



Te Puni Kōkiri
MINISTRY OF MĀORI DEVELOPMENT

Case study:

Improving relationships between mana whenua and government in Te Tai Poutini/West Coast

- Council and public sector agencies working with ngā rūnanga Ngāti waewae and Makaawhio



Why does this relationship work for Māori?



Leaders of Te Rūnanga o Makaawhio (Makaawhio) and Te Rūnanga o Ngāti waewae (Ngāti Waewae)¹ are strong, resilient, and take a long-term view in pursuing the goals of each of their rūnanga and of the West Coast (Te Tai Poutini) community.



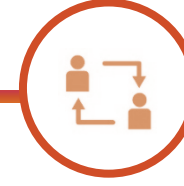
In 2018, the West Coast was selected as a focus region for the government's Provincial Growth Fund with \$140 million dedicated to growth projects in the area.² Eligibility for funding depended, in part, on having Treaty partnerships in place.



Te Tai Poutini (West Coast) has a small population, including a small group of decision-makers who are often on the same boards or governance groups. This means strong relationships exist between mana whenua leaders and leaders in councils and public sector agencies, in particular, at a one-to-one level.



Small efforts by councils and public sector agencies add up to build trust in the relationship with mana whenua and build a platform for larger initiatives that would not otherwise be possible.



Councils and public sector agencies who engage with the rūnanga early, understand the pressures they are under, listen to their aspirations, and make efforts to build a genuine, trusting relationship have stronger partnerships.



The two marae (Arahura of Ngāti Waewae near Hokitika, and Te Tauruka Waka a Māui, of Makaawhio, at Bruce Bay) have been meaningful sites for deepening relationships between mana whenua and local government and public sector agency representatives.

Case study overview

The mana whenua of Te Tai Poutini, the West Coast are two hapū of Ngāi Tahu: Te Rūnanga o Ngāti Waewae and Te Rūnanga o Makaawhio. For many decades, the relationship between the two rūnanga and local councils and central government agencies was close to non-existent in terms of a Treaty partnership: "We weren't present or respected and definitely not vocal in any sector at that point in time", says Francois Tumahai, Chair of Ngāti Waewae. Since the early 2010s these relationships have grown and improved. "It was a hard road at the start. It took a lot of time and significant effort", Tumahai adds.

The improvement in the relationships has occurred mainly

due to the dedication of key individuals – including rūnanga Chairs and local leaders – to fostering relationships and working towards the fulfilment of rūnanga aspirations and community outcomes. There have also been significant turning points in the relationship, including selection of the West Coast as a 'surge' region for the government's Provincial Growth Fund (along with the Treaty Partnership obligations attached to funding), and the establishment and use of rūnanga marae as sites for relationship growth. According to Kara Edwards, Pouarahi/CEO of Makaawhio, things started to change in the relationships when local government officials realised that the West Coast rūnanga had influence (including with government Ministers), considerable knowhow and wisdom, and access to funds. Tumahai says, 'The [Council] realised nothing

would happen over here unless we're involved in it which was a real giant leap forward. That said, if you don't have mana whenua engaged, don't bother."

Among interviewees for this case study – which included mana whenua and local government and public sector representatives – the current status of the relationship was rated, on average, at around 6-7 out of 10. There is an emerging sense of partnership, a growing appreciation of the role of mana whenua, and a willingness to work together. There is still a lot of work to do, but there is a widespread sense of optimism about the future of Treaty partnerships in Te Tai Poutini.

¹ <https://www.wcrc.govt.nz/publications/strategies/mana-whakahono-a-rohe-iwi-rma-participation-arrangement> In this case study write up we use the terms 'Rūnanga' and 'mana whenua' interchangeably. 'Local government' and 'councils' are also referred to as equivalent terms, while also accounting for local government as part of the public sector.

