

**TE NUKA KŌKIRI A TE TARI O TE  
KAITIAKI MO NGĀ TAKE  
MĀTAURANGA MĀORI**

**STRATEGIC PLAN  
OF THE  
MĀORI EDUCATION TRUST**

# NGĀ KIKO Ō TE NUKA KŌKIRI

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*To fulfil its vision, mission, goals and objectives, the Maori Education Trusts also sponsors the:*

- *development of a Maori Education Authority or Te Manatu Mātauranga Maori*
  - *Nga Manu Korero Speech Competitions*
- *Whānau, RŌPU and Individual programmes promoting te reo me ōna tikanga*
  - *Te Ngutu Kura – Maori Spell Checker*
  - *Joint Venture Scholarship initiatives such as*
    - *The Disadvantaged Maori Women’s Scholarship with the Perpetual Trust and the Community Employment Group Division of the Department of Labour*
    - *the Nga Puhi Scholarship with te Rūnanga O Nga Puhi*

## BACKGROUND

The **MĀORI EDUCATION TRUST (TE TARI O TE KAITIAKI MO NGĀ TAKE MĀTAURANGA MĀORI)** came into being under the Māori Education Foundation Act 1961. Its basic objective then was to encourage Maori into tertiary education and this was achieved through the payment of grants and scholarships. These were derived from public raised funds and private bequeaths which were subsidised by Government. Additional income is derived from the provision of fee based service contracts and other initiatives. In 1993 the Māori Education Act 1961 was superseded by the Māori Education Trust Deed and this remains today.

Currently, the Trust's core activities comprise the:

- advocacy for improved Māori educational achievement;
- promoting tino rangatiratanga in education development;
- administration of a wide variety of scholarships and grants;
- sponsorship of the Ngā Manu Kōrero regional and national speech competitions;
- administration of the Ngārimu VC and 28th (Māori) Battalion scholarships and essay competitions; and
- managing, protecting and growing of the Trust's assets.

In addition and as a result of increased activity and concern among Māori, the Trust is responding and being positive in the area of governance – where Māori should take more control over their destiny. To achieve this, the Trust's basic strategy is the establishment of Te Manatu Mātauranga Māori – an autonomous Māori Education Authority. In addition and in response to the wide variety of options that are now available to Māori, the Trust also has a strategy of creating pathways. That is, increasing awareness of and encouraging Māori to avail themselves of the wider opportunities that are available in or through education.

In fact the Trust views education as critical to Māori development. It therefore places importance on mobilizing Māori into education by assisting with funding, providing information, developing strategic alliances and developing future Māori leadership. Furthermore the Trust must act as an effective partner in the relationships it has with its key stakeholders, secure more resources and validate Te Tiriti Ō Waitangi and the significance of mātauranga Māori. In promoting the foregoing principles, the Māori Education Trust realises that anything less will not assist Māori make a greater contribution to Aotearoa and the global world.

## MEMBERS OF THE BOARD OF TRUSTEES

The Board comprises:

<b>Dr Pita Sharples</b> (CBE, PhD, MA, Dip Tchg, JP)	- Heamana
<b>Te Huia Bill Hamilton</b>	- Heamana Tuarua
<b>Iritana Tawhiwhirangi</b> (MBE, CNZM)	- Kaitiaki
<b>Bronwyn Yates</b>	- Kaitiaki
<b>Te Whakaotinga Poa</b>	- Kaitiaki
<b>Rev Manawa roa Maurice Gray</b> (JP)	- Kaitiaki
<b>Jacqui Te Kani</b>	- Kaitiaki
<b>Mahara Okeroa</b> (MP Te Tai Tonga)	- Kaitiaki

## THE VALUES OF THE MĀORI EDUCATION TRUST

The following values are held by the Board Members and staff and are an expression of the Trust's vision.

- **Pōwhiri** - first and foremost in the manner of Marae whānau, the Māori Education Trust is totally committed to extending hospitality to all manuhiri, and to acknowledging the kaupapa that they bring to the Trust.

**Pōwhiri** therefore requires:

[that wherever possible all enquiries will be dealt with by the Trust or referred on to the appropriate agency]

[that all stakeholders should enjoy the warmth of working with Trust board members, staff and contractors]

- **Manaaki tangata** - underpinning all TRUST activity is the traditional Māori concept of whakamana tangata – of embracing all persons with dignity and respect.

