

Manuhiri Omaha Kaitiakitanga Ora Charitable Trust

Situation Analysis and Strategic Plan

July 2003

Overview

The hapu of Ngati Manuhiri are experiencing the challenges and opportunities generated by the dynamic population growth occurring within their rohe. The Rodney District, of which a large portion of the Ngati Manuhiri rohe is a part of, is growing rapidly as a result of its proximity to the expanding metropolis of Auckland.

"Continuing rapid population growth during the last 40 or so years, since the opening of the Auckland Harbour Bridge, has been a key characteristic of the District. Rapid growth is expected to continue as Rodney District's growth is strongly linked to the population growth and expansion of the neighbouring Auckland metropolitan area. By 2016 Rodney District is expected to be home to some 102,000 people - 30,000 more than resident in the District now."

Window on Rodney – Sept 1999

This growth is generating pressures on the hapu in regards to their role as kaitiaki of the whenua and natural resources within the rohe. Over and above the numerous sites of cultural significance, both catalogued and un-catalogued, there are a number of geographical features considered to be of considerable value.

*"Landscapes thought to be of Regional significance include: **Mangawhai-Pakiri Beach**, Mt Tamahunga, **Cape Rodney-Leigh**, **Omaha Beach**, Tawharanui, Whangateau Harbour, Sandspit-Mullet Point, Mahurangi East, Puhoi River, Atuanui (Mt Auckland), Oruawharo Heads, Kawau Island, Te Henga-Waitakere River-Bethells Beach, Muriwai hinterland, Okura River, and the Haruru Stream escarpment."*

Window on Rodney – Sept 1999

The hapu of Ngati Manuhiri believe that their function of kaitiakitanga over their rohe is both acknowledged and accepted in a meaningful way by the relevant local government entities (both Rodney District Council and Auckland Regional Council). However, the hapu also recognises that there is a need to further develop the role by investing in strategic and business planning processes to better equip those whanau appointed to articulate and promote the role of the hapu.

