



3 Year Strategic Plan

He reo tō te wai
He reo anō tō te tāngata
Kotahi tonu whakapapa, Whakakotahitia!

*Our water has its language
As too do our people have theirs,
Both born of one whakapapa, United!*

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INTRODUCTION

This strategic plan sets out the direction for Te Wai Māori Trustee Limited for the next three years. To develop this strategic plan the Directors of Te Wai Māori Trust (Wai Māori) carried out two key tasks. The first was to commission three reports to help us clarify our priorities for this plan -

1. A review of the Wai Ora Fund to assess if the purpose and strategic outcomes of the fund have been achieved;
2. An environmental scan of the current freshwater and freshwater fisheries environment
3. An update of a report that was prepared for us in 2006 – Freshwater Fisheries in New Zealand Environmental Scan.

The second task was to hold a Tuna Conference at Whanganui in July. We were joined by around 200 iwi, commercial and customary fishing interests, scientists and policy advisers from central and local government, independent experts and scientists to talk about the health and well-being of tuna. The conference provided the opportunity for iwi and hapū to give their views on how Wai Māori can assist them to protect and enhance their interests in tuna and other aspects of freshwater fisheries that should take strategic priority for Wai Māori. Their views and responses have helped to shape this strategic plan, and these are expanded upon later in the document.

TE WAI MĀORI TRUST

Why do we exist?

Te Wai Māori Trust (Wai Māori) was established under the Māori Fisheries Act 2004 (the Act). The Act states the “**purpose of Te Wai Māori Trust is to advance Māori interests in freshwater fisheries...**” through:

- undertaking or funding research, development and education
- promoting the protection and enhancement of freshwater fisheries habitat
- promoting the establishment of freshwater fisheries
- using resources to bring direct and indirect benefits to Māori in respect of their freshwater fisheries interests¹.

When using the terminology ‘freshwater fisheries’, Wai Māori describes this as including the species, habitat, surrounding land, water column, and water quality and quantity. Sports fishery or unwanted aquatic life or activities conducted under the Freshwater Fish Farming Regulations 1983 are excluded from this definition.

Protecting Māori interests in freshwater fisheries ultimately means protecting habitat to ensure quality water and abundant species. The long-term outcomes we work towards include:

- increasing iwi and hapū capacity and capability in freshwater fisheries and their ability to control their freshwater fisheries
- promoting and sharing indigenous fisheries expertise, knowledge and understanding
- increasing the quality and range of information to iwi and hapū on freshwater fisheries and their interests thereof
- enhancing the health and wellbeing of the indigenous fisheries and their environment.

What do we do?

Wai Māori recognises its role in delivering the deed of settlement – intended to benefit all Māori – and its more specific purpose of working with iwi and hapū to assist them to protect their rights and interests in freshwater fisheries. Wai Māori continues to assist iwi and hapū to build capability and capacity to develop and manage their freshwater fisheries, providing funding to support them to protect, enhance and develop their freshwater fisheries and habitats. Wai Māori also

¹ Section 94

responds to and influences government reforms on freshwater management as it relates to freshwater fisheries at a national level and supports iwi to have an effective influence on government and industry freshwater fisheries policy.

What are our values?

Wai Māori core values:

- Te Mana o Te Wai (reflecting that freshwater ecosystems come first)
- Whakapapa (reflecting the connection between whānau, hapū and iwi and the environment)
- Kaitiakitanga (reflecting whānau, hapū and iwi obligations as descendants of Papatuanuku)

These values represent the natural order of the Wai Māori world view. First and foremost, we value freshwater and all that is encompassed in its ecosystems. The inherent right for water to exist in its own state. Whakapapa recognises our interdependence which binds us as tangata whenua of the environment and kaitiakitanga, our obligation to care for papatuanuku and ngā atua that provide sustenance for our people.

These core values determine the way we approach our work and they define the way we behave.

STRATEGIC ISSUES

Ensuring the health and well-being of freshwater is essential for the continued health and well-being of freshwater fisheries. Iwi and Māori do not distinguish land from lakes, lagoons, rivers, swamps, freshwater species and their associated beds. They are considered part of an undivided entity. Each water body has its own Mauri (life-force). Healthy waterbodies are a direct source of mahinga kai for Māori and the use of mahinga kai is an important expression of cultural identity and values, passed down through generations.

Healthy freshwater fisheries depend on good management of freshwater environments (including surrounding habitats) and harvesting pressure. This in turn requires good information, constructive inter-agency relationships, effective regulations and rules and clear priorities for action. Most of the pressures on the freshwater fisheries are due to modification of freshwater environments, including: dams, culverts and flood gates, land-based activities, diversion of rivers and streams, as well as erosion and the clearing of forests. Silt and sediment which build up over our riverbeds create barriers to migration of native fish migration such as tuna and whitebait. Predation and competition from introduced trout and other predatory fish also threaten our freshwater species.

