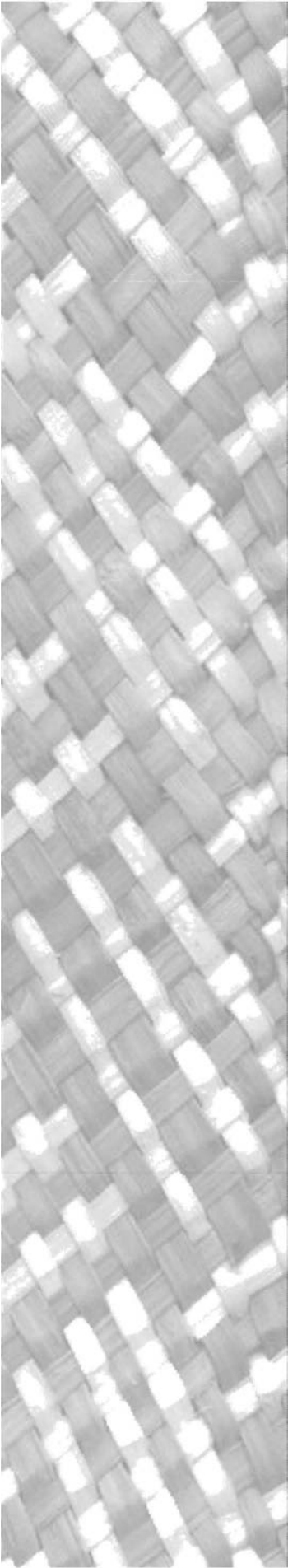


- 
- Make sure that the issue is a statement of the problem, not what iwi seek to achieve to overcome it (these are outcomes or objectives).
 - Spread the net widely in the early stages.
 - Look for opportunities to merge similar issues.

Case Studies

A useful technique for helping to identify issues and outcomes, and to set the scene for parts of the IMP is the use of case studies.

These can show how issues of significance to an whanau, hapu, iwi or runanga have emerged and can be addressed. Case studies recognise the mahi that has been put in by others and how that is recognised in the preparation of the plan.

Getting Information

- Focus on information relevant to the issues.
- Use internal contacts and consultation to identify information sources within the iwi, particularly those with traditional knowledge.
- Use external sources to provide the technical and scientific information to support traditional sources, if you think this is needed, if not available internally.
- Develop a way of collating and storing the information that is issue based.
- Cross-reference to other issues.
- Note that not all of the information gathered will be reflected in the Plan.

Resource Inventory

There is some truth in the expression “you can’t manage what you can’t measure”.

Identifying the location, extent and state of all the tribal taonga that you are seeking to manage is likely to be an enormous task but will be worth the effort. Often time and resource constraints will not permit an exhaustive inventory to be developed as a step in preparing an IMP. In such cases, creating an inventory is normally identified as an “Objective” or method to implement the IMP.

In the absence of a comprehensive resource inventory, you can still start preparing an IMP based on existing information and knowledge of your ancestral taonga.

Consultation

A detailed set of templates, guidelines and checklists on consultation is provided in the Consultation section below (pages 64).

Creating the Plan

What is an Outcome? – an outcome is a statement of the result that the iwi wants to achieve in respect of the specific issue ; for example; *“.... low flow regimes in rivers and streams that support sustainable native fish populations”*.

What is an Objective? – an objective is a statement of how the iwi or hapu will get to the desired outcome; for example, *“To encourage the setting of summer low flows which sustain or enhance native fish habitat in streams and rivers.”*

Setting out the Format, Structure and Style

- Decide on a format and structure which reflects the process that you have adopted.
- Use an introductory section to set out the Purpose and Scope of the IMP.
- Be clear in the way in which you state the relevant issues and explain the background to them.
- Have clear links between issues, outcomes and objectives.
- Spend time discussing and deciding on things like page layout, fonts, text spacing etc.

Preparing the First Draft

- The first draft represents the results of the initial issue identification and the first cut of desired outcomes and ways to get there (objectives).
- Consider setting only one desired outcome in respect of each issue, and a maximum of three objectives for each desired outcome.
- Make sure that different objectives do not conflict with one another, or at least minimise potential conflict.

“An external review may provide useful information or additional issues that you are unaware of. It is then up to you whether to accept or reject their advice.”

Wellington Tenth Trust

- Prepare the first draft in a format that allows the document to be easily changed, i.e. go to a new page for the start of each issue/outcome/objective section.
- Keep the consultation and communication process going while you are preparing the draft, and ask relevant questions where you are unsure.
- Develop a process within the Working Party for reviewing each others input to the draft and a sign-off procedure when it is completed.

Getting the Draft Reviewed

- Make allowance for both internal and external review of the draft.
- Make sure that the reviewer is both culturally and technically competent to do the review, and has not been involved in preparing the draft.
- Consider developing some specific review criteria.
- Set a timeframe for completion of the review and discussion of the results with the reviewer.
- Make provision for the review to be repeated on the Proposed Plan.
- Make sure the consultation process allows tangata whenua to comment on the draft, and also to contribute to preparation of the Proposed Plan.

Proposed Plan

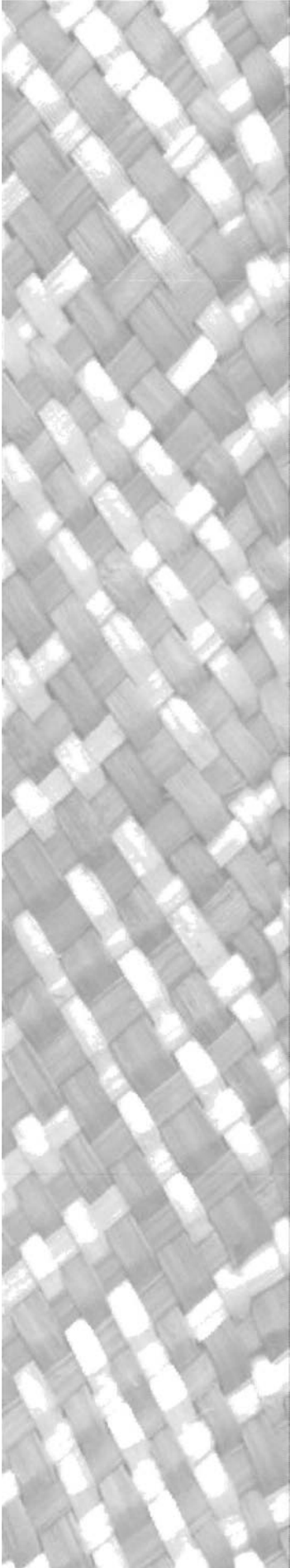
- The Proposed Plan represents your best effort at preparation of the IMP.
- Be able to demonstrate how the Proposed Plan differs from the Draft, particularly if this has resulted in significant changes to issues, outcomes or objectives.
- Consider allowing the consultation process to include external participants commenting on the Plan. This may be particularly important where the IMP seeks to influence public policy in Regional and District Policy Statements or Plans.

Final Plan

- Be able to demonstrate how the Final Plan differs from the Proposed Plan and how the decision was reached to change the document, particularly where significant changes to outcomes and objectives have resulted.

"We publicly notified our draft policy statement and sent it to local authorities and government departments for comment. A three person Hearing Committee was formed to hear submissions but all the submissions were supportive."

