

ORANGA MARAE: SUMMATIVE EVALUATION

Final Report Prepared for:

Te Puni Kōkiri and the Department of Internal Affairs

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Kei ngā pae maunga

E ngā ihi, me ngā wehi

Kei te rere ngā kupu mihi

Kei roto i ōu mana, i ōu rohe

Ko te mahi manaaki tangata, whakahiki tangata ngā take nunui i tēnei wā tonu.

Koia mātou nei e whakamihi ki ēnei āhua. Mihi atu nei ki ngā marae, ngā whānau, ngā kaimahi o Te Puni Kōkiri me Te Tari Taiwhenua, ngā raukura o te kōmiti whakahaere, ki ngā kaikawe kaupapa hoki i tauawhi i ngā marae me ngā whānau kia tū kaha nei i roto i tēnei kaupapa arā ko te oranga marae.

Ka mihi rā hoki ki ngā whakaāhurutanga o tēnei kaupapa ko Te Puni Kōkiri me Te Tari Taiwhenua. Tēnā koutou me te pūpurutanga o te kaupapa whakaoranga marae.

Nā mātou te honore nui kia kite i te nui o ngā hua kei te puawai i roto i ēnei mahi.

Tumanakohia ka whaihua anō a Te Pūni Kōkiri me te Tari Taiwhenua kia hāpai i te whakawhanake haere i ngā kaupapa nei nō te whakaaro Māori i waihanga, nō te ngākau Māori i kawē.

Heoi karangahia mā tātau tonu e whakatuu kia ora. Tihei mauriora!

Nā mātou iti nei

nā Chelsea Grootveld mātou ko Timoti Brown, ko Hiria McRae, ko Tabitha McKenzie, ko Kahuroa Brown, ko Atareta Black ko Tiara Woolcott-Hammond.

* Me mihi atu ka tika ki te kaiwhakatauirā whakanikoniko, ā Maui Taewa. He mihi nunui ki a koe otirā koutou ko tō whānau.

EXECUTIVE SUMMARY

This report presents the findings of a summative evaluation focused on Oranga Marae, a programme of investment co-designed by Te Puni Kōkiri (TPK) and the Department of Internal Affairs (DIA) to support the cultural and physical revitalisation of marae. The report builds on the findings of the formative evaluation report submitted in May 2020.

The evaluation is based on six in-depth marae case studies focused on the extent to which the Oranga Marae investment made a positive difference to the physical and cultural aspirations of marae during the 2018/19 financial year. The six-marae included in this summative evaluation were: Ōkorihi (Te Tai Tokerau), Ngāhina, Ōmāio, Te Kotahitanga (Waikato/Waiariki), Ōeo Pā (Te Tai Hauāuru) and Mōtūwairaka (Ikaroa Rāwhiti).

Key findings

The case studies demonstrate the ways in which Oranga Marae investment and advisory support enabled marae to achieve positive physical and cultural outcomes and transformational shifts. The positive achievements were significant given the context and history of each marae and community.

- Two out of six marae had previously burnt down.
- Four out of six marae are located in isolated/rural communities.
- Two marae are located in urban areas.
- All of the marae have a small number of cherished kaumātua
- All of the marae have struggled for years to fundraise sufficient funds to access capital investment support to realise their development aspirations.
- The majority of whānau and hapū members live outside the marae regional boundaries.

The evidence highlighted six critical success factors that enabled each marae to navigate the Oranga Marae process to a successful outcome. The success factors were:

- exemplary cultural leadership.
- robust project management skills.
- relevant professional (e.g. accounting, budgeting, governance) and technical (e.g. engineering, architect and building) skills and capabilities.
- a dogged and unwavering commitment to the marae vision, mission and strategy.
- thousands of hours of in-kind (voluntary) contributions.
- quality advisory support provided by TPK and DIA advisors.

The evaluative data speaks to the positive outcomes and transformational shifts that have occurred at the individual, whānau and hapū level as a result of Oranga Marae, but perhaps more importantly, the evidence demonstrates the resilience and commitment of marae to achieve the seemingly

impossible in the face of adversity and difficulties. Courage and a dogged determination to succeed were hallmarks of each marae narrative, supported by exemplary TPK and DIA advisory support.

The evaluation showed how whānau are reconnecting and engaging with their marae and hapū through both social media and face-to-face engagement, te reo me ōna tikanga and mātauranga is being revitalised as a result of reo, karakia, karanga and whakapapa wānanga, kaumātua are feeling positive about the future of the marae because they are seeing tangible results; rangatahi are actively engaging in marae decision-making, whānau are working together to develop their marae, and confidence about the sustainability and future of the marae is building across marae.

Implications

Positive momentum was created as a result of Oranga Marae investment and the pressing challenge is to explore the ways in which TPK and DIA can continue to support marae to maintain, leverage, build on, and/or accelerate this momentum.

The case studies build on the findings of the formative report by highlighting specific improvements to the Oranga Marae application process, advisory support, technical support, and monitoring and evaluation approach, to make the process easier for marae to navigate towards a successful outcome.

Marae valued advisors who brought strong cultural capability to their advisory work. For example, an understanding of diverse marae realities and the ability to bring a te ao Māori perspective to the relationship was strongly appreciated and helped marae feel comfortable and confident about the process. Marae enjoyed working with advisors who practiced in a strengths-based way, understanding and supporting them 'as Māori', and demonstrating genuine care about the marae and hapū aspirations beyond the physical build.

Online application process

The evaluative data highlighted the need to build clarity and understanding about the application process to ensure marae are clear about what is needed to navigate this process successfully.

- Develop and provide tools like FAQ's and guides so that marae know exactly what documents are needed, how many documents and by when.
- Provide example templates with mock budgets and completed forms.
- Where relevant include questions that speak to the 'cultural considerations' that marae might explore, which go hand-in-hand with the 'physical build' e.g. What considerations has the whānau/hapū given with regard to the tikanga associated with the proposed building? In what ways will this build enhance the cultural wellbeing and vitality of the marae?

Advisory support

Provide advisors with access to professional learning and development opportunities focused on:

- Demonstrating Māori capability e.g. an understanding of marae realities and te ao Māori context; provide consistent and clear information.
- Developing inter-agency relationships and connections to foster greater collaboration.
- Building shared understanding with marae about what is required, when and by whom.

- Brokering relevant funding streams and agencies within the local community/region.
- Exploring and assessing 'whole of life costs' associated with each build to support marae to build a financial sustainability plan.

Technical support

Develop and provide relevant specialist technical advice (e.g. engineering, building, design, architect) at the right time to better support marae to achieve success when working on and through the TFS and MDI process.

Future monitoring and evaluation

Consider how accountability for the process can be equitable and work both ways. For example, the extent to which TPK and DIA are accountable to marae to deliver on key performance indicators and the mechanisms in place to enable marae to provide feedback to both agencies - outside of the evaluation process.

The formative and summative evaluation findings provide a baseline report for where the programme is currently at, based on the rich voices and experiences of marae and hapū. Future monitoring and evaluation work should focus on building the evidence base by using the revised programme logic and outcomes measures, and potentially working alongside marae to build their own theory of change, and outcomes measures. This measurement work will support marae to build a strong position to 'speak to' potential funders, that seek to invest for outcomes and social and collective impact. Longitudinal research will help provide rich data about progress over time. The six marae case studies, or twenty marae included in the formative evaluation could be used as a sample pilot cohort for a longitudinal research project.

Outcomes summary

Table 1 provides a high-level summary of the outcomes evidenced in the evaluation, brief evaluative comment and references to case study examples included in this report.

Table 1: Oranga Marae evaluation outcomes summary.

Long-term outcomes	Proposed short to medium term outcomes	Evaluation comment	Marae examples
Whānau work together to develop the marae	<p>Evidenced across each case study</p> <ul style="list-style-type: none"> Increased whānau and hapū engagement 	Oranga Marae enabled whānau to work together to define development on their own terms. The marae development plan process was a critical vehicle that supported whānau to build relationships and connections. This process was not always straightforward and demanded time, resource and energy from those whānau driving and leading the process.	<i>Ōmāio marae – page 32</i> “Initial hui were tough in explaining [Oranga Marae] to the hapū and marae as I was challenged. But due to having received sound advice I was able to provide confidence and certainty.”
Marae are safe, healthy and sustainable	<ul style="list-style-type: none"> Increased events and activities on marae Increased use of te reo, tikanga and mātauranga 	Evaluative data showed how whānau applied an intergenerational focus to marae development and proactively planned to build safe, healthy and sustainable marae. Sustainability (cultural, financial, environmental) is a priority for all marae and was reflected in marae building designs (e.g. Mōtūwairaka) and revenue plans (e.g. Ōkorihi).	<i>Ngāhina Marae – page 31</i> “We want to use the marae for wider economic activities and look at the bigger picture, to strengthen our economy, IT developments...”
Marae contribute to the wellbeing of whānau, hapū and iwi	<ul style="list-style-type: none"> Increased intergenerational engagement Increased cultural connect and understanding 	Evaluation demonstrated the critical role marae play as ‘the last bastion’ of Māori culture, language, identity and wellbeing. Whānau were motivated to contribute because of their responsibility and accountability to ancestors, present and future generations. Whānau talked about the inextricable link between the health and wellbeing of marae, whenua, maunga, awa/wai and people.	<i>Te Kotahitanga – page 38</i> “A marae is not a marae without the people, it’s not simply a building – its who we are as a people. Marae have their own mauri, and that mauri is built off our tupuna...”
Marae contribute to the revitalisation of te reo me ōna tikanga	<ul style="list-style-type: none"> Increased access to capital investment 	Data highlighted how the marae development plan process resulted in whānau holding whakapapa, tikanga, reo and waiata wānanga. The evidence also showed how completed builds enabled whānau to continue regular wānanga and provide a safe and welcome space for whānau to gather and learn together.	<i>Mōtūwairaka – page 48</i> “The whānau are getting a renewed interest. I had run a couple of wānanga trying to get everyone in to ease them into it, I said, who cares if you can’t kōrero.”
Marae support and enable the transmission of mātauranga Māori		Oranga Marae kaupapa contributed towards increased intergenerational engagement. Pakeke and kaumātua talked about their sense of pride and achievement as a result of completed marae builds and their commitment to share mātauranga with their whānau for the benefit of future generations.	<i>Ōkorihi marae – page 26.</i> “Our kaumātua are actually loving it aye, they sit and smile and just listen to us trying to sing. And the kōrero too, you know just listening to the old people.”

BACKGROUND

This section briefly describes the context behind the Oranga Marae investment, in particular, how Oranga Marae was developed by Te Puni Kōkiri (TPK) and the Department of Internal Affairs (DIA), the Oranga Marae purpose, vision, intended outcomes, eligibility criteria, funding and legislative implications. A comprehensive description is provided in the Oranga Marae Formative Evaluation Report.

WHAT IS ORANGA MARAE?

Oranga Marae was co-designed by TPK and DIA so that marae seeking support for their cultural and physical infrastructure needs could do so using a seamless approach to access multiple investors.¹ The purpose of Oranga Marae is to support the physical and cultural revitalisation of marae as centres of Māori identity and mātauranga.²

TPK and DIA combined their financial resources from the Crown investment for Marae Ora and the Lottery Grants Board funding to establish Oranga Marae. This co-investment approach provides a contestable source of funding to invest in marae nationwide.³

The Oranga Marae programme was fully launched in May 2018 and is jointly implemented by TPK and DIA. There are three phases to its funding:

1. Marae development planning (MDP) – funding to support a cultural and physical revitalisation plan for marae
2. Technical and feasibility support (TFS) – funding to support the technical aspects of capital works such as design and building consent costs.
3. Marae development implementation (MDI) – funding to enable the implementation of new infrastructure or to support cultural revitalisation activities.⁴

VISION AND INTENDED OUTCOMES

The overall vision of Oranga Marae is to provide iwi, hapū and whānau of marae with improved access to funding and advisory support to better achieve their development aspiration of capital investment alongside cultural revitalisation. Oranga Marae supports the physical and cultural revitalisation of marae as centres of Māori identity and mātauranga. Together, TPK and DIA have invested funding to support Oranga Marae.⁵

¹ Te Puni Kōkiri and Lottery Grants Board. (2018a). Operating Policy: Oranga Marae. Ka ora ā muri ka ora ā mua, sustaining the marae, sustaining the pā. April 2018. Internal document.

² Te Puni Kōkiri and Lottery Grants Board. (2018b). Process Guide: Oranga Marae. Ka ora ā muri ka ora ā mua, sustaining the marae, sustaining the pā. April 2018. Internal document.

³ In2Excellence Limited. (2019). Oranga Marae – Phase 1. Project Review Report. Final Report. Unpublished report prepared for Te Puni Kōkiri and Department of Internal Affairs.

⁴ Martin Jenkins. (2020). Review of Oranga Marae Implementation Settings. Unpublished report prepared for Te Puni Kōkiri. Martin Jenkins, Wellington.

⁵ Ibid.

The intended outcomes of Oranga Marae are:

- Marae are safe and healthy, contributing to the wellbeing of iwi, hapū and whānau.
- People are engaged on the marae and an increasing number of events and activities are held to ensure the transmission of mātauranga Māori.
- Marae increasingly contribute to the revitalisation of te reo Māori and tikanga Māori.
- Whānau work together to develop the marae.

ELIGIBILITY CRITERIA

To seek funding, marae must meet the eligibility criteria⁶.

Applications for Oranga Marae must:

- a) Be for a traditional or urban marae.
- b) Be for a marae on *marae reservation land* or *general land* and gazetted for the purposes of a marae.
- c) Relate to a community benefit of a public nature (marae development implementation only).
- d) Be submitted by a governing body with legal entity status, active and appropriate governance and management controls in place and appropriate financial systems and policies in place.

The definitions of marae for this programme are:

- a) *Traditional marae - defined as marae which are owned traditionally by whānau, hapū and iwi and established based on whakapapa.*
- b) *Urban marae - defined as marae which have been established as places for whānau Māori living in urban settings.*

Community purpose

Applications for marae development implementation must relate to a community benefit of a public nature, to comply with the Act. It cannot be for pecuniary profit or gain by an individual or body unless profit or gain is incidental to providing the benefit. The community purpose criteria does not apply to applications for Oranga Marae investment using Crown investment towards marae development planning and technical/feasibility support.

Legal entity status

Marae must have legal entity status in one of the following forms:

- a) Māori Trust Board.
- b) Incorporated society.
- c) Trust incorporated under the Charitable Trusts Act 1957.

⁶Te Puni Kōkiri and Lottery Grants Board. (2018c). Implementation Plan: Oranga Marae. Ka ora ā muri ka ora ā mua, sustaining the marae, sustaining the pā. Internal document. NB: This criteria was applicable during the evaluation period. Since 2018, changes to the criteria were made in direct response to feedback from marae applicants, advisors, Marae Ora and Oranga Marae committee members.

- d) Company with charitable purpose.

Rūnanga do not hold legal entity status unless it is registered as one of the above. Registration with Charities Services and holding a Charities number does not provide legal entity status. If a marae does not have legal entity status, regional advisors can provide advice and support in obtaining this. Moreover, if a marae does not have a legal entity status and an organisation is willing to umbrella the marae this can be discussed with the regional advisors.⁷

FUNDING

Oranga Marae is funded from a combination of **Marae Ora funding** from Vote Māori Development (funding of \$2.350M in 18/19, \$3.376M 19/20 and \$3.5M 20/21 and out years) and **Lottery Grants Board (the Board) funding** (to date approximately \$12 million per annum), jointly managed by TPK and DIA.

The New Zealand Gambling Act (2003) stipulates in sections 274 and 275 that the Board does not have the general power to receive money from sources other than Lotto NZ, and to administer such money.⁸ For this reason, Crown investment (Vote Māori Development funding) was managed through Te Puni Kōkiri and administered through recommendations made by the **Marae Ora committee**, described below, and is primarily used to support phase 1 (MDP) and phase 2 (TFS).

The Lottery funding is managed by a separate committee, the **Oranga Marae committee** (also described below) and used to fund phase 3 (MDI). Oranga Marae replaced the Lottery Marae Heritage Facilities Fund (LMHF), which has permanently closed.

