



Te Whakamotuhaketanga Hapū

“working beside whānau, hapū and iwi Māori.”

helping Māori to help themselves

three year strategic plan
2007 - 2010

Manawa māi te putanga o te ariki Manawa māi te putanga o te taurira
Observe! Observe! 'Tis the mentor and the pupil – an awesome sight indeed

Ka eke ki Rangitāhuhua Ka eke ki Rongorupe
Behold them as they cross the thresholds of excellence of Rangitāhuhua and Rongorupe

Tēnei te whatu kei au
I am awed by them

Kei te kaunga tapu te mauri
The pursuit of excellence is a sacred endeavour

Tū te whiwhi a nuku tū te whiwhi a rangi
Sanctified by the earth mother and sky father

Kei te whiwhia i waho kei te rawea mai i waho
Their achievements speak for themselves, they are the epitome of excellence

Puritia mai i waho tawhia mai i waho
Hold fast, be proud of your accomplishments

Tēnei te mauri ka whakapiki
This is the excellence which is uplifting

Tenei te mauri ka whakakake
This is the excellence which inspires

Ko te mauri o tēnei ariki, ko te mauri o tēnei taurira
The essence of the master is reflected in the pupil

Ko te mauri ki runga i te rangi e rangi
It is the excellence which is emblazoned across the sky

Ko te mauri ka pū kei waho
The excellence is there for all to see

Kei te whaiao, kei te ao mārama
Transcending this ancient world into the world of enlightenment

Whano, Whano, Haramai te toki, Haumiē, Hui ē, Taiki ē!
Wait, Ready, Come On – Everyone, All of Us, Together...Now!



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Foreword

Tuia te whānau

Tuia te hapū

Tuia te iwi

Tui, tui, tuituia¹

Te Whakamotuhaketanga Hapū was first implemented in 2003 as a strategy to provide high quality service delivery to whānau, hapū and iwi Māori. The strategy has been developed by the Pou Ārahi unit in consultation with all areas of the Local Government and Community Branch (LG&C).

The strategy builds on the achievements of the past and sets the direction for LG&C for the next three years.

It should come as no surprise that our successes over the past three years have been located mainly in the regions where staff have the opportunity to engage directly with whānau, hapū and iwi Māori.

This new strategy provides a pathway for the whole LG&C Branch to participate not only in the regions, but also through policy and strategic direction.

This will make a real difference for whānau, hapū and iwi Māori well-being.

Bob Penetito
Pou Ārahi

¹ Na Hapi Winiata, Te Atamira Taiwhenua, April 2003



Overview

‘Māori have clarified their thoughts. They want to be able to enjoy those good things which have been given them by the Pākehā culture. But they also want to retain the values that have been part of their culture and which they believe are good in present circumstances’.

Rangihau, John, in ‘Te Ao Hurihuri: Aspects of Māoritanga’ p 189.

Written more than four decades ago, the sentiments expressed in this simple statement apply just as much to current Māori thinking as they did the day they were penned. Te Whakamotuhaketanga Hapū serves as a reminder that looking back to plan for a sustainable future is an imperative for whatever development initiative the Crown wishes to undertake in collaboration with Māori.


Te Whakamotuhaketanga Hapū is a concept that was coined by Amster Reedy and subsequently supported by Te Atamira Taiwhenua and other Māori stakeholders. The idea of LG&C working alongside whānau, hapū and iwi Māori in achieving their aspirations has been defined as “whakamotuhaketanga”.

In the context of the original strategy, “whakamotuhaketanga” covers the process of moving away from dependence upon the Crown towards a self-determined, sustainable status within the current constitutional framework.

At the heart of the previous and new strategies is a relationship-building model based on tikanga Māori values and principles. A significant section of the previous strategy required LG&C to ‘reshape its internal practices and processes to better respond to whānau, hapū and iwi Māori needs’. The new strategy will continue to build on this theme while integrating with other branch activities.

