

Mātauranga Māori Engagement Guidelines

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He Kupu Tauākī | Position Statement

*Ko te kawa ora, ko te kawa ora,
tākina, tākina te kawa o te ora!*

*Ko te kawa ora tēnei i takea mai ai i ngā atua,
i ngā tupua, i ngā tahito, i ngā tūpuna*

Ka tau ki ngā whenu o Ngā Ohu Ahumahi e tau nei

He whenu Toi Mai, ka tau

He whenu Waihanga Ara Rau, ka tau

He whenu Hanga-Aro-Rau, ka tau

He whenu Ringa Hora, ka tau

He whenu Toitū te Waiora, ka tau

He whenu Muka Tangata, ka tau

Ka whiriwhiria, ka mau te hono o Ngā Ohu Ahumahi e tau nei

He hua whāioio ka puta ki te whai ao, ki te ao mārama

Haumi ē, hui ē, tāiki ē!

The purpose of this statement is to acknowledge the significant role of Mātauranga Māori within this organisation as a living and flourishing kaupapa for transformation across the vocational education ecosystem.

Our tohu (logo) depicts the whiri (plait) representative of the six whenu (strands) woven together to create a strong taura (rope) that binds us together as kaimahi and connects us to the industries we represent.

Mātauranga Māori provides depth and value to all areas of our mahi and as such, requires effort and commitment from all kaimahi to ensure its sustainability for generations to come.

He Kupu Tauākī | Position Statement

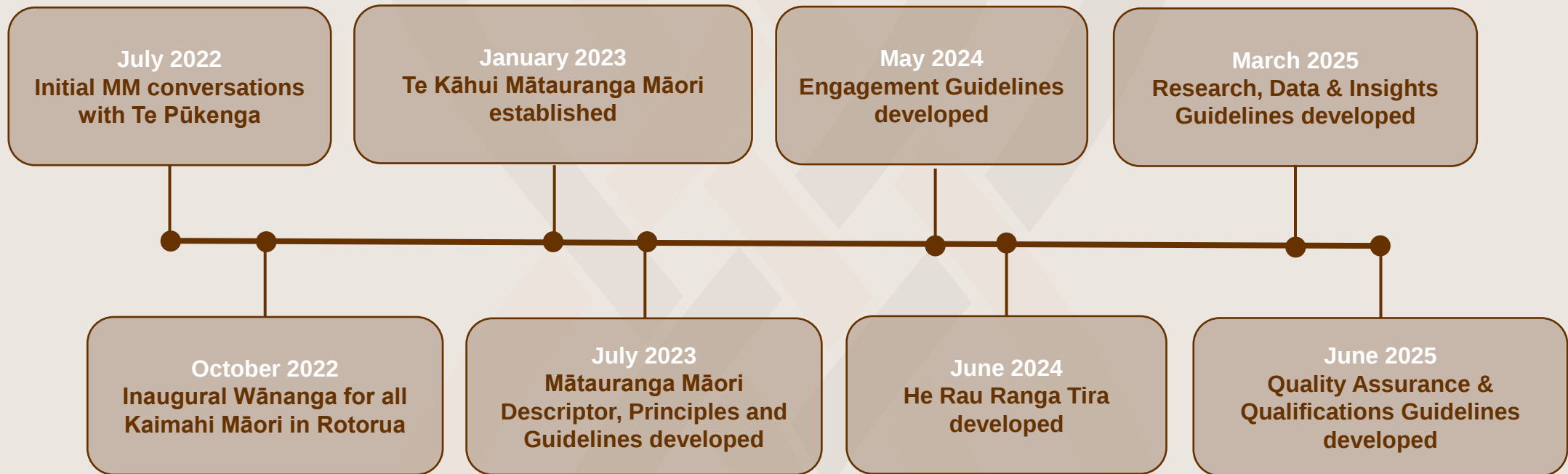
Ko tō mātou tirohanga whakamua ko tēnei; kia kite te ākonga Māori me tōna whānau he mea paenga kore te āpōpō mōna ake i roto i te ara ahumahinga e whāia ana e ia, ā, me tōna mōhio anō he mārama tonu ngā ara e taea ai e ia taua anamata rā te tutuki.