² <https://www.newsroom.co.nz/what-became-of-pms-140m-pledge>



It's easy to make relationships in a small region but mana whenua are stretched to support without resources to help them

With a small population on the West Coast, often the same people participate in community decision-making. It can be easier than in other places in Aotearoa to pick up the phone and get a direct response or drop by the marae for a cup of tea and a chat.³ Greymouth-based West Coast branch manager of the Ministry for Social Development (MSD), Matt Ewen, says that when measuring where the relationship with rūnanga representatives is at, much more telling than any statistic is “knowing that if I ring, they will answer the phone.” West Coast Area Police Commander, Inspector Jacqueline Corner agrees:

“ *It's about knowing who to contact when you need to and that just makes it so much easier* ”

The small number of people and a wide-ranging kaupapa on the Coast also means there is a lot of pressure on mana whenua. Issues to be covered include primary industries, social wellbeing, conservation, emergency management and others. There is a requirement for rūnanga representation on 4 local councils and multiple local boards and governance groups. Edwards says it's very important for the rūnanga when committing to sitting on local boards and governance groups to understand what's in it for them and what opportunities the positions might provide to the rūnanga.

The workloads are immense and, for the most part, without compensation.

“ *They're pulled from pillar to post to be honest and they want to say yes to everything and then they just don't have the resourcing to actually do that*”, says inspector Corner.

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Francois Tumahai

They want us on everything, and we're stretched but you can't say no because it's the future we're looking for and if we don't say 'yes' it might not ever come up again. So, we just have to commit to it.

Te Tai Poutini – the West Coast of New Zealand

Te Tai Poutini (the West Coast) stretches 550kms along the western side of Te Waipounamu - South Island. With a population of 31,500 it has a low-density population with Māori making up 3,600 of the region. The takiwā or region of Te Rūnanga o Ngāti Waewae (Ngāti Waewae) is centred on Arahura and Hokitika, while the takiwā of Te Rūnanga o Makaawhio (Makaawhio) is centred on Makaawhio (Jacobs River) and Mahitahi (Bruce Bay). Te Tai Poutini has been hit by social, environmental and economic challenges in recent years, including a loss of tourism due to COVID-19 and extensive flooding. However, these challenges have brought the community and rūnanga closer together. Edwards says that Coasters are practical and like to get stuff done. Tumahai says:

“ *There's a bit of a mentality on the coast that we just get stuff done because we have to. We're on our own. We just have to deal with it the best way we can and just get over these challenges.* ”

³ At the same time, a number of interviewees also noted that travel distances and distance to market can be challenging to relationships and commercial aspirations.



The Provincial Growth Fund provided an opportunity for agencies and rūnanga to work together

Jason Leppens worked for Te Puni Kōkiri, and closely with MBIE, during the time that Ministers were setting up the Provincial Growth Fund. Te Tai Poutini was chosen as a 'surge' region for investment. Back then, Leppens had many discussions with Tumahai who found the relationship between mana whenua and local and central government on the West Coast to be more confrontational than collaborative.

Leppens and other officials working on the fund advised Ministers to call the two rūnanga Chairs at the same time as the West Coast mayors to let them know that the West Coast was going to be announced as a key region for the Provincial Growth Fund. This was important Leppens says: That meant right from the outset that they were on the same footing as the mayors and the chief executives from the councils and there was also quite a clear message that 'we expect you guys to be working together'.

Te Ara Pounamu – the Pounamu Pathways is a significant project for cooperation between the mana whenua and government agencies (local and central) which is largely funded by the Provincial Growth Fund (\$17.9m) and has strong rūnanga leadership. It involves the creation of four visitor experience centres in Haast, Hokitika, Greymouth and Westport with an emphasis on pounamu and early Māori connections.⁴

Building relationships has been a concerted effort over time

Since taking up his role in 2008, Tumahai has seen a series of incremental changes in the relationship between mana whenua and councils and public sector agencies on the West Coast. There was a real change in attitudes when the first stage of Arahura Marae was opened in 2014, a project which had been in the pipeline for many years. Ngāti Waewae started receiving multiple requests for councils and agencies to hold hui at Arahura. Opportunities for Ngāti Waewae and, later, Makaawhio, to become involved with Development West Coast (the regional government economic development agency), opened more doors to mana whenua representation on local governance groups.⁵

Over time, Edwards has seen the councils' motivations for having rūnanga representatives at the table shift from more of a transactional relationship to seeing rūnanga as valued partners that bring ideas, relationships, ownership, and talent to the conversation. "They [councils and public sector agencies] started to understand that we actually had a lot of value to add," echoes Tumahai.

