



TE WAI MĀORI TRUSTANNUAL PLAN 2020/21

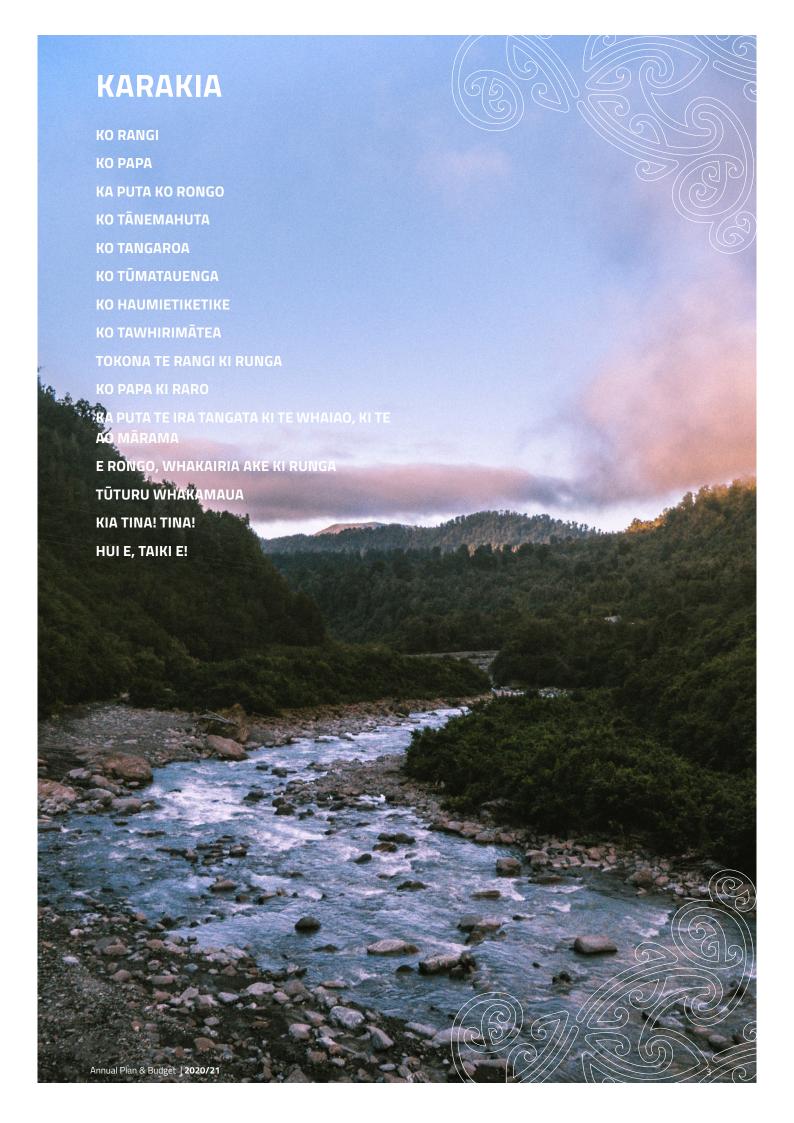
This annual plan provides iwi with an overview of Te Wai Māori Trust's work covering the period 1 October 2020 to 30 September 2021





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Lisa te Heuheu Chair Ngāti Raukawa, Ngāpuhi, Ngāti Maniapoto



Miria Pomare Director Ngāti Toa Rangatira, Ngāti Mutunga, Ngāti Rongomaiwahine, Rongowhakaata



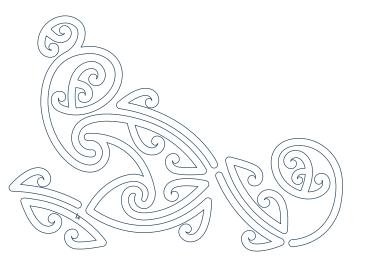
Pahia Turia Director Ngā Wairiki Ngāti Apa, Whanganui, Ngā Rauru, Ngāti Tūwharetoa

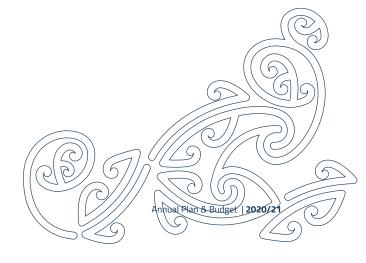


Donna Flavell Alternate Director Waikato, Ngāpuhi, Ngāti Ruapani



lan Ruru Alternate Director Te Aitanga ā Māhaki, Ngāti Porou, Ngāi Tai, Te Whakatōhea





INTRODUCTION FROM THE CHAIR

Tena koutou katoa,

Hurihia te aroaro ki te ra tukuna tō ātārangi kia taka ki muri i a koe.

Turn your face to the sun and the shadows fall behind you.

It has been a time of change, reflection and thoughtful pivots in direction as we navigate the past year. Covid-19 has shown us that we as tangata whenua are resilient in times of crisis, and we have remembered in unity there is strength. We have taken our learnings from Covid-19; reconnection, matauranga Māori and our role as kaitiaki mō te Taiao, and thoughtfully embedded this through our Annual Plan for 2020/2021.

On behalf of the directors of Te Wai Māori Trust, I'm pleased to present the 2020/2021 Annual Plan and Budget. This plan has been developed in the context of the Te Wai Māori Trust Strategic Plan.

The Strategic Plan outlines the priorities of the Trust as:

- Increasing iwi and hapū capacity and capability in freshwater fisheries, and their ability to control their freshwater fisheries.
- Promoting indigenous fisheries expertise, knowledge and understanding.
- Increasing the quality and range of information available to iwi and hapū on freshwater fisheries and habitat.
- Ensuring that freshwater fisheries are abundant, healthy and functioning, and are capable of supporting the needs of iwi and hapū.

This year's plan will see the Trust continue to support iwi and hapū through the Wai Ora and Tiaki Wai funds, support targeted freshwater fisheries research, and jointly develop policy responses to key legislative and regulatory reform relevant to the health and wellbeing of freshwater fisheries and their habitat.

We look forward to working closely with iwi and hapū throughout the year as we deliver our work programme, and seeing you in April 2021 at the Te Wai Māori Freshwater Fisheries Conference in Taupō.

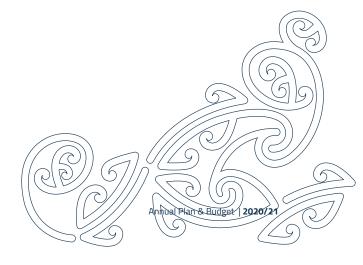
Kia kaha.

Kia maia,

Kia manawanui,



Lisa te Heuheu Chair Te Wai Māori Trust



INTRODUCTION TO THE ANNUAL PLAN

This year's Annual Plan will support the strategic priorities and long-term outcomes that Te Wai Māori Trust continue to work toward, including:

- **E**thancing the health and wellbeing of indigenous fisheries and their habitat.
 - Enhancing the recognition and status of indigenous species.
- Providing better opportunities for the participation of iwi and hapū in resource management decision making processes as they relate to freshwater fisheries and habitat.
- Promoting and sharing indigenous fisheries expertise, knowledge and understanding.
- Increasing the quality and range of information to iwi and hapū on freshwater fisheries and habitat.
- Supporting iwi and hapū capacity and capability in freshwater fisheries.

The Trust's core values are:

- Te Mana o Te Wai, reflecting that freshwater ecosystems come first.
- Whