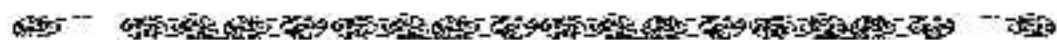


He Rautaki Rangahau 2005-2010

Research Strategic Plan 2005-2010

Ngā Maia o Aotearoa me te Waipounamu



Acknowledgements

Ngā Maia o Aotearoa me te Waipounamu would like to thank the Health Research Council of NZ, the Foundation for Research, Science and Technology, the Ministry of Health, Waitemata DHB, Auckland DHB, Massey University, Te Rūnanga o Raukawa and Hauora.com. We are grateful for your encouragement, assistance and financial support. This document encapsulates the collective hopes and aspirations of tau mata, trustees, members and birthing whānau. Ngā Maia would also like to acknowledge Te Ao Māori for its inspiration, motivation and vision. Ngā mihi nui ki a kōu tou katoa.

Mihi

Ruia taitea kia tū ko taikaka anake mauri ora ki te Rangi!

Ruia taitea kia tū ko taikaka anake mauri ora ki te Whenua!

E ngā mana e ngā reo e ngā karangātangā maha!

Anei rā Ngā Maia, e mihi kau ana ki a koutou me o koutou kaingā maha. Tena koutou! Tena koutou! Tena koutou!

E ngā mate hūhua kua huri ki tua o Paerau. Whana ko te ngākau pouri aku taurangi wawata noa. Ko te moe tū moe ara ē takawai ana i aku kamo. Haere! Haere! Haere!

Titiro mai ra! Pānuitia mai ra ki tēnei Rautaki Rangāhau i whakaritea e mātou hei whāingā hei mahi hoki kia whakatairangāhia i te putangā o te honongā kakano ko te whakawhānautangā, he kaupapa mai ra ano ngā mātua ngā tupuna i mahi. "Ma te whakatō o te kakano ka tupu ai he totara!"

Heoi! Ā tōna wā ka tohatoha mātou ki a tātou ano hei taongā ma tēnā ma tēnā. E toro atu hoki mātou ki a tātou te Taura Tangāta e mirohia nei - Amokura Tautoko Māori!

Nō reira, tena rā koutou katoa



Stephanie Palmer
Kaiwhakahaere, Ngā Maia Trustee



Henare Kani
Kaiwhakahaere, Project Manager 2004

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Tirohanga Whānui

He Rautaki Rangahau has set out to identify research themes and priorities that have relevance for a national collective of Māori midwives and birthing whānau as they embrace the challenges of te aronui and prepare for survival in te ao mārama. It encapsulates the hopes and aspirations of Ngā Maia members and whānau. Research is placed centre-stage as a method and mechanism for identifying goals, monitoring progress and driving development in a competitive, information-based, global environment. This document draws attention to gaps in Ngā Maia capacity and capability, it identifies pathways for development and opportunities for advancement.

The kōwhaiwhai pattern mangōtipi is presented as an image which captures the underlying intention of He Rautaki Rangahau 2005-2010. There is relatedness, connectedness and continuity between the strategic directions, functions and themes. Each component is informed by the others, each category forms part of the whole, each aspect contributes to the sustainability and viability of Ngā Maia capacity to achieve its goals and realise its vision "*Ki te whācaohooho i te mauri o ngā tikanga o ia whānau o tēnā o tēnā*" to enable, nourish and awaken Māori birth knowledge and practices. Beneath He Rautaki Rangahau there is an inherent commitment to increase the opportunities for engagement and participation in te ao Māori.

He Rautaki Rangahau has identified two strategic directions, two core functions and four main themes for development during 2005-2010. A number of appendices help to define the content and pathways associated with each category and timelines for the achievement of specific goals have been outlined. Ngā Maia capacity to engage in health and market research at any level is firmly centred on the resolution of operational, infra-structure and expertise issues. Similarly, Ngā Maia's ability for representation and service delivery as well as networking, workforce development, information management and evaluation is clearly reliant on the development of effective, efficient and reliable processes.

Hei whakarāpopotanga presents a list of annual tasks for each component of He Rautaki Rangahau during 2005-2010. In the first instance, this plan encourages the clarification of roles, responsibilities, objectives and goals and the contracting of relevant expertise or support systems. This is seen to be an interim measure while Ngā Maia gains experience, training and understanding in research issues and gradually scopes the feasibility of their own research unit. Furthermore, this plan highlights the need for structured development and commitment to the establishment of efficient systems for information gathering, data collection and analysis. The effectiveness of such systems will clearly enable Ngā Maia's ability to achieve its goals, fulfill its vision and contribute to the generation of knowledge about Māori birthing issues. By 2015, for example, it is envisaged Ngā Maia will have operational and infra-structure capability with internal expertise, effective processes and strong networks both national and internationally. In addition, Ngā Maia will be an established provider of mātauranga birth services with a strong and vibrant workforce.

