

TE RUNANGA O

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 Ki
KAWERAU

THE AUTHORATIVE VOICE OF THE TUWHARETOA KI KAWERAU PEOPLE

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TUWHARETOA KI KAWERAU STRATEGIC PLAN

Tuwharetoa Ki Kawerau
Tribal Development

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STRATEGIC PLAN 1991
TE RUNANGA O TUWHARETOA KI KAWERAU

TE KAUPAPA

Ka u ki Matanuku,
Ka u ki Matarangi;
Ka u ki tenei whenua,
Hei whenua.
Mau e kai te manawa o tauhou!

*I arrive where unknown earth is under my feet,
I arrive where a new sky is above me;
I arrive at this land, a resting-place for me,
O Spirit of the Earth! The stranger humbly offers his
heart as food for thee!*

Chant by Ngatoroirangi upon reaching Aotearoa



STRATEGIC PLAN 1991
TE RUNANGA O TUWHARETOA KI KAWERAU

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CHAPTER ONE

INTRODUCTION

1.1 PURPOSE OF THIS REPORT

This report has been prepared by Mike Barns & Associates as instructed by Te Runanga o Tuwharetoa ki Kawerau at Hahuru Marae on 28 April 1991.

It represents a synthesis of views expressed and aspired to by the Runanga over the past two years of its existence.

This document forms the first step in a process of Strategic Planning undertaken by the Tuwharetoa ki Kawerau people. The objective is to actively identify and plot the future. It marks a first for the tribe and takes them from a reactive mode to a proactive mode, with the intention of establishing their *te tino rangatiratanga* (right to self governance)

This plan has gone through three phases of discussions and consultation on the Marae with Tuwharetoa ki Kawerau people and tribal elders. It is now at a stage of being adopted and implemented.

The process of consultation and discussion has identified the need for Maori people to gain a greater control over things which effect their life. They recognise that for a long period of time they have been reacting to situations created around them and have not been able to influence or control those decisions which effect them. Accordingly, this plan sets out to identify issue areas which the Tuwharetoa Ki Kawerau people must address in order that they are better able to determine their future.

The report has three main purposes, with respect to Tuwharetoa ki Kawerau Tribal Development;

1. The definition of an iwi planning process suited to Tuwharetoa ki Kawerau.
2. The establishment of kaupapa (mission), tikanga (goals) and take (policies) for the iwi.
3. The establishment of an iwi administration structure to oversee tribal development.

The intention is that this report be used by the iwi to initiate tribal development. It is intended to cover a twenty year planning period.

1.2 BACKGROUND

Trends in Maori Development

This report is a response to a number of significant national trends which are engulfing Maori as a people, and Tuwharetoa ki Kawerau as an iwi.

These are:

1. The demand for greater recognition of Te Tino Rangatiratanga O Te Iwi Maori under Te Tiriti O Waitangi.
2. The desire to achieve greater self reliance and economic independence as a people and as individual iwi.
3. The desire to have control over their destiny, politically, economically, socially and culturally.



While these trends are not new, and have been with Maori people in one form or another since the signing of the Treaty of Waitangi, they have achieved greater prominence in the last few years.

Initiatives promulgated in the 1970's under the Tu Tangata programme, helped Maori people to realise the potential that lay within, and to recognise the ability they had to help themselves. The philosophy of *standing tall* and engaging in activities which promoted self reliance, assisted this movement.

In the 1980's the concept of Tu Tangata was progressed even further, towards Te Tino Rangatiratanga, *the ability to govern ones own affairs*. This concept was given further momentum by the Hui Taumata in 1984 where iwi began to assertively demand the right to govern themselves. Eventually of course this philosophy meant that iwi could only meaningfully exercise their Rangatiratanga by fully running their own affairs.

For the government this meant devolving programmes and services directly to the iwi in areas such as health, education, housing and so on. For the iwi it meant something more.

In the 1990's this trend has given rise to the Runanga Iwi initiatives, whereby iwi have been given the option of incorporating as Runanga under the Runanga Iwi Act 1990. While the election of a National Government has resulted in the introduction of a Bill to repeal the Act, many of the initiatives being established by iwi partly in response to the Act, can and will continue irrespective of legislative consent.

In March 1991 the Minister of Maori Affairs released his proposed initiatives for Maori development, in "Ka Awatea". The report states that Maori development is essential for Maori social, cultural and economic wellbeing. Some of its more pertinent strategies include;

"...that the development of iwi should continue uninterfered with by government. Iwi should be able to form legal corporate entities and contract with government to deliver services to their people..."

"...that there is a need for government involvement in Maori development which is finely focussed and targetted to meet specific objectives..."

"...Government should only implement strategies which will eventually lead to less reliance by Maori on the state..."

(Page 6, Ka Awatea Information Kit)

These trends provide the backdrop against which a planning process for the Tuwharetoa ki Kawerau iwi has been designed. This plan will define, guide and regulate the aspiration of the iwi in the direction of achieving its Tino Rangatiratanga.

Other driving elements are the tribes desires to change its current position from one of reaction to one of proaction.

At all times it is recognised that initiatives for tribal development must come from within the iwi and be controlled by the iwi.

The intention is to break out of the state of dependancy of both central, regional and local government and other agencies external to Tuwharetoa ki Kawerau, and to empower the iwi to plot its own future.

1.3 **TUWHARETOA KI KAWERAU: THE CLIENT GROUP**

Tuwharetoa Ki Kawerau as defined by themselves are people who descend from the eponymous ancestor Tuwharetoa i te Aupouri. (See Appendices, Appendix 1).

They are generally the people who occupy land in the Eastern Bay of Plenty specifically around Matata, Otamarakau, Onepu, Kawerau and Rotoma.

The people of Tuwharetoa ki Kawerau perceive themselves as a subtribe of the Maori nation of Aotearoa. (Nga hapu o te iwi Maori o Aotearoa). In this respect they acknowledge their rights under the Treaty of Waitangi (1840) to be able to define and decide their own destiny.

Various hapu and Marae are contained within Tuwharetoa ki Kawerau. This Strategic Plan is intended to cater for all Tuwharetoa ki Kawerau whanau, hapu and Marae within the tribal boundaries. It is understood that members of other tribal groups also reside within the Tuwharetoa kii Kawerau tribal boundaries. This Plan intends to recognise those Maori who prefer to be seen as affiliating to their own tribal or waka groups as Herenga Waka, or Taura Here. A structural relationship is endorsed which confirms their individual identity as an acknowledged group, residing within the tribal area of Tuwharetoa ki Kawerau.

1.4 **TUWHARETOA KI KAWERAU TRIBAL BOUNDARIES**

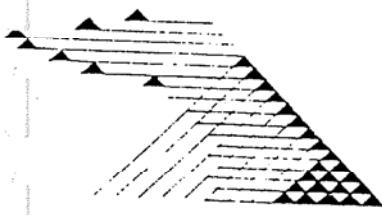
The area traditionally occupied by the Tuwharetoa ki Kawerau people stems from the Kainga (villages) established by their ancestors. Although their name comes from Tuwharetoa i te Aupouri, it is commonly recognised that the tribe began well before the arrival at Te Awa o te Atua (Pae Pae Ki Rarotonga) of Waitaha Ariki Kore around the time of the arrival of the waka Te Arawa. Waitaha a Hei also established kainga.

The area of settlement was generally around Matata, Onepu, Kawerau, Putauaki and Pokohu. Although the ancestors maintained camp fires outside their takiwa's it is currently understood that the minimal tribal boundary extended but was not limited to, the lines drawn from Waihiaroa on the Bay of Plenty coast, to Putauaki (Mt Edgecumbe) to Maungawhakamana and back to Otamarakau on the coast. (see figure 1)

There is significant tribal evidence that the Tarawera valley was also occupied by kainga and pa. One of the main *papakaiinga* (main village) was located at Waitahanui, on the shores of Rotoiti Paku. Burial sites of ancestors on Putauaki, within the Rotoma hills, and in the Manawahe also attest to these lands being seen as tribal area. Neighbouring tribes are:

- (a) Ngati Awa to the East from Te Teko to Whakatane.
- (b) Rangatihi to the South, around Ruawahia (Mt Tarawera).
- (c) Ngati Pikiaro to the South West, around Rotoiti.
- (d) Te Arawa to the West, around Otamarakau.

