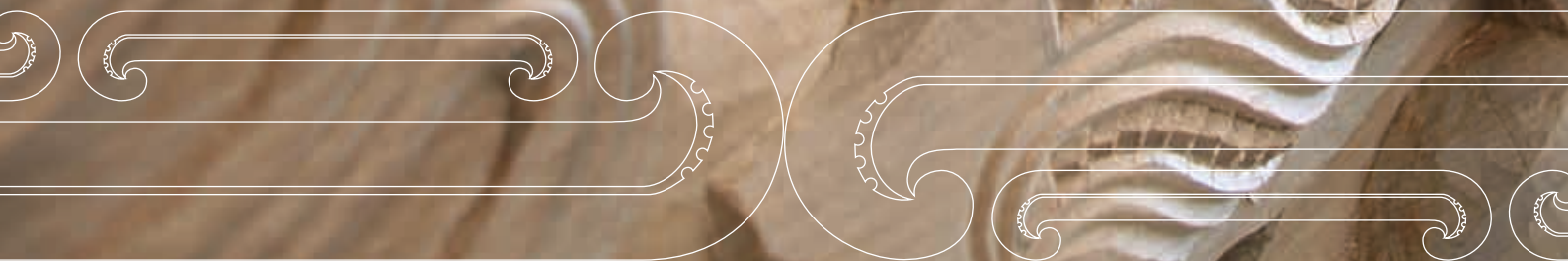




New Zealand's Māori Centre of Research Excellence

# Ahunga Āta Whakarite **Strategic Direction** 2016 – 2020

*Ko te Māori e arataki ana i a Aotearoa ki te ao kei mua*  
Māori leading New Zealand into the future





## Whakataukī : Proverb

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*Whāia ngā pae o te māramatanga  
Ko te pae tawhiti, whāia kia tata  
Ko te pae tata, whakamaua kia tinā  
E puta ai ki te whaiao, ki te ao mārama!*

Search in the innermost recesses of the intellect  
To seek new knowledge as yet unexplored  
As the past is purchased by the present  
And the future is the goal of tomorrow

Ngā Pae o te Māramatanga (NPM), New Zealand's Māori Centre of Research Excellence, was first established in 2002 and has a focus on producing transformative research that produces real outcomes and results for communities in Aotearoa New Zealand and around the world.

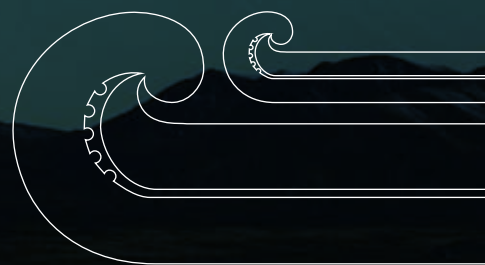
NPM was gifted its name by Professor Sir Hirini Moko Mead, a name which means “horizons of insight”.

Our strategic direction is captured in our whakataukī (proverb), our matakitenga (vision) and our whaingā (mission).

Each of these commits us to the ongoing pursuit of new horizons of insight and understanding so that we may continue to work towards a future of excellence, of collaboration and of positive change.

Ngā Pae o te Māramatanga's Board is chaired by Sir Tīpene O'Regan, KNZM (Ngāi Tahu) and our Amorangi, Patron, is Dr The Honourable Sir Pita R Sharples, KNZM, CBE (Ngāti Kahungunu, Ngāi te Kikiri o te Rangi, Ngāti Pāhauwera).

TRANSFORMATIVE  
RESEARCH THAT  
PRODUCES REAL  
OUTCOMES



## Matakitenga : Vision

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*Ko te Māori e arataki ana i a Aotearoa ki te ao kei mua.*

*Ko ā mātau mahi rangahau he whakaea i ngā wawata o te iwi Māori kia whai wāhi nui ai ia i roto i ngā whakaritenga mō te whenua katoa, he whakapiki ake i te hiranga o ngā wānangatanga ā te Iwi Taketake, ā, he hura rongoā mō ngā wero nui kei mua i te aroaro o te tangata i konei, i te ao whānui hoki.*

Māori leading New Zealand into the future.

Our research realises Māori aspirations for positive engagement in national life, enhances our excellence in Indigenous scholarship and provides solutions to major challenges facing humanity in local and global settings.