EVALUATION

The purpose of this summative evaluation was to evaluate the impact of investment made in Oranga Marae for the 2018/19 financial year. The focus is to better understand if, and how, Oranga Marae is achieving its outcomes, the impact the programme has had on its beneficiaries and what programme improvements can be made.⁹

The objectives of the evaluation were to:

- Determine whether the intended impact of Oranga Marae is being achieved.
- Measure the short-term changes that are taking place as a result of Oranga Marae.
- Make recommendations for improvement to the implementation of Oranga Marae.

EVALUATION QUESTIONS

The overarching evaluation question is:

⁷Te Puni Kōkiri and Lottery Grants Board. (2018a). Operating Policy: Oranga Marae. Ka ora ā muri ka ora ā mua, sustaining the marae, sustaining the pā. April 2018. Internal document.

⁸New Zealand Gambling Act (2003) – Subpart 3 – New Zealand Lottery Grants Board.

⁹Aiko Consultants Limited. (2019). Oranga Marae Final Evaluation Plan. Internal Document.

- To what extent has Oranga Marae investment made a positive difference to the physical and cultural aspirations of marae?

The evaluation sub-questions are:

- To what extent was Oranga Marae implemented as intended?
- What difference and changes has the investment made to marae and communities?

The key evaluation questions for the formative and summative phases are listed in Table 2.

Table 2: Oranga Marae evaluation questions, areas to explore and data collection methods.

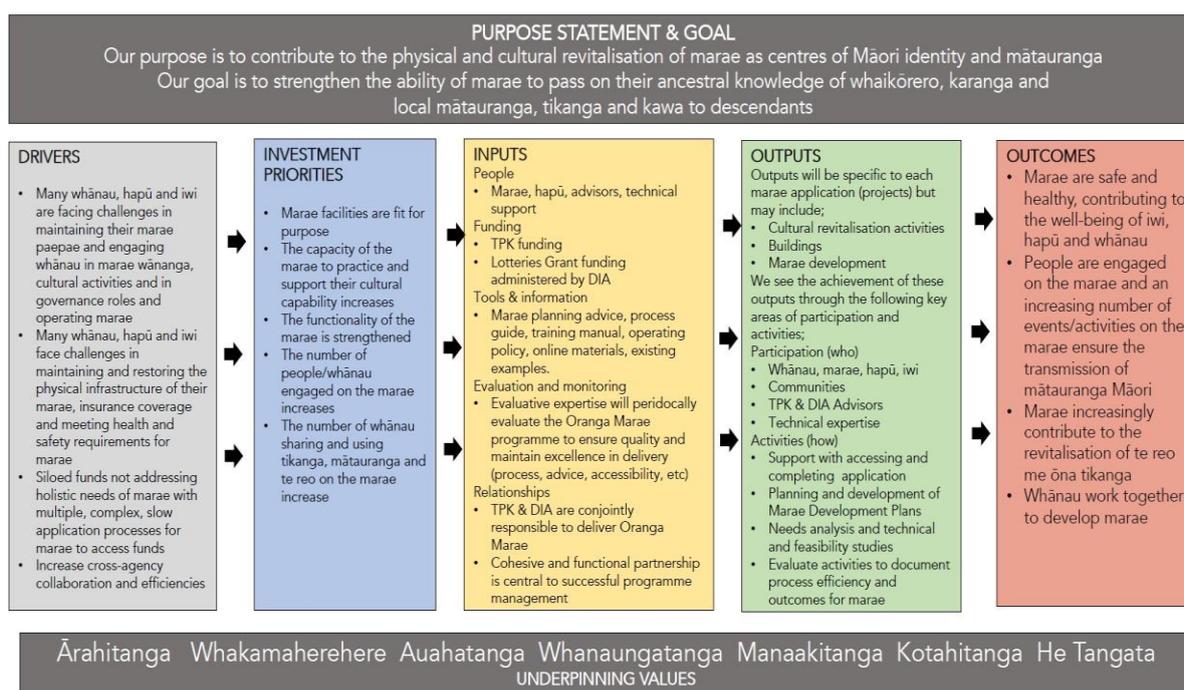
Evaluation area and key question	Areas to explore	Data collection method
IMPLEMENTATION: To what extent was Oranga Marae implemented as intended?	<ol style="list-style-type: none"> 1. What processes and systems were in place to support effective and timely implementation? 2. What measures were used to determine 'quality' implementation, and to what extent were these achieved? 3. What were the enablers of success? <ul style="list-style-type: none"> ○ What barriers were present and how were these overcome? ○ What improvements can be made to improve the experience for marae? 	<p>Documentation review</p> <p>In-depth semi-structured interviews</p>
EARLY IMPACTS: What difference and changes has the investment made to marae and communities?	<ol style="list-style-type: none"> 4. In what ways did marae and the community experience positive outcomes? 5. To what extent did marae and the community experience change (positive and negative) as a result of the investment? 6. What is required to make Oranga Marae successful and sustainable? 	<p>Quantitative analysis of quarterly reporting</p> <p>In-depth semi-structured interviews</p>

ORANGA MARAE INTERVENTION LOGIC AND OUTCOMES FRAMEWORK

The original programme intervention logic was developed in October 2017 during the project planning phase and revised in December 2019. The revised logic was designed to support future monitoring and guide the evaluation in order to ensure there were clear measures to assess progress against. The intervention logic is presented in Diagram 1.

Diagram 1: TPK and DIA intervention logic mapping

Ka ora a mua, ka ora a muri – Oranga Marae Intervention Logic



Revised logic model

At a high-level, the evaluation evidence highlighted the need to place marae at the centre of the logic model to better reflect the marae-centric and holistic nature of the programme and marae ecosystem.

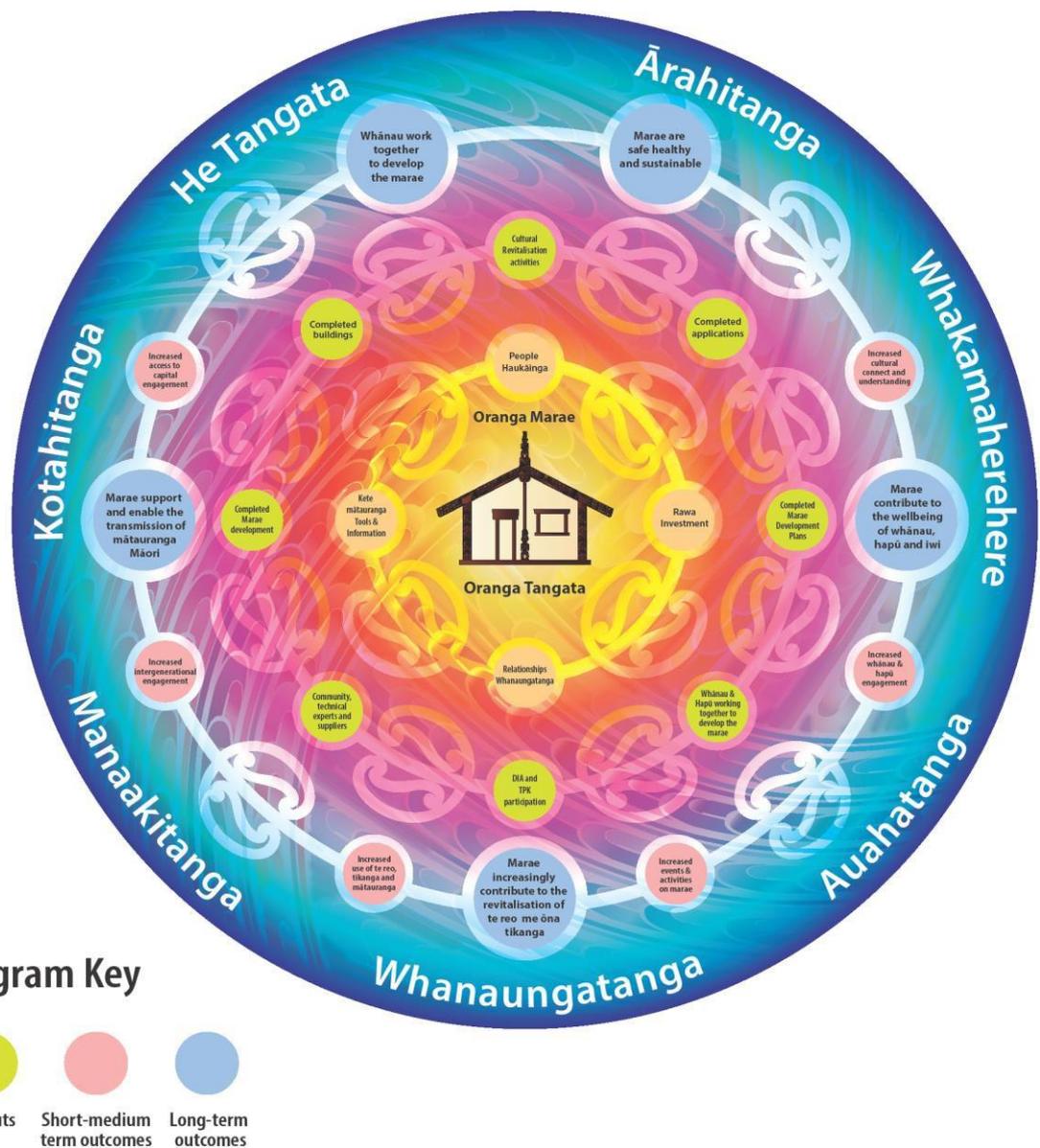
Moreover, the evidence emphasised the need to:

- *Outcomes* – revise the five long-term programme outcomes to better reflect the programme intent and develop a set of short-term and medium-term outcomes as stepping-stones towards the long-term outcomes.
- *Outcome measures* – include relevant measures for each long-term outcome
- *Outputs* – revise the outputs and include cultural artefacts like the marae development plan, waiata and haka composed or revived as part of the process
- *Inputs* – include in-kind contribution of marae and whānau (i.e. estimated hours attached to the process).
- *Values and whakatauki* – weave the Oranga Marae values across the model and include the whakatauki

On 9 June 2020, the evaluation team facilitated a discussion with TPK and DIA representatives to discuss the proposed changes and refine the programme logic model. The revised logic model is presented in Diagram 2 on page 12.

Diagram 2: Oranga Marae Revised Intervention Logic – Ka ora a mua ka ora a muri.

ORANGA MARAE REVISED INTERVENTION LOGIC - 'KA ORA A MUA KA ORA A MURI'



The five long-term revised outcomes are:

- Whānau work together to develop the marae.
- Marae are safe, healthy & sustainable.
- Marae contribute to the wellbeing of whānau, hapū and iwi.
- Marae contribute to the revitalisation of te reo me ōna tikanga.
- Marae support and enable the transmission of mātauranga Māori.

The revised inputs are:

- Haukāinga - people.
- Rawa – investment.
- Whakawhanaungatanga - relationships
- Kete mātauranga – tools and information.

The revised outputs are:

- Completed marae development plans.
- Whānau and hapū working together to develop the marae.
- DIA and TPK participation.
- Community technical experts and suppliers.
- Completed applications.
- Completed buildings.
- Completed marae development goals.
- Cultural revitalisation activities.

The revised short to medium term outcomes are:

- Increased whānau and hapū engagement.
- Increased events and activities on marae.
- Increased use of te reo, tikanga and mātauranga.
- Increase inter-generational engagement.
- Increased cultural connect and understanding.
- Increased access to capital investment.

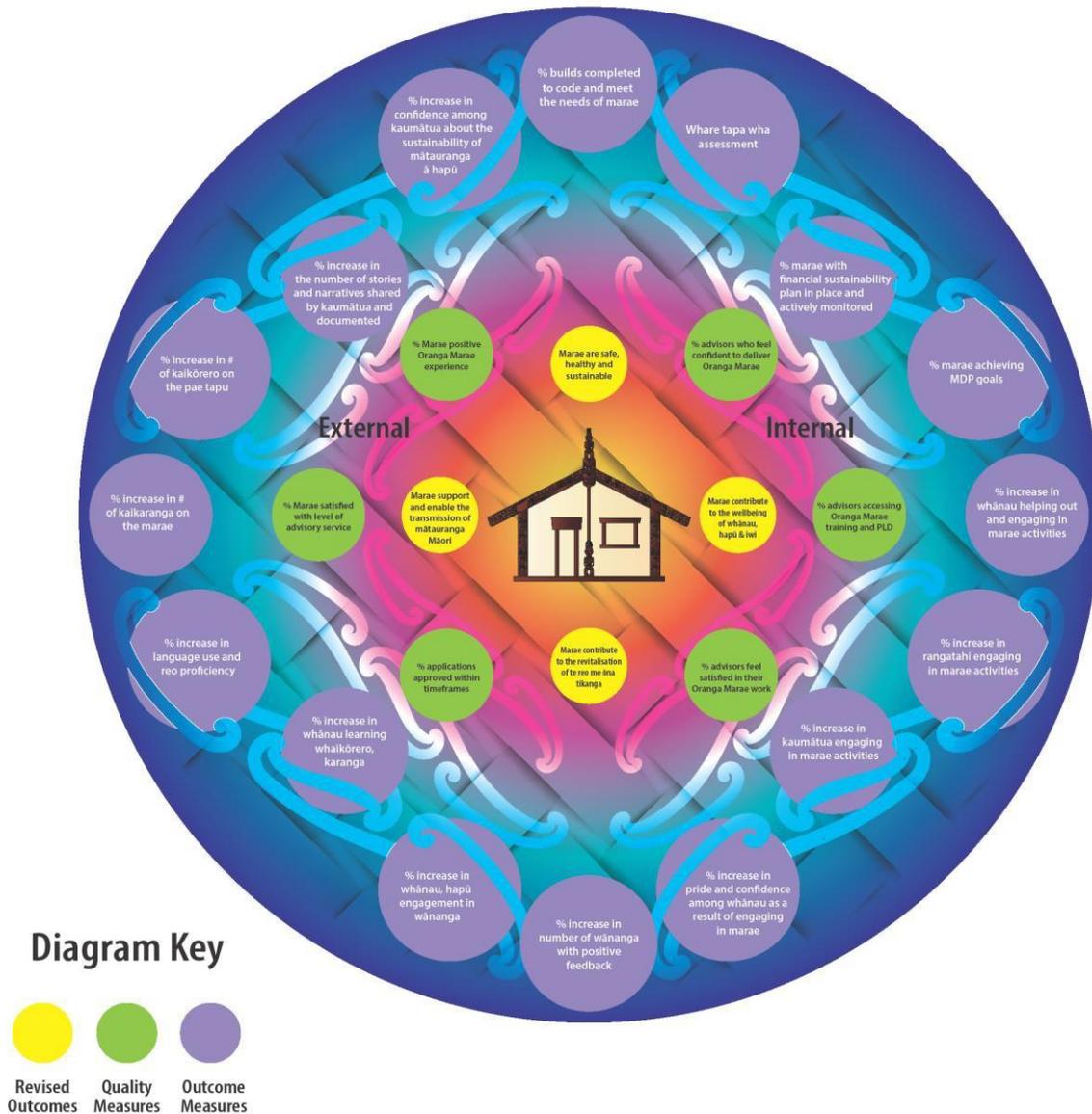
Revised outcome measures

The evaluation team also developed a set of outcome measures and internal and external quality measures. Some of the measures are overlapping. In other words, they can be attributed to more than one outcome. The refinement of these measures is an iterative process and one best done alongside and with marae. Measures will need to be tested to ensure the data can be collected in ways that is easy for marae to manage.

The outcome measures are presented as Diagram 3 on page 14.

Diagram 3: Oranga Marae Outcome Measures.

ORANGA MARAE OUTCOME MEASURES



Outcome: Marae are safe, healthy and sustainable

- % Builds completed to code and meet the needs of marae.
- % Whare tapa whā assessment completed.
- % Marae with financial sustainability plan in place and actively monitored.
- % Marae achieving MDP goals.

Outcome: Marae contribute to the wellbeing of whānau, hapū and iwi

- % Increase in whānau helping out and engaging in marae activities.
- % Increase in rangatahi engaging in marae activities.
- % Increase in kaumatua engaging in marae activities.
- % Increase in pride and confidence among whānau as a result of engaging in marae activities.

Outcome: Marae contribute to the revitalisation of te reo me ōna tikanga

- % Increase in number of wānanga with positive feedback.
- % Increase in engagement in wānanga.
- % In whānau learning whaikōrero and karanga.
- % Increase in language use and reo proficiency.