Ngati Manuhiri Situation Analysis 2003

MANUHIRI OMAHA KAITIAKITANGA ORA

The Living guardians of Ngati Manuhiri and Omaha

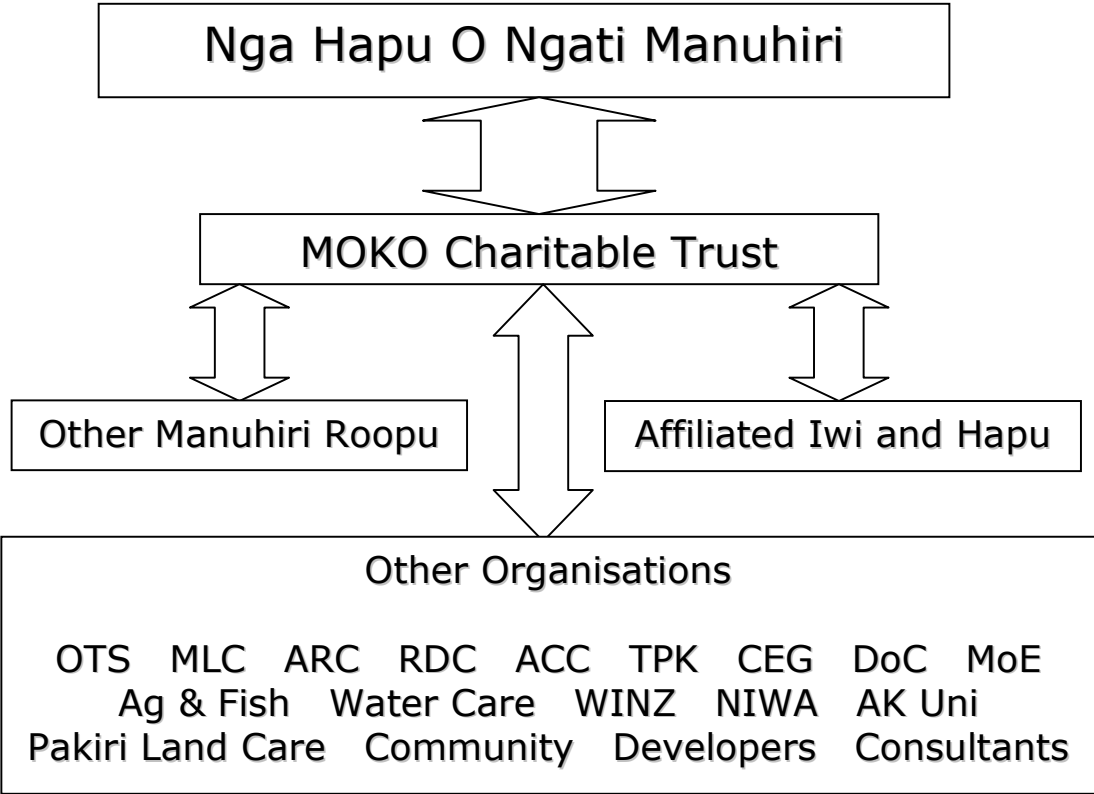
MOKO History

- 1999 Ngati Manuhiri Kaumatua mandate Vern Rosieur to form MOKO
- 1999 A MOKO working party is created from Hapu members
- 2000 MOKO start consulting with Hapu to seek a mandate
- 2001 MOKO is acknowledged by hapu as the mandated authority and decision making body on behalf of Ngati Manuhiri.
- 2002 Manuhiri Omaha Kaitiakitanga Ora Trust was established and registered as a charitable trust

MOKO Kaupapa

- uphold the integrity of Ngati Manuhiri
- managing the collective resources of the hapu
- ensuring that the hapu role of kaitiaki is expressed
- managing the relationships of the hapu with other organisations, including key stakeholders, Crown agencies and consent authorities
- seeking means to provide for the educational, employment, health and housing needs of its beneficiaries
- seeking means to provide for the wellbeing of Ngati Manuhiri descendants and the preservation of their tikanga and culture, now and in the future
- always consult and inform nga hapu o Ngati Manuhiri of MOKO activities

Ngati Manuhiri Organisational Structure



The Situation facing MOKO

One purpose of this document is to highlight the opportunities available for MOKO to participate in the Resource Consent application process. The Resource Management Act is a powerful vehicle for encouraging the sustainable management of people's relationship with the environment. The Resource Consent process allows parties, in particular tangata whenua, who could be potentially affected by a development, to be informed and have their say.

Ngati Manuhiri is kaitiaki of their rohe and has a strong desire and sense of responsibility to protect the natural resources for the benefit of future generations. Therefore, there is an interest in creating effective and meaningful relationships with all parties whose activities may have an environmental impact within the rohe.

Listed below are just a few examples of the projects requiring MOKO involvement;

Auckland Regional Council Projects

Tawharanui Regional Park

- Erection of a 5 km predator fence
- Cultural Centre JV Project
- Pā harakeke project – growing heritage flax plants, Rongoā planting, harvesting and production and selling
- Kapa Haka and Cultural Activities
- Marine Park

Department of Conservation Projects

Co-Management of Houturu (Little Barrier Island)

- Tuatara recovery
- Kiwi monitoring
- Pest eradication (kiore, gorse, weeds, possums, rabbits)
- Salvage rights to fallen trees, and bird feathers
- Whale rescue and the processing of stranded whale carcasses and bones for carving
- Protection of dotterel on the east coast (Omaha – Mangawhai)
- Research and Tourism for Goat Island

Rodney District Council Projects

Resource Consent Applications are numbering about 80 per month

- Rodney Aggregate Supplies Ltd, extension to existing quarry
- Wharehine Quarry in Pakiri, extension to overburden stock pile
- Eryes Park Eco Lodges, proposed subdivision
- Northland Holdings Ltd, subdivision in Pakiri Village
- Kawau Holdings Ltd, 270 lot subdivision in Snells Beach, including associated commercial activities
- Tourist whale and dolphin watching