## Whāinga : Mission

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*Kia hira ngā rangahautanga ā NPM e hua ai he whakaputanga rautakinga i waenga i nga whiringa kaupapa ō te pakihi, te taiao, me te hāpori Māori.*

NPM delivers excellent research that produces strategic outcomes in our interwoven thematic areas of Māori economy, environment and society, to contribute to Māori development.

SOLUTIONS TO MAJOR  
CHALLENGES FACING  
HUMANITY



## Ko Ngā Puakanga Ekenga : Outcomes Statements

NPM research and activities contribute to the achievement of the five high level outcomes below. Through our research these outcomes will assist Māori in leading Aotearoa into the future.

*He Pokapū e mōhio nuitia ana i konei me rāwahi, ā, e aronuitia ana hoki mō tōna tohungatanga me ōna āhuatanga auaha i roto i ngā kaupapa rangahau whānui e hāngai pū ana ki te Māori, e puta ai hoki ia ki te ao mārama.*

A Centre that is nationally and internationally recognised and sought after for its expertise and innovation in transformative Māori-focused multidisciplinary research.

*Ko te whakapikinga i ngā whakaeatanga o ngā wawata me ngā āheitanga o te iwi Māori e whanake ai te ōhanga ā Māori, ā iwi rānei, tatū noa ki te taiao me te tangata.*

Greater realisation of Māori aspirations and capabilities for flourishing Māori and tribal economies, environments and people.

*Ko te whakahiranga ake i te haumanutanga, te whakawaiatanga me te āta whakamahitanga o te reo Māori me ngā tikanga Māori i ngā wāhi rangahau, i ngā hapori me te porihanga whānui.*

Enhanced te reo Māori and tikanga Māori revitalisation, normalisation and practice within our research settings, communities and society.

*Ko te whakarahinga i te kounga me te maha o tēnei mea te rangahau Māori, mai ra anō i ngā wānangatanga a te reanga Māori mau tohu paetahi, tae noa ki gā ara whāinga tūranga mahi mō te iwi Māori.*

Expanded quality and quantity of Māori research, including Māori postgraduate scholarship and improved career pathways for Māori.

*Ko te whakapūmautanga i ngā rautaki me ngā rangapūtanga i waenga i ngā pokapū Māori, ngā kāwanatanga, ngā pakihi, ngā mātanga, me ngā hinonga hei tautoko, hei whakahihi hoki i te hiranga o ngā whakaputanga me ngā ekenga o tēnei mea te rangahau a te Māori me etahi atu Iwi taketake o te ao.*

Strengthened national and international strategies and partnerships between Māori entities, governments, businesses, professionals and institutions to support and inspire Māori and Indigenous research outputs, outcomes and excellence.

FLOURISHING  
ECONOMIES,  
ENVIRONMENTS  
AND PEOPLE



## Rautaki Hōtaka Rangahau : Research Programme Strategy

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### WHAT WE DO

NPM is devoted to initiating and developing research projects that deliver real change and influence for iwi, hapū, whānau and communities around Aotearoa New Zealand.

Our 2016-2020 programme is guided by three main research themes:

**Whai Rawa – Research for Māori Economies**

**Te Tai Ao – Research into the Natural Environment**

**Mauri Ora – Research into Human Flourishing**

These three themes are wherever possible guided and bound together by our strategy of **Te Reo me Ngā Tikanga Māori**.

NPM has a commitment to the digital environment and innovative use of technology as a research and communication tool, and supports research that is grounded in mātauranga Māori, Māori science, kaupapa Māori and tikanga Māori approaches and methods, as well as being inspired by global best practice.

NPM seeks to expand economic activity, provide solutions to environmental concerns and enhance human flourishing.

We will ensure a better New Zealand by empowering Māori to seek their aims for economic, cultural, social and environmental wellbeing.

Māori will lead New Zealand into the future by identifying and enhancing the research, knowledge and capability that Māori traditionally have, and will develop this knowledge even further within a modern context by drawing on the expertise of its associated networks and collaborations.

In doing so we draw upon our determination to survive and thrive as the Indigenous inhabitants of New Zealand and 1000 years' worth of constructive adaptation to both internal and external challenges.

Our values-based, deeply grounded, adaptive qualities, focused through vibrant, research-based advancement, will serve the aspirations of this and subsequent thriving generations.