An important part of building Treaty partnerships on Te Tai Poutini has been the way in which Makaawhio and Ngāti Waewae work together. While both rūnanga have distinct aspirations they have strong trusting relationships with each other, shared business interests, and help to share the resource burden of mana whenua representation. Rangatira work hard so that councils and public sector agencies realise they must work with both rūnanga to achieve progress on West Coast initiatives. Tumahai puts it succinctly: "They either had both of us or they had none of us." Despite these improvements, lasting change is a long game, and rūnanga leaders have had to be resilient. Tumahai has patience:

Sharon Mason, CE Buller District Council

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“Effectiveness really means, particularly in relationship to Māori and iwi, is that there is a voice and it's equal. I'm very keen on equality. I'm very keen on transparency'. [...] If you involve people and include people right from the start you generally tend to get better outcomes. And you do it in an authentic way in that you don't just come out for consultation for the sake of it. It's actually 'how can we make change?, how can we drive change?, what does that look like and how can we do it together?’”

Francois Tumahai

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“I think it's just my upbringing on the Coast. Nothing happens fast over here as you can see. It's another world so you're just used to taking your time. You can get angry or you can go 'ok, how can I help fix this?’”

⁴ Te Ara Pounamu is led by Te Ara Pounamu Ltd – (owned by Te Runanga o Ngāti Waewae, Te Rūnanga o Makaawhio and Development West Coast) and involves Buller, Grey and Westland District Councils and the Department of Conservation. The project is estimated to create 50 jobs and raise the profile of the Rūnanga on the West Coast. See: <https://westcoast.co.nz/news/pounamu-pathway-project/>

⁵ See <https://westcoast.co.nz/development-west-coast/> Tumahai worked with Development West Coast (DWC) to establish a representative role for Makaawhio. Representatives from DWC say their work has been influenced by seeking to understand the values of both rūnanga. For example, the strong connections to nature of mana whenua has featured in the DWC Economic Development Strategy 2018-2025.



Reciprocal relationships based on trust and mutual respect are more effective

For Edwards effective partnerships are based on mutually beneficial relationships that are enduring and based on mutual respect, trust and understanding. A real sign of success is “when people show up when it’s got nothing to do with them and it’s all about our aspirations and they just want to help.” Edwards emphasises the importance of authentic engagement and stresses that trust is key:

“*You can only move at the rate of trust. You have to build trust first before you can move. If you put more effort into building trust you move way quicker.*”

Tania Gibson, Mayor of Grey District Council since 2019, places great value on the perspective that Māori representatives bring to the council table, “Sometimes you hold your own views and we’re all pretty diverse but bringing the Māori perspective – you know, sometimes they make you stop and think.” A unifying experience has been drawing on rūnanga experience of engaging with government on land issues to help council work through council responses to government on recent environmental management proposals under the Resource Management Act. “What we’ve learned from working with iwi is that we’re all actually aligned on the same page, and I think we’re quite lucky that we have that relationship because we’re all fighting the same battles we’re all working towards the same goal”, says Gibson.

Similarly, Simon Bastion, CEO of Westland Council says that Westland sometimes puts together joint submissions with mana whenua on government regulation proposals. “So, we’re really together. We are quite joined at the hip. It really comes down to having that trust. So that doesn’t come overnight. It also relies on everyone to be transparent. Both have to be in partnership.”