As political alliances changed and tribes gained new leaders, the identity of adjoining tribes often changed, or were split into smaller hapu.



1.5 **TE RUNANGA O TUWHARETOA KI KAWERAU STRATEGIC PLANNING DETAIL**

It is clear that once this strategic plan has been endorsed that the next level of detailed analysis must be entered.

These include:

2. **Detailed responsibilities: Strategic Plan**
 - a) Development of draft take (policies) for all issues identified in part 3.40 of the Strategic Plan.
 - b) Deciding if/how existing structures should be linked with proposed tribal administrative structures.
 - c) Finalising roles / responsibilities of each component of the proposed tribal structure ie. committees, staff positions ie. Chief Executive, Business Manager and so on.
 - d) Finalise criteria for appointing members to Te Runanga.
 - e) Establishment of tribal information base ie. assets, resources.
 - f) Coordination of various iwi wananga to workshop whakapapa and takiwa particularly.

It is recommended that a number of working parties be established, to look at particular areas. These Portfolios may later become individual committees, depending upon manpower.

The Working Parties are:

1. Tribal Culture
2. Tribal Welfare
3. Resource Management
4. Business Enterprises
5. Information & Communication

The responsibilities of each of the Working Parties will be as follows;

1.6 **GENERAL RESPONSIBILITIES**

- a) Assess concerns from within tribe and impact on tribe of outside matters.
- b) Find solutions to concerns (work programmes)
- c) Prioritize concerns.
- d) Identify and assess funding opportunities for programmes.



CHAPTER TWO

TUWHARETOA KI KAWERAU STRATEGIC PLANNING PROCESS

2.1 TUWHARETOA KI KAWERAU STRATEGIC PLANNING

This represents the first phase in a Strategic Planning process for Te Runanga O Tuwharetoa ki Kawerau.

It is not intended to be exhaustive, nor is it intended to preclude other pathways being set out and pursued by the iwi to reach what it defines as its desired position of self reliance.

Continuing input and feedback from the iwi is essential, and the wisdom of tribal members must be continually injected into this planning process to ensure that tribal goals and objectives are accurately reflecting tribal aspirations.

It is also important to define an administrative structure for articulating and continually reviewing tribal aspirations.

2.2 PRINCIPLES OF STRATEGIC PLANNING

Strategic planning is the process which facilitates the establishment of Kaupapa (broad visions), Nga Tikanga (goals) and Nga Take (policies) for an organisation, group, or iwi. By implication it is extensive in that it covers 'large' areas geographically, deals with 'long' periods of time, and is comprehensive in that it should deal with all facets and interests of an organisation.

Strategic Planning places great emphasis on the process and mechanisms for developing, implementing, monitoring, reviewing and changing established goals, to meet new and changing circumstances.

The overall intention of strategic planning is to take a comprehensive look at an organisation or iwi, develop a 'distant' vision for the iwi to work towards, and then plot a strategy to move the iwi closer towards realising that vision.

Goals, objectives and policies may change or be modified but the vision, (otherwise known as the 'mission' or 'kaupapa') should be so fundamental to an organisation that it remains relatively unchanged.

2.3 IWI STRATEGIC PLANNING

Strategic planning is not new to Maori people. The Tupuna were intimately involved in these processes under the mana of rangatiratanga, tohunga and kaumatua. Tuwharetoa ki Kawerau Tupuna themselves had their own mechanisms and procedures for carrying out strategic planning for their iwi.

The intention was to undertake 'destiny plotting' or 'planning futures'. It is now necessary to design a strategic planning process which takes into account the needs and aspirations of the iwi, while at the same time recognising its complexities.



2.4 TYPES OF PLANS

Three types of plans are used in this planning process.

1. Strategic plans

The strategic plan should be broad enough in focus to cover at least a 20 year to 30 year planning period. It should be subject to comprehensive review by the iwi every 3-5 years.

2. Corporate plans

Corporate plans are short term 1-3 year plan, which prescribe specific targets to be achieved within that period, and how that is to be done. They should use the strategic plan as a backdrop, and should be prepared on an annual or two yearly cycle.

3. Action Plans i.e

Project/ Management/ Development Plans

These plans should be prepared as and when necessary to deal with specific projects, events or issues, such as management of the business ventures, resource management issues, Marae or Papakainga development and so on.

The intention of the three types of plans is to ensure that all facets of iwi management are operating in an integrated fashion.



2.5 STRATEGIC PLAN COMPONENTS

A strategic plan should have within it the following key components;

1. Kaupapa *(Statement of broad vision or mission)*
Nga tikanga *(Goals)*
Nga Take *(Policies)*
2. Short and long term strategies to achieve goals.
3. A well defined administrative structure to oversee and control the implementation of the plan and its policies to facilitate the realisation of stated goals.
4. A defined process for reviewing the plan and adjusting it to meet new and unpredicted circumstances.
5. A data base which documents the things that are 'valued' by the organisation or iwi, states the current status of the iwi, and which also identifies what its resources are, (in the broadest sense of the word) and includes any other information the iwi considers to be of importance to it.

2.6 REVIEW PROCESS

Because economic, social and political situations are always changing it is important to provide a mechanism that will allow strategic plans to be modified to reflect this. It is therefore important that the strategic plan for the development of Tuwharetoa ki Kawerau be reviewed periodically. This plan suggests five yearly reviews with the review beginning 6 months prior to the expiration of that plan. This is so that any remodelling or recalculation work can be prepared and enclosed so that it is in place where the new 5 year plan is initiated.

2.7 CONSULTATION WITH OTHER ORGANISATIONS

This plan will form the mandatory document for the proactive development of Tuwharetoa ki Kawerau. As such, therefore it lays out the desired pathway that the Tuwharetoa ki Kawerau people wish to take in plotting their future. In order that this is transmitted and understood by other organisations who may have an impact upon their development, the Tuwharetoa ki Kawerau people will seek input from adjoining tribes, government departments, local and regional authorities, private companies and meet union groups before the final document is adopted.

Accordingly this strategic plan will be advertised, and comments and input solicited. A series of hearings will be heard upon the Marae to ensure that all parties are given the opportunity to respond before the Tuwharetoa ki Kawerau people implement the objectives of this Strategic Plan. A list of organisations invited to participate in this process has been listed in the Appendices (see Appendix 2)

CHAPTER THREE

TUWHARETOA KI KAWERAU KAUPAPA

3.1 KAUPAPA (MISSION STATEMENT)

As stated earlier the strategic plan must be built around a 'mission', 'vision' or kaupapa which fits the organisation. It must clearly and concisely articulate, the aspirations of the iwi. Considerable thought must also be given to the various components that affect its well being, and the well being of its individual members.

Some initial thoughts on kaupapa suggested included the following statements.

- "To unite, build and strengthen a comprehensive and cohesive Tuwharetoa ki Kawerau ancestral, social, cultural and economic base"*
- "To actively promote, protect, preserve, conserve and enhance the taonga of the tupuna"*
- "To assist, teach and promote the protection and conservation of natural resources and the environment, for the benefit of future generations and ultimately the nation."*

A key component of the kaupapa is the statement about Tuwharetoa ki Kawerau's determination to be self reliant, and eventually independent of external agencies such as government.

Implicit in this view is the notion of Te Tino Rangatiratanga o Te Iwi o Tuwharetoa ki Kawerau or the authority to determine its own preferences and its own destiny as an independent iwi.

There are six essential elements of this kaupapa.