# Māori Leading New Zealand into the Future

Our research realises Māori aspirations for positive engagement in national life, enhances our excellence in Indigenous scholarship and provides solutions to major challenges facing humanity in global and local settings.

# Transformation Through Indigenous Research Excellence

NPM delivers excellent research that produces strategic outcomes in our interwoven thematic areas of Māori economy, environment and society, to contribute to Māori development.

## TE REO ME NGĀ TIKANGA MĀORI

The Māori Language and Protocols



### WHAI RAWA

Research for Māori  
Economies



### TE TAI AO

The Natural  
Environment



### MAURI ORA

Human  
Flourishing

NPM research and activities are designed and required to contribute to achieving the following five outcomes.

These outcomes are high level and will be achieved through the vast NPM network, our contributive collective of researchers and partners.

A Centre that is nationally and internationally recognised and sought after for its expertise and innovation in transformative Māori-focused multidisciplinary research.

Greater realisation of Māori aspirations and capabilities for flourishing Māori and tribal economies, environments and people.

Enhanced te reo Māori and tikanga Māori revitalisation, normalisation and practice within our research settings, communities and society.

Expanded quality and quantity of Māori research, including Māori postgraduate scholarship and improved career pathways for Māori.

Strengthened national and international strategies and partnerships between Māori, governments, businesses, professionals and institutions, to support and inspire Māori and Indigenous research outputs, outcomes and excellence.

## Te Reo me Ngā Tikanga Māori : The Māori Language and Protocols

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*Mā tini, mā mano, ka rapa te whai*

**With collaboration, worlds can be conquered**

Te reo me ngā tikanga Māori are essential expressions of Māori philosophy, knowledge, practice, identities, and indeed the uniqueness of Māori culture. They will always be critical components of Māori wellbeing.

Māori language, values and practices pervade our entire research programme, and are embedded into the fabric of the work of NPM.

This programme develops and implements research-based revival and recovery tools and solutions, along with community capacity in engagement, use and transmission.

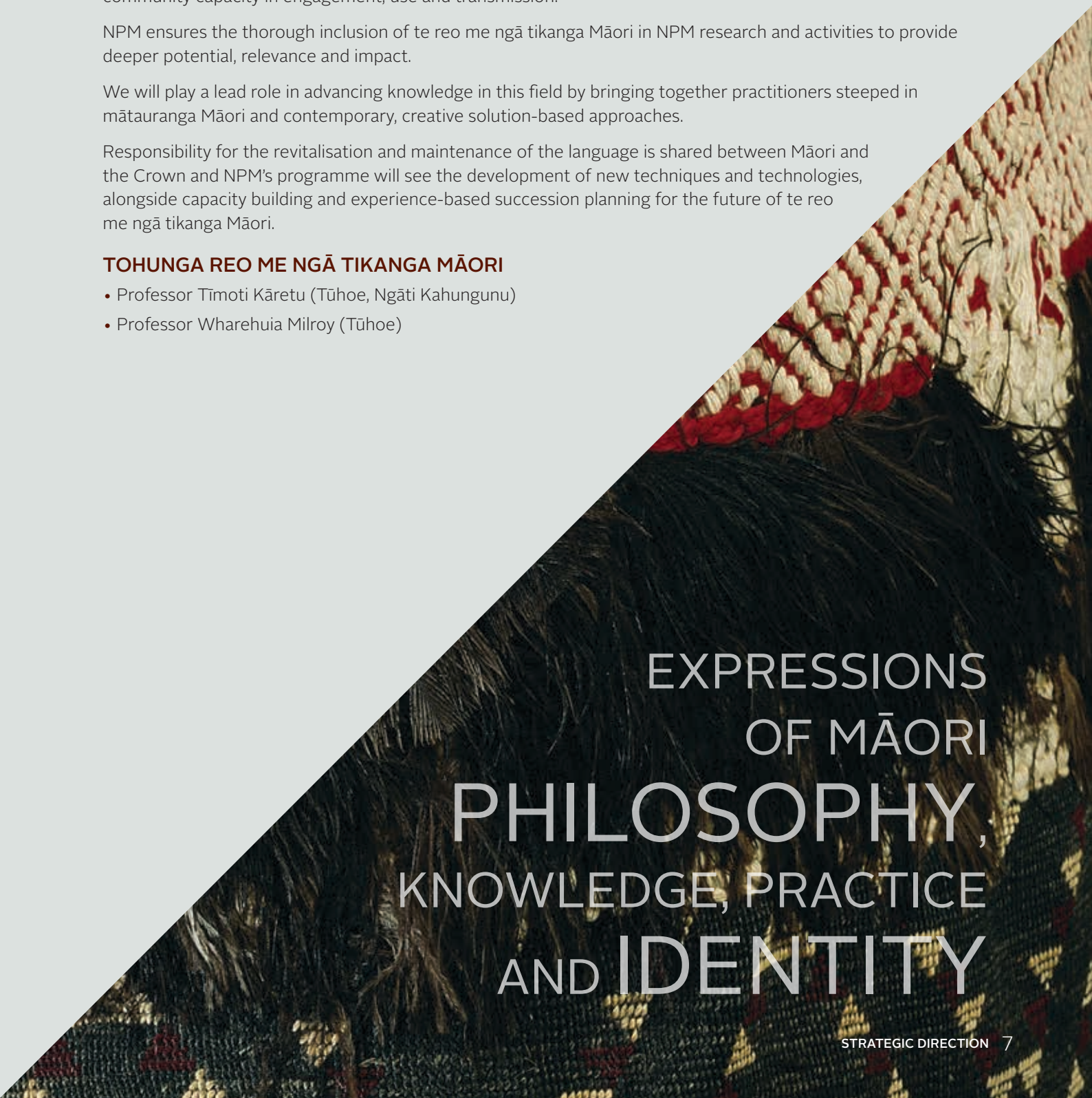
NPM ensures the thorough inclusion of te reo me ngā tikanga Māori in NPM research and activities to provide deeper potential, relevance and impact.