Outcome: Marae support and enable the transmission of mātauranga Maori

- % Increase in number of kaikaranga on the marae.
- % Increase in # of kaikōrero on the pae tapu.
- % Increase in the number of stories and narratives shared by kaumatua and documented.
- % Increase in confidence among kaumatua about the sustainability of mātauranga a hapū.

Outcome: Whānau work together to develop the marae

- % Increase whānau engaging in marae social media.
- % Increase whānau attending marae committee hui and AGM.
- % Increase in whānau attending working bees.
- % Increase in whānau offering skills, financial and in-kind contributions.

The suggested quality measures (external) are:

- % Advisors who feel confident to deliver Oranga Marae.
- % Advisors accessing Oranga Marae training and PLD.
- % Advisors feel satisfied in their Oranga Marae work.

OUR APPROACH

The evaluation used a mixed methods approach grounded in kaupapa Māori theory and developmental evaluation theory.¹⁰ Kaupapa Māori theory grounded the evaluation in diverse whānau, hapū, iwi and community realities.¹¹ Our team engaged with marae participants in culturally appropriate ways, utilised te reo me ōna tikanga when appropriate, shared whakapapa, kai and cups of tea to build connections, and presented koha to reciprocate the time afforded to the evaluation team.

We used two methods to gather evidence:

- a review of key documents and quantitative data

¹⁰ See for example, Cram, F., Kennedy, V., Paipa, K., Pipi, K., & Wehipeihana, N. (2015). Being culturally responsive through kaupapa Māori evaluation. Continuing the journey to reposition culture and cultural context in evaluation theory and practice, 289-311; Patton, M. Q., McKegg, K., & Wehipeihana, N. (Eds.). (2015). Developmental evaluation exemplars: Principles in practice. Guilford Publications; and Pipi, K., Cram, F., Hawke, R., Hawke, S., Huriwai, T., Mataki, T., & Tuuta, C. (2004). A research ethic for studying Māori and iwi provider success. Social Policy Journal of New Zealand, 23, 141-154. Retrieved from

¹¹ Grootveld, C. M. (2013). Critical perspectives on the transformative potential of higher education in Aotearoa New Zealand (Doctoral thesis, Victoria University of Wellington, Wellington, New Zealand). Retrieved from

- semi-structured interviews with marae representatives, TPK and DIA advisors, programme management team, Marae Ora and Oranga Marae committee members.

Document review

A range of relevant strategic and operational documents were reviewed and included published and internal reports provided by TPK and DIA. The documents included both quantitative and qualitative data that the evaluation team has analysed and used throughout the evaluation report.

A range of relevant strategic and operational documents were reviewed and included the following published and internal reports provided by TPK and DIA:

- Department of Internal Affairs. (2019). *Ngā Takune Rautaki. Strategic Intentions 2019-2023*. Department of Internal Affairs, Wellington.
- Department of Internal Affairs. (2013). *Te Aka Taiwhenua. Framework for working effectively with Māori*. Department of Internal Affairs, Wellington.
- In2Excellence Limited. (2019). Oranga Marae Project – Phase 1 Project Review Report. Final Report. Unpublished report prepared for Te Puni Kōkiri and Department of Internal Affairs.
- Martin Jenkins. (2020). Review of Oranga Marae Implementation Settings. Unpublished report prepared for Te Puni Kōkiri. Martin Jenkins, Wellington.
- New Zealand Gambling Act (2003) – Subpart 3 – New Zealand Lottery Grants Board.
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The documents included both quantitative and qualitative data that informed the formative evaluation findings. The formative findings informed the selection of the six marae case studies and framed the way in which the case studies are structured and presented in this report.

Semi structured interviews

The evaluation team carried out face-to-face interviews with 11 marae and four marae interviews were carried out via zoom to accommodate the availability of marae representatives and the evaluation team. The 11 face-to-face interviews were conducted in a range of rural and urban locations. Most representatives were accompanied by whānau and/or marae committee members, including the marae chairperson, treasurer and/or secretaries. All participants made time to meet the evaluation team during their working day.

No marae interviews were carried out at the respective marae because most of the marae representatives lived and worked outside of their papakāinga, many close to the main centres. This made travel logistics smoother for the evaluation team. TPK and DIA provided meeting room space in Hamilton, Gisborne and Taranaki. Interviews were also carried out at cafes, restaurants, a Fonterra dairy factory, and community meeting rooms. Where possible, the evaluation team provided kai and a small koha was given to all of the marae participants.

All face-to-face marae interviews were digitally recorded, and interview notes taken. A handful of the marae requested interview transcripts. Although the provision of interview transcripts was not originally factored into the evaluation methods due to the tight timeframes, the evaluation team agreed because marae viewed the transcripts as important cultural artefacts that evidenced the marae development journey for future generations.

Informed consent was provided by all evaluation participants using the evaluation information sheet and informed consent form. Interview notes were sent to all participants to sense check and ensure they were happy with the content.

Zoom interviews were conducted for all of the TPK and DIA Advisor, Oranga Marae and Marae Ora committee, and Oranga Marae management interviews. Notes were taken by the interview team and the key themes from the interviews informed the formative evaluation key findings. Where relevant, these perspectives are used to augment the narratives presented in the case studies. In three of the six case studies, the evaluation team did not interview the advisors who worked directly with the particular marae. This was due to the late selection of the case study cohort and the availability of advisors, for example, two advisors were no longer employed by TPK or DIA.

Selection of formative evaluation sample marae cohort

A total of 75 marae were supported by Oranga Marae investment during the 2018/19 year.¹² TPK and DIA supplied an initial shortlist of 20 marae to include in the formative evaluation sample marae cohort.

The selection criteria for the marae included:

- a mix of rural and urban marae
- a representative sample of marae from each region
- a range of marae experiences – positive and challenging
- a mix of marae approved at each of the three investment phases (i.e. MDP, TFS and MDI)
- readiness of the respective marae to engage in the evaluation

From the list of 20 marae, the evaluation team selected a sample of 15 marae in consultation with TPK, based on logistics and the capacity to complete marae interviews within a relatively tight timeframe. The evaluation team was unable to connect with one marae, so this marae was replaced with another marae in the same region.

Table 3 outlines the formative evaluation sample cohort and the Oranga Marae investment phase that each marae was working on at the time the interview was carried out.

Table 3: Oranga Marae formative evaluation sample cohort

Rohe	Marae	Current Phase
Te Tai Tokerau	Kaingahoa	Preparing TFS proposal
	Ōkorihi	MDI completed
	Ōtātara	Undertaking TFS work
Waikato/Waiariki	Mai Uenuku Ki Te Whenua	MDI in progress
	Makahae	MDI in progress
	Ngāhina	MDI completed
	Ōmāio	Undertaking TFS work
	Te Kotahitanga	Undertaking TFS work
Te Tai Hauāuru	Ōeo pā	MDI completed
	Meremere	Preparing TFS proposal
Ikaroa Rāwhiti	Rongopai	Preparing TFS proposal
	Raupunga	MDI completed
	Mōtūwairaka	MDI in progress
Te Waipounamu	Waihao	Preparing TFS proposal
	Rehua	MDI completed
TOTAL	15	

¹² Te Puni Kōkiri. (2020). Oranga Marae Programme Update to the Oranga Marae Committee. March 2020. Internal document.

Selection of summative evaluation marae case studies

From the sample of 15 marae that informed the formative evaluation, Table 4 presents the six-marae selected as case studies for the summative evaluation. The number of case studies and selection criteria was informed by discussions between the evaluation team, TPK and DIA. The intent was to showcase a range of marae located in different rohe that wanted to share their Oranga Marae story and marae aspirations.

The two marae located in Te Waipounamu were not selected because one marae was still in the formative stages of the MDP process and the second marae was previously showcased in national media during the marae opening attended by the Prime Minister and the Minister for Māori Development.¹³

Table 4: Oranga Marae summative evaluation cohort

Rohe	Marae	Current Phase	Investment 2018/19
Te Tai Tokerau	Ōkorihi	MDI completed	\$ Refer to footnote ¹⁴
Waikato/Waiariki	Ngāhina	MDI completed	\$ 1,689,083.00
	Ōmāio	Undertaking TFS work	\$ 10,000.00
	Te Kotahitanga	Undertaking TFS work	\$ 4,606.00
Te Tai Hauāuru	Ōeo pā	MDI completed	\$ 140,000.00
Ikaroa Rāwhiti	Mōtūwairaka	MDI in progress	\$ 368,691.00
TOTAL	6		

In June 2020, the evaluation team contacted each of the six marae to reconfirm their approval to be named and included in the case studies. Each marae consented to this process and a copy of the draft case studies sent for approval.

Copies of interview schedules, information sheets and informed consent forms are attached in the Appendices.

FINDINGS

The findings of this summative report are based on six in-depth marae case studies. The case studies are informed by information captured from the semi-structured interviews with marae representatives. Where relevant, the perspectives of TPK and DIA advisors are also presented to augment the data.

The evaluation team also sourced publicly available information from online news sources (e.g. Te Karere, Te Ao Māori news, newspapers) and Government press release documents.

¹³ Minister for Māori Development - Nanaia Mahuta. (4 July 2019). *Boost for marae at the centre of communities*. Press Release. <https://www.beehive.govt.nz/release/boost-marae-centre-communities>

¹⁴ Ōkorihi received funding in 2017/18 (MDI - \$1.737m) and 2019/20 (TFS - \$114,609k).

The case studies are presented in two parts to align with the key evaluation focus areas:

- Section one – Individual marae case studies
- Section two – Collective marae key findings

MARAE CASE STUDIES

The six case studies present the unique journey of each marae with a focus on:

- The history and marae context.
- How each marae became involved with Oranga Marae.
- How each marae described their Oranga Marae experience.
- What improvements each marae suggested to improve Oranga Marae.
- What outcomes and changes the marae achieved as a result of Oranga Marae.

ŌKORIHI MARAE

This case study is based on an interview with two marae representatives from Ōkorihi marae and the local Oranga Marae advisor. As much as possible the case study presents the marae voices to help shape the narrative.

History

Ko Pūhangatohorā te maunga

Ko Punakitere te awa

Ko Ngāti Ueoneone te hapū

Ko Ōkorihi te marae

The hapū is located along the North Eastern roadway, State Highway 12, which runs from Kaikohe to Opononi and beyond. The hapū boundaries loosely start from the turnoff to Te Iringa, and loosely end where the Punakitere River crosses State Highway 12. Hapū lands extend outwards on both sides of State Highway 12, within these locations.

The hapū lands are steeped in history with the current site for Ōkorihi Marae being regarded as the place where the kite of Rāhiri first touched land, after it had been launched from his Pā site of Whiria. That area is known to the hapū as Taumatahutihuti. Taumata for the seat and huti for the action of skimming along the land before settling. (*Te Hapū o Ngāti Ueoneone - Ōkorihi Marae Strategic Plan, May 2018*)



Ōkorihi Marae Pre-2003 – Ōkorihi Marae Strategic Plan



Ōkorihi marae wharekai, March 2019.

Pathway towards Oranga Marae

In 2003, Ōkorihi marae (and the surrounding buildings) was tragically destroyed by fire¹⁵, and with the decimation went the focal point for the hapū. According to the hapū, their people no longer had a physical means of explaining, and showing, the tamariki and mokopuna where their whakapapa had evolved from. A sense of pride in having a place to stand and speak was also lost. However, while the hapū mourned their loss, they did not become dormant. They participated in different forms of fundraising over a number of years, with a single goal of seeing the marae once again standing on ancestral lands. (*Te Hapū o Ngāti Ueoneone - Ōkorihi Marae Strategic Plan, May 2018*).

For all of those 15 years we haven't had place, it means that our mate (the dead) haven't been able to lay in state at their own marae. Over the years you want to start initiatives for the whānau, for the tamariki and mokopuna, but you have no place to do that. I don't think you realise how important your marae is until you lose it. It's difficult because we're traditionally a

¹⁵Collins, M. (2018). 22 August 2018. 'Northland's `Ōkorihi Marae gets \$1.7m to rebuild after fire 15 years ago' in Northern Advocate.

https://www.nzherald.co.nz/northern-advocate/news/article.cfm?c_id=1503450&objectid=12110691

hapū that relied a lot on our marae. Not only for maintaining our culture and our reo, but also for family relationships. (Chairperson, Ōkorihi Marae Committee).

The whānau explained how the absence of a physical marae was a powerful and painful motivating factor to keep fundraising and stay engaged as a whānau.

It's a driver. It's a driver for our hapū. So, we're all motivated because of the absence of our marae we're motivated to make this happen and whatever that looks like, we're prepared to do it. We gathered wherever we could to stay connected. (Marae Representative).

In 2009, the marae committee was in the process of applying for funding through the Lotteries Marae Heritage and Facilities fund. As a result of this process, they established a strong relationship with the local DIA advisor who worked alongside them over a period of two-years. The marae had fundraised over 150k to contribute to the build. Unfortunately, internal marae politics meant the application never progressed and some of the marae committee involved during that time stepped away disillusioned. From 2009 to 2018, the marae quietly chipped away with fundraising activities and working to keep whānau engaged.

Around 2018, new marae committee members were appointed and galvanised to work together to build the new marae. They heard about the Oranga Marae funding opportunity through their local DIA advisor. They also had an existing relationship with the Māori Strategy Manager at Foundation North who advised that funding might be available to support the build. The committee appointed a new treasurer and previous committee members returned to support the marae on their rebuild journey with Oranga Marae as well as Foundation North.

What worked well?

The marae acknowledged the support provided by the local Oranga Marae advisor who empowered the marae to drive the process.

She's just been absolutely amazing, we correspond a lot, we communicate a lot and we're always in contact. But she doesn't just give me the answers, she just suggests things that I can try, and I love the way she does that because it actually builds us, as a whānau and as a hapū (Marae Representative).

A small and nimble group on the marae committee helped drive the application process. This group comprised whānau with relevant skills and experience to help drive the project to achieve success. For example, one committee member had extensive senior management experience in the public sector and was well versed in procurement, policy and project management. Another committee member was a chartered accountant. The marae Chairperson wove the team together with his leadership skills and knowledge of te reo me ōna tikanga and the kawa of Ōkorihi marae. The marae successfully secured philanthropic funding from Foundation North and Oranga Marae investment.

What did not?

The marae diligently planned the project build and used robust project management tools to guide the process. However, during the build the marae experienced a significant compliance issue with a local council building inspector who shut down the build for four weeks, despite the marae having

worked closely with different council inspectors along the way. As a consequence, the whānau was forced to secure additional insurance cover and pay for these costs. The issue created an uproar in the local community and the marae received a groundswell of support including from local Māori MP's.¹⁶

Who is this person that had this authority to walk in, shut the build down for 4 weeks, which pushed back our hand over date for the key, which meant our insurance was all affected. It cost an extra \$7000. (Māori Representative).

But I think in a funny way, you know, it's made us stronger up here that us Māori, whatever we are doing, there is a process for government. There is a process, you can't just walk in and treat Māori like this, those days are over. You know, you need to turn the page because we don't do that anymore. (Marae Treasurer).

Areas for improvement

The whānau identified four key areas for improvement:

- Streamlined reporting.
- Exercise due diligence with stakeholders.
- Financial literacy and the need for financial controls.
- Sharing knowledge locally.

Streamlined reporting

The amount of time required to complete compliance reports for three different funders, DIA, TPK and Foundation North was cumbersome. The whānau suggested a streamlined reporting system to minimise the burden on marae representatives who are usually time poor.

I'd like them to review the monitoring and communications, what's relevant when you've got our timeline and master plan. Why can't it just be streamlined and make it easier for whānau. Different documents are required in different portals. It's kind of overcoming that as well and you know I think when you're working full time as well that's huge, it's a time factor. And if there's any way to reduce that, that would be awesome. (Marae Representative).

Exercise due diligence with stakeholders

The whānau benefited from understanding their needs and purposefully searching for supplier/technical experts who aligned with their needs and kaupapa.

You know there's some good architects out there, but they need to know what Māori framework looks like. We've only ever gone with one person. The advice is guiding, and he directs, and he knows our tikanga, but then he also knows the logistics of what needs to happen, and he can marry those things up for us in our time frame (Marae Representative).

Financial literacy and understanding the need for financial controls

¹⁶ <https://www.teaomaori.news/okorihi-marae-set-have-wharekai-completed-after-stand-far-north-district-council>

The whānau acknowledged how fortunate they were to have a chartered accountant helping to drive the process and highlighted the need for marae to ensure they have a level of financial literacy and capability to enable them to use robust financial controls to manage large amounts of investment.