Whale Projects

- Whale rescue and the processing of stranded whale carcasses and bones for carving

Monitoring Projects

- Providing monitoring of developments for archaeological and wahitapu sites

Carving Projects

- Producing pouwhenua for developments and tourism ventures within the rohe

A Native Tree Nursery

- Propagating pohutukawa and harakeke for developers and subdivisions

Kaipara Excavators Sand Extraction

- The extraction of millions of cubic meters of sand per annum

MOKO Organisational Development

In order to be able to communicate and implement their kaitiakitanga responsibilities, tangata whenua need to develop clearly stated Environmental Management Plans. In order to achieve this MOKO needs to first develop the infrastructure and the capacity to allow the hapu to participate in the various projects and opportunities becoming available. The outcomes required include the development of structures, governance processes, strategies, project and business plans. MOKO also needs to progress the creation of relationships and Memorandums of Understanding with government, council and other key stakeholders.

Organisational questions that Ngati Manuhiri are continuing to consider;

Do the Trust and Trustees responsible for the care and development of Hapu assets have sufficient leadership skills, plans and procedures?

Can MOKO provide peace of mind by ensuring that the Hapu and beneficiaries know their organisation is well managed and achieving its objectives with excellent management, plans, and safe financial procedures?

Does the Trust or any other legal entities managing Hapu assets operate in accordance with deeply held Maori values?

Is MOKO building their organisation around these values, developing policies and procedures that support tikanga Maori while achieving business objectives?

Do the Executives of your organisation have the training required to manage major assets in a complicated business environment?

Do MOKO enlist outside expertise or mentoring to ensure that the skills required to be successful are developed and retained by the organisation?

Can MOKO access the significant Government Funding available to help progress Maori Economic Development and Community Projects?

Before setting out to fulfil the dreams and aspirations of hapu, MOKO Trustees believe that they must first implement a decision-making framework to minimise the risk of set-back or failure.

MOKO Capacity Assessment Contract

As part of Stage I in building the capacity of their organisation MOKO enlisted the services of Hei Taumata Ltd, an Auckland based Maori business consultancy and developers of ARATERE©, a fast track economical development system.

Hei Taumata Ltd assisted MOKO in applying for, and completing, a Te Puni Kokiri Capacity Assessment contract. The company has assisted MOKO to begin to operate more effectively as an organisation, becoming involved with the following;

