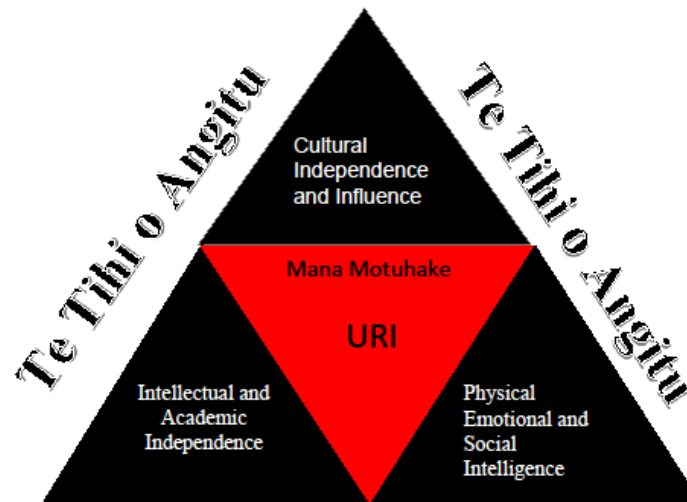


'Kua Ea - Mission Accomplished'

A strategic overview of Nga Kura ā Iwi o Aotearoa Inc. 2016 - 2041



Ko Angitū te Maunga, Ko Matauranga te Moana, Ko Tane-nui-a-Rangi te Poutiriao, Ko Ngā Kura ā Iwi o Aotearoa nga Uri !

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FORMAT OF KUA EA

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- Te Moemoea
- **TE MANA MOTUHAKE** - Matapono Whakaū
- Kua Ea 2041 – Nga Ekenga Taumata Tiketike 1 - 6
- Five Year Targets – Education in Kura a iwi
- Kua Ea 2016 – Nga Ekenga Taumata Tiketike 1 – 6

Kupu Whakataki

Tōna Takenga Mai (Historical Background)

The foundations for Kua Ea – 25 year strategy for Ngā Kura ā Iwi o Aotearoa lie in the Constitution which encapsulates the commitment and responsibility of our membership kura to the iwi and Uri we serve. Our Kaupapa Here tie us in the pursuit of a common purpose for the fulfilment of Mana Motuhake. Kua Ea embodies the kupu, the spirit, the intent of the Kaupapa Here of our Constitution (attached in Appendix).

Anamata (Looking Ahead)

The vision is that 25 years from now in the year 2041, Ngā Kura ā Iwi o Aotearoa will be able to look back to the beginning of our journey, to the year 2016 and triumphantly proclaim, Kua Ea - Mission Accomplished and then set new directions for the next 25 years!

As generations pass, the traditions of old (tukuihotanga) will shape and be shaped by the present to create an ever evolving and dynamic reality where the past, the present and future are always connected.

Kua Ea - the strategic overview, describes for us what we will look like, how we will sound, how we will be and what we will have done to look, sound and be that way. This will reflect our transformation from a small collective of united and dedicated iwi people where the promise of achievement and success gives us purpose and momentum, to a larger initiative that individually and collectively exemplifies service of, service

to and service for iwi. Accomplishing the hitherto long yearned for dream of reaching the pinnacle of success - Te Tihi o Angitū for all our Uri¹ will be our new reality!

Every single one of our Iwi will have Uri who will be able to sustain Marae as Ūkaipō, where their Reo Taketake will reverberate through all parts of their Tūrangawaewae and where the rituals of interaction and iwi expression will flourish. Marae and Uri will be inseparable.

Our Uri will have ensured that the legacy of Mana Motuhake survives not because they have been burdened with the responsibility of it but because they see it as the key to their success. We in the present have the duty of care to ensure our Uri have an iron clad guarantee of their fundamental right to enjoy educational achievement and success as a precious iwi descendant! The world is their oyster, our Uri will be a physical manifestation of 'Tenei au, tenei au, te hokai nei o aku tapuwae', and a citizen of the world.

In the process, those who are essential to the well-being and success of our Uri, i.e. Whānau, Te Poumarumarū, Mana Whenua and Kura² will have also been transformed progressively over time as we march on together relentlessly to the beat of our Kārangā Whakaū , 'Mō Tātou, Ma Tātou, E ai ki a Tātou!' For us! By us! Our way!

Culturalcy (Ahureatanga) is the mechanism that will better guarantee Uri successfully acquire and navigate the other essential core learning imperatives of Literacy and Numeracy. Te Ahureatanga is the Korowai Mātāmua.

Let us be drawn together by the power of the vision that has us dare to dream to succeed as global citizens by living first as those born of Iwi and anchored in Iwi. To extend beyond as true multilingual, multi-literate and multi-numerate citizens of Aotearoa is our pae tawhiti. Let us aspire to The dream! Let us be inspired by The dream! *Ka mihi atu ki a Dr Martin Luther King nōna ano te whakaaro i pūpū ake tō tātou e whai ake nei.*

¹ The term Uri refers to tamariki, mokopuna of Kura ā Iwi

² The term kura includes tumuaki, poumahi, Te Poumarumarū (BOT)

I once had a dream that the language of my forebears would once again resonate on the mountaintops, in the valleys, across the waters and amongst the forests of our land! Kua ea!

I once had a dream that my journey would no longer be a lonely one travelled by the few with scorn and indifference as my constant companion! Kua Ea!

I once had a dream that I would be able to live a free and natural life as a proud descendant of my tipuna! Kua ea!

I once had a dream that I would be the creator and the master of my own destiny! Kua ea!

I once had a dream that my homeland Aotearoa would one day embrace me as Māori Taketake and not judge me for failing to be he iwi tahi like them!

I once had a dream that I too could ascend the uppermost pinnacles of Te Tihi o Angitū the papakainga of Te Iti Kahurangi, my natural home! Kua Ea!

Kātahi te kāranga whakatau ki te motu, 'Kua ea! Kua ea! Kua ea! Mission Accomplished!'

Each and every day will be a step forward drawing us closer with the breaking of each dawn to Kua Ea!

