

Project Team

Te Raranga a Mahi was prepared under the Sustainable Management Fund Project N° 1001 “Iwi Management Plan Toolkit”.

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HE MIHI

Korōria ki te Atua i runga rawa
Maungarongo ki te whenua
Whakaaro pai ki ngā tāngata katoa.

Tēnā koutou e te iwi whānui.
He mihi tēnei ki a koutou katoa.

He mihi hoki ki a rātou kua mene ki tua o te ārai.
E ngā mātua i te pō haere haere.
Hoki atu ra ki paerau ki te kainga tūturu o te tāngata.
Kei reira e noho noa atu. Kāti.

E te iwi
Ānei he pukapuka mā koutou kia pai ai te haere o ngā waka
I runga i ngā kaupapa nunui o tēnei ao hurihuri.
Kei ngaro tātou i te korokoro o te Parata.
Kia tū rangatira ai
Hikihikitia! Riariakina! Hapahapainga! Rangarangahia!
Te tapuae o tō waka
Haumi e, Hui e, Taiki e!

One of the options being pursued by tangata whenua to assert their tino rangatiratanga over their ancestral taonga is to prepare and implement environmental management plans (often referred to as iwi management plans or ‘IMPs’). For some time tangata whenua have sought detailed guidelines on the preparation of iwi management plans, resulting in the Ministry for the Environment making resources available through the Sustainable Management Fund for the preparation of a “Toolkit”. In 1999 a team comprising Te Rūnanga o Ngāi Tahu, Wellington Tenth Trust, and Beca Carter Hollings & Ferner were selected to carry out the project.

The title Te Raranga ā Mahi seeks to acknowledge that this document is a result of the interweaving of many efforts over the years, and to acknowledge the contemporary advice and resources that have resulted in this document. The title also acknowledges that the preparation of an IMP requires the coordination and integration of many endeavours.

There are many reasons why a whānau, hapū or iwi may decide to prepare a management plan. The team brought together a range of skills but comprised people who work in resource management and had the belief that a “Toolkit” would be useful for whānau, hapū and iwi. The collective knowledge of many individuals and groups is what we hope whānau, hapū and iwi will be able to see in this document.

A management plan can be as simple or detailed as you want it to be. Te Raranga seeks to provide tools to enable you to prepare whatever type of plan that suits, or to further develop an existing plan.

Some local authorities have realised the value of whānau, hapū or iwi management plans and are having due regard to existing plans in the preparation and implementation of statutory plans. The next challenge is to work with other local authorities that have yet to reach the same conclusion.

Ngā mihi ki a koutou katoa.



Liz Mellish
Kaiwhakahaere
Nga Tekau o Poneke, Wellington Tenth's Trust



Mark Solomon
Kaiwhakahaere
Te Rūnanga o Ngāi Tahu

ACKNOWLEDGEMENTS

For many years individuals and groups have sought to have the customary rights and responsibilities of tangata whenua over their ancestral taonga recognised by various statutory and private organisations. Te Raranga is a result of the seeds sown by those many individuals and groups.

In the preparation of Te Raranga there have been a range of individuals and groups who provided advice and aroha at various stages. These include:

Interviews

Liz Mellish, Wellington Tenth Trust

Nganeko Minhinnick, Ngaati Te Ata

Hirini Matunga, Kai Tahu, Ngati Kahungunu

Edward Ellison, Kai Tahu Ki Otago

Chris Koroheke, Ngati Wai, Ngati Maniapoto

Vaughan Payne, Whakatohea, Ngai Tai

Case Studies and Examples

Kai Tahu Ki Otago

Ngati Haumia

Whakatohea

Kawerau a Maki

Ngati Porou

Reviewers

Ruth Nepia, Tuwharetoa

Murray Hemi, Ngati Kahungunu

Tremane Barr, Makawhio Runaka

Vaughan Payne, Whakatohea, Ngai Tai

Tim Manawatu, Koukourarata – Onuku Runaka

Teriana Smith, Taumutu Runaka

Peter Garvin, Murihiku Runaka

Edward Ellison, Otago Runaka

Gail Tipa, Moeraki Runaka

Mark Te One, Wellington Tenth Trust

Andrew Hazelton, Rudd Watts & Stone

Resources

Manatu mo te Taiao

Te Puni Kokiri

ABOUT TE RARANGA A MAHI

Te Raranga a Mahi (Te Raranga) seeks to provide whanau, hapu and iwi with tools to prepare Environmental Management Plans (otherwise known as Iwi Management Plans or “IMPs”).

Te Raranga comprises four parts as follows:

Part One – The Toolkit

This part provides an overview of Te Raranga, what IMPs are, why they are important, and how this toolkit can help your whanau, hapu or iwi prepare one. Two options for structuring your IMP are also explained.

Part Two – The Process

This part highlights that before actually writing your IMP, it is important to get organised and put a number of matters in place. This includes defining the scope of the IMP, identifying information needs, knowing how you are going to consult, and obtaining authority to proceed from your whanau, hapu or iwi.

Part Three – The Preparation

This part provides guidelines on preparing different sections of your IMP. Examples and Case Studies are used extensively to illustrate how the guidelines can be used in practice.

Part Four – Resource Directory

This final part identifies where you can obtain further information and resources to assist you in preparing an IMP. A series of fact sheets summarising various legislation relating to resource management are also provided.

The four parts are illustrated on the following page. Within the margin of each part are summarised points, and the experiences and thoughts of particular iwi or hapu, relating to that section.

It is intended that the contents of Te Raranga will be reviewed and updated progressively to enable holders to keep abreast of best IMP practices.

All Te Raranga holders are registered at the time of receiving it and will be contacted automatically regarding future updates. People downloading Te Raranga who wish to be sent updates will need to notify the Ministry for the Environment (MfE) directly.

A form is also included which enables you to provide feedback on Te Raranga or to let others know if you have prepared an IMP. Please photocopy the form and keep the original in Te Raranga. Alternatively, you may wish to provide less formal feedback (eg phone, email). Your feedback will be useful for any future review of Te Raranga.

In the long term it is intended that Te Raranga be owned and managed by tangata whenua. In the interim, MfE are identified as a contact point.

In order to make Te Raranga more accessible, MfE intend to place it on their website. www.kaitiaki.org.nz, or www.kaitiakitanga.org.nz. Additional information on case studies may be found or referenced in the future on the website.