Ko tō mātou hiahia he whakarite i tētahi wāhi hei hāpai i ā tātou kaimahi kia mārama ake ki te Mātauranga Māori, me te whakamahia o te Mātauranga Māori i roto i tēnā, i tēnā tūranga o tēnei wāhi mahi. He mea hanga tēnei rauemi e ngā kaimahi, mā ngā kaimahi anō hei ārahi i a rātou ina mahitahi ana rātou me te ākonga, tōna whānau, tōna hapū, tōna iwi me ngā pākihi Māori anō hoki hei whakarite huarahi e whai whakaaro ai te kaimahi kia kaha tonu te rongohia o tō te ākonga reo i roto i ā tātou mahi.

Our vision is that our Māori learners and their whānau see a limitless future for themselves in their chosen vocation and have clear pathways to achieving that future.

We wish to create space to support our kaimahi in their understanding of Mātauranga Māori, and how Mātauranga Māori can be applied in each and every role within the organisation. This resource has been designed by and for our kaimahi to guide them in their approaches to working with ākonga, whānau, hapū, iwi, and Māori businesses and to create opportunities for how kaimahi can give due consideration to the application and amplification of the Māori voice within the work that we do.

Mātauranga Māori | Milestones



Te Kāhui Mātauranga Māori

Acknowledgement to all the past, present (and future) contributors of Te Kāhui Mātauranga Māori for your time, energy, wisdom, experience and knowledge towards the development and growth of mātauranga Māori.

Kei aku toa takitini, ngā rau ringa i oti ai tēnei mahi – e totō ana te puna o whakamihi.

Ohu Ahumahi	Kaimahi	Kaitautoko
Hanga-Aro-Rau	Riki Ramanui – <i>Te Reo & Mātauranga Māori Advisor</i> Kelly Van Marrewijk – <i>Māori Research Analyst</i>	Darrell Lambert – <i>Poumatua / GM Māori Workforce</i> Mike Crossan – <i>GM Industry Standards</i>
Muka Tangata	Kingi Rakete-Tane – <i>Poutiaki – Te Ara Kounga Māori</i> Rehia Hanara – <i>Kairuruku Māori</i> Adam Ransfield – <i>Poutiaki Ara Kounga Ringa Tohu</i> Daniel Wallwork – <i>Senior Advisor Māori Workforce Development</i> Chelsea Te Awhe-Raston – <i>Poutiaki Ara Kounga Ringa Tohu – Senior Māori Advisor</i>	Moerangi Vercoe – <i>Manukura</i>
Ringa Hora	Sione Niupalau – <i>Kaiārahi Māori – Qualifications & Quality Assurance</i> Les Hoerara – <i>Senior Equity Advisor</i> Riley Te Riini – <i>Kaitohutohu Mātauranga Māori – Qualifications and Quality Assurance</i>	Ben Ngaia – <i>Poumatua</i> Te Oho Reedy – <i>GM Qualifications & Quality Assurance</i>
Toi Mai	Te Whainoa Te Wiata – <i>Mātauranga Māori & Te Reo Māori Specialist</i> Rosalie Reiri – <i>Te Kahu Ahurea – Strategic Māori Advisor</i> Ngarongoa Lentfer – <i>Te Kanohi Ahurea Māori – Mātauranga Specialist</i> Hinepounamu Apanui-Barr – <i>Te Whatu Ohoocho – Senior Advisor</i>	Tama Kirikiri – <i>Poumatua</i>
Toitū Te Waiora	Tanya Milne – <i>Mātauranga Māori & Te Reo Advisor</i> Dawson Marama-Feagai – <i>Engagement and Qualifications Development Specialist</i>	
Waihanga Ara Rau	Te Hapimana King – <i>Iwi Māori Relationship Lead</i> Tariao Te Anga – <i>Mātanga Ara Kounga – Mātauranga me te Reo Māori</i>	
Hāpaitia	Brenda Smith – <i>Amokura – Strategic Advisor</i> Josie Glasson – <i>Māori Lead</i>	

Mātauranga Māori Descriptor

Ko te mātauranga Māori ko ngā mātauranga, ngā uara me ngā mātāpono hirahira e hāngai pū ana, e whaitake ana ki ngā iwi, ki ngā hapū, ki ngā whānau me ō rātou herenga ki te taiao ka whakapuakihia, ka whakaatuhia, ka whakaatatahia mā ngā kōrero tuku iho me ngā rerekētanga ā-motu, ā-rohe, ā-kāinga anō hoki.