You do get quite big drops into your account and that's quite scary for whānau. I was quite surprised because I mean I deal with large amounts anyway in my day job. It's quite a large amount for whānau to manage. And if you don't have the financial discipline to manage it, well, there can be all sorts of problems. We had strict budgets and we stuck to it, we made sure we had our minutes, and we just had our audit done and signed off. (Marae Treasurer).

Sharing knowledge and collaborating locally

As a result of securing philanthropic and Oranga Marae investment, the whānau were approached by other local marae to provide advice and were happy to share their learnings. They encouraged TPK, DIA and Foundation North to collaborate and facilitate a hui for marae in the rohe to find out more and hear from marae like them that have successfully navigated the process.

I've had a lot of different whānau around the north call, and ask about, and all at different stages of their own funding and build process. And I've often thought about a hui, having a hui where everyone comes together, those who are in the know, those who have done it. And that's the kind of thing that would be invaluable for whānau. (Marae Representative).

Changes and impact

The whānau were overwhelmingly positive and grateful for what the Oranga Marae investment has supported them to achieve both in terms of the physical build completed in 2019 and cultural revitalisation ā hapū ā iwi.

Our Chair and I actually sat together when we found out we got the investment, we had to have a moment. And we were absolutely blown away. And then we felt a bit ...because it meant another marae, there wasn't enough money to go around, so someone would have probably missed out. We've always been so grateful. (Marae Representative).

The removal of the one third partnership contribution was a welcome relief for the whānau who had been fundraising for years to raise the contribution required under the previous LMHF fund. Oranga Marae opened access to funds that would not have previously been available.

The data showed how the Oranga Marae process and investment enabled the whānau to achieve the following outcomes:

- Increased whānau engagement, connections and pride.
- increased intergenerational connects.
- increased use and revitalisation of te reo, tikanga and mātauranga ā hapū ā iwi.
- physical build completed.
- increased focus on creating a sustainable marae.

Increased whānau engagement, connections and pride

The marae development plan process provided a vehicle for the whānau to engage and connect their hapū members to the marae. There was a significant shift in mindset from the marae committee leaders about the plan, from a compliance tick the box exercise to a view that the plan enabled the committee to engage and bring the whānau along on the journey.

We initially thought the plan was hōhā and just another tick the box compliance activity, because we had already done this work. But, you know, our thinking shifted cause what it meant was we had to check in with whānau and bring them along with us and that was a good thing. Each marae has to do this, with their hapū, whānau members, you can't retrofit someone else's plan. It got to be owned and bought into by your own, your hapū. (Marae Representative).

The whānau used Facebook to communicate with the hapū and share progress updates. This medium proved successful in terms of generating interest and positivity among whānau, particularly those who lived outside of the region. Using the Facebook page, the whānau were able to communicate financial realities to maintain and sustain the marae, particularly in regard to the high insurance costs. As a result, many whānau committed to paying a small contribution to help with the insurance payments.

Our whānau are freaking out at the large and ongoing insurance costs attached to the build, we've had a lot of our whānau starting to pay a contribution to help out, because they can see that just helping towards it...just a little bit every week, \$5. We shared the reality on Facebook and had a great response. (Marae Representative).

Whānau were excited and wanted to engage cause they've seen all of our photos online. We've got a Facebook page and our whānau they can see it all from when the building started to now with our whare done. It's been a great way to bring our whānau on board, especially those living outside of the rohe. (Marae Representative).

Increased intergenerational connects

The positive impact of the rebuild on kaumātua was a common theme expressed by the whānau.

Our kaumātua are actually loving it aye, they sit there and smile and just listen to us trying to sing ...so it's been good. And the korero too, you know listening to the old people. You know it was kind of upsetting when we had our little opening aye. Upsetting...happy tears, everyone was crying. (Marae Representative).

One of our kaumātua was saying to our Chair at one of our hui last year that he'd never thought he'd live to see the marae erected... you know he was that happy. (Marae Treasurer).

Increased use and revitalisation of te reo, tikanga and mātauranga ā hapū ā iwi

Revitalising te reo, tikanga and mātauranga never ceased and accelerated as the build neared completion. The whānau are excited about holding regular wānanga on the new marae and have developed strategic goals focused on marae-based education programmes and bringing the community into the marae.

We're going to start running wānanga at the marae focused on our hapū and revitalising our waiata. (Marae Representative).

When we first had our fire after that we had wānanga and we were learning waiata and trying to learn our tikanga and just things we needed to re-learn, we had a meeting a month ago and we are starting to sing our waiata, our own waiata that was made for our marae and our hapū. (Marae Treasurer).

Physical build completed

The Oranga Marae investment supported the marae to complete the wharekai and ablution block, two significant milestones.

We've had our wharekai and the ablution block all done, October (2019) we had the key hand over and we're just doing the final touches with the kitchen aye. The kitchen fit out, buying our chillers, our furniture. Everything has been connected, all the electrics and gas were connected last week. So, we've almost got an operating kitchen. (Marae Representative).

Increased focused on creating a sustainable marae

The marae has developed a robust strategic plan with short, medium and long-term goals focused on how to create a sustainable marae and generate alternative income streams to ensure the operating costs of the marae can be met and the marae can thrive.

I can see us running lots of different types of income sourcing ventures and our marae will become a vehicle to do that. You know our tikanga won't change, and it's a matter of having a plan B, plan c and plan D in place. We need to continue to plan and start driving things through our marae. It's such a beautiful location. (Marae Representative).

Summary

Oranga Marae has enabled and supported the whānau at Ōkorihi to rebuild their marae, starting with the wharekai and ablutions. This has enabled them to realise their dreams and aspirations and once again provide a focal point for their hapū to connect, gather, grieve, celebrate and plan for a sustainable future. The journey has been long and fraught with challenges, the current marae committee was able to navigate towards a successful outcome thanks to their individual and collective skills, mātauranga, experience and determination. The marae received enabling advisory support from their local Oranga Marae advisor, which created space for them to exercise self-determination and express nous and creativity in the process. The physical build has created a sense of hope for the hapū and reignited the desire among hapū members, young and old to reconnect and enabled cultural revitalisation to flourish at Ōkorihi.

I think that's a real testament to the whānau. Despite being lost in the wilderness for 15 years they have somehow found a way to maintain family ties and continue to raise money and never give up hope that we would ultimately achieve our goal of getting our marae back. (Marae Representative).

NGĀHINA MARAE

This case study is based on an interview with three representatives from the Ngāhina Marae Committee, including the marae build project manager and one advisor from DIA who directly supported Ngāhina marae. The case study also draws on information from an interview with the TPK

advisor for Waikato-Waiariki who spoke generally about all of the marae supported in the Waikato-Waiariki region but did not provide advisory support to Ngāhina marae.

Some of the comments provided by the Ngāhina Marae Committee relate to their experience of working directly with DIA advisors in addition to what they have seen, heard and learnt from other whānau and marae in their region with regard to TPK advisors.

History

Ki te whakamana kia taea ai te pupuri i te mana motuhake o Ngāti Tawhaki te mauriora o te whānau, mō ngā whakatipuranga e heke iho ana.

To empower and sustain the self-determination of Ngāti Tawhaki for the wellbeing of whānau and future generations of Ngāhina Marae. Nā Materoa Tangohau-Nikora.

Ngāhina marae is located five kilometres from Rūātoki. Its primary hapū is Ngāti Tāwhaki of Ngāi Tūhoe. The whare tipuna is named Tāwhaki. Ngāhina marae connects ancestrally to the Mātaatua waka, the maunga Taiarahia and the awa Ōhinemataroa. It is at the entranceway of Te Urewera in the Eastern Bay of Plenty. Ngāti Tāwhaki has two distinctive marae sites. The first marae is in Ruatāhuna within Te Urewera and the second is located on the Tawera side of the Rūātoki Valley. Both marae share whakapapa links but operate as independent hapū. The original Ngāhina Marae was built in 1907 located along the banks of the Ohinemarua river. Ngāhina refers to the tree roots which use to sway in the river current – ngā hina. Unfortunately, the marae was prone to flooding because of its location. The koroua, Hiki persuaded Te Ao Tangohau, the preeminent pakeke of the marae to relocate the marae to its present location. In 1910 the wharenui Tāwhaki was built with additional buildings creating a functional marae complex.



Ngāhina marae – Ngāhina Marae Development Plan 2018.

Pathway towards Oranga Marae

In 2010, Ngāhina Marae Trustees identified a need to renovate and upgrade the marae facilities to enable the marae to meet the modern demands placed on the complex by whānau, hapū, iwi and community members. Marae and Trustee chair initiated the process with a commitment of hapū funds

toward the cost of renovating the marae. It was also agreed that an application for marae heritage funding would be made to DIA. During this process, ideas and concepts for the renovations were discussed and developed.

The main ideas regarding renovations were to include:

- Upgrading the wharenuī, including the restoration of whakairo in the māhau area.
- Rebuild of the wharemate.
- Upgrade of the kitchen area of the wharekai due to extensive deterioration causing safety and health concerns.
- Rebuild of an external ablution facility.
- Building of a new waharoa, while upgrading the manuhiri shelter.
- Upgrading urupā facilities and infra-structure.

Consequently, a staged marae development programme was initiated starting with the successful upgrade of the wharenuī and rebuild of the wharemate buildings, thanks largely to Lotteries Marae Heritage and Facilities funding. The Ngāhina Marae Trustees have led this project supported by the hapū. The approach to completing the Marae Development Plan/Feasibility Study involved the following process:

- Conducting hui with marae and hapū members for ideas about changes to the marae facilities and reasons for the changes.
- Gathering information about the historical background of Ngāhina Marae, the land reservation and governance/management structure and practices.
- Commissioning architectural design work of the changes desired by marae members.
- Obtaining quotations for the work and completing the building consent process with a range of building suppliers and local councils.
- Liaising with the Department of Internal Affairs funding adviser about new Oranga Marae requirements and application process.
- Engaging a consultant to assist with the Ngāhina Marae document, Marae Development Plan/Feasibility Study process and application for Oranga Marae Funding.

Currently there are six trustees and one chairman with their own portfolios, a secretary, a separate chairman for the marae committee to front daily activities of the marae and kaumātua. Whilst accountable to the hapū, trustees were appointed based on their skills and ability to work well together based on unity and trust, rather than whakapapa connections.

What worked well?

The marae representatives felt that having an experienced project manager was the main contributor to their successful engagement with Oranga Marae. The project manager had a wide range of experience including government roles in the areas of community development, social, economic,

cultural and most significant a background in building specialising in marae builds. They felt their facilitation skills were invaluable in working out processes that were inclusive and pre-empted risks.

Overall, the marae representatives were happy with their experience of working with the Oranga Marae advisor.

Our project manager knew the processes from their experience with working with these agencies in the past and saw the advisor was working through new processes. They listened to our questions and went out of their way to find out answers if they didn't know. Our hui with the advisor was educational on both sides and we were fortunate to have our project manager who worked directly with the advisor. (Marae Representative).

What did not?

The project manager viewed the Oranga Marae funding process as the most arduous they had experienced and thought that could be the main reason why a lot of marae struggled with accessing funding. They commented on how the advisor they worked with did not understand building processes which to them was vital to working alongside marae on building projects.

In response to the difficulty of the funding process and lack of technical advisory support, the project manager developed a template to support other marae to engage successfully with the processes and shared this view:

Advising is one thing but knowing how to work alongside marae is very important. You need to know all the processes. I've seen benchmarks and processes pulled away at short notice. When you ask marae to be accountable this needs to be modelled by DIA and TPK. I recommend that irrespective of who is in power, processes should be the same. (Marae Representative).

Areas for improvement

The marae representatives provided these recommendations:

- The need for TPK and DIA to provide consistency in messages across regions.
- Generic advisors are not helpful – Oranga Marae is a specialist product; therefore, advisors need specific training, be committed to supporting each marae's needs and preferably be Māori who understand marae kaupapa.
- Encourage marae to take the time to build a good relationship with their advisor, beyond the niceties.
- Concept plans and technical needs to be part of Marae Development Plan and the need for advisors to understand the technical processes of a build.

In their experience, the project manager knew that once the build began the whole surrounding community has the potential to be involved including businesses and everyone benefits especially the local economy.

Changes and impact

The main areas that the marae representatives thought impacted positively on the Ngāhina Marae community included:

- Increased whānau engagement and connectedness; and
- Increased financial, governance and project management nous and capability.

Increased financial, governance and project management nous and capability.

The change in policy to be able to apply for 100% funding was a key motivator to progress their marae build, as in the past they had been funded by the Lotteries Marae Heritage and Facilities Fund where marae had to fund a third of the project build. They also appreciated the all-inclusive nature of the consultation process with hapū members such as ringawera being able to provide input into the design to ensure practicality of use, while leaving trustees to make governance decisions. They shared this was a deliberate strategy to ensure everyone the build impacted, felt included which was also an example of increased whānau engagement and connectedness.

Increased whānau engagement and connectedness.

Other examples of positive whānau and wider community impact are plans for kaumātua housing next to the marae and to be a self-sustaining hub. Marae representatives acknowledged their geographical isolation and wanted to be able to support their surrounding communities during difficult weather events, be a civil defence location and operate off the grid. They also spoke about the need to be thinking about other viable opportunities to optimise the marae facilities such as catering services, learning opportunities, with the aim to be used every day of the week. In summary marae representatives stated that they wanted:

[To] use the marae as a catalyst for wider economic activities and look at the bigger picture, as the central core of activities, to strengthen our economy. For example, include technological developments on the marae, as mokopuna-focused, providing information technology capability as part of the essential upgrade of a marae. (Marae Representative).

Summary

Without the Oranga Marae process the marae representatives felt they would have struggled and feared working with Pākehā-focused rules and regulations that could have endangered the cultural integrity of their marae. They understood the need for compliance and safety requirements but were glad there were some Māori involved in the process. They will continue to plan and upgrade their facilities seeking main funding from DIA and TPK.

ŌMĀIO MARAE

This case study is based on an interview with one representative from Ōmāio marae and presents their narrative about their observations and experiences of their involvement with Oranga Marae. One advisor from DIA and one from TPK who supported Ōmāio marae during their funding application were also interviewed, however the feedback they provided was not specific to their experience with Ōmāio.

History

Ōmāio marae is located in Ōmāio, about 13 km southwest of Te Kaha on State Highway 35. Its principal hapū is Te Whānau a Nuku of Te Whānau a Apanui iwi. The wharenui is called Rongomaihuatahi named after the tūpuna, the mother of Apanui and the wharekai Te Rau Aroha is named after a canteen truck that provided food to the Māori Battalion during World War Two. The marae connects ancestrally to Mātaatua and Taurima-i-tawhiti waka, the maunga Rangipoua, the moana Ōmāio, and three awa: Haparapara, Rerepa and Waioira.

Ōmāio Marae is governed by the Te Whānau a Nuku hapū Trust in accordance with tikanga and kawa. On the 15 June 1961 the application to the Māori Land Court established a Māori reservation over Ōmāio 15A and 15B 2A, and Ōmāio 15B 2B 1 and therefore Māori freehold land. The marae trustees continue to provide governance, administration and conservation of the marae for the benefit and wellbeing of the beneficiaries.



Ōmāio marae – Ōmāio marae development plan

Pathway towards Oranga Marae

The marae representative interviewed was the key instigator in researching possible funding for Ōmāio Marae. Their motivation was from questioning the marae committee that there were easier ways to fund marae projects beyond fundraising which involved a lot of work with small returns. Their challenge to the marae committee led to being given the role of overseeing accessing funding. They first investigated the 'Marae Heritage' fund managed by the DIA before this merged into applying for Oranga Marae funding. Their research also included what processes and support were available from regional and district councils. Their focus was ensuring they did their 'homework' about possible funding avenues to provide whānau with clear information and prepare for challenges.

What worked well?

The marae representative shared their experience working with Oranga Marae advisors from both agencies was positive, with excellent support provided in explaining processes which gave them confidence to go back to the hapū and marae with sound advice.

Initial hui were tough in explaining to hapū and marae as I was challenged about the [funding] process. But due to having received sound advice I was able to provide confidence and certainty on the funding process. The hapū and marae were consistently reminded that regardless, if we followed the correct process, funding was not guaranteed. Therefore, the

marae and hapū have tried to ensure all steps of the funding process have been followed to help increase chances of being successful. (Marae Representative).