He Rautaki Rangahau 2005-2010 will clearly make a timely and useful contribution to the development and growth of an emergent organisation and important kaupapa i te kore, ki te pō, ki te ao mārama

1. Kapapori

Ngā Maia o Aotearoa me te Waipounamu (Ngā Maia) is a national collective of kaumatua, midwives, students, birthing whānau and individuals who share the following vision, mission and values:

Vision	Mission	Values
To become a self sufficient organisation and proactive advocate for the Māori midwifery profession, mātauranga Māori birth practices and Māori birthing whānau	Ki te whakaohoho i te mauri o ngā tikanga o ia whānau o tēnā o tēnā	<ul style="list-style-type: none"> • Te Tiriti o Waitangi • mātauranga Māori • participation of whānau, hapū, iwi, Māori individuals and communities • the good health and wellbeing of Māori whānau, birthing women and babies • effective delivery • integrated and wholistic services

Table 1: Ngā Maia Vision, Mission and Values

Ngā Maia aims to:

- support the unique needs of Māori birthing whānau
- promote, protect and assist the re-clamation and re-creation of mātauranga Māori birth practices
- provide an effective voice for the Māori midwifery profession, a vehicle for leadership and innovation
- improve the evidence base and standards of care that inform mātauranga Māori midwifery practice
- identify and develop pathways for review, competency assessment and professional development of mātauranga Māori midwifery practice

Within this context, Ngā Maia has identified four directions for advancement and development: tikanga refers to the promotion of Māori practices and protocols; rangahau highlights the need for engagement in the generation of knowledge, mātauranga refers to the establishment of processes for education and whānau oraŋa refers to knowledge about the interface between clinical practices and Māori models of health.

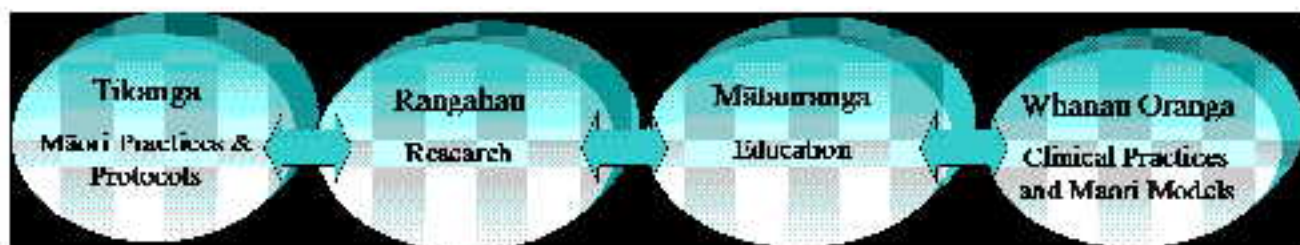


Figure 1: Directions for Advancement and Development

The structure of Ngā Maia comprises five Taumata Āhuru, seven nominated Trustees, membership and representation in eight key regions: Tai Tokerau, Tāmaki Makaurau, Tairāwhiti, Waikato, Hauraki, Manawatu, Whāngānui and Ōtautahi. Business support and project management is contracted as needed.

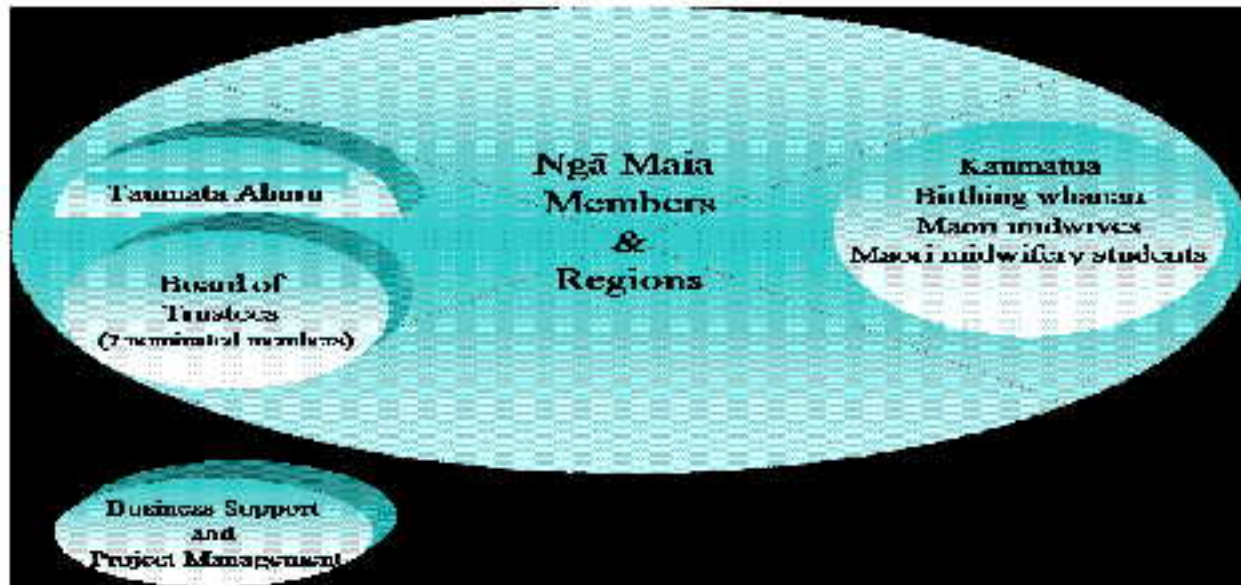


Figure 2: Ngā Maia Structure, Representation and Membership

During the period 2004-2007, Ngā Maia will be working to achieve the following strategic goals (Ngā Maia, 2004).

Goal 1	Internal Capacity	The development of sound governance systems, operational robustness and appropriate expertise
Goal 2	Building on Gains	Supporting, strengthening and building on existing advances and gains
Goal 3	Membership	Improved relationships with members and target membership groups
Goal 4	Advocacy	promotion of mātauranga Māori birth services
Goal 5	Alliances that Add Value	identification, engagement and nurturing of mutually beneficial alliances
Goal 6	Self Sufficiency	the identification and establishment of pathways for independence, autonomy and self-sufficiency

Table 2: Strategic Goals 2004-2007 (Ngā Maia, 2004)

2. Ngā Uaratanga

Ngā Maia has been working towards the development of research capacity for a number of years:

- in August 2002, Ngā Maia agreed in principle, to support and assist development of Hei Orangā mō ngā Wāhine Hapū i roto i te Whare Ora (Palmer, 2002). This post-doctoral research theme is built around the hypothesis that *"waiora is a mediator of birth outcomes for Māori"*. This project is currently working towards:
 - the validation of a tool for measurement of waiora
 - the consolidation of knowledge about mātauranga Māori birth practices
 - establishment of a foundation for delivery of a randomly controlled trial to test the role of waiora as a mediator of birth outcomes for Māori

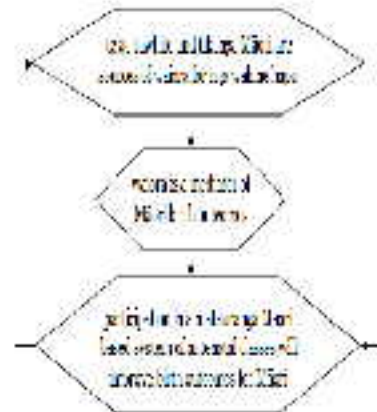


Figure 3: The rationale for hei orangā mō ngā wāhine hapū i roto i te whare ora

- in August 2003, Ngā Maia established a Research Portfolio and appointed a Kaiwhakahaere to manage and advise portfolio directions (Ngā Maia, 2003)
- in December 2003, Ngā Maia applied for and received a seeding grant for development of *He Rautaki Rangahau*, a research strategic plan for the period 2005-2010 (Kani & Palmer, 2003)

He Rautaki Rangahau has the following objectives:

- to identify research directions and themes that have relevance for the strategic development of Ngā Maia
- to identify research priorities
- to identify pathways for achievement of the research priorities including gaps in capacity and capability
- to highlight the opportunities for development of Ngā Maia-led research initiatives

Within He Rautaki Rangahau 2005-2010, it is envisaged Ngā Maia will advance their research portfolio and establish a research strategic plan with annual, five year and ten year targets. In addition, Ngā Maia will gain an understanding of internal research capacity, create procedures for engagement in research initiatives and identify potential collaborators and themes. Ngā Maia will also be in a position to develop, submit and lead their own research funding applications.

He Rautaki Rangahau is a dynamic, living document, regularly referred to, continually evolving and producing relevant, useful, beneficial knowledge which supplements and informs the directions and objectives of Ngā Maia strategic and business plans.

3. He Huarahi

Figure 4 presents a flowchart of the four step process beneath preparation and endorsement of He Rautaki Rangahau 2005-2010. Methodologies for consolidating thoughts and gathering information included structured discussions, document analysis and questionnaires. Participants in the information gathering methodologies included taumata, trustees and members. Preliminary ideas and directions in the development of this plan were presented and discussed at regional hui in Manawatu, Wairoa, Tāmaki Makaurau and Tai Tokerau during 2004. Support for the ongoing development of He Rautaki Rangāhau was unanimous among participants.

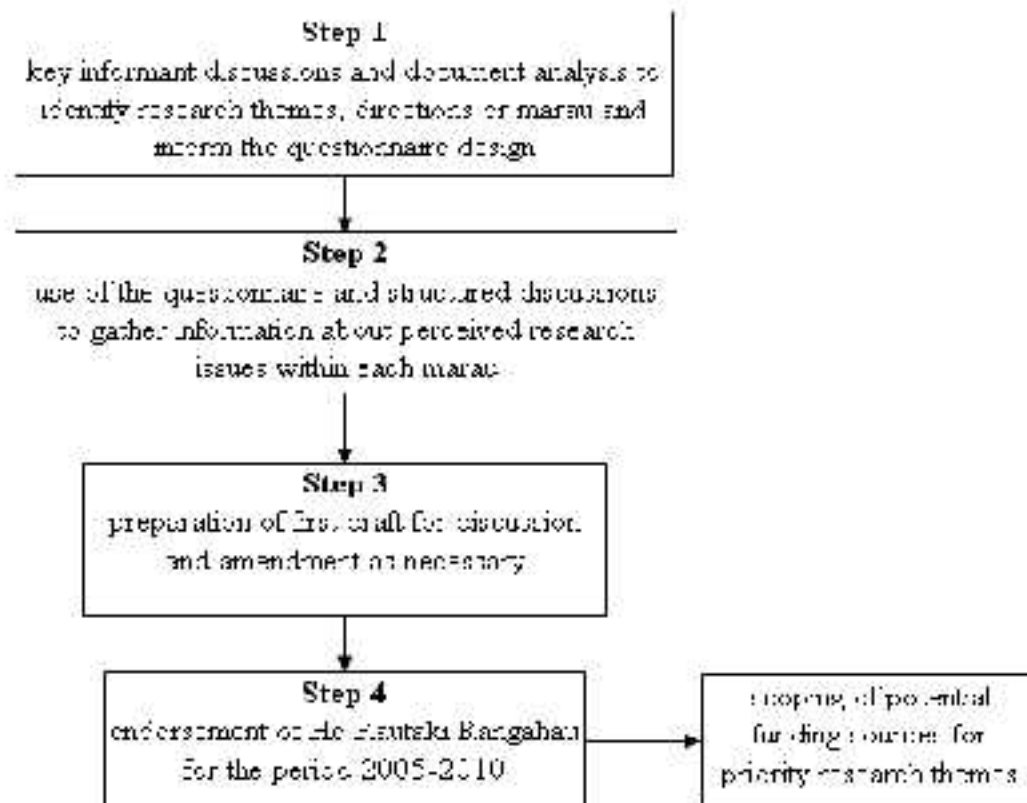


Figure 4: Methodology for development of He Rautaki Rangāhau 2005-2010

4. He Rautaki Rangahau hei anga

The framework for development of He Rautaki Rangahau comprises three integral components. Firstly, *ngā rautaki tohutohu e rua* describes the two strategic directions that will underpin research efforts over the next five years. These are the broad pathways that will be followed in generation of knowledge and pursuit of the research process. During 2005-2010, the two strategic directions for He Rautaki Rangahau will be *kōkiri rangahau* and *kōkiri tauhokohoko*, that is, the advancement of capacity for engagement in both health and market research.