Ngaati Te Ata

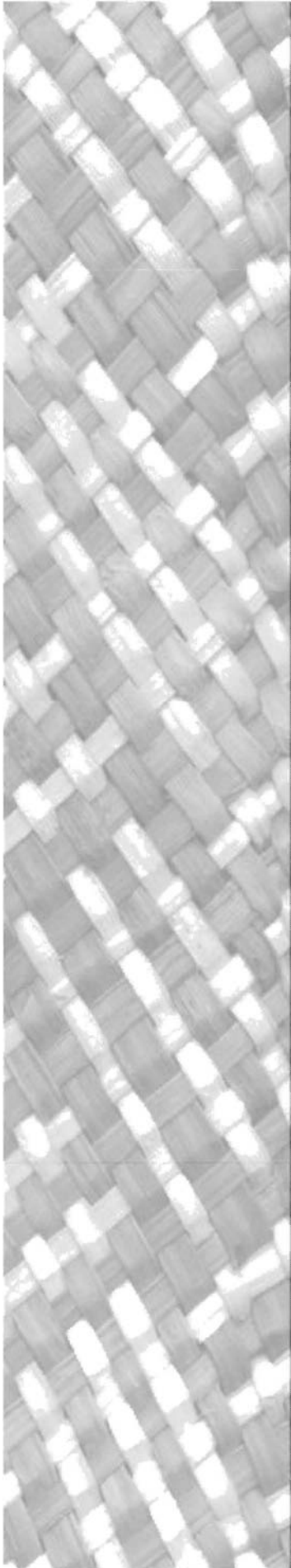


- Ensure that the approval process has been properly completed and the appropriate approvals have been obtained.

Table3: Preparing The Plan - Checklist***Key Tasks***

Task	Yes	No
Tikanga and Kaupapa identified		
Issue Identification completed		
Internal and external information sources identified		
Framework for collating and storing information developed		
IMP format, structure and style established		
Consultation strategy in place		
Internal peer review process in place		
External Peer Review process and criteria in place		
Draft Plan preparation and peer review completed		
Draft Plan signed off for release		
Draft Plan consultation process completed and documented		
Proposed Plan completed and changes from Draft Plan documented		
Proposed Plan Peer Review completed and Plan released for consultation		
Proposed Plan consultation with both internal and external affected parties completed and documented		
Final Plan prepared and changes from Proposed Plan as a result of consultation documented		
IMP approved and released as the completed document		

PROJECT MANAGEMENT



Making Sure It Happens (Project Management)

Manage the project from the start to finish so that the IMP is completed:

- *To hapu and iwi expectations*
- *Within budget*
- *On time*

Ensure that the team doesn't operate in a vacuum. Link yourselves to existing hapu or iwi structures and reporting processes.

"Team members were allocated different responsibilities. A financial planner monitored progress of the team to ensure previously agreed project goals and budgets were followed."

Ngati Wai ki Aotea

First Principles

This section provides guidance on how to manage the preparation of an IMP. The process can be modified to suit the size and type of IMP you are preparing. For example, a small team, or even a skilled individual could carry out a general policy statement on a small range of key issues with little in the way of detailed objectives.

The aim is to manage resources so that the IMP is delivered on time, within budget and to a standard acceptable to the iwi or hapu. The key points are that the Project Team must have a clear understanding of how the project will be carried out, the resources available, and the quality standard that is expected of them.

Guidelines

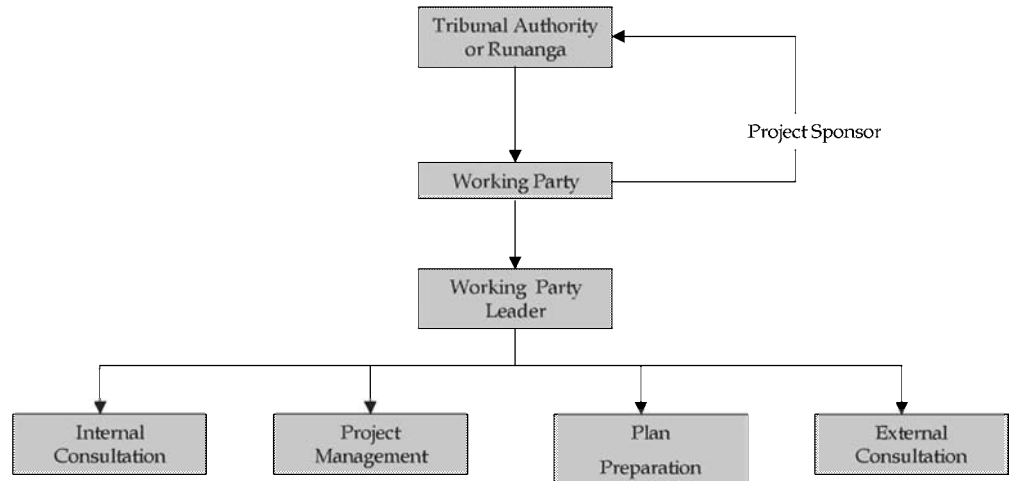
Working Party Selection

Getting the right people for the Working Party is vital. The Team Leader needs to have the mana and skills to see the project through to the end. In some cases, this may mean having the ability to complete the IMP on their own.

Working Party members need to have a background in resource management issues on behalf of whanau, hapu, iwi or runanga. There may be others with complimentary skills that you can also draw on, but the core members should have experience in the mahi.

Team Structure and Relationships

The Working Party does not operate in isolation from the other parts of whanau, hapu, iwi or runanga. This must be recognised in the set-up and operation of the Working Party. It can be useful to draw a simple diagram to reflect this. An example is shown below:

Figure6 - Possible Team Structure and Relationships

A project mentor is someone independent of the Working Party and Runanga who can give advice on how to deal with problems or difficulties.

This could be a kaumatua or kuia of wide experience in iwi affairs, tikanga and knowledge, and with good mediation skills.

The key points to note are;

- The Working Party has a clear line of accountability to the whanau, hapu, or iwi or for example through a Tribal Authority, Runanga or some other structure.
- The Working Party members have clearly defined roles, including the Team Leader.
- A project mentor can be useful to bounce ideas off, or to act as support when discussing the progress of the project with the Runanga or Iwi Authority. This could be someone external with planning expertise or someone internal with experience in the tikanga which will underpin the IMP.

Deciding How the IMP Will Be Prepared

What Steps are Involved?

This involves deciding on the way in which the IMP will be prepared, and what steps are involved. This Toolkit provides a series of templates that help to set out a standard way of preparing an IMP, however there are alternatives, and these have different resourcing requirements, or different effects on timeframes.

A methodology specifies steps needed to complete a project.

Timelines are simple project management tools.

Prepare a chart which:

- *Breaks the project up into stages*
- *Lists and orders tasks to complete each stage*
- *Allocates resources to each task*
- *Identifies timeframes*

"We used a core group of 6 or 7 supplemented by working parties to deal with specific aspects of the mahi."

Kai Tahu ki Otago

It is important to clearly identify the stages of the project, the deliverables that are expected at various stages, the key milestones and how interested parties will be involved in the plan preparation process.

Programming:

The Working Party is responsible for showing how the IMP will be developed and delivered within the agreed timeframe. This process will be gone through a number of times usually at an increasing level of detail. A simple Tool is the Project Timeline. An example is shown after the Making Sure It Happens (Project Management) Checklist (Table 4 below).

The key elements are;

- A clear identification of all of the tasks involved in putting the IMP together.
- A clear understanding of what tasks need to be completed in what order.
- A clear understanding of what tasks can overlap or be run in parallel.
- If necessary more detailed Timelines can be prepared for specific stages of the process, for example doing consultation.

Resource Estimating:

This involves working out what resources will be required to put the IMP together within the agreed timeframe, and based on the tasks that have been identified. This does not need to be a complicated exercise, and in some cases may need to be very flexible, depending on the availability of people and time.

The "first cut" of the estimate is done quite early in the process, once the decision has been made to prepare an IMP of a defined purpose and scope, and a methodology has been agreed.

The main sets of resources are;

People

- In-house iwi or hapu employees with current responsibilities in portfolios relevant to the IMP, i.e. a Natural Resources Co-ordinator/Manager
- Koroua and Kuia
- Kaitiaki for specific resources covered by the IMP
- Volunteers with an interest or background in the subject matter covered by the IMP

“Having external funding through the Regional Council Annual Plan was good. It gave us the resources but also imposed accountability.”