These are:

1. Establishment of Te Tino Rangatiratanga
2. Improving the quality of life of individual members of the iwi, and therefore enrichening the tribe.
3. Empowering individuals control His/Her own destiny.
4. Facilitate in the development of individuals to ensure that dependance upon iwi or government institutions is negated.
5. Protecting the taonga of the iwi and essential components of Tuwharetoa ki Kawerau.
6. Striving for economic independence. (Which is in itself a key component of Rangatiratanga).

The kaupapa presented to this hui is:

To establish Te Tino Rangatiratanga o Te Iwi o Tuwharetoa ki Kawerau and in so doing enhance the social well-being, preserve the cultural integrity and promote the economic independence of Tuwharetoa ki Kawerau, by empowering and enhancing the individual.

3.2 NGA TIKANGA (GOALS)

It is also necessary to define goals that target specific components of the kaupapa and which set realistic and meaningful goals.

The intention is to segment the kaupapa into more manageable components. The suggested tikanga are as follows:

(1) Social Well-being

"To enhance the quality of life for the descendants of Tuwharetoa, by:

- (a) Ensuring iwi members have access to the best living conditions possible, including health benefits.
- (b) Ensuring iwi members have access to the best education available.
- (c) Promoting and enhancing the family unit (whanau) as an integral support base of the individual.
- (d) Preparing iwi members with education, wairuatanga personal ability and their tanga to be able to address any matter which befalls them.
- (e) Ensuring that all iwi members are accepted as valuable and necessary components of the overall tribe and are encouraged to participate in the running of the tribe."

This take deals with the general well being of individuals, families, whanau and hapu that make up Tuwharetoa ki Kawerau. It emphasises the importance of promoting within the iwi a good standard of health, access to quality education, good housing, employment opportunities, justice and general social welfare.

It is important that the standard of wellbeing and welfare of individual members be continually monitored and programmes established by the iwi to improve this standard of wellbeing where necessary.

Appropriate policies must be drafted to guide this process.

(2) Cultural Integrity

"To promote and protect the taonga of the tupuna by preserving and promoting the tikanga, customs and protocols of the iwi, by:

- (a) Promotion of te reo, by establishing kohanga reo, kura kaupapa Maori and whare wananga.
- (b) Promotion and understanding of iwi, hapu and whanau whakapapa, waiata, patere, whakatauki.
- (c) Protection of waahi tapu.
- (d) Provision of cultural facilities such as Marae, papakainga, urupa, mauri, turangawaewae, wharetaonga.
- (e) Resolution of all current and future Treaty claims (Raupatu included)
- (f) Make use of all media to promote Te Tikanga o Tuwharetoa ki Kawerau.
- (g) Establish equality (bilateral) relationships with other iwi, local and central government, regional councils and other organisations".

This takes into account the importance of preserving and promoting the tikanga, customs and protocols of the iwi.

- (3) **Economic Independence**
"To establish an independent economic base for Tuwharetoa ki Kawerau by investigating the feasibility of:

- (a) Fishing ventures
- (b) Forestry ventures
- (c) Tourism ventures
- (d) Horticulture ventures
- (e) Energy ventures
- (f) Agricultural ventures
- (g) Provision of services
- (h) Full utilization of developable resources and entering joint ventures with other parties."

4. **Individual commitment and responsibility**

"For individual members of the iwi to have a personal and demonstrated commitment to the aims and aspiration of the iwi"

It is important to emphasise the importance of personal commitment of all members of the iwi to the kaupapa, and the importance of individual members of the iwi being accountable back to the iwi for their actions.

This is reciprocated in the kaupapa and provides for the cyclical support of both iwi mandate and individual growth.

These four tikanga include goals to achieve within this strategic plan.

3.3 **NGA TAKE (POLICIES)**

Take or policies describe in more specific terms, how goals (Nga Tikanga) will be achieved.

Policies can be added to, deleted or modified as appropriate, on a regular basis of 3-5 yearly review.

Examples of Policy have been drafted, and are included below.

3.31 **SOCIAL TAKE (POLICIES)**

3.32 **Health**

To promote a good standard of health for members of Tuwharetoa ki Kawerau by monitoring and establishing relevant programmes to improve this standard, promoting opportunities for improved access of members to quality health services.

- 3.33
- (a) Establish a health survey of iwi members to ascertain the current status of iwi health.
 - (b) Negotiate with health delivery agencies (Dept of Health, Area Health Board, Private organisations etc) to obtain Tuwharetoa ki Kawerau share of Health funding.
 - (c) Establish Tribal Health programmes which promote good health and target areas of deficiencies (No smoking, Diet, Exercise, etc...)
 - (d) Negotiate with delivery agencies for the delivery of relevant programmes.
 - (e) As need arises, establish:
 - Tribal Birthing Centre
 - Health Clinic
 - Rongoa Maori
 - Pollution Control Centre
 - Undertakers Facilities
 - (f) Promote healthy role models, and appropriate Marae / household diets.

- 3.34 **Education**
 To improve the standard of education of members of Tuwharetoa ki Kawerau. Including pre-school, primary, secondary and tertiary level by:
 Monitoring the level and quality of educational attainment
 Establishing programmes for the iwi to improve this standard.
 Targeting occupational categories of benefit to the iwi.
- (a) Establish an education survey of iwi members to ascertain the current status of iwi education levels.
 - (b) Negotiate with education delivery agencies to obtain Tuwharetoa ki Kawerau share of education funding to build and staff kohanga reo, kura kaupapa Maori and whare wanaga as the need arises.
 - (c) Establish Tribal Education Programmes which promote higher learning and target areas of deficiency (Early drop out rate, under achievement, etc) and type of education required by the tribe.
 - (d) Negotiate with delivery agencies for the delivery of relevant programmes.
 - (e) Obtain positions on educational organisations and management bodies within the takiwa to ensure Tuwharetoa ki Kawerau educational requirements are met.
- 3.34 **Housing**
 To improve the standard of housing of members of Tuwharetoa ki Kawerau and the ample supply of appropriate house types, by monitoring the type and extent of members requirements, establishment programmes to improve the standard and target specific housing needs.
- (a) Establish a housing survey of iwi members to ascertain the current situation.
 - (b) Negotiate with housing delivery agencies to obtain Tuwharetoa ki Kawerau share of housing funding.
 - (c) Establish housing programmes to meet the supply and design requirements of members, and target areas of deficiencies e.g substandard housing, kaumatua housing.
 - (d) Negotiate with delivery agencies for the delivery of relevant house types and quantities.
 - (e) As the need arises establish kaumatua housing, youth housing, whanau housing, papakainga housing etc.
 Other areas to be located at in the future by the Runanga
- 3.35 **Employment**
- 3.36 **Justice**
- 3.37 **Social Welfare**
- 3.40 **CULTURAL TAKE (POLICIES)**
- 3.41 **Tuwharetoa ki Kawerau**
 To promote within the iwi, hapu and whanau, an understanding of the customs and practices of Tuwharetoa ki Kawerau.
- (a) Protection of taonga
 - (b) Promotion of Te Reo
 - (c) Understanding of iwi, hapu, whanau whakapapa
 - (d) Provision of cultural facilities such as marae, papakainga
 - (e) Wharetaonga
 - (f) Protection of natural environment
 - (g) Protection of waahi tapu
 - (h) Resolution of treaty claims
 - (i) Relationships with other iwi, organisations, local and regional councils, central government.



3.50 **ECONOMIC TAKE (POLICIES)**

3.51 **General**

To encourage the establishment of business enterprises that will benefit the iwi.

- (a) **Fishing**
 - (b) **Agricultural**
 - (c) **Tourism**
 - (d) **Small Business enterprises**
 - (e) **Hydroponics**
 - (f) **Forestry**
 - (g) **Dairy**
 - (h) **Horticulture**
 - (i) **Tuwharetoa ki Kawerau Craft**
 - (j) **Consultancy work**
12. **Training Schemes**
13. **Cottage Industries**

3.60 **TUWHARETOA KI KAWERAU RESOURCES**

In order for Tuwharetoa ki Kawerau to plan for its future it is necessary to know the extent of its resources.