The onus is on us to deliver on tangible authentic and measurable results that advance our cause. Kua Ea in its entirety is an emphatic statement about our self-belief in our individual and collective capability and capacity to do what has to be done.

Te Moemoeā

We have dreamt the ultimate dream, the one in which we enjoy true liberation and emancipation as a Ngati Uri, living freely and naturally as one, totally secure in our Identity, Language and Culture as such and enjoying the fruits and benefits that living life as one has brought us.

What is different about Te Moemoeā is that it will be our new reality, our way of being in 25 years' time. We will have fulfilled our destiny as portrayed in Te Moemoea.

Nga Ekenga Taumata Tiketike (Goals)

Nga Ekenga Taumate Tiketike are the interpretation of Te Moemoeā into a set of clear, compelling and transformational goals that drive and inspire us to succeed and challenge us to press on and on as our tipuna did.

eg Te Moemoeā tells us about our reo being once again the reo of the land, the natural environment, that its mauri is ora ano so to speak. This would be interpreted as a whāinga in Ngā Ekenga Taumata Tiketike speak as:

Kua taketake anō taku reo kua eke ra te taumata e ora ai mo āke āke. My unique dialect has been secured, it will live on forever.

Goal 1: Te Tihi o Angitu is the natural home of our Uri

Goal 2: Our Uri have become Ngāti in essence, in practise in heart, mind and thought. (ā wairua, ā hinengaro, ā whatumanawa, ā kaimahi)

Goal 3: My unique dialect has been secured forever

Goal 4: Our culturalcy domain is recognised

Goal 5: Transformational goals achieved Mana Motuhake for our whanau

Goal 6 : The majority of iwi taketake have aligned with Te Maru o Ngā Kura ā Iwi o Aotearoa

Te Tau e Haere ake nei

Te Tau e Haere ake nei is where the rubber meets the road. It gives substance to Nga Ekenga Taumate Tiketike over a short period – one year in the actual workplan that maps out in detail how each Ekenga Taumata Tiketike is going to be achieved. This is the business end of Kua Ea where we deal to the rhetoric and intent in a systematic, purposeful and deliberate manner but with an ever so innovative, creative and manic tatou tatou wairua!

TE MANA MOTUHAKE

Mātāpono Whakaū (Principles)

Three aspirations for Uri guide our pathway forward for the next 25 years i.e.

Uri are culturally autonomous

Uri are intellectually autonomous

Uri enjoy good health and wellbeing

The achievement of these aspirations leads to

URI ACHIEVE MANA MOTUHAKE

URI IN 2041

URI ARE CULTURALLY AUTONOMOUS

- Uri are highly proficient speakers and advocates for te reo taketake. They are also highly proficient in English and at least one other additional language which they see as valued and valuable.
- Uri articulate the importance of their Ūkaipotanga – identity, language and culture.
- Uri are kaitiaki of ngā taonga tuku iho – cultural knowledge and understanding, to honour the past and innovate for the future.
- Uri serve their marae, hapu, iwi recognising and valuing their individual contribution to collective outcomes.
- Uri know and value their connections to other iwi.
- Uri understand contemporary and traditional views of te ao iwi Maori.
- Uri are proactive in protecting and restoring te taiao.
- Uri promote fairness and social justice.
- Uri are an ethical decision maker and guardian of the world for the future.

URI ARE INTELLECTUALLY AUTONOMOUS

- Uri have the intellectual and creative capability and motivation to pursue their passions and interests that lead to highly satisfying lifestyles and ensures a life-long love of learning.
- Uri are literate and numerate, having skills and knowledge to be successful across other curriculum areas.
- Uri are digitally literate and use a range of e-learning tools to promote and support learning.
- Uri are energetic and enterprising, accept challenge and take opportunities.
- Uri know their performance levels, set goals, self monitor and self evaluate.
- Uri are successful entrepreneurs in ways that mean they lead their' iwi in business and commerce, are economically self-sufficient and contribute to the 'wealth' of the whānau, hapū and iwi

URI ENJOY GOOD HEALTH AND WELLBEING

- Uri live healthy lifestyles that uplift the health and well-being of the whānau, hapū, iwi.
- Uri are aware of their individual uniqueness.
- Uri enjoy a sense of belonging to kura, friends, whānau, hapū, iwi and the community.
- Uri have positive relationships, respect and care for others' needs and show empathy.
- Uri are leaders and make informed and responsible decisions.
- Uri self manage and show self efficacy and personal agency.
- Uri are resilient and adaptable in a wide range of new and changing contexts.

URI ACHIEVE MANA MOTUHAKE

Uri are autonomous, confident, influential, intelligent, competent decision makers and contributors to their communities.

KUA EA 2041

By year 2041 25% Uri engaged in quality Ngāti education with 306 Kura a Iwi

I once had a dream that I too could ascend the uppermost pinnacles of Te Tihi o Angitu the papakainga of Te Iti Kahurangi, my natural home! Kua Ea! URI ARE INTELLECTUALLY AUTONOMOUS

Alignment to Kura ā Iwi Kaupapa Here from Constitution 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.8, 4.10, 4.13, 4.14						
EKENGA TAUMATA TIKETIKE GOAL 1	Karupuru Target	Rautaki Strategy	Hei mahi Task	Whakaaturanga Indicators	Kaikōkiri Responsibility	Taurira tūturu Evidence
Te Tihi o Angitu is the natural home of our Uri.	One single national kura ā iwi with multi sites (inclusive of early childhood, formal, tertiary education) Sustained collaborative capacity and capability building	<u>Totara Pakaua</u> , one purpose, one direction, positively contributing – Unity . Te Tihi o Angitu strategy strengthened	Developed and implemented master plan and agreements across relevant iwi and kura, covering all aspects of kura organisation and curriculum. Academies of excellence across all curriculum areas and leadership operational. Flagships of excellence in management, governance, teaching and research normalised with Kura a Iwi ourselves preferred provider. Distinctive iwi accredited qualifications designed and implemented to stand	Utilised collective shared common curriculum, resources, administration, suppliers and contractors for cost saving benefits to support all kura . Greatest emphasis on learning, teaching , curriculum within culturalcy framework for excellence in Uri achievement and success. Preferred culturally appropriate iwi providers of integrity	Individual kura Te Kāhui Reo Taketake Te Kaiwhakahāere o Nga Kura ā Iwi Iwi	Minuted endorsement of proposal and paper trial to show progress. Iwi strategic plans and agreements Achievement data Student records Charter Curriculum documents

