

Hawaiki Hou

Strategic Plan 2026-2040



Te Matatini
Kapa Haka Aotearoa



Waihirere Māori Club, 1972

Hawaiki Hou is the strategic plan of Te Matatini, a commitment to shaping the future of kapa haka on our own terms

Grounded in Hawaiki Pāmamao, it honours the resilience and vision of our tīpuna who navigated vast oceans and overcame extraordinary challenges so that future generations could thrive. Their journeys remind us that progress has always required bold leadership, collective effort, and the courage to venture beyond the horizon. Their legacy anchors us as we navigate the opportunities and challenges of our own time.

Anchored in the principles of tino rangatiratanga and mana motuhake, Hawaiki Hou affirms our right to determine our own pathways, define our own measures of success, and create futures that reflect our values, tikanga, aspirations, and authority.

This strategic plan seeks to grow and strengthen kapa haka by investing in the capability and confidence of our people, whānau, hapū, iwi and communities to lead change in ways that are authentically ours.



Te Pūwhāriki o Te Kura o Maungatapu, 2024

It challenges us to embrace innovation and pursue opportunities that will continue to elevate kapa haka. It calls us to forge meaningful partnerships, create new pathways for participation and achievement, and build a future where kapa haka continues to thrive across Aotearoa and throughout the world.

Hawaiki Hou seeks a future where the benefits of growth are shared equitably, barriers to opportunity are removed, and Māori are empowered to prosper through culture, creativity, enterprise, and community. In doing so, kapa haka becomes not only a source of identity and belonging, but a catalyst for wellbeing, achievement, and intergenerational prosperity.

***Hawaiki Hou calls us to dream
boldly, to create collectively, and to
shape a future in which kapa haka
is a foundation for Māori wellbeing,
success and self-determination***

Mai i te Tiamana

Chairman's Foreword

Mauriora ki te Rangi ko Io Matua kore anake
Mauriora ki te whenua
ko tatau nga matatini a Tanerore me Hinerehia e takatu nei.

Whakapaua tou ngakau ki te whakawhirinaki ki a Ihowa,
Kaua e okioki ki tou matauranga ake,
I ou ara katoa whakaaro ki a ia,
a mana e whakatika ou huarahi.

Whitiki, maranga ake
hanake nei he ata hou

It is with great pride and optimism that I present *Hawaiki Hou*, the strategic plan that will guide our kaupapa through to 2040.

During my time as your Chairman, as I have travelled throughout the motu attending regional competitions and national festivals, I have witnessed the remarkable growth of our movement. That growth is reflected in the increasing quality of performance, the participation of our people across all generations, and the strength of the communities that gather around kapa haka.

One of the most significant developments has been the way kapa haka has evolved into a platform for opportunity. Kapa haka brings together artists, creatives, entrepreneurs, hauora practitioners and whānau, creating spaces where Māori businesses can flourish alongside cultural

expression. These experiences reinforce what many of us have long understood: kapa haka is not only a source of identity and belonging, it is also a source of prosperity.

The influence of kapa haka now extends far beyond performance. It contributes to tourism, creative industries, educational achievement, holistic wellbeing, community development and enterprise. It creates pathways for our people to pursue their aspirations while remaining connected to their culture. In doing so, kapa haka has become an important contributor to the wider Māori economy and an increasingly valuable asset for Aotearoa New Zealand.

Hawaiki Hou challenges us to think boldly about the future. It asks us to consider how we can expand the reach and impact of Te Matatini while remaining true to the values and traditions that have brought us to this point. It recognises the opportunity before us to strengthen the haka economy, support Māori enterprise, grow international engagement, and create new opportunities for future generations.



As our movement grows, we must also be deliberate in protecting what makes it exceptional. Participation and excellence are both important to our future, but they serve different purposes. Kapa haka must continue to be accessible to our people across every stage of life and in every community. At the same time, our National Festival must continue to represent the highest standard of Māori performing arts.