Mātauranga Māori is contextually relevant knowledge, values and principles of significance to iwi, hapū, whānau, and their relationship to the environment which are expressed, demonstrated and reflected through national, regional and local variances and narratives.

Kua oti i a mātou tētahi taumata kōrero mō te Mātauranga Māori hei āwhina i ngā kaimahi ki te whakamārama i ōna āhuatanga maha. Ko te taumata kōrero nei ka tipu haere tonu, pērā i (te) tipu o tō tātou māramatanga ki tōna aronga ki te whakamahia o te Mātauranga Māori i roto i te horopaki o tēnei wāhi mahi.

We have developed a high-level descriptor for Mātauranga Māori to help kaimahi understand its multiple dimensions. This descriptor will continue to evolve as we move through implementation and continue to develop and grow in our understanding and application of Mātauranga Māori within the context of this organisation.

An initial set of principles and guidelines have been created based on the feedback received and discussions amongst TKMM.

3 Key Principles

Principle 1: Valued – He taonga te mātauranga Māori

Principle 2: Practised – Te whakatinana i te mātauranga Māori

Principle 3: Supported – Whāia ngā ara mātauranga

16 Guidelines

A series of statements were also developed and aligned to each principle to form the initial guidelines for mātauranga Māori.

Mātauranga Māori Principles and Guidelines

Ko te mātauranga Māori ko ngā mātauranga, ngā uara me ngā mātāpono hirahira e hāngai pū ana, e whaitake ana ki ngā iwi, ki ngā hapū, ki ngā whānau me ō rātou herenga ki te taiao ka whakapuakihia, ka whakaatuhia, ka whakaatahia mā ngā kōrero tuku iho me ngā rerekētanga ā-motu, ā-rohe, ā-kāinga anō hoki.

Mātauranga Māori is contextually relevant knowledge, values and principles of significance to iwi, hapū, whānau, and their relationship to the environment which are expressed, demonstrated and reflected through national, regional and local variances and narratives.

Principle 1: Valued He taonga te mātauranga Māori

Mātauranga Māori is held in high regard as:

- A living and evolving taonga.
- An expression of te ao Māori inclusive of te reo and tikanga.
- Integral to a commitment to Te Tiriti o Waitangi.
- Having significant benefits to Māori and all peoples of Aotearoa.

Principle 2: Practised Te whakatinana i te mātauranga Māori

Good application of mātauranga Māori in practice will:

- Enrich and enhance the work, culture and environment of the organisation.
- Be context-relevant and fully explored and considered to ensure alignment is fit-for-purpose.
- Inform decision-making.
- Be considered at the start of projects / discussions / engagement and involve sufficient preparation and ongoing inclusion throughout the entire process.

Principle 3: Supported Whāia ngā ara mātauranga

For the value of mātauranga Māori to be fully recognised and practiced requires a range of support including:

- Mātauranga expertise is acknowledged, adequately resourced, and not taken for granted.
- Support and guidance is readily available and accessible - e.g. Māori forums, committees and subject matter experts.
- Understanding of mātauranga Māori is linked to cultural capability and professional development within the organisation so all kaimahi are advocates and / or practitioners.
- Training opportunities to enhance learning are available and promoted.
- Recognition that competency goes hand-in-hand with confidence – requiring time and patience.

Within any organisation valuing and practicing mātauranga Māori is an ongoing journey not just a destination.
Competency for an organisation and its kaimahi will be continual.

Mātauranga Māori Principles and Guidelines

Development of a descriptor and overarching principles to provide a consistent approach to mātauranga Māori across the organisation