PART ONE The Toolkit

Section One
First Principles

Section Two
Structure of
Te Raranga

Section Three
An
IMP Template

Section Four
Getting
Started

PART TWO The Process

Section One
Purpose and
Scope of the Plan

Section Two
Preparing the
Plan

Section Three
Project
Management

Section Four
Resources

Section Five
Consultation

PART THREE The Preparation

Section One
Introduction to
Part III

Section Two
Foundations of
the IMP

Section Three
Resource
Inventory

Section Four
Issue and
Outcomes

Section Five
Objectives

Section Six
Achieving
Outcomes

Section Seven
Checking our
Achievements

Section Eight
Keeping up
with Change

PART FOUR Resource Directory

Section One
Funding
Sources

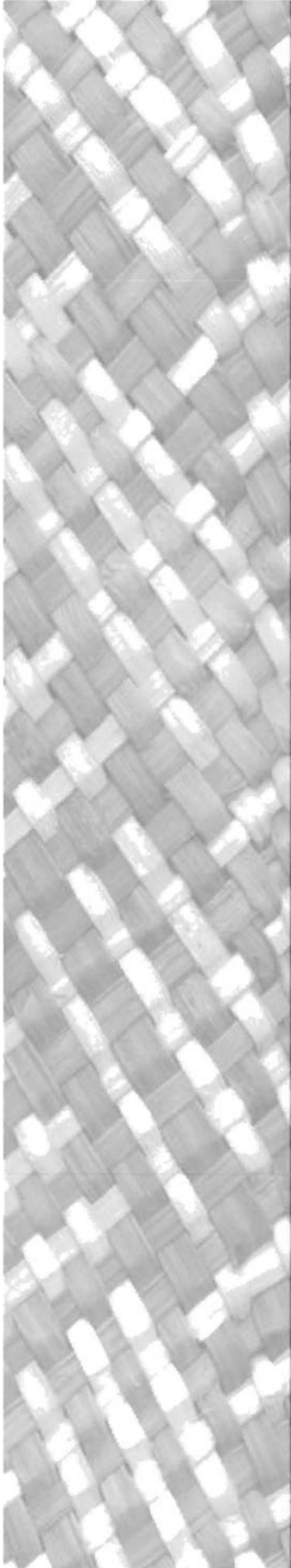
Section Two
Existing IMP

Section Three
Publications

Section Four
Web Sources

Section Five
Legislation
Fact Sheets

HOW TO USE TE RARANGA A MAHI



How to use Te Raranga

HOW TO USE TE RARANGA A MAHI

Template Concept

Each section of Part II and Part III of the Toolkit uses templates as a model or an outline of a key part of the IMP. These can be used time and time again to help build an IMP, or a series of IMP.

Guidelines

The guidelines are intended as a map through the planning process.

The construction of the template and its contents are set out in the guidelines. These also act as a link to other templates and guidelines that need to be looked at or considered at the same time.

Checklists

The checklists are designed to ensure that the key steps in the construction of a particular part of the IMP are all completed, and that linkages to other parts of the IMP have been considered.

Process and Structure

The guidelines and checklists fall into two main types;

- Process related guidelines and checklists that cover matters that will be important throughout the whole project, like project management, consultation, and resourcing.
- Structure related guidelines and checklists that go with specific parts of the plan preparation process, like issues and outcomes, setting objectives, deciding how to get there, and checking achievements.

The process related guidelines contain advice that is aimed at helping iwi and hapu fully understand the demand on resources that the planning process will make. Some basic project management tools are included. However, the preferred way of doing this will only be developed over time as whanau, hapu or iwi preferences emerge. These may be quite different from the "textbook" approach.

The structure related guidelines are based on the Resource Management Act 1991 (RMA) model of issue identification, setting desired outcomes, setting objectives, deciding on how to get there, and checking achievements. While it is a model that can be applied to a wide variety of situations, it is likely that over time, whanau, hapu or iwi will work out ways of doing the same thing, but that better suits their needs.

Worksheets

Worksheets are provided to assist in the completion of parts of the IMP, or elements of project management. These are for repetitive tasks such as identifying issues, desired outcomes and objectives. Also included are tasks such as preparing funding applications.

Other Matters

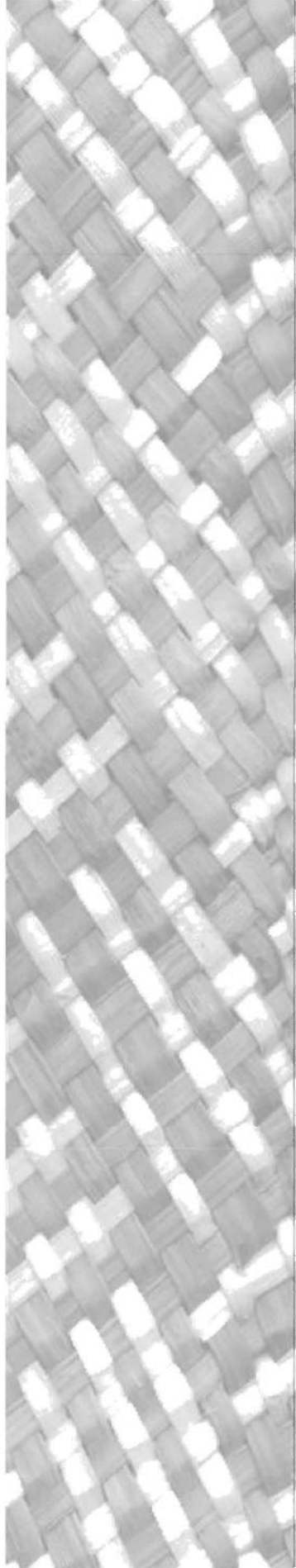
It is acknowledged that tangata whenua throughout the motu are at different stages in terms of experience and capacity to address environmental issues. Some have already prepared an IMP and others have not. It is intended that tangata whenua “pick and mix” different sections of Te Raranga to suit, and to be adapted to, their own particular circumstances.

It is also intended that Te Raranga only be used as a guide. It is not intended that Te Raranga be regarded as a “standard”. Te Raranga is simply a starting point, or to provide guidance for developing existing IMPs further.

It is also recognised that iwi throughout the motu may use different terminology for explaining the same or similar concepts. Kaitiaki, for example, is generally used in the North Island when referring to either spiritual and human guardians. Kai Tahu, however, use the term “tangata tiaki” when referring to human guardians. Accordingly, Maori terms used in Te Raranga may have different meanings to different tangata whenua.

Another important issue is the need to determine which information you want to put in the public domain and which information you want to retain control over. This is a personal matter but needs to be debated when preparing your IMP. It is a balancing exercise to ensure that your IMP provides enough guidance to external agencies regarding when they need to consult but preventing your IMP becoming a substitute for consultation.