They also shared examples of their own processes which they thought contributed to their successful application which included:

- Having a designated marae project manager.
- Creating collaboratively a clear set of rules of engagement discussed and agreed to by marae committee and hapū members.
- A clear and agreed decision-making process.
- Delegation of roles, specifically leadership roles were appointed to members of Ōmāio marae to oversee areas of the wharekai development.

I saw the benefits of this process when the time came to put the application in for full funding. Each leader had left their quotes with businesses ready for the final proposal. On my request each team leader would return to each respective business and get the appropriate quotes so the hapū and marae members were aware the quotes were current. (Marae representative).

- Dealings with outside agencies limited to the marae project manager and the marae committee chair to avoid unhelpful advice from wider whānau.

This came from advice from a friend who had a similar experience with their marae development which helped with limiting any differences or disagreements. Overall, it was a positive strategy. (Marae representative).

Overall, the marae representative thought the key enablers of their success was having driven and stubborn people working for the development of their marae; supportive whānau; and timely sound advice from DIA and TPK.

What did not?

The marae representative shared that the main barriers to their success was with marae and hapū members and their only issue with TPK and DIA was a period of uncertainty about whose role belonged to who which was quickly resolved. They saw their own lack of knowledge of processes was a barrier, however support from the DIA and TPK advisors was helpful. Whānau perception that you had to work for what you wanted and not believing you could seek funding was an issue. Whānau were also anxious about letting outsiders in, specifically Pākehā contractors.

Areas for improvement

The only area of improvement identified was the electronic application system which at times they found difficult to use, specifically for uploading forms and technical issues (connectivity and forms not being saved). The marae thought the system needed to make clear requests and indicate which form to use, as sometimes the form was not helpful for your particular request. They also shared that they felt support was available if needed.

Changes and impact

The three main areas that the marae representative saw impacted positively on their whānau and hapū included the:

- increased whānau engagement, connections and pride.
- increased rangatahi engagement and intergenerational connects.
- Increased connection with the local community.

Increased whānau engagement, connections and pride

The marae representative believed that Ōmāio Marae is now the main focal point for the other 13 marae along the Eastern Bay of Plenty coastline and connections to significant stories about tūpuna such as Apanui are being revived and retold. It was also now the facility of choice for local iwi kapa haka roopu including past national champions Te Whānau a Apanui kapa haka who use it regularly for their practices.

Whānau are super proud of where they've from and see the marae as 'the' place for celebrations, not just for local whānau but also those living away. (Marae Representative).

Increased rangatahi engagement and intergenerational connects

The marae representative also observed more rangatahi were attending hui and sharing their acknowledgement of all the hard work pakeke have provided. Rangatahi were stating that it was their time to step up which provided a new lease of life for pakeke.

Increased connection with the local community

The marae facilities are now also used as an overflow for local schools due to some recent school closures as well as outside business and agencies hui chosen for its attractive location. The marae representative stated that the marae development plan had opened up the discussion about what is possible for the wider community and observed more people putting their hand up to be a contributor.

Summary

Without the Oranga Marae process the marae representative felt that Ōmāio Marae would still be struggling to source finance for their wharekai build. They had experienced the old Lotteries Marae Heritage and Facilities fund process and felt that was more difficult than the Oranga Marae process, which had given their whānau hope and motivation. A key focus was to act with integrity and credibility and not take from every pūtea offered by Oranga Marae. They also wanted to see the process through successfully to the end to be an example to other marae, so others did not have to experience their mistakes. They looked forward to being able to take care of their final build with practices and processes specific to their marae and continue their fundraising efforts.

TE KOTAHITANGA MARAE

This case study is based on an interview with one whānau representatives from Te Kōtahitanga Marae.

History

Te Kotahitanga marae is located off the Tuakau Bridge–Port Waikato Road in Te Kōhanga alongside the Waikato River. The principal hapū is Ngāti Tiipa of the Waikato-Tainui confederation. Te Kotahitanga is also the name of the wharenuī, the wharekai is named Kawiti and the papakāinga is Kakinga. Te Kotahitanga connects to the maunga Te Puke o Tahinga and to the Waikato River.

Prior to the 1980s, Te Kotahitanga Marae was known as Te Kumi Paa. Current members of the Te Kotahitanga Marae Committee are not aware of exactly when or why the name was changed however it is an aspiration of the whānau to revert back to its original name 'Te Kumi'. This name 'Te Kumi' is now displayed on the Waharoa, the entrance to the marae.



Image: The Waharoa 'Te Kumi' at Te Kotahitanga Marae

In 2006 whānau were asked 'What a picture of a successful marae looked like?' to them. Responses were captured and included the re-naming of Muir Road to Te Kumi, the development of a whare oranga, creating a website, installing night lighting upgrading the whare karakia, constructing covered paepae for hau kāinga and manuwhiri and renovating the kitchen and storeroom to name but a few.

The marae has and is the central aspect of Ngāti Tīpa-tanga, who they are as uri and as mokopuna. The uri of Te Kotahitanga Marae exhibit and are the representation of *kanohi ora ki ā rātou mā kua mene ki te pō*.

We grew up not far from Te Kotahitanga Marae...and so the marae then was central to our lives and always has been. (Marae Lead Representative).

Pathway towards Oranga Marae

In 1988 the dining room kitchen was rebuilt by the whānau of Te Kotahitanga Marae. In those days regional councils did not require building consents or resource consents

In terms of our kitchen, we had open drains, gas cookers. When Hato Tīpene closed, we went up and got their ovens. There's never been a lot of money because we are a rurally based marae. (Marae Lead Representative).

The kitchen was used from this point on but in 2012 concerns about it were raised by whānau. Enquires were made about funding from external sources with one being the Lotteries Marae Heritage and Facilities Fund which required the marae to provide one third of the total intended upgrade, an amount the whānau of Te Kotahitanga did not have.

Like a lot of marae, we were just getting by. We would occasionally get small grants from primarily TPK, it was never anything substantial. (Marae Lead Representative).

Due to the amount required whānau felt they could never really progress any further. In 2017, Waikato Tainui gave all of their marae funding from a Relativity Fund.

For the first time our whānau believed that something could be achieved, something significant for the marae. (Marae Lead Representative).

With marae whānau engaged and funding sorted, the project started to come to life. A kitchen designer was contacted, resource consent sought and plans for feasibility, marae development and strategy developed in consultation with marae whānau.

In 2018, through a conversation with the local Oranga Marae advisor, Oranga Marae funding was brought to the attention of the marae representatives. As a result, the existing feasibility, marae development and strategic plans were redeveloped to fit the Oranga Marae application criteria.

We had planned to work on the application over November/December and submit the application in January 2019. The application took 8 weeks to compile all of the documents – the application in its entirety was 27 documents and well over an excessive 5000 words. (Marae Lead Representative).

The marae explained that the voluminous documentation was about them expressing who they were, the significant amount of work they had previously carried out, and their desire to reflect the substance of this work in its entirety.

What worked well?

A good relationship with the Oranga Marae advisor was crucial for everyone. The marae representatives met regularly with their advisor to discuss the information required for their application and spoke highly of their knowledge, skill set and contribution

The advisor was absolutely pivotal and that's what we needed. Straight forward and precise. Everything was black and white, 'do this, get onto that, I need this by 'and that's what we needed. Good and informed information. (Marae Lead Representative).

Another positive aspect was the wide range of skills, knowledge and expertise that existed within the whānau for the marae representatives to draw on for various tasks and roles.

We have always been very fortunate to have our kaumātua around us and we are lucky to have whānau members who are professionals in their careers bringing back their knowledge and mātauranga. We were fortunate that the marae was using Xero, we had an accountant as our Marae Treasurer who was able to look after all of the Marae's financial details. We have a lot of whānau who undertake these roles. (Marae Lead Representative).

What did not?

Information about what required to complete the Oranga Marae application was sought by the marae representative by going online and finding out what the requirements were. The marae worked

predominantly with one agency but would have preferred a stronger working relationship with the other agency. A meeting was held to pull everything together in accordance with the requirements.

We had hui and pulled everything together and submitted those documents to the cultural requirements which I felt balanced out the whole Oranga Marae application because really one side was looking at compliance, the financial affairs. They were looking at Waikato District Council and their requirements, our builder and the contractual requirements. We wanted to also focus on the cultural outcomes and aspirations. (Marae Lead Representative).

Areas for improvement

Clarity around the meaning of whānau consultation on matters pertaining to the application was an area the marae representatives were unclear about.

We had just assumed that in terms of consultation with whānau on any matters via Facebook and monthly meetings, that all of those things would be acceptable as Marae consultation, but in fact it wasn't. A requirement¹ of 30+ signatures was needed to sign the register. (Marae Lead Representative).

This initially slowed progress and meant that another strategy was needed to obtain the signatures and agreement from marae whānau to meet the impending application due date. At this time, one of the kuia passed and with the blessing of her whānau the marae representative was able to go around to marae whānau and get the signatures needed. The decision to do this was not taken lightly by the marae representative who questioned herself and the task at hand.

What is Kawa, what is tikanga? And why would you do something like that at a tangi? Well, all of the whānau are there, why wouldn't you? (Marae Lead Representative).

The decision was made to utilise the time marae whānau were together and to thank them for their understanding, a Christmas dinner was put on at the marae for all the whānau to share in.

Doing this at the tangi, while all of the whānau were there. It was being discussed. They were talking about what the marae was doing over kai, in the whare moe, in the kitchen. To thank everyone, after the kitchen was completed last year in September, we let as many of the whānau know to come back and share a Christmas dinner with the marae. I did what I did at the tangi, but this was actually a thank you to the whānau to come back and celebrate all that we had achieved. (Marae Lead Representative).

¹ It is not a requirement for marae to provide a meeting attendance register with signatures to support their Oranga Marae request. The requirement is to provide a letter signed by 2 trustees of the governing body and signed meeting minutes endorsing the marae development plan. The intent is for the marae to show wider engagement and support from whanau for the marae development plan beyond the trustee group.

Changes and impact

Generations of uri from Te Kotahitanga Marae physically laboured in order to keep their marae viable. The Oranga Marae funding has had a major impact on the marae and its people, more than what the marae whānau thought it would make.

The Oranga Marae funding, it wasn't just a kitchen. It bought back the people and it has meant that for 25 years our whānau won't have to go through what our tipuna had gone through. And none of this is any different from any other marae in terms of struggles. (Marae Lead Representative)

The funding made the physical nature of the marae facilities enduring for future generations.

It future-proofed our marae. It's always had a mauri, but what the Oranga Marae funding was, it's meant that our people...it means that I know our marae has moved into the next phase. And that it will easily transition into the pakeke and the rangatahi and will move onto the next generation after us. (Marae Lead Representative).

Another positive aspect is that it has mobilised the marae whānau to continue to grow the areas noted back in 2006 when asked 'What a picture of a successful marae looked like?'. Funding was secured to build a big shed, a place for the tāne to learn about and do mahi whakairo for the marae. It has also allowed marae whānau to evaluate and consolidate the wānanga they facilitate on the marae for rongoā Māori, reo Māori and mahi rāanga.

We've done some native planting but now we're looking at planting and establishing rongoā, the use of kawakawa and all of those things. Within the last 6 months we've lost five of our significant kaikōrero across our marae. We no longer have the privilege of depending on those kaumātua. We were having successful te reo wānanga on our marae and it wasn't just because it was a part of the funding requirement, it was more so because we actually had to do this for ourselves. For our women we have wānanga for rāanga, but we tend to do those under our Māori Women's Welfare branches that we have at the marae, but it's really about consolidating those things with the marae. (Marae Lead Representative).

Summary

A Marae is not a marae without the people, it's not simply a building – it's who we are as a people. (Marae Lead Representative).

The Oranga Marae fund itself was humbly received by the whānau of Te Kotahitanga Marae. Advice for future applicants from the marae lead representative would be to understand that the process takes a lot of time, energy and work. Applicants would also be advised to source and utilise their marae whānau who are have expertise in areas such as report writing, budgeting, accounting as well as negotiating with and navigating the District Councils.

Overall, the Oranga Marae fund enabled the uri of Te Kotahitanga Marae to be confident in saying that their marae is going to be okay. It has also allowed the marae whānau to plan their next steps and continue the momentum of what the Oranga Marae fund did for them. It was a fund that enable massive improvements to the physical structure of the marae while also providing space for continued

growth in the spiritual and cultural aspects, which their tipuna would be proud of.

Marae have their own mauri, and that mauri is built off our tipuna and in order to respect and live the dreams of our tipuna you have to do the things that we do now in a modern context as a reverence to our tipuna, past and the ones that we have lost recently. (Marae Lead Representative).

ŌEO PĀ

This case study is based on an interview with two whānau representatives from Ōeo Pā.

History

Ōeo Pā is located on State Highway 45, Ōeo, near Otakeho in the Taranaki region. Its principal hapū include Ngāti Tamaahuroa and Tītahi of the Ngāruahine Rangī iwi. The marae connects to the Aotea waka and the Taranaki maunga.

Ōeo Pā has four standalone buildings located parallel in the centre of the Ōeo Kāinga Reserve. Between 1986 and 2001 the marae was used and maintained throughout this time, but no facilities were developed until 2013 when whānau returned to the marae to become active in their roles of Trustees and uri. From 2013, a whānau led approach was undertaken to mobilise the uri of Ōeo Pā to fundraise and seek financial contributions to develop the marae facilities.



Image 1: Ōeo Pā Original Marae Buildings Pre 1975 **Image 2:** Ōeo Pā February 2019

Image 1 and 2 show how much has been achieved by the whānau of Ōeo Pā and the transformation that has taken place

In 2014 discussions of an extension to the wharemate (Tipuahoronuku) began. At marae hui whānau were asked what they wanted for the wharemate and responded with answers such as better access, a warm, healthy and safe building that is weatherproof, clean, modern, welcoming and homely.

Due to the size of tangihanga, Tipuahororangi (the wharenuī) was the only option to hold tūpāpaku and whānau pani, an adaptation made by the Pā to accommodate the needs of whānau pani.

There is a deep desire, specifically by our kaumātua, to return to our original practice which this extension will allow for. We want to respect what they know and honour the kawa that belongs to our whenua. (Sourced from Ōeo Pā Strategic Plan).

Pathway towards Oranga Marae

In 2018 marae representatives engaged with TSB Community Trust (TSBCT) for marae-based capital works funding. Marae meetings were held regularly to update whānau on their progress and details about the project.

In this same year, marae representatives also engaged with Oranga Marae from a conversation with a TPK advisor. They started working on the MDP to support the extension to the wharemate. The marae representatives met regularly with Oranga Marae Advisors from TPK and DIA to complete and submit their application. Unfortunately, both funding applications were declined for varying reasons.

Our advisors told us it was new for them too. We worked together [with our advisors] on it quite a lot. We missed out. We were told we didn't meet the brief. (Marae Representative).

The marae representatives and whānau were resolute in their mission to acquire funding for the extension to the wharemate and started work on a refined and updated application for Oranga Marae in 2019. This included reflecting on the process from 2018 and taking learnings from this. For example, knowing what should and shouldn't be in the application and developing a new plan forward.

We tried again, had a think about it. [I had] an 'aha' moment during the night. xx and I went back to the application and said this is what they want to know. It wasn't any clearer on the online application though. That's where we thought we failed the first time. [There was a] misunderstanding or lack of clarity around what was required on the application. When you followed the application it said, "What do you want?" We knew what we wanted – it was a building. But then as you read through further it asked why and what for, who's going to benefit – which made more sense. (Marae Representative).

They also worked with marae whānau to refresh the Ōeo Pā Strategic Plan 2019 and Beyond. A refreshed MDP application was submitted in 2019 and was approved for funding the extension to the wharemate, Tipuahoronuku.

We are very grateful that we were successful in the application. (Marae Representative).

What worked well?

Having a good relationship with the Oranga Marae Advisors was really important. The marae representatives explained that they were able to pick up the phone and call the Advisors for any help they needed with their application.

The help we got from our advisors was great... Biggest learning is having assistance and knowing why that part is in the application and what shouldn't be... Before that we were going around in circles... When we were talking about kawa, our TPK Advisor said that's a good thing to write down. Both were helpful, one was the ideas person and the other was about structure, without waffling. I don't think we would have got there if it wasn't them. (Marae Representative).

