



KA EKE PO UTAMA

Rangatahi into Governance programme



RECOGNISED BY:



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WHAT IS KA EKE POUTAMA?



Ka Eke Poutama is a movement to support emerging Māori leaders to step up into leadership positions within their communities.

We bring together a cohort of emerging Māori leaders from across Aotearoa and mobilise an incredible group of facilitators, coaches and experts to build the skills, confidence and networks of our emerging Māori leaders, preparing them to drive meaningful impact in our communities and organisations.

Ka Eke Poutama is a four month programme journey for rangatahi aged 22-38, and has a proven track record of preparing our next generation of Māori leaders.



Over 15 weeks, the programme shares practical concepts around how to govern and manage an organisation, how to work together in a governance context, how to create effective strategy, and how to influence and lead change.

It takes a strengths-based approach and beyond just a focus on learning, it supports the participants to apply their knowledge. It empowers emerging leaders to be confident, capable, connected, and contribute in meaningful ways to their communities.

It responds to local issues and draws on international and traditional cultural wisdom.

With more than 200 alumni nationally, Ka Eke Poutama is a movement already in motion!



WHY CONSIDER KA EKE POUTAMA?



‘Governance’ of organisations is such a critical area to get right. It is where important strategic decisions should be made which shape the way the organisation carries out its impact and responds to community needs. Good governance is needed in all sectors - in school boards, local Councils, iwi, NGOs, community organisations and businesses.

Iwi and hapū care about intergenerational leadership, but can sometimes lack the resources to provide training for our emerging leaders. Ka Eke Poutama takes on that coordination, partnering with hapū, iwi and community organisations to provide the support that emerging Māori leaders are needing.

The advantages of participating in Ka Eke Poutama:

- **Grounded in cultural leadership** - we draw on matauranga Māori and explore weaving Māori cultural practices with modern governance principles
- **Builds confidence and mindset** - to help participants identify where they can make a meaningful contribution to their community and to various governance and advisory boards.
- **Builds a network** - brings participants together with dozens of other emerging Māori leaders, as well as mentors and experts. It has them participate in community initiatives to contribute and connect with their community.
- **Strengthens strategic thinking skills** - to ensure the next generation of leaders have a critical lens and appropriate tools to analyse social, business and organisational issues and critically evaluate how to address them.
- **Practicing the application of leadership concepts** - by sharing actual case studies, hearing real life scenarios and a range of different perspectives and experiences, and applying various leadership tools and principles to see how they work in action.
- **Career progression** - highlighting their governance skills to open doors to new opportunities and adding experience to a CV. Good governance involves having strategy, measurement, operational systems, risk management and communications skills.

WHAT IS EXPECTED OF PARTICIPANTS?



The Ka Eke Poutama programme includes six strands of activity over 15 weeks:

3x Weekend workshops (wānanga)

These immersive workshops are where all participants come together to engage and learn key principles around leading community organisations, especially around governance, collective decision-making, strategy, measurement and risk management.

Quest exercises

These are assignments and activities that participants undertake in their own time, either individually or in groups. Often these relate to community projects and are a way to apply the learning to a real life context. There are six Quests in total.

Ako speaker sessions

Multiple 60 minute sessions with governance, business or innovation leaders and experts as guest speakers (via video-conference). The key focus of these sessions is sharing lived experiences of leading organisations, governance boards and enabling community change.

Real board engagement

Participants connect with community governance boards to observe different approaches to decision-making, strengthen their relationships with community organisations and offer their own support and perspectives.

Community initiatives

Participants contributing towards a project in their community to test, apply and share their new knowledge in a practical way, strengthen local relationships, and demonstrate their commitment to making a difference for Māori communities.

Online tools and resources

Drawing on a range of best practice tools, frameworks and resources that assist with implementing good governance, running community projects and entrepreneurial initiatives.



PROGRAMME STRUCTURE



APPLICATIONS PHASE

Participant applications are open for a six week period in early 2025. Nominations also sought from a range of iwi and community organisations.

WEEK FOUR

Ako Session

Community governance leader case study contextualising the key principles learned.

(M1) Meetings
(R1) Roles and Responsibilities

WEEK NINE

Quest Activity

Participants group activity to solve a real life community challenge.

Participants also creating online governance profiles via Appoint

SELECTION PHASE

All applications are shortlisted and the selection of participants is undertaken, including phone interviews where required.

WEEK FIVE

Quest Activity

Determining strategic priorities, developing actual strategy plans.

(S1) Strategic Thinking
(M2) Measuring & Monitoring

WEEK TEN

Ako Session/Wānanga 3

Reflecting on key governance concepts at a two day wānanga.

R2) Risk Management
(C1) Communications

WEEK ONE

Self-discovery activities

Participants confirmed, and they receive their first exercise focused on exploring their personal strengths, passions and personality types.

WEEK SIX

Ako Session / Wānanga 2

Governance leader session contextualising key principles followed by a full day wānanga.

(S1) Strategic Thinking

WEEK ELEVEN

Quest Activity

Identifying and dealing with different types of risk that arise.

(S1) Strategic Thinking
(R2) Risk Management

WEEK TWO

Wānanga 1

Full weekend wānanga. Whakawhānaungatanga. Overview of governance concepts.

(M1) Meeting processes
(R1) Roles and Responsibilities

WEEK SEVEN

Quest Activity

Participants group activity to solve a real life community challenge.

(S1) Strategic Thinking
(R2) Risk Management

WEEK TWELVE

Ako Session

Community governance leader case study contextualising key principles learned.

(C1) Communications

WEEK THREE

Quest Activity

Participants working in groups to solve a case study challenge related to a community initiative.

(R1) Roles & Responsibilities

WEEK EIGHT

Ako Session

Community governance leader case study contextualising key principles learned.

(S1) Strategic Thinking
(R2) Risk Management

WEEK THIRTEEN

Final Quest Activity

Completing community governance board observations.

Reflection exercises to summarise individual lessons learned and next steps to take.

GRADUATION!

Participants come together to celebrate the journey and success.

GOVERNANCE CONCEPTS WE EXPLORE



Below are some of the key governance concepts that we focus on teaching. We utilise group activities, role-modelling and practical exercises to help participants build a solid understanding, relevant skills and confidence.

- **Roles and Responsibilities:** Clarifying the different roles in an organisation and the responsibilities and actions that are generally allocated to each so that everyone know who is doing what things. Exploring the differences between governance and management, looking at good vs bad practice in governance, and exploring how policies and board charters can be drafted to support good decision-making.
- **Meetings:** Making it clear on what good meeting preparation looks like, how meetings can be structured and chaired to be more effective, and how to structure board resolutions, minutes and feedback.
- **Strategic Thinking:** Summarising the key elements of effective strategy to provide clear direction and sense of priorities, an drawing on proven entrepreneurial principles to increase the chances of success. Sharing a range of strategy tools and frameworks that help to guide the creation of strategy, as well as looking at innovative, alternative methods to creating impact for whānau and financial sustainability.
- **Measuring and Monitoring:** Identifying the range of different measurements that can be used to track progress towards the organisation's strategic outcomes, and how to frame up goals that everyone can be clear about. Sharing a range of tools that are useful in monitoring progress and in reporting to boards.
- **Risk Management:** Building awareness around the 12 main types of potential risks that organisations often face, and processes that help to track, mitigate and manage these risks as they arise. Providing key questions to ask when analysing risk and several tools to use as part of effective risk management.
- **Communication:** Strengthening the ability to engage in positive and mana-enhancing discussions, and sharing ideas around how to effectively engage with whānau, strategic partners, teams and volunteers so that everyone feels well informed and engaged in the organisation's journey. Exploring conflicts of interest processes to keep everyone safe.

