

# Te Ao Hangarau and The Kiwa Project

Ariki Creative

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Impact Report for Wave 7  
Whānau Commissioning Initiative for  
Te Pūtahitanga o Te Waipounamu



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This case study was funded by Te Pūtahitanga o Te Waipounamu as part of a wider evaluation of the Wave 7 Whānau Commissioning Initiatives in 2018-2019.



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# Te Ao Hangarau, Kiwa Project Ariki Creative

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## Investment

High

## Location

Ōtautahi

## Brief description

This initiative has two workstreams, Te Ao Hangarau, a digital technology workforce capability development model for rangatahi interns, and The Kiwa Project, enabling not for profit Whānau Ora initiatives to develop their digital impact. The workstreams complement one another providing meaningful work for interns and building the capability of whānau enterprise to occupy digital spaces.

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# Introduction

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Te Pūtahitanga o Te Waipounamu is the Whānau Ora commissioning agency in Te Waipounamu, a partnership between the nine iwi of Te Waipounamu; Ngāi Tahu, Ngāti Apa ki te Rā Tō, Ngāti Tama, Ngāti Kuia, Ngāti Koata, Te Ati Awa, Ngāti Toa Rangatira, Rangitāne and Ngāti Rarua.

The Whānau Ora movement in Te Waipounamu is unique as the strategic direction is informed by values and aspirations of the nine iwi o Te Waipounamu.

It was formed in March 2014 as a legal partnership to reflect the aspirations of the Te Waipounamu iwi for whānau. A participants' council, Te Taumata, was established to act as guardians for the kaupapa of Whānau Ora in Te Waipounamu. In 2015, Te Taumata appointed an independent governance board.

The organisation is the realisation of an iwi led model that invests directly in whānau for social impact to bring about positive change.



## The whānau commissioning model

Since establishment in 2014, Te Pūtahitanga o Te Waipounamu has employed a social innovation model to promote entrepreneurial social investment in Te Waipounamu. The overarching objectives of this approach are to stimulate a Māori social enterprise network in Te Waipounamu and to achieve positive social outcomes for whānau through targeted innovation (Investment Plan, 2017 – 2018).

Te Pūtahitanga o Te Waipounamu operates a capability development model of commissioning. The capability development model aims to build the ability of whānau to respond positively to the challenges and opportunities within their lives. Traditional models of social intervention for Māori have been heavily institutionalised, determined by knowledge and expertise external to the whānau. The purpose of commissioning whānau directly is to enable whānau to be self-reliant rather than dependent on state intervention. The model aligns with Māori values supporting transformation through self-determination.

The commissioning model is economically efficient and capable of generating long-term transformative change with a lower investment than traditional service delivery (Savage, 2017; Dalziel, Saunders, & Guenther, 2017). Service delivery tends to produce few immediate outcomes and minimal long-term outcomes, while capability development produces comprehensive outcomes over a longer period. However, developing capability is much more complex than traditional service delivery models (Investment Plan, 2017–2018).

Commissioning allows for the devolution of funding and decision making from central government so that the response to real whānau aspirations is genuine and effective. Not only does commissioning allow for a more direct relationship with whānau in the context of Whānau Ora, it places whānau at the centre of their own pathways towards prosperity (Leahy, 2018).

## Whānau Ora Outcomes

The commissioning approach for Te Pūtahitanga o Te Waipounamu is designed to achieve the Whānau Ora outcomes.

The outcomes are based on the work of the Taskforce on Whānau Centred Initiatives that carried out extensive consultation in 2009. An additional element has been added to recognise the importance of the natural and living environments.

The Outcomes Framework confirms that Whānau Ora is achieved when whānau are:

- self-managing
- living healthy lifestyles
- participating fully in society
- confidently participating in te ao Māori
- economically secure and successfully involved in wealth creation
- cohesive, resilient and nurturing
- responsible stewards of their natural and living environments.

## Wave 7

The first wave of applications was called for in August 2014, since this time another 6 waves have funded over 140 whānau initiatives.

This evaluation is part of the seventh investment wave.

The initiatives were commissioned in July 2018. This case study report for Ariki Creative is part of a wider evaluation of ten initiatives commissioned in Wave 7 by Te Pūtahitanga o Te Waipounamu.

## Method

The following section describes the evaluation methodology, data analysis and ethical protocols for all ten case studies completed as part of the Wave 7 evaluation.

Te Pūtahitanga Te Waipounamu employs a Results Based Accountability (RBA) framework as

a way of monitoring projects and their outputs. The commissioned initiatives have been collecting and reporting data throughout the length of the funding. In order to limit evaluation fatigue and avoid repetition, the evaluation team reviewed the proposal and monitoring information for each initiative identifying knowledge gaps and determining their evaluability (readiness for evaluation). Ten project profiles were developed by the evaluators that incorporated existing data such as whānau surveys and milestone reports.

An interview schedule was co-constructed with Te Pūtahitanga o Te Waipounamu. The interviews were designed to provide:

- An opportunity for initiatives to clearly state their purpose, aspirations and contribution to the Whānau Ora outcomes
- A space for reflection for whānau involved in the initiatives, either directly as architects or kaimahi, or as whānau who have contributed to the outcomes
- An opportunity to discuss the role of cultural connection in their initiative and the contribution this has made to wellbeing
- An opportunity to involve whānau, staff and other key stakeholders in a whānau orientated way that reflects the values of Te Pūtahitanga o Te Waipounamu and Whānau Ora

### **Ethical protocols**

Ethical and interview protocols were created by the evaluation team to ensure that the evaluation protected the rights of everyone who contributed to the evaluation. The researchers followed the guiding principles for working respectfully with indigenous peoples nationally and internationally. These are articulated by Kennedy and Wehipeihana (2006, p. 1-2):

**Self-determination** - including the right to make decisions about all aspects of their lives. Clear benefits to those being researched.