In this case the two Advisors worked in partnership to support Ōeo Pā with their application to achieve their aspirations. This was appreciated and made a big difference to the whole process. The marae representatives said the guidelines for completing the MDP application were very helpful and they

were grateful to the person or people who designed these.

Thanks to whoever wrote the guidelines, they were a good start. At least we had something to start with. Really grateful. (Marae Representative).

What did not?

A lack of clarity as to what was really required in parts of the MDP application was an area that did not work very well for the marae representatives completing the application process.

Initially we used our original strategic plan, which was a 20 year one, it had been updated. But OM [Oranga Marae] wanted one that had been done from scratch. Feedback was that they wanted one from 2015-2020, but in the application, it didn't actually say that. It should say a recent strategic plan written in the last 24 months. It just said development plan – development of what? Buildings, tikanga, kawa...which we found out later. (Marae Representative).

The marae representatives also discussed the knowledge, and in some cases upskilling, required by them and those completing the application process such as how to use Flux and how to put in a budget. They also mentioned that this would possibly be a big ask for those of the older generation to undertake. They were however able to draw on the skills, knowledge and experience of their own uri to support in certain areas of the application.

We also got help from whānau who works in Wellington and helped us with the budget. She was able to point us in directions we had not thought of i.e. we added a caterer to the budget for the opening. All the men were going you can't do that. We didn't know that we could put that in the application. (Marae Representative).

Areas for improvement

The marae representatives felt that Oranga Marae was not widely advertised, and this was an area that could be improved to enable more marae access to the funding.

Templates for various parts of the application would have been helpful for the marae representatives completing the application. Templates for general areas like a budget could provide a guide, a starting point for applicants and save time and energy in trying to decipher what is required or develop something from scratch.

Another area for improvement noted by the marae representatives was a place within the application to record the values of the hapū and the iwi.

But that's where I felt the questions could have been based around asking us what are your tikanga around the existing building (etc) and why is it there? What will your new tikanga be around the building? There weren't any questions like that. But for our marae and uri those are the things that we talked about. (Marae Representative).

This aspect was important to the marae because they wanted to tell their story as a narrative, not just numbers.

The application had no place to include our marae values and our tikanga/principle behind

those – we struggled with this, there was no place unless you wrote a blog. So, we wrote a blog and we were told that was too much. This was the whole reason for the extension on the wharemate. Our old people said this is how it is done; we weren't following the tikanga of the marae because the whare was too small for us to follow our tikanga. But there was nowhere in the application for us to express that. It's never been about money it's been about making it right for our old people, so we don't continue going on and on. (Marae Representative).

An opportunity for all hapū and iwi members to provide feedback was an idea put forward by the marae representatives. They spoke of the work that hapū and iwi members also put in to the meetings they attended, the decisions that were made, the work that was undertaken and therefore should also be given an opportunity to have their voice heard about the process.

Different angles from our people who had a lot of input of what we discussed as a hapū, where do they get to give their feedback? Our cousin who was amazed by it, where does he give his feedback? That's what they asked as well. Not just us sitting with you today. Cousin xxx attended every marae meeting we had. Good for people to be offered the opportunity. Applying for the funding was for the whole hapū and it's good for them to also have a say. (Marae Representative).

Changes and impact

The impact that the process and the finished extension to Tipuahoronuku had on the whole hapū was more than anyone expected.

It encompassed so much more than an extension of a building. The coming together as a whānau. Mum's happy and that's the main thing too. The building is warm and loving. It's always a long journey bringing people together, it's hard, but it's worth it. (Marae Representative).

Completing the extension for kaumātua was an on-going pressure for the marae representatives to ensure the project was on track and finished as soon as possible.

We have four kaumātua who were there when there were three little buildings. Listening to them talk, it was important that we did this before they passed on. That becomes a pressure to get it done and try to get them to hang on. I said to mum you have to hang on mum until we get this finished and she's telling everyone she has to live until she's 90, she's 84 now. Mum is overjoyed with it. There are all those pressures which are too wordy to put in a development plan but are important. (Marae Representative).

There were many discussions about tikanga throughout the process, such as women being near the construction site.

That was a huge discussion in 2014. It was a big deal to one of our cousins, he was against it. We (women) were there every step of the way, chopping the trees down etc. Eventually at the opening, he stood up and said how overwhelmed he was. Initially he thought it was a waste of money and it wasn't going to work. He said, "Now that I'm here, I was wrong." And that was the most beautiful thing he could have said. For him it was like tearing a piece of him apart – he was involved in building the original building. So, we were careful throughout this process

and brought everyone along. (Marae Representative).

Another example was the taking down and putting up of photos in the wharemate.

The night before the opening we had a wānanga about taking down the photos, putting them back up. It was important learning for everyone. It was all part of the process. Learning old kawa and having an opportunity to practice it. Learning from the kaumātua before they pass. (Marae Representative)

This process also made way for discussions about new tikanga derived from the extension to the wharemate, Tipuahoronuku.

A new thing put forward by mum is she wants to change the side of the paepae to the left instead of the right. We'll have to have a meeting; the reasoning is when the women come out of the kitchen and if there is something to do, we can get that info from the paepae (men and women). We have to take it to the people. (Marae Representative).

The marae representatives said there was nowhere to put these really important aspects within their application and as noted in the areas of improvement above, should be considered for future developments.

The opening of the wharemate extension was also a really significant time for all uri of Ōeo Pā. Whānau were asked to help out with different jobs and roles for the opening which was an empowering exercise for everyone. For example, one whānau did the karanga, another whānau the whaikōrero and another the kitchen. Whānau were able to undertake jobs in areas of their strengths and to do things they were good at. Overall, the extension to the wharemate had created a sense of calmness, it had created peace.

It's been amazing. We had our Ngāruahine strategic hui in the new extension. Everyone loves coming in here. We hardly came in here before. Now we have a mattress room. It was beautiful putting up the photos. Whānau laying here on the floor, we had never seen this before in this room. I went around and took photos. They were happy. There was calmness. I took photos and put it up on Facebook and said, 'this is what it's all about'. (Marae Representative).

Summary

Oranga Marae investment made a significant impact to Ōeo Pā and its uri. It had been a long journey for everyone involved, from 2013 when whānau returned to the marae to support its revitalisation to the opening of the extension to Tipuahoronuku in 2019. The whānau were fully invested in realising the aspirations of the kaumātua and making them become a reality.

Overall, Oranga Marae has been lifechanging for Ōeo Pā and its uri. They have found it hard to find the words to express how grateful they are.

Hard to express the gratefulness. We don't know who initiated it but whoever changed it to Oranga Marae, it's been great. (Marae Representative).

MŌTŪWAIRAKA

This case study is based on an interview with three whānau representatives from Mōtūwairaka marae. As much as possible the case study presents the whānau voices to help shape the narrative and tell their unique story.

History

Mōtūwairaka marae is located on the coast at Riversdale, about 55 km southeast of Masterton in the Wairarapa. Its primary hapū is Ngāi Tūmapūhia-ā-Rangi of Ngāti Kahungunu iwi.

In 2000, five siblings made the decision to return to Riversdale and reassert their mana whenua presence. At the time, only one of the five siblings lived at Riversdale, and most of the whānau lived outside of the Wairarapa. The siblings agreed that establishing a papakāinga and marae was necessary to provide the space for whānau to return home and connect to their ancestral roots.

As a result of this shared vision, the siblings purchased a block of land and a shearing shed which, over the years, they converted into a functional marae. For over 15 years, the whānau gathered at Mōtūwairaka and focused on trying to build the whānau connection, particularly among whānau they described as ‘disenfranchised’.

Mum and the Trustees are getting older, you have to pick up the rākau and pass it down to our kids – try to whakamana them, get them involved. Many in our whānau don’t realise the practices they are exposed to are manaakitanga, they’ve got so many mad skills. but they don’t see the mana in that – the mana of manaakitanga because they aren’t exposed to that on a regular basis. Te hāpai ō ki mua, hāpai ō ki muri. (Marae Lead Representative).

During this period, the whānau also fundraised to upgrade the marae complex. In 2016, they met with a Senior Advisor from DIA to learn more about the Lottery Marae Heritage Fund (LMHF). The relationship grew and the marae continued with fundraising efforts.

In 2017, the marae tragically burnt down. This event was heart-breaking for the whānau and the local community. They were offered support by many in the local community and also by TPK.

When the marae burnt down it was absolutely devastating. You can’t even imagine. But it was, luckily, we had insurance. We wouldn’t be where we are today if we didn’t have this. We were saving and were trying to get our marae lotteries funds together. (Marae Lead Representative)



Mōtūwairaka October 2016. – before the fire.

Pathway towards Oranga Marae

In May 2018, the whānau were advised by TPK that the LMHF fund was transitioning to become a new fund called Oranga Marae, jointly managed by DIA and TPK. They quickly rallied to leverage this opportunity and set up a meeting with a small group of TPK and DIA staff in Masterton. The whānau were excited about the opportunity, largely because the new criteria no longer required the one third funding contribution, plus the whānau had completed many of the tasks required to meet the Oranga Marae criteria due to having successfully applied for a community trust grant.

From July 2018 to April 2019 the whānau worked towards completing their Marae Development Plan and Marae Development Implementation (MDI) application. In April 2019 they submitted their MDI application, and about three weeks later received notification that funding was approved in full.

I found out we were successful, I was in a conference in Australia, and I was reading it on my email and I just started crying because we got the full amount that we needed, that was like we can get turnkey now we don't have to do any mahi ourselves, another tohu that we were on the right track. So, we had had raru, the positive things were happening too, and the process was superfast. Sign the contract, we'll give you the money. (Marae Lead Representative).

What worked well?

The whānau explained how much they appreciated their local TPK Adviser who had supported them through the majority of the funding application process. They acknowledged her “Māori way of working” and described this as someone who went over and above the call of duty to support whānau Māori in an ethical way.

I just kept in close contact with her. She's been awesome, really awesome. Just helping out. There was never anything too hard for her. I used to do mahi in Hastings, then we'd connect and have a hui and get things sorted. As the application went along, we'd communicate via email, she would send templates and critique, give us advice. Her being Kahungunu. They are ethical, you know they really tautoko us, if we succeed, they succeed, TPK and Kahungunu. (Marae Lead Representative).

Another positive the whānau identified was the Oranga Marae payment process which paid the full investment amount upfront rather than in stages. This enabled them to engage contractors immediately and provide assurance that they could pay the bills.

They gave us all of the money upfront – with lotteries you are paid retrospectively – so this was such a good boost. Because we pay our building costs on stages, that let us plan and ensure we had money ready at the right time. Its unusual but so good and enabling for marae. (Marae Lead Representative).

Through working with TPK, the marae was also able to hook into the connectivity project run by TPK and SPARK, which was an added bonus and unintended outcome.

What did not?

The whānau commented on how difficult the Oranga Marae process is to navigate if you don't have the requisite skills within your whānau and acknowledged how fortunate they were to have these skills.

The key skills which helped them navigate the Oranga Marae process were:

- knowing how to navigate online application systems like the DIA GCMS system
- understanding how to use excel and develop and manage budgets – with financial controls in place.
- accessing ongoing advice and critique from the local TPK/DIA advisor.
- keeping good financial records and meeting minutes.
- understanding council processes and being calm and patient when dealing with council staff who did not understand or empathise with marae realities.

The whānau experienced one significant issue – outside of the Oranga Process - related to land designation. This issue caused long delays and stress and as a result, they were late completing the technical feasibility process and had to return a 40k grant to a Community Trust because they could not start the build on time.

The hard bit for us, was all of the hiccups we had which had nothing to do with the grant. We couldn't apply for Oranga Marae straight away because we had to get the sheep dip sorted with the council. (Marae Lead Representative).

The whānau acknowledged how the connections and skills they had within the whānau enabled them to navigate the process and find viable solutions. However, the time, resource and energy expended to resolve this issue was significant.

Areas for improvement

The whānau identified four key areas for improvement:

- Localised or iwi-based advisory support
- Brokering support to help marae understand council and technical language and processes
- More examples included in online application process
- Mentoring for new marae

The whānau preferred a localised regional/Iwi approach to Oranga Marae advisory services and working alongside of the Māori staff who they had built a strong whanaungatanga and mana enhancing working relationship with, throughout the initial grant application process. However, once the whānau submitted their grant application, all communication came directly from a representative within the DIA national office; a completely different āhua. As a result, the marae struggled with the very different communication manner of the national advisor during the completion of their grant application.

The whānau also suggested setting up supports and helping marae to broker relationships with the

local council, builders, engineers and architects to improve understanding because the language and terminology can be confusing if you are not part of this industry.

With regard to the online application, the whānau suggested providing examples of completed templates so whānau could see how they should fill in the forms.

The whānau offered to speak to other marae about their experience and had already connected with a couple of local marae. They encouraged TPK and DIA to set up a mentoring network within each rohe/region to ensure the lessons learned from marae who had been through the process were passed onto marae new to the process.

Changes and impact

The whānau were overwhelmingly positive about what Oranga Marae has supported and enabled them to achieve both in terms of the physical build, with handover scheduled for July 2020 (prior to covid-19) and cultural revitalisation ā hapū ā iwi.

The support provided by the TPK advisor was described as exemplary and embodied the kaupapa – Oranga Marae. While the whānau found the online application system challenging to engage with and navigate because they were not technology savvy, they persisted and actively sought support from their advisor.

The removal of the one third partnership contribution was a welcome relief for the whānau who had been fundraising for years to raise the contribution required under the previous LMHF fund. Oranga Marae opened access to funds that would not have previously been available.

The data showed how the Oranga Marae process and investment enabled the whānau to achieve the following outcomes:

- increased whānau engagement, connections and pride.
- increased rangatahi engagement and intergenerational connects.
- increased use and revitalisation of te reo, tikanga and mātauranga ā hapū ā iwi.
- increased connection with the local community.

Increased whānau engagement, connections and pride.

The development of the marae development plan provided a vehicle for whānau to come together with a common purpose to build a shared vision. This process was not straightforward and whānau did not always agree.

Everyone was helping out and having a say in the plan. It wasn't all smooth sailing, we argued about stuff, lots of stuff. Sometimes you get tunnel vision, but others have a good perspective. It's a whānau process. The process has to be inclusive, and that can be hard when you've spent months working on something and then it all has to change, but if we don't get it right at the start, we are going to get crap. So, it can take longer but you have to do it. (Marae Lead Representative).

The whānau was galvanised by the wishes of one of their kaumātua who passed away before the build

was completed. His ōhākī had a profound impact and provided whānau with the inspiration and motivation to push ahead, especially when the going got tough.

Our kaumātua, [name] was diagnosed with terminal cancer, he said 'I want you fullas to build this marae'. So, all of his whānau were galvanised and amped. Even though he was not Māori, he was brought up in the Māori community, he knew the importance of it. 'You fullas need to stop scrapping and come together and help each other out, and if you can't do that, bugger off'. He knew we were applying for the grant, and he did a video, just saying, I am dying, we need this pūtea for the marae – this was his ōhākī for the marae. (Marae Lead Representative).

Increased rangatahi engagement and intergenerational connects

Two representatives from the rangatahi generation shared how the process positively impacted on their generation by creating a space for them to engage and develop a sense of agency to get involved.

The interest has definitely increased, when we used to have hui, people would be around but weren't involved, but now they are listening and participating – that's my generation. We are getting older and can be involved – but also some of my aunties would never go out to Mōtū, but now they're like oh when is it being built? We'll come. It's encouraging cause ten years ago there was always concern, if we build it, will they come, but now we know they will come. (Whānau rangatahi representative 1).

For me and my cousins, my generation, we got to experience Mōtū a lot more as kids, now that we are older, we have a more serious interest. I was one of the ones who was always with the kids but as we get older, we are getting Mōtū back, we want to know what's happening and we have more of an opinion and feel like we can speak up. I'm pretty vocal, I feel like I can. All of my cousins are having kids and so, it's for the next generation, the great mokos coming along. (Whānau rangatahi representative 2).

Increased use and revitalisation of te reo, tikanga and mātauranga ā hapū ā iwi

The process provided a vehicle to reconnect whānau and revitalise te reo, tikanga and kawa o te marae. The whānau are taking this in small steps, in pace with where their whānau are at in regard to cultural understanding and confidence.