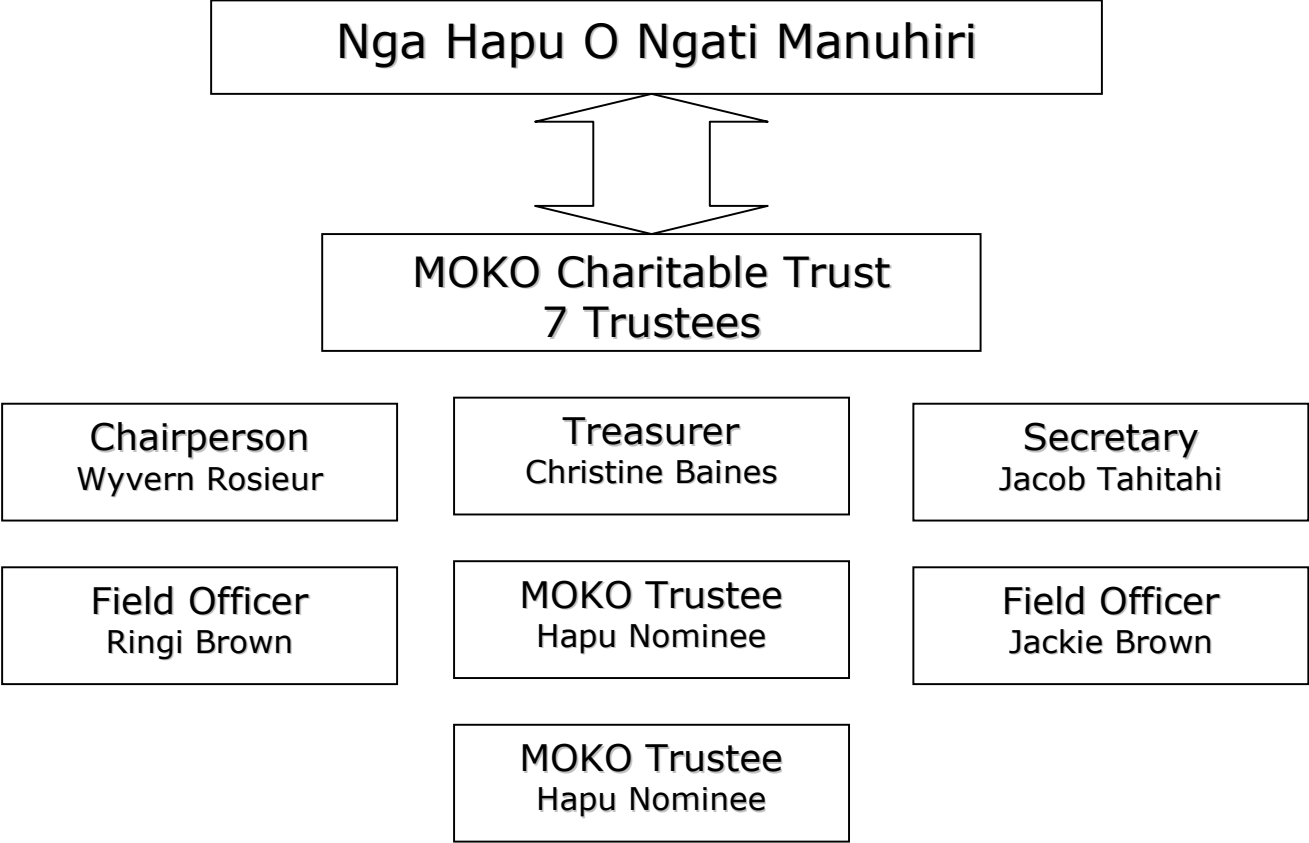
- Facilitating MOKO Trustee meetings on a regular, monthly basis
- Identifying the short term objectives of the Trust
- Compiling a Trust Deed and registering MOKO with the Companies Office
- Registering the Trust for GST
- Applying to the IRD for charitable tax status
- Drafting and presenting a Hapu Management Plan to TPK
- Drafting and presenting a Hui evaluation report to TPK
- Providing a consultation process for relationship building with outside organisations
- Facilitating processes for involving hapu in key decision making
- Introducing Strategic Planning tools and skills
- Assisting in the delivery of presentations back to hapu on the Trust's progress and activities

MOKO Capacity Building Contract

Part II of building the organisation was for MOKO to apply for Te Puni Kokiri Capacity Building funding. MOKO were successful in their bid for a contract and with the assistance of Hei Taumata Ltd are currently involved in the delivery of the following contract objectives;

- Providing MOKO with an organisational design
- Assisting in the development of governance processes
- Undertaking an organisational situation analysis
- Developing and implementing policies and procedures
- Facilitating a Strategic Planning Hui-a-Hapu
- Developing a 5yr Strategic Plan
- Producing a Feasibility Study as well as business and action plans

MOKO Trust Structure



Ngati Manuhiri 5yr Strategic Plan 2003

Ngati Manuhiri has a common kaupapa and vision

- We are focused on our issues and always have plans to achieve our goals

We keep our whenua and maintain our rights as tangata whenua

- Ngati Manuhiri has mana whenua and the rights to our resources
- We have kaitiakitanga of our rohe expressed within MOU and agreements with our key stakeholders

We have our Tikanga and Whanaungatanga

- We retain our taonga, whakapapa and reo
- We retain our history, stories, mauri and wahitapu
- We uphold the rights of the individual to live according to our cultural values