	100% NCEA Level 2		<p>alongside national qualifications.</p> <p>NKAI Cloud is a valued learning tool of Kura a Iwi.</p> <p>Priority Marau specific.</p> <p>Uri Te reo Taketake taught and learnt at sophisticated level.</p> <p>NKAI is preferred PLD provider with its' joint venture partners.</p> <p>Access to expertise via quality Cloud Services is normalised</p>	<p>work across all kura.</p> <p>Matariki is recognised as beginning of kura year.</p> <p>Student achievement levels strengthened, sustained or improved.</p>		<p>Annual Plans</p> <p>Hui attendance sheets</p> <p>Kura inventory</p> <p>Staff PLD plans</p> <p>Appraisal documents and Plans</p> <p>Iwi specific Readers</p> <p>Graduate Profiles</p> <p>School leaver data</p>
		<p>Mana Whenua leadership training and succession planning is embedded in curriculum and graduate profiles.</p>	<p>Skills as determined by Iwi Strategic Plans underpin curriculum plans .</p>	<p>Kura graduates lead Iwi organisations.</p>		

	100% all school leavers are employed or participate in vocational or tertiary education.	<p>The careers pathway service(s) are actively supporting Uri in their chosen fields of endeavour.</p> <p>The kura whānau relationship is in accord .</p> <p>The provider network options are expanded and tailor made for Uri.</p>	<p>Individual <i>Tōku Huarahi Motuhake</i> (IEP) are consistently reviewed and refined for fitness of purpose.</p> <p>Regular NKAI Careers expos held.</p>	<p>100% whānau engagement and participation.</p> <p>100% retention rate.</p> <p>100% school leavers turned out to expos.</p>		<p>Attendance records</p> <p>Hui records</p> <p>Programmes</p>
	100% Nga Whanaketanga Reo Maori, Reo Matatini, Pāngarau achieved.	<p>Across kura capability and institutional capacity improved to the highest standard.</p> <p>NKAI capability at teacher reflection, review, observation (tirohanga hāpai) developed to optimum levels.</p> <p>Specific iwitanga teaching and learning contexts and content are normalised across kura .</p>	<p>Targeted PL &D consistently prioritised</p> <p>Options for delivery expanded e.g. IT.</p> <p>NKAI specific appraisal system normalised.</p> <p>Iwi specific reading and other curriculum texts, materials, resources consistently produced.</p>	<p>All kaiako attended targeted PLD.</p> <p>All Individual kaiako met performance appraisal standards.</p> <p>100% kaiako achieved benchmark target.</p> <p>All Uri achieved NWRM 4 before transition to kura mataamua/wharekura.</p>		<p>Achievement data and records.</p> <p>Curriculum documents</p> <p>QMS</p> <p>Policy documents and procedures</p> <p>Kura records</p> <p>Iwi strategic plans.</p>

I once had a dream that I would be able to live a free and natural life as a proud descendant of my tipuna! Kua Ea!

URI ARE CULTURALLY AUTONOMOUS

Alignment to Kura ā Iwi Kaupapa Here from Constitution 4.1, 4.2, 4.3,4.5, 4.6, 4.8, 4.9, 4.10, 4.13, 4.14

EKENG TAUMATA TIKETIKE GOAL 2	Karupuru Target	Rautaki Strategy	Hei mahi Task	Whakaaturanga Indicators	Kaikōkiri Responsibility	Tauira tūturu Evidence
Our Uri have become Ngāti in essence, in practice in heart, mind and thought. (ā wairua, ā hinengaro, ā whatumanawa, ā kaimahi)	100% Uri cultured Marae are bastions of Ngātitanga served by Uri who are Ringa Raupā.	Our iwi capability to assist with the delivery of culturalcy developed to the highest standard. Adoption of consistent core values/Kaupapa (manaakitanga, aroha, for example) and tikanga marae has been implemented.	The rituals of tangihanga are given priority. Culturalcy at all NKAI hui and wananga prioritised. A Pātaka of iwi specific knowledge is part of NKAI Cloud. The opportunity to actively participate in Ngā Mahi ā Rēhia provided.	A minimum of ten core genre of waiata have been taught to the appropriate standard. All Uri are conversant with the Kawa of their marae as appropriate to their level. All kaiako achieved an appropriate level of culturalcy. All Uri are actively encouraged to participate in a core of a minimum of six Ngā Mahi ā Rēhia (eg Kī o rahi, waka ama, tapuwae, whai, hei tama tu tama, etc.)	Individual kura Te Kāhui Reo Taketake Te Kaiwhakahāere o Nga Kura ā Iwi Iwi	Iwi strategic plans and documents Kura Culturalcy standards and curriculum documents Achievement data Student records Charter Annual Plans Hui attendance sheets and minutes Kura inventory Staff PLD plans Iwi Readers

						Nga Kura a Iwi wananga programme.
		He kaimahi na te kura is part of curriculum.	Uri expertise is developed in: <ul style="list-style-type: none"> • Whakahaere hui ā kura, hakinakina, kapa haka • Whakatau tangata • Tiaki kura • Poipoi pōtiki • Kaikanohi mō ngā take ā iwi, ā hāpori, ā motu • Kaiwhakatumatuma 	Uri pūmanawa tanga identified, fostered and acknowledged.		Kura records including student achievement data Curriculum documents
		He kaimahi na te marae, hapū is part of curriculum.	Uri expertise is developed in: <ul style="list-style-type: none"> • Ringawera • Tiki kai • Mahi māra kai • Grave digger • Kaitautoko waiata • Tiaki marae • Attend marae committee • hui • Attend marae events • Whakatau manuhiri • Kai whakangahau • Kai whakamahana marae • Kaikanohi mō ngā take ā marae, hapu 	Uri pūmanawa tanga identified, fostered and acknowledged		Kura records including student achievement data Curriculum documents