Lastly, it is essential that an IMP be “owned” by a particular whanau, hapu or iwi. This means that while help may be available from external sources (eg other IMPs) and external agencies (eg Council funding), the **process** for preparing your IMP **and** the **content** of your IMP needs to be determined and controlled by you. It’s the old story of unless you own the process you will not own the outcome. Consistent with the above is that your IMP should not be driven by legislation. Legislation will come and go but tangata whenua and their tikanga will remain. Legislation should simply be regarded as tools for implementing your IMP.



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UPDATES

Amendment N°	Issue Date	Description
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TE RARANGA A MAHI FEEDBACK FORM

Ingoa:

Iwi/Hapu/Whanau:

Waahi Noho:

Waea: Waea Whakaahua:

Email:

1. We consider that the following sections of Te Raranga a Mahi are the most useful:

.....
.....

2. We consider that the following sections of Te Raranga a Mahi need to be improved (please give reasons):

.....
.....

3. Other comments

.....
.....

4. We have completed an IMP as follows:

Name of IMP:

Prepared by:

Date Completed:

Please send the Feedback Form to:

Manager
Maruwhenua
Manatu mo te Taiao
PO Box 10-362
WHANGANUI A TARA

Manager
Maruwhenua
Ministry for the Environment
PO Box 10-362
WELLINGTON

Phone: (04) 917 7400

Fax: (04) 917 7523

Note: Your response will be subject to the requirements of the Privacy Act.

GLOSSARY

Big Picture Approach:	An approach to Plan preparation that concentrates on the main issues and desired outcomes without going into detail.
Building Blocks:	In this document it refers to a set of components that are assembled together to form a framework for the Iwi Management Plan.
Checklist:	A list for reference and verification.
Concept:	A general notion of how an issue will be addressed or how a process will be put into effect.
Consultation:	A genuine invitation to give advice and genuine consideration of that advice. To achieve consultation, sufficient information must be supplied and sufficient time allowed by the consulting party to consulted to enable it to tender.
Content:	A description of what each main part of the document will cover and how they relate to the other parts of the document.
Cross Boundary Issues:	Issues or processes that affect resources, people or responsibilities both inside and outside your takiwa or rohe.
Cross-Reference:	A reference from one part of a book, article, etc. to another.
Draft:	Preliminary written version of the IMP or part of it.
Format:	The style, layout, or design of the IMP.
Foundation:	A basis or underlying principle.
Framework:	The broad structure of the IMP or the main elements of a process or strategy that you want to use.
Fundamental Values:	Essential primary qualities usually based in the tikanga or Mātauranga Māori or the iwi, hapu or runanga, which underpin the development of the IMP or its objectives.
Goals:	The broad aims or objectives towards which effort is being directed.
Guidelines:	Principles or criteria guiding a course of action.
Implementation:	The means to achieving a purpose.
Interrelationships:	Relate to one another.
Introduction:	An explanatory section at the beginning of a document.
Issues:	Important matters required to be addressed.
Issue Identification:	Identifying the topic or area of interest.
Iwi Management Plan:	Iwi planning document recognised by an iwi authority. May include planning for social, economic and resource management issues based on

tribal management and self-development.

Methods:	Techniques or ways available to implement a given objective or policy.
Methodology:	The tasks and process used to develop and deliver the IMP.
Mitigation:	To make less severe or harsh.
Model:	A particular design or style of a structure or process.
Monitoring:	Form of information gathering to assess the achievement of particular objectives or the effectiveness of methods of implementation.
Negotiation:	To bring about a result by reaching a compromise or agreement.
Objective:	Specific statements of intent as to how the desired outcomes will be achieved.
Outcome:	Statement of the result that the planning process should have respect of the specific issue to which the outcome relates.
Policy Statement:	A statement of the key issues and outcomes to be addressed by whanau, hapu, iwi or runanga, and supported by resource specific IMPs. Occasionally includes key objectives supporting the desired outcomes.
Principles:	Fundamental truth or law as the basis of reasoning or action.
Process:	A series of actions, which produce an outcome, change or development
Programme:	A specially arranged selection of tasks which when linked together result in an outcome such as the completion of the IMP or implementation of a strategy.
Project Management:	The process by which a project is planned and controlled, and resources are applied to achieve the delivery of an outcome, such as a completed IMP.
Purpose:	Reason for which anything is done, created or exists.
Resourcing:	The supply or sourcing of aid or support.
Scope:	Range of views, outlook.
Sequence:	The successive order of two or more things.
Specific Issues:	Issues relating to definite or particular topics.
Strategy:	A broad plan of action.
Structure:	Refers to the main parts of the document and what form and order they will come in.
Task:	A piece of work to be done or undertaken.
Templates:	Pattern or design used to help shape something accurately, and designed to be used repeatedly for similar tasks or in a similar context.

- Timeframes:** A specific period of time in which something occurs or is planned.
- Tribal Authority:** The authority, which represents an iwi/tribe and which, is recognised by that tribe/iwi as having the right to do so.
- Toolkit:** Set of instruments, which when used together provide the means to develop the IMP.
- Vision Statement:** Statement reflecting long term aspiration or moemoea of the whanau, hapu and iwi in respect of their ancestral taonga. This vision should provide a single focus for each generation.

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PART ONE

The Toolkit

PART I: THE TOOLKIT

*Tungia te ururua kia tupu
whakaritorito te tupu o te harakeke*

*Set the overgrown bush alight, and
the new flax shoots will spring up*

- ***First Principles***
- ***Structure of Te Raranga***
- ***An IMP Template***
- ***Getting Started***

THE TOOLKIT

First Principles

- ***What is an Iwi Management Plan?***

Iwi live their “management plan” on a daily basis. The interaction of kaumatua, kuia, tangata tiaki, and the whai korero of the marae has provided the framework for decisions made by whanau, hapu and iwi or runanga.

In recent times it has become necessary in some cases to formalise that framework in Iwi Management Plans (IMP), so that the position of tangata whenua on a range of issues can be heard and taken into account.

In the context of this Toolkit, an IMP is a vision of how the management and protection of natural and physical resources can be achieved based on the cultural and spiritual values of tangata whenua.