Ngati Manuhiri is united and supported by its people

- Our kaumatua, kuia and rangatahi are all involved in the decision-making process
- MOKO and hapu are helping and working together

MOKO maintains its mandate with the hapu

- The hapu accept MOKO as the mandated legal entity of Ngati Manuhiri
- Key stakeholders understand that MOKO has the right to act on behalf of Ngati Manuhiri
- MOKO Trustees maintain the values and principles of tika and pono

MOKO is a robust and sustainable organisation

- There is consultation with hapu and broad involvement in decision-making
- Hapu issues are dealt with through hui and discussion
- The right people are entrusted to lead the hapu
- The Trust is properly managed
- All the trustee positions are filled with competent individuals
- There are guidelines in place to guide the Trustees
- There are robust financial procedures that achieve and ensure accountability
- There are structures in place including rules, policies and procedures

The Hapu has an efficient Communication System

- The voice of the hapu and our tupuna is heard, valued and regarded
- There is communication between MOKO and hapu, especially whanau who live outside of the rohe
- The hapu are kept informed of what is happening in a factual and informative manner
- There are direct communications and relationships with key stakeholders
- The hapu has leaders in place to speak on its behalf
- The Trustees of MOKO take responsibility for the communication role
- There is honest and open discussion and anyone can express their concerns

MOKO take advantage of opportunities available to Ngati Manuhiri

- The hapu establishes and maintains control over its kaimoana
- The hapu provides education and jobs for the whanaunga
- The hapu achieves success with any hapu Treaty claims
- The hapu creates MOU agreements and contracts with Government and local body agencies
- The hapu works to ensure the whanau is healthy and all health issues are addressed
- Processes are implemented to ensure that the whole hapu benefits from the collective resources
- The hapu holds wananga to enable whanau to learn history, whakapapa and to meet one another

The Consultation and Strategic Planning Process

Part I: Ngati Manuhiri Whanau Hikoi 2003

The **Ngati Manuhiri Whanau Hikoi 2003** was an initiative to capture the dreams, aspiration & visions of the whanau of Rahui Te Kiri & Tenatahi. It was also an opportunity to update the whanau on an individual basis about the activities of Manuhiri Omaha Kaitiakitanga Ora (MOKO) Charitable Trust.

Vern Rosieur (Trust Chairperson) & Jacob Tahitahi (Trust Secretary) visited individual whanau and offered each of them the opportunity to talk openly & freely about matters of importance to them as whanau that related to both the hapu & rohe. This was also an opportunity for the whanau to ask Vern and Jacob questions about the activities of MOKO Charitable Trust.

MOKO felt it was important that the whanau had an opportunity to discuss hapu issues in the comfort and safety of their own home, considering the difficulties that had arisen when whanau had attempted to have their say on issues discussed in past hui held at the marae.

The information gathered by Vern and Jacob was to be included in an upcoming Hui-a-Hapu held on 5th July 2003 and would contribute to the development of a wider hapu strategy and management plan. This Strategic plan will provide the vision, direction and drive for the future of Ngati Manuhiri.

Results of Part I: Ngati Manuhiri Whanau Hikoi 2003

TIMI WHANAU

Present: Christine Baines, Baden Brown, Iris Tahitahi, Joseph Tahitahi, Jacob Tahitahi, Donna Tahitahi, Gaynor Tahitahi, Arina Etheridge, Tom Brown, Myra Brown, Agnus McCarthy, Lorraine Brown

Karakia: Vern

Venue: Pakiri Beach – McCarthy Beach Bach.

Education: Scholarships / Funding for Children’s education.

Employment: For the whanau.

Housing: Papakianga, to put homes on whanau land.

Kaitiakitanga / Rangatiratanga: The need for the hapu to have control over its resources and the importance of protecting the environment.

Training: Required for whanau protecting the environment and interests of the hapu. Need to be skilled people.