**Acknowledgement and awareness** - refers to respect and due recognition and appreciation for indigenous culture, values, customs, beliefs and rights, including an acceptance of a worldview that may not be consistent with Western ideologies.

**Cultural integrity** - relates to the validity of indigenous knowledge and ways of being, and that cultural knowledge must be protected from misuse, misappropriation and must be preserved for future generations.

**Capacity building** - enabling indigenous peoples to participate actively in the research, with the aim to ultimately drive their own research.

An information sheet was developed that was distributed to the ten whānau initiatives prior to the evaluation. The evaluators also provided the information sheet to whānau who participated in the interviews. Whānau were given the opportunity to sign or record verbal consent. They were assured that the information that they shared would not be identifiable. Where whānau voice has been used in response to the evaluation questions the evaluators have ensured that this is non-identifiable by removing or changing identifying features. However, in some initiatives where the whānau are easily identifiable they were made aware that their identity would be identifiable and gave consent on this basis. All whānau who were identified were able to read the report before publication.

Several of the initiatives are developing social enterprises with their own intellectual property tied to the success of their innovation. The evaluation process was particularly sensitive to this and only captured what was required without compromising the intellectual property of the whānau.

Te Pūtahitanga o Te Waipounamu has taken a whānau empowerment approach to investment. The evaluation planned to support this kaupapa by building capability through evaluation; specifically ensuring that whānau were at the center of the evaluation, that the data was returned to the participants and that whānau could exercise control over their own narrative. These processes

enabled whānau to retain ownership of their kōrero and how it is presented in the evaluation. Photographic images have been used in this report to demonstrate the activity and achievements of whānau. Whānau who are in these photographs have given permission for their image to be used in this report.

### Data Collection and Analysis

Five evaluators collected data from ten initiatives over a period of five weeks. Data collection included semi-structured interviews; as well as review of whānau surveys, documents associated with each initiative and produced resources. Where possible both whānau who were architects of the initiatives and whānau that had benefited from the initiatives were interviewed. In all cases at least two whānau were interviewed from each initiative, for larger initiatives focus groups of whānau were interviewed. Feedback was obtained from contract managers from Te Pūtahitanga o Te Waipounamu. In addition, the researchers analysed other data including whānau surveys and documents supplied to Te Pūtahitanga o Te Waipounamu so that triangulation of data was achieved. The data that was collected from monitoring whānau surveys was collected by Te Pūtahitanga o Te Waipounamu and has been labelled as whānau survey.

All interview transcripts were transcribed verbatim and copies were returned when requested. All interviews were analysed using an inductive process to classify the interview data. This is a ground up analysis, creating categories from the interview data rather than imposing a deductive sorting method. This ensures that the findings are built from the voices of the whānau. After a full inductive analysis, the categories were sorted into responses under each of the report headings.

To distinguish roles in this report whānau who were leading the initiatives are referred to as kaimahi, whānau who were involved in the initiative as recipients or volunteers were referred to as whānau. Analysis took a strengths-based approach, focused on identifying the aims of each project, the activities involved and the nature of impact in relation to whānau capability development and the positive outcomes achieved.

The characteristics of impact and their alignment to identified Whānau Ora outcomes are highlighted. Analysis has emphasised capability development as a process of progression as whānau were starting in different places, as to their knowledge of social enterprise. Each case study highlights the aspirations of whānau; the contract expectations and activities employed, as well as the types of impacts that were realised through the work. Key learnings are identified along with processes for sustainability. The case studies provide unique evidence of the different ways whānau have realised Whānau Ora and in doing so 'to lead the lives they value and have reason to value' across Te Waipounamu (Sen, 1999 cited in Dalziel, 2018).

The following case study tells the story of one initiative funded through the Te Pūtahitanga o Te Waipounamu Wave 7 Whānau commissioning round. This case study presents a snapshot of the social innovation approximately 7 months into the funding period.

# Background

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Hori Mataki grew up in Whānau Ora. His mother Tania, and father Daniel, were long time community and whānau supporters, they ran state family homes during most of Hori's childhood. As a young person Hori was interested in Māori art, animation and design and spent much of his time creating contemporary Māori art and learning about Māori design. Twelve years ago, after gaining a design qualification at ARA Institute (then CPIT) Hori set up his business, Ariki Creative, creating Māori design and digital creativity.

In 2017, Ariki Creative was supported by Te Puni Kōkiri Kā Hao Māori Technology Development Fund, a fund designed to support young people into technology careers. Ariki Creative, under the banner of the Digital Natives collaboration, hosted workshops in schools and took on four interns.

During this time, Hori and Sampson Karst from Manu Media, hosted digi-wānanga as part of the Ngāi Tahu Kotahi Mano Wāwata noho marae for over 50 rangatahi. During this period Hori realised the internships were pivotal in supporting rangatahi into the Māori digital workforce. He could see that working within Ariki Creative provided an opportunity for rangatahi to use their digital skills, but also develop business knowledge and understand client relationships. The aspiration for the Wave Seven application was to grow Ariki Creative and support Māori rangatahi into digital technology careers by getting their hands on the tools. The internships were only half the of the puzzle however, they needed meaningful work within the technology space for the rangatahi to learn through being immersed in Māori design and digital technology.

Through experience, Ariki Creative knew there were many not-for-profit organisations within the Māori community that needed their skills but could not afford them. For this reason, the application to Te Pūtahitanga o Te Waipounamu for Wave Seven funding had two workstreams, Te Ao Hangarau and The Kiwa Project.

## Te Ao Hangarau

Te Ao Hangarau is a collective of young Māori working in digital creative spaces, including videography and photography, graphic design, web design and builds, animation and communication. Meaning 'The Modern World', Te Ao Hangarau is a collective formerly known as Digital Natives Aotearoa and is comprised of Ariki Creative, Māui Studios Aotearoa, Kaitiaki Studios and AKM Creative Communication. The digital creative collective has established a network to learn and grow together in their respective specialist areas, while developing learning opportunities, education and interest for digital technologies for other young Māori.

### *Te Ao Hangarau is a collective of young Māori working in digital creative spaces*

Te Ao Hangarau aims to develop a pathway for rangatahi into digital technology careers. The various activities include hosting rangatahi at digi-wānanga and in the office, supporting those who are interested in tertiary education pathways, providing internship opportunities to grow experience, and leveraging existing relationships to encourage rangatahi into employment in the digital creative industry. Hori describes his vision for the internships:

*"When I first started it was hard because there was just no one, it was like trying to get people to trust you, so you could charge out your skills, it can be quite hard. It sort of skips (interns) ahead about three or four years and they have to go through that process, they build relationships, they get their hands on tools and understand how to charge correctly and things like that." (Ariki Creative)*

## The Kiwa Project

The Kiwa Project was developed to support initiatives which have come through the whānau commissioning pipeline of Te Pūtahitanga o Te Waipounamu to develop their own digital platforms. This kaupapa was named to honour Hori Matakī's grandmother, Kiwa Hutchen, a woman who has been a significant force for whānau wellbeing in Christchurch and Te Waipounamu communities. Hori wanted to carry the values of Kiwa as the leader of his whānau, into his kaupapa and interactions within Whānau Ora spaces.

This stream of the programme was focused on assisting 12 Whānau Ora, Te Pūtahitanga o Te Waipounamu, commissioned initiatives by offering professional services, launching their initiative into the digital space through web design, training and marketing content. The Kiwa project provided an opportunity for the interns to implement and learn the skills of their trade by working with clients on meaningful Māori innovations and initiatives.



### *Kiwa Hutchen*

Hori Matakī's grandmother

# Aspirations

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Hori had experienced success as an individual but wanted to spread this success and challenged himself to operate collaboratively with other digital entrepreneurs. His philosophy is that the work they are doing should be shared, and that these opportunities level the playing field for Māori youth entering the digital workforce.

Hori's motivation is to demonstrate to rangatahi that there is no real ceiling, that the limits they may have put on themselves are just imaginary. They can own a business, study and make a living through Māori design and digital creativity. The kaupapa is about normalising Māori participation in the digi-tech sector and Māori design in 'non-Māori' spaces. The interns are encouraged to develop their own skill set and interests through Ariki Creative, testing the markets, refining their work and creating demand. As he explains:

*“I just keep trying to think of new things to shatter through and that is what we have done with our business.”*

# Contract expectations

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There are two main activities that Ariki Creative was contracted to achieve:

## Te Ao Hangarau

Ariki Creative was contracted to engage four interns. At the time of this evaluation three interns have been contracted.

## The Kiwa Project

Ariki Creative was contracted to engage a minimum of three Te Pūtahitanga o Te Waipounamu whānau entities, to assist with website development and training on website terminology and systems. In addition, Ariki Creative agreed to:

- Host wānanga each quarter for rangatahi and community initiatives that have an interest in digital technologies
- Develop partnerships across the networks and build education pathways
- Find gainful employment for young Māori aspiring to achieve and make a living through digital technologies
- Continue to build a wealth base and sustainable niche economy for the collective

# Project activities

## Te Ao Hangarau

The aim to develop digital entrepreneurs through internships, is well on the way to being achieved. Several successful digital and creative startups have emerged from the work of the rangatahi who started as interns for Arika Creative. Three interns have been recruited through Te Ao Hangarau. The interns have diverse backgrounds coming from engineering, course work at ARA, and the Ministry of Social Development.

In addition, Hori and Luke Egan have delivered workshops, hosted digi-wānanga and engaged with education providers such as YOOBEE, Ara Institute of Technology, Lincoln University and University of Canterbury. As a result, Hori was invited to give a guest lecture on his entrepreneurial success at the University of Canterbury in September 2018. He was also invited to speak at a Māori in Technology event hosted by Enspiral Development Academy and Vodafone Xone. Working with education providers is an important part of encouraging Māori interns into study and students into internship and experience. Hori has been invited to be a part of the industry advisory board for the School of Product Design at the University of Canterbury, to discuss what opportunities are available in the local community for graduates once they complete their studies.

## The Kiwa Project

In the first six months Arika Creative completed its agreed work programmes with nine of Te Pūtahitanga o Te Waipounamu initiatives including:

- Bros for Change
- He Waka Kotuia
- Corstorphine Community Hub
- Housing First Christchurch

- Te Whare Hauora
- Haumanu
- Waiata Mai Ltd

During the next six months it engaged a further six initiatives to develop digital platforms and support this training, these included:

- Angels Trio/LoVeChi
- Mauriora Kombucha
- Yoga Warriors
- Hikoi Waewae
- Taonga By Timoti
- DJ Ramanui

Creating web design and marketing collateral for these entities has been mutually beneficial. Te Pūtahitanga o Te Waipounamu entities have had access to creative digital content they otherwise would not have been able to afford, and the interns have had experience working for clients, on meaningful Māori kaupapa developing their Māori design skills.

*"I feel like we almost benefit more from working with them than they do from us, it is just cool to see what they do and to be a part of their narrative. 'Bros for Change' had their documentary launch this year. It is cool for us, it is cool for our interns, and we get to share what we do without them having to pay because that was always a barrier." (Arika Creative)*



*Bros for Change*

# Impact for whānau

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There have been a range of impacts as a result of the two workstreams:

## Development of Māori business

The initiative has supported the business growth of Ariki Creative. Scaling a business can be a difficult and uncertain, with Te Pūtahitanga o Te Waipounamu contract, the business was able to grow with confidence and ensure the interns had access to ongoing creative meaningful work through The Kiwa Project. As Hori describes here several of the interns who have worked for him now run their own business but continue to contract to Hori, and other clients.

*"When I started it was just myself, and now our team is about 14 people. So, nine are employed and the rest come and go as contractors and things like that. That is just the way they want to roll it, so that's how they roll it which works for us as well."* (Ariki Creative)

This flexibility has supported other digital entrepreneurs to engage in other work independently, such as the art and creative design of the interior and exterior of Tūranga, Christchurch's Central Library, while also continuing to work with Hori on other projects. The funding through Te Pūtahitanga o Te Waipounamu has encouraged business growth both directly for Ariki Creative but also the initiatives the interns have supported through their web development, marketing and content work.

*"Ariki Creative is a dynamic team of talented creative natives who have provided us with much needed expertise".*

## Impact for the Te Pūtahitanga o Te Waipounamu entities

The initiatives which participated in The Kiwa Project received digital and media work that they would not have been able to produce with their own resources. An example of this work is the support Ariki Creative provided for 'Bros for Change' prior to the opening of their documentary, as described by Hori:

*"Bros for Change knew exactly what they wanted. (Jaye) had a big list of stuff he wanted us to do. We were able to do posters, banners, flyers, we did a sponsor sheet so all the guys who attended could look at how to support Bros for Change. All the content was written by us, and we got their website and we made it look nicer. At the event, (a documentary) we helped out on the night as well."*

The Kiwa Project enabled the whānau enterprise initiatives to develop their vision and mission by working through the process of creating a digital platform. The data collected for monitoring pre and post-support from Ariki shows all the whānau entities valued the support and felt they had made significant progress in developing their digital platforms.

*"Ariki Creative is a dynamic team of talented creative natives who have provided us with much needed expertise. We feel they listened to our aspirations, needs and wants and provided us with very real practical advice that has been so valuable! They have been awesome to work with – we feel they really listen to us and they have also had the flexibility to work around us, and we are extremely grateful for their support, and absolutely satisfied with the outcome."* (Whānau enterprise)

The whānau entities appreciated the experience of working alongside Hori and his team and described how the work had built their capability and supported development within their entity.

*"We have gained greater insight into how we make ourselves more visible, more aware of the importance of branding and how we digitally market ourselves and the many kaupapa that we provide within our community, ensuring we are reaching whānau in our communities."* (Whānau enterprise)

Importantly for the entities involved, the work produced by Ariki Creative has been used for other events and contributes to the on-going sustainability of their enterprise. This was intentional, ensuring that the entity would achieve the most impact possible from The Kiwa Project.

*"Everything they made us they didn't just make for that night – we can take it when we go to a symposium, the big day out, any event we pull up the banner, we have the photo board and we can hand out cards and brochures."* (Whānau enterprise)

## Impact for the interns

The most significant impact appears to be for the interns who have been engaged in Te Ao Hangarau and working alongside Hori and his team. The interns reported increased cultural connection, setting goals, creating new relationships, increased personal development, learning new skills, having access to increased resources, increased desire to do well, increased wellbeing and hope through the internship. These are discussed individually.

## Connection to te ao Māori

For several of the interns, while they were Māori, they grew up in te ao Pākehā. Working with Ariki Creative has provided new learning in the Māori design, whakapapa and stories that have been woven into the creative work of the interns.

They are learning te reo as the language is incorporated into most of the work Ariki Creative does.

The process of learning about themselves is deeply immersed in their daily work and telling the stories of others.

*"I wasn't brought up with very many Māori values in the household, so it was a pretty big deal for me originally doing the (engineering cadetship), I thought that was going to be my step into learning about myself culturally, being able to learn where I'm from, who I'm related to and all that kind of stuff. And that never really happened over there, but then coming in here I am literally the person who is going out and learning everybody else's story as well as my own. So, it is definitely ticking that box big time, culturally my development is just crazy."* (Intern)

## New aspirations and goals

The interns described how they had developed aspirations and goals as a result of working as an intern. As this intern describes, he had low expectations prior to working with Ariki Creative, but is now planning for a career in digital design.

*"Before this I was looking at working at a gas station for two years. Something along the lines of that, it sounds pretty sad. I am very grateful to be working with Ariki and Hori."* (Intern)

For some the internship was a realisation of a dream to work in digital design. The internship had created an opportunity to realise a dream.

*"I always dreamed of doing mahi like this and working for people like Hori, so I suppose in a way it is really like a dream, surreal."* (Intern)

## New relationships

The work place provided by Ariki Creative, is supportive of the individual artist's interests and creative pursuits. The interns have made new social connections and relationships as a result of working alongside like-minded people.

*"The whole vibe in the mahi they do here is mean and working with like-minded people who are on the same mission as well, they are into the same creative side. It has been real cool getting to meet new people,*

*learn new skills, experiences, it's been mean.” (Intern)*

*“I always dreamed of doing mahi like this and working for people like Hori, so I suppose in a way it is really like a dream...”*

The role of Hori as a mentor for the rangatahi has had a significant impact. The interns expressed how they saw Hori as a role model and mentor, leading by example and supporting their mahi.