⁶ <https://www.doc.govt.nz/about-us/our-policies-and-plans/statutory-plans/statutory-plan-publications/national-park-management/paparaoa-national-park-management-plan/>

⁷ <https://www.doc.govt.nz/contentassets/bc34f448a715438c89c7b770c7cfa79b/papatuanuku-thrives.pdf>

Department of Conservation (DOC) – Mana Whenua Relationships on the West Coast

DOC Director of Operations Western South Island, Mark Davies sees partnering with mana whenua as integral to DOC’s work on the West Coast. Significant projects have included working together with Ngāti Waewae on the review of the Paparaoa National Park management plan.⁶ A special moment came for Davies when the plan was formally concluded: “In 2017, Lisa Tūmahai (Kaiwhakahaere of Ngāi Tahu), Francois Tūmahai, the Chair of the Conservation Board, myself and the Minister at the time, stood together and said this new Paparaoa National Park management plan is an exemplar of breathing life into the Crown-Treaty relationship at place.”

A regional Te Puni Kōkiri staff member, who used to work for DOC on the West Coast says that in his experience DOC’s organisational strategy ‘Papatūānuku thrives’⁷ has given DOC staff an opportunity to engage with mana whenua in more new and novel ways. Similarly, Davies emphasises the importance of “giving the pen to people at place,” co-design and joint decision making to achieve outcomes that align with the aspirations of mana whenua and reflect a living treaty partnership.



Small gestures add up to create stronger relationships

Many interviewees on this case study said small steps build trust and confidence in the relationship between mana whenua and councils and public sector agencies. Ewen of MSD explains “It doesn’t have to be big and flashy. It’s just those little wins that we can get.” For example, Ewen attends a bi-monthly hui at Arahura Marae to talk to rūnanga about his organisation and what they can offer. His team has also set up an initiative whereby a social worker from Māori health provider Poutini Waiora⁸ is onsite at the MSD offices in Greymouth and Westport once a week to create a more welcoming environment for Māori clients

Inspector Corner sees effectiveness for Māori in the relationship between police and mana whenua through small gestures, such as responding to rūnanga requests to have plainclothes police present at marae vaccination days.

“So, I think it’s actually them knowing that they can call, [and] rely on us. And it’s just little steps but the little things have been quite massive.”

Simon Bastion agrees and suggests that councils can bring iwi around the table early on strategic projects as a starting point to build their relationship. “Starting small and strategic can actually percolate into something bigger.” A recent example from the Westland District Council is working together with mana whenua on a significant wastewater treatment plant project, where the governance oversight subcommittee has four council and four iwi representatives. “Likewise, we expect that iwi, whenever they have strategic aspirations will present those back to council as well. So, it’s a win-win relationship,” says Bastion.

According to Buller District Council CEO Sharon Mason, transparency and starting with small steps can have a ripple effect not only for the council – rūnanga relationship, but also into the community. Tumahai and Mason let local media know about projects they are working together on and hold meetings in public spaces.

“It was all about sending that visual message of being there, present, and being seen together,” says Mason.⁹

⁸ A West Coast Māori Health and Social Service Provider <http://www.poutiniwaiora.co.nz/>

⁹ Mason also notes the effectiveness of providing a space for Māori providers in the Council building in the centre of town to raise the profile of local Rūnanga presence and holding public waiata with rūnanga members. (“We deliberately left the doors to Council open so that people could hear us”).

¹⁰ Tumahai notes that Ngāti Waewae has been involved in facilitating mediation issues that have arisen in councils, including by using the marae.

¹¹ In particular Bastion has learnt a lot from Makaawhio Chair Paul Madgwick, who is a keen historian.

Significant moments in Treaty Partnerships happen at local marae

On the West Coast local marae are centre points for the community and meaningful sites for engagement between mana whenua, the public sector and local community groups.¹⁰

Interviewees from local government and public sector agencies said that a lot of confidence building and improvements in cultural capability have occurred for them in the marae of Makaawhio and Ngāti Waewae. Inspector Corner recalls a police staff member’s story after spending a day at Arahura marae. “He just came to me afterwards and said ‘this is a watershed moment. I’ve had a really good day and I’m now going to feel a lot more comfortable just popping in and going down there’”. Simon Bastion, CEO of Westland Council, remarks on the impact of council stayovers at the marae on council staff. These experiences enable staff to gain a deeper understanding of Māori culture and rūnanga history on the West Coast.¹¹

The high demand for the use of marae has cultural and resource implications for both rūnanga. Edwards notes that for Makaawhio it takes a lot of time away from internal mahi the rūnanga is trying to do. Tumahai echoes this sentiment. Ngāti Waewae is sometimes limited in the opportunity they have to use their own marae because it is often booked out for hui and cultural capability building. “Now it’s just crazy busy which is a good thing and a bad thing. We built it for ourselves not knowing that all of this was going to happen.”