- ***Why Prepare an Iwi Management Plan***

Some of the reasons might be;

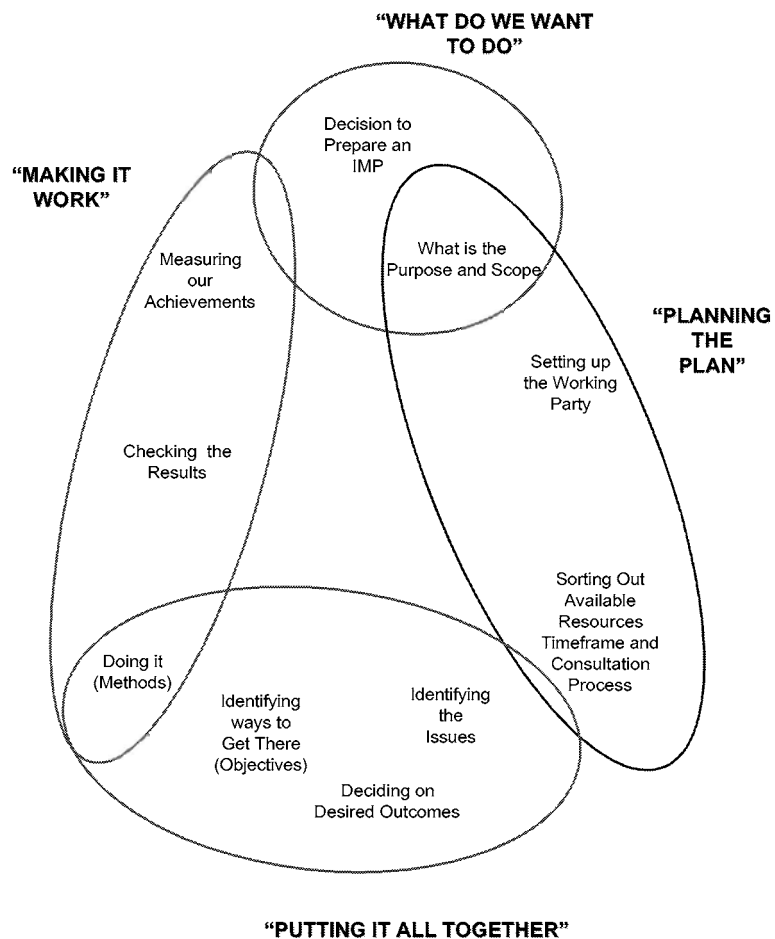
- To get out of the situation of continually reacting to consent applications or environmental problems that affect land and resources within the rohe;
- To clearly set out iwi kaupapa on environmental matters;
- To enable whanau, hapu, iwi or runanga to exercise their tino rangatiratanga over resources within their rohe;
- To clearly state how whanau, hapu, iwi or runanga intend to participate in the resource management process;
- To directly influence how regional and district councils develop policy on matters of significance to tangata whenua;
- To clearly state expectations about how other agencies or organisations should exercise their functions and responsibilities under the RMA 1991;
- To set out the ground rules for consultation with whanau, hapu, iwi or runanga.

- ***The Aim of the Toolkit***

The aim of the Toolkit is to assist tangata whenua to do all of the above. The Toolkit provides a range of ways to get started in the preparation of an IMP, and to tailor the Plan to the needs and resources of the whanau, hapu, iwi or runanga.

The Toolkit should also be capable of being used to prepare Management Plans on a wide range of matters, not just resource management. It is simply a case of using the same way of preparing the plan, but on other issues, like employment, health or education.

Figure 1 - Preparation of the IMP Broad Concept



Structure of Te Raranga

Part 1 The Toolkit

This part of Te Raranga talks about the following:

- *An IMP Template* A basic format for an IMP.
- *Getting Started* The two main styles of IMP
 - The **“Big Picture” Approach;**
 - The **“Single Issue” Approach.**

Part 2 The Process

This part talks about the following:

- *The Purpose and Scope of the Plan* helping to decide
 - identifying the kaupapa of the plan;
 - just what the Plan will cover;
 - identifying manawhenua and the rohe to be covered;
- *Plan Preparation* helping to work out
 - What steps will be followed to prepare the plan;
 - How information will be gathered and stored;
 - What information will be released through the plan;
 - What format and structure will be used;
 - How consultation will be carried out;
 - How different stages will be reviewed;
- *Project Management* helping to work out
 - How the Working Party running the project will be formed;
 - What order various steps will be done in;
 - How people, time and money will be allocated to get things done;

- **Resources**

- How progress will be checked and reported.
- working out
- How much time will be required to do all of the steps to complete the Plan;
- Identifying who needs to work on the Plan and how much time they have available;
- Working out how much money is required and where to get it from.

- **Consultation**

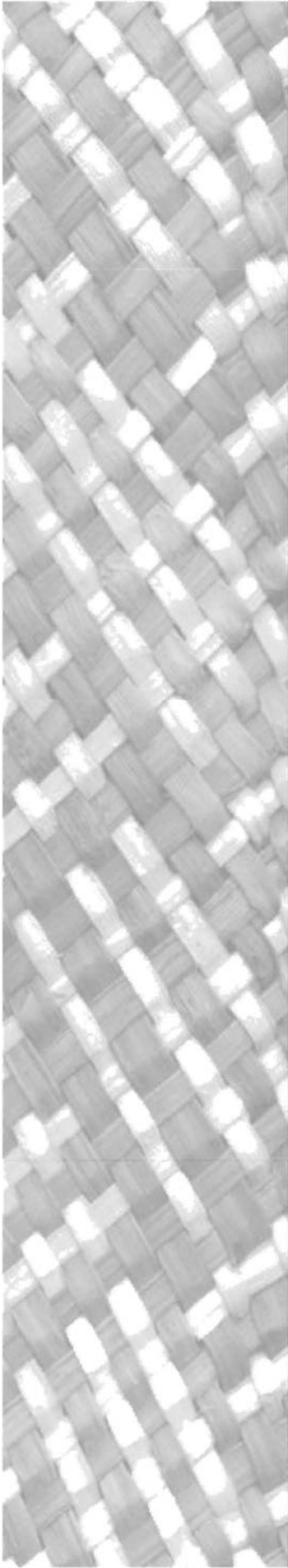
- working out
- Who needs to be consulted within the whanau, hapu, iwi or runanga;
- Who needs to be consulted outside of the whanau, hapu, iwi or runanga;
- What consultation is expected to achieve;
- Who will do the consultation, where, when and how.

Part 3 The Preparation

This Part includes the following:

- **Foundations of the IMP** including

- Introduction, setting out the background and context of the IMP;
- Tikanga Maori, and its application to the scope of the IMP;
- Manawhenua and Manamoana, held by the whanau, hapu, iwi or runanga within its takiwa or rohe, and relationships to adjacent iwi or hapu;
- Matauranga Maori, and the fundamental values supporting the IMP;
- Resource Inventory, containing the information on the particular resources covered by the Plan, but only that information that tangata whenua are happy to have in the public domain.

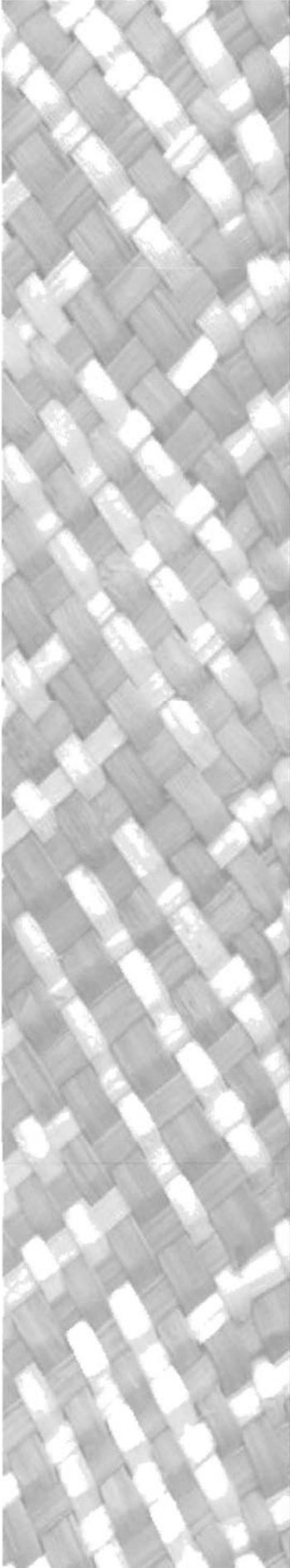
- 
- *Issues and Outcomes*, providing guidance on
 - What is meant by an issue and how to describe them;
 - What is meant by an outcome and how to describe them;
 - The process for refining and merging issues and outcomes;
 - Taking into account cross boundary issues.
 - *Ways to Get There*, providing guidance on
 - What is meant by an objective and how to define them;
 - Choosing the best objective to address an issue;
 - Avoiding conflicting objectives.
 - *Achieving Outcomes*, providing advice on
 - What is meant by a method;
 - Choosing the best method to implement an objective;
 - Deciding who should be responsible for doing it;
 - Looking at how different methods can be used together.
 - *Checking Achievements*, providing advice on
 - Deciding the level of monitoring that is required;
 - Identifying the indicators that allow you to measure change or results;
 - Decide how information will be gathered, stored and reviewed.
 - *Keeping up with Change*, providing advice on
 - Deciding on a timeframe within which assessment or review will be done;
 - Identifying new issues that have arisen;
 - Reviewing the understanding that tangata whenua have of the environment within the rohe;

- Working out what parts of the IMP are still relevant or not;
- Making recommendations for change.

Part 4 Resource Directory

This Part includes the following:

- ***Funding Sources***, providing advice on how to get putea from
 - District and Regional Councils;
 - Community Trusts;
 - Lottery Grants Board;
 - Community Employment Grants;
 - Sustainable Management Fund;
 - Public Good Science Fund.
- ***Existing IMP***, providing references to a range of existing IMPs throughout the motu.
- ***Publications***, providing references to
 - Iwi resource management publications;
 - Project management publications;
 - Video.
- ***Web Sources***, providing links to a range of web sites including
 - Universities;
 - Libraries;
 - Iwi and hapu;
 - Other Maori organisations;
 - Government agencies;
 - Local government.
- ***Legislation Fact Sheets***, setting out the main legislative provisions that iwi resource managers should be aware of in the preparation of IMP. Fifteen significant pieces of legislation are covered in areas as diverse as



- Resource management;
- Conservation;
- Fisheries;
- Local Government;
- Mining and petroleum;
- Historic Places;
- Treaty settlements.

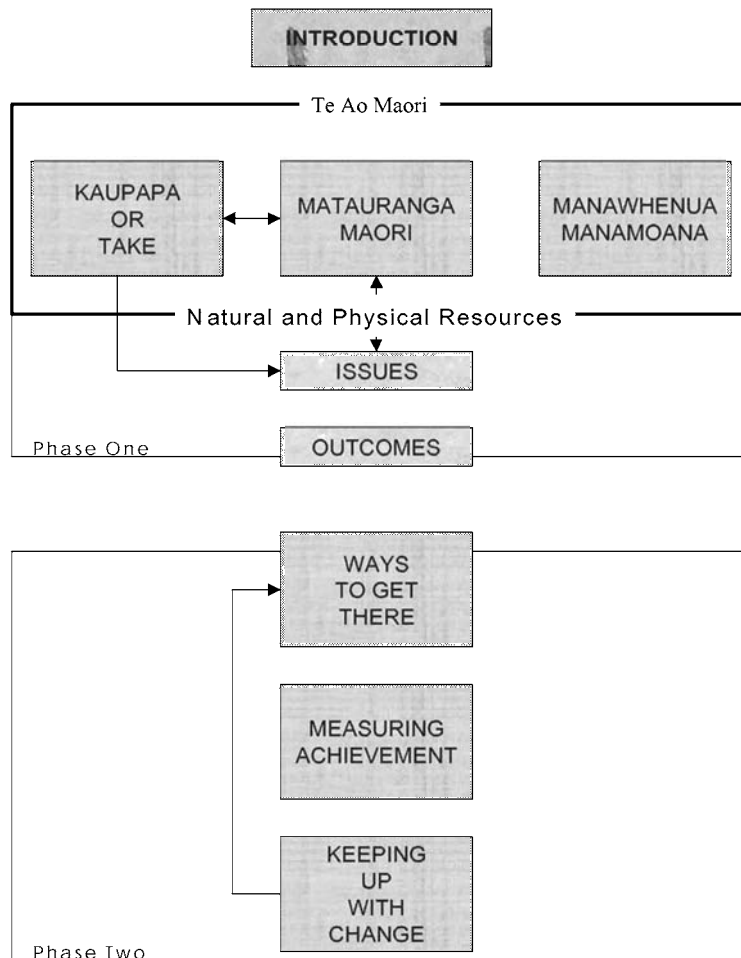
An IMP Template

Template Concept

If you look at the structure of Part III of the Te Runanga you will get an idea of the overall IMP Template. It reflects the broad structure adopted by a number of current, proposed and draft IMPs.

The whole idea of the template is that it will give you a framework for an IMP. It is likely that your vision of the IMP will change as you go through the process of preparing the IMP. You may decide to adopt a different structure for the IMP than the one set out in the template. At the end of the day, the IMP will emerge in a form that the whanau, hapu, iwi or runanga is most comfortable with.

Figure 2 - IMP Template



Getting Started

Styles of IMP

There are two main styles of IMP. One is a broad statement of values and policy, that we call the “*Big Picture Approach*”.