**Manaaki tangata** therefore requires that

[all personal contact with clients and stakeholders by TRUST staff and board members begins with the idea that: "this person is important, this person is special." Accordingly genuine respect is transmitted allowing one to deal powerfully and honestly with the kaupapa]

- **Aroha** - this is the base value underlying the purpose and operations of TRUST. Aroha provides the whanaungatanga within the Trust's internal structure and ensures mutual respect and teamwork in all activities.

**Aroha** therefore

[is not negotiable within TRUST operations and underpins all transactions and inspires the motivation to serve clients, stakeholders and the Māori people generally]

- **Ngākau Mahaki** - a calm and caring disposition is a quality promoted by the TRUST. While it is gratifying to be able to assist people in their need, it is a gift to actually care for them during this time, thus empowering them with feelings of support, of warmth, of success and of comfort and safety.

**Ngākau Mahaki** therefore

[allows staff to openly empathise with the client and to bring that extra personal element into TRUST service]

- **Ngākau whakaiti** - a difficult value to maintain – and harder still for some. Humility was a quality many of the greatest Māori leaders displayed even in situations of conflict. It is a powerful quality. It allows one to distinguish between the person (personality) and the kaupapa – rather like ngākau mahaki.

**Ngākau Mahaki**

[within one providing a service is the greatest comfort to the one asking for the service]

- **He tapu to te tāne he tapu ano to te wahine** - respect and regard from men for woman, from women for men, is part of the basis upon which all traditional Māori activities were based. To promote opportunities equally for all Māori and to inspire leadership from within young men and woman as well as kuia/kaumātua.

**He tapu to te tāne he tapu ano to te wahine requires that**

[Trust personnel recognise the tapu of all persons, and the need to have respect for all people regardless of age, gender and ethnic origin].

- **Ko te mana ko te kupu** - to walk ones talk is to act with integrity. Personal integrity to the word and the deed is perhaps among the more difficult values to maintain – and is probably a diagnostic feature for leadership. The Trust’s board members, staff and contractors aspire to achieve integrity in all matters as individuals and collectively as an educational service.

**Ko te mana ko te kupu requires that**

[integrity within the Trust is not confined solely to the delivery of an educational service, but also concerns the manner of personal communications and dealings with all stakeholders]

- **He toka tū moana** - a traditional Māori reference to ‘making a firm stand’ and if necessary ‘a final stand in battle’. This expression acknowledges authenticity. Alongside integrity, authenticity in the provision of educational services to Māori is absolutely essential. Not only must the Trust provide a service which is authentic and relevant to day’s needs, but the service must also be authentic in meeting the aspirations of Māori and in reflecting the validation of Māori knowledge.

**He toka tū moana ensures that**

[the Trust is totally devoted to being authentic in all undertakings. The entire strategic plan of the Trust, its aims and objectives are centred around authenticity in the nature of the services provided by the Trust and in the delivery of those services to Māori]

- **Tino rangatiratanga** - the Trust is dedicated to creating opportunities by Māori for Māori – to support the pursuit of excellence and autonomy for Māori, of self determination to fashion a New Zealand where Māori can live well as Māori.

**Tino rangatiratanga is to be viewed**

[by the Trust as a goal which to embark upon is to achieve a measure of success. The Trust then, is concerned with “empowering” and “enabling” Māori to determine and then to pursue those ideals that they themselves consider appropriate and relevant to their future]

- **Whaiā te iti kahurangi** - is a well known Māori proverb recognising perseverance, effort and professionalism.

**Whaiā te iti kahurangi requires that**

[Trust staff, contractors and Trustees set themselves the highest of standards in their work ethic but equally important is their desire to determine and provide the appropriate services to Māori]

## **WORK ETHIC OF THE MĀORI EDUCATION TRUST**

The Māori Education Trust is committed to working within a code of conduct which includes the following activity:

### **Excellence – achieving the highest results**

- always seeking improved performance

### **Integrity – maintaining high ethical standards**

- Behaving consistently with Māori tikanga, ethics and standards at all times.
  - Providing free and frank advise
- Managing our relationships with integrity and honesty