West Coast Police Relationship with Mana Whenua

Inspector Jacqueline Corner has been the Police Area Commander for the West Coast since 2018. Inspector Corner feels very invested in her area's relationships with mana whenua. In 2021 she signed a revised MoU setting out specific actions and areas of importance to all groups in police responsiveness to Māori.¹² Inspector Corner finds the Chairs of the Rūnanga highly approachable but the high turnover of policing staff on the Coast makes it hard to maintain the relationship and build trust. Two new iwi focused positions, a responsiveness manager, and a liaison officer- are partly aimed to address this issue of continuity.¹³ Mana whenua participated in the job interviews to ensure they are happy with these appointments.

Inspector Corner has also been working on developing trust through being visible, and available, for example, by popping into the marae "and just sort of saying 'gidday' and 'what can we do?' Tumahai remarks of these gestures: "It's a whole attitude swing having the police on the marae. Just seeing police cars coming and going is a common occurrence now."



Inspector Jacqueline Corner

Mana whenua respond better when government agencies ask about their aspirations first

Many interviewees said it is important for councils and government agencies to ask rūnanga about their aspirations rather than just coming to them late in the process with a foregone conclusion. This means acknowledging cultural, social, and economic aspirations and the distinct aspirations of each rūnanga, as well as goals common to all West Coast mana whenua.¹⁴

Ronnie Gibson Regional Social Development Manager for MSD's work on the West Coast says its important for government agencies to find out about iwi or rūnanga aspirations and what agencies can do to help. She explains, "Rather than us saying 'here's what we're trying to achieve, do you want to be part of it?' We need to know what they are trying to achieve and understand how we can plug into that. It's finding a way that's actually going to be useful to them."

Claire Brown from West Coast Regional Council says that effectiveness for Māori in the emergency management context means understanding the impact of a proposed initiative rather than making assumptions or presumptions. This means finding out who to talk to, what questions to ask and when is an appropriate time to ask. "If you don't understand what the actual impact is then how can you even start to provide a[n emergency management] response?"

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Matt Ewen - MSD

"It's not what we [MSD Greymouth Service Centre] want to achieve for the different client groups that we have - I'm thinking particularly around Ngāti Waewae or Makaawhio - it's about what outcomes do they want and how can we best deliver those services to them. That's what I would class as effectiveness."

¹² For around the last 20 years there has been a Memorandum of Understanding (MoU) between the West Coast Police and Makaawhio and Ngāti Waewae and outlining how Police will work in partnership with the Rūnanga to increase responsiveness to Māori. The most recent MoU, signed in May 2021, sets out how police will respond to situations involving fatalities, arrests, or serious incidents. The MoU also covers reciprocal relationship initiatives, such as the police providing Rūnanga with the biographies of staff, mana whenua providing police with cultural training and annual pōwhiri for new police staff.

¹³ Inspector Corner also notes that the establishment of these positions is in accordance with the New Zealand Police strategy for working with tangata whenua 'Te Huringa o Te Tai', released in 2019, which replaced the earlier 2012 strategy, 'Turning of the Tide'.

¹⁴ Haines Ellison works for the Ministry for Primary Industries on Māori agribusiness, including in the West Coast. His work has primarily involved Makaawhio and he is careful to treat the aspirations of each rūnanga separately.



Taking a long-term view is important for Treaty Partnerships

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Ronnie Gibson, Regional Social Development Manager

“I remember one iwi representative saying a long time ago that agencies come and go, people come and go, but iwi are here forever. So, no matter who comes in and out of the rohe, they are always there. So, I think that for them, they are paying reverence to their tupuna and to the people that come after them so it's much more enduring.”