Secondly, the framework for development of He Rautaki Rangahau is wrapped around two core functions, *ngā pūtake e rua* which highlight the importance of systems to inform and improve *kanohitanga* and *tuku ratonga*, the processes of representation and service delivery.

Thirdly, He Rautaki Rangahau presents four research themes, *ngā marau tokowhā*, which draw attention to the main focus of engagement in *kanohitanga* and *tuku ratonga* activities over the next five years. *Tuituia, whakapūmau mahi, te pūnā mātāuranga and arotake* will aim to identify and assist the implementation of research methodologies that inform and advance the processes of networking, workforce development, knowledge creation and evaluation.

Figure 5 presents the kowhaiwhai pattern *māngōtipi* as an image to symbolise the intention and kaupapa of He Rautaki Rangahau 2005-2010. This image aims to suggest the strategic directions of He Rautaki Rangāhau are complementary components of an overall pattern, there is connectedness and relatedness in purpose and objective, the components are mutually inclusive, with each informing the other. Within the context of Ngā Maia kaupapa, He Rautaki Rangahau seeks to integrate sources of knowledge and wisdom, identify the pathways forward and create a tangible vision of hope and opportunity within the global indigenous birthing arena.



Figure 5: Key components of He Rautaki Rangahau hei anga 2005-2010

4.1 Ngā rautaki tohutohu e rua

He Rautaki Rangahau is underpinned by two strategic directions: *kōkiri rangāhau* and *kōkiri tauhokohoko* which highlight the importance of capacity to engage in health and marketing research. Proactive endeavour in these strategic directions will inform Ngā Maia core functions and ensure longevity in the contemporary, competitive, knowledge-driven environment.

Figure 6 presents a timeline for development of research capacity during 2005-2010. In 2005-2006, Ngā Maia will mainly focus on the clarification of operational issues and strengthening of internal systems. Operations training will take place in 2005, 2007 and 2009 whereas infra-structure training will occur during 2006 and 2009. During 2005-2008, Ngā Maia will contract support services and research expertise. In 2008, the feasibility of establishing a research unit with the necessary infra-structure will be scoped and the outcomes of this process will form the basis for strategy development and implementation. Throughout 2005-2010, Ngā Maia will gain experience in supporting research, create opportunities for workforce development and engage in joint ventures and/or collaboration initiatives. By 2015, it is envisaged Ngā Maia will have established operations, infra-structure and internal research capacity and the current objectives of ngā rautaki tohutohu e rua, its health and market research strategies, will have been achieved.

4.2 Ngā pūtake e rua

Ngā Maia has two core functions, *ngā pūtake e rua*. The first pūtake is *kanohitanga*, this involves the active and proactive process of engagement in opportunities to represent the views, perspectives, opinions and positions of Ngā Maia members, particularly Māori midwives and Māori birthing whānau. Ngā Maia is enmeshed within an established network of alliances with consumer and professional groups including whānau, hapū, iwi; the Ministry of Health; the NZ College of Midwives and midwifery training institutes. There is high demand for Māori representation in the maternity sector and Ngā Maia is well placed for this role.

The second core function, *tukuruatonga*, or service delivery, is largely in development mode but refers to aspirations for delivery of a range of services, as identified in the business and strategic plans. Among members and the midwifery sector as well as whānau, hapū, iwi and other interested parties, such services would encompass and include:

- consolidation and dissemination of Māori birth knowledge
- advancement of mātauranga Māori birth practices
- education, training, professional development and review
- promotion of good birth outcomes for whānau and midwives
- support services, advocacy and Māori maternity products

Appendix 2 outlines the key components, goals and pathways for achievement of ngā pūtake e rua objectives. Clearly, Ngā Maia seeks to establish efficient, effective and reliable procedures for quality assurance, accountability and information flow. It is important that services are innovative, relevant, sought after and promoting opportunities for engagement and participation in te ao Māori.

Figure 7 presents a timeline for achievement of ngā pūtake e rua research objectives during 2005-2010 along with outcomes expected by 2015. During 2005, Ngā Maia

¹ Within each timeline, the colour black represents periods of intense development and specific focus. The grey areas represent periods of ongoing but less intense focus and implementation.

will mainly focus on the clarification of processes, identification of needs and establishment of frameworks for data collection and evaluation. This work will continue in 2006 and inform the development of kanohitanga and tuku ratonga strategies. In 2007, Ngā Maia will commence the implementation of strategies and systems for both pūtake. This work will continue throughout 2008-2010. By 2015, it is envisaged Ngā Maia will be an established provider of maternity-related services for Māori with effective processes for representation.

