Taiao</b>	Environment	The term taiao is generally used in relation to interacting with the natural environment
<b>Tamariki</b>	Children	
<b>Tangata Whenua</b>	People of the Land	Within a Tiriti context, Tangata Whenua can be considered as a generic reference to Māori
<b>Tangata Tiriti</b>	People of the Treaty	Within a Tiriti context, Tangata Tiriti can be considered as a generic reference to non-Māori
<b>Tapuwaekura</b>	Footprint in schools	A tapuwae is a footprint and kura can be a centre of learning or something special

<b>Term</b>	<b>Translation / Equivalent</b>	<b>Context</b>
<b>Te Ao Māori</b>	The Māori World	Within the context of the document, Te Ao Māori relates to the provision of a Māori perspective
<b>Te Aho</b>	The thread or cord	Te Aho refers to the horizontal thread or cord that binds together the whenu, or vertical threads. It is also the shortened name for the Māori Activation Plan, Te Aho a Ihi Aotearoa
<b>Te Matatini</b>	The Multiple Faces	Te Matatini Society is the national body that organises and runs the biennial adult kapa haka competitions
<b>Te Pākē</b>	The Raincoat	A pākē is a traditional raincoat of woven flax. It is also the shortened name for the Māori Outcomes Framework, Te Pākē o Ihi Aotearoa
<b>Te Rōpū Tūmau</b>	The Constant Group	Tūmau are seen as people who have maintained a continued presence and involvement in beneficial kaupapa. Te Rōpū Tūmau members are hands-on practitioners in their respective fields
<b>Te Tuarā</b>	The Backbone	The name Te Tuarā was chosen because the group acts as a backbone for the kaupapa. Te Tuarā members are considered experts in their respective fields
<b>Te Tiriti</b>	The Treaty	Shortened name for Te Tiriti o Waitangi – The Treaty of Waitangi
<b>Te Whetū Rehua</b>	The Star Rehua	Te Whetū Rehua is a Māori evaluation framework used in Sport NZ Ihi Aotearoa
<b>Te Whare Tū Taua o Aotearoa</b>	The House of Tū throughout Aotearoa	This name relates to the national organisation that has revitalised and continues to revitalise the traditional Māori arts of weaponry and defence, as well as mātauranga Māori
<b>Tikanga Māori</b>	Māori protocols and practices	Māori protocols and practices that are either appropriate or applicable depending on context and circumstance
<b>Waka</b>	Canoe	Waka are very significant in Māori history, whether they were the original waka their ancestors sailed over on or waka used as transport or recreation, and still are important to Māori
<b>Whenu</b>	Warp	Perpendicular threads when weaving



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