Te Whakamotuhaketanga Hapū is part of the wider Department of Internal Affairs’ Effectiveness for Māori strategy *Kia Whaihua te Mahere Rautaki Māori – Effectiveness for Māori Strategic Plan – 2006-2009*.

Te Whakamotuhaketanga Hapū identifies a series of objectives and actions for LG&C




to meet Treaty obligations and improve outcomes for Māori, with strategic objectives covering strategy, policy and service delivery.

A priority outcome area for the Department of Internal Affairs is 'Strong Sustainable Communities/Hapū/Iwi'. The inclusion of hapū and iwi in the outcome statement acknowledges that Māori identify first and foremost with hapū, iwi and whānau structures. It also signals that the Department understands the diversity of Māori and the structures through which whānau, hapū and iwi Māori needs can be met.

Te Whakamotuhaketanga Hapū, through its emphasis on tikanga and self determination for Māori, is a significant contributor to each of the intermediate outcomes identified in the Statement of Intent 2007-10:

- **Communities are empowered to help themselves** – regional advisors work with whānau, hapū and iwi Māori in appropriate ways to help them set their own priorities and find their own solutions. Regional advisors provide advice and support to whānau, hapū and iwi Māori to access grant funding. Policy advice on community development contains whānau, hapū and iwi Māori perspectives¹.
- **Communities recognise and enjoy the economic, social and cultural benefits of diversity** – the Te Whakamotuhaketanga Hapū strategy will assist staff working with whānau, hapū and iwi Māori to understand their needs and ensure they are recognised.
- **People engage with and participate in their communities** – the strategy encourages whānau, hapū and iwi Māori to understand the opportunities for participation in local governance.
- **Communities are supported by fair and responsive local government and other local groups and organisations** – the strategy encourages regional advisors to provide advice, training and information to whānau, hapū and iwi Māori on participation in local government processes.

¹ Department of Internal Affairs Statement of Intent 2007-2010.



In the 2007/08 year, Kaiarataki² will continue to provide leadership and mentoring to staff in regions to ensure that the Department's services are responsive to the needs of Māori. The effectiveness of Kaiarataki is currently being monitored through bi-monthly and quarterly reporting and staff satisfaction surveys. Evaluation of Kaiarataki will be included as part of the work on the impact of Te Whakamotuhaketanga Hapū scheduled for the 2008/09 year.

By the time Kaiarataki are phased out on 30 June 2008, it is expected that through leadership, mentoring, and coaching, they will have further enhanced the capability of regional staff to work with whānau, hapū and iwi Māori. In the following year, progress will need to be consolidated with further training for staff.

The roles and responsibilities of selected LG&C managers and staff will be clarified so that they can give practical effect to the strategy. Training and workshops will be available to support staff implement new functions.

Over the next two years policy analysis skills of staff will be enhanced through training which will cover both building appropriate relationships with whānau, hapū and iwi Māori and developing policy analysis with a whānau, hapū and iwi Māori development perspective.

At the same time a relationship/engagement strategy with whānau, hapū and iwi Māori and other stakeholders will be implemented to ensure that there is wide communication of the strategy's goals and opportunities are given for feedback.

All of the above are important building blocks for achieving positive social, economic, cultural and environmental outcomes for Māori.

² Kaiarataki are regional advisors who have 0.5 of their time designated to providing mentoring, leadership and coaching activities to other regional staff around the ongoing implementation of Te Whakamotuhaketanga Hapū. There are four Kaiarataki positions, one in each region. They were introduced in September 2005 and will operate until 30 June 2008 at which time they will be disestablished. Staff who held these positions will transit back to their regular roles as regional advisors.