Jason Leppens recalls hearing from Tumahai in the early days of the emerging relationships on the West Coast that rūnanga are here today, tomorrow and for the next hundred years. Leppens says that when people hear that they realise they can't just keep pushing the need for a relationship and collaboration away. In the public sector personnel can change frequently, which makes relationships with mana whenua harder to sustain. While iwi and hapū often take a long-term view, council can often be more focused on 3-year electoral cycles. This is where the role of council CEOs and other longer term leadership staff can help sustain relationships with mana whenua and long-term rūnanga aspirations and viewpoints.

One significant initiative in the sustainability of Treaty partnerships between mana whenua and a local council is the signing of the Manawhakahono a Rōhe Agreement on environmental matters under the Resource Management Act between the West Coast Regional Council, and Ngāi Tahu, Ngāti Waewae and Makaawhio. Tumahai recalls that the lead up to that point took years and years of relationship building, with a strong contribution from former CEO Mike Meehan. Tumahai says that the document will survive beyond whichever decision-makers are at the table.

Ngāti Waewae and Makaawhio are both acutely aware of the need to keep developing leaders for the future conscious of the taxing nature of this kind of leadership role. A challenge for Ngāti Waewae and Makaawhio is to sustain the relationships with the public sector and to achieve the long-term outcomes arising from those relationships by ensuring the next generation are equipped with the skills and experience to build toward realising intergenerational rūnanga aspirations.

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“It's about setting up the future for my lot, to come in and at some point, they won't have to fight for everything,” says Tumahai.

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Francois Tumahai

“I think it's just the way you approach it. It's got to be a time thing. You can't go and make a change, not on the Coast anyway, and I don't think you can do that if you're Māori anywhere, in a short period of time. You've just got to take it on the chin for a long period of time, get them to recognise that actually, you do add value when you comment and when you make a decision or when you're talking, you're communicating well, then they start to drop their shields down a wee bit. But it's time and personality and the way you come across. I don't know if a lot of people have that mindset and temperament to want to do that over a long time because it does, it eats you up.”

Rūnanga as well as councils and public sector agencies have future goals for the Treaty partnership on the West Coast

There is a widespread sense of optimism about the future of Treaty partnerships on Te Tai Poutini alongside acknowledgment that there is still some way to go. In Tumahai's words: 'We get on really well and we achieve what we want to achieve but deep down inside they're not quite there yet.'

Over time, Jason Leppens has seen a very progressive side to the community in the West Coast "What I've seen on the West Coast is that people are willing to actually change." Keela Atkinson-Cranwell, who works on West Coast issues for Te Puni Kōkiri agrees:

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Keela Atkinson-Cranwell

They want to move forward. They want to progress, and they actually want to be the leaders in certain areas. They don't want to have the same outcomes that they've had for the last twenty years.”

One common aspiration among mana whenua and council leaders is for mana whenua to have full voting rights and payment for their time on councils.¹⁵ This would be a signal of equality and Treaty partnership. Tumahai would also like to try to develop a similar model to the mana whakahono agreement for the way in which mana whenua work with all four councils: 'If we could have one agreement, like the mana whakahono agreement, across everything it's simple: we know what to expect from them and they know what to give us.'

Inspector Corner would like to see an area advisory board set up to have a forum to discuss issues of importance to mana whenua such as policy work on pounamu repatriation. In the council space Simon Bastion would like to see a stronger link between strategic planning, role and projects and two-way trust and engagement.

Ronnie Gibson would like to see MSD playing a role in helping mana whenua to foster future leaders to ensure sustainability. Matt Ewen would like to see MSD and rūnanga working and walking side-by-side to ensure that our whole community is a thriving and successful place to live. "If it's good for Māori, then it's going to be good for everybody...that they are a very much trusted partner in our communities – that the community sees the strength of that partnership," says Ewen.

Kara Edwards would like to see councils and public sector agencies taking on a strengthened Treaty partnership role rather than relying on iwi and hapū to do this. This would mean using te reo, understanding the value of cultural heritage, and "taking on board the things that are really important to us."