*“Yeh, I see him as a mentor, as a friend, as a role model, as someone to look up to. Definitely, we sit next to each other probably eight hours a day, if not more, so it's pretty hard not to pick up stuff that he knows, and we joke every now and then about some stuff, keep the workplace vibes up. I think that is just the way he is, it's what makes Ariki Creative so awesome.” (Intern)*

## Personal development

The interns described the personal growth they had experienced as a result of being involved in the internship. For some this was focused on developing work skills, some personal and relational skills, and for others a combination of professional and personal development.

*“It has definitely helped me grow as a person. I don't know how to describe it really, it has been too wicked, it's been mean. I can make videos now, so that is good. I definitely thought Hori took a big risk on me, he saw my mahi, and I watched my mahi recently, and what the hell, you hired me? I was so bad. I guess it was just that willingness to learn that got that edge.” (Intern)*

## Learning new skills

The internships have had a significant impact on the capability of the interns. They have learnt new skills and have been able to apply what they have learnt at their courses on the projects for Ariki Creative. This provides the interns with meaningful contexts to practice what they have

learnt on their course with clients and working alongside successful Māori web developers and designers.

*“Mahi kind of revolves around graphic design so that involves, posters, banners, magazines anything kind of layout, format is what I do. At the moment I am learning at course, web development and UX, and I am applying that here. I am learning a lot, especially from the fellow web developer here. It has been a big help.” (Intern)*

*“I see him as a mentor, as a friend, as a role model, as someone to look up to.”*

## Access to equipment and resources

Access to equipment and resources has built the capability of the interns. After 12 years in business Ariki Creative is well resourced and this provides an opportunity for the interns to use commercial equipment daily. Using commercial equipment means the rangatahi are gaining valuable experience that can be used to secure future work or develop their own business.

*“Access to the tools we've got here, the different cameras, the sound equipment, lights and everything like that, it's just being able to dig deep into that kind of stuff. That was what originally got me quite interested in videography was the whole tech side of it, all the new toys. The technical side of things for me is quite interesting and I have learned a lot while I've been here, rather than having to pay x amount of dollars for the gear here on my own, I can come here and use the gear.” (Intern)*

## Increased motivation to do well

The internships have had an impact on the motivation of rangatahi to succeed. They expressed how grateful they were to have the opportunity to work at Ariki Creative and want to make the most of it. They are motivated to

do well to stay in the business and gain future employment.

*"I think there is no other place like this, so it was definite luck coming across these guys, right place, right time. I just think if I was to slack off or do anything other than this, I would be stupid. That's where the motivation comes from, just purely because I wouldn't want to give this up."* (Intern)

## Increased wellbeing and hope

Several of the interns discussed how working for Ariki Creative in the intern role had contributed positively to their wellbeing. The Ariki Creative focus is on the wellbeing of their staff, gym memberships are provided, and the group often train together. All the staff, regardless of their positions, manaaki one another and the visitors to Ariki Creative. As this intern describes, the supportive culture and doing work that they love has meant a very positive impact on their wellbeing.

*"All I can really do is compare it to where I was at before coming here, and then coming here. It's been a massive change. Before I was quite upset with where I was at with life ... my mind wasn't very good, and I guess just being able to come into this space now, with going to the gym frequently, with doing all the physical stuff, with having fun while we are doing it, growing culturally, building up the wairua, the back and forth with each other and keeping each other in check. If we are getting a wee bit too out there, we can bring each other back down."* (Intern)

*"That's where the motivation comes from, just purely because I wouldn't want to give this up."*

The impact of working in a supportive workplace that is consistent with the interns' values has had a significant impact on the interns' personal wellbeing. As this intern describes:

*"One of the most positive aspects of my role at Ariki Creative is that Hori, the team and the office,*

*provide me with a safe positive encouraging work environment that I am happy and excited to come to every single day. My workspace has greatly influenced my own personal wellbeing in many ways – there is a real sense of whanaungatanga here. That is the most positive thing, but it isn't the only thing."* (Intern)

For the interns learning about Māori creative digital design in a meaningful context has contributed to a sense of satisfaction and wellbeing.

*"The first job they got me on was to come with them to take photos of the secondary schools' kapa haka. Just the feeling, you know, when you are at the kapa haka you get the goose bumps at the harmony and everything, and it's the next level, being able to do that, take the photos, see them up there and all their mates, then someone's profile picture is the one that I took. That's cool too, and stuff like that. I guess my work gets put out there for people to see and then a lot of people put them on social media so everybody can comment on it, like this is cool or this is stink. So far, I haven't had any – this is stink, that's good. Uplifting."* (Intern)

A sense of achievement, learning new skills, working in a supportive environment that is underpinned by strong cultural values have contributed to the increased wellbeing of the interns working at Ariki Creative. All the interns reported high levels of satisfaction and increased wellbeing as a result of being part of te ao Hangarau initiative.

*"My workspace has greatly influenced my own personal wellbeing in many ways – there is a real sense of whanaungatanga here."*



# Cultural connection

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This section explores how Ariki Creative is confidentially participating in te ao Māori and the role of culture in bringing about positive changes for whānau wellbeing.