The resources of any iwi, including Tuwharetoa ki Kawerau can be grouped under the following headings:

- (a) **Cultural Resources:**
Tupuna, taonga, tikanga, reo, iwi customs and protocol, waahi tapu.
- (b) **Natural and Physical Resources:**
Lands and other natural resources owned by the iwi, or subject to claim or acquisition.
- (c) **Human Resources:**
The people, kaumatua, rangatahi, future generations.
- (d) **Economic Resources:**
Assets such as fishing and horticultural ventures forestry, agriculture, various small business enterprises, and the collective economic wealth of individuals in the iwi.
- (e) **Administrative Resources:**
Existing iwi and hapu administrative structures, trusts, management committees, marae committees and so on.

3.70 **INFORMATION GATHERING**

The issue of tribal resources and information gathering should be looked at in two ways;

- 1. Initial assessment of the iwi's current resource status, using information readily available from various sources.
- 2. Establishment of a tribal census programme, and provision for continual updating of tribal information by way of census updates.

3.80 **CURRENT RESOURCES OF THE IWI**

The current resources of the iwi include, but are not restricted to:

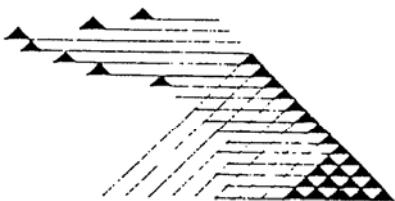
Administrative:

Te Runanga O Tuwharetoa ki Kawerau Tribal Trust, 438 Trusts, Whanau Trust, Marae Committees etc.

Physical:

Whenua, fisheries, moana, taonga, forest.

The Runanga will need to carry out an information gathering programme to identify resources which it currently owns or has authority over.



3.90 TRIBAL CENSUS PROGRAMME

It is envisaged that a Tribal Census be undertaken, to establish the resources of the tribe.

The Tribal census covers the following matters:

- (a) Personal information (Name, date of birth, address)
- (b) Tribal Information (Hapu affiliation, tupuna, other iwi affiliation)
- (c) Whakapapa
- (d) Land Information (Land owned both in and out of the takiwa, use of lands, income generated)
- (e) Culture (Ability to speak Maori, understanding of tikanga, cultural groups)
- (f) Education (Educational attainment and so on)
- (g) Skills (Qualifications, trades or profession)
- (h) Economic (Income, investments, savings)
- (i) Housing (Ownership or rental, house size and occupancy, location)
- (j) Tribal Taonga (Family records, heirlooms, photographs, objects)
- (k) Religion / Wairuatanga (Denomination, affiliation)
- (l) Health
- (m) Art

To undertake this project it is suggested that a Tribal Information Committee be set up with representation from each Marae, the Runanga, trustee members of 438 and 439 land trusts and other interested people.

This committee should number approximately 7, to be overseen by a Committee Chairman. The first project of the Committee will be to undertake the Tribal Census. A Census Coordinator should be appointed from the group, and plans made to carry out the census. It was suggested at Strategic Planning Hui on the Marae that Maori Land Block share registers be used as the starting point for this exercise.

The draft Census has been included in the Appendices
(See Appendix 3)



CHAPTER FOUR

ADMINISTRATIVE STRUCTURE

4.1 CURRENT STRUCTURE

In its two years since inception the Te Runanga O Tuwharetoa ki Kawerau has grown steadily to its current position of employing a full time manager and conducting research courses and New Zealand Conservation Corp projects.

The growth has resulted from raw energy and commitment of the people rather than from a strategic viewpoint being pre planned. Should the Tuwharetoa ki Kawerau want to progress their development to the stages desired, it will be necessary to review the operating structure and methods. Membership and participatory mechanisms should also be addressed.

The current administrative structure may be working only because of sheer energy and commitment.

It is recognised that in order for a coordinated approach for development to take place, other tribal and whanau bodies within the takiwa should be intergrated or in some way synthesised with the Runanga. Options need to be considered on how the various existing management structures can be intergrated, whether they should be integrated, and how they should relate to any new structure established to manage iwi affairs.

The existing structures are:

1. Te Runanga O Tuwharetoa ki Kawerau

The Runanga is registered as a Charitable Trust under the Charitable Trusts Act 1957. It has the authority to deal with almost all facets of Tuwharetoa tribal affairs, and has been the main advocate for Tuwharetoa ki Kawerau in dealing with private interest, government agencies, local authorities, other public bodies and also other iwi / Maori groups.

2. Section 438 and Section 439 Maori Land Trusts

Section 438 and Section 439 Reserve Trustees set up to administrate land blocks on behalf of Tuwharetoa land owners.

3. Local Marae Committee

Set up to administer Marae within the Tuwharetoa ki Kawerau Rohe.

4. Other Committees

In addition there are various bodies and Committees and other management committees for specific purposes.

e.g. Maori Investments, Guardians of the Mountain, Sir James Fletcher Trust etc.

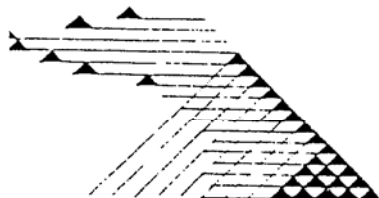
4.2 OPTIONS FOR LINKING EXISTING AND PROPOSED STRUCTURES

There are three options:

These are:

OPTION 1.

Retaining the existing structures ie. Te Runanga O Tuwharetoa ki Kawerau and so on, as separate entities, and defining how they should relate with each other and with any new structure established. (eg. Te Runanga).



OPTION 2.

Incorporating or melding existing structures into the new structure in a fully integrated fashion.

OPTION 3.

Dissolving all existing structures and incorporating their functions or assets into the new structure.

If there is to be a melding of old and new, consideration must also be given as to how and at what rate this should occur.

4.3 RECOMMENDED STRUCTURE

A recommended Structure will be investigated which looks at how the Runanga might manage itself, in relationship with other bodies.

One possible structure is to divide the body into two distinct, though interlinking parts, a political arm and an administrative arm. The business administration component of the organisation being clearly separated out to encourage business efficiency and entrepreneurship.

The whole organisation will come under the mana of Te Runanga O Tuwharetoa ki Kawerau.

Concern was expressed by iwi members that care should be taken not to establish a bureaucracy for the sake of it. It is recognised that other tribal bodies have established Trust Boards and Runanga which merely replace the white, government bureaucracy with a brown faced one, and that tribal members were in no better a position. Given that the function of the Tuwharetoa ki Kawerau Administrative Structure is to service the people and not just create employment, the structure must be streamlined and totally accountable. Given also that one of the prime objectives is not to create an unwieldy tribal advocacy body which propagates a dependency mode by tribal members.

Accordingly, a structure has been defined which allows for membership participation, tribal and self development and protection and promotion of the taonga (treasures) of the ancestor.

4.31 Characteristics of component parts

Consideration must be given to the necessary characteristics, roles and responsibilities of each part of the structure.

These characteristics include:

1. **Membership:**
Who would be eligible to be a member and entry criteria.
2. **Required Skills:**
What skills would be preferred, expected or required.
3. **Functions:**
What would be the functions and tasks of the component parts ie. iwi, runanga, committees, chief executive, business manager.
4. **Accountability Mechanisms:**
Who would the component or individual be accountable to, and how would this be done.



5. **Monitoring Mechanisms:**
Who / What would monitor performance and how would this be carried out.
6. **Relationships with other parts of the organisation:**
How would one component (e.g. Kaumatua Committee) or individual (e.g the Chief Executive) relate to other parts of the organisation, if at all.

For the organisation to function efficiently, both at the political and administrative level there has to be clear understanding on the part of all its components (and individuals appointed or working within each component) as to his/her function and responsibilities, who she/he would be accountable to, who they would be monitored by and how she/he should relate to others in the organisation.

The expressed view was that the organisation should strive for political and administrative excellence, but that to encourage this required clearly understood expectations an performance criteria, basically so that everyone knew where she/he stood.