"It's about setting up the future for my lot, to come in and at some point, they won't have to fight for everything"

Francois Tumahai

¹⁵ Currently voting rights are only given to iwi representatives at council committee level. Full voting rights is complex under current legislation and some West Coast interviewees do not feel that the Māori ward system is appropriate for their region.



What can agencies do to develop good practices working with Māori?

1 Build meaningful relationships with rūnanga and have a mutual understanding of each other's goals

It is important to build relationships that are not transactional, or based on contracts or funding, but rather genuine relationships in which each party learns to understand each other and then strengthening those relationships based on this understanding. Don't underestimate the significance of stopping by for a cup of tea, dropping off some baking, or contributing to a community volunteer day as a way of investing in the relationship. It is important to maintain trusting relationships by showing up or getting involved when there is no expectation to do so.

In this example, Police based in Greymouth have invested time in their relationship with local rūnanga by regularly dropping by the marae. Similarly, DOC workers in Hokitika volunteered at a local rūnanga planting day.

2 Strengthen cultural capability of public sector to engage effectively

Effective engagement is a two-way street. To engage effectively as a Treaty partner in the public sector, you need to build knowledge in te reo, tikanga, mātauranga and other aspects of te Ao Māori. Māori employees are often called upon to provide advice on agency engagement with Māori in a capacity that is beyond their role. All public sector kaimahi need to take responsibility for developing their skills for effective engagement with Māori.

In this case study, a kaumatua representative has found that he is often expected to answer questions on anything Māori-related. He points out that he doesn't know everything about Māoridom, but noted that he can help find things out. "People need to take responsibility for building their own knowledge", says Tauwhare.

It is important that government agencies (local and central) identify the skills they need to develop to effectively engage with Māori.

3 Understand and acknowledge the pressures and limitations of Māori organisational resource to engage

Agencies need to consider how they are actively promoting Māori well-being outcomes and genuinely operating as a Te Tiriti o Waitangi partner, including through the accessibility of its structures and processes for Māori organisations. Māori organisations are often faced with multiple requests for engagement, or feedback in public sector processes, but are often not recompensed for their time or acknowledged for the resource they contribute.

We see this in the West Coast where one rūnanga leader is a representative on 25 Boards and three local councils, with little compensation for the time and costs involved. This representative was doing work for their rūnanga and for the wider community but was not paid in the same way as other representatives.

Agencies should not assume that rūnanga and other Māori organisations have the same capability and capacity to engage. Thoughtful consideration needs to be given on ways in which to accommodate both organisations' capability and capacity to engage meaningfully. This might include identifying ways in which your agency can provide resources, specialist expertise, or compensation to support effective engagement.

4 Learn how your agency can work with and uplift Māori and their goals and aspirations

Rather than approaching Māori organisations with pre-determined strategies or solutions, agencies should consider the proposed visions or strategies in which Māori organisations have developed and published. By doing so, agencies will better understand how they can effectively engage with and contribute towards the visions and strategies these organisations have set.

Iwi, hapū, whānau and Māori have aspirations that are based on in-depth understanding of their communities. They hold intergenerational experience and knowledge as well as long term visions for the future which can add valuable insight to the often shorter term focus of public sector agencies.

Ronnie Gibson noted that "while governments and focus areas change, the aspirations of rūnanga are enduring."

Having an understanding of the aspirations of the Maori organisations you partner with will serve as a good basis for building effective and enduring partnerships.

Further information on the case study is available from the following sources:

1. A Mana Whakahono ā Rohe Iwi Resource Management Act Participation Arrangement between Te Rūnanga o Ngāti Waewae, Te Rūnanga o Makaawhio, Te Rūnanga o Ngāi Tahu, and West Coast Regional Council, was signed at the Arahura Marae on 22 October 2020. It was the first Mana Whakahono ā Rohe Arrangement to be signed in New Zealand and sets out how tangata whenua and the council work together on resource management issues, including how tangata whenua will be involved in resource management decisions.
<https://www.wcrc.govt.nz/publications/strategies/mana-whakahono-a-rohe-iwi-rma-participation-arrangement>