The other deals with either a single issue or a single set of resources. We call this the “*Single Issue Approach*”.

The Big Picture Approach

This approach is based on covering a wide range of resources or issues, and setting out the broad outcomes that whanau, hapu, iwi or runanga want to achieve. It is often intended to provide the “umbrella” for more specific and detailed plans at a later date.

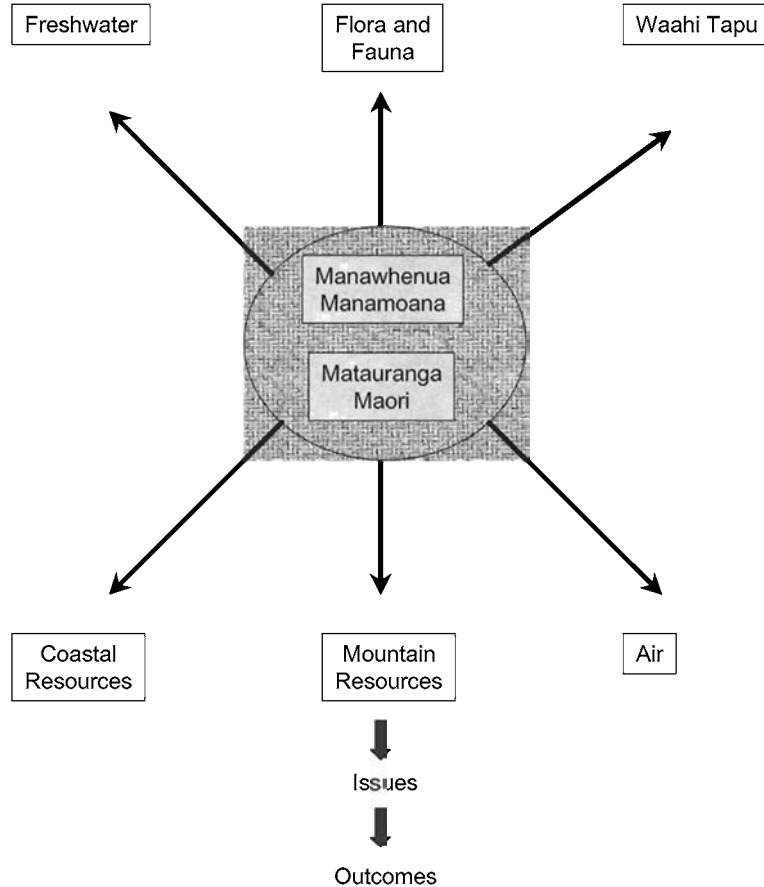
One of the key features is that these plans generally have a base in Mataranga Maori. It is this “world view” that makes IMP different from any other resource management policy statements or plans.

Usually this approach starts with the main **sets of resources** like freshwater, air, flora and fauna, waahi tapu and waahi taonga, mountain resources, or coastal resources.

For each of these sets of resources, the main issues are described followed by the broad outcomes that whanau, hapu, iwi or runanga want to see achieved.

This is sometimes called a “top-down” approach. These IMP generally don’t go beyond this initial stage. On the following page is a diagram of how this approach might be used.

Figure 3 - Big Picture Approach



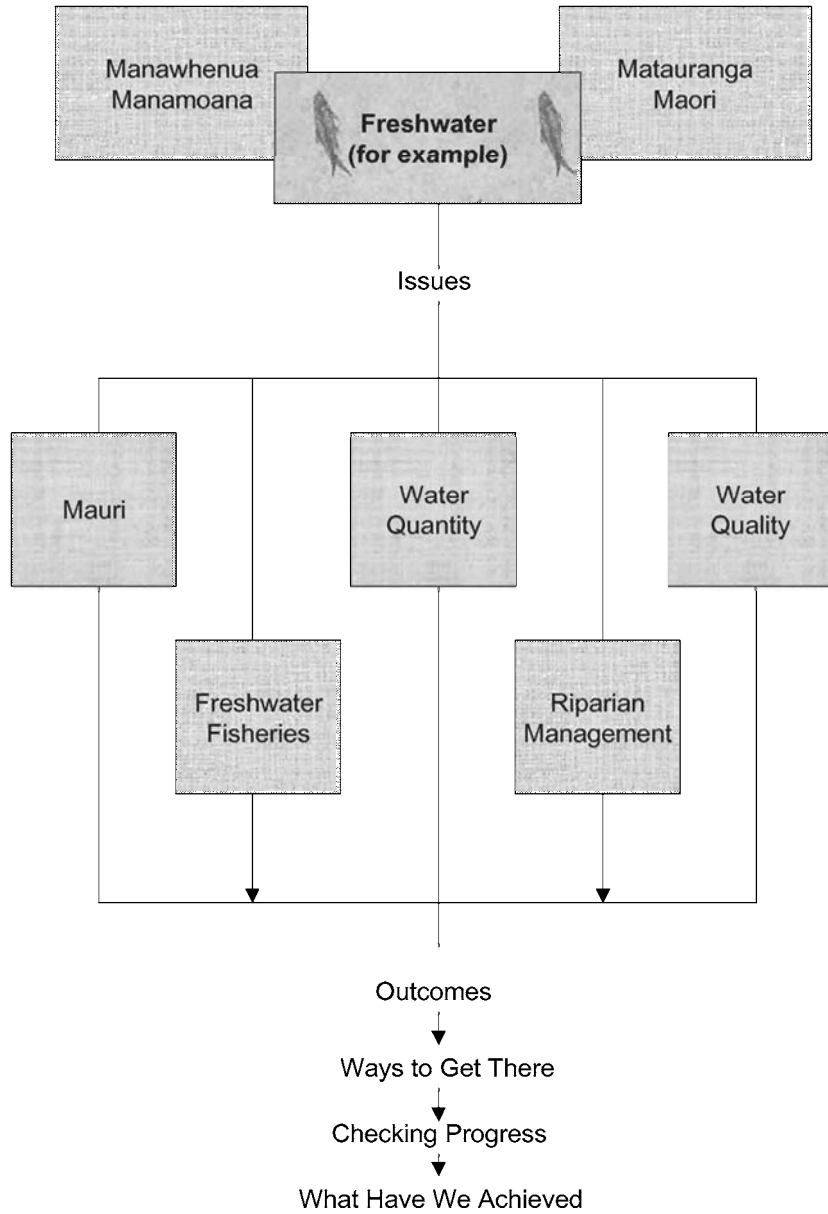
The Single Issue Approach

Sometimes it isn't possible to begin with the "big picture approach". It's the old story of "when you find that your puku is sore from eating paru cockles, it's no time to think about shifting the nearby septic tanks." You may have to prepare a specific IMP on say freshwater, either because the resource is under threat, or to enable the whanau, hapu, iwi or runanga to directly influence the development of regional freshwater policy statements or plans.