4.32 **RESPONSIBILITIES OF COMPONENT PARTS**

In this proposed structure the following responsibilities and obligations were allocated as follows:

1. **Tuwharetoa ki Kawerau Iwi**

Descendants of Tuwharetoa, who could substantiate through whakapapa his/her descent from Tuwharetoa i te Aupouri and who had an interest in, and demonstrated commitment to, the development of Tuwharetoa ki Kawerau

Responsibilities incumbent on individuals within the iwi were: to protect the mana of the tupuna, enhance the mana of the iwi by actively supporting and encouraging social, cultural and economic initiatives of the iwi and promoting an improved social, cultural and economic environment for future generations of the iwi.

Accountability of individuals was soon to be to the tupuna and to the iwi as a whole. Monitoring of performance was to be by self evaluation and regular iwi hui.

2. **Te Runanga O Tuwharetoa ki Kawerau**

The Runanga is defined as being responsible for the overall running of the affairs of the iwi.

Its functions were to include:

Promoting its interest.

Approving policies and plans on the iwi's behalf.

Appointing any committees and subcommittees.

Setting guidelines for and monitoring the performance of these committees and any senior managers (ie. Chief Executive) appointed by it. In a sense being the 'authoritative voice' of Tuwharetoa ki Kawerau.

It is the responsibility of the Runanga to ensure that the kaupapa set out in this plan is pursued.

The intention was that Te Runanga would be accountable back to the iwi and that its performance would be monitored by iwi review at tribal hui.

Representation could be divided into two groups as set out in figure ?

The first group would form the main groups of the Tuwharetoa ki Kawerau people. This allowed for Tuwharetoa ki Kawerau people and their recognised bodies having an imput e.g. Marae such as Hahuru, Tohia o Te Rangi, Umutahi,



Tuwharetoa and existing land Trust. e.g. the Kawerau Blocks. It also allowed for representation from Kaumatua and Rangatahi.

These representatives would have voting and speaking rights. The total number of representatives has yet to be set, but should be an odd number.

The second group would operate as an advisory only group, but would provide input into matters which were of importance to Tuwharetoa ki Kawerau.

This would include Local Authorities such as the Kawerau and the Bay of Plenty Regional Council, Government Bodies such as the Department of Conservation, Housing Corporation and Labour Department etc. Adjoining Tribes should also be invited to sit on the Advisory Committee, so that where initiatives were being promoted which effected neighbouring iwi, a forum had already been established which allowed for discussion and dialogue. It has been noted that Ngati Awa has for some time extended an invitation to sit on their Runanga. This offer should be taken up and a reciprocal offer made for them to sit on the Advisory Committee.

Because it is possible that the Advisory Committee may outnumber the main Runanga Body, this group should only be accorded speaking rights, not given voting rights.

In operating the Runanga, it is suggested that the Runanga Executive should meet monthly on the last Sunday of the month., The Advisory Committee should meet monthly also, but two weeks out of step with the main Runanga meeting. This would be staffed by the Runanga Executive and Manager, together with other members and would allow them to formulate an Advisory Committee Report for presentation to the Monthly Runanga meeting.

In this way it is ensured that ongoing contact is maintained with essential Government and Local Body organisations which will have an impact upon the people of Tuwharetoa ki Kawerau. It will also create a constructive environment so that the concerns of Tuwharetoa ki Kawerau are conveyed to the other organisations, without an adversarial position being adopted.

3. Committees of Te Runanga

The Draft Strategic Plan recognises the workload and work areas that must be looked at to instigate the Strategic Plan.

It suggests that in addition to the Portfolios which are established that 3 additional committees be formed.

a) Kaumatua Committee

Membership would include those within the iwi of recognised kaumatua status. Skills would include such things as expertise in tikanga, te reo, whakapapa, tribal lore, whaikorero and paepae responsibilities. Functions would include the promotion of these skills within the iwi, ceremonial responsibilities, advising Te Runanga, assisting with the training of tribal leaders and mediating conflict within the iwi.

b) Rangatahi Committee

Membership would include Rangatahi of Tuwharetoa approved by Te Runanga. Functions would be to assist with all aspects of iwi management as required. This would include policy preparation, implementation and monitoring issues such as housing, health justice, resource management, training, information gathering and so on.



c) **Finance Committee**
The Finance committee would include people within the iwi with business expertise. It could also include financial / economics experts who have an association with the iwi. Its functions would include overseeing iwi business development interests, approving business plans and monitoring the activities of business managers appointed by Te Runanga. It would be directly accountable to Te Runanga.

4. **Te Runanga Management Positions**
Two senior management positions are prescribed in this Strategic Plan. These are the positions of Chief Executive and Business Manager.

a) **Chief Executive**
The Chief Executive Officer (CEO) may or may not be of Tuwharetoa ki Kawerau descent. The preference would be that the position would be filled or eventually filled by a member of the iwi. Because of the importance of the position, the main criteria would be demonstrated management and administration skills, commitment to the kaupapa and understanding of Maori initiatives. The CEO would be responsible for drafting Runanga policy and strategic plans, servicing the Runanga and its committees and the non-business activities of the iwi. The CEO would be accountable to the Runanga.

b) **Business Manager**
The Business Manager may or may not be of Tuwharetoa ki Kawerau descent. As with the CEO position, the preference would be for a member of the iwi to fill the position. The key requirement would be demonstrated business expertise.
Functions would include the preparation of business plans, overseeing of the various interests of the iwi and developing business opportunities. The Business Manager would be accountable to the Finance Committee only.

4.4 THE RECOMMENDED STRUCTURE

A recommended structure has been defined and presented. The extent to which it can be fully and realistically implemented at the administrative level particularly is largely dependant on the availability of finance.

There are two key positions however, which need filling as soon as Te Runanga is established, or as soon possible. These are the positions of Chief Executive Officer (as the first priority) and then a Business Manager (if finance allows it) Other positions ie. secretariate, consultants can be filled when finance allows and as the administrative bureaucracy develops over time.

Training schemes facilitated by Te Runanga may eventually ensure that Tuwharetoa ki Kawerau people fill all administrative positions within the organisation, thereby achieving administratives as well as political self-reliance.

In the short term however the iwi itself (ie. rangatahi and kaumatua) will be required to make up for shortages in personnel and expertise, as and when necessary.



4.41 **Political Representation**

Representation on Te Runanga O Tuwharetoa ki Kawerau should recognise the nature of the organisation, the people and the region. Political representation on Te Runanga at least in the establishment phase or first term be drawn from existing 'communities of interest' ie. existing structures which serve the Tuwharetoa ki Kawerau Iwi (ie, Marae, Trusts etc). The aim is to ensure continuity and the orderly transition of responsibilities from existing structures to the new Runanga.

Because the operational foundation for Te Runanga needs to be established in its first term it would be more efficient to build the Runanga around those Committees that have already been formed and who have a working understanding of and familiarity with issues affecting the iwi.

For this reason the Strategic Plan recommends that subcommittees which were formed to carry out specific jobs (eg. Marae Committees, 438 Trusts, 439 Trusts etc) form the basis for Te Runanga's committee structure, and that they operate as follows:

4.5 **ESTABLISHMENT PHASE: 1991 - 1994 INTERIM STRUCTURE**

Te Runanga O Tuwharetoa ki Kawerau should be established as follows:

4.51 **Te Runanga o Tuwharetoa ki Kawerau**

The role and responsibilities of Te Runanga have already been outlined in earlier discussions on the preferred structure (Ref to 4.32 of this report), and it is recommended that these apply equally to Te Runanga during the establishment phase of its operations.

The Strategic Plan suggests that the structural operations of Te Runanga be carried out in accordance with the following. This also forms the basis of a Charter for Te Runanga.