We will play a lead role in advancing knowledge in this field by bringing together practitioners steeped in mātauranga Māori and contemporary, creative solution-based approaches.

Responsibility for the revitalisation and maintenance of the language is shared between Māori and the Crown and NPM's programme will see the development of new techniques and technologies, alongside capacity building and experience-based succession planning for the future of te reo me ngā tikanga Māori.

### **TOHUNGA REO ME NGĀ TIKANGA MĀORI**

- Professor Tīmoti Kāretu (Tūhoe, Ngāti Kahungunu)
- Professor Wharehuia Milroy (Tūhoe)



EXPRESSIONS  
OF MĀORI  
PHILOSOPHY,  
KNOWLEDGE, PRACTICE  
AND IDENTITY





## Whai Rawa : Research for Māori Economies

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We use the term Whai Rawa to acknowledge and describe the diverse modes of Māori economies.

These economies include both rural and urban independent Māori enterprises, small whānau businesses, units within hapū or iwi structures, tribal incorporations and larger pan-tribal entities, in multiple, and often interconnected resource sectors.

NPM is identifying, exploring and developing in partnership with the communities involved, the research needs and opportunities that surround their economic, environmental, social and cultural investment priorities.

The goals of Whai Rawa are to add value to this Māori economy through new theories, models, and tools that will enhance the profitability and value of diverse Māori businesses and enterprises, and also to contribute new understandings and approaches for effective leadership and governance of Māori resources.

These will all enhance the economic performance of Māori communities while maintaining consistency with mātauranga and tikanga Māori.

### KAIĀRAHI KAUPAPA – THEME LEADERS

- Associate Professor Mānuka Hēnare  
(Te Aupōuri, Te Rarawa,  
Ngāti Kuri, Ngāti Kahu)
- Dr Shaun Awatere  
(Ngāti Porou)

# NEW THEORIES, MODELS AND TOOLS



# SOLUTIONS DERIVED FROM INDIGENOUS KNOWLEDGE AND SCIENCE

## Te Tai Ao : The Natural Environment

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Te Tai Ao is our research platform in the domain of environmental integrity and sustainability.

It builds on the unique body of knowledge and practice that is mātauranga Māori.

Bringing together a multi-disciplinary team of Māori researchers with expertise in developing solutions derived from Indigenous knowledge and science.

The goals of Te Tai Ao are to ensure moana, waterways and catchments are healthy and thriving ecosystems.

We are seeking to ensure that our environment can provide a sustainable basis for human flourishing and sound economic prosperity.

We want to find solutions that will ensure we have a diverse economy and enhanced environments.

Providing solutions and answers that will restore and revive compromised ecosystems, while supporting food production, harvesting and resource development.