Learning from experience

During the last four years the LG&C Branch implemented a range of activities to ensure service delivery continued to be readily accessible, responsive and in tune with the development needs of Māori. These included measures to:

- provide high quality funding systems
- develop and implement rigorous and effective policies
- deliver high quality operational services²

The development of staff capability/capacity to better understand and engage with Māori was the focus over the last two years and this is one of the themes that will continue in the next phase of the strategy. Staff capability was developed through:

- the delivery of Effectiveness for Māori training (with Te Papa Rautaki Māori)
- the delivery of Te Kete Āwhina workshops to LG&C regional and head office staff
- the appointment of four Kaiarataki positions to provide coaching, leadership and mentoring support to regional staff around the ongoing implementation of Te Whakamotuhaketanga Hapū
- strengthening and building on our internal and external Māori networks

In 2006 a baseline process and impact evaluation was completed on the 2003-2006 Te Whakamotuhaketanga Hapū strategy. The preliminary results are encouraging both for the LG&C branch and Māori. Many of the recommendations will be implemented in this next phase of Te Whakamotuhaketanga Hapū.

The approach adopted with this new strategy is to build on the successes of the past three years, and to expand Te Whakamotuhaketanga Hapū into new areas of strategy and policy in LG&C to better meet whānau, hapū and iwi Māori development needs. Te Whakamotuhaketanga Hapū is moving into an exciting phase.

² Te Whakamotuhaketanga Hapū Strategy 2003 – The Framework – Strategic Objectives. pg.7

The recent evaluation showed that the strategy was effective in building successful working relationships with whānau, hapū and iwi Māori. The new strategic vision:

Working beside whānau, hapū and iwi Māori

provides clarity of purpose and enhances opportunities for LG&C to promote, and use more extensively the knowledge gained over the past three years. This approach also links with the Department's intermediate outcome of 'communities are empowered and able to help themselves'.

This vision, and a new work programme will take LG&C into the next three years.

The use of the word 'beside' to describe the way we will interact with whānau, hapū and iwi Māori is an interpretation of a remark made by kaumātua to their mokopuna:

"E moko, haeremai ki taku taha / Grandchild, come here beside me"

The mokopuna moves beside the grandparent safe in the knowledge that every consideration borne of trust, respect, love and faith in the ways and practices of that generation will be received. Conversely, kaumātua know their continuing existence as Māori depends on the ways and practices of the new generation. It is a reciprocal relationship.

There will be times when LG&C is working beside whānau, hapū and iwi Māori when it is the kaumātua, and times when it is the mokopuna.





Context

Following the September 2005 General Election, the subsequent Speech from the Throne noted that:

“one of the most distinctive features of contemporary New Zealand is our increasingly diverse population ...”

It went on further to say that:

“as New Zealand moves forward, we must address needs across a range of communities and ethnicities ...”³

Te Whakamotuhaketanga Hapū is but one of several approaches the Department employs to reach and respond to diverse community needs.⁴

On the subject of Māori in contemporary New Zealand, the speech also signalled key areas and priorities the government would focus on over the next three years. Those most relevant to the Te Whakamotuhaketanga Hapū strategy include:

- ensuring success for Māori by utilising the many opportunities now available
- recognising the emergence of a new, dynamic, confident Māoridom
- lifting aspirations, celebrating and encouraging success, and not dwelling on past failure; and
- encouraging rational and informed dialogue on the role of the Treaty of Waitangi.

In 2006, the government reorganised its priority work streams around the following three key themes:

- economic transformation

³ Speech from the Throne 2005.

⁴ Other approaches the Department employs, and which reflect the diversity of communities, include the Pacific Community Strategy, the Sustainable Communities Development Strategy and the Intercultural Awareness and Communications Training Programme.

- families young and old; and
- national identity.

The Department of Internal Affairs gives effect to the themes through its key outcome areas of:

- strong sustainable communities/hapū/iwi
- safer communities
- trusted records of New Zealand identity; and
- executive government is well supported.





Māori Population Statistics

In 1991 the Māori population numbered 434,837 or 13 percent of the general population⁵.

In March 2006 the general census identified the Māori population as 565,329 or 14.6 percent of the general population.

This represents a 30 percent increase of 130,492 over the 1991 Māori population figures.

By 2021 the Māori population is expected to reach 760,000⁶, an increase of 74 percent or 325,163 over the 1991 Māori population figures.