		He kaimahi na te iwi, ngā take nunui ā rohe, ā motu is part of curriculum.	<p>Uri expertise is developed in active participation in the following events, e.g.</p> <ul style="list-style-type: none"> • Poukai, Koroneihana • Foreshore Seabed hikoi • Waitangi • Tangihanga • Ao tōrangapu • Iwi settlement hui • National exhibitions • International events 	Uri pūmanawa tanga identified, fostered and acknowledged		<p>Kura records including student achievement data</p> <p>Curriculum documents</p>
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I once had a dream that the language of my forebears would once again resonate on the mountaintops, in the valleys, across the waters and amongst the forests of our land! Kua Ea! URI ARE CULTURALLY AUTONOMOUS

Alignment to Kura ā Iwi Kaupapa Here from Constitution 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, .10, 4.14, 4.15, 4.13, 4.14

EKENGA TAUMATA TIKETIKE GOAL 3	Karupūru Target	Rautaki Strategy	Hei Mahi Task	Ngā Tohu Indicators	Kaikōkiri Responsibility	Tauira tūturu Evidence
My unique dialect has been secured forever.	Iwi Taketake reo strategy realised	<p>All iwi Taketake have a reo strategy.</p> <p>Ngā Kura ā iwi are repositories of iwi cultural and intellectual knowledge .</p> <p>Culturalcy standards implemented.</p> <p>All Kura ā iwi aligned te reo Māori with te reo taketake (vocab, nuances, kiiwaha, pepeha, etc)</p>	<p>Each kura has completed a comprehensive stocktake of current Pātaka of resources including people (kaikaranga, kai whaikōrero, kaiwaiata, waiata, printed texts, audio visual, pepeha, whakatauaki etc).</p> <p>NKAI Cloud has current Pātaka of resources specific to each Kura ā Iwi.</p>	<p>All kura implemented culturalcy standards for all Uri.</p> <p>Kura ā Iwi curriculum are fully implemented.</p> <p>Effective culturalcy models operate.</p> <p>All kura have database of resource people and materials to deliver culturalcy.</p> <p>Iwi, hapu, whānau, and kura attestation validates achievement of goal.</p>	<p>Individual kura</p> <p>Te Kāhui Reo Taketake</p> <p>Te Kaiwhakahāere o Nga Kura ā Iwi</p> <p>Iwi</p>	<p>Iwi Strategic plans.</p> <p>Achievement data</p> <p>Student records</p> <p>Charter Curriculum documents</p> <p>Annual Plans</p> <p>Hui attendance sheets</p> <p>Kura inventory</p> <p>Staff PLD plans Appraisal Policy documents and Plans</p>

						Iwi specific Readers.
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I once had a dream that my homeland Aotearoa would one day embrace me as Maori Taketake and not judge me for failing to be He iwi tahi like them! URI ARE CULTURALLY AUTONOMOUS

Alignment to Kura ā Iwi Kaupapa Here from Constitution 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, .10, 4.11, 4.12, 4.13, 4.14

EKENGA TAUMATA TIKETIKE GOAL 4	Karupuru Target	Rautaki Strategy	Hei mahi Task	Whakaaturanga Indicators	Kaikōkiri Responsibility	Tauira tūturu Evidence
Our culturalcy domain is recognised.	Te Maru o Ngā Kura ā iwi are influential change agents	We are an independent and authentic voice supporting iwi education. Consistent high performance and quality underpinned by Tikanga and Uara are hallmarks of Ngā Kura ā Iwi	Influence Ministry of Education policy and direction to support iwi education aspirations. Influence practice in mainstream schools. Consistently practise mana enhancing protocols and dialogue in all our relationships while maintaining our bottom lines.	A strong mandated voice to facilitate our interests, to be a commentator on educational matters and to take responsibility for our own capability and capacity building is embedded in our organisation and recognised by external agencies.	Individual kura Te Kāhui Reo Taketake Te Kaiwhakahāere o Nga Kura ā Iwi Iwi	Achievement data Student records Charter Kura QMS manual Curriculum documents Annual Plans Hui attendance sheets & minutes Staff PLD plans Iwi Specific Readers

		<p>Iwi provide key support to Kura ā Iwi to advocate on issues that affect the education of their Uri.</p> <p>Strategic relationships with providers, business and other agencies are embedded in our practise</p> <p>Respectful government agencies relationships are grounded in agreed quality outcomes.</p>	<p>Te Kāhui Reo Taketake provide Kura ā Iwi support for national issues that have direct implications for our iwi, our kura and whānau.</p> <p>Mutually beneficial relationships with quality organisations that share a common philosophical base are acknowledged and celebrated.</p> <p>Relationships with government agencies are fruitful and productive.</p>			
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I once had a dream that I would be the creator and the master of my own destiny! Kua Ea!