PROGRAMME IMPACT OVER TIME



Ka Eke Poutama (KEP) has proven to be transformational in rangatahi leadership - with more than 200+ Māori leaders as alumni who now hold hundreds of governance and senior leadership roles, as well as the programme being named '*Tangata Whenua Community based Programme of the Year*' in 2017. It is a proven accelerator into leadership positions.

The programme is effective because it works on building confidence, capability and connections of participants. It brings together a collaboration of leaders, facilitators, coaches, mentors, experts and community organisations, who wrap around the participants to provide fun, practical, and meaningful learning experiences and pathways into opportunities.

IMMEDIATE OUTCOMES

Stronger governance skills, confidence and networks developed over four months.

Participants connected to one another.

Participants contributing to local community projects and organisations.

Participants experiencing real governance board scenarios and different strategies and approaches to creating impact.

SHORT-TERM

Rangatahi stepping into community governance, leadership and decision-making roles.

Access to new networks, awareness of new knowledge and potential partnerships and connections.

Increased capacity of our local organisations benefiting from rangatahi voice and input.

Participant pathways developed into other useful programmes and opportunities to grow and deepen their learning and leadership.

MEDIUM TO LONG-TERM

Participants sharing their knowledge with whānau, marae and community - extending the impact throughout the community.

Inspiration for others to get involved in community initiatives and volunteering.

Stronger leadership of our community and hapū/iwi organisations.

Active succession planning within iwi and community organisations.

Growth in Māori business productivity, sustainability and social impact.

More community-led solutions, resilience and positive change.

LEAD FACILITATION & COACHING TEAM



SHAY WRIGHT

Te Rarawa, Ngāpuhi, Ngāruahine,
Ngāti Ruanui

Shay is a Māori social entrepreneur, and co-founder of Te Whare Hukahuka and Elemental Food Ltd. He has facilitated governance training to more than 1,000 Māori organisation leaders for the past 10 years.

Shay was a previous board member of the Government's Māori Economic Development Advisory Board for seven years. He has been named in the Forbes Asia '30 Under 30' list of Social Entrepreneurs', was a finalist for the 2019 Young New Zealander of the Year, and has won several other national awards.

His governance experience started young, as a founding trustee of teacher recruitment firm, TeachFirst NZ. As well as company directorships, Shay has also held several other advisory board positions.

Shay grew up on whānau land in the rural Far North and retains a strong connection to home.



KAYE-MAREE DUNN

Te Rarawa, Ngāpuhi, Ngāti Mahanga,
Ngāi Te Rangikoianaake, Ngāi Tāmanuhiri

Kaye-Maree has worked with hundreds of Māori organisations from the flaxroots level through to Māori enterprises and national organisations to develop capability, identify risks and create possibilities for development.

Beyond being an expert facilitator, Kaye-Maree is also the leader of MEA Ltd, which provides project management, storytelling and strategic implementation services to organisations.

She is also a co-founder of blockchain application Āhau.io, which helps whānau to store and share whakapapa information digital identity using the blockchain.

Kaye-Maree also holds several board roles, and her many hats demonstrate her commitment to make change for Māori and indigenous communities.



MANY OTHERS

We are bringing together a strong team to wrap around the participants.

This includes:

- Co-facilitators
- Programme managers
- Coaches
- Mentors
- Guest speakers
- Governance experts
- Community organisation leaders.

We are particularly focused on engaging those who are local and Ngāpuhi affiliated, to ensure that we have a team with a strong understanding of our local and context and who can provide relevant learning, support and pathways.

QUOTES FROM OUR ALUMNI



MATTHEW MUDFORD

Te Rarawa, Ngāpuhi

“Ka Eke Poutama has empowered me to be bold in difficult board situations by providing tools and frameworks along with opportunities to apply the learnings.”