The reports Wai Māori commissioned during the past 12 months have identified that iwi and hapū continue to do a lot with very little resource. They aspire to achieve self-determination, clean healthy waterways, thriving freshwater fisheries, and to build the capability of their people. They seek to enhance their relationship with water and for recognition of their rights and interests in freshwater. The barrage of regional and national processes forces them to continually defend their rights and interests in freshwater and freshwater fisheries. Iwi and hapū will continue to defend their rights but need support to do so. They seek to hold governance roles on councils, sub-committees and catchment services and see the inclusion of iwi, hapū and whānau values into policy development.

Iwi and hapū have expressed that there is real need for the identification and articulation of iwi and hapū values and perspectives of freshwater ecosystems to help build better understanding within resource management agencies. Effective integration of Māori interests and values into resource management requires full iwi and hapū participation and a commitment from agencies to collaboration and strong, enduring relationships. The development of environmental reporting frameworks that acknowledge cultural values, and provide a role for iwi and hapū nationwide in implementation and interpretation would significantly add to improved management of our taonga species.

At the Tuna Conference held in August 2017, we asked those gathered if we could continue to tolerate the undermining of our indigenous world-view and the significance of tuna. The significance of tuna to Māori has been ignored with the construction of dams, the pollution of waterways and destruction of habitat. Those responsible for environmental governance and management have provided extensively for the habitat of trout while ignoring native fisheries. During the conference, we explored ways to ensure the status of tuna is acknowledged, valued, and effectively provided for locally, nationally and internationally; that included a debate about the pros and cons of the various legal options that could uphold Te Mana o Ngā Tuna, namely legal protection, legal recognition or legal personality.

To lose our tuna is to lose our identity. Wai Māori is committed to working with iwi, hapū and whānau to enhance the status and aspirations of tuna for their future and find solutions to improve waterways to ensure changes are not at the expense of tuna. This is not a kaupapa we can afford to put off.

The establishment of a National Tuna Forum was also discussed at the conference. There was general agreement from conference delegates for the establishment of a forum, which has been talked about now for more than six years, and the development of a tuna strategy that brings together expertise of the customary and commercial fishers to manage the tuna fishery.

Piharau/kanakana is a valued customary fishery for many iwi and hapū but anecdotal evidence suggests they are in decline. Adverse effects on kanakana/piharau have serious cultural impacts for iwi, affecting their ability to exercise their customary rights and to maintain associated customs and practices - undermining mahinga kai, manaakitanga, and the transfer of traditional knowledge associated with kanakana/piharau. Efforts to conserve kanakana/piharau are however constrained by the lack of information, including abundance data.

Wai Māori will work alongside iwi and hapū to lead the national coordination of efforts to improve the management of kanakana/piharau. An iwi steering group has been set up to lead this project. Any strategy to improve the management of this taonga species must be led by Māori and provide for the articulation and identification of iwi and hapū values, aspirations and perspectives for kanakana/piharau.

It is also important that all stakeholders work together to develop and implement strategies (frameworks, models and tools) for kanakana/piharau, rather than continue to work in isolation. The iwi steering group and representatives of the Ministry for Primary Industries, Department of Conservation, Ministry for the Environment and National Institute of Water and Atmospheric Research have agreed to establish a Kanakana/Piharau Collective to progress this work.

WHAT ARE OUR MOST IMPORTANT GOALS AND OBJECTIVES?

Goal/Objective	Year 1 (FY17-18)	Year 2 (FY18-19)	Year 3 (FY19-20)
Protect and enhance Māori rights and interests in freshwater and freshwater fisheries			
Analyse and respond to Government freshwater and freshwater fisheries reforms to ensure policy options are aligned with iwi rights and interests			
Work alongside Government agencies to ensure they are responsive to Māori rights and interests in freshwater and freshwater fisheries			
Provide technical and independent advice to iwi and hapū to support them to fulfil their kaitiaki responsibilities for freshwater and freshwater fisheries			
Develop and implement Regional Council Score Card			
Advance Māori interests in freshwater fisheries			
Provide funding to iwi, hapū and whānau through the annual Wai Ora Fund in accordance with strategic and funding priorities developed			
Assist iwi and hapū to lead the national coordination of efforts to improve the management of piharau/kanakana and advance their values and aspirations in the decision making, and restoration and enhancement actions			
Identify and develop options to uphold Te Mana o Ngā Tuna			
Establish and facilitate a Tuna Forum to develop a collective model for the management of the tuna fishery to influence decision making and processes			
Develop and implement central hub (repository) of expertise, Wai Ora projects, research reports on freshwater fisheries to ensure iwi, hapū and whānau have access to relevant and quality information on freshwater fisheries			

Build effective strategic relationships				
Establish and implement effective communications and engagement strategies to enhance relationship with iwi and hapū and inter-iwi knowledge sharing and collaboration				
Develop and maintain partnerships with other agencies that fund freshwater fisheries initiatives to assist iwi, hapū and whānau to advance their interests in freshwater fisheries				
Promote the use of multi-stakeholder, collaborative processes to support iwi, hapū and whānau to have a greater role in decision-making on management of freshwater fisheries				
Establish/develop				
Maintain/become “business as usual”				

FINANCIAL PROJECTIONS

The table below sets out the projected income and indicative operating costs to achieve the 3-year strategy.