URI ACHIEVE GOOD HEALTH AND WELLBEING

Alignment to Kura ā Iwi Kaupapa Here from Constitution 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11, 4.12, 4.13, 4.14

EKENGA TAUMATA TIKETIKE GOAL 5	Karupuru Target	Rautaki Strategy	Hei mahi Task	Whakaaturanga Indicators	Kaikōkiri Responsibility	Tauira tūturu Evidence
Transformational goals achieved Mana Motuhake for our whānau	Self managing, self determining, autonomous Ngāti whānau.	Ōranga/Wellness Ngāti strategy completed and promoted. Vulnerable whānau are provided additional intensive support.	Stocktake levels of engagement completed. NKAI Cloud provides ōranga resources Appropriate Hauora programmes in kura implemented. Co-ordinated plan with all relevant providers developed for vulnerable whanau.	90% active in marae achieved. 100% engagement, participation in cultural or recreational pursuit achieved. 70% whānau became auahi kore 70% whānau became waipiro kore 70% whānau became tarutaru kore Vulnerable whanau increase in participation and engagement rates	Individual kura Te Kāhui Reo Taketake Te Kaiwhakahāere o Nga Kura ā Iwi Iwi	SMS system Oranga Wellness strategy document Achievement data Charter Curriculum documents Annual Plans Hui attendance sheets Kura inventory Staff PLD plans

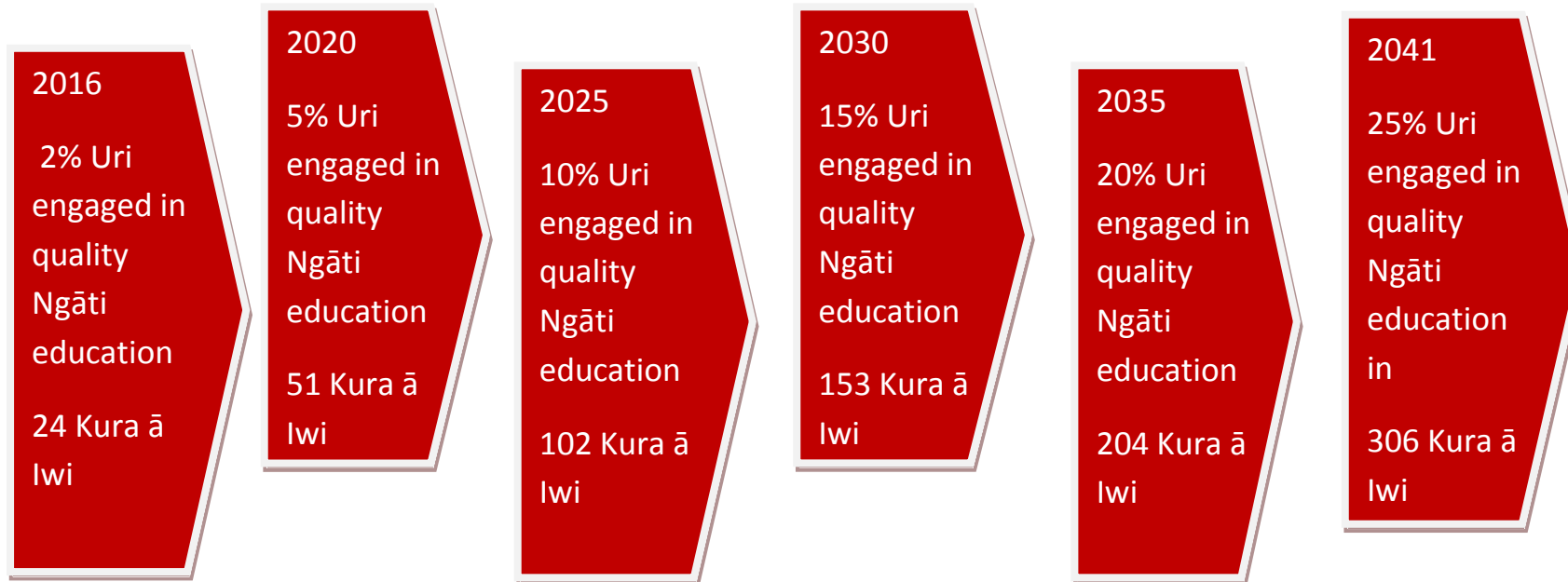
				and achievement of their/our Uri.		Individual Plans for vulnerable whanau. Whanau Ora agreements.
Kura	Engagement Kaupapa with whānau has been reviewed and strengthened. ie. IEP, IEAP.	Engagement in 'Toku Huarahi Motuhake' maximised and prioritised with 100% target	Engagement in 'Tōku Huarahi Motuhake' actioned. Whānau are highly visible in all kura activities.	100% engagement in 'Tōku Huarahi Motuhake' achieved. High visibility of whanau in kura activities is evident.	Kura records of attendance and attestation.	
Hapu, marae Āhuatanga Māori	Reconnecting, strengthening and maintaining linkages to hapū, marae instigated and monitored.	Attendance at marae hui and associated events is endorsed, acknowledged as valuable and encouraged.	70% engagement in marae activities achieved.		Marae minutes attestation	

**I once had a dream that my journey would no longer be a lonely one travelled by the few with scorn and indifference as my constant companion!
Kua Ea! URI ARE CULTURALLY AUTONOMOUS**

Alignment to Kura ā Iwi Kaupapa Here from Constitution 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11, 4.12, 4.13, 4.14

EKENGA TAUMATA TIKETIKE GOAL 6	Karupuru Target	Rautaki Strategy	Hei mahi Task	Whakaaturanga Indicators	Kaikōkiri Responsibility	Tauira tūturu Evidence
The majority of iwi taketake have aligned with Te Maru o Ngā Kura Iwi o Aotearoa	The correlation between achievement and iwi taketake, unique language, identity and culture promoted.	Effective communication strategy implemented with regular review .	Fortnightly Ngā Kura ā Iwi news pānui published NKAI information broadsheet published NKAI website operational. NKAI cloud linked all Kura ā iwi in a seamless, open communication environment. NKAI Cloud portal allowed access to external parties to selected information about us. Regular a iwi hui held.	Actively participating kura lifted to 300/306 Kura ā Iwi	Individual kura Te Kāhui Reo Taketake Te Kaiwhakahāere o Nga Kura ā Iwi Iwi	Achievement data Student records NKAI publications Charter Curriculum documents Annual Plans Hui attendance sheets Kura inventory Staff PLD plans Iwi Specific Readers Iwi Strategic plans and related documents.

Five Yearly Targets-Education in Kura ā Iwi



KUA EA ANNUAL TARGETS 2016

2% Uri engaged in quality Ngāti education in 24 Kura ā Iwi

I once had a dream that I too could ascend the uppermost pinnacles of Te Tihi o Angitu the papakainga of Te Iti Kahurangi, my natural home! Kua Ea!