Kai Tahu ki Otago

“We completed our IMP without any funding. The kaupapa was more important. So it can be done with the right people and commitment.”

Whakatohea

As the IMP project proceeds you will need to measure actual progress against the Timeline. Report progress (including problems encountered) to those that the team is accountable to. Keeping people informed will maintain their confidence and commitment to the project.

When agreed changes to the project are made, adjust the Timeline accordingly.

- Personnel obtained from external sources i.e. local authority staff on secondment or consultants.

Time

- The proportion of their total workload that fulltime staff can devote to IMP preparation
- The number of hours per week that kaitiaki and volunteers are able to devote to the IMP process
- The time available from seconded staff or contracted from a consultant;
- The agreed timeframe for completing the IMP.

Money

- The putea allocated by the runanga or iwi to IMP plan preparation:
- Additional funds that can be sourced from external sources such as local authorities and government departments

Estimates need to be made of the total resources required to complete each task on the Timeline by the due date. The easiest way to do this is on a spreadsheet, and to concentrate on estimating time required rather than money or services in lieu. Dollar figures can be put against the hours later.

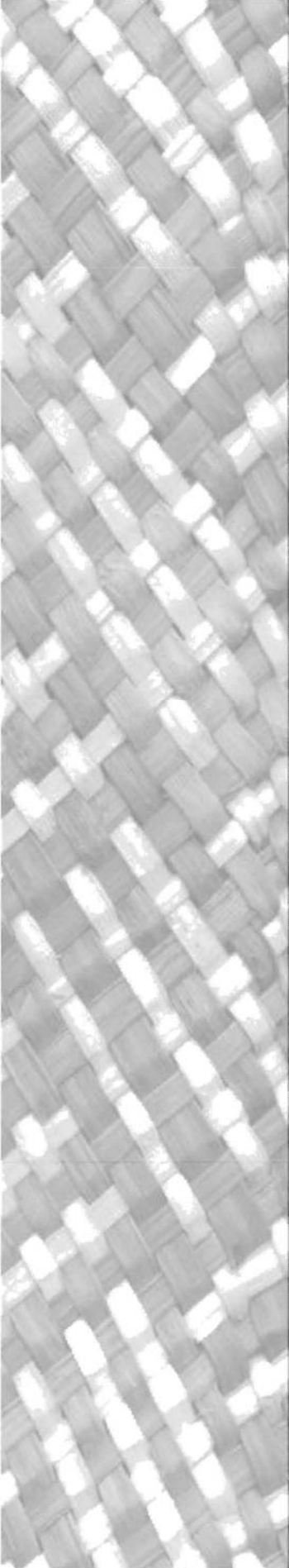
This exercise is a useful reality check, and usually results in the scope of work and methodology being reviewed, or the timeframe set more realistically. It is also used to justify additional resources when the project has a high priority.

A sample spreadsheet, or Resource Estimation Table, is shown after the Making Sure it Happens (Project Management) Checklist (Table 4 below).

Monitoring and Reporting

Monitoring and reporting progress on the preparation of the IMP ties back to the project management structure and the organisation to which the Working Party reports. On small IMP projects all that may be required is a brief written and verbal report to a runanga board or committee. Larger projects may require more formal reporting, particularly where the budget is significant or timeframes are tight.

The most basic form of monitoring is to review progress against the Timeline for the project. This will demonstrate progress on tasks against



projected completion dates, and allows “red flags” to be raised when progress falls behind programme.

Another tool is to break down the overall budget into phases for the project, and to review expenditure against both that phase and the overall project. It is possible to produce a reporting framework that puts the two together, but this depends on the quality of the financial reporting system.

A simple monthly report format would include the following;

- Progress against programme;
- Expenditure against budget;
- Identification of any issues or problems that may affect delivery of parts of the IMP;
- Any bright ideas that may improve quality or shorten the timeframe.

Table4: Making Sure It Happens (Project Management) - Checklist***Key Tasks***

Task	Yes	No
Team structure defined and team selected		
Roles allocated and reporting protocols set up		
Plan preparation programme set out and agreed on		
Resource estimates prepared and agreed on		
Monitoring and reporting process in place		
Sign-off obtained to commence work		

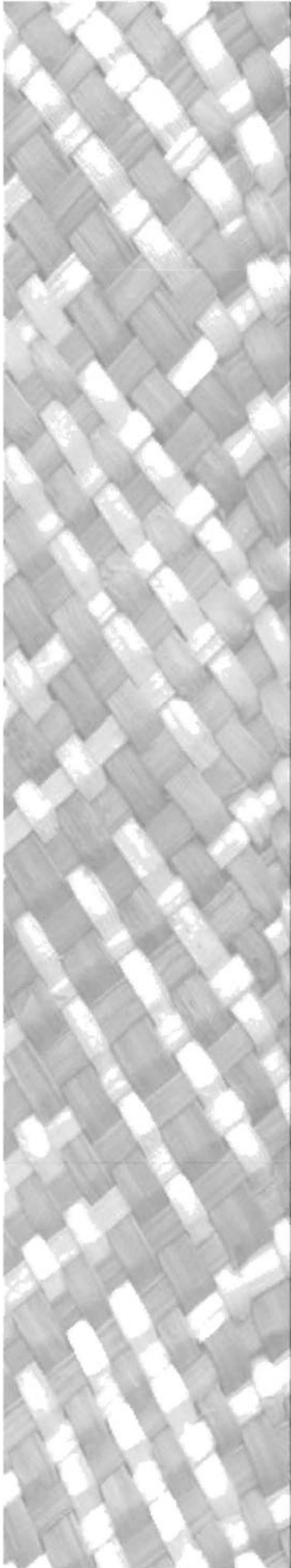
Table 5: Resource Estimation Table

Task	Total Hours Required	Team Member (TM)						Total Hours Available	+/-
		Team Leader	TM1	TM2	TM3	TM4	TM5		
Total Hours									

WORKSHEET: REPORTING***Monthly Reporting Format***

<i>Date;</i>
<i>Reporting Period</i>
<i>Progress Against Programme</i>
<i>Expenditure Against Budget</i>
<i>Issue or Problems</i>
<i>Recommendations and Actions</i>

RESOURCES



Without resources the project will not happen.

Be innovative and bold in order to secure the necessary resources.

Be flexible.

External sources may include:

- *Central government (e.g. MfE, TPK)*
- *Regional; and district councils*
- *Private companies*
- *Funding agencies (e.g. NZ Lotteries)*

Check out the Resource Directory at the rear of the Toolkit

Resources

First Principles

As previously discussed in the Project Management Toolkit there are three main types of resources;

- Time;
- People;
- Money.

It is necessary to have a clear understanding of what resources will be required to complete the IMP. It is also useful to know what resources are required for each phase.

Where you get the required resources from is also important. The Project Management Toolkit has already referred to the “reality check” that comes from mapping out the plan development process.

All three types of resources are linked together. Limited funds and personnel usually mean a longer time frame. Limited funds, but with enough people will shorten the timeframe, particularly if the people involved are volunteers or made available by some other organisation.

Circumstances change, so the resources available can vary through the project. This particularly applies to volunteers working on the project, or to people provided by other organisations. You need to be flexible. What usually happens is that the timeframe gets extended. However, this cannot happen all the time and usually involves looking for replacement personnel or additional funds to buy in skills and time.

Time

It is important to understand from the start the timeframe within which the IMP will be prepared. This has an important effect on the other resources, people and money. For example, a simple environmental policy statement prepared over a two or three-year period may not make a large demand on scarce resources. An Iwi Freshwater Policy Statement that needs to be prepared in time to influence a Regional Freshwater Plan may have quite significant demands.