The responsibility of governance is to ensure that growth is sustainable, that excellence is protected, and that Te Matatini remains fit for the future. This will require thoughtful leadership, courageous conversations and a willingness to make decisions that serve not only today's needs, but the aspirations of future generations.

Looking toward 2040, the bicentenary of Te Tiriti o Waitangi, we have an opportunity to further elevate the

contribution kapa haka makes to our people and our nation. We can strengthen cultural identity, create economic opportunities, foster global connections, and continue demonstrating the enduring value of Māori culture as a source of innovation, resilience and prosperity.

Hawaiki Hou honours the legacy of those who came before us while setting a course for those who will follow. Together, we will continue to grow the influence of kapa haka, strengthen the wellbeing of our communities, and realise our vision of *Mana Motuhake ki Te Kāinga. Matatū, Mataora, Matatini ki Te Ao.*

Kia tau te ia o te Mauri kia tatau katoa.

Tā Selwyn Parata KNZM
Chairman



Mai i te Manahautū

Chief Executive's Foreword



Te toi o te waka! Ketekete mai! Te tai rā!
E timu ana, e pari ana ki hea?
E pari ana ki tawhitinui, ki tawhitiroa
Ki kapuanui, ki kapuroa i te pū ranga mai o te tangata
Te tai tapu a Tangaroa, nei te ara o Whaitiri, nei te ara o Te Matatini e
Hoki au ki Hawaiiki tawhito ki te ngaru whatiwhati
Te tai tapu nā Tangaroa Ngā Mana Ariki!
Titiro ake rā, te whetū rereata nā Tānenuiārangi
Ka taka ki raro, Ngā whakawehiwehi o Hawaiiki hou
Te mana, te ihi, te wehi e! Taiparatia.

E ngāi titihuia, e ngāi pikikōtuku e tātai iho nei i te whakairo o ringa tohunga, o kupu
tairanga, rangahia ki te aroha o Ranginui a tāmaku tō tātou tuanui, ki te rauroha o
Papatūānuku tō tātou aina kia mau, ka mau, ka rongo, ka ngākoutapatahi, ka mātahi.
Kua tae mai te pītau whakarei ki Hawaiiki hou, arā, tō tātou rautaki maangungu hei
whakakotahi i ngā mana ariki, ngā kaihapaiō o Te Whare Karioi.



Every strategy has its whakapapa. *Hawaiki Hou* is built upon the strong foundations established through *Te Pītau Whakarei*, a strategy that has guided our organisation and movement through a remarkable period of growth.

Drawing inspiration from the carved prow that adorns the front of a waka, the strategy provided a powerful metaphor for how Te Matatini navigates kapa haka across the vast ocean of arts, culture and heritage. Over the past nine years, it has steered us through challenging waters and brought us closer to our long-term vision of *Mana Motuhake ki Te Kāinga. Matatū, Mataora, Matatini ki Te Ao*.

A defining feature of *Te Pītau Whakarei* was its foundation in a holistic Māori wellbeing framework. It recognised the interconnected nature of cultural, social and economic outcomes and placed culture, identity and connection at the centre of wellbeing. In doing so, Te Matatini helped advance a uniquely Māori perspective on prosperity, one that extends beyond traditional economic measures and acknowledges the importance of belonging, language, culture and community. This approach has contributed to broader national conversations about wellbeing and strengthened recognition of Māori values, aspirations and measures of success within public policy and investment settings.

Two key factors underpinned the successful implementation of *Te Pītau Whakarei*: the Rohe Development Model; and strategic investment in research into the benefits and impacts of kapa haka.

Through the Rohe Development Model, each of our rohe societies has been

empowered and resourced to make decisions that best support the growth, development and sustainability of kapa haka within their communities.

Our research programme has quantified Te Matatini's contribution to the national economy, highlighted the academic benefits experienced by students engaged in kapa haka, demonstrated positive health and wellbeing outcomes, and strengthened understanding of the role cultural connection plays in improving social outcomes for Māori.

The journey of *Te Pītau Whakarei* has been marked by significant growth in participation, capability and impact. Most importantly, every measurable objective and output identified within the strategy has been achieved. These successes belong not to Te Matatini alone, but to the collective efforts of our staff, our National Board, our thirteen rohe societies, our kaimahi, and the many tutors, composers, performers, volunteers and whānau who sustain kapa haka throughout Aotearoa and Te Whenuamoemoeā.

Te Pītau Whakarei strengthened our foundations, expanded our horizons beyond what we thought possible in 2017, and prepared us for the next stage of our journey.

It is a privilege to present *Hawaiki Hou*, the next chapter in the strategic journey of Te Matatini. We have an opportunity to shape a future where kapa haka continues to thrive as a powerful expression of identity, belonging and excellence.

We aspire to grow participation across every generation, strengthen pathways for our people, expand our influence nationally and internationally, and continue delivering meaningful outcomes for whānau, communities and the nation.

As we look toward 2040, Te Matatini reaffirms our commitment to improving the wellbeing of Te Ao Māori through kapa haka. The evidence is increasingly clear that kapa haka strengthens not only cultural identity, but also the social, educational, physical, spiritual and economic wellbeing of our whānau and diverse communities.

We will continue to grow the body of research on the holistic benefits of kapa haka participation, including stronger educational engagement, improved school attendance and positive achievement outcomes for rangatahi actively involved in kapa haka. Te Matatini will be a

significant contributor to New Zealand's economy, generating employment, tourism, business opportunities and investment in our regions.

Kapa haka remains one of Aotearoa's most distinctive cultural expressions and a unique point of difference on the world stage. Through this strategy, Te Matatini will continue to strengthen our rohe, grow the haka economy, demonstrate our impact, and expand our global reach so that kapa haka, and the excellence of our people, continues to take our nation to the world.

While the horizon before us is ambitious, we move forward with confidence. The waka is strong, the foundations are secure, and the lessons of the past provide guidance for the future.