The whānau are getting a renewed interest. I had run a couple of wānanga trying to get everyone in to ease them into it, I said, who cares if you can't korero. In Kahungunu, they have good programmes, so I said to them there are avenues we can tap into. It's exciting that our immediate whānau (100 plus) are being more enthusiastic and can reach out to our whanaunga and come together and benefit. (Marae Lead Representative).

While the journey had some negative impacts on whānau health and remains a source of stress, the whānau maintained that the inherent stress is because it is your whakapapa that you are trying to uphold.

This kaupapa has had a huge impact on mum and dad, but especially dad's health. The stress is huge. They live in Hamilton and travel all the way down to Mōtū (over 530km drive) many times during the year. (Whānau rangatahi representative 1).

Increased connection with the local community

Bringing the local Riversdale community on the journey was a purposeful strategy. Early on in the planning stages, the marae engaged with the local ratepayer's association to establish a relationship and help demystify what happens on a marae.

The community is excited and there is a buzz in Riversdale which has really piqued the interest of non-Māori. We have been very deliberate about engaging the local community. That was one of our visions to make the marae more community accessible. We know there is still raru in the community. We want to try to demystify. We had a ground-breaking ceremony with karakia and invited the Ratepayers Association – and they came. We asked them why did they come? They said, because you treat us as whānau, and they realise the historic significance. (Marae Lead Representative).

Summary

Oranga Marae has enabled and supported the Mōtūwairaka whānau to achieve both their physical and cultural aspirations and demonstrated how the two are inextricably linked and reinforcing. As a result of the investment, they have almost completed phase one of their marae build – a completed wharenuī, wharehūi and ablutions, while simultaneously realising the cultural aspirations laid down by their kaumātua, to create a papakāinga and reassert their mana whenua in Riversdale.

Phase two will focus on building a fit for purpose wharekai and dressing the wharenuī with carvings, tukutuku and art to represent who they are as Ngāi Tūmapuhia-a-Rangi.

The whānau were savvy, thorough and tenacious in their effort to secure Oranga Marae funding. They continue to work hard to bring all of their whānau on the journey, utilise, leverage and celebrate their unique skills and knowledge in order to create a sustainable marae that is enduring and futureproofs their mana whenua presence for hundreds of years to come.

We have been able to future proof our marae because of the funding. We are 800m away from the sea. We have built in concrete instead of wood – to avoid another fire. A lot of design work went into future proofing the whare so that it is sustainable and enduring, and blends with the whenua and landscape. In the next 100 years, the only thing that needs to be changed is the roof x2. We had to futureproof it for these kids and generations to come. (Marae Lead Representative).

MARAE CASE STUDIES KEY FINDINGS

The following section pulls together the key themes that emerged from the case studies to formulate the key findings with a focus on:

- In what ways did marae and the community experience positive outcomes?
- ☐ To what extent did marae and the community experience change (positive and negative) as a result of the investment

POSITIVE OUTCOMES ACHIEVED BY MARAE AND COMMUNITY

The six marae case studies demonstrate the ways in which Oranga Marae enabled each marae to achieve some incredible short-term outcomes. The positive achievements were remarkable given the context and history of each marae and community.

- Two out of six marae had previously burnt down, Ōkorihi in 2003 and Mōtūwairaka in 2017
- Four out of six marae are located in isolated/rural communities, Ngāhina, Ōkorihi, Ōmāio, Mōtūwairaka
- Two marae are located in urban areas, Ōeo Pā and Te Kotahitanga.
- All of the marae have a small number of cherished kaumātua and have struggled for years to fundraise sufficient funds to access capital investment support to realise their development aspirations.
- The majority of whānau and hapū members live outside the marae regional boundaries

The evidence highlighted six critical success factors that enabled each marae to navigate the Oranga Marae process to a successful outcome. The success factors were:

- exemplary cultural leadership
- robust project management skills
- relevant professional (e.g. accounting, budgeting, governance, communications) and technical (e.g. engineering, experience with resource consent processes, architect and building) skills and capabilities
- a dogged and unwavering commitment to the marae vision, mission and strategy,
- thousands of hours of in-kind (voluntary) contributions
- quality advisory support provided by TPK and DIA advisors.

The improvements to the Oranga Marae process identified by the six marae were:

- *Application process* – provide tools (e.g. FAQ's and guides), templates (e.g. mock budgets and completed forms) to make the online process easier for marae and where possible look at including questions which speak to the 'cultural considerations' that go hand-in-hand with the 'physical build' e.g. tikanga associated with the new build.
- *Advisory support* – provide access to professional learning and development opportunities for advisors that enables them to: demonstrate Māori capability e.g. an understanding of marae realities and te ao Māori context; provide consistent and clear information; build shared understanding with marae about what is required, when and by whom; broker relevant funding streams and agencies within the local community/region; and explore 'whole of life

costs' associated with each build to support marae to build a financial sustainability plan.

- *Technical support* – provide relevant specialist technical advice (e.g. engineering, building, design, architect) at the right time to better support marae to achieve success when working on and through the TFS and MDI process.
- *Monitoring and reporting* – consider how accountability for the process can be equitable and work both ways i.e. the extent to which TPK and DIA are accountable to marae to deliver on key performance indicators as well as a reporting mechanism that enables marae to provide feedback to both agencies - outside of the evaluation process.

The outcomes achieved by marae included: increased whānau engagement and connectedness, increased use and revitalisation of te reo, tikanga and mātauranga, increased pride and confidence in cultural identity, increased rangatahi engagement and intergenerational connects, increased marae capability, and increased access to capital to complete builds.

Increased whānau engagement and connectedness

Each of the marae talked about how, as a result of the Oranga Marae process, they were able to connect, engage and re-engage whānau who were not actively engaged, to help shape marae goals and aspirations (physical and cultural). This process was not straightforward and required determined effort by a small group of whānau (often the marae committee) who drove the kaupapa for their respective marae.

The engagement effort was driven by the need to develop the marae development plan and included the use of social media via marae Facebook pages, face-to-face hui, conversations, wānanga, and rigorous debates. In particular, social media provided a powerful tool to engage rangatahi and whānau and hapū members living away from the marae area – which was the reality for all six of the marae.

Furthermore, marae expressed how their mindset shifted in relation to the development of the marae development plan. What they originally viewed as a 'compliance tick the box' exercise designed to fulfil TPK and DIA's needs, shifted as they leveraged the plan to engage with whānau, to check and test the marae vision, goals, assumptions and strategy. Marae commented on how valuable this process was to ensure whānau and hapū bought into the strategy and had 'ownership'. While the process was challenging and time consuming it resulted in powerful tangible cultural outcomes and all agreed that individual marae needed to take this journey. In short, the marae development plan process could not be rushed, and progress occurred at a pace and cadence that was comfortable for whānau and hapū.

Increased use and revitalisation of te reo, tikanga and mātauranga

The marae highlighted how the MDP process necessitated the need to engage in wānanga with whānau, to discuss, learn and share whakapapa, reo, tikanga and kawa. Marae that had completed physical builds continue to run wānanga to maximise use of new facilities. For example, wānanga kaupapa included karanga (Ōeo pā), waiata, tikanga and kawa (Ōkorihi).

Marae that are still working through the Oranga Marae process continue to run wānanga to inform the development of their MDP or TFS application. For example, whakapapa and reo wānanga (Mōtūwairaka) and whakairo, rongoā and rāranga (Te Kotahitanga).

The completion of the Ōkorihi build provided the hapū with a physical space to gather and revitalise their reo, tikanga, kawa and waiata. The physical absence of a marae for over 15 years was a huge loss

to the hapū, so the completion of the wharekai and ablution block in 2019 was a significant milestone for the hapū.

Increased pride and confidence in cultural identity

Each marae talked about how securing Oranga Marae funds to develop the marae development plan and start the physical build was a catalyst for increased pride and confidence among whānau and hapū members. The relationship between the physical and cultural elements of the marae cannot be overstated. For example, the physical build became a focal point for whānau and hapū and helped generate excitement among the generations – young (rangatahi) and old (kaumātua) and created something positive for everyone to support.

At Mōtūwairaka the whānau is focused on uplifting the mana and confidence of their whānau most of whom did not feel confident about their cultural identity. Sparked by the development of the marae development plan and the new build (due to be completed August 2020), the whānau is working to build the mana and confidence of the whānau at a pace that meets their needs and level of comfort.

Increased rangatahi engagement and intergenerational connects

All marae talked about how excited and rejuvenated kaumātua felt as a direct result of securing Oranga Marae investment to build or upgrade their marae facilities. The development of the marae development plan meant kaumātua were actively leading or involved in sharing stories, whakapapa, waiata and tikanga and kawa ā whānau ā hapū. They were active participants in the development of the marae plan and witnessed this plan come to life as each build took shape. For the majority of kaumātua, the journey towards the completion of the physical build was at least 15 years in the making. All marae lost kaumātua along the way so the kaumātua who remain today are viewed by all marae as taonga, critical to sustaining the health, wellbeing and cultural vitality of the whānau, hapū and community.

Alongside the kaumātua engagement and leadership was the proliferation of rangatahi involvement across all marae. The use of social media to engage whānau and hapū members and communicate progress updates and news about the build was a powerful tool to connect and generate excitement, particularly among rangatahi and whānau that lived outside of the marae region. There was clear evidence that rangatahi were actively engaged in each marae and the Oranga Marae process helped to create a tangible kaupapa to draw rangatahi together.

Increased marae capability

The marae talked about how the key to their success was the professional and cultural skills and knowledge their project manager/s and team brought to the process, which enabled them to navigate the process to a successful outcome. However, the project managers also talked about the challenges they faced along the way within the Oranga Marae process (i.e. online applications, building a relationship and clear communications with TPK and DIA advisors, seeking technical advice from civil engineers, architects and builders) as well as outside the process (i.e. resource consent process and dealing with the local council).

The learnings each marae accumulated, and the capability build among whānau and hapū members is a valuable source of information for TPK, DIA and future marae considering applying for Oranga Marae investment.

Increased access to funds to complete builds

The evidence showed how each marae was able to access funds to complete builds and renovations through Oranga Marae, funds that were previously inaccessible under the Lotteries Marae Heritage and Facilities Fund. The relief and gratitude expressed by marae was palpable. Each marae had fundraised for years to secure sufficient capital to meet the criteria under the previous fund. Oranga Marae opened access and provided hope to each marae, hapū and their community.

MARAE AND COMMUNITY CHANGES

The extent to which changes happened at a marae level were relatively easy to determine and substantiate based on the information provided by marae, TPK and DIA. However, at a community level the changes were less explicit due to the formative nature of the programme and the scope of the evaluation which meant interviews with the wider community were restricted due to time and resource constraints.

Marae changes

The physical changes to the marae that occurred as a direct result of Oranga Marae investment were clear and measurable, for example:

- Three of the marae completed builds.
- One marae was close to building completion.
- Two marae are currently working on their TFS applications.

The positive impact of the physical build on the health and vitality of the whānau and hapū of each marae cannot be overstated. The builds were a significant milestone for each marae and were years in the making.

However, what is interesting was the way in which the physical build became a focal point and a vehicle for whānau and hapū to connect, engage, consult, create hope, dream, reset, vision, plan, challenge, inspire, motivate, enthuse and take action. The emergence of a plethora of cultural outcomes presented speaks to the importance of the Oranga Marae kaupapa. A kaupapa which purposefully invests in both the physical and cultural aspirations of marae. All marae appreciated being part of a kaupapa that recognised their rangatiratanga and aspirations.

Community changes

Based on the evaluative evidence, the extent of the changes that occurred at a community level are emerging and should be triangulated through future evaluation work involving the wider community. However, at this formative stage the data showed some examples of small but significant changes in marae communities.

The four marae that secured Oranga Marae investment to build sourced expertise and materials from local suppliers and in doing so helped support the local business community and economy. They also engaged with councils to seek resource consent and as a result learnt valuable lessons to support other local marae that will at some stage go through the same process. The extent to which community awareness, visibility, and knowledge about Oranga Marae has increased among council staff, building inspectors, and local businesses is unclear, but it is reasonable to expect small changes have occurred.

Mōtūwairaka was explicit about their intent to engage the wider community who are mostly non-Māori. Their goal was to demystify the marae and build a positive relationship with locals to ensure

future generations were not misunderstood and looked down upon by the local community. Building positive relationships also provides the platform for the marae to leverage future business and commercial opportunities to create income for the marae. The marae engaged early with the local ratepayer's association who attended the marae ground-breaking ceremony. Local businesses in Riversdale and Masterton also expressed interest and excitement about the build.

Ōmāio marae is a hub for local schools and agencies because of the facilities it provides to its small isolated rural community. The marae is working towards applying for TFS funding to support their aspirations to improve the facilities for their whānau, hapū, iwi and community. Ōmāio has become a positive exemplar for the other 13 marae across the Whānau a Apanui tribal region in terms of demonstrating how to access capital investment to support the realisation of the hapū vision and goals and contribute to the wellbeing and vitality of the community and iwi.

DISCUSSION

This section of the report is focused on what is required to make Oranga Marae successful and sustainable.

The discussion is based on the evaluation key findings and considers the complexities (social, cultural, economic and political) that impact marae as well as the opportunities for success. The findings from the formative evaluation report are also weaved into this discussion to triangulate the rich narratives presented in the case studies.

WHAT IS REQUIRED TO MAKE ORANGA MARAE SUCCESSFUL AND SUSTAINABLE?

The sustainability of the fund and the marae ecosystem as a whole (locally, regionally and nationally) was a common theme and concern expressed by all marae, advisors, committee members and management team.

All of the marae agreed that exceptional project management skills, leadership and governance combined with exemplary advisory support were key to navigating the Oranga Marae process and achieving a successful outcome.

Marae were positive and grateful for the advisory support received from TPK and DIA advisors, but also highlighted the lack of consistency in the information provided by each agency. For example, an advisor from one agency would provide information about the Oranga Marae criteria, process and timeframes that differed to the advice provided by an advisor from the other agency shared. The lack of role clarity and collaboration between the agencies emerged in the case studies. In only a few instances (two marae) did advisors from both agencies actively collaborate and work well together. Despite this, the majority of marae were overwhelmingly positive and the extent to which they achieved their intended outcomes speaks volumes about their resilience and determination to succeed.

Variability in advisory support provided by each agency is consistent with the formative evaluation findings and feedback captured from TPK and DIA advisors. Many advisors shared their frustrations about the lack of access to timely, accurate, clear and consistent communications to enable them to provide marae with quality and consistent advisory support. TPK and DIA advisors articulated a strong desire to access regular bespoke training and professional learning and development opportunities, beyond the online modules that are currently available. Advisors also wanted increased opportunities

to come together as Oranga Marae advisors and build whakawhanaungatanga (relationships), share stories of success, learnings and tools to support marae. The evaluation team understands the Oranga Marae management team is exploring training options to support advisors.

The case studies also showed an opportunity for advisors to collaborate with other funders in their communities and proactively broker across funding streams and agencies to support marae to achieve their desired outcomes. Building and leveraging strategic relationships with other funders and agencies was a common theme expressed by Marae Ora and Oranga Marae committee members who strongly advocated for a more strategic approach towards Oranga Marae investment and the need to partner with philanthropic organisations and agencies.

The collaboration between Oranga Marae and philanthropy emerged in a couple of regions and will require consistent fine-tuning and streamlining to ensure the compliance requirements are not cumbersome for marae. Maximising this opportunity will require a robust assessment of advisor workload and capacity, as well as dedicated training to support advisors to work in this way. In early 2020, the Oranga Marae management team appointed a Strategic Relationships Manager to start building strategic relationships.

Marae valued advisors who brought strong cultural capability to their advisory work. For example, an understanding of diverse marae realities and the ability to bring a te ao Māori perspective to the relationship was strongly appreciated and helped marae feel comfortable and confident about the process. Marae enjoyed working with advisors who practiced in a strengths-based way, understanding and supporting them 'as Māori', and demonstrating genuine care about the marae and hapū aspirations beyond the physical build.

Marae also pointed out how some marae particularly in isolated rural communities, simply do not have the requisite capacity and capabilities to see the Oranga Marae process through to a successful outcome and therefore will require concentrated and consistent advisory support. This capability gap creates an unequal playing field which some marae described as a hierarchy of marae 'haves and have not's'. That is not to say marae without these skills will not achieve success, rather there is a strong likelihood that the process will take longer, consume more resources in terms of time, energy and funds, and be fraught with challenges.