People

Your team is likely to involve a variety of different individuals with different skills (see Resource Estimation Worksheet from the Project Management Toolkit).

In June each year local authorities set their budgets for the following financial year. Therefore approach senior management of your local Council or Councillors in about October–November of the previous year. Alternatively, make a formal submission on the Draft Annual Plan when it is publicly released in about May. The former approach, however, is the most proactive.

It is unlikely that many of these people will be working only on the IMP. Therefore you need to know just how much time is available from each person and when it is available. You may find yourselves using some of these people only on particular parts of the overall project.

You may also find that your Working Party changes quite significantly through the project.

Money

Getting access to the necessary funds to complete the project within the proposed timeframe is always a difficult task. You need to have a good understanding of how the different organisations set their budgets, and how they decide on who or what they will spend it on. This applies equally to your iwi authority, local Council, the Sustainable Management Fund or other sources, such as the Crown Forest Rentals Trust.

Resources And Project Management

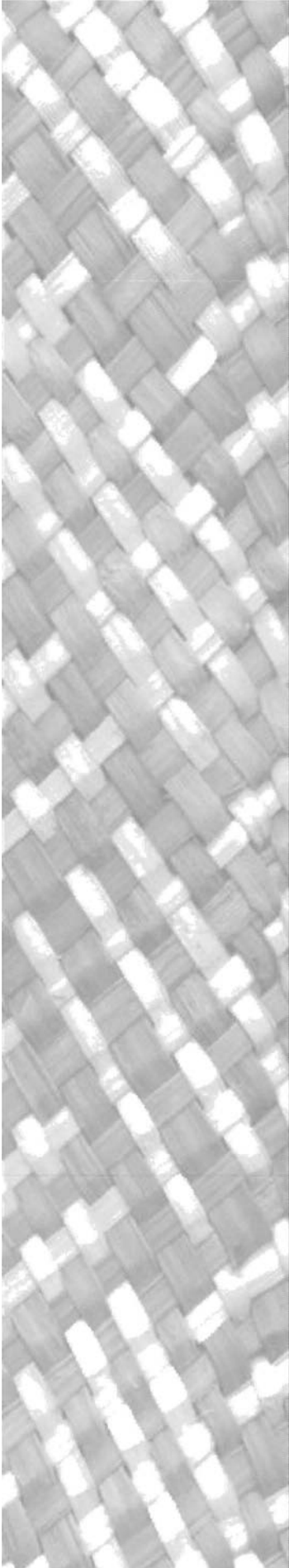
There is a very close relationship between deciding on the way in which the plan will be prepared (Plan Preparation Toolkit), getting the necessary resources (Resources Toolkit), and project management (Making Sure It Happens (Project Management Toolkit)). It is best to fit all of these together before you start.

What tends to happen is that the project gets underway before all of these pieces are fully tied together. In these circumstances you need to make sure that this project management part catches up with doing the work, so that you can be in control of the project.

Guidelines

Time and People

- Use the Timeline from the Project Management Toolkit to set the overall timeframe and the timeframe for key tasks.
- Identify the personnel that you have available and the tasks that they will be involved in.
- Identify the gaps and potential sources of assistance.
- Use the Resource Estimation Spreadsheet from the Project Management Toolkit to estimate how much time each team member will be required to put into the project. You may wish to do this stage by stage, especially if the availability of team members is likely to change.



- Negotiate for additional resources.
- Confirm availability of people and commitment to the timeframe.

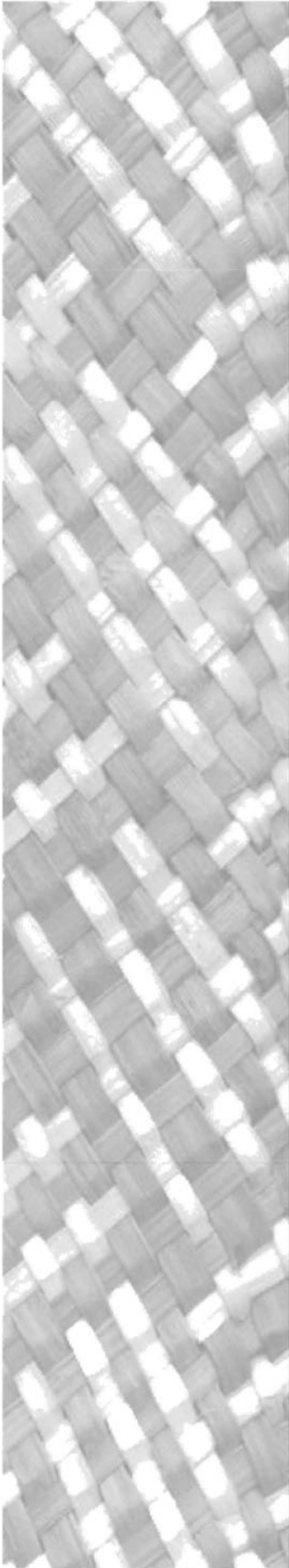
Putea

- Work out an initial budget and the money required over and above existing funds.
- Identify the potential sources of funds.
- Identify the budget setting process that each organisation uses and the best time to influence what projects are to be funded by that organisation. This applies particularly to Regional and District Council budgets.
- Identify the process used to select projects for funding after the budgets are set, and the timing of applications. This applies to sources such as the Ministry for the Environment's Sustainable Management Fund.
- Be clear about the requirements for the content of applications, due dates for submitting applications, and reporting requirements. Build this into your overall project management.
- Develop an overall strategy for bringing the different sources of funding together. Identify your core source of funding and concentrate your effort on securing those funds. Not all applications for funding will be successful.
- Confirm your available budget and revise your initial budget, timeframe and the availability of personnel to suit.

Table6: Resources - Checklist***Key Tasks***

Task	Yes	No
Time and Personnel		
Overall timeframe worked out using Timeline		
Available personnel identified and matched with tasks		
Hours available from each team member matched with time required for each task		
Commitment and availability of team members confirmed		
Putea	Yes	No
Initial budget worked out and any shortfall assessed		
Potential funding sources identified		
Process for applying for funds from each source clearly understood and built into project management process		
Strategy for obtaining funds from each source worked out		
Strategy implemented and funding confirmed		
Budget confirmed and alterations made to scope, programme and timeframe to suit.		

CONSULTATION



Consultation Strategy And Programme

Introduction

The purpose of this template is to give a framework for a Consultation Strategy and Programme. The Strategy and Programme can be varied to suit the nature of the plan that you are preparing and the range of affected parties you want to consult with. The Consultation Strategy and Programme is a plan in its own right, so you will recognise some common elements from elsewhere in the Toolkit. Use the Guidelines to help you.

A Strategy is a broad plan of action while a programme identifies specific tasks to achieve the strategy.

You may not need to use a formal consultation strategy. It may be only necessary to keep in mind the characteristics of good consultation and use the consultation tools that suit you.

This section of the Toolkit allows you to choose a consultation process that suits the size and scope of the IMP that you are preparing.

First Principles

Consultation is a process of involving all affected and interested parties in plan preparation. It starts before plan preparation begins and is a constant thread throughout the whole process.

Good consultation has the following characteristics;

- Listening to what others have to say and considering responses
- Allowing enough time for proper consultation
- A genuine effort is made to consult
- Sufficient information is given to the party being consulted
- Keeping an open mind and being ready to change or even start again.

It is important to realise that consultation does not necessarily involve coming to a consensus, although that may be the outcome of a good consultation process. It is also important to remember that consultation is not negotiation. Negotiation with various parties may be an outcome of the consultation process, if support is required for a particular position which the iwi or hapu wishes to take.