1. **Functions will include:**

- a) To be the Kaitiaki of the Tuwharetoa ki Kawerau Kaupapa.
- b) To be the authorised voice of the iwi.
- c) To oversee and coordinate the affairs of the iwi.
- d) To promote the interests of the iwi.
- e) To prepare and approve policies and plans on behalf of the iwi.
- f) To prepare and oversee the implementation of any management plans required to give effect to runanga policy.
- g) To appoint committees, subcommittees or any other political structures, and to delegate to these structures any powers necessary to enable Te Runanga to carry out its functions.
- h) To establish the necessary administrative structure to enable Te Runanga carry out its functions efficiently, (including the appointment of the Chief Executive Officer).
- i) To mediate disputes within the iwi.
- j) To convene tribal hui as and when it is deemed necessary.
- k) To organise and oversee the election or appointment of the new runanga at the end of its term of office.
- l) Any other such functions which enable it to implement the tribal kaupapa.



2. **Membership**
The membership of Te Runanga will comprise approximately 15 persons. There are two categories, Executive members and Advisory members.
 - a) **Executive Members**
One member shall be appointed by and from each of the following existing Tuwharetoa ki Kawerau organisations and committees.

These include:
Te Runanga O Tuwharetoa ki Kawerau
Marae Committee from Hahuru, Umutahi Tuwharetoa, Tohia o Terangi
Maori Land Blocks
Maori Investments

There shall be 10 Executive members

AND
 - b) **Advisory Members**
Five members shall be elected by the Advisory Committee.
4. **Voting**
Voting procedure for the election of elected members shall be as follows:
 - a) **Nominations:**
Nominations can only be made by registered Tuwharetoa ki Kawerau beneficiaries. A registered beneficiary is a descendant of Tuwharetoa i te Aupouri who is registered either on a land block or with the Runanga. Nominees do not need to be registered Tuwharetoa ki Kawerau beneficiaries. Nominees must be present at the tribal hui to speak to their nomination.
 - b) **Voting:**
Only registered Tuwharetoa ki Kawerau beneficiaries can vote. Voting is to be by signed ballot form. Proxy voting is permitted. Persons eligible to vote can authorise another person to vote on their behalf by way of signed proxy. One proxy is eligible for one vote.
5. **Election of Executive**
This should take place during the formation of Te Runanga.
6. **Term of Office**
The term of office of Te Runanga O Tuwharetoa ki Kawerau shall be three years. To ensure continuity at least eight members of the existing Runanga must be returned in the next term of Te Runanga, ie. 7 must step down. Positions are cast by rotation.
7. **Meetings**
Te Runanga O Tuwharetoa ki Kawerau shall meet monthly.
8. **Responsibilities of Members**
Members who miss more than two consecutive meetings of Te Runanga without good reason shall automatically forfeit their membership and new elections shall be called by Te Runanga through its monthly meetings to fill such vacancies.



4.52 **TE RUNANGA O TUWHARETOA KI KAWERAU SECRETARIATE**

The ability of Te Runanga to establish a comprehensive secretariate to service it, will largely depend on the availability of finance.

As an interim mechanism Te Runanga could seek the voluntary services of rangatahi within the iwi (or any other willing participants) to assist with administration, particularly during this establishment phase. It should also encourage its rangatahi to develop professional and administrative skills required by Te Runanga during this period.

It is recommended however that Te Runanga appoint a person as Chief Executive to oversee the establishment of an administrative structure / secretariate as soon as is financially possible, and in accordance with the following guidelines:

1. **Function**

The function of the Chief Executive should include as follows:

- a) Implementation of the tribal kaupapa
- b) Advising Te Runanga on any matter which affects the promotion of the kaupapa.
- c) Administrative servicing of Te Runanga, (such as the calling of Te Runanga meetings, preparation of agendas, reports and so on).
- d) Implementating decisions of Te Runanga
- e) Preparation of strategic and any other planning policy statements and plans for Te Runanga.
- f) Appointment of and responsibility for all voluntary or paid administrative staff of Te Runanga.
- g) Any other duties assigned to, or delegated powers given by, Te Runanga.

2. **Criteria**

The criteria for appointing the Chief Executive should be as follows;

- a) Demonstrated administration and management skills.
- b) Demonstrated committment to the kaupapa of the iwi.
- c) Active involvement in the existing administrative structures and affairs of the iwi.
- d) Understanding of Tuwharetoa ki Kawerau tribal initiatives.
- e) Understanding of and empathy towards general Maori social, political, economic and cultural objectives.

3. **Accountability**

The Chief Executive shall be the employee of Te Runanga and be directly accountable to Te Runanga Executive.

4.53 **COMMITTEES OF TE RUNANGA**

The recommended structure advocated the establishment of three committees of Te Runanga. These were the Kaumatua, Rangatahi and Business Committees. It is recommended however that the range of *Operational* Committees be broken into three primary groups.



- 4.54 **Committees**
That the following committees be established to assist with the functions of Te Runanga and have the stated areas of responsibility:
- 4.55 **Business Enterprises Committee**
To deal with existing iwi business initiatives and to develop other business enterprises of ultimate benefit to the iwi, including agriculture, horticulture, forestry, fishery, tourism, small business ventures, contract / consultancy.
- 4.56 **Welfare Development Committee**
To deal with social welfare issues of the iwi, such as housing, education, health, justice. Each area to have its own administrator
- 4.57 **Communication & Tribal Development Committee**
To deal with tribal information, establishing an inventory of tribal resources, assets, and co-ordinating, collating and updating tribal census.

Other Committees which would operate within those 3 broad categories would be Raupatu Committee.

- **Raupatu Committee**
To deal with research planning and resolution of the Waitangi Tribunal and any other Raupatu claims.
- **Resource Management Committee**
A Sub part will look at Resource Management to deal with natural and physical resources including, land, water, forest, fisheries, waahi tapu, natural taonga.
- **Tribal Tikanga Committee**
A sub part will look at Culture or Tikanga to deal with tribal whakapapa, tikanga, wairua, te reo, tribal and marae kawa, tribal identity, tribal taonga, waka, whaikorero, karanga, tribal craft - kowhai, tukutuku, taniko, carving.

b) **Functions**
That the committees have the following general functions with respect to their area of responsibility

- To assess concerns, identify needs, problems issues, and impacts on the iwi.
- Identify objectives and clarify policies in the light of the kaupapa(mission) of the iwi and approved iwi tikanga (goals)
- Identify options / alternatives for resolution.
- Evaluate choices / priorities
- Prepare necessary actions plans / strategies and policy for Te Runanga.
- Make recommendations to Te Runanga on implementation of plans/strategies and approval of policy.
- Coordinate feedback and review procedures.
- Other functions delegated by Te Runanga.

- c) **Membership**
Appointments to committees to be made by Te Runanga. Each committee should include a member of Te Runanga on it.
Size of committees to be decided by Te Runanga.
Convenor of committee to be appointed by Te Runanga.

- d) **Administration**
Term of office to be 3 years.
Meetings to be held on a monthly basis.
Failure to attend two consecutive meeting without good reason results in automatic forfeiture of appointment.



CHAPTER FIVE IMPLEMENTATION

5.1 GENERAL COMMENTS

As discussed earlier in this report a strategic plan should have within it the following key components;

1. Kaupapa (vision), Nga Tikanga, (goals), Nga Take (policies)
2. Short and long term strategies to achieve goals.
3. Iwi political and administrative structure
4. Planning review process

This chapter sets out an implementation process.

5.2 KAUPAPA

The strategic plan has identified a tribal kaupapa, tikanga and 'issues' around which policies and objectives for the iwi need to be drafted.

Definitive take (policy) to give effect to the kaupapa and nga tikanga needs to be prepared by Te Runanga when it is established. It needs to assess the full extent of its resources and decide on priorities and strategies for action to move it in the direction it has defined for itself.

Policy must be drafted from information obtained from a tribal data base on which to base recommendations. This information base does not currently exist within Tuwharetoa ki Kawerau in any comprehensive form. For this reason the Strategic Plan advocates the establishment of a Tribal Census and other information gathering programmes, as a precursor to the preparation of iwi policy by Te Runanga.