He Rau Ranga Tira

Te Tiriti o Waitangi guidance
for all kaimahi

Engagement Guidelines

Strategy, Insights, Advice, Research and Data guidelines

Quality Assurance & Qualifications Guidelines



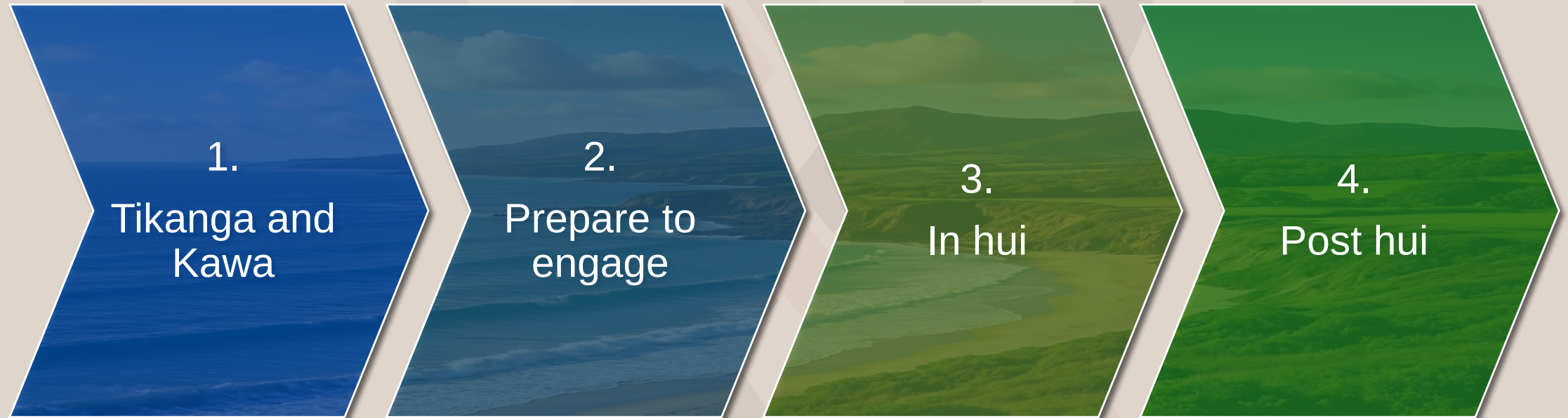
**E koekoe te kōkō, e ketekete te kākā,
e kūkū te kererū**

The parson bird chatters, the forest parrot gabbles, the bush pigeon coos.

We use our established networks to operate together as advocates for Māori aspirations and connectors to other government agencies. We provide useful and relevant insights and data to iwi about the future of industry to enable Māori to thrive.

Kōrero ki uta, kōrero ki tai

Refers to the reciprocal nature of discussion and engagement through connection and relationships.



Engagement plays an important role in the mahi we all undertake and may look different depending on how we connect and engage internally and externally with our stakeholders in this environment.

Each step provides insight into meaningful and culturally appropriate engagement with Māori and key considerations on how best to establish and maintain those connections, engagement and relationships.

MĀTAURANGA MĀORI

ENGAGEMENT GUIDELINES – OVERVIEW

1. Tikanga and Kawa	2. Prepare to engage	3. In hui	4. Post hui
Authentic engagement includes the consistent application of necessary protocols, tikanga and kawa for the situation: As manuhiri (guests) attending events: - Ensure you are accompanied by a person / people with the appropriate skillsets (karanga, whaikōrero) to adhere to the tikanga / kawa of the iwi / hapū you are engaging with. - Koha has its own protocols that vary between iwi / hapū – ensure you and your team are prepared. - Confirm appropriate roles and responsibilities for engagement (e.g. mihi / whaikōrero, waiata, pepeha for introductions, koha, dress code). As tangata whenua (hosts) organising events: - Determine roles and protocols well ahead of time (e.g. if pōhiri or whakatau, kaikaranga, karakia, himene, kaikōrero, waiata, whanaungatanga, pepeha, kai). - Allocate sufficient resources (seniority, skillset, experience) to uphold the mana of people in attendance and formality of event. Secure skilled kaikōrero and kaikaranga early. - Learn / practise your pepeha, mihi and suitable waiata for the occasion, and appropriate karakia (opening, closing, kai) if you are hosting. ‘Kaua e haere me tō rae anake’ – never go empty-handed to an event: - If it's an informal event, take some kai or offer to buy a coffee / kai to share later on. - Offer something in return, leave some takeaways – whether it's information, a copy of the presentation / publication or something they can refer to later. An appropriate koha is a requirement depending on the occasion and formality. - Please refer to your Koha policy set out by your organisation and check with a Māori SME or designated person.	Research: Do your homework before you reach out. Engagement means appropriate kōrero and mahi that is mutually beneficial. Gather insights into the hapū, iwi, people and organisations you plan to engage with: Check in with your Strategy and Insights expert, they may have insights you are looking for. - Has anyone else already met with them? Are they part of a reference group? Is there an appointed kaitiaki / key contact / relationship manager? Other resources: Iwi scan database, Shared Data Platforms e.g. Infometrics, Ngā Kete, Reports Internet: Who's who in the organisation / business that you are going to meet with? What is the entity prioritising? Look for values, mission, strategy. Search sector insights, data, reports Make sure your homework is relevant to the scope of how you can support them to achieve their aspirations. As you gather information, ask: - What role can we play in supporting their goals? Look for intersections. Does this mahi need to sit with strategic leaders, iwi / hapū engagement leads? Check with relevant experts instead of assuming. - Who else needs to be included in the preparations from the start? Check the Strategy, Insights, Advice, Research and Data guidelines for additional guidance. - Do we have enough information to answer our questions already? Do we need to organise an in-person hui or is the most appropriate approach through a different channel? - If you determine a phone call or online meeting is the appropriate way to conduct your engagement, the following guidelines should still be used. Tikanga and kawa must still be maintained whether you're in-person or online. If you and your team decide to proceed with organising a hui, it's time to prepare. Make time and effort to practise pronunciation of kupu Māori: Practise the pronunciation of all attendees' names, their entities, and any other te reo Māori words or phrases that will be used in the hui. Clear communication sets the foundation of an enduring relationship. The first engagement is reaching out to organise the hui. - What must we include in our first communications? Who we are as a person / kaimahi of this organisation? What do we know about their strengths and our connections? Offer of how we might help – our common interests, and a humble ask if they would like to hui. - Who will have access to their information and contact details? (e.g. advise them their details will be added to our system, and the groups or people who will then have access to it, and for what purpose.) - Humbly ask if they're interested in engaging and offer a range of options so they can choose: In-person, online, phone call, email. You may have prepared to engage at a hui, they may prefer another channel. Be flexible to meet their needs as much as possible. Planning for the hui itself: - Are we hosting or will we be meeting them at their event / location? If hosting or meeting them at "their place", then refer to Tikanga and Kawa section. Once the introduction has been made, be prepared to connect with other colleagues / experts. Make sure the people you are engaging with are part of the decision-making process about who else should be brought in. - Keep looking out for when a Māori strategic leader or expert needs to be brought in. We need the right people and skillsets involved at the right levels. - Your purpose for engaging and early discussion will indicate whether you need to bring strategic leadership people (mana-to-mana), or specific operational skillsets (mahi to mahi), or both. Ask your engagement colleagues. Arrange what each side will prepare and bring to upcoming hui – no surprises. - These organising discussions may take a different direction to what was expected – that's okay. Prepare the internal team on their roles and responsibilities: - Ensure the team is aware of who's doing what, including who will respond and cover certain aspects during the hui. - Do you have the right team members to manage debate, politics, dynamics, dispute, and challenges? - Bring in an experienced facilitator if it is clear there will be many elements to manage in the engagement. - Roles and responsibilities include who will do the work after the hui to bring together notes, photos, and videos. Allocate time for this. Make sure both sides are aware and informed well in advance of the meeting: - Clear agenda, timetable, attendees, positions / roles, who will have access to the information, and what it will be used for.	Whanaungatanga – connection and awareness: - Know who's who in the room. - Find common points of intersection and interest with the people you are meeting with. - Take the time and practise patience to explore and understand other's needs. Build rapport, trust, and confidence to share knowledge and kōrero: - Make sure you are taking notes and ask for permission first before taking photos in the meeting. - Use familiar language and clarify new terms to ensure all participants are comfortable and building a shared understanding. - Two ears, one mouth – listen twice, speak once. - Utilise your research insights to anticipate and strategise so that pre-formed assumptions, solutions, or expectations are minimised. - Ask upfront questions. - Engage with humility, diplomacy, and tact. You are there as an advocate to help them achieve their aspirations. - Please don't speak on behalf of Māori. Māori can, and will, speak for themselves. Know how to respond in an appropriate manner in challenging situations, confrontation, conflict or disagreement: - Let the colleagues you've brought with you who have the expertise to navigate these anticipated challenges lead the response. - Take a break if needed. - Provide clarity and reclarify expectations. What can we or can't we provide support with? If you can't support with that, provide information to connect them with others who can support. - Be upfront and honest on any promises made (previously or by others) and what can be delivered / agreed upon. - Note down any opportunities that you hear and see that may not have been considered during your preparation. - Hui discussions may take a different direction to what was expected – that's okay.	Debrief with your team to agree what you will be communicating back, and how, to the attendees: - Provide clear, succinct notes in a timely fashion. - Outline clear actions required by whom and timeframes for completion. - Ask iwi / Māori entity to endorse discussion captured – depending on feedback format. - Allow time after you provide follow-up information or resources for their full consideration. - Be sure to follow up with a phone call and / or email to (re)clarify any points of interest or uncertainty. - Offer opportunity for future engagement and discussion. This may include passing on the relationship to the right person in a partner organisation or to an outside organisation to support them. Reflect, review, and evaluate pre-hui and in-hui actions to identify opportunities for continuous quality improvement: - Document and evidence what you've done – both your internal teamwork and the commitments to the participants. - Ensure any information uploaded to your system is only the information your hui participants agreed could be shared. If you need to share information more widely, check back with the owners of the information to get their permission. - For information on Māori Data Sovereignty and its importance – please refer to the Strategy, Insights, Advice, Research and Data guidelines.

1. Tikanga and Kawa

Authentic engagement includes the consistent application of necessary protocols, tikanga and kawa for the situation:

As manuhiri (guests) attending events:

- Ensure you are accompanied by a person / people with the appropriate skillsets (karanga, whaikōrero) to adhere to the tikanga / kawa of the iwi / hapū you are engaging with.
- Koha has its own protocols that vary between iwi / hapū – ensure you and your team are prepared.
- Confirm appropriate roles and responsibilities for engagement (e.g. mihi / whaikōrero, waiata, pepeha for introductions, koha, dress code).

As tangata whenua (hosts) organising events:

- Determine roles and protocols well ahead of time (e.g. if pōhiri or whakatau, kaikaranga, karakia, hīmene, kaikōrero, waiata, whanaungatanga, pepeha, kai).
- Allocate sufficient resources (seniority, skillset, experience) to uphold the mana of people in attendance and formality of event. Secure skilled kaikōrero and kaikaranga early.
- Learn / practise your pepeha, mihi and suitable waiata for the occasion, and appropriate karakia (opening, closing, kai) depending on if you are hosting.

‘Kaua e haere me tō rae anake’ – never go empty-handed to an event:

- If it's an informal event, take some kai or offer to buy a coffee / kai to share later on.
- Offer something in return, leave some takeaways – whether it's information, a copy of the presentation / publication or something they can refer to later.

An appropriate koha is a requirement depending on the occasion and formality.

- Please refer to your Koha policy set out by your organisation and check with a Māori SME or designated person.

2. Prepare to engage

Research: Do your homework before you reach out.
Engagement means appropriate kōrero and mahi that is mutually beneficial.

Gather insights into the hapū, iwi, people and organisations you plan to engage with:

- Check in with your Strategy and Insights expert, they may have insights you are looking for.
 - Has anyone else already met with them?
 - Are they already part of a reference group?
 - Is there an appointed kaitiaki / key contact / relationship manager?
- Other resources:
 - Iwi scan database
 - Shared Data Platform(s) e.g. Infometrics, Ngā Kete
 - Reports
- Internet:
 - Who's who in the organisation / business that you are going to meet with?
 - What is the entity prioritising?
 - Look for values, mission, strategy
 - Search sector insights, data, reports

2. Prepare to engage

Make sure your homework is relevant to the scope of how you can support them to achieve their aspirations.

As you gather information, ask:

- What role can we play in supporting their goals? Look for intersections.
- Does this mahi need to sit with strategic leaders, iwi / hapū engagement leads? Check this with relevant experts rather than assuming.
- Who else needs to be included in the preparations from the start? Check the **Strategy, Insights, Advice, Research and Data guidelines** for additional guidance.
- Do we have enough information to answer our questions already?
- Do we need to organise an in-person hui or is the most appropriate approach through a different channel?

If you determine a phone call or online meeting, is the appropriate way to conduct your engagement, the following guidelines should still be used.

Tikanga and kawa must still be maintained whether you're in-person or online.

If you and your team decide to proceed with organising a hui, it's time to prepare.

Make time and effort to practise pronunciation of kupu Māori:

- Practise the pronunciation of all attendees' names, their entities, and any other reo Māori words or phrases that will be used in the hui.

2. Prepare to engage

Clear communication sets the foundation of an enduring relationship. The first engagement is reaching out to organise the hui.

What must we include in our first communications?