Consultation is usually divided into two categories;

Consultation between parties is important for a number of reasons including:

- *Two-way information exchange*
- *Buy-in to the project*
- *Informed decision making*

“Consultation was a constant process with hapu and Papatipu Runanga. This was vital to get buy-in to the process and the outcomes.”

Kai Tahu ki Otago

“We basically relied on hui-a-hapu, hui with individual whanau, and interviews with kaumatua and kuia.

As always, we could have done with more time and information.”

Ngati Wai ki Aotea

Prepare a strategy to help ensure you achieve good results from consultation.

- Internal consultation within the whanau, hapu or iwi. In order to ensure quality involvement consultation will normally be undertaken at various levels including hui-a-iwi, hui-a-hapu, focus groups, and individual interviews/meetings.
- External consultation with parties or agencies that are affected by the plan preparation process and the potential outcomes. This consultation can take a variety of forms, some based on tikanga Maori and some on the protocols or preferences of the groups being consulted.

Consultation Strategy

Context

Set out the context of the consultation, i.e. why the plan is being prepared, the timeframe over which it is expected to be prepared and what other processes it fits into.

Consultation Outcomes

These are the outcomes of the Consultation Strategy and Programme, not the particular outcomes of the Plan being prepared. Examples of potential consultation outcomes are shown below;

- *Development of a communication process which promotes the clear exchange of information between the Working Party and those that it is accountable to (e.g. hapu, iwi) and any external groups that it wants to consult (e.g. Councils, local community);*
- *Development of a recording system of project correspondence and consultation, and the use of a single point of contact to make sure that information is consistent, accurate and timely;*
- *Hapu, whanau, and other affected parties are informed and educated on the scope of the project, the issues identified, the timeframe for plan preparation and opportunities for them to get involved;*
- *Hapu, whanau and other affected parties are informed about how all the options have been examined, and their input obtained on suggested alterations to draft and proposed plans.*

These are just examples of potential outcomes. The main thing is that they apply specifically to the consultation process, and show how you

intend to be accountable and transparent in the way you prepare the Iwi Management Plan.

Objectives

These are specific statements of intent as to how identified consultation outcomes will be achieved. The link between them should be very clear. Examples of potential objectives are shown below;

- *To clearly identify the hapu, whanau, marae and other tangata whenua groups within or outside the rohe that need to be involved in the consultation process and to establish clear communication links;*
- *To clearly identify the external organisations or affected parties that need to be involved and to establish clear communication links;*
- *To ensure that the consultation is timely, and that the information given out is consistent and accurate;*
- *To present information in a clear and concise manner and to allow informed discussion to take place;*
- *To reflect back to participants the outcomes of consultation at each stage of the plan preparation process.*

Consultation Tools

Each of the consultation tools set out in the Consultation Guidelines should be considered. The Consultation Programme does not need to have each of these itemised by time and date, but the important ones, especially hui-a-iwi and the release of newsletters, should be programmed, as they tend to take the most time and effort to organise.

Details of the Consultation Strategy

Parties to Consult:

This is a simple statement of who you intend to consult, and a breakdown of how you intend to consult with each group, for example;

“Parties to Consult”

Consultation will take place with whanau, hapu, interest groups, communities and local authorities adjacent to the coastline of the rohe, who may be affected by the current management of the coast and the outcomes of the iwi coastal management plan.

Consultation with Hapu and Whanau

Consultation with hapu and whanau will take place at Orimupiko and Oeo Marae, in accordance with the tikanga of those marae. The timing of the consultation hui will be arranged through the respective marae trustees.

A similar consultation statement is repeated for each significant group, such as interest groups, local authorities, government departments or industry groups.

Stages of Consultation:

Remember that you may need to repeat each round of consultation meetings for each significant stage in the plan preparation process. It may well be that some groups or individuals will not want to be directly involved in consultation until you have something specific to discuss with them. Adjust your programme to accommodate this.

Recording Consultation:

It is important to accurately record consultation and to action matters raised in consultation (like providing additional information on a specific matter). The strategy should state how this is to be done. Taking the minutes (or any record) of your consultation meetings can be useful. This allows you to recall important issues, ideas or sources of information that can easily be forgotten after a meeting or hui. It is really important when you are asking a meeting to vote on an issue, and you need to record any resolutions or agreements. An example is given below.

“Records of Consultation and Actions Taken”

Minutes will be taken for most meetings, and the minutes circulated and confirmed. Minutes from meetings will be distributed to those recorded as attending. A standard meeting record form has been developed and is to be used for all consultation meetings. The main actions to be carried out by the Working Party as a result of the consultation meeting shall be recorded on the form.

A consultation strategy should:

- Identify who and when you need to consult
- How consultation results will be recorded
- Allocate responsibilities amongst team members, including responsibilities for media and public liaison.

Responding to Enquiries and the Media:

You need to make allowance for enquiries by individual hapu or whanau members, the general public and the media. You need to set out who is responsible for receiving these enquiries and responding to them. In general, any team member should be able to respond to the general enquiries from whanau or the general public, but only the team leader should be able to respond to the media.

An example of this is set out below;

“Responding to Public Enquiries”

Working Party members can expect to receive numerous telephone calls, items of correspondence and other contacts from whanau members, the general public, groups and organisations and the media. The principal point of contact is the Working Party Chairperson.

Individual team members shall record all telephone discussions with whanau and the general public on the consultation record sheets. Any enquiries from the media will be referred to the Working Party Chairperson.

Consultation Programme***Programme Format:***

There are two options;

- A simple series of paragraphs under main headings setting out the main elements of the Consultation Programme, for example;

“Hui-a-Iwi February 2000 : Orimupiko, Eltham Road, Opunake, to present the overall Kaupapa for the Freshwater Management Plan, the plan preparation process and how nga uri will be involved in the plan preparation process.”
- A table or spreadsheet setting out the main parts of the consultation, responsibility for the task and important dates. An example is set out below;

Task	Responsibility	Start Date	Finish Date
Hui-a-iwi	Working Party and Marae Trustees	12 Feb 2000	
Internal Consultation on Issues	Working Party	28 Feb 2000	30 Apr 2000
Hui-a-Iwi to report on Issues	Working Party and Marae Trustees	7 May 2000	

You need to be flexible. Don't treat the Consultation Programme as being cast in stone, and be prepared to review progress and change the programme to suit.

Consultation Strategy – Sample Table of Contents

Context

Consultation Outcomes

Consultation Objectives

Consultation Tools

Details of the Strategy

Stages of Consultation *Issue Identification*

Desired Outcomes, Objectives and Policies

Release of Draft Plan

Release of Proposed Plan

Parties to Consult *Hapu and Whanau*

Interest Groups

Local Authorities

Government Departments

General Public

Recording Consultation

Responding to Media Enquiries and the Media

Consultation Programme

Tools and Timing

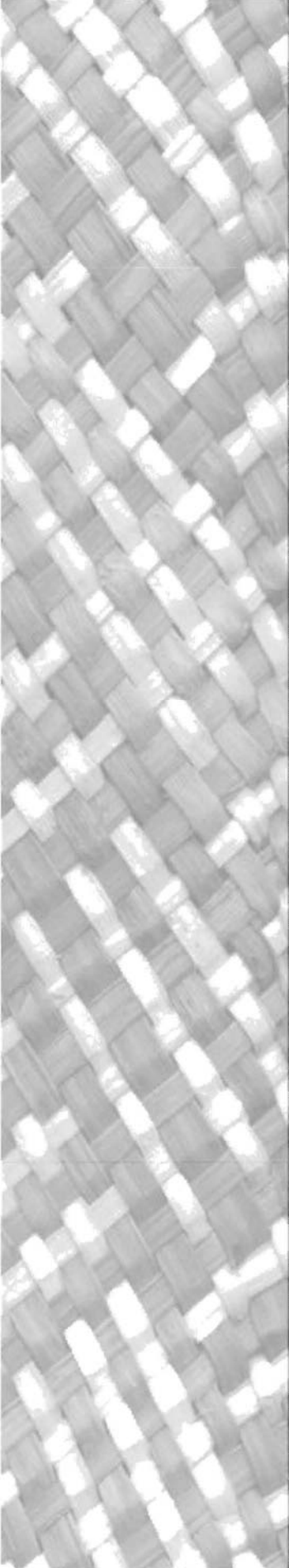
Programme Elements

Programme Spreadsheet

Guidelines

Consultation Strategies and Programmes

- Plan the consultation process from the outset, and consider using a consultation strategy and programme to guide the process.
- Clearly identify the actual outcomes that you expect from the consultation process, i.e., "all hapu members have the opportunity to participate in the plan preparation process..."
- Map out your consultation on the basis of the main stages in the overall process. There will be overlaps and some may be able to be run together.