Carl Ross
Chief Executive



Te Kapa Haka o Te Whānau a Apanui, 2023



Kaiwhiriwhiri, Ngāti Kahungunu, 2026



Ngā wāhanga o tēnei rautaki

Elements of this strategy

Our vision for 2050

- ▶ our long term vision

Strategic outcomes

- ▶ what we will achieve to bring our vision closer

Strategic focus areas

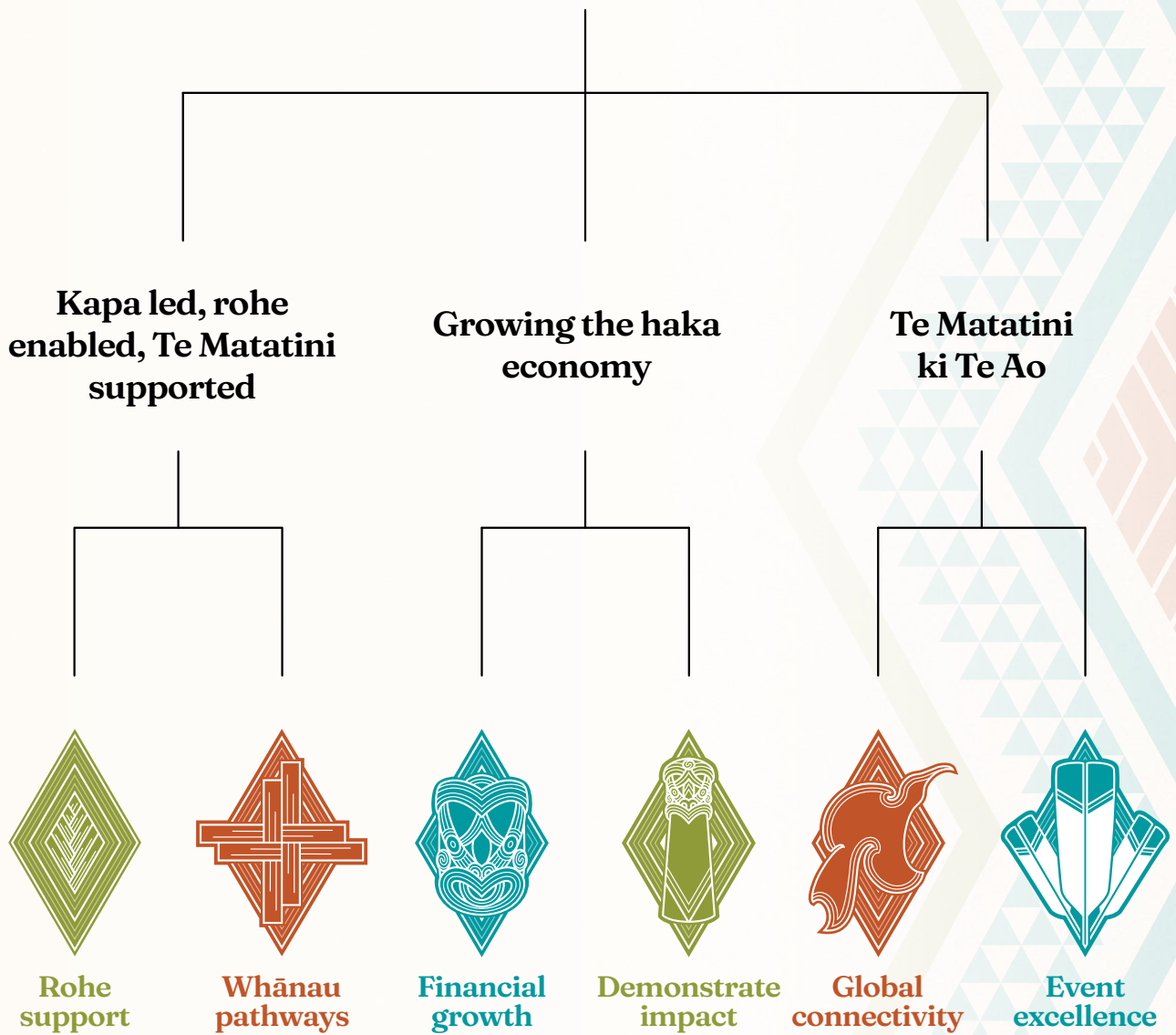
- ▶ where we will focus our efforts

Key result areas

- ▶ how we will operationalise delivery of our strategy, including actions to be achieved within two years (2026-2028)



Mana Motuhake ki Te Kāinga Matatū, Mataora, Matatini ki Te Ao





Te Hekenga ā Rangī, 2025

Vision for 2050

*Mana Motuhake
ki Te Kāinga.
Matatū, Mataora,
Matatini ki Te Ao*

*Contribute positively to the overall health
and social wellbeing of Aotearoa whānui
through kapa haka*



Taura Mai Tawhiti, 2023



Ngā Putanga

Outcomes

Haka Tū, Haka Ora is the outcomes framework for Te Matatini Rohe Support. It recognises that through supporting kapa haka at the rohe level, oranga is realised within our whānau and communities. *Haka Tū, Haka Ora* is focussed on realising the long-term vision of Te Matatini.

In line with this framework, *Hawaiki Hou* seeks to achieve the following outcomes for our whānau, hapū and iwi by 2040:

Kotahitanga

Our whānau and communities are connected through kapa haka. Te Matatini is a shining beacon for Māoridom and Aotearoa generally. The inclusive and diverse environments reinforce connection to culture and place.

Whānau ora

From our mokopuna and tamariki to our kaumātua, whānau experience physical, social, cultural, educational and economic wellbeing. Kapa haka and Te Matatini provide a space for whānau to connect culturally and spiritually.

Cultural resilience

Kapa haka builds resilience and adaptability. Kapa haka calls our people home, where kaihaka grow their kāinga, hapū and iwi specific tikanga and mātauranga, which is shared with Aotearoa and the world.

Cultural innovation

Through innovation the art of kapa haka continues to evolve. Through innovative leadership, our reach and offerings evolve with it.

Global connectivity

Kaihaka take our culture and Aotearoa to the world, participating in global cultural exchange, receiving global recognition. Kapa haka is a truly unique point of difference for our nation. Digital platforms enhance our global connections.