Matt has served on the boards of:
- Tapuwae Incorporation
- Ngai Tupoto ki Motukaraka Trust
- United Cricket Club (Chair)

He has worked at KPMG and now is a Māori Investment Manager at NZ Trade & Enterprise.



TE ARI AWA

Waikato, Ngāti Awa

“I graduated from Ka Eke Poutama in 2016 and am now Head of People and Culture for a software engineering company. I learned a lot from the programme - especially around strategy, risk management, measurement and entrepreneurship principles.

It was massively beneficial for me in the management roles I've held, including my role the moment, and I have relied heavily upon some of the tools that KEP taught me and have applied those.

I struggled to find anywhere else that dedicates that time to teach people about decision-making in this kind of industry.

As an alumni, I think that Ka Eke Poutama is one of the best initiatives around governance, around entrepreneurs, around targeting Maori, and building our decision-making skills.”

Te Ari Awa was 23 years old when she participated in Ka Eke Poutama.

Soon after she was headhunted as the Head of People & Culture at Nyriad Ltd (an information technology company).



MANUKAROA ANDERSON

Ngāi Te Rangī, Tūhoe, Ngāti Ranginui

“KEP has been an important step in helping me in my journey of transition from ‘ranga-tahi’ (the ability to raise one) to ‘ranga-tira’ (the ability to raise many).

Before KEP I was firmly focused on my own goals, but KEP inspired me to be more than myself and gave me the tools to use what is in my nature to create a broader impact for my whānau, hapu and iwi.

My perspective and the way I think about the world has been influenced for the better, and I am grateful for the lifelong friends.

I have made and proud to be an alumni of the KEP programme.”

Manukaroa is now head of Content Curation at Whakaata Māori. She has been a board member on a number of charitable organisations, especially in the creative industry.

And hundreds more alumni

who hold leadership roles across our communities.

IT IS STARTING AGAIN SOON...



**WE ARE OPENING
APPLICATIONS SOON
FOR THE
2025 PROGRAMMES**

**CLICK HERE FOR
VIDEOS ABOUT
KA EKE POUTAMA
PROGRAMMES**

ABOUT TE WHARE HUKAHUKA



Our vision is to improve the lives of 10 million indigenous people.

Te Whare Hukahuka refers to ‘the domain of innovation’, drawing from the traditional pūrakau of Tangaroa birthing the many varied creatures of the sea. Our organisation embodies the indigenous concepts of innovation to create positive outcomes for Māori communities and organisations.

Te Whare Hukahuka is a social enterprise dedicated to developing the skills of indigenous community leaders.

Our work has been acknowledged nationally and internationally for the way we combine innovation principles with practical learning, best practice thinking and indigenous knowledge to create learning experiences that truly make a difference.

Being named in the ‘*Forbes Asia 30 Under 30*’ list demonstrates that our mahi is recognised globally and is making a difference locally and internationally.

Ka Eke Poutama was named ‘*Community based Programme of the Year*’ in 2017, which recognises the impact that it is having on our emerging Māori leaders and their communities.

Te Whare Hukahuka has now worked with more than 400 Māori organisations, and trained more than 2,000 Māori leaders across Aotearoa.

We have a strong focus on enabling Māori leadership to ensure inter-generational succession for our communities.

Our work supports Māori leaders who are working hard to make a difference for their communities. We assist them to strengthen their governance, develop impactful strategies, apply social innovation principles, and launch and grow enterprises that create economic impact in their communities, demonstrating that Māori are world-class.

We don’t work alone. We collaborate with a wide range of community organisations, iwi and agencies to help catalyse solutions to community issues.

As well as working at the flaxroots, we influence the emerging social enterprise ecosystem and national policy. This helps embed systemic change to make a lasting difference for our current and future generations.



KA EKE POUTAMA ALUMNI 2016-2018



After five programmes, we now have more than 200 alumni. They have contributed thousands of hours of volunteering to our communities, taking on a range of leadership and advocacy roles, and collectively hold more than 100 governance and advisory roles across our communities.