Nominations: MOKO informed the whanau that there are positions available on the MOKO trust board and if any of the whanau was interested. TIMI whanau asked MOKO to extend the closing date for nominations to allow the whanau to think more about it.

RINGI WHANAU

Present: Ringi, Jacob & Vern

Karakia: Vern

Venue: Pakiri Beach – Ringi Browns home.

Education: Te Reo (adults & children), Kapa Haka (Pakiri), Carving, Mo Taiaha, Marae protocols. Training & education initiates for whanau.

Kaitiakitanga / Rangatiratanga: The need for the hapu to have control over its resources. MOKO is the vehicle for the hapu to allow the hapu to have control of it’s rohe with Ngati Wai as their support.

Employment: for the whanau of the hapu

Nominations: MOKO informed the whanau that there are positions available on the MOKO trust board and if any of the whanau was interested.

TE KIRI WHANAU

Present: Tilly, Ra & Star, Jacob & Vern

Karakia: Vern

Venue: Rahui Te Kiri Rd. Pakiri – Tilly Gossage home.

Education: Te Reo (adults & children), Kapa Haka (Pakiri), Weaving, Marae kawa.

Housing: Papakianga, assistance/funding to put homes on whanau land. Healthy homes for our families.

Employment: For the whanau of the hapu

Kaitiakitanga / Rangatiratanga: Co-management of Islands (i.e. Hauturu and others).

Toanga: To be given back to / remain with hapu.

Turangawaewae: Important to retain the land, beach & taonga.

Iwi: Important to retain link to Iwi & NWTB as the Iwi representative.

Whanaungatanga: Need for us to know about each other, how do we connect / or are we related. Need to bring ourselves together.

Marae: Needs to be a place the whanau want to go to and is being used for education or for whanau events not just tangi.

Culture/Arts & Crafts events & Activities: Need for arts activities, painting, bring back horse rides event, beauty competition.

Business initiatives: Need for business opportunities for the hapu.

Nominations: MOKO informed the whanau that there are positions available on the MOKO trust board and if any of the whanau was interested. Nominations were received for Ra & Star from Tilly for involvement in a group to look at arts projects for the hapu.

TE KIRI WHANAU MEETING 2

Present: Myra, Angela & Jacob

Venue: Leigh – Myra Aitkin's home.

Education: Kohanga Rea, (adults & children), Kapa Haka (Pakiri), Weaving.

Employment: for the whanau of the hapu

Nominations: MOKO informed the whanau that there are positions available on the MOKO trust board and if any of the whanau was interested

HENE WHANAU

Present: John & Nell, Dick, Jacob & Vern

Karakia: Vern

Venue: Pakiri Village – John & Nells home

Education: Te Reo (adults & children), Kapa Haka (Pakiri), Mo Taiaha, Marae etiquette, Kohanga reo.

Environment: Protecting Pakiri River from pollution & protecting the eels.

Housing: Papakianga, assistance/funding to put homes on whanau land. Healthy homes for our families & children.

Kaitiakitanga/Rangatiratanga: The hapu to have control over it's resources, monies or resources returned to the hapu, appropriate signing off on resources.

Employment: for the whanau of the hapu

Tautoko: The Hene whanau tautoko the work that MOKO has been involved with and what they are doing now.

Nominations: MOKO informed the whanau that there are positions available on the MOKO trust board and if any of the whanau was interested.

Part II: Ngati Manuhiri Strategic Planning Hui-a-Hapu 2003

The purpose of the **Ngati Manuhiri Strategic Planning Hui-a-Hapu** was three fold;

- Update the wider whanau about the activities and progress of MOKO
- Highlight opportunities available to the hapu within their rohe
- Create a hapu vision collecting the hopes and dreams held by the whanau

With the attendance of the hui numbering approximately 70 members of nga whanau o Ngati Manuhiri from throughout the country, there was an opportunity to consult with nga whanau and develop hapu plans at the strategic level.

Results of Ngati Manuhiri Strategic Planning Hui-a-Hapu 2003

The following is an account of the process employed to gather the comments and contributions from the hapu.