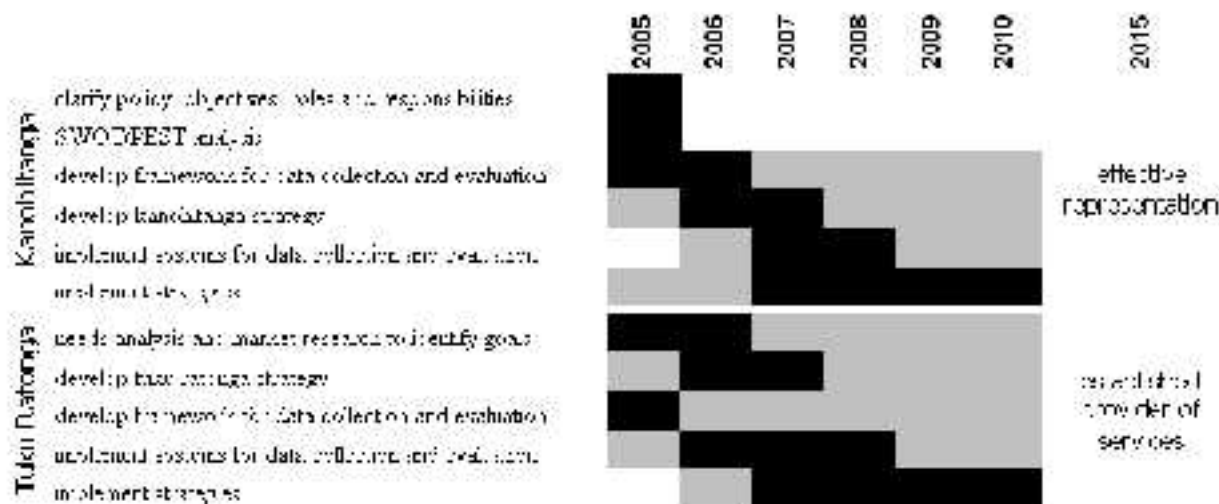


Figure 7: Timeline for achievement of ngā pūtake e rua objectives during 2005-2010 with outcomes expected by 2015

4.3 Ngā marau tokowhā

Beneath kanohitanga and tuku ratonga lie four distinct but related research themes, *ngā marau tokowhā*: *tuituia*, *whakapūmau mahi*, *te puna mātauranga* and *arotake*. These marau provide the specific focus and direction of kanohitanga and tuku ratonga functions. Appendices 3 and 3(a) present the components, goals and possible pathways for achievement of ngā marau tokowhā objectives. Implicit within each marau is the need for kaiwhakahaere to manage key tasks and promote a culture of routine monitoring, evaluation, reporting.

Tuituia refers to networking and relationship building, it embraces the challenge of establishing vibrant, functional and mutually beneficial alliances with local, regional, national and international groups. It requires strategies that foster the linking of like-minded individuals and groups, the weaving together of common goals and visions. Tuituia seeks the capacity to monitor and strengthen the quality of interactions as well as identify opportunities for improvement or change. A number of pathways will assist the achievement of these goals. In the first instance, there is the need to build a foundation of policy, systems and frameworks which clarify responsibilities, identify expected outcomes and provide the mechanisms for relationship building. Such a foundation will inform the pursuit, promotion and formalisation of joint ventures and strategic alliances.

Whakapūmau mahi refers to the critical task of workforce development. It addresses the fundamental issues of midwife recruitment, training, professional development and retention. It involves the establishment, delivery and advancement of systems and services with the capacity to support and identify not only the needs of Māori midwives, as a distinct discipline and epistemology, but also the broader Māori

midwifery sector including students, birthing whānau and teachers or tutors. In addition, this marau seeks to monitor, safeguard and progress the workforce development needs of Ngā Maia itself, that is the birthing whānau, taumata, trustees and kaitiaki of a national organisation and kaupapa. The pathways towards whakapūmau mahi will include methodologies and mechanisms which monitor progress and achievement. Such systems will inform the establishment of a workforce development plan with clear milestones and targets including processes for mentorship, support, training and professional development. Whakapūmau mahi will strive towards responsiveness, relevance and timely identification of issues and challenges. This marau will need to demonstrate evidence of growth and development.

Te Puna Mātauranga revolves around the concepts of wisdom and knowledge. This marau will establish systems for collation, consolidation, dissemination and creation of knowledge. It seeks to identify sources of knowledge and create systems for efficient transfer of knowledge. Among members and the Māori midwifery sector, Te Puna Mātauranga will seek to understand the utilisation of knowledge and identify barriers and facilitators that impact on delivery and transfer. Te Puna Mātauranga must invest in information technology, particularly the expertise, techniques and support systems needed for efficient transfer within a contemporary, predominantly electronic, environment. This marau will primarily aim to establish opportunities for the creation of new knowledge, wisdom and contribution to the evidence base that informs Māori maternity care.

Arotake is the fourth and final marau for He Rautaki Rangāhau 2005-2010. It refers to procedures and processes for midwife review and certification including professional standards, scopes of practice, standards of care and the evaluation or measurement of best practice and outcomes. Arotake is concerned with legislative and statutory requirements for midwife certification under the newly established Midwifery Council (2003). It seeks to understand and ensure the clinical and cultural safety of mechanisms for performance review (New Zealand College of Midwives, 2003). This marau aims to understand, improve and reduce the burden around measurement of outcomes and the use of standards or guidelines including Māori models of care. Arotake must have the capacity to develop, refine, implement and advise on the measurement of outcomes particularly indicators of Whānau Ora and He Korowai Oranga (Ministry of Health, 2002). This marau will assist the establishment of mātauranga Māori criteria, indicators and standards for midwifery care, review and best practice. Arotake aims to ensure capacity for contribution to the evidence base that informs Māori midwifery review and practice.

Figure 8 presents a timeline for achievement of ngā marau tokowhā objectives during 2005-2010 with the broad outcomes expected by 2015.

The foundation for achievement of tuituia objectives will mainly be established during 2005-2006. This period will bring the clarification of policy, roles and respective responsibilities; SWOT/PEST analysis and the development of data collection systems. The SWOT/PEST will identify existing strengths, weaknesses and opportunities and inform the development of a tuituia strategy in 2007. During 2008-2010, Ngā Maia will implement the tuituia strategies and systems for data collection and evaluation. Throughout this period, Ngā Maia will actively pursue and engage in opportunities to network, collaborate and formalise alliances. By 2015, it is envisaged Ngā Maia will have established a strong, stable network of alliances with

local, regional and international links.