Te Runanga should therefore prepare a Draft Corporate Iwi Policy Statement within six months of its establishment, using information gained from the tribal census, and committees it establishes.

5.3 STRATEGIES

It is very difficult to define iwi strategies in terms of short term or long term goals. It is also difficult to place time periods on what constitutes a 'short term' or 'long term'.

For the purpose of this report however the Strategic Plan has defined anything within the establishment phase of Te Runanga ie. 3-4 years (1991 - 1994/5) as the short term. This is the phase during which structures will be established, policies drafted, priorities sorted out and action plans prepared and implemented. Anything beyond this has been defined by the Strategic Plan as the long term or consolidation phase.

The ultimate 'long term' aim in terms of the kaupapa is to establish Te Tino Rangatiratanga O Te Iwi O Tuwharetoa ki Kawerau. This process however would take anywhere from 3 years onwards. Rangatiratanga for instance could be achieved in one particular sphere of the iwi's aspirations in the 'short term', (such as iwi planning control over tribal lands and resources). Yet in other respects (such as the establishment of a tribal court structure) it could take up to 20 years and beyond, to achieve this particular component of the iwi's rangatiratanga.



As stated the aim is to break out of the mode of iwi dependency and reliance on external agencies. The iwi needs to control its own destiny rather than have it controlled by others. It may take between 3 to 20 years, however, the main task is to remove the dependant, reactive mentality.

5.31 Short Term Strategies (1991 - 1994)

The first term of Te Runanga (ie 1991 - 1994) is defined as an establishment or 'short term' phase.

The short term strategy covered in this plan is:

1. To install the structure identified in this report, or as modified.
2. To ensure that Te Runanga has a firm administrative and financial foundation by setting up the Secretariate and preparing business feasibility plans.
3. To prepare a Corporate Iwi Policy Statement that promotes iwi kaupapa and tikanga, within 6 months of this Strategic Plan being accepted.
4. To prepare relevant 'Action Plans' (ie. Development Management and Project plans) in this Interim period to facilitate Corporate Planning Policy.
5. To form structural relationships with relevant government departments and other organisations by inviting them on to the Advisory Committee.

5.32 Long Term Strategies (1994 - 2011)

The long term strategies for Te Runanga as outlined in this report include:

1. Continual progress towards te tino rangatiratanga. (self governance)
2. Promotion of the iwi's kaupapa (vision) and realisation of the iwi's tikanga (goals) amongst tribal and other people of the region.
3. Implementation and continual review of iwi take (policy) to achieve iwi tikanga (goals). Assessment of whether long term goals are being achieved, eg. education, health, etc.
4. Review of strategic, corporate and action plans, to correct them of the objectives are not being reached.
5. Assessment of individual tribal members to assess whether their general Social Cultural economic and spritual condition has changed as a result of programmes of the strategic plan.

5.4 IWI POLITICAL AND ADMINISTRATIVE STRUCTURE

To briefly recap on points already made:

It will be necessary to phase existing structures in with the proposed broadened Runanga. This will mean incorporating responsibilities of existing structures into the new Runanga, or allowing them to be administered under the Runanga.

The Strategic Plan considered however that the rate and nature of incorporation was a matter for negotiation between the new Runanga and the existing Tuwharetoa ki Kawerau Trusts; ie. Marae Trust etc.

It is recognised however, that the Runanga has the authority to establish any revised structure it considers will meet its needs in the long term.

Structure will be reviewed in accordance with the Runanga's needs.

5.5 INFORMATION GATHERING

Good' strategic planning can only be done if there is access to a comprehensive database.

The database must:

Document the current status of the organisation and identify its resources.

Be continually updated to ensure that it remains 'reasonably' accurate.

Ensure that forward projections can be made trends discerned which can then be fed into the policy making review process for the iwi.

STRATEGIC PLAN 1991

TE RUNANGA O TUWHARETOA KI KAWERAU



In the area of housing for example, if accurate information is available on where Tuwharetoa ki Kawerau people live in the area, whether they live in owner-occupied or rental accommodation, the Runanga could develop policy on whanau or papakainga housing, establish programmes to encourage home ownership and so on.

5.6 Tuwharetoa ki Kawerau Planning Review Process

The planning review process has already been defined in section 2.4.

This allows for the continuous monitoring of the condition of the tribe. Review of policy and Action Plans every 2-3 years, and the Strategic Plan every 5 years ensures that the tribe can respond to circumstances of the moment yet maintain a course towards their long term goals.

In order that 'good' planning is responsive to the needs of the iwi is carried out, an efficient system for recording and updating tribal information is needed.

To assist with this process the Strategic Plan recommends a tribal census programme.

This information gathering programme will be a continuous one that will transcend the various election terms of Te Runanga and be used for successive reviews of the strategic and corporate plans for Tuwharetoa ki Kawerau.

The Census should be undertaken every 3 years.

To ensure that information gathering and collation continues it is recommended that a Tribal Information Committee be established.

Information is the basis upon which programmes can be designed. It is therefore crucial that there be an efficient system established to deal with this component of iwi planning.

It will be crucial at some time in the future to train iwi staticisions. Until then the strategic plan suggests that a relationship be established with the Department of statistics and other government departments to secure funding to carry out the Census and its analysis.

CHAPTER SEVEN CONCLUSION

This report is a response to Tuwharetoa Ki Kawerau's desire to control its own destiny.

It forms the first step in a process of strategic planning that lays out a growth path for the next 20 years.

The iwi is defining its own agenda for tribal development.

The aim is for the iwi to break out of the cycle of dependance to pursue its ultimate goals of iwi self reliance, and therefore recognise of its tino rangatiratanga. It will do this by focussing on individual empowerment and development.

The Runanga does not want to fall into the age old trap of establishing a bureaucracy for the sake of it. It does not want to replace white government bureaucracies with brown ones. By providing an environment which allows the individual to excel, the overall tribe is better served.

To do this requires an iwi planning process suited to the needs of the iwi, establishment of a tribal kaupapa (vision), tikanga) (goals) and take (policies). To guide this process, and an administration structure will set up to oversee the implementation of planned tribal development.

This report represents the first step in that direction.

The Tuwharetoa ki Kawerau Runanga has dedicated considerable time and energy to the fostering of Tuwharetoa ki Kawerau people. It has been constantly aware of the trust and responsibilities given to it by the iwi, at various tribal hui. The report makes a series of recommendations which when implemented will move the iwi in the direction of achieving self reliance.

These recommendations look at synthesising all of the existing bodies which serve Tuwharetoa ki Kawerau people into one tribal runanga (Council). It seeks representation from all Maraes within the tribal takiwa, and also existing section 438 and 439 land trusts.

* Provision is made for the inclusion at an advisory level of adjoining tribes, government departments and Regional Councils.

The success of this initiative will be determined by the extent of individual commitment shown by all members of the Tuwharetoa ki Kawerau iwi.

This Strategic Plan and its recommendations are therefore recommended to the iwi for its consideration and adoption.