Because of the increase, over the next fifteen years, a rise in demand for LG&C services is expected.

Te Whakamotuhaketanga Hapū strategy will position LG&C to respond to that demand.

⁵ Statistics New Zealand (2006). 2006 Census Quickstats National Highlights. Māori Ethnic Population.

⁶ Statistics New Zealand (2005). National Ethnic Population Projections.

Alignment with the Treaty of Waitangi

Te Whakamotuhaketanga Hapū is a reflection of the Department's commitment to the articles and principles of the Treaty of Waitangi. The intention is to assist Māori aspirations in sustainable ways by bringing together the Tino Rangatiratanga (derived from Article Two) and the Kawanatanga (Article One) principles in the spirit of partnership.

The principle of partnership requires the Treaty partners to act “reasonably, honourably and in good faith” toward each other in their dealings. The partnership is between Māori and the Department of Internal Affairs.

Te Whakamotuhaketanga Hapū is grounded in Māori values and practices, or “taonga”, as contained in the translation of the Māori text of Article Two of the Treaty. The Local Government and Community Branch has an important role in supporting communities, hapū and iwi through the delivery of services, strategy and policies. The services and the advice provided must be effective for Māori.



Te Ao Māori

At the heart of the strategy is a way of looking at the world that is grounded in tikanga Māori values and practices. These values are the cornerstones of the Māori world view.

This view conceptualises how Māori see the world they live in and comprises a number of concepts which include traditional and contemporary Māori ways of understanding and interpreting the physical and spiritual environment. Together these concepts form the basis of how and why Māori behave the way they do in going about the daily tasks of living and working in Aotearoa. For example a concept such as 'mana' enables a person or an organisation to relate to or compete with other groups from a position of equality, sometimes power, and often, authority.

In working with Māori, unless we recognise, understand and acknowledge the group's 'mana', and from where that 'mana' is derived, we can do a disservice both to the group, and to the Department.

The values which permeate Te Whakamotuhaketanga Hapū provide a mere glimpse into te ao Māori. These glimpses enable everyone to move closer to the goal of supporting whānau, hapū and iwi Māori to determine a sustainable future.





Local Government and Community Branch - Our Strengths

The Department's commitment to being effective for Māori is clearly evident in its Effectiveness for Māori (EfM) Strategy *Kia Whaihua te Mahere Rautaki Māori – Effectiveness for Māori Strategic Plan – 2006-2009*.

Although Te Whakamotuhaketanga Hapū is part of this plan, it was developed specifically to provide a strong Effectiveness for Māori direction for LG&C.

In December 2006, 36 LG&C staff identified as Māori. This represents 21 percent of the total LG&C staff and 7.8 percent of all Departmental staff.

These staff form an LG&C network called Te Rōpū Māori who are represented by Te Rōpū Māori Caucus. They are a key driver for the Te Whakamotuhaketanga Hapū strategy.

Many Māori staff have grown up in the communities they now work in. They understand hapū and iwi dynamics and are linked to those communities. Non Māori staff also possess strengths and attributes that allow them to work effectively amongst Māori.

The Pou Ārahi unit is central to the coordination and day to day implementation of the strategy. It is a central hub for the LG&C internal Māori networks and another key driver for the strategy.

Te Atamira Taiwhenua is the Department's external Māori advisory group. It comprises 17 Kaumātua and Kuia who have been nominated by their respective communities to represent hapū perspectives in the business of the Department.

Te Atamira Taiwhenua is an integral part of Te Whakamotuhaketanga Hapū and provides direction, vision, guidance and leadership around the strategy. Te Atamira Taiwhenua keeps LG&C grounded and engaged in real issues that are affecting Māori communities.

In the short time they have been in operation, Kaiarataki have had a positive impact



on the implementation of Te Whakamotuhaketanga Hapū by building the confidence and capability of regional staff to implement the strategy.

Kaiarataki leadership and mentoring activities have resulted in LG&C regional staff being clear about how they can give practical effect to the strategy in their day to day community development work.

Te Whakamotuhaketanga Hapū Strategy – Looking Forward 2007-2010

With the establishment phase of the strategy complete, it is now important to consolidate the achievements of the last four years and continue to drive the strategy into LG&C's core business.

Figure 1 on page 16 charts the logic of the strategy including the outcomes sought for LG&C and Māori communities.

Overarching Vision

Working beside whānau, hapū and iwi Māori

Helping Māori to help themselves

Strategic Objectives

Objective 1: to deliver high quality operational services to Māori; and

Objective 2: to develop policy advice that has regard to whānau, hapū and iwi Māori perspectives.

Strategic activity areas in LG&C

The strategic activity areas for the branch are:

- leadership and direction (to assist people in the branch lead by example, understand what the expectations are and actively promote the strategy)
- strategy refinement (to expand the strategy into new areas and assist people to meet expectations); and
- strategy management (to better coordinate the strategy with other activities the branch may be initiating).



Funding/Resourcing

- baseline
- sustained
- guaranteed
- funding schemes (Government & philanthropic)

Personnel
(Government & philanthropic)

- sufficient
- skilled for TWH development

Knowledge

- Te Atamira Taiwhenua
- Pou Arahī
- Māori caucus
- Kaiarataki
- Te Papa Rauaki Māori
- Tangata Whenua Rōpū

Leadership by LG&C

Incorporation of TWH into core LG&C strategy, policy and operations

Continuity of TWH 'drivers'

- Pou Arahī
- Kaiarataki
- Regional champions

Increasing engagement and commitment of LG&C personnel

(and outputs)

Leadership and direction

Development of TWH leadership structure and roles

(and outputs)

Development of TWH roles, clarification of functions, tasks, roles and TWH objectives

(2007/00)

Māori access to LG&C services has improved

Māori confidence

L

Effective

man

Improve TWH at

Māori service barriers

TWH-communications strategy

High level of confidence among respondents

LG&C staff at

at



Strategic and implementation activity

The evidence gathered through evaluation⁷, consultation and hui strongly suggests a range of priority areas the Strategy should focus on over the next three years. These are outlined in the centre columns of Figure 1. Action plans have been developed for each area across the three years of the Strategy and flow out of the strategic activity areas.

Action plans are focused on developing effective relationships and engagement with key stakeholders. They also clarify the objectives and roles for both management and staff, enhance the acquisition of skills and implement monitoring and continuous improvement.

Over the next three years, it is expected that the effect of the strategic focus and implementation activity will be:

- that the LG&C branch has improved the way it works with whānau, hapū and iwi Māori; and
- that there is a positive impact on whānau, hapū and iwi Māori.

⁷ A process evaluation of Te Whakamotuhaketanga Hapū was completed in June 2006. Some preliminary impact data was also identified.

Benefits to whānau, hapū and iwi Māori

The benefits to whānau, hapū and iwi Māori of the strategy will become increasingly evident as it is implemented. The approach encompasses the work of the regions and the work of national office and policy. This will mean that all significant areas of the branch will not only be focusing on general community development services and policies but will also be achieving improved outcomes for whānau, hapū and iwi Māori.

It is expected that whānau, hapū and iwi Māori will be able to identify the outcomes, that these outcomes can be achieved, and that ultimately Māori will be in a stronger and more sustainable position.

For example whānau, hapū and iwi Māori will:

- have the capacity to operate independently and interdependently
- have the capacity to engage confidently with LG&C; and
- have the capability to access and/or facilitate their own access to LG&C policies and programmes.



Outcomes of the strategy

The following are the key outcomes of the strategy that have been identified for LG&C. Also identified below are the key outcomes for whānau, hapū and iwi Māori.