- Who we are as a person / kaimahi of this organisation?
- What do we know about their strengths and our connections?
- Offer of how we might help – our common interests, and a humble ask if they would like to hui.
- Who will have access to their information and contact details? (e.g. advise them their details will be added to our system, and the groups or people who will then have access to it, and for what purpose.)
- Humbly ask if they're interested in engaging and offer a range of options so they can choose: In-person, online, phone call, email.

You may have prepared to engage at a hui, they may prefer another channel. Be flexible to meet their needs as much as possible.

Planning for the hui itself:

- *Are we hosting or will we be meeting them at their event / location?*
- If hosting or meeting them at “their place”, then refer to **Tikanga and Kawa** section.

2. Prepare to engage

**Once the introduction has been made, be prepared to connect with other colleagues / experts.
Make sure the people you are engaging with are part of the decision-making process about who else should be brought in.**

- Keep looking out for when a Māori strategic leader or expert needs to be brought in. We need the right people and skillsets involved at the right levels.
- Your purpose for engaging and early discussion will indicate whether you need to bring strategic leadership people (mana-to-mana), or specific operational skillsets (mahi to mahi), or both. Ask your engagement colleagues.
- Arrange what each side will prepare and bring to upcoming hui – no surprises.
- These organising discussions may take a different direction to what was expected – that's okay.

Prepare the internal team on their roles and responsibilities:

- Ensure the team is aware of who's doing what, including who will respond and cover certain aspects during the hui.
- Do you have the right team members to manage debate, politics, dynamics, dispute, and challenges?
- Bring in an experienced facilitator if it is clear there will be many elements to manage in the engagement.
- Roles and responsibilities include who will do the work after the hui to bring together notes, photos, and videos. Allocate time for this.

Make sure both sides are aware and informed well in advance of the meeting:

- Clear agenda, timetable, attendees, positions / roles, who will have access to the information, and what it will be used for.

3. In hui

Whanaungatanga – connection and awareness:

- Know who's who in the room.
- Find common points of intersection and interest with the people you are meeting with.
- Take the time and practise patience to explore and understand other's needs.

Build rapport, trust, and confidence to share knowledge and kōrero:

- Make sure you are taking notes and ask for permission first before taking photos in the meeting.
- Use familiar language and clarify new terms to ensure all participants are comfortable and building a shared understanding.
- Two ears, one mouth – listen twice, speak once.
- Utilise your research insights to anticipate and strategise so that pre-formed assumptions, solutions, or expectations are minimised.
- Ask upfront questions.
- Engage with humility, diplomacy, and tact. You are there as an advocate to help them achieve their aspirations.
- Please don't speak on behalf of Māori. Māori can, and will, speak for themselves.

Know how to respond in an appropriate manner in challenging situations, confrontation, conflict or disagreement:

- Let the colleagues you've brought with you who have the expertise to navigate these anticipated challenges lead the response.
- Take a break if needed.
- Provide clarity and reclarify expectations. What can we or can't we provide support with? If you can't support with that, provide information to connect them with others who can support.
- Be upfront and honest on any promises made (previously or by others) and what can be delivered / agreed upon.
- Note down any opportunities that you hear and see that may not have been considered during your preparation.
- Hui discussions may take a different direction to what was expected – that's okay.

4. Post-hui

Debrief with your team to agree what you will be communicating back, and how, to the attendees:

- Provide clear, succinct notes in a timely fashion.
- Outline clear actions required by whom and timeframes for completion.
- Ask iwi / Māori entity to endorse discussion captured – depending on feedback format.
- Allow time after you provide follow-up information or resources for their full consideration.
- Be sure to follow up with a phone call and / or email to (re)clarify any points of interest or uncertainty.
- Offer opportunity for future engagement and discussion. This may include passing on the relationship to the right person in a partner organisation or to an outside organisation to support them.

Reflect, review, and evaluate pre-hui and in-hui actions to identify opportunities for continuous quality improvement:

- Document and evidence what you've done – both your internal teamwork and the commitments to the participants.
- Ensure any information uploaded to your system is only the information your hui participants agreed could be shared. If you need to share information more widely, check back with the owners of the information to get their permission.
- For information on Māori Data Sovereignty and its importance – please refer to the **Strategy, Insights, Advice, Research and Data guidelines**.

He iti nā te aroha ki te ao Māori me ōna āhuatanga katoa

*A modest gesture given with aroha and respect
to honour the many dimensions of the Māori world*