Ngā wāhanga arotahi rautaki

Strategic focus areas

To reach our vision of *Mana Motuhake ki te Kāinga. Matatū, Mataora, Matatini ki Te Ao*, we will focus on three areas:

Kapa led, rohe enabled, Te Matatini supported

Mana motuhake ki te kāinga means whānau, hapū, iwi, marae, kura and kōhanga reo are self-empowered to determine their own priorities, shape their own pathways for growth, and define success in ways that reflect their values, tikanga and aspirations.

Our focus is intergenerational, ensuring pathways exist from our mokopuna, tamariki through to our kaumātua.

The role of Te Matatini is to support success through investment, strategic partnerships, research, capability development and shared services.

Growing the haka economy

Kapa haka is a powerful driver of cultural, social and economic value. It creates opportunities for employment, business, and innovation, while strengthening the wellbeing of whānau and communities. *Hawaiki Hou* recognises that cultural strength and economic success are mutually reinforcing, and that both are essential to achieving mana motuhake.

Te Matatini Enterprises will develop sustainable revenue streams and steward our cultural assets responsibly.

Te Matatini will work to grow investment in kapa haka, strengthen partnerships, and expand opportunities. We will continue to build the evidence base that demonstrates the value and impact of kapa haka, supporting greater investment and recognition.

Te Matatini ki Te Ao

Kapa haka is a powerful expression of Māori culture and means of connecting with the world. *Hawaiki Hou* seeks to strengthen cultural diplomacy, inspire new audiences, and showcase Māori excellence on the world stage.

Through international events, tours, cultural exchange, strategic partnerships and digital innovation, we will create new opportunities for kaihaka, composers, tutors, creatives and businesses to share their talents globally.

As our international presence grows, so too does our responsibility as kaitiaki. Te Matatini Enterprises will protect the integrity, mātauranga and intellectual property of kapa haka while creating meaningful opportunities for global engagement.



Angitu, 2026



Key Result Areas

Mana motuhake ki ngā rohe

Rohe support



Our vision for 2040

- Kapa haka is thriving in all our rohe. Rohe societies are delivering whānau, hapū, iwi and community based activities that strengthen kapa haka regionally, drive innovation, and contribute to an intergenerational pool of mātauranga. Kaihaka of all ages learn and perform kapa haka, to Aotearoa and the world, in a way that is reflective of the diverse taonga they offer the art form.

Our strategy 2026-2040

- Rohe societies retain authority to determine their own priorities and are empowered to lead kapa haka growth and activations within their rohe.

Te Matatini creates enabling conditions through the allocation and distribution of Rohe Support Funding (RSF) and provision of support services and systems to strengthen capability and infrastructure.

The positive attributes that kapa haka brings to our diverse communities supports the holistic wellbeing of whānau, nurturing a strong sense of belonging, strengthened hauora and spirituality.

Year 1-2 actions

- Deliver a Wellbeing Survey following Te Matatini 2027
- Consider introduction of a Rohe Equity Index, where Rohe Support Funding is determined by a variety of inputs including: number of kapa across all reanga; rohe size; Māori population; median incomes; and self-generated funding streams
- Work with rohe to understand whether any tailored support services are required to support capability and infrastructure

Mai i te whenua, ki te whenua

Whānau pathways



Our vision for 2040

- ▶ Our whānau stand strong in kapa haka and their culture. The journey from mokotini (Kōhanga Reo or early childhood), through Te Mana Kuratahi (primary and intermediate schools), Ngā Kapa Haka Kura Tuarua (secondary schools), senior kapa haka and on to Taikura (kaumātua or senior citizens) is smooth. National and international recognition of kapa haka supports meaningful career pathways and opportunities for kaihaka – on stage, backstage, on screen, on tour, and beyond. Succession in te ao haka is straightforward, our rangatahi are involved in our governance, leadership and event management from a young age.