	2007/08	2008/09	2009/10
Whānau, hapū and iwi Māori outcomes	Māori access to LG&C services has improved	Māori have increased confidence to engage with LG&C services	Māori trust LG&C services and have no barriers in accessing them
LG&C Branch outcomes	<p>Increased visibility of Te Whakamotuhaketanga Hapū in corporate and branch strategy and policy eg. Statement of Intent, regional plans, Individual Performance Agreements, work programmes and service delivery</p> <p>Increased capability and confidence amongst LG&C staff to engage with and respond to whānau, hapū and iwi Māori</p>	<p>Effective leadership, direction and management of Te Whakamotuhaketanga Hapū</p> <p>Improved participation in Te Whakamotuhaketanga Hapū activity across LG&C</p>	<p>Te Whakamotuhaketanga Hapū is integrated into core LG&C policy, strategy and practice</p> <p>High levels of capability, confidence and comfort among LG&C staff to respond to whānau, hapū and iwi Māori</p> <p>LG&C is recognised across the state sector and by Māori as a leader in working effectively with whānau, hapū and iwi Māori</p>



Critical success factors

The first phase of the strategy (2003-2006) has shown that successful implementation is underpinned by critical factors. These factors are crucial to the success of the strategy in the short and longer term. Some key factors are the importance of:

- Visible commitment, modelling and leadership to be demonstrated by key people in the branch.
- Effectively using the available resources and setting priorities. Resources include staff in the Pou Ārahi unit, Te Atamira Taiwhenua, designated staff in regions, training initiatives, operating budgets, the work of Te Papa Rautaki Māori and the strengths and attributes of other staff members.
- Whānau, hapū and iwi Māori community input/advice into the strategy will be regularly sought to ensure the strategy remains relevant and timely.

Actions have been developed to ensure these and other success factors are wrapped around the strategy during this next phase. See action plans page 24.

The key internal and external stakeholders are:

Internal

- Te Papa Rautaki Māori
- Te Rōpū Māori Caucus
- Communications
- Service Delivery Teams
- Kaiarataki (2007/08)
- LG&C policy teams
- Strategic Analysis and Information
- Research and Evaluation Services.

External

- Te Atamira Taiwhenua
- Whānau, hapū and iwi Māori
- The Minister of Internal Affairs
- The Minister for the Community and Voluntary Sector
- Other government departments such as Te Puni Kōkiri and the Ministry of Social Development.

Evaluation and monitoring

The strategy will be monitored by seeking feedback from LG&C staff, use of client satisfaction surveys in the regions, Kaiarataki staff satisfaction surveys, and distilling information from regional plans.

Te Atamira Taiwhenua members will give feedback at regional and national hui on the impact of the strategy on whānau, hapū and iwi Māori. Plans will be developed systematically to obtain feedback from whānau, hapū and iwi Māori clients and to gain a picture of Māori specific data at each point of engagement. This will be part of a branch wide project.