## Implementing Māori values in work

Hori Matakī has created Ariki Creative to produce Māori content and to emanate Māori cultural values and practices in all that they do. This provides a foundation for the way the business operates and the way they work with their clients. As he describes here:

*“Aesthetically with our design stuff (Māori culture) is obvious. But within our organisation there is also the cultural values. So, how we look after our kaumatua, our visitors. Imagine our organisation is like a whare, it’s our own kind of marae and when our people come in, they are looked after and whatever happens in the whare, it’s looked after as well in that kind of a way. We look after ourselves, our reputation is important. If you go to a marae and they’re eggs, everyone knows they are eggs and they don’t want to go back there. So, I think having that way of thinking of your business is like a marae (is good). You are welcoming in manuhiri every time there is a new job, and your job is to manaaki them through the process of your whare, and what you are doing in your wharekai, your kitchen, and making them a cup of tea, and then when they leave that they want to come back.”*

*“But within our organisation there is also the cultural values. So, how we look after our kaumātua, our visitors. Imagine our organisation is like a whare...”*

The values that strengthen Ariki Creative are personal to Hori as they have been learnt from his late mother, Tania Matakī. He encourages the interns to hold on to their māoritanga and never forget the relationships between one another, and with their clients, they are the most important thing.

*“All that stuff is from Mum, she was the one... Mum had that way of thinking, it was always people over everything else. She would always tell us we were rich in whānau and all the other things would come after that. So, we sort of drum into everybody that the relationships we have not only within us and with outside ... our clients, that is real value. Our connections to who we are, that is the valuable stuff, you could never buy that stuff, it is a by-product. The world wasn’t as digital 10 years ago and now it is heading that way everybody is scrambling to jump on that waka. We are just trying to show them how you can jump on, in the way we all do it and not distract ourselves and thinking those old values are meaningless, they carry over. We are creating new stories as well, like the mythology stuff that we talked about. We are looking to build new mythology and resources for rangatahi.” (Ariki Creative)*

Soft skills such as relationship building, is important for interns to develop as they establish themselves into a digital design career. Developing relationships with clients in a way that is respectful to all cultures and reflects the unique culture of the organisations they are working with, will be important to their future success. The interns are not only learning how to work in the digital world, they are also learning tikanga and values that make their work Māori. As this intern explains:

*“I’m looking forward to having an opportunity to tell the stories that I care about with a focus on Māori, Whānau Ora and the power of community.”*

*Ariki Creative has given me this chance and will provide me with financial stability – something that is increasingly important for me in my late 20s. I like that I'll be able to combine my love and respect for my culture and for communities with a commercial job and economic development in a way, and in an environment that I know isn't going to compromise my values.” (Intern)*

## Connection to place

An important part of the work Ariki Creative does, is the development of the narrative behind the creative design. With the development of city spaces, post-quake connection to place has become increasingly important. Place-based knowledge and relationships with iwi and manawhenua have been an important area of growth for the interns.

*“The iwi (Ngāi Tahu) has been so active in the community, we are seen as a point of contact for sharing the knowledge within the different businesses we work with. If a business wants a logo and they work in such-and-such area, like Taumutu or whatever, we know the narratives of the area, we can pull on those (especially) if they have to be consulted with. We see the narratives and stuff as kind of our backbone. I guess that's what connects us to something different to what anyone else can offer. It is all sort of centred around whakapapa, every area has its own different iwi, so we carry the same process to wherever we go, so there are probably about 20 different iwi (we work with).” (Ariki Creative)*

This cultural narrative is not just for Māori organisations but also mainstream organisations seeking to connect their work to Aotearoa as a unique feature. Hori sees this work as just as important but understands the process is different, and there is new learning for these clients.

*“There is demand from everybody really, but when it is a mainstream organisation it is treated differently because it is like a baby-steps kind of process. So, they might say it looks Māori visually but not understanding there is a bit more to it, you can connect to a lot more stuff. So, I guess it is about*

*educating as well in that respect.” (Ariki Creative)*

## Development of identity through place

At Ariki Creative the connection to place is an important part of the learning for clients and interns. Learning about how place informs how you do things, and the way in which the work is carried out has been important for Hori in order to maintain the reputation of his business, and develop the interns, not just as creative designers, but as Māori creatives.

*“I am not really afraid to just be myself, sort of embracing our individuality in people who may not have grown up in certain areas or whatever. I am encouraging anyone to just be themselves in our space really. A lot of them didn't know their taha Māori at all, so a big part of that is re-learning who and where they are from. She didn't know her Māoritanga roots as well as another intern, or he is still learning. Let's just say I felt empowered because I had my Nan, and all my other whānau to learn from, they have given that to us, our connections to the land. We were lucky. I think that is perhaps why the tribe can trust us because they know the way we do stuff, we will go through the right processes, talk to the right people and things are treated with respect and mana.” (Ariki Creative)*

This quote demonstrates the importance of cultural knowledge and the trust and relationships that develops between the manawhenua and the creative designer through the process of sharing cultural stories to connect their work to the land, to the place in which it comes from. Hori describes how the interns have been able to experience their own connection, learn their own stories and understand how this informs their work as an important part of the learning process, particularly for those who may have been disconnected.

*“(An intern) got to tour his own marae for the first time in the last eight months when he was working. So, you can sit there and actually listen to the stories and the narratives from the area, then he meets the relations and stuff, same with (another intern) they*

*get to meet their relations, so they know who they are.” (Ariki Creative)*

This was reiterated by the interns who explained how they have developed their cultural knowledge and tikanga and how important this has been for them personally.