- 
- Clearly state who is doing what consultation, where it is being done, how it is being done, and how it will be recorded and reported (see the Resources Guidelines).
 - Separate the internal consultation and the external consultation. Develop contacts early on in the process and be open about how you are going to deliver the whole plan preparation process.
 - At each stage deliver the information as clearly and concisely as possible. Give people ample time to respond. Report back to them on the responses of all the people you have consulted, not just that group or organisation.
 - Clearly demonstrate how the consultation has affected your decision-making and any changes that you intend to make.
 - Clearly identify where you disagree and the reasons why.
 - Make sure that you have a document trail which allows you to demonstrate that you have consulted widely and in good faith.

Consultation Tools

Tools and Timing

The Programme should briefly describe the range of consultation tools that are being used and the broad timing of their use. This provides a broad framework for the programme. An example is given below.

“Means of Consultation”

Consultation on the Freshwater Management Plan will involve the use of Hui, articles in the local newspaper, and presentations as part of talk back sessions on tribal radio. Hui-a-iwi will be used at the start of each key stage in the Plan preparation process, with specific hui or meetings for both tangata whenua and external interest groups. Newspaper articles and talk back radio will be used to update whanau and hapu on the progress of the Plan, the issues being considered and how they are being approached.

There is a range of consultation tools that you can use;

- **Hui** varying in size from hui-a -iwi through to those with specific hapu or whanau. Hui-a-iwi are most likely to be used at key points in the process, such as when the overall project is introduced to the iwi or hapu, issue identification, draft plan stage and proposed plan stage. Smaller hui are more likely to be used where the input of more focused groups is required.
- **Newsletters** which depend a lot on the resources which you have available for preparation, printing and distribution. Information can be included in iwi newsletters that currently exist rather than preparing a special one for the project.
- **Newspapers** either specific iwi newspapers or the general newspaper circulating in your area. Prepare the articles yourselves, and then seek help to “polish” them for publication. This is a good back-up for any Panui advertising hui associated with the plan preparation.
- **Radio** particularly iwi based radio broadcasting in your region. A number of these stations have talkback programmes which you can get access to.
- **Contact person and telephone number.** Advertise specific people on your team who are available to discuss the plan and its preparation. Make sure they are well informed and available.
- **Kanohi ki te kanohi consultation** with kaumatua, kuia, kaitiaki or any other individuals with particular knowledge or experience. This

A programme provides details on how to implement the strategy:

- *Identifying what consultation methods are appropriate for each stakeholder*
- *Specifying consultation tasks, responsibilities and dates*

may be best achieved through interviews as opposed to hui. Hui are useful for obtaining the necessary detailed korero if they involve overnight stays.

- **Site visits** enabling people to identify and explain examples of actual issues in the field. Field inspections/visits of taonga are important for bringing tribal history and issues to life.

Table7: Consultation Strategy And Programme - Checklist***Key Tasks***

Task	Yes	No
Have you prepared a consultation strategy and programme?		
Does the strategy and programme: State the desired outcomes and objectives of the strategy Set out the programme by stage of plan preparation Set out the programme in respect of both internal and external consultation by stage of plan preparation Clearly identify who is doing what consultation, where, with whom and under what protocol Set up the process for recording, documenting and retrieving the results of consultation		
For each stage of the plan preparation process have you: Reviewed the consultation programme Confirmed venues, times, and resources Provided any necessary information beforehand Adequately recorded and collated consultation responses Analysed the responses and reflected the results back to the participants Demonstrated how the outcome of consultation with all groups has influenced decision-making to that point.		

PART ONE The Tools

Section One
First Principles

Section Two
Structure of
Te Karanga

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

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Completion

PART THREE The Preparation

Section One
Introduction to
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Resource
Inventory

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Issue and
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Objectives

Section Six
Achieving
Outcomes

Section Seven
Checking our
Achievements

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Keeping up
with Change

PART FOUR Resource Directory

Section One
Funding
Sources

Section Two
Existing IMPs

Section Three
Publications

Section Four
Web Sites

Section Five
Legislation
Fact Sheets

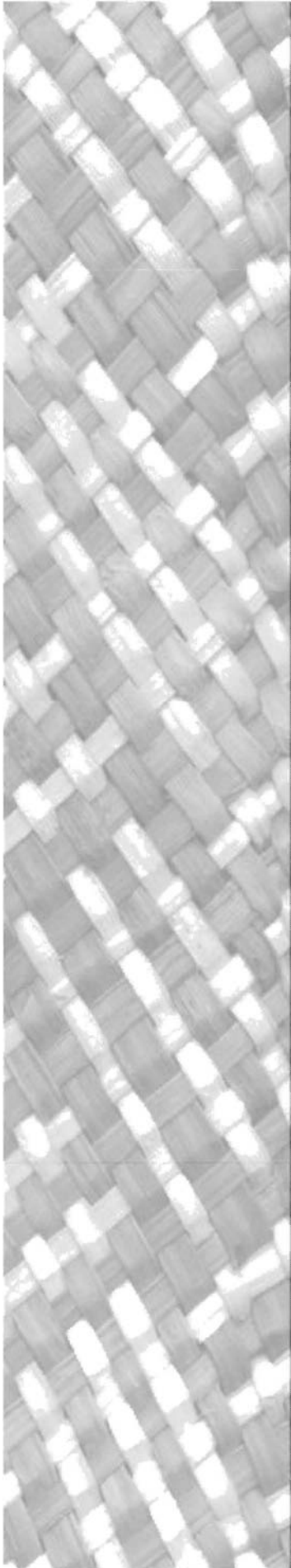
PART III: THE PREPARATION

*Ki te watea o te hinengaro
Me te pai o te rere o te wairua
Ka taea nga mea katoa*

*When the mind is free
And the spirit is flowing
All things are possible*

- ***Introduction to Part III***
- ***The Foundations of the IMP***
- ***Resource Inventory***
- ***Issues and Outcomes***
- ***Cross Boundary Issues***
- ***Ways to Get There (Objectives)***
- ***Achieving Outcomes***
- ***Checking Achievements***
- ***Keeping Up With Change (Review)***

THE PREPARATION



Introduction to Part III

Using Part III of the Toolkit

In general existing IMP only go as far as identifying the issues, outcomes and objectives that are relevant to the scope of the IMP. This is particularly the case where whanau, hapu, iwi or runanga are using the “big picture approach” and trying to provide a broad base of objectives.

Most tangata whenua who have IMP are looking to develop more specific plans or strategies as time goes on.

The next part of the toolkit provides a general guide to preparing each specific part of the IMP. It is intended to be used whatever approach you decide to use.

Two sets of examples are provided to help guide you;

- *Examples from existing IMP*

It is important that the mana and wairua of these IMP is respected. These examples exist in a specific context in their respective IMP and should not be adapted for use in your document without appropriate consultation with the whanau, hapu, iwi, or runanga responsible for their preparation. It is their intellectual property.