In order to prepare marae for success, the evaluation evidence points towards the need for advisors to co-design solutions with marae, including:

- State of readiness assessment to support marae to identify their level of readiness to engage successfully in the Oranga Marae process (e.g. strong and cohesive leadership and governance, robust financial audits).
- Capability build plan that identifies capability gaps and the supports to address these.
- Financial sustainability plan including how ongoing operational costs (e.g. insurance, repairs, maintenance) will be met outside of in-kind contributions.
- Access to mentoring from other local marae that have completed the process.

Marae ecosystem complexities and challenges

Marae understand that there will likely never be enough resource available to support every marae in Aotearoa to build or upgrade their marae facilities. While they acknowledge that collaboration

between marae and prioritisation at a hapū and iwi level is important, this process must be balanced with a recognition of the mana motuhake and rangatiratanga of each marae, hapū and iwi.

Marae highlighted a range of complexities and challenges that impact on their ability to be self-sustaining and express rangatiratanga, these include:

- The social, economic and cultural impacts of a post-COVID 19 world on whānau, hapū, iwi and marae.
- Persistent operational and financial challenges for marae, the majority of which struggle to meet operational costs to cover essential costs i.e. insurance, power, maintenance, water compliance, health and safety.
- Impact of climate change on marae i.e. coastal erosion, water access and food sovereignty.
- How to generate additional revenue streams to support operational costs AND strategic projects.
- How to protect, collect and use data that is meaningful and informs the operationalisation of the marae vision.
- The potential impact of organisational changes, increased cost pressures and the 2020 Election in September on TPK, DIA and other potential funders, including philanthropy.

The opportunities

One of the many strengths demonstrated by marae was their intergenerational vision underpinned by values, tikanga and kawa ā whānau ā hapū ā iwi. This sharpens the focus on sustainability and creates the space for social enterprise and entrepreneurial thinking to emerge, evidenced in all of the marae development plans.

For example, marae identified a range of opportunities to create alternative revenue streams, these included:

- Creating a community business hub on the marae and leveraging the ‘connectivity project’ funded by SPARK and TPK to ensure marae have hi-speed internet access and communication tools.
- Creating a marae based ‘conference centre’ to host local and national government agencies, businesses and schools.
- Developing marae-based tourism businesses.
- Creating a series of wānanga for local schools and the community.

It makes sense for TPK and DIA advisors to maintain a working relationship with all of the marae that have received Oranga Marae investment and where possible, provide ongoing brokerage and advisory support. For many marae, the physical build enabled through Oranga Marae is step one in a long-term intergenerational plan to revitalise their whānau, hapū and marae.

EVALUATION IMPLICATIONS

This section of the report is focused on the implications of both evaluation reports on the Oranga Marae programme.

WHAT ARE THE IMPLICATIONS FOR THE PROGRAMME?

Overall, the formative and summative evaluation findings provide a strong evidence base that demonstrates how Oranga Marae is achieving its intended purpose. Oranga Marae opened marae access to funding to support both physical and cultural revitalisation in a way the previous Marae Lotteries Heritage and Facilities fund was not able to. A broader pool of marae, including rural and small marae, are accessing funds as a direct result of the removal of the one third financial contribution – and are thriving as a result.

The evaluative data speaks to the positive outcomes and transformational shifts that have occurred at the individual, whānau and hapū level as a result of Oranga Marae, but perhaps more importantly, the evidence demonstrates the resilience and commitment of marae to achieve the seemingly impossible in the face of adversity and difficulties. Courage and a dogged determination to succeed were hallmarks of each marae narrative, supported by exemplary TPK and DIA advisory support.

Whānau are reconnecting and engaging with their marae and hapū through both social media and face-to-face engagement, te reo me ōna tikanga and mātauranga is being revitalised as a result of reo, karakia, karanga and whakapapa wānanga, kaumātua are feeling positive about the future of the marae because they are seeing tangible results; rangatahi are actively engaging in marae decision-making, whānau are working together to develop their marae, and confidence about the sustainability and future of the marae is building across marae. Positive momentum was established as a result of Oranga Marae investment and the pressing challenge is to explore the ways in which TPK and DIA can continue to support marae to maintain, leverage, build on, and/or accelerate this momentum.

The case studies build on the findings of the formative report by highlighting specific improvements to the Oranga Marae application process, advisory support, technical support, and monitoring and evaluation approach, to make the process easier for marae to navigate towards a successful outcome.

Online application process

The evaluative data highlighted the need to build clarity and understanding about the application process to ensure marae are clear about what is needed to navigate this process successfully.

- Develop and provide tools like FAQ's and guides so that marae know exactly what documents are needed, how many documents and by when.
- Provide example templates with mock budgets and completed forms.
- Where relevant include questions that speak to the 'cultural considerations' that marae might explore, which go hand-in-hand with the 'physical build' e.g. What considerations has the whānau/hapū given with regard to the tikanga associated with the proposed building? In what ways will this build enhance the cultural wellbeing and vitality of the marae?

Advisory support

Provide advisors with access to professional learning and development opportunities focused on:

- Demonstrating Māori capability e.g. an understanding of marae realities and te ao Māori context; provide consistent and clear information.
- Developing inter-agency relationships and connections to foster greater collaboration.
- Building shared understanding with marae about what is required, when and by whom.
- Brokering relevant funding streams and agencies within the local community/region.
- Exploring and assessing 'whole of life costs' associated with each build to support marae to build a financial sustainability plan.

Technical support

Develop and provide relevant specialist technical advice (e.g. engineering, building, design, architect) at the right time to better support marae to achieve success when working on and through the TFS and MDI process.

Future monitoring and evaluation

Consider how accountability for the process can be equitable and work both ways. For example, the extent to which TPK and DIA are accountable to marae to deliver on key performance indicators and the mechanisms in place to enable marae to provide feedback to both agencies - outside of the evaluation process.

The formative and summative evaluation findings provide a baseline report for where the programme is currently at, based on the rich voices and experiences of marae and hapū. Future monitoring and evaluation work should focus on building the evidence base by using the revised programme logic and outcomes measures, and potentially working alongside marae to build their own theory of change, and outcomes measures. This measurement work will support marae to build a strong position to 'speak to' potential funders, that seek to invest for outcomes and social and collective impact. Longitudinal research will help provide rich data about progress over time. The six marae case studies, or twenty marae included in the formative evaluation could be used as a sample pilot cohort for a longitudinal research project.

APPENDIX 1: EVALUATION – SAMPLE EVALUATION INVITATION LETTER

E ngā mana, e ngā reo, koia ko mātau nei e mihi ana ki a koutou me ngā āhuetanga katoa kei mua i a koutou.

Tēnā koe e (insert name).

This letter invites you to participate in an independent evaluation of Oranga Marae. The purpose of the evaluation is to better understand if, and how, Oranga Marae is achieving its outcomes and the impact of the programme for marae who received support during 2018/19

The evaluation will focus on how well the fund has worked to support your marae aspirations, identify critical success factors and improvements. The evaluation team will also ask about the outcomes and potential impacts achieved for your marae and community.

The evaluation is being carried out by AIKO Consultants and is funded by Te Puni Kōkiri and Department of Internal Affairs. The evaluation team members are:

- Timoti Brown - Ngāti Kahungunu ki te Wairoa, Rongowhakaata timoti.brown@gmail.com
- Dr Chelsea Grootveld - Ngaitai, Ngāti Porou, Whānau-a-Apanui, Whakatōhea chelsea.grootveld@gmail.com - 021 911 854.
- Dr Hiria Mcrae - Ngāti Whakaue, Tūhoe - hiria.mcrae@vuw.ac.nz
- Dr Tabitha McKenzie - Ngāti Hinerangi, Ngāi Te Rangī, Ngāti Ranginui, Ngāti Raukawa - tabitha.mckenzie@vuw.ac.nz
- Kahuroa Brown, Atareta Black, Tiara Hammond - Ngāti Kahungunu ki te Wairoa

Two members of the evaluation team would like to interview you at a date, location and time that is convenient. The team is carrying out interviews with 15 marae located throughout Aotearoa during **February and March 2020**. The interview will take 60-minutes. We are happy to interview individuals and/or small groups in te reo Māori and/or English.

The final evaluation report will show how Oranga Marae is supporting marae to realise their cultural and physical aspirations.

It is your choice whether or not you wish to take part in the evaluation. IF you do not wish to participate, you do not have to give a reason. Your relationship with Te Puni Kōkiri and Department of Internal Affairs will not be harmed.

If you have any questions or concerns, please contact the lead evaluator, Chelsea on 021-911-854. We look forward to confirming an interview date and time with you. Mauri ora rā.

Nāku noa

Nā Dr. Chelsea Grootveld

Aiko, Lead Evaluator, Oranga Marae.

APPENDIX 2: EVALUATION - INFORMATION SHEET

What is the purpose of the evaluation?	<p>The purpose of the evaluation is to show the value of the investments made in Oranga Marae. The evaluation will provide:</p> <ul style="list-style-type: none">▪ an understanding of how well the fund is working and identify critical success factors and improvements▪ an assessment of the outcomes and potential impacts of the investments made for marae and communities
Who is conducting the evaluation?	<p>The evaluation is being conducted by AIKO on behalf of Te Puni Kōkiri and Department of Internal Affairs. The evaluation team members are:</p> <ul style="list-style-type: none">▪ Timoti Brown - Ngāti Kahungunu ki te Wairoa, Rongowhakaata timoti.brown@gmail.com - 027 911 8000 & Dr Chelsea Grootveld - Ngaitai, Ngāti Porou, Whānau-a-Apanui, Whakatōhea chelsea.grootveld@gmail.com - 021 911 854.▪ Dr Hiria Mcrae - Ngāti Whakaue, Tūhoe hiria.mcrae@vuw.ac.nz▪ Dr Tabitha McKenzie - Ngāti Hinerangi, Ngāi Te Rangi, Ngāti Ranginui, Ngāti Raukawa tabitha.mckenzie@vuw.ac.nz▪ Kahuroa Brown, Atareta Black, Tiara Hammond - Ngāti Kahungunu ki te Wairoa
How is information being gathered?	<p>Information will be gathered in two ways:</p> <ul style="list-style-type: none">▪ 60-minute interviews or focus groups with marae representatives and members of the marae community.▪ Analysis of administrative data and other relevant reports.
What are the benefits of this evaluation?	<p>The final evaluation report will demonstrate how the fund is supporting marae to realise their cultural and physical aspirations.</p>
What are my rights?	<p>It is your choice whether or not you wish to take part in the evaluation. If you do not wish to participate, you do not have to give a reason. Your relationship with Te Puni Kōkiri and Department of Internal Affairs will not be harmed. If you agree to take part, you will be asked to read and complete a consent form. The evaluation team will also verbally outline your rights.</p>
Who do I contact with questions or concerns?	<p>If you have any questions or concerns, please contact one of the evaluation team members.</p>

APPENDIX 3: CONSENT FORM

I understand that:

- My participation is voluntary, and I can withdraw at any time.
- My name or identifying information will not be included in the evaluation without my permission. If I work for an organisation, the type of organisation I work for may be identified.
- My relationship with Te Puni Kōkiri and Department of Internal Affairs will not be affected through my participation.
- With my permission, the discussion will be audio recorded, and may be transcribed.
- I have the right to request a copy of the audio or transcript of my discussion.
- Digital recordings, notes, and summaries will be stored securely at Aiko. Hard copies of stored information will be destroyed after three years.

I have read the information sheet and consent form and been given the opportunity to ask questions. I give my consent to participate in this evaluation.

Name _____

Signature _____

Date _____

Koha Received _____

Interview Schedule: Marae Representatives

Set up, rapport building

- Introductions, explain evaluation, informed consent, survey, answer questions.
- Mihimihi

Assessing Oranga Marae implementation

- Tell me about yourself
- How did you find out about Oranga Marae?
 - What were the drivers for accessing Oranga Marae?
 - What did you want to get out of it?
 - Who was involved in the development of the Marae Development Plan?
 - What kinds of resourcing/support/help was provided by advisors and/or others to enable you to access Oranga Marae funding?
- How would you describe your relationship with the TPK/DIA Advisor?
- What do you like about Oranga Marae? Why?
- What do you think could be improved?
 - Probe: process, guidelines, communications, feedback loops.

Assessing Oranga Marae early impact

- What difference has Oranga Marae made in regard to the physical integrity and vitality of the marae?
 - Have you achieved what you wanted to achieve?
 - How do you know?
- What difference has Oranga Marae made to your marae in regard to the cultural vitality of the marae?
 - Probe: increased whānau engagement; increased reo use and knowledge and understanding of tikanga.
 - Have you achieved what you wanted to achieve?
 - How do you know?
- Do you think Oranga Marae could be used to help other marae in your community? Why? Why not?
- What advice would you give to other marae who want to access Oranga Marae funding?
- What do you think is needed to make Oranga Marae programme successful and sustainable?

Assessing the counterfactual

- What would happen to your marae if Oranga Marae was not available?
- Invite other comments, thank participation and close.

Interview Schedule: Regional Advisors

Set up, rapport building

- Introductions, explain evaluation, informed consent, survey, answer questions.
- Invite general discussion about role and responsibilities.

Assessing Oranga Marae implementation

- Tell me about your role and how you are involved in Oranga Marae?
- How was Oranga Marae implemented in your rohe?
 - Was there an implementation plan?
 - Were timelines met? If yes, why? If no, why not?
 - How many marae have you worked with? Of these, how many accessed funds and how many were declined?
- How was success and quality of implementation measured and to what extent were these measures achieved?
- What were the enablers of success for your rohe and the marae you were involved with?
- What barriers are present for marae and how are these being addressed?

Assessing Oranga Marae early impact

- In what ways have the marae and communities you have engaged with experienced positive outcomes as a result of Oranga Marae investment?
 - How did you evidence these changes and outcomes?
- What is required to make this investment successful and sustainable?

Assessing the counterfactual

- What would happen to marae if Oranga Marae was not available?
- Invite other comments, thank participation and close.

Interview Schedule: Programme Management

Set up, rapport building

- Introductions, explain evaluation, informed consent, survey, answer questions.
- Invite general discussion about role and responsibilities.

Assessing Oranga Marae implementation

- Tell me about your role as in the programme management team?
- How was Oranga Marae implemented and how did you support this?
 - Was there an implementation plan?
 - How did the two organisations work together to implement Oranga Marae and overcome any challenges?
 - Were timelines met? If yes, why? If no, why not?
- How was success and quality of implementation measured and to what extent were these measures achieved?
- What were the enablers of implementation success?
 - For TPK/DIA and marae?
- What barriers are present for marae and how are these being addressed?
- What improvements can be made to create a positive Oranga Marae experience for marae?
 - Probe: Process? Engagement? Communication?

Assessing Oranga Marae early impact

- In what ways have the marae and communities you have engaged with experienced positive outcomes as a result of Oranga Marae investment?
 - How did you evidence these changes and outcomes?
- What is required to make this investment successful and sustainable?

Assessing the counterfactual

- What would happen to marae if Oranga Marae was not available?
- Invite other comments, thank participation and close.

Interview Schedule: Committee Members

Set up, rapport building

- Introductions, explain evaluation, informed consent, survey, answer questions.
- Invite general discussion about role and responsibilities.

Assessing Oranga Marae implementation

- Tell me about your role as an Oranga Marae Committee member, and any other role you have related to Oranga Marae?
- How was Oranga Marae implemented and how did you in your different roles support this?
 - Was there an implementation plan?
 - How did the two organisations work together to implement Oranga Marae and overcome any challenges?
 - Were timelines met? If yes, why? If no, why not?
- How was success and quality of implementation measured and to what extent were these measures achieved?
- What were the enablers of implementation success?
 - For TPK/DIA and marae?
- What barriers are present for marae and how are these being addressed?
- What improvements can be made to create a positive Oranga Marae experience for marae?
 - Probe: Process? Engagement? Communication?

Assessing Oranga Marae early impact

- In what ways have the marae and communities you have engaged with experienced positive outcomes as a result of Oranga Marae investment?
 - How did you evidence these changes and outcomes?
- What is required to make this investment successful and sustainable?

Assessing the counterfactual

- What would happen to marae if Oranga Marae was not available?
- Invite other comments, thank participation and close.

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