Our strategy 2026-2040

- ▶ Rangatahi participation in kapa haka has grown exponentially in recent years. Driven by forces such as the revitalisation of Te Reo Māori, Kōhanga Reo, Kura Kaupapa Māori, Kura ā Iwi and the inclusion of Te Ao Haka in the national curriculum. With this strong foundation, we expand our focus starting with our mokopuna, tamariki and extending through to our kaumātua. Our whānau all have access to kapa haka and pathways to maintain participation.

Year 1-2 actions

- ▶ Develop a Kaihaka Journey Map
- ▶ Develop a Whānau Strategy, with contributions from all reanga, to address how to keep our whānau actively engaged and involved in all aspects of kapa haka, including the transition from kura to senior kapa haka



Ngā Pakeke o Rātana, 2026



Te Kapa Haka o Ngāti Whakaue, 2023

Te tipuranga ahumoni

Financial growth



Our vision for 2040

- ▶ The kapa haka ecosystem is financially sustainable and supports thriving communities.
- ▶ Te Matatini has developed strong and diverse funding streams that support kapa, rohe and national initiatives. Through strategic stewardship of our cultural assets, Te Matatini and its subsidiary Te Matatini Enterprises support opportunities for kaihaka while strengthening the long-term sustainability of the organisation.
- ▶ The Crown is our valued Treaty partner and a core-funder, but it is not the sole-funder.

Our strategy 2026-2040

- ▶ The increased government funding received from 2023 onwards, has enabled Te Matatini to significantly increase the level of funding distributed to rohe to support regional activations and ease the financial burden for kaihaka at competition level. To maintain this momentum towards long-term intergenerational resilience, Te Matatini will grow our financial position through:
 - ▶ **Increased investment and sponsorship** - the growth of the Māori population and the spread of kapa haka, both nationally and internationally, supports the case for new sponsorships and investment from private sector and philanthropic partners.
 - ▶ **Sustainable revenue** - through Te Matatini Enterprises, we will generate sustainable revenue from content, education, merchandise, and live events.
- ▶ Te Matatini Enterprises supports the financial sustainability of Te Matatini by developing and stewarding assets, intellectual property, and platforms that strengthen kapa haka and expand opportunities for kaihaka, this includes globalisation advancement.

Year 1-2 actions

- ▶ Develop a Financial Sustainability Strategy
- ▶ Establish a Te Matatini Asset Development Plan
- ▶ Rohe to consider development of Business Plans, with equity adjusted financial targets, to work towards financial independence and mana motuhake

Ka whakaaturia te pānga



Demonstrate impact

Our vision for 2040

- ▶ A robust body of knowledge demonstrates the cultural, social, educational, economic and wellbeing impact of kapa haka. The transformative contribution of kapa haka to Aotearoa is widely understood both nationally and internationally.

Our strategy 2026-2040

- ▶ We will continue to build a strong, long-term evidence base that demonstrates how kapa haka enriches the cultural, social, educational, spiritual and economic wellbeing of Aotearoa. This will be done in partnership with kaupapa Māori researchers, evaluators and whare wānanga.
- ▶ This evidence base will inform decision making, shape policy development, investment and regional support.
- ▶ Our Research Programme is supported by a data strategy and communications strategy.

Year 1-2 actions

- ▶ Continue advancing delivery of our Te Matatini Research Programme. Our priorities for 2026/27 and 2027/28 are:
 - Deliver the Rohe Development Model Evaluation
 - Deliver the Regional Economic Impact report
 - Undertake the Wellbeing Survey
 - Undertake an Economic Impact Evaluation for Te Matatini 2027
 - Commence a qualitative educational outcomes study
- ▶ Strengthen internal capability to undertake research activities



Ngā Tūmanako, 2023.

Te Matatini ki Te Ao



Global connectivity

Our vision for 2040

- ▶ Te Matatini is an internationally recognised brand and our audience is world-wide. Our offerings have evolved into a range of international events and tours that are on 'bucket lists'. Digital platforms and media enable global audiences to access kapa haka while protecting the cultural integrity and intellectual property of performers.
- ▶ There are plentiful opportunities for the kaihaka, kaitautoko, kaimahi and pakihi to showcase excellence at the international level through kapa haka events, tours and experiences.