### **KAIĀRAHI KAUPAPA – THEME LEADER**

- Professor Helen Moewaka Barnes  
(Ngāti Wai, Ngāti Hine, Ngāti Manu)



# INNOVATIVE MODELS AND STRATEGIES

## Mauri Ora : Human Flourishing

Mauri Ora requires a focus on, and understanding of, Māori worldviews and heritage concerns.

Our researchers are leading, developing and implementing Indigenous knowledge and innovations to complement community and national approaches, and enhance our mutual futures.

This theme recognises the challenges and opportunities that lie ahead.

Attention to education, health, cultural and economic wellbeing will produce positive legacies and determine a future entwined with that of the broader nation.

A goal of Mauri Ora is to enhance te reo Māori and tikanga Māori revitalisation, normalisation and practice within our research settings, communities and society.

Ultimately we are seeking to conceptualise and apply innovative models and strategies to accelerate the achievement of human flourishing for all Māori, particularly the economically, socially and culturally marginalised.

### KAIĀRAHI KAUPAPA – THEME LEADER

• Associate Professor Papaarangi Reid (Te Aupouri)



## Rautaki Whakawhitinga Mātauranga : Knowledge Sharing Strategy

NPM is nationally and internationally recognised and sought after for its expertise and innovation in transformative Māori-focused multidisciplinary research.

Every two years we proudly host the world renowned International Indigenous Research Conference which brings together Indigenous researchers from around the globe to nurture existing relationships, forge new connections and most importantly share knowledge and develop research with each other and our communities.

Throughout the year NPM also supports and hosts ongoing knowledge sharing events with regular Research Symposia, Wānanga, Writing Retreats and specialist research meetings on issues of importance to Māori and Indigenous communities.

The development, production and growth of NPM's two academic journals *AlterNative* and *MAI Journal*, continues to share knowledge and support Māori and Indigenous scholars and their research nationally and internationally.

Through social media and online engagement NPM facilitates connectivity throughout our network, communicating our research, connecting communities and sharing evidence, results and innovations that will bring about change and improve lives.

FOSTERING,  
SHARING AND  
SHOWCASING MĀORI  
AND INDIGENOUS  
RESEARCH



## Rautaki Mahitahitanga, Honohononga me te Toronga Whakawaho : Collaboration, Networking and Outreach Strategy

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NPM continues to grow and engage its network, implementing a strategy that embraces all of our outcomes, strengthening national and international partnerships between Māori entities, governments, businesses, professionals and institutions to support and inspire Māori and Indigenous research outputs, uptake, impact and excellence.

Realising Māori aspirations for positive engagement in national life is resulting in significant benefits for New Zealand and internationally, and NPM continues to develop policy and action to embed the importance of this engagement in all of our programmes.

We are working with our partner institutions to implement Te Pae here at locations across the country to further share NPM research, ideas and developments with researchers, communities and iwi in order to develop new, and maintain current, networks and ensure a broader community/iwi access to NPM programmes.

For NPM's researchers community engagement must be meaningful and impactful. Our holistic approach is focused on ensuring investigators demonstrate an awareness of local hapū and iwi issues broader than just their research projects and questions.

NPM is continually working towards strengthening links with national research and professional bodies. We support the aligned kaupapa and initiatives of these groups and seek to actively engage in building new coordinated opportunities that will together create Indigenous transformation through research excellence.

STRENGTHENING  
NATIONAL  
AND INTERNATIONAL  
PARTNERSHIPS  
AND COLLABORATIONS





# AN ENHANCED STRATEGY THAT ENCOMPASSES ALL MĀORI RESEARCHERS FROM EMERGING TO ESTABLISHED

## **Rautaki Whakapiki Āheinga me te Raukaha : Capability and Capacity Building Strategy**

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Research capacity and capability building has always been integral to NPM's future and ongoing strategic direction.

NPM conducts world-class research by encouraging and supporting teams of researchers with an optimal mix of practical experience and fresh, innovative enthusiasm. Together these thrive in a context where intergenerational knowledge transfers are vital to advancing existing skills, developing ideas and recruiting new researchers for workforce growth and succession.

NPM has developed an enhanced strategy that encompasses all Māori researchers from emerging to established, and which expands the quality and quantity of Māori research, including Māori postgraduate scholarship, and improves research career pathways for Māori.