Income²	FY17/18 Budget	F18/19 Budget	FY19/20 Budget
Portfolio Investment:			
Funds under management	23,000,000	24,500,000	26,100,000
Income projected at 6.3%	1,449,000	1,543,000	1,644,000
Reinvested to grow capital	(529,000)	(593,000)	(632,000)
Total Income available for operating	920,000	950,000	1,012,000
Operating Expenditure	FY17/18 Budget	F18/19 Budget	FY19/20 Budget
Projects ³	606,600	501,600	476,600
Directors remuneration & training	89,000	81,435	89,000
Te Ohu overhead charge (HR charge & infrastructure)	302,290	314,384	323,809
Other costs	63,000	47,500	57,500
Total Operating Expenditure	1,063,843	944,919	946,909

² See key assumptions for income

³ See key assumptions for breakdown of individual project costs.

KEY ASSUMPTIONS

Key assumptions in constructing the three-year budget are:

Income

- Wai Māori income is based on 4% spending rule on capital of \$23 million increasing to \$25 million because of distributions from Te Ohu Kaimoana. Investment income expectation is 6.3% based on SIPO level of 4.5% plus inflation (forecast 1.8% for September 2017 quarter). Only 4% of the average available funds under management over the last three years is available for operational spending however some of the underspend for previous 3 years, after allowing for distributions to the capital maintenance reserve to maintain and grow the portfolio, has been budgeted to be used this year to supplement the available income.

Expenses

- Te Ohu overhead charge includes HR charge of \$182,341⁴, infrastructure charge of \$39,949 and includes .8 FTE new employee (\$80k includes % of overheads and .8 of salary costs for Senior RMA Advisor recruited by early 2018) – a total of \$302,290. Te Ohu recovers direct costs.
- Individual project costs:

Projects	FY17/18	FY18/19	FY19/20
Wai Ora Fund	\$328,600	\$298,600	\$328,600
Protect Māori Rights and Interests	\$121,000	\$21,000	\$26,000
Tuna Forum	\$32,000	\$22,000	\$22,000
Tuna Status	\$60,000	\$35,000	\$35,000
Piharau	\$35,000	\$35,000	\$35,000
Tuna Conference	\$0	\$60,000	\$0
Research	\$30,000	\$30,000	\$30,000
	\$606,600	\$501,600	\$476,600

⁴ Equates to 1.8 FTE, with 1.65 being made up of Manager, Senior Analyst and Analyst. Proposal to increase FTE to 2.45 with the recruitment of a Senior RMA Advisor. Note HR charge increasing 3% year on year.

- Wai Ora Funding does not include existing contracts commitment.
 - Protect Iwi Rights and Interests does not include existing FY16/17 commit to Freshwater Iwi Leaders Group of \$40k for WAI 2358 Inquiry.
 - Bi-annual Tuna Conference held in FY18/19 – Wai Māori will sponsor conference up to \$60k per conference until the conference becomes cost neutral.
 - Wananga held on alternate years for Wai Ora Fund and/or kanakana/piharau.
 - Consultancy, travel and accommodation, cost of hui, and communication costs are included in total cost of each of project.
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- Director costs include fees, director training, travel and meeting costs with externals.
 - Other costs include audit and PMSL fees, sponsorship and koha, conference attendance, travel and catering for Board meetings and Board review at the end of FY17/18 and Director fee review at end of FY19/20.

KEY PERFORMANCE INDICATORS

- ✓ Proposals for freshwater and freshwater fisheries management at a national level are analysed and practical solutions aligned to iwi rights and interests offered
- ✓ Technical and independent advice is provided to iwi and hapū in discussions with government and government agencies on freshwater and freshwater fisheries, where appropriate
- ✓ Increased quality and range of information available for iwi and hapū on freshwater fisheries
- ✓ Māori organisations can apply to the Wai Ora Fund that promotes Māori interests in freshwater fisheries through development, education and research
The significance of tuna to iwi, hapū and whānau is recognised in the Resource Management Act and regional plans
- ✓ Te Mana o Te Wai is given practical effect by central and local government
- ✓ Projects that build effective, strong and enduring relationships between parties with customary and commercial interests in tuna are agreed and implemented by all interested parties
- ✓ Projects that build effective relationships with iwi and hapū, government agencies and other stakeholders with interests in kanakana / piharau are agreed and implemented by all interested parties
- ✓ Environmental reporting tools that acknowledge cultural values, and provide a role for iwi and hapū nationwide in implementation and interpretation are developed
- ✓ Wai Māori is recognised as an active and valued contributor on freshwater and freshwater fisheries issues by iwi, hapū and whānau
- ✓ An evaluation process to report back to iwi, hapū and whānau is developed by Wai Māori
- ✓ Regional Councils have a benchmark to improve performance and engagement with Māori.
- ✓ All statutory obligations have been met as required.