Our strategy 2026-2040

- ▶ Te Matatini will diversify our events, tours and engagements with a focus on international expansion. The expansion of our global networks will create opportunities for performers, tutors, composers and leaders who carry our kaupapa across the globe.
- ▶ Te Matatini will continue to provide international opportunities for top performing kapa to attend international festivals and support government delegations and tours. Inclusion of kapa haka in these engagements fosters mutual respect, deepens cultural exchange, and reinforces New Zealand's positive public image at the international level.
- ▶ International audiences use our online content platforms and are empowered to travel to Aotearoa and experience kapa haka in person at our national festival, which remains the pinnacle of Te Matatini.
- ▶ Te Matatini Enterprises will work together with Te Matatini to lead the development and implementation of an International Engagement Strategy that supports cultural exchange while protecting the integrity of kapa haka.

Year 1-2 actions

- ▶ Develop and deliver a Digital Platform Strategy
- ▶ Deliver an International Touring Policy and Guidelines
- ▶ Gap analysis of support needed to ensure kaihaka are looked after in their role as global cultural ambassadors, for example etiquette training
- ▶ Develop and deliver an International Engagement Strategy, including approach for measuring our international impact



Angitu perform at the Royal Edinburgh Military Tattoo, 2026

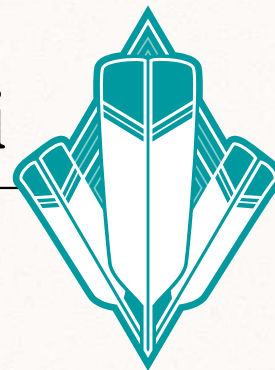


Te Kapa Haka o Te Whānau a Apanui, India, 2025



Whāngārā Mai Tawhiti, Paris Olympics, 2024

Te hiringa mō ngā rā nunui



Events excellence

Our vision for 2040

- ▶ Te Matatini National Festival remains the pinnacle for performing arts in Aotearoa. Our focus is on showcasing the best-of-the-best. This ensures the festival remains at a sustainable scale and can continue to be hosted by all rohe.
- ▶ Our 'Events Excellence Hub' has reduced the burden on host rohe by centralising the collective knowledge and experience gained since the first Polynesian Cultural Festival was held in 1972. It uplifts event leadership and supports national collaboration and consistency, while protecting regional identity.

Our strategy 2026-2040

- ▶ The scale of the National Festival has increased exponentially in recent years, with the number of kapa performing, attendees and competition days all increasing to a level that requires significant infrastructure. This comes at a high cost for kaihaka and whānau. Our focus for 2026-2040 is on the sustainability of our National Festival. We will maintain a high-calibre of kapa haka excellence, ensuring that event duration is not burdensome and that all rohe are able to host our pinnacle event.
- ▶ In addition, Te Matatini will look to diversify our offerings beyond a biennial festival into an event ecosystem that provides haka fans with events all year round. This includes the development of tours, events, education programmes and exhibitions, creating new ways for audiences to engage with kapa haka nationally and internationally.
- ▶ The 'Events Excellence Hub' envisions a collective knowledge hub that supports delivery of world-class events across all rohe at all levels. It may include: event blueprints; training pathways for event managers; shared procurement systems; and best-practice frameworks for logistics.

Year 1-2 actions

- ▶ Te Matatini National Board to consider a review of the competition format, with the aim of maintaining excellence and the ongoing sustainability of Te Matatini for host rohe, kaihaka and whānau
- ▶ Te Matatini National Board to consider a review of the 'haka calendar', e.g. a triennial calendar, to showcase all reanga and lighten the load
- ▶ Scope current relationships and partnerships across all rohe and identify opportunities to collectivise
- ▶ Develop a 'Te Matatini Event Blueprint' that covers all elements of event delivery, including governance, health & safety, vendor procurement, volunteer operations, accessibility, sustainability