*“I have definitely grown as a person in terms of my ahuatanga, tikanga Māori side.” (Intern)*

*“I was unhappy at the other jobs, my partner said write down what it is you want in a job, things that I wanted were; cultural development, creativity, and it’s not massively important but just being able to pay the bills. The work I’m doing is exactly that, so I am able to grow culturally, I came in here looking at all the job names, and I was like, ok I can’t differentiate them at all as they are all just so long, but now I know what I’m looking at and it’s great.” (Intern)*

*“I have definitely grown as a person in terms of my āhuatanga, tikanga Māori side.”*

## Culture as a valued skill

New learning in the cultural space was a highly valued skill the interns believe will enhance their job prospects. The interns see the value of

working in a Māori way and using what they have learnt in Māori narrative, tikanga, and design to develop their skills further.

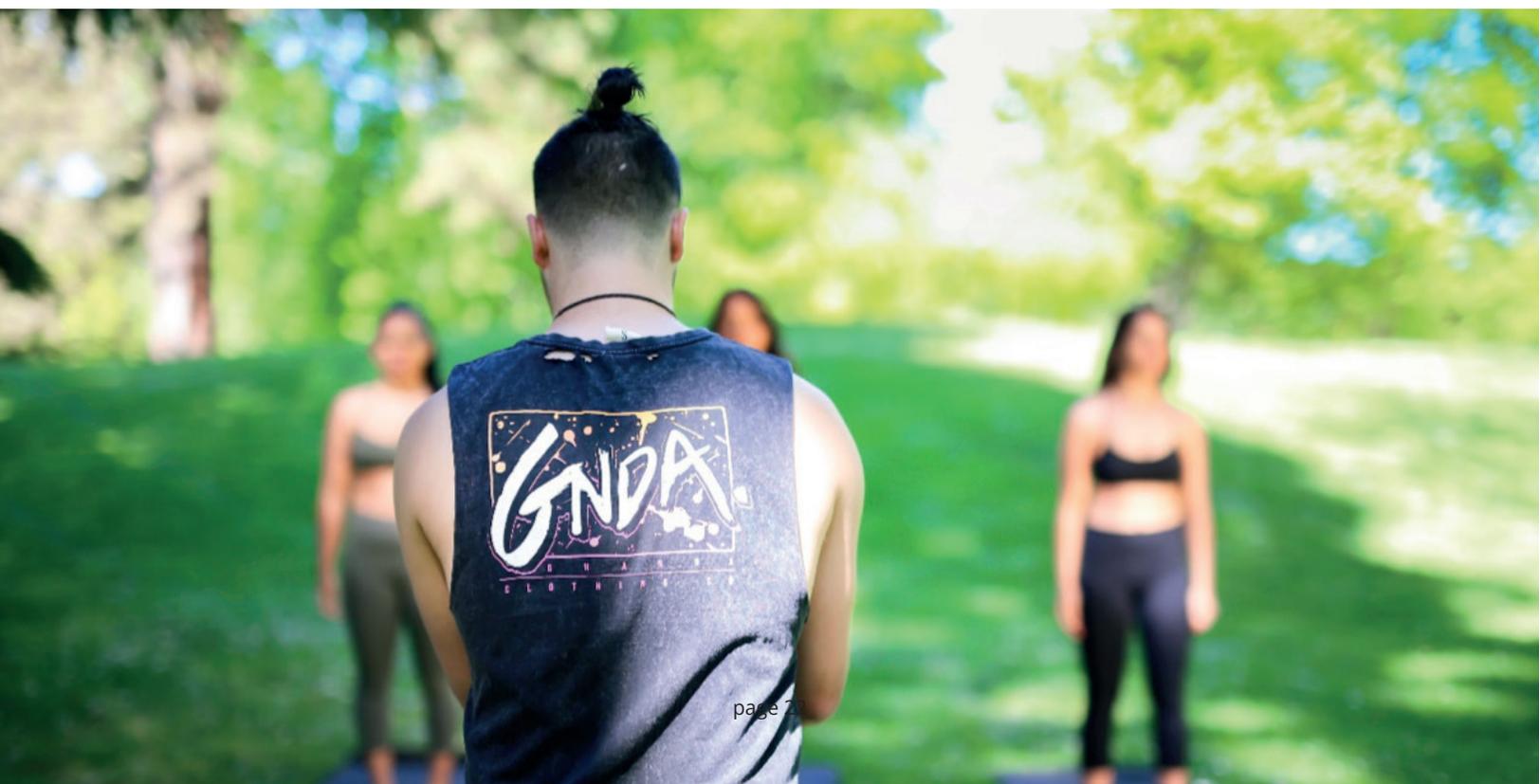
*“That contributes to today’s work, we are high in demand right now because everybody really wants to have that cultural competency.” (Intern)*

*“For me doing graphic design I didn’t really know how to portray Māori aspects of it and being here I have learnt a lot about that. Whakairo and all that. So, getting the experience of doing that stuff here has really helped, it has been an asset to my skill set.” (Intern)*

The internship offered some of the interns an opportunity to gain valuable experience in a cultural setting that supported their desire to incorporate te ao Māori into their design. Being able to intern in one of the few Māori creative digital businesses was seen as a privilege by the interns.

*“I have learnt so much and my knowledge of te ao Māori and graphic design has expanded. It is such a privilege to be working for Ariki Creative, it’s tumeke to do mahi outside of study because it enables me to gain more experience in the graphic design sector.” (Intern)*

*“It is such a privilege to be working for Ariki Creative, it’s tumeke.”*



# Lessons learned

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Working on the two initiatives simultaneously has provided an opportunity for the interns to learn in a Māori context with Māori whānau initiatives. Developing Māori digital design creatives through the internships process has meant that Ariki Creative needed to ensure that the work they were immersed in enabled them to use their skills and knowledge, both creatively but also culturally.