Integral to NPM's historical legacy has been the pioneering national Te Kupenga o MAI network which continues to support Māori and Indigenous postgraduate success. Emerging researchers are targeted with financial support and mentoring through our programmes, projects and opportunities which include contestable postdoctoral fellowships, annual graduate awards, doctoral scholarships and focused training opportunities.

We are focused on continually extending the numerous opportunities we make available to emerging, mid-career and established researchers for mentoring relationships, peer-reviewed publications, seminars, workshops and support networks, which are all well established as NPM activities.

To achieve this we have called for a new national goal of Māori tertiary education success. New policies and funding support opportunities will develop and evolve together into the future, with our network of universities, wānanga, partner institutions, other national research centres and external funders.

All of this is critically strategic to delivering outcomes that will supply the workforce and research leadership necessary to produce the capability and capacity in Māori research that we all aspire to.

## Ko Ngā Hoa : Partners

NPM partners with 21 institutions and groups across the country who are crucial to its strategy of supporting and fostering quality collaboration.

These partners assist NPM in creating and engaging with multi-disciplinary and multi-institutional teams of researchers who are seeking solutions and creating positive change in our communities.



Auckland University of Technology

Cawthron Institute

Eastern Institute of Technology

Eco Research Associates Ltd

Landcare Research – Manaaki Whenua

Lincoln University

Massey University

Tāmaki Paenga Hira – Auckland War Memorial Museum

Te Atawhai o Te Ao: Independent Māori Research Institute for Environment and Health

Te Papa Tongarewa – Museum of New Zealand

Te Tapuae o Rēhua

Te Wānanga o Aotearoa

Te Whare Wānanga o Awanuiārangi

Unitec Institute of Technology

The University of Auckland (Host) acting through Te Wānanga o Waipapa

The University of Canterbury

The University of Otago

The University of Waikato

Victoria University of Wellington

Waikato-Tainui College

Whakauae Research – Māori Health and Development

Together these partners form Te Tira Takimano (TTT) – NPM's Electoral College of Partners. Each of the 21 partners has an appointed representative to act on their behalf.



## Hoa Tumuaki : Co-Directors

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### PROFESSOR LINDA WAIMARIE NIKORA

Linda Nikora (Te Aitanga a Hauiti, Tūhoe) is co-director of Ngā Pae o te Māramatanga and a Professor of Indigenous Studies at Te Wānanga o Waipapa at the University of Auckland. She was previously Professor of Psychology and Director of the Māori and Psychology Research Unit at the University of Waikato.

Her specialties are in community psychology, applied social psychology, ethnopsychology and Māori development. Professor Nikora has a celebrated research and academic career, working in community, social and Indigenous psychologies, with a specific focus on Māori wellbeing and selfdetermination. Her research in recent years has focused on Tangi: Māori ways of mourning; traditional body modification; ethnic status as a stressor; Māori identity development; cultural safety and competence; Māori mental health and recovery; social and economic determinants of health; homelessness; relational health; and social connectedness.



### PROFESSOR JACINTA RURU

Jacinta Ruru (Raukawa, Ngāti Ranginui) is Professor of Law at the University of Otago. Her interdisciplinary research explores Indigenous peoples' legal rights, responsibilities and interests to own, manage and govern land and water in Aotearoa New Zealand, Canada, United States, Australia and Scandinavia.

She has led, or co-led, several national and international research projects including on the Common Law Doctrine of Discovery of Indigenous lands, Indigenous peoples' rights to freshwater and minerals and multidisciplinary understandings of landscapes. She holds a PhD from the University of Victoria in Canada and has won awards for teaching and research including the Prime Minister's award for tertiary teaching excellence. Professor Ruru is a Fellow of the Royal Society of New Zealand, a Fulbright Ngā Pae o te Māramatanga scholar, and an associate at the University of New South Wales' Indigenous Law Centre. At Otago her leadership in the Poutama Ara Rau Research Theme and the Te Ihaka Building Māori Leaders in Law programme inspire tertiary innovation for Maori success.

### SUPPORTED BY TUMUAKI TUARUA : CO-DEPUTY DIRECTORS

- Dr James Ataria (Rongomaiwahine, Ngāti Kahungunu, Ngāti Tūwharetoa)
- Dr Emma Wyeth (Kāi Tahu, Te Ātiawa, Ngāti Mutunga)



Transformation Through Indigenous Research Excellence

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