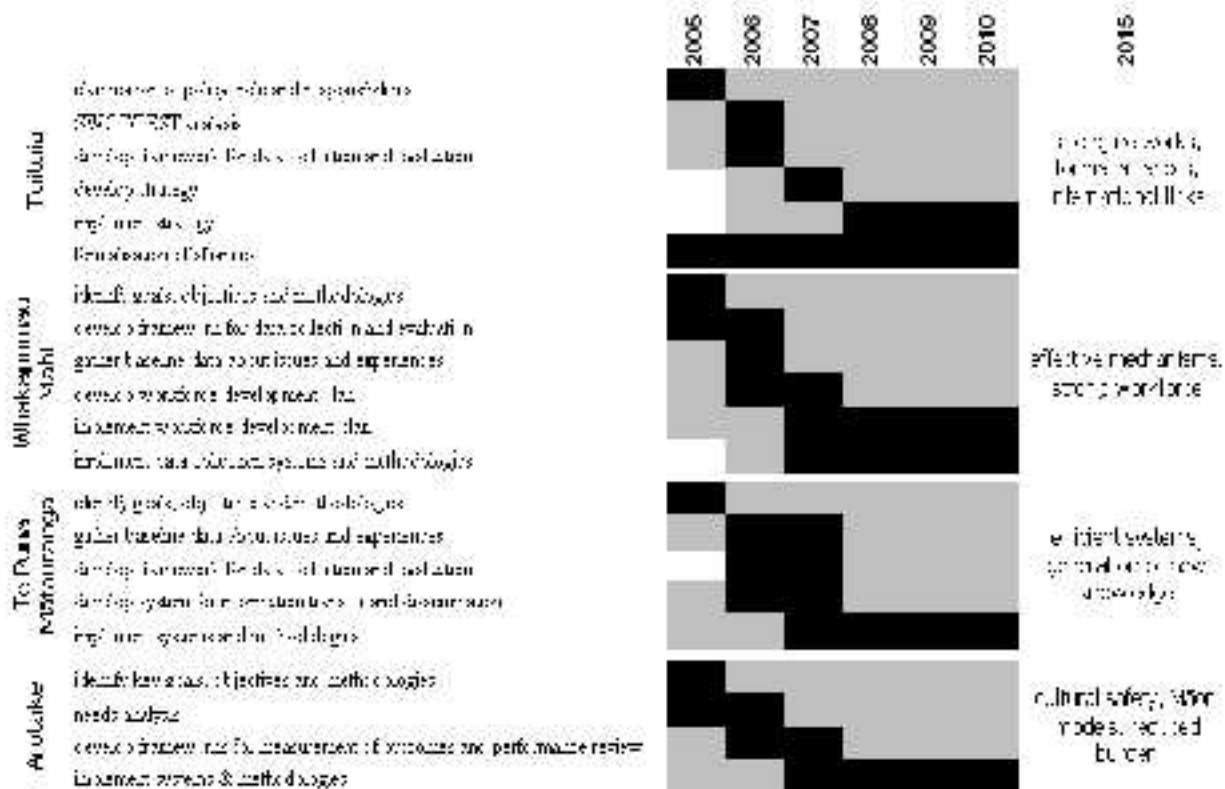


Figure 8: Timeline for achievement of ngā marau tokowhā objectives 2005-2010, with outcomes expected by 2015

In 2005, Ngā Maia will identify and clarify whakapūmāu mahi goals, objectives and data collection systems but the main objectives for this marau will be progressed during 2006-2007. During this period, Ngā Maia will gather baseline data about the quality of experiences and commence the implementation of a workforce development plan. By 2008, Ngā Maia will have clear systems for mentorship, training, data collection and evaluation. In 2015, whakapūmāu mahi will be characterised by effective mechanisms and a strong, vibrant workforce.

In 2005, Ngā Maia will work on the clarification of Te Puna Mātauranga objectives. During 2006-2007, Ngā Maia will gather baseline data about the quality of experiences, including accessibility and utilisation patterns, and identify options for data collection as well as the storage, access and retrieval of information. During 2007-2010, Ngā Maia will focus on the integration and implementation of systems and methodologies. Throughout this period, Ngā Maia will develop capacity for the delivery and achievement of Te Puna Mātauranga objectives. By 2015, this marau is expected to demonstrate efficient systems for information transfer and evidence of capacity to generate new knowledge.

2005-2006 will bring the clarification of arotake objectives and collection of information about experiences, issues and challenges during review and evaluation of Māori midwives. During 2006-2007, Ngā Maia will mainly work towards the identification and development of mātauranga Māori tools, mechanisms, and frameworks for evaluation, measurement and collection of data about arotake issues. Throughout 2007-2010, Ngā Maia will work on the implementation of systems and processes including procedures for formal input into midwifery certification

regulations. By 2015, Ngā Maia will have established pathways for training, review and integration of mātauranga Māori-based midwifery practice, cultural safety and Māori models of care.