### **Responsiveness – being aware of our stakeholders’ needs and views**

- Focusing on service to and working in partnership with Māori people and organisations that work with Māori people
- Being committed to upholding the principles of Treaty of Waitangi
  - Addressing issues for Māori people in our work

### **Relevance – sticking to our core business and role in Māori Development**

- Being disciplined and rigorous in our Māori development approach and ensuring that our work is “evidence based”
- Focusing on those issues where we can make a difference for Māori people

### **Solution seeking – making it happen**

- Finding solutions for difficult to manage issues
  - Facilitating positive change

### **Teamwork and collaboration – working together**

- Drawing on all our skills and experience to produce excellent work
  - Valuing diversity
- Building strong relationships with our stakeholders and others

### **Continuous Learning – always seeking to do better**

- Asking ‘what is the best we can do?’ and ‘how can we do this better?’
- Actively seeking and welcoming new suggestions and ideas
  - Being keen to debate and learn from others

## **VISION OF THE MĀORI EDUCATION TRUST**

**HE TIROHANGA WHAKAMUA**

## VISION STATEMENT

**MĀTAURANGA MĀORI MANA MOTUHAKE**

Full Authority for Māori Knowledge, Values and Practices

**KORERO WHAKAMARAMA:**

- Kia kaha tatau te iwi Māori ki te whai i te tino rangatiratanga kia whakamana ai nga Mātauranga Māori
- Kia noho Māori i tonu tatau i roto i tēnei whenua, a, i roto hoki i te ao whānui
  - Kia kore ai e ngaro nga kakano i ruia mai i Rangi-ātea
- Kia pupuri, kia mau tonu ki nga öhäki ö nga tipuna hei oranga mo tatau i roto i tēnei wä
  - Kia kimi huarahi kia pūawai ai te reo Maori me öna tikanga
- Kia häpai kia hiki te reo Maori kei roto i te motu hei reo rangona ai i nga wahi katoa, i nga pito katoa ö te whenua
- Kia whakaarahia ano era kaupapa kua tāmīā kua pēhia e nga ture kawanatanga, e nga tikanga tauwi
- Kia mau kaha tatau ki te whakatu umanga Maori kia whakamana ai ēnei ahuatanga, a, ka whakatökia ki roto i nga taiwhenua, hei whāriki manaaki i nga uri whakatipu.

**[HE PAHAUTEANGA O TE IWI MĀORI KEI ROTO I AOTEAROA NEI, Ā, KEI ROTO I TE AO WHĀNUI]**

<b>MISSION OF THE MĀORI EDUCATION TRUST</b>
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**HE KORONGA WHAKATĀTAKI**

## MISSION STATEMENT

KI TE KIMI HUARAHI WHĀNUI  
KIA PUĀWAI AI TE IWI MĀORI

To enable Maori to achieve our cultural, spiritual  
social, political and economic aspirations

**KORERO WHAKAMARAMA:**

- **Te pahautea nga ö te iwi Māori kei roto i te ao**
- "the flourishing of Maori people as citizens of the world".
- **Ki te häpai i nga huarahi whānui kia taea nga kaupapa teitei ahakoa he aha te kaupapa**  
"to create opportunities to enable all Māori to achieve their cultural, social, spiritual and economic aspirations."

- **Ki te whakatū umanga ki te whakatinana i nga moemoeā o te iwi**  
"to create initiatives to realise the desires of the people".
- **Ki te whakamana i nga kaupapa Māori kia noho rangatira ai te iwi  
Māori i nga waihotanga o ngā tipuna**  
"to validate Māori knowledge so that Māori can live in dignity within the  
legacy of our ancestors."
- **Kia noho Māori tonu tatau i roto i te ao hou**  
"that Māori live as Māori in the new world."

## STRATEGIC GOALS AND OBJECTIVES OF THE MĀORI EDUCATION TRUST

### NGĀ TAUWHĀINGA STRATEGIC GOALS

#### 1. KIA WHAKAHOKIA ANO TE MANA O RUNGA AKE O NGĀ KAUPAPA MĀTAURANGA KI TE MĀORI: MĀNA ANŌ ENEI KAUPAPA E WHAKAHAERE, E WHĀNGAI KI TE IWI.