What do those attending expect from the hui, what is the purpose?

See what the hapu wants for the hapu
What are the priorities of the hapu
For us all to know our hapu connections and our history
Management of our own resources
Create a framework of how we progress
Where do we start, what is our base?
What are our goals
Who do we have in place to manage our organisation?
How do we start achieving, what happens next?
Are we going to continue with the Trust?
We know who is driving the bus
We create clear guidelines
We have some decision making processes
We are clear on who is representing the hapu
We create Business and Action plans

Acceptance confirmed by the hui

What expectations do those attending have of the facilitator?

To keep everyone moving
To keep the hui productive
To keep everyone on track

Acceptance confirmed by the hui

What can the facilitator expect from those attending?

Involvement
Interaction

Acceptance confirmed by the hui

How are we going to treat one another within this process?

Mutual Respect
Patience
Decision making by consensus

Acceptance confirmed

Who are our Key stakeholders? (Who can influence our decisions?)

Te Hapu O Ngati Manuhiri
MOKO Charitable Trust
Other Ngati Manuhiri Roopu
Affiliated Iwi and Hapu
Other Community Organisations
Crown Agencies

Acceptance confirmed

Worst Case Scenario

The worst-case scenario or those things that might hinder the progress of the Hapu or its organisations were identified

We lose our mauri, values or principles
Over fishing and taking of undersize kaimoana
Issues are not constantly dealt with
No one believes that MOKO has the right
There is no one vision and plan
No rules, policies and procedures
Hapu are not being informed of happenings
Lose our Wahitapu
Loss of support from its people
Loss of Treaty claims
We don't plan our progress forward
MOKO has no accountability
We lose our money
Don't want to be unhealthy
There is no consultation with hapu
MOKO and Hapu are separate
Loss of right to our resources
Ngati Manuhiri loses mana
Our Rangatahi are forgotten in decision making for the future
MOKO loses its mandate
The hapu doesn't take responsibility for the communication
No wananga for learning history, whakapapa and meeting whanau
No one believes the trustees are working
There is no honest and open discussion
No one knows who MOKO is
We aren't focused on our issues
We have no understanding of whanaungatanga
Health issues are not addressed by the hapu
No education/jobs for the whanaunga
No one likes the trustees
We have no hapu communication system
The information is false
Too many arguments
People feel excluded or people are left out
We have no structures in place
We miss out on opportunities for whanaunga, moko etc
Hapu is disempowered
Hapu is not being informed especially out of rohe
We lose our Reo
There is no hapu involvement with decision making
Loss of ours and our Tupuna voice
The Hapu splinter
We do not achieve our goals
We don't keep local groups informed of our intentions

Our hapu and tupuna voice is not heard, valued or is disregarded
MOKO is not made up of whanau
Important decisions are made without hapu knowledge
MOKO has no money
Factions working against the hapu
We lose our taonga
No one is interested in helping
Our Kaumatua and Kuia are forgotten in decision making for the future
MOKO has no agreements to work with Government agencies
Trustees are not supported
There are no guidelines in place for Trustees' behaviour
Loss of rights of the individual
That there is no communication with local groups
We lose kaitiakitanga of our rohe to others
No one wants to work together
Only some of the hapu benefit from the resources coming back
Lose the ability to live our lives according to our cultural values
People speak against the hapu
We have no safe financial procedures
MOKO do not deal directly in relationships
We lose our whenua
No one wants to talk or can express their concerns
No one trusts MOKO
Loss of rights as tangata whenua
Power and control is not properly managed
No communication between MOKO and whanaunga
Too much hapu politics
No one believes that MOKO is tika
The right people are not in place or in control
We lose our history and stories
We lose mana whenua
The Hapu has no proper Management in place
No direct communication
People work for themselves and not for the hapu
MOKO is not sustainable
We do not have our own Tikanga
We don't achieve contracts, create jobs or make money
There are no trustees
The trust loses its mandate with the hapu