Hei Whakarāpopototanga

Table 3: Summary of annual tasks and objectives for each marau, 2005-2010

Year	Hei marau	Key tasks
2005	nga wāhi o te hōtaka	<ul style="list-style-type: none"> shifting culture – from a single system to a multi-system approach search for training developing a strategy research initiatives and support working with the public research and development
	kāwhiri tangi	<ul style="list-style-type: none"> identify research patterns, research responses, and funding opportunities research development of frameworks for training and evaluation research development of a research methodology research development of a research methodology
	āhuatanga	<ul style="list-style-type: none"> research development of a research methodology research development of a research methodology research development of a research methodology
	whakapūnau māhi	<ul style="list-style-type: none"> research development of a research methodology research development of a research methodology research development of a research methodology
	te pūnaha whakapūnau māhi	<ul style="list-style-type: none"> research development of a research methodology research development of a research methodology research development of a research methodology
2006	nga wāhi o te hōtaka	<ul style="list-style-type: none"> general research and support services developing a strategy research initiatives and support working with the public research and development
	kāwhiri tangi	<ul style="list-style-type: none"> research development of frameworks for training and evaluation research development of frameworks for training and evaluation
	āhuatanga	<ul style="list-style-type: none"> research development of a research methodology research development of a research methodology research development of a research methodology
	whakapūnau māhi	<ul style="list-style-type: none"> research development of a research methodology research development of a research methodology research development of a research methodology
	te pūnaha whakapūnau māhi	<ul style="list-style-type: none"> research development of a research methodology research development of a research methodology research development of a research methodology
2007	nga wāhi o te hōtaka	<ul style="list-style-type: none"> general research and support services developing a strategy research initiatives and support working with the public research and development
	kāwhiri tangi	<ul style="list-style-type: none"> research development of frameworks for training and evaluation research development of frameworks for training and evaluation
	āhuatanga	<ul style="list-style-type: none"> research development of a research methodology research development of a research methodology research development of a research methodology
	whakapūnau māhi	<ul style="list-style-type: none"> research development of a research methodology research development of a research methodology research development of a research methodology
	te pūnaha whakapūnau māhi	<ul style="list-style-type: none"> research development of a research methodology research development of a research methodology research development of a research methodology

Table 3: Summary of annual tasks for each theme, marau cont'd

Theme, marau	Key tasks	
2008	ngā rauaki hūmāhū e rua	<ul style="list-style-type: none"> gain experience in supporting business research infrastructure support industry sector training research capability in supporting business, data structure and technology research research expertise workforce development joint business case collaboration research capability assessment
	kāwhiri	<ul style="list-style-type: none"> research implementation of systems for data collection and evaluation research implementation of strategies
	tūku rauanga	<ul style="list-style-type: none"> research implementation of systems for data collection and evaluation research implementation of strategies
	tūhura	<ul style="list-style-type: none"> research implementation of business strategy research implementation of business and industry research capabilities
	whakapūmau mahi	<ul style="list-style-type: none"> research implementation of business development plan research implementation of data collection systems and technology
	te pūnaha mātauranga	<ul style="list-style-type: none"> research implementation of systems and services for information transfer
	autake	<ul style="list-style-type: none"> research implementation of systems and services for technology
2009	ngā rauaki hūmāhū e rua	<ul style="list-style-type: none"> gain experience in supporting business research infrastructure research implementation of business research strategy workforce development joint business case collaboration research implementation of research and industry
	kāwhiri	<ul style="list-style-type: none"> research implementation of strategies
	tūku rauanga	<ul style="list-style-type: none"> research implementation of strategies
	tūhura	<ul style="list-style-type: none"> research implementation of strategy research implementation of business and engagement activities opportunities
	whakapūmau mahi	<ul style="list-style-type: none"> research implementation of business development plan research implementation of systems and services for data
	te pūnaha mātauranga	<ul style="list-style-type: none"> research implementation of systems and services for information transfer
	autake	<ul style="list-style-type: none"> research implementation of systems and services for technology
2010	ngā rauaki hūmāhū e rua	<ul style="list-style-type: none"> gain experience in supporting business research implementation of infrastructure strategy workforce development joint business case collaboration research implementation of research and strategy
	kāwhiri	<ul style="list-style-type: none"> research implementation of strategies
	tūku rauanga	<ul style="list-style-type: none"> research implementation of strategies
	tūhura	<ul style="list-style-type: none"> research implementation of strategies research implementation of business and engagement activities opportunities
	whakapūmau mahi	<ul style="list-style-type: none"> research implementation of business development plan research implementation of systems for data collection and evaluation
	te pūnaha mātauranga	<ul style="list-style-type: none"> research implementation of systems and services for information transfer
	autake	<ul style="list-style-type: none"> research implementation of systems and services for technology

Glossary

tirohanga whānui	executive summary, overview
kapapori	background
ngā uaratanga	goals, objectives
tuituia	networking and relationship building
whakapakari ohu mahi	workforce development
te rautaki rangahau	research strategic plan
huarahi	method
te puna mātauranga	consolidation of knowledge
arotake	measuring outcomes and best practice
kōkiri	research practice and priorities
tikanga	practices
rangahau	research
whānau oranga	clinical practices and Māori models
mātauranga	knowledge, education
ngā pūtake e rua	two foundations
ngā rautaki tohutohu e rua	two strategic directions
ngā marau tokowhā	four research themes
rautaki	strategic
tohutohu	direction
tuku ratonga	delivery
kanohitanga	representation
anga	framework
kaitiaki	guardian
whakarapopotanga	summary

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Appendix 1: Ngā rautaki tohutohu e rua

Capability	Components	Goals	Possible
Operational	<ul style="list-style-type: none"> ▪ structure ▪ policy ▪ processes ▪ support systems <ul style="list-style-type: none"> – facilities – administration – project management 	<ul style="list-style-type: none"> ▪ ability to locate and identify research efforts ▪ clarification of roles, responsibilities and processes for research-related decision-making and reporting ▪ functional relationships, transparency and accountability, professionalism and credibility ▪ access to adequate and appropriate support systems and facilities when needed 	<ul style="list-style-type: none"> ▪ clarify the location of res ▪ develop policy for engāg research initiatives ▪ gain experience in support outsourcing, interim con ▪ gradually strengthen inte operational capability
Infrastructure	<ul style="list-style-type: none"> ▪ technology <ul style="list-style-type: none"> – hardware – software – support – expertise ▪ facilities 	<ul style="list-style-type: none"> ▪ capability ▪ efficiency ▪ accessibility ▪ innovative use of technology 	<ul style="list-style-type: none"> ▪ contract infrastructure a s ▪ focus on development of including networking and ▪ create opportunities for l technology, especially so ▪ scope the feasibility of p structure support
Expertise	<ul style="list-style-type: none"> ▪ health research ▪ marketing research 	<ul style="list-style-type: none"> ▪ access to an appropriate skill-base, knowledge and expertise ▪ confidence, direction and innovation ▪ workforce development ▪ credibility and stability 	<ul style="list-style-type: none"> ▪ contract health research a interim measure ▪ gain strength and experie ▪ maximize opportunities t workforce development ▪ scope the feasibility of es