##### To facilitate Māori authority over Māori Education

###### Objective 1

*To Unite Māori around agreed education goals*

###### Objective 2

*to negotiate the inclusion of Te Tiriti Ō Waitangi into the general curriculum*

###### Objective 3

*To promote and seek the mandate of iwi / Māori organisations to establish  
a Māori Education Authority.*

###### Objective 4

*To negotiate political commitment and financial resources for a Māori  
Education Authority.*

#### 2. KIA WHAKAMANA MĀTAURANGA MĀORI KIA TŪ RANGATIRA AI ĒNEI MĀTAURANGA KEI ROTO I A AOTEAROA NEI, Ā, KI ROTO I TE AO WHĀNUI

To promote mātauranga Māori as a valid, appropriate and relevant form of  
education within all New Zealand and throughout the world

###### Objective 1

*To promote te reo and tikanga Māori nationally and internationally*

###### Objective 2

*To validate and support mātauranga Māori initiatives and their inclusion in the mainstream curriculum .*

**3. KI TE WHAKANUI I NGĀ RAWA KATOĀ KIA NUI KE ATU NGĀ HUA HEI WHAKAPAKARI I TE MĀORI**

To grow the assets of the Trust to increase resources for Māori development

Objective 1

*To provide financial support and information for Māori educational initiatives*

Objective 2

*To grow the investment benefits*

Objective 3

*To develop the farms for educational benefit and income redistribution*

Objective 4

*To seek new business opportunities*

**4. KIA MAU KAHA TE TARI KI TE WHAKAPAKARI I ONA AKE KAUPAPA KIA WHAKANGANARI AI TE ATAWHAI TANGATA.**

To pursue excellence in the delivery of all of the Trust's activities

Objective 1

*To guide the Trust's response to environmental trends and issues for Māori*

Objective 2

To promote and market the Trust's services and initiatives

Objective 3

To regularly monitor and review the Trust's implementation of its organizational values, ethics and strategic ends

**CONCLUSION:**

This strategic plan constitutes a pro-active approach by the Māori Education Trust to be actively involved in the whole process of education and how this contributes to the achievement of excellence for Māori people. The entire programme is the shared vision of Trust Board members, staff and contractors.

The plan is about the creation and promotion of a range of educational opportunities for Māori. To this end the plan encourages Māori to:

- be involved in advancing Māori control of Māori education;
- promote mātauranga Māori as an appropriate and relevant form of education;

- take advantage of the resources that are available in the secondary and tertiary education levels;
- note that the completion of an economic development strategy will assist the Māori Education Trust to protect, develop and grow its resources and assets to enhance Māori development; and
- ensure the Trust enhances its service delivery.

The plan is also concerned with the production and delivery of an education system which is in accord with, and in support of, contemporary Māori spiritual, cultural, political, social and economic aspirations. Similarly, it allows Māori realize the lost promises of partnership and equality contained within the articles of Te Tiriti Ō Waitangi. It is therefore in total accord with Te Tiriti O Waitangi.

Finally, the plan also directs the short to long term goals as they apply to the Trust's future priorities and in particular:

- the need for the Māori Education Trust's activities to be given a higher public profile. Media promotions of its major events and programmes should be maximised to keep the Trust's name prominent in positive activities within New Zealand society. It is also expected that all Trustees and staff will actively promote the Board's kaupapa and adopt a positive role in promoting the vision, mission and goals proposed in this strategic plan;
- the Trust maximising its financial stability. There are a number of sources of finance which must be accessed by the Trust in its catalyst functions within Māori education, research and the achievement of excellence;
- the implementation of an education system that empowers all Māori to achieve their goals either collectively or individually. Unless this is done, Māori will not enjoy unlimited socio-economic advancement.
- to critically audit its own activities to ensure that we measure up to the demands of our Māori peoples' drive for "tino rangatiratanga". For unless there are extreme efficiencies and effectiveness throughout the fabric of the Trust, then there will be threats to its very existence; and
- the development of new and the enhancing of existing relationships and alliances - "*ko tou rourou, ko töku rourou, ka ora te iwi*".

These are the challenges which face all Māori as we seek to achieve **MĀTAURANGA MĀORI MANA MOTUHAKE** "

Pita R Sharples  
Heamana

**TE TARI O TE KAITIAKI MO NGĀ TAKE MĀTAURANGA**