While you may not have the "big picture approach" of Matauranga Maori on which to develop the IMP, you will have iwi or hapu tikanga and kaupapa in respect of freshwater to act as a foundation.

As IMP are developed for different issues or resources, it will become possible to move towards a “big picture approach”. These single issue IMP are your “building blocks”. This is sometimes called a “bottom-up” approach.

Figure 4 - Single Issue Approach



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PART II: THE PROCESS

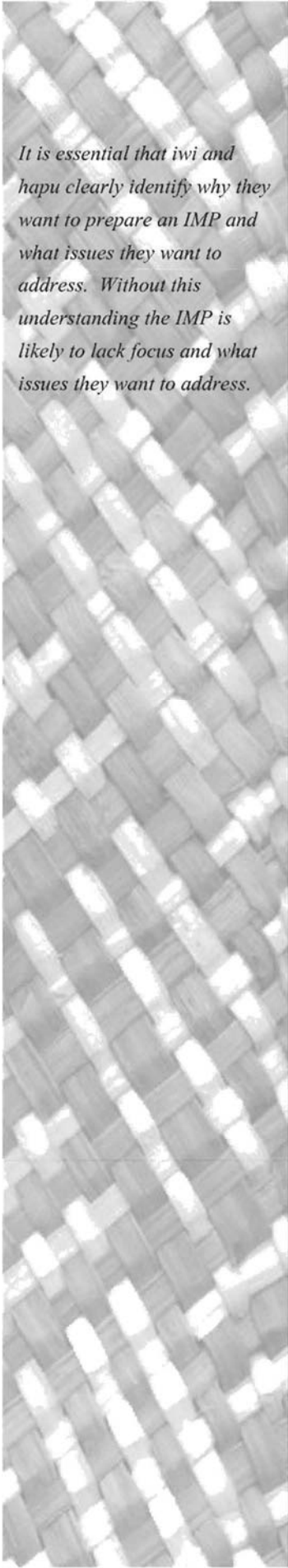
*E kore te matau e rawe ki te moana
taka ai, engari ano a uta*

*It is useless fastening a fish hook at
sea, that is better done ashore*

- ***The Purpose And Scope Of The Plan***
- ***Preparing The Plan***
- ***Making Sure It Happens
(Project Management)***
- ***Resources
(Getting The Resources To Do It)***
- ***Consultation Strategy And Programme
(Making Sure Everyone is Involved)***



***THE PURPOSE AND SCOPE OF THE
PLAN***



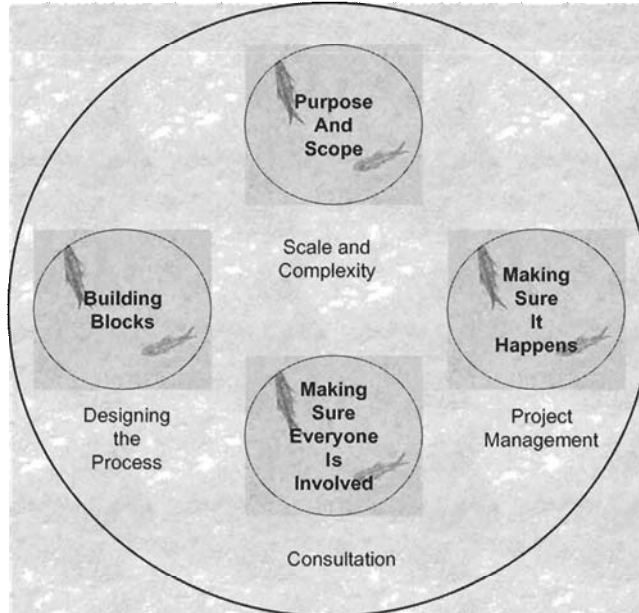
It is essential that iwi and hapu clearly identify why they want to prepare an IMP and what issues they want to address. Without this understanding the IMP is likely to lack focus and what issues they want to address.

The Purpose And Scope Of The Plan

First Principles

Tangata whenua are involved in a wide range of activities relating to environmental management, economic development, and social and cultural issues. In general, tangata whenua are also tired of continually reacting to the proposals of others. Tangata whenua want to be proactive and set a framework for asserting their tino rangatiratanga. Along with this has come a need for iwi to be clear about what it is they seek to achieve by being involved. Iwi are now seeking to clearly state their position on a wide range of matters, and this leads to the decision to prepare policy statements and plans of different levels of scope and complexity.

This set of guidelines is about "...the decision to plan", or getting past the "good idea" stage to setting up the framework for preparing an IMP for a specific purpose and scope.

Figure5 - How Are We Going To Do This

Often we want to address every issue facing our iwi but the reality is that we can't. It will be necessary to identify which issues are the most important to address in the short term. These issues become the scope of the initial IMP.

Kaupapa

A necessary first step is to identify the actual purpose of the IMP. From an environmental management perspective this might include;

- Asserting the tino rangatiratanga of whanau, hapu or iwi over ancestral taonga.
- Identifying the environmental management kaupapa of the whanau, hapu, iwi or runanga.
- Influence the policy statements the Councils or government departments and the consent applications of developers.

"We chose to break out of the cycle of reacting and being controlled by others to a state of control over our own affairs, defining our preferences and laying the ground rules for any interaction between ourselves and others."

Ngaati Te Ata

"The subject matter and scope of our IMP decided itself to a degree. Key concepts had to be explained, who we are, where we are, and basic tikanga. This put things in content. Then we looked at the major groups of resources we wanted to see protected."

Kai Tahu ki Otago

Guidelines

Process

- Review the issues that have led the iwi to consider preparing an IMP;
- Use this review to decide on the scope of the IMP; for example
 - *A general policy statement along the lines of a Regional Policy Statement;*
 - *A general policy statement about a single issue;*
 - *A general policy statement about a specific resource or area;*
 - *A detailed statement of outcomes, objectives and policies about a single issue;*
 - *A detailed statement of outcomes, objectives and policies about a specific resource or area.*
- Clearly define the purpose and scope in a single brief statement that can be agreed on by the iwi.
- Develop a brief statement of how the decision was reached to prepare an IMP with the stated purpose and scope.
- Develop a consultation process that allows the purpose and scope of the proposed IMP to be agreed on by the iwi (see Consultation Strategy and Programme).
- Achieve agreement on the scope of the IMP and move to the Plan Preparation Process Toolkit.