Appendix 2: Ngā pūtake e rua

Ngā Pūtake	Components	Goals	Possible P
Kanohitanga	<p>representation on:</p> <ul style="list-style-type: none"> ▪ Māori birth knowledge ▪ mātauranga Māori birth practice ▪ Māori midwifery services ▪ Māori birthing whānau ▪ Māori maternity services ▪ Māori sexual and reproductive health 	<ul style="list-style-type: none"> ▪ reciprocal, two-way information flow ▪ efficient, effective information gathering / dissemination processes ▪ ability to generate debate, feedback, endorsement, consensus ▪ integrity, accountability, trustworthiness 	<ul style="list-style-type: none"> ▪ consolidate wisdom about go framework for SWOT/ PEST ▪ clarify policy, objectives, rol ▪ establish systems to ensure e ▪ develop mechanisms to evalu ensure the quality of process ▪ implement strategies for imp building on gains

Tuku Ratonga	delivery of services for: <ul style="list-style-type: none"> ▪ midwives ▪ birthing whānau ▪ midwifery students ▪ midwifery training institutes ▪ whānau, hapū, iwi ▪ health providers ▪ education providers ▪ indigenous communities ▪ other agencies and organisations 	<ul style="list-style-type: none"> ▪ reliable, informed, relevant ▪ flexible, effective, innovative, sustainable ▪ demand for services ▪ value for money ▪ increased opportunity for participation in te ao Māori ▪ good outcomes for birthing whānau and midwives ▪ active contribution to the advancement of knowledge ▪ 	<ul style="list-style-type: none"> ▪ needs analysis and market re ▪ establishment of systems for and service evaluation ▪ integration of knowledge abo practice, service delivery gui ▪ use of innovative techniques ▪ development of expertise, sk ▪ investment in promotion, adv
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Appendix 3: Ngā marau tokowhā

Marau	Components	Goals	Possibl
Tuituia	<ul style="list-style-type: none"> ▪ networks ▪ relationship building ▪ strategic alliances 	<ul style="list-style-type: none"> ▪ local, regional, national and international networks ▪ vibrant, proactive, functional ▪ mutually beneficial ▪ capacity to monitor quality and identify opportunities for improvement ▪ ability to strengthen and ensure engagement, interaction, partnership and collaboration 	<ul style="list-style-type: none"> ▪ development of policy to clar responsibilities, expected out ▪ establishment of framework r breadth and quality of relatio communication and relations ▪ SWOT/PEST analysis of exist identify strengths, weakness ▪ investment in strategies to id relationships including local, ▪ formalisation/promotion of k ventures around specific obje goals and the need for collab ▪ ongoing evaluation and impr
Whakapūmau Mahi	<ul style="list-style-type: none"> ▪ recruitment ▪ training ▪ professional development ▪ mentorship and support ▪ retention 	<ul style="list-style-type: none"> ▪ identification of issues, obstacles, challenges ▪ systems and processes for evaluation, advice, guidance and support ▪ responsiveness and relevance ▪ ability to monitor change ▪ evidence of growth and development 	<ul style="list-style-type: none"> ▪ collection/consolidation of b ▪ implementation of methodol issues, obstacles, aspirations systems and facilities ▪ development/implementation around survey outcomes with ▪ systems for mentorship, supp development opportunities ▪ systems for data collection, a ▪ procedures for input into reg

Appendix 3(a): Ngā marau tokowhā cont'd

marau	components	goals	possible p
Te Puna Mātauranga	<ul style="list-style-type: none"> ▪ storage ▪ access and retrieval ▪ collation and integration ▪ transfer and dissemination ▪ creation, generation and contribution to new knowledge 	<ul style="list-style-type: none"> ▪ to understand patterns of access and utilisation ▪ ability to monitor/identify barriers, obstacles, opportunities ▪ efficient, accessible, user-friendly mechanisms ▪ meaningful contribution ▪ collaboration, co-operation, learning from each other ▪ contribution to the evidence base 	<ul style="list-style-type: none"> ▪ gather information on existing patterns of access to support, preferred dissemination, possible training issues ▪ scope systems, mechanisms and options including hardware, software, training, systems ▪ invest in strategies to review and identify databases, sources of information, impact ▪ implement strategies/systems for collation, dissemination of knowledge including e-learning ▪ develop/implement policy, methodology, knowledge
Arotake	<ul style="list-style-type: none"> ▪ scopes of practice ▪ standards of care ▪ performance review ▪ accreditation, certification ▪ measuring outcomes 	<ul style="list-style-type: none"> ▪ cultural safety ▪ Māori models ▪ valid and reliable tools ▪ reduced burden ▪ continuity between training, review and service delivery ▪ progression and advancement 	<ul style="list-style-type: none"> ▪ needs analysis to identify issues, expertise, levels of involvement in existing mechanisms ▪ identification/integration of mātauranga ▪ establishment of systems for performance measurement ▪ development of capacity to measure outcomes ▪ create systems and capability for data collection, identify/monitor change