URI ARE INTELLECTUALLY AUTONOMOUS

Alignment to Kura ā Iwi Kaupapa Here from Constitution 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11, 4.12, 4.13, 4.14

EKENGA TAUMATA TIKETIKE GOAL 1	Karupuru Target	Rautaki Strategy	Hei mahi Task	Whakaaturanga Indicators	Kaikōkiri Responsibility	Taurira tūturu Evidence
Te Tihi o Angitu is the natural home of our Uri.	Sustained collaborative capacity and capability building across all Kura ā Iwi. 85% NCEA Level 2	Te Tihi o Angitu strategy strengthened	Hikina –NCEA 1 on 1 focus maintained. Priority Marau specific Wānanga – Pūtaiao English, Māori history/Tikanga ā Iwi/ Iwi curriculum held. Te reo Taketake as a subject in Kura Pōtiki developed.	Student achievement levels strengthened, sustained or improved.	Individual kura Te Kāhui Reo Taketake Te Kaiwhakahāere o Nga Kura ā Iwi Iwi	Achievement data Student records Charter Curriculum documents Annual Plans Hui attendance sheets Kura inventory Staff PLD plans

		Mana Whenua leadership training and succession planning is beginning to be embedded in curriculum	<p>NKAI is preferred PLD provider by all kura in collective.</p> <p>Access to expertise via Cloud Services developed</p> <p>Skills as determined by Iwi Strategic Plans are part of curriculum plans.</p>	Work experience in Iwi organisations is normalised.		<p>Appraisal documents and Plans</p> <p>Iwi Specific Readers</p> <p>Iwi strategic Plans</p>
<p>100% all school leavers are employed or participate in vocational or tertiary education.</p> <p>75% NWRM Reo Matatini, Pāngarau achieved.</p>	<p>The careers pathway service(s) boosted.</p> <p>The kura whānau relationship strengthened.</p> <p>The provider network options expanded (special focus on wānanga).</p> <p>individual kura capability and institutional capacity improved.</p> <p>NKAI capability at teacher reflection,</p>	<p>Individual <i>Tōku Huarahi Motuhake</i> (IEP) reviewed and refined for fitness of purpose.</p> <p>Regular NKAI Careers expos held.</p> <p>Targeted PLD prioritised</p> <p>Options for delivery</p>	<p>50% whanau engagement and participation.</p> <p>70% retention rate.</p> <p>70% school leavers turned out to expos.</p> <p>All kaiako attended targeted PLD.</p> <p>All Individual kaiako met</p>		<p>Kura records</p> <p>Wananga records</p> <p>Staff records</p>	

		<p>review, observation (tirohanga hāpai) developed.</p> <p>Specific iwitanga teaching and learning contexts and content developed.</p>	<p>expanded e.g. IT, Kahn Academy.</p> <p>NKAI specific appraisal system design has begun.</p> <p>Iwi specific reading and other curriculum texts, materials, resources production begun.</p>	<p>minimum performance appraisal standards.</p> <p>50% kaiako achieved benchmark target.</p> <p>70% Uri achieved NWRM 4 before transition to kura mataamua/wharekura.</p>		
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I once had a dream that I would be able to live a free and natural life as a proud descendant of my tipuna! Kua Ea!

URI ARE CULTURALLY AUTONOMOUS

Alignment to Kura ā Iwi Kaupapa Here from Constitution 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11, 4.12, 4.13, 4.14

EKENG TAUMATA TIKETIKE GOAL 2	Karupuru Target	Rautaki Strategy	Hei mahi Task	Whakaaturanga Indicators	Kaikōkiri Responsibility	Tauira tūturu Evidence
Our Uri have become Ngāti in essence, in practice in heart, mind and thought. (ā wairua, ā hinengaro, ā whatumana wa, ā kaimahi)	100% Uri cultured Marae are bastions of Ngātitanga served by Uri who are Ringa Raupā	Our iwi capability to assist with the delivery of culturalcy is being developed. Adoption of consistent core values/Kaupapa (manaakitanga, aroha, for example) and tikanga marae has begun across Kura ā Iwi.	The rituals of tangihanga are being given priority. Culturalcy at all NKAI hui and wananga prioritised. The opportunity to actively participate in Ngā Mahi ā Rehia is developed.	A minimum of four core genre of waiata have been taught to the appropriate standard. All Uri are beginning to be conversant with the Kawa of their marae as appropriate to their level. All kaiako are working to achieve an appropriate level of culturalcy. All Uri are actively participating in a core of a minimum of four Ngā Mahi ā Rēhia (eg Kī o rahi, waka ama, tapuwae, whai, hei tama tu tama, etc.)	Individual kura Te Kāhui Reo Taketake Te Kaiwhakahāere o Nga Kura ā Iwi Iwi	Iwi strategic plans and documents Kura Culturalcy standards and curriculum documents Achievement data Student records Charter Annual Plans Hui attendance sheets and minutes Kura inventory Staff PLD plans

				Uri pūmanawa tanga have begun to be identified, fostered and acknowledged.		Iwi Specific Readers Nga Kura a Iwi wananga programmes.
		He kaimahi na te kura is part of curriculum	Uri expertise is developed in: <ul style="list-style-type: none"> • Whakahaere hui ā kura, hakinakina, kapa haka • Whakatau tangata • Tiaki kura • Poipoi pōtiki • Kaikanohi mō ngā take ā iwi, ā hapori, ā motu • Kaiwhakatum atuma 			
		He kaimahi na te marae, hapū is part of curriculum.	Uri expertise is developed in: <ul style="list-style-type: none"> • Ringawera • Tiki kai • Mahi māra kai • Grave digger • Kaitautoko waiata • Tiaki marae 			