The interns were able to see the process of creating a digital platform for a business or enterprise through the work on the Kiwa Project from start to finish. Funding the initiatives alongside one another, not only provided an opportunity for work experience for the interns in a Māori business, it also provided a supply of appropriate work to mediate new learning.

The project has demonstrated the importance of internship and work based learning, immersed in a culturally and emotionally supportive environment. The impact of Hori as a mentor and digital entrepreneur has been significant for the interns. As a result, the interns reported increased motivation, new learning, cultural connection, improved wellbeing and have set future aspirations in the industry.



# Sustainability

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This section explores how the initiative is working to ensure the outcomes are sustainable post Te Pūtahitanga o Te Waipounamu investment.

## Balancing supply and demand

The challenge of running a business is balancing supply and demand. Ariki Creative through Te Ao Hangarau project has managed to scale and grow with the support of the commissioning and provide meaningful work to train and develop digital interns.

*"It is definitely sustainable, it is trying to keep up with the demand, that is the hardest part. Do you grow first, or do you let the work grow, so it is a constant juggle? So, we are sort of in that space, so we grew from one person to 14 in a year, it felt pretty fast."* (Ariki Creative)

In terms of sustainability, the bottom line is not the most important thing for Ariki Creative. Ensuring the interns and the business owners manage a work life balance that supports personal wellbeing is also important. As Hori describes here:

*"I think sustainability is like a balancing act, if you are being sustainable but then it is enjoyable as well? I always try and remind everyone, 'are you happy? if not, stop'. We have more work all the time, I tell them to cool down a bit. At any one time we might be working on a hundred projects. So that is about 10 projects each, that is heaps of work, so, sustainability-wise, it is about the quality of the mahi and life, that stuff kind of weighs in as well."* (Ariki Creative)

The ability for the interns to develop their own interests is important for sustainable practice within Te Ao Hangarau. Hori has supported several interns from previous years into their own business and now contracts them to work with

him on certain projects. This flexibility supports the interns to grow and develop their own skills and run their own business, while still having the support of the digital creative network.

## Mahi contributing to cultural sustainability

This initiative has also supported cultural sustainability through the intergenerational transmission of knowledge. The interns at Ariki Creative are involved in generating stories through different digital mediums, these stories are often provided by kaumātua and iwi who want to ensure their stories are recorded in a form that reaches young people and can be kept for future generations.

*"The interviews with kaumātua, that's some really cool stuff because we are using modern day technology to kind of tell their stories for generations to come. Their kids' kids and even their kids' kids are going to be able to hear their stories from their tūpuna. It is pretty moving to be able to capture it, let them look at it and go wow, that is so cool and then it is more about thinking what this could be used for, it is the kind of thing that is going to get put up in the marae and it's going to be played on repeat. Then thinking about the amount of people who will come through and the first time they would have heard these stories and they are going to learn that from the mahi... it's pretty cool."* (Intern)

## Considering how to scale and spread the work

The success of the internship and the work that has been generated as a result has increased the interest in Māori digital design and support for rangatahi in the industry. There may be future opportunities to scale the initiative to other areas

and support rangatahi and emerging digital creatives at a distance.

*“There is definitely a demand, there is heaps of stuff that we are doing behind the scenes around building relationships and strategies for us to deliver our content and then how we take that same model around Aotearoa, to build functioning organisations like ours with the same pathway for their rangatahi. If you go to a region and you have enough internet you can do what we do anywhere. We are into talks with different iwi and trying to establish things like this. We’ve started with the South Island and can then slowly move up north.” (Ariki Creative)*

Te Ao Hangarau pathway has demonstrated there are different ways to engage youth in learning through an apprenticeship/intern model such as this. The rangatahi are immersed in creative design work that has meaning, is mediated through cultural immersion in Māori digital design and offers the opportunity to understand the core values of running a successful business.

The interns in this initiative describe significant impact in terms of their personal development and aspirations, their learning in digital creatives spaces and acquiring new cultural knowledge in immersed settings.

*“There is definitely a demand, there is heaps of stuff that we are doing behind the scenes around building relationships and strategy.”*



# Te Ao Hangarua, Kiwa Project

## Ariki Creative Ltd

Te Ao Hangarua is a digital technology work force capability development model for rangatahi  
The Kiwa Project enables not for project Whānau Ora initiative to develop their digital impact



## Outcomes

- Whānau have increased independence to be self-managing through goal setting, mentoring and employment/education planning.
- Whānau report increased wellbeing, improved mental and physical health and living healthy lifestyles.
- Whānau are participating fully in society, building capability for employment and creating contemporary Māori knowledge through digital creativity.
- Whānau are increasingly economically secure and successfully involved in wealth creation.
- Whānau have improved business systems, networking, marketing and digital communication.

## Impact

Local digital Māori business collaborative has been able to scale and grow confidently. Whānau enterprise initiatives across Te Waipounamu have been able to increase their digital presence, create marketing collateral and tell their story of impact. Digital interns have built capability and employment skills through working in Māori business. Increased wellbeing, motivation and aspirations to be successful as part of the digital collaborative. Reconnection with te ao Māori through exposure to whānau, hapū and iwi. Building cultural capability within the context of creative digital workforce.

## Future plans

The initiative created by Ariki Creative demonstrates sustainability through:

- Strong leadership of Ariki Creative and mentoring role for interns
- Clear purpose and vision or the future of the collaborative and encouraging rangatahi into the digital work force
- Rangatahi building capability in enterprise and business development, increasing the likelihood of future success
- A strong business network amongst creative companies in Ōtautahi
- Building capability and experience of interns increases chances of continued employment in the sector

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