- *Examples built through Te Raranga*

Throughout this section of Te Raranga, we have used a case study of a Freshwater Management Plan.

This Case Study is at the hapu level, and relates to the rohe of Ngati Haumia, between the Waiaua River and the Ouri Stream, in coastal Taranaki.

The purpose of this Case Study is to show how the different parts of the IMP come together. This Case Study is also reflected in the various tools such as the Consultation Strategy (Part II).

Stand Alone Sections

Each section of Part III is intended to be able to stand alone. Each section has its set of guidelines, examples, worksheets (where necessary) blank resource estimation table, and blank timeline.

This is to allow a Working Party to delegate the role of preparing parts of the IMP to smaller groups who will take responsibility for the work.

The Foundations of the IMP

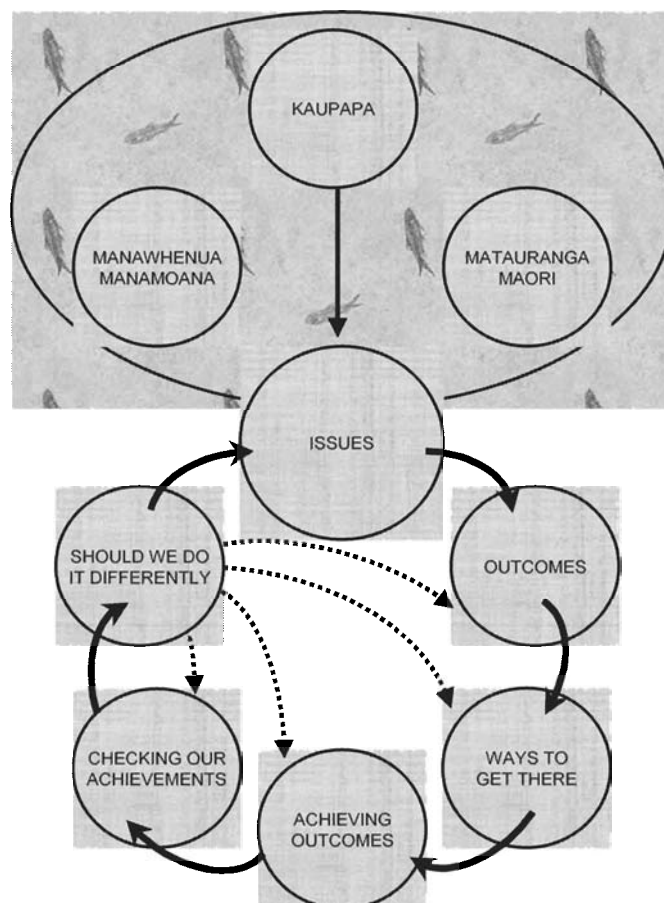
First Principles

The actual issues, outcomes and objectives set out in the IMP need to be based on a firm foundation. That foundation is usually comprised of a vision statement setting out the overarching kaupapa of the iwi, hapu or runanga, a statement of Manawhenua-Manamoana, and an explanation of the Maturanga Maori which underpins the issues, outcomes and objectives of the whanau, hapu, iwi or runanga.

The template sets out the key elements that each section needs to contain. There are cross-references to other templates that will be useful in preparing this part of the IMP.

At the end of this section of Te Raranga is a blank Timeline and Resource Estimation Table, to help you scope out the process you will use to prepare this part of the IMP and the assistance you will need to complete the task.

Figure8 - Te Raranga a Mahi



Introduction

The Introduction should contain the following;

- Background to the preparation of the IMP, and the context within which the plan is being prepared. Describe the relationship with other IMP which have already been prepared or that are intended to be prepared in association with the IMP.
- A description of the purpose of the document. The common themes amongst existing IMPs are;
 - *To express the mana motuhake maori or tino rangatiratanga of the iwi or hapu over whenua and moana*
 - *To lay down the environmental kaupapa of the iwi or hapu*
 - *To articulate tribal policy for external agencies*
 - *To define the process for consultation and negotiation between iwi/hapu and external agencies*
- A description of the format of the IMP and how the various parts of the document fit together.
- A description of the IMP preparation process, and the process to be used to review and change the document.
- A statement regarding intellectual property, and the management of the information contained within the document.

Other Relevant Guidelines and Checklists

- Purpose and Scope of the Plan
- Preparing the Plan

Kaupapa

This section sets out the broad kaupapa of the whanau, hapu or iwi that overarches the IMP and any other plans prepared.

Guidelines

Broad Format

Common elements amongst existing IMPs are;

- A vision statement
- The principles of Kaitiakitanga as applied by the iwi or hapu
- The core elements of iwi or hapu tikanga as applied by the iwi or hapu.

Vision Statement

Examples of vision statements are;

“Ko te whakapumau i te mana motuhake o Ngati Porou i roto i tona mana Atua, mana tangata, manawhenua.”

Ngati Porou Environmental Policy Statement.

“The promotion, enhancement, protection, and implementation of the tikanga of the iwi.”

Ngaati Te Ata.

EXAMPLE: AIMS AND PURPOSES

KAI TAHU KI OTAGO RESOURCE MANAGEMENT PLAN

- This Plan will provide basic information on natural resource issues and a framework to assist resource users and managers to develop consultation and partnership processes.
- This plan will not replace the continuing need for direct communication and dialogue as the main method for consultation.
- This Plan represents the principal planning document from which a number of further policy and planning documents will be developed.

This Plan Aims to:

Assist Kai Tahu ki Otago through:

1. achieving greater public understanding of Kai Tahu ki Otago's natural resource issues and objectives;
2. providing a basis from which Kai Tahu ki Otago participation in natural resources management is further developed; and
3. providing direction to the consultation process.

Assist Natural Resource Managers and Users in Otago by:

4. backgrounding Kai Tahu resource issues and concerns in Otago;
5. detailing the Crown legal obligations to the Iwi in regard to the management of resources;
6. detailing Iwi expectations of the consultation process and presenting various options and suggestions to promote more effective consultation;
7. providing a list of initial points of contact for consultation; and
8. providing some information about specific areas or locations of concern and importance to Otago Kai Tahu.

EXAMPLE: KAITIAKITANGA

KAWERAU A MAKI TRUST RESOURCE MANAGEMENT STATEMENT

2.0 Kaitiakitanga

Our continuing role as guardians and the basis of that role.

Kaitiakitanga is a concept fundamental to the Kawerau view of resource management. The Kaitiaki is the tribal guardian which can be non-human (e.g. a taniwha) or human, their role is to protect all tribal taonga. The person or group of people who are Kaitiaki must also hold manawhenua.

'Tiaki' includes notions of guardianship, care and wise management.

'Kaitiakitanga' is the process or system of exercising Kaitiaki responsibilities.

The primary responsibilities of the Kaitiaki are to protect the mauri or life force of all things in a way which ensures that the quality of tribal taonga passed on to future generations is protected and enhanced. Mauri can be described as the life force present in all things. Mauri generates, regenerates and upholds creation, binding physical and spiritual elements of all thing together. Recognition of the spiritual aspects of reality are central to our definition of sustainable management.

The role of Kaitiaki continues in current resource management. Kaitiaki responsibilities include, but are not limited to:

- the protection and maintenance of waahi tapu and other heritage sites;
- the placing of rahui to allow replenishment of harvested resources;
- directing development in ways which are in keeping with the environment;
- observing the tikanga associated with traditional activities;
- active opposition to developments with actual or potential adverse effects on taonga;
- providing for the needs of present and future generations.

The role of Kaitiaki is based upon manawhenua and rangatiratanga. The traditional owners of an area are the iwi or hapu who hold manawhenua in that area. These people retain kaitiaki responsibilities whether or not land has been sold. Rangatiratanga is the expression of authority and is held by the manawhenua within their tribal area.

2.1 Objective

To meet in full our responsibilities as Kaitiaki.