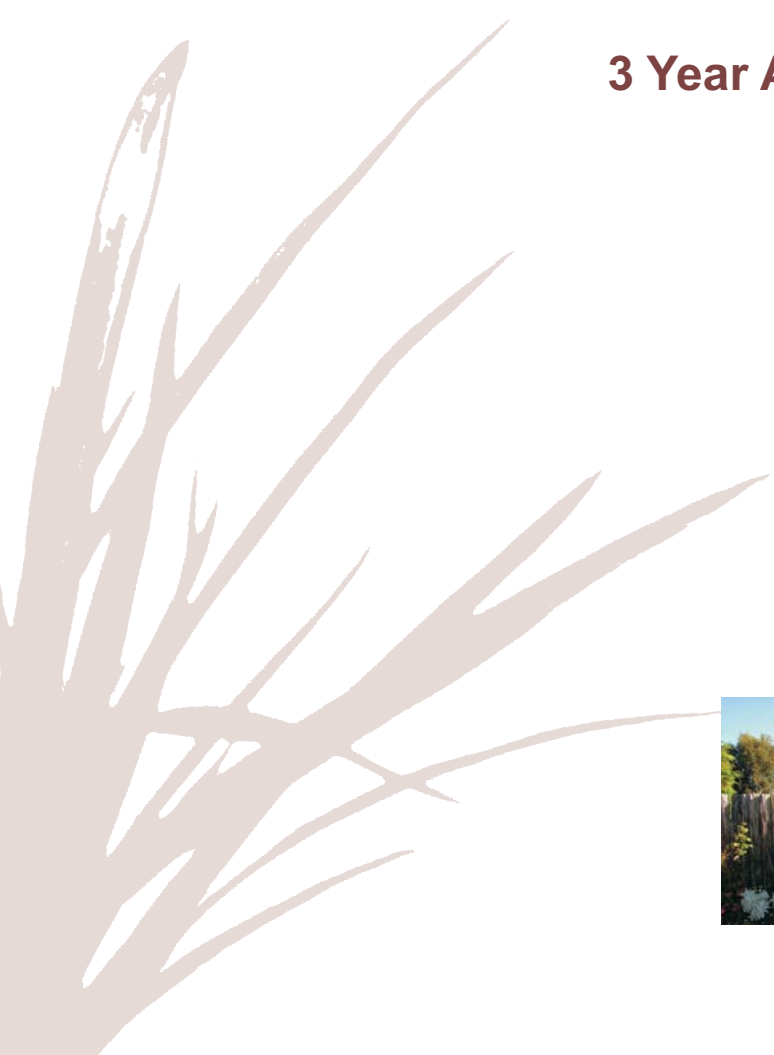
At the same time, performance and outcome indicators are being developed by the Branch. These will measure the impact of the strategy. It is also intended to develop terms of reference for an impact evaluation. This will cover branch activities and outcomes for whānau, hapū and iwi Māori.





Te Whakamotuhaketanga Hapū

3 Year Action Plan



Te Whakamotuhaketanga Hapū

Action Plan for 2007 – 2008

Outcomes:

- Increased visibility of TWH in corporate and branch strategy and policy eg. Statement of Intent, regional plans, IPA, work programmes and service delivery.
- Increased capability and confidence amongst LG&C staff to engage with and respond to whānau, hapū and iwi Māori.

Actions:

Development of TWH roles (staff and managers)

Identify those LG&C positions that need TWH objectives (PA, HR).

Clarify functions, tasks and roles by 31 December 2007 (PA, HR).

Develop TWH objectives for LG&C staff and managers by 30 June 2008 (PA, HR).

Outcomes:

- Māori access to LG&C services has improved.
- Increased visibility of TWH in corporate and branch strategy and policy eg. Statement of Intent, regional plans, IPA, work programmes and service delivery.
- Increased capability and confidence amongst LG&C staff to engage with and respond to whānau, hapū and iwi Māori.

Actions:

Communication of TWH goals

Develop a relationship/ engagement communication strategy with whānau, hapū and iwi Māori. Identify other key stakeholders, prioritise engagement;

- Scope and draft strategy by 30 September 2007

- Consult and implement strategy by 31 December 2007 (PA, Comms).

Scope out TWH contribution to BIM by 31 March 2008 (PA, SAI, Policy).

Ensure adequate visibility of TWH in corporate documents (OCE, PA, SAI).


Outcomes:

- Māori access to LG&C services has improved.
- Increased capability and confidence amongst LG&C staff to engage with and respond to whānau, hapū and iwi Māori.

Actions:

TWH skills acquisition programme

Develop Te Kete Āwhina/ Effectiveness for Māori Te Reo/Treaty 2 (policy) refresher workshop material by 30 September 2007 (TPRM, PA).

Develop Te Kete Āwhina/ Effectiveness for Māori paper for Effectiveness for Māori Moderation Committee for signoff by 10 December 2007 (TPRM, PA).

Deliver Te Kete Āwhina/ Effectiveness for Māori generic workshops (TPRM, PA).

Develop recruitment panel guidelines for TAT to clarify roles when TAT members are invited to sit on panels by 31 March 2008 (PA, HR).