Table1: The Purpose and Scope of the Plan – Purpose Checklist**Key Tasks**

Task	Yes	No
Clearly identified the intended purpose of the IMP		
Clearly identified the intended scope of the IMP		
Clearly identified a process for consultation and sign-off		
Achieved sign-off of the purpose and scope		

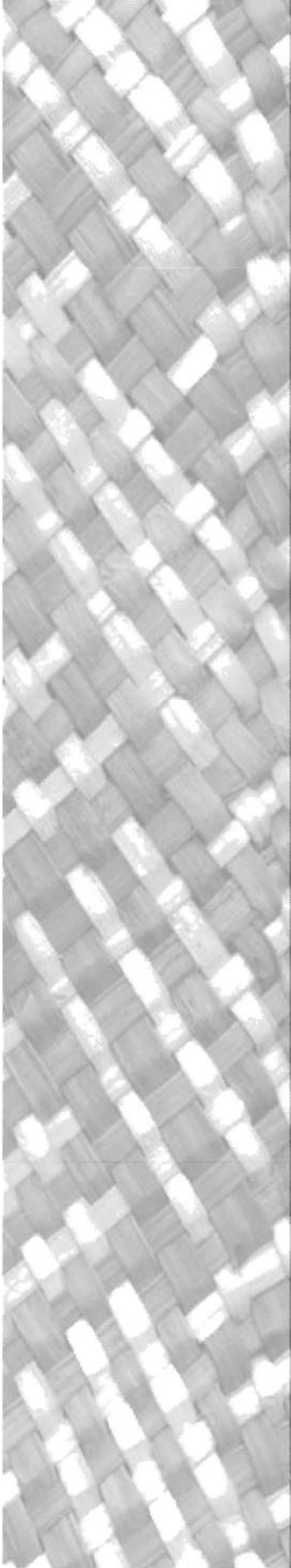
Table2: The Scope of the Plan - Scope Checklist

What is the intended scope?

Resource Set	Category	Activities
Mountain land	Lakes Forests High country Wetlands Glaciers Rivers	Land management Erosion control Retirement Riparian management De-stocking Recreation activities Discharges
Plains/Rural	Forests Lakes Rivers Wetlands Pastoral areas Cropped areas Built development Infrastructure	Land management Erosion control Farming activities Forestry activities Riparian management Recreation activities Wildlife management Conservation Discharges
Coast	Forests Wetlands Rivermouths Estuaries Lagoons Dunes Foreshore Built development Infrastructure	Land management Erosion control Siltation control Riparian management Recreation activities Access management Wildlife management Conservation Enhancement Restoration activities Discharges

Resource Set	Category	Activities
Water	Coastal Rivers and streams Wetlands Instream fisheries Kaimoana	Fishing/harvesting Aquaculture Enhancement Restocking Discharges Takes
Urban Environment	Built development Infrastructure Waterways Open space	Residential activities Commercial activities Industrial activities Riparian management Recreation activities Amenity enhancement Discharges
Customary Uses and Activities	Waahi tapu Waahi taonga Urupa Mahinga kai Taiapure Mataitai Nohanga kainga Topuni Marae Kohanga reo Trails and tracks Taonga raranga	Reinstatement Enhancement Riparian management Restocking Erosion control Restoration activities Recreation activities Residential activities Commercial activities Wildlife management Access management Discharges

PREPARING THE PLAN



It is important that the process of preparing an IMP is owned by iwi and/or hapu. Only then will they be committed to its implementation.

Most tangata whenua have formed a Working Party to prepare their plans. Working Parties are not there to make decisions on behalf of hapu or iwi. Rather, they are a team of 'workers' to carry out directions from hui, and then at a later date seek feedback and/or decisions from hapu or iwi on whether they have got it right.

Preparing The Plan

First Principles

The next stage is to set out how the plan will be prepared. This should start from broad first principles and then be developed into more detailed steps as agreement is reached on what direction to take.

The iwi or hapu will have ways of deciding how tribal kaupapa and tikanga is built into preparing the IMP. There may also be preferences about how different stages are reported back to the whanau, hapu, iwi or runanga and agreed upon.

There may be external processes and timeframes that put pressure on the process agreed to by the iwi, for example, the timeframe adopted by a Council for the preparation of a regional or district plan. This may need to be built into the plan preparation process.

Building Blocks

The key building blocks of the plan preparation process are;

- Working Party Formation
 - How will the Working Party be selected and set up?
 - How will the Project be managed overall?
 - How will the Working Party report and to whom?
 - How will the Working Party deliver the different parts of the IMP?
- Tikanga
 - What is the tikanga relevant to the scope of the IMP?
- Issue Identification
 - Based on the Purpose and Scope, how will the key issues be identified?
 - What tools or methods will be used to do this?
 - How will the outcomes of the issue identification process be agreed on?

“The need to prepare a resource management plan was identified and a Hui-a-Iwi formed a Project Team to prepare it. The main steps in our process were then:

- *Deciding on a wawata as a long-term vision for each generation.*
- *Brainstorming issues and refining them through further hui and research (e.g. field trips).*
- *Brainstorming what we wanted to achieve and how to achieve it.*
- *Obtaining internal feedback on a draft plan.*
- *Hui-a-Iwi approving our plan”*

Whakatohea

“We held workshops to brainstorm issues and then looked at which issues were related. This enable issues to be grouped under common headings.”

Ngati Wai ki Aotea

“For part of our process, we co-opted a scientist to provide additional knowledge relating to instream values and water quality.”

Kai Tahu ki Otago

- Getting Information
 - Collecting relevant information from internal and external sources.
 - Collation and storage.
 - Analysis of information.
- Consultation
 - Development of a Consultation Strategy.
 - Development of a Consultation Programme.
 - Implementation.
- Creating the Plan
 - Deciding on a Format, Structure and Style.
 - Preparing a First Draft.
 - Review of the Draft.
 - Preparing the Proposed IMP.
 - Review of the Proposed IMP.
 - Preparing the Final IMP.

You may not need to have the three stages of a draft, proposed and final IMP. Some iwi have found that all you need is a draft and a final IMP. The choice is up to you.

Guidelines

Working Party Formation

A detailed set of guidelines, checklists and process diagrams are included in the Project Management Toolkit.

Issue Identification

- What is an Issue? An issue is a problem or matter relevant to the scope of the IMP that the IMP will try to address. For example, a Freshwater Management Plan may have as an issue “.... the adverse effect of summer low flows on native fish habitat.”
- Make sure that the issues are relevant to the scope of the IMP.