			<ul style="list-style-type: none"> • Attend marae committee • hui • Attend marae events • Whakatau manuhiri • Kai whakangahau • Kai whakamahana marae • Kaikanohi mō ngā take ā marae, hapu 			
		He kaimahi na te iwi, ngā take nunui ā rohe, ā motu is part of curriculum	<p>Uri expertise is developed in active participation in the following events, e.g.</p> <ul style="list-style-type: none"> • Poukai, Koroneihana • Foreshore Seabed hikoi • Waitangi • Tangihanga • Ao tōrangapu • Iwi settlement hui • National exhibitions • International events 			

I once had a dream that the language of my forebears would once again resonate on the mountaintops, in the valleys, across the waters and amongst the forests of our land! Kua Ea! URI ARE CULTURALLY AUTONOMOUS

Alignment to Kura ā Iwi Kaupapa Here from Constitution 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11, 4.12, 4.13, 4.14

EKENGA TAUMATA TIKETIKE GOAL 3	Karupuru	Rautaki	Hei mahi	Whakaaturanga	Kaikōkiri	Tauira tūturu
Target	Strategy	Task	Indicators	Responsibility	Evidence	
My unique dialect has been secured forever.	Iwi Taketake reo strategy realised	<p>All iwi Taketake begin to develop reo strategy.</p> <p>Culturalcy standards developed.</p> <p>Ngā Kura ā Iwi are repositories of iwi history, whakapapa.</p> <p>All Kura ā Iwi begin to align te reo Māori with te reo taketake (vocab, nuances, kiiwaha, pepeha, etc)</p>	<p>Each kura has begun a comprehensive stocktake of current Pātaka of resources including people (kaikaranga, kai whaikorero, kaiwaiata, waiata, printed texts, audio visual, pepeha, whakatauāki etc).</p> <p>NKAI Cloud is established for seamless knowledge sharing and exchange.</p>	<p>All kura have begun to implement culturalcy standards for all Uri.</p> <p>The implementation of Kura ā Iwi curriculum has begun.</p> <p>Effective culturalcy models are being established.</p> <p>All kura have begun their database of resource people, and materials to deliver culturalcy.</p> <p>Iwi, hapu, whānau, and kura attest that they are moving towards the goal.</p>	<p>Individual kura</p> <p>Te Kāhui Reo Taketake</p> <p>Te Kaiwhakahāere o Nga Kura ā Iwi</p> <p>Iwi</p>	<p>Iwi strategic plans</p> <p>Achievement data</p> <p>Student records</p> <p>Charter</p> <p>Curriculum documents</p> <p>Annual Plans</p> <p>Hui attendance sheets</p> <p>Kura inventory</p> <p>Staff PLD plans</p> <p>Appraisal Policy documents and</p>

						Plans Iwi Specific Readers
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I once had a dream that my homeland Aotearoa would one day embrace me as Maori Taketake and not judge me for failing to be He iwi tahi like them! URI ARE CULTURALLY AUTONOMOUS

Alignment to Kura ā Iwi Kaupapa Here from Constitution 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11, 4.12, 4.13, 4.14

EKENGA TAUMATA TIKETIKE GOAL 4	Karupuru Target	Rautaki Strategy	Hei mahi Task	Whakaaturanga Indicators	Kaikōkiri Responsibility	Tauira tūturu Evidence
Our culturalcy domain is recognised.	Te Maru o Ngā Kura ā iwi are influential change agents	We are an independent and authentic voice for iwi education. Consistent high performance and quality underpinned by Tikanga and Uara are hallmarks of Ngā Kura ā Iwi.	Work to influence Ministry of Education policy and direction. Begin to influence practice in mainstream schools. A culture of consistently practising mana enhancing protocols and dialogue in all our relationships while maintaining our	A mandated voice to facilitate our interests, be a commentator on educational matters and to take responsibility for our own capability and capacity building is developed further.	Individual kura Te Kāhui Reo Taketake Te Kaiwhakahāere o Nga Kura ā Iwi Iwi	Iwi strategic plans. Achievement data Student records Charter Kura QMS manual Curriculum documents Annual Plans

		<p>Iwi begin to provide key support to Kura ā Iwi to advocate on their behalf on issues that affect the education of their Uri.</p>	<p>bottom lines is established in the organisation.</p>			<p>Hui attendance sheets</p> <p>Staff PLD plans</p> <p>Iwi Specific Readers</p>
		<p>Strategic relationships with providers, business and other agencies formed and enhanced that provide key opportunities for growth and development of culturalcy.</p>	<p>Te Kāhui Reo Taketake begin to provide support for national issues that have direct implications for their iwi, their kura and whānau.</p>			
		<p>Government agencies relationship building enhanced.</p>	<p>Work to develop mutually beneficial relationships with quality organisations that share a common philosophical base.</p> <p>Commitment to shared outcomes is agreed to.</p>			

I once had a dream that I would be the creator and the master of my own destiny! Kua Ea!

URI ENJOY GOOD HEALTH AND WELLBEING

Alignment to Kura ā Iwi Kaupapa Here from Constitution 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11, 4.12, 4.13, 4.14

EKENGA TAUMATA TIKETIKE GOAL 5	Karupuru Target	Rautaki Strategy	Hei mahi Task	Whakaaturanga Indicators	Kaikōkiri Responsibility	Tauira tūturu Evidence
Transformational goals achieved Mana Motuhake for our whānau	Self managing, self determining, autonomous Ngāti whānau.	Ōranga/Wellness Ngāti strategy is begun. Vulnerable whānau are provided additional intensive support.	Implementation of appropriate Hauora programmes in kura has begun. Stocktake levels of engagement of whanau has begun. Co-ordinated plan with all relevant providers are in development for vulnerable whanau.	20% active in marae achieved. 25% engagement, participation in cultural or recreational pursuit achieved. 2 whānau became auahi kore 2 whānau became waipiro kore 2 whānau became tarutaru kore Vulnerable whanau begin to show increase in participation and engagement rates And achievement data of Uri	Individual kura Te Kāhui Reo Taketake Te Kaiwhakahāere o Nga Kura ā Iwi Iwi	Iwi Strategic plans. SMS system Oranga Wellness strategy document Whanau Ora agreements. Achievement data Charter Curriculum documents Annual Plans Hui attendance sheets Kura inventory