2.2 Policies

1. Within the limits of our resources, Trust representatives will actively participate in all relevant aspects of resource management.
2. By promoting the sustainable management of the environment in accordance with Te Kawerau tikanga.
3. By ensuring that all agencies involved in resource management within our tribal area recognise our role as Kaitiaki, and by working with these agencies to establish methods by which our role as Kaitiaki is given effects.
4. By ensuring wananga and other programmes are held to educate iwi members on issues regarding resource management and Te Kawerau tikanga.

CASE STUDY: VISION STATEMENT

NGATI HAUMIA FRESHWATER MANAGEMENT PLAN

Ngati Haumia are concerned that waterbodies and waterways within their rohe are subject to continued pressure of them for both instream and obstructive uses.

Water is central to all Maori life. It is a taonga left by ancestors to provide and sustain life. It is the responsibility of the current generation as kaitiaki for the resource to ensure that the taonga is available for future generations.

The waterways of the rohe were traditionally a significant source of kai for the hapu including tuna, inanga, lamprey, koaro and patiki. The coastal waters into which these waterways drain were also significant in terms of kaimoana. Many of the traditionally significant species have part of their life cycle at sea. Therefore the freshwater/sea water interface is also important.

Ngati Haumia has the following vision in respect of freshwater resources within its rohe;

“That the mauri and the wairua of the individual waterways within the rohe is respected and enhanced, and that the taonga is able to support the cultural, spiritual and social needs of the hapu on a sustainable basis.”

Tikanga Maori

Most existing IMP contain a discussion of the concept of tikanga and how it is to be applied in the context of the IMP.

Guidelines

The key elements are generally;

- Whanaungatanga
- Manaakitanga
- Kotahitanga
- Core principles of iwi or hapu affairs regarding the conduct of iwi or hapu affairs in respect of the IMP.
- Consultation processes within the iwi and with outside agencies.

An example drawn from the Ngati Hauiti Environmental Policy Statement is as follows;

“In the exercise of our responsibilities, Ngati Hauiti affirm the concepts of whanaungatanga, manakitanga and Kotahitanga. Thus our objective is to conduct our affairs in the following way

- *Kanohi ki te kanohi: discussing and resolving issues face to face;*
- *By ensuring that our representatives are given a mandate by the appropriate levels of whanau, hapu, and iwi according to the issue under consideration;*
- *By making policy decisions on our marae;*
- *By recognising our links to neighbouring hapu and iwi with the*

aim of acting as one on regional issues;

- *By supporting our own Roopu where possible (including financially) instead of relying on others.”*

There are overlaps between this part of the IMP and others, particularly that dealing with Matauranga Maori.

Other Relevant Guidelines and Checklists

- Purpose and Scope of the Plan
- Preparing the Plan
- Consultation Process
- Issues and Outcomes

EXAMPLE: CONSULTATION POLICY

NGATI POROU RESOURCE MANAGEMENT STATEMENT

4.3 Consultation

The development of a consultation policy is important, as consultation processes are usually the main if not the only opportunity for Ngati Porou to participate in decisions that affect the tribe. Additionally, consultation is a necessary expression of partnership. Te Runanga o Ngati Porou can provide the following services to assist consultation:

1. Facilitation assistance to external agencies consulting with Ngati Porou by identifying key contact people and arranging suitable hui venues and dates;
2. Assistance to whanau and hapu of Ngati Porou by;
 - arranging and facilitating hui on matters that affected them;
 - obtaining further information on a particular matter;
 - assisting whanau and hapu to developing and/or presenting submissions; and
3. Representation on behalf of Ngati Porou in resource management forums and providing a Ngati Porou perspective on issues that affect Ngati Porou generally.

4.3.1 Objective

1. To participate effectively in consultation processes that affect Ngati Porou.

4.3.2 Policies

1. The following principles will guide how consultation is to be undertaken within Ngati Porou.

1. Full and adequate consultation is required;
2. Consultation is to be timely and genuine;
3. The principle of "kanohi ki te kanohi" will be adhered to in any consultation process;
4. Tikanga Ngati Porou, to tatau reo ake and Matauranga Ngati Porou are to be recognised and provided for.

2. The following consultation process applies to all persons and agencies consulting with Ngati Porou whanau and hapu.

- a) That the issue to be discussed and the appropriate process of consultation be confirmed with Ngati Porou through Te Runanga o Ngati Porou. Some issues may require iwi-wide consultation while other issues may require consultation with communities, hapu and marae;
- b) Hui shall be advertised through all available media and appropriate forums including Radio Ngati Porou, The Gisborne Herald and Community Noticeboards;
- c) Information be circulated to affected groups/ individuals in advance of the hui;
- d) Representatives will be available at hui to give a full and accurate presentation of the issue.
- e) Further information may be required for the following reasons
 - where effects of an activity have not been adequately provided;
 - inadequate information restricts Ngati Porou's ability to make an informed decision.
- f) The consultation process may be delayed until such time adequate information has been obtained;
- g) The consulting party acknowledge that Ngati Porou be able to discuss matters by themselves;
- h) The organisation seeking the view of Ngati Porou meet the consultation costs;
- i) The costs of consultation shall include: advertising and notification of hui; koha to venue; catering; facilitation of hui; compilation of a consultation report and Ngati Porou perspective; contracting of independent technical advice;
- j) The consulting party shall acknowledge that Ngati Porou may not agree with the objectives of the consulting party.

CASE STUDY: TIKANGA

NGATI HAUMIA FRESHWATER MANAGEMENT PLAN

Water is a living thing with a mauri of its own. This mauri varies from one water body to another, and from one place to another on larger waterbodies. Ngati Haumia recognise two main classes of water, *waimaori* or freshwater, and *waitai* or salt water.

Three states of water are recognised;

Waiora (waters of life) including rainwater, springs, holy water and water derived from waahi tapu where exceptional events have occurred in the past. Waiora can often rejuvenate the damaged mauri of other things.

Waimate (dead water) having no mauri at all, and being unable to support humanity to act as a source of food.

Waikino (bad water) which includes a dangerous place such as a stretch of water with physical hazards, or water that has become polluted, either physically or spiritually. In either case the mauri has changed and is susceptible to being changed again.

Ngati Haumia are kaitiaki for the rivers and streams that flow from Te Maunga Tapu o Taranaki to Moana nui a Kiwa. That responsibility is devolved to present day generations from Io Matua Kore and the atua, through the mana, mauri, and wairua granted by those deities.

These rivers and streams are taonga that are to be protected and enhanced for the benefit of future generations. Ngati Haumia tikanga forms the basis of the rules and processes by which the role of the kaitiaki is carried out. This is through the binding concepts of whanaungatanga, rangatiratanga, kotahitanga, manaakitanga and wairuatanga.

Manawhenua And Manamoana

This part details the manawhenua and manamoana held by the iwi or hapu within its rohe or takiwa. This part also can be used to identify relationships with adjacent iwi or hapu.

Guidelines

The key elements are;

- Whakapapa, including where relevant the whakapapa relationships between hapu and whanau.
- A description of the boundaries of the rohe or takiwa, including where appropriate discussion of cross boundary matters.
- A description of iwi history and how manawhenua and manamoana came to be established.
- A description of the way in which manawhenua and manamoana is maintained throughout the rohe or takiwa.
- A description of current iwi or hapu management structures, including runanga, tribal authorities, management committees and marae committees.

Identify what is unique to your iwi or hapu, including:

- Whakapapa
- Rohe
- History
- Existing structures

Don't forget to include a map showing the takiwa or rohe and relationships with adjacent whanau, hapu, iwi or runanga.

Other Relevant Guidelines and Checklists

- Purpose and Scope of the Plan
- Preparing the Plan
- Consultation Process
- Cross Boundary Issues