CHAPTER EIGHT

RECOMMENDATIONS

- 1.00 That this Strategic Plan be accepted by the iwi as the guiding plan for the next 10- 20 years.
- 2.00 That the current Executive be authorised to carry out all the work necessary to instigate and empower the strategic plan.
- 3.00 That a Te Runanga o Tuwharetoa ki Kawerau be set up with broader representation as identified in this report or as otherwise suggested.
- 4.00 That this body be accorded final responsibility of carrying out the Strategic Plan.
- 5.00 That the Strategic Plan be advertised and circulated for comment and discussion for a period of 3 months.
- 6.00 That there are ongoing hui on the Marae to facilitate input into the Strategic Plan for those 3 months.
- 7.00 That where appropriate submissions be reviewed and incorporated into the Strategic Plan.
- 8.00 That various bodies be invited to sit as Advisory members on Te Runanga o Tuwharetoa ki Kawerau Advisory Committee.
- 9.00 That various Tuwharetoa ki Kawerau Marae and Land Trusts be invited to nominate a representative to sit on the Executive committee of Te Runanga O Tuwharetoa ki Kawerau.
- 10.00 That the Runanga as it exists appoint a Chief Executive office to handle its every day affairs as outlined in this strategic plan.
- 11.00 That it be the responsibility of C.E.O. to instigate the Secretariate with 2 full time clerical workers. (one secretarial and one researcher).
- 12.00 That the C.E.O find funding to pay for the instigation of the Secretariate.
- 13.00 That the C.E.O. with the assistance of the Runanga establish policy and goals for each area as suggested in this strategic plan.
- 14.00 That the C.E.O. arrange for the production of feasibility study and training and action plans for the business and welfare areas defined in the report.
- 15.00 That at an appropriate time a Business Manager, Communications Manager and Welfare Manager be appointed to instigate a Business Development, Communication and Information, and Welfare Development Committees
- 16.00 That Executive and Advisory members are elected every 3 years with the provision that 5 Executive and 3 Advisory existing members are returned to ensure that the Strategic Plan is given consistency. (ie. 5 Executive and 2 (Maori) Advisory members must step down each election, positions cast by rotation)
- 17.00 That the Strategic Plan be reviewed at a minimum of 5 yearly intervals.
- 18.00 That this process be administered by the C.E.O. and overseen by the Executive Committee of Te Runanga o Tuwharetoa ki Kawerau.
- 19.00 That a Tribal Information Committee be set up as identified in this Report.
- 20.00 That the Tribal Information Committee undertake a Tribal Census.



CHAPTER SIX SUMMARY

A KAUPAPA

- (1) To unite, build and strengthen a comprehensive and cohesive Tuwharetoa Ki Kawerau ancestral, social, cultural and economic base.
- (2) To actively promote, project preserve, conserve and enhance the Taonga of the Tipuna.
- (3) To assist, teach and promote the protection and conservation of natural resources and the environment for the benefit of future generations and ultimately the nation.
- (4) The establishment of Te Tino Rangatiratanga.
- (5) Improving the quality of life of individuals members of the iwi and therefore enrichen the tribe.
- (6) Empowering individuals to be able to control their own destiny.
- (7) Facilitate in the development of individuals to ensure that derange upon iwi or government institutions is negated

B GOALS

(1) Social Well-being

"To enhance the quality of life for descendants of Tuwharetoa ki Kawerau by:

- (a) Ensuring iwi members have access to the best living conditions possible, including health benefits.
 - (b) Ensuring iwi members have access to the best education available.
 - (c) Promoting and enhancing the family unit (whanau) as an integral support base of the individual.
 - (d) Preparing iwi members with education, wairuatanga, personal ability and their tanga to be able to address any matter which befalls them.
 - (e) Ensuring that all iwi members are accepted as valuable and necessary components of the overall tribe and are encouraged to participate in the running of the tribe."
- #### (2) Cultural Integrity
- "To promote and protect the taonga of the tipuna, by preserving and promoting the tikanga, customs and protocols of the iwi by:
- (a) Promotion of te reo, by establishing kohanga reo, kura kaupapa Maori and where wananga.
 - (b) Promotion and understanding of iwi, hapu and whanau whakapapa, waiata, patere, whakatauki.
 - (c) Protection of waahi tapu.
 - (d) Provision of cultural facilities such as marae, papakainga, urupa, mauri, turangawaewae wharetaonga.
 - (e) Resolution of all current and future Treaty claims (Raupatu included)
 - (f) Make use of all media to promote te tikanga O Tuwharetoa Ki Kawerau.
 - (g) Establish equality (bilateral) relationships with other iwi, local and central government, regional councils and other organisations."

- (3) **Economic Independence**
 "To establish an independent economic base for Tuwharetoa Ki kawerau by investigating the feasibility of:
- (a) Fishing ventures
 - (b) Forestry ventures
 - (c) Tourism ventures
 - (d) Horticulture ventures
 - (e) Energy ventures
 - (f) Agricultural ventures
 - (g) Provision of services
 - (h) Full utilization of developable resources and entering joint ventures with other parties."
- (4) **Individuals commitment and responsibilities**
 For individual members of the iwi to have a personal demonstrated commitment to the aims and aspirations of the iwi.
 This is reciprocated in the "kaupapa" and provides for the cyclical support of both iwi mandate and individual growth.
 It is important to emphasise the importance of personal commitment of all members of the iwi to the kaupapa, and the importance of individual members of the iwi being accountable back to the iwi for their actions.

C POLICIES

Social Policies:

- (1) **Health**
 Promote a good standard of health of members of Tuwharetoa Ki Kawerau by monitoring and establishing relevant programmes to improve this standard, and promoting opportunities for improved access of members to quality health services.
- Action Plan:**
- (a) Establish a health survey of iwi members to ascertain the current status of iwi health.
 - (b) Negotiate with health delivery agencies (Dept of Health, Area Health Board, Private organisations etc) to obtain Tuwharetoa Ki Kawerau share of health funding.
 - (c) Establish Tribal Health programmes which promote good health and target areas of deficiencies (No smoking, Diet, Exercise, etc...)
 - (d) Negotiate with delivery agencies for the delivery of relevant programmes.
 - (e) As need arises, establish:
 - Tribal Birthing Centre
 - Health Clinic
 - Rongoa Maori
 - Pollution Control Centre
 - Undertakers facility
 - (f) Promote healthy role models, and appropriate marae / household diets

(2) **Education:**

To improve the standard of education of members of Tuwharetoa Ki Kawerau including preschool primary, secondary and tertiary by monitoring the level and quality of educational attainment, establishing programmes for the iwi to improve this standard, and targeting occupational categories of benefiting to the iwi.

ACTION PLAN

- (a) Establish an Education survey of iwi members to ascertain the current status of iwi education levels.
- (b) Negotiate with Education delivery agencies to obtain Tuwharetoa Ki Kawerau share of Education funding to build and staff kohanga reo, Kura kaupapa Maori and Whare Wanaga as the need arises.
- (c) Establish Tribal Education Programmes which promote higher learning and target areas of deficiency (Early drop out rate under achievement, etc) and type of education required by the tribe.
- (d) Negotiate with delivery agencies for the delivery of relevant programmes.
- (e) Obtain positions on Educational organisations and management bodies within the takiwa to ensure Tuwharetoa Ki Kawerau Educational requirements are met.

(3) **Housing**

To improve the standard of housing of members of Tuwharetoa Ki Kawerau and the ample supply of appropriate house types, by monitoring the type and extent of members requirements, establish programmes to improve the standard and targeting specific housing needs.

ACTION PLANS

- (a) Establish a housing survey of iwi members to ascertain the current situation.
- (b) Negotiate with housing delivery agencies to obtain Tuwharetoa Ki Kawerau share of Housing funding.
- (c) Establish housing programmes to meet the supply and design requirements of members, and target areas of deficiencies e.g substandard housing, kaumatua housing.
- (d) Negotiate with delivery agencies for the delivery of relevant house types and quantities.
- (e) As the need arises establish kaumatua housing, youth housing, whanau housing, papakainga housing etc.

D **ACTION PLANS**

Education / Health / Housing/ Economic Development / Natural Resources

- (a) Undertake a survey and prepare an (Education) programme relevant to iwi members and the aspirations of the tribe.
- (b) Negotiate with delivery agencies to obtain Tuwharetoa Ki Kawerau share of funding
- (c) Implement service delivery programmes as in (1)
- (d) Negotiate with delivery agencies for the supply if pertinent and relevant programmes or services to iwi members.
- (e) Occupy positions on policy and decision making bodies to ensure Tuwharetoa Ki Kawerau objectives are achieved.
- (f) Create relationships with similar organisations in NZ and other countries to compare the effectiveness of Tuwharetoa Ki Kawerau programmes with a view of upgrading or modifying if necessary.
- (g) Constantly monitor and review programmes (3 - 5 years) and modify as necessary.