

Title	Describe the emerging challenges and opportunities faced by a Māori authority/Māori entity		
Level	4	Credits	6

Purpose	People credited with this unit standard are able to describe the emerging challenges and opportunities faced by a Māori authority/Māori entity.
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Classification	Whenua > Governance of Māori Authorities
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Available grade	Achieved
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Guidance Information

1 Definitions

Management in this context is defined as the personnel who are responsible for the management of the daily operations of staff and services, including employment of staff and day to day service delivery.

Management principles cover not only decision-making but also consultation and financial management.

A *Māori authority* is an entity status which is subject to specific legislative requirements, including special tax rates, accounting and compliance procedures. A Māori authority may be a trustee of a Trust or Company. A set criterion governs which types of organisations are eligible to become a Māori authority. In general, this includes Entities that manage or administer assets held in common ownership by Māori. However, while an Organisation may be eligible, there is no mandatory requirement for them to become a Māori authority.

A *Māori entity* refers to ahu whenua trusts, pūtea trusts, whānau trusts, whenua tōpū trusts, kaitiaki trusts, Māori incorporations, Māori reservations (e.g. marae/Māori committees), rūnanga, iwi authorities, hapū cluster groups, hauora organisations, Māori asset holders, kura kaupapa Māori, kōhanga reo, wānanga, all Māori non-government organisations (e.g. Māori Woman's Welfare League), New Zealand Māori Council, district Māori councils, local government sector, Māori/iwi advisory groups, and community committees with generic kaupapa Māori (e.g. sports club, church groups, kaumātua groups).

Tikanga is the accepted way we do things in each of our own hapū. It can change as time passes and may include but is not limited to wairuatanga, manaakitanga, kaitiakitanga, pono me te tika, karakia, mana, muru, rangatiratanga.

- 2 Legislation includes but is not limited to – Māori Reservations Regulations 1994; Māori Incorporations Constitution Regulations 1994; Te Ture Whenua Māori Act 1993; Treaty of Waitangi Act 1975; Treaty of Waitangi (Fisheries Claims) Settlement Act 1992; Treaty of Waitangi (State Enterprises) Act 1988; Trusts Act 2019, their amendments and any other relevant Acts, available at www.legislation.govt.nz.

3 Resource Support

Campbell, B. (2011). *Governance in the collective: A study of two models*. Massey University.

Doherty, W. (2012). Raranga framework – He raranga kaupapa. In *Conversations On Mātauranga Māori* (pp. 15-36). New Zealand Qualifications Authority.

<https://www.nzqa.govt.nz/assets/Maori/ConversationsMMv6AW-web.pdf>.

Edwards, S. (2012). Nā te mātauranga Māori ka ora tonu te ao Māori. In *Conversations On Mātauranga Māori* (pp. 36-58). New Zealand Qualifications Authority. <https://www.nzqa.govt.nz/assets/Maori/ConversationsMMv6AW-web.pdf>.

Edwards, S. (2009). *Titiro whakamuri kia marama ai te wao nei: Whakapapa Epistemologies and Maniapoto Māori Cultural Identities*. (Unpublished doctoral thesis) Massey University, Palmerston North, New Zealand.

Smith, L.T. (1999). *Decolonising methodologies: Research and indigenous peoples*. London: Zed Books.

Te Puni Kōkiri. (2020). *Tupu NZ. Māori Land: Growing whānau through whenua*.

<https://www.tupu.nz/>.

Te Tumu Paeroa (2020). *Te Tumu Paeroa, Māori Trustee and Māori Land Court*:

<https://www.tetumupaeroa.co.nz/about-us/te-tumu-paeroa-maori-trustee-maori-land-court/>.

- 4 Resource support listed above is given as a guide only and is not intended to be in any way prescriptive. It is envisaged that different areas may have their own written and unwritten repositories of knowledge relevant to this unit standard.

Outcomes and performance criteria

Outcome 1

Describe the emerging challenges and opportunities faced by a Māori authority/Māori entity

Performance criteria

- 1.1 Emerging challenges and opportunities faced by a Māori authority/Māori entity are described

Range	may include but is not limited to – emerging technologies, artificial intelligence, data sovereignty, climate change, emerging social issues, share fragmentation, geopolitics, changing demographics, investments, social investments, research and development, diversity and representation, emerging industries and the future of work. evidence of four is required.
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- 1.2 Tikanga based practices are described in terms of the effects of changes in social values, and technology concepts in a Māori authority

Range may include but is not limited to – emerging technologies, artificial intelligence, data sovereignty, climate change, emerging social issues, share fragmentation, geopolitics, changing demographics, investments, research and development, diversity and representation, emerging industries and the future of work. evidence of four is required.

Replacement information	This unit standard and unit standards 334919 and 334999 replaced unit standard 21654.
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Planned review date	31 December 2030
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Status information and last date for assessment for superseded versions

Process	Version	Date	Last Date for Assessment
Registration	1	27 November 2025	N/A

Consent and Moderation Requirements (CMR) reference	0166
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This CMR can be accessed at <http://www.nzqa.govt.nz/framework/search/index.do>.

Comments on this unit standard

Please contact NZQA Māori Qualifications Services mqs@nzqa.govt.nz if you wish to suggest changes to the content of this unit standard.