	Kura	Engagement Kaupapa with whānau has been reviewed and continues to be strengthened. ie. IEP, IEAP.	Maximising engagement in 'Tōku Huarahi Motuhake' prioritised with 100% target.	50% engagement in 'Tōku Huarahi Motuhake' achieved.		Staff PLD plans
	Hapu Āhuetanga Māori	Reconnecting, strengthening and maintaining linkages to hapu, marae instigated and monitored.	Attendance at Marae hui and associated events has increased.	20% engagement in marae activities achieved.		Individual plans for each vulnerable whanau

**I once had a dream that my journey would no longer be a lonely one travelled by the few with scorn and indifference as my constant companion!
Kua Ea! URI ARE INTELLECTUALLY AUTONOMOUS**

Alignment to Kura ā Iwi Kaupapa Here from Constitution 4.1, 4.2, 4.3, 4.4, 4.5, 4.6, 4.7, 4.8, 4.9, 4.10, 4.11, 4.12, 4.13, 4.14

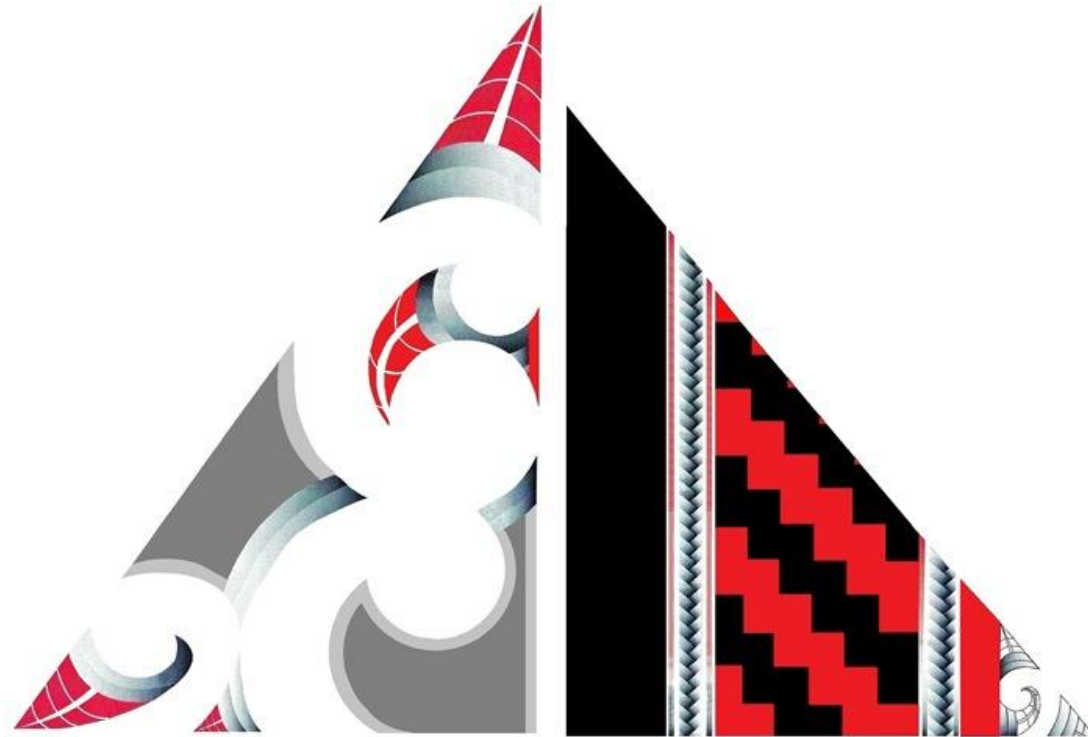
EKENGA TAUMATA TIKETIKE GOAL 6	Karupuru Target	Rautaki Strategy	Hei mahi Task	Whakaaturanga Indicators	Kaikōkiri Responsibility	Tauira tūturu Evidence
The majority of iwi taketake have aligned with Te Maru o Nga Kura a Iwi o Aotearoa	The correlation between achievement and iwi taketake, unique language, identity and culture promoted.	Development of effective communication strategy has begun.	Fortnightly Ngā Kura ā Iwi news pānui published NKAI information broadsheet published NKAI website developed. NKAI Cloud established.	Actively participating kura lifted to 20/24 kura a iwi	Individual kura Te Kāhui Reo Taketake Te Kaiwhakahāere o Nga Kura ā Iwi Iwi	Achievement data Student records Charter Curriculum documents Annual Plans Hui attendance sheets Kura inventory Staff PLD plans Iwi Specific Readers Iwi Strategic plans and related documents.

APPENDIX

KAUPAPA HERE O NGĀ KURA Ā IWI CONSTITUTION

- 4.1 To hold steadfast and faithful to the knowledge and customs of each tribe and tribal area.
- 4.2 To create an authentic curriculum framework that originates from our tribes.
- 4.3 To keep faithful to our respective tribal dialects
- 4.4 To promote and foster the world of our ancestors nationally and internationally.
- 4.5 To collaborate with and care for one another
- 4.6 To reflect our customary practices in the way we work
- 4.7 To be a commentator on educational matters
- 4.8 To take responsibility for our own capability and capacity building
- 4.9 To revive our genealogical ties
- 4.10 To work in accordance with Te Tiriti o Waitangi, this is at the core of our existence
- 4.11 To provide a representative group for Ngā kura ā iwi to progress their aims and objectives

- 4.12 To establish a mandated voice to facilitate the interests of Ngā kura ā iwi to the Ministry of Education
- 4.13 To provide a vehicle for management of resources of and for the benefit of Ngā kura ā iwi
- 4.14 To provide a vehicle for delivery of services for the benefit of Ngā kura ā iwi and in turn for their iwi



E KORE AU E NGARO HE KĀKĀNO I RUIA MAI I RANGIĀTEA

Mō tātou, mā tātou, e ai ki a tātou !