Deliver presentation to TAT on “participation on recruitment panels” at national hui (PA).

Outcomes:

- Māori access to LG&C services has improved.
- Increased capability and confidence amongst LG&C staff to engage with and respond to whānau, hapū and iwi Māori.

Action:

Monitoring and continuous improvement of TWH

Develop terms of reference for TWH evaluation by 30 June 2008 (R&ES, SAI, PA).

Te Whakamotuhaketanga Hapū

Action Plan for 2008 – 2009

Outcome:

- Improved participation in TWH activity across LG&C.

Actions:

Development of TWH roles (staff and managers)

Design and deliver function/tasks/roles workshops for selected LG&C staff by 30 September 2008 (TPRM, PA).

Managers to include TWH objectives in relevant IPAs for 2008/09. (All identified managers).

Identify/develop a tool to assist managers with the monitoring of individuals' IPA progress by 30 June 2009 (PA).

Outcomes:

- Māori have increased confidence to engage with LG&C services.
- Improved participation in TWH activity across LG&C.

Actions:

Communication of TWH goals

Implement relationship strategy (PA).

Develop information resources e.g. booklets by 31 March 2009 (PA, Comms).

Ensure adequate visibility of TWH in corporate documents (OCE, PA, SAI).

Outcome:

- Improved participation in TWH activity across LG&C.

Actions:

TWH skills acquisition programme

Deliver Te Kete Āwhina/ Effectiveness for Māori generic workshops (TPRM, PA).

Deliver Te Kete Āwhina/ Effectiveness for Māori policy workshops (TPRM, PA).

Outcomes:

- Effective leadership, direction and management of TWH.
- Improved participation in TWH activity across LG&C.

Action:

Monitoring and continuous improvement of TWH

Subject to funding, conduct TWH evaluation and monitoring activities by 30 June 2009 (R&ES, SAI, PA).



Te Whakamotuhaketanga Hapū

Action Plan for 2009 – 2010

Outcome:

- High levels of capability, confidence and comfort among LG&C staff to respond to whānau, hapū and iwi Māori.

Action:

Development of TWH roles (staff and managers) Report on progress by 31 March 2010 (PA).

Outcomes:

- Māori trust LG&C services and have no barriers in accessing them.
- High levels of capability, confidence and comfort among LG&C staff to respond to whānau, hapū and iwi Māori.
- LG&C is recognised across the state sector and by Māori as a leader in working effectively with whānau, hapū and iwi Māori.

Actions:

Communication of TWH goals Implement relationship strategy (PA).
Develop further information resources by 31 March 2010 (PA, Comms).
Ensure adequate visibility of TWH in corporate documents (OCE, PA, SAI).



Outcomes:

- High levels of capability, confidence and comfort among LG&C staff to respond to whānau, hapū and iwi Māori.
- LG&C is recognised across the state sector and by Māori as a leader in working effectively with whānau, hapū and iwi Māori.

Actions:

TWH skills acquisition programme

Deliver Te Kete Āwhina/ Effectiveness for Māori generic workshops (TPRM, PA).

Deliver Te Kete Āwhina/ Effectiveness for Māori policy workshops (TPRM, PA).

Outcome:

- LG&C is recognised across the state sector and by Māori as a leader in working effectively with whānau, hapū and iwi Māori.

Action:

Monitoring and continuous improvement of TWH

Implement lessons learnt from TWH evaluation (LG&C).



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Glossary Of Terms

TWH	Te Whakamotuhaketanga Hapū
PA	Pou Ārahi
LG&C	Local Government and Community Branch
TPRM	Te Papa Rautaki Māori
SAI	Strategic Analysis and Information
TAT	Te Atamira Taiwhenua
IPA	Individual Performance Agreement
HR	Human Resources
BIM	Briefing to Incoming Minister
R&ES	Research and Evaluation Services
SOI	Statement of Intent
Comms	Communications
EfM	Effectiveness for Māori
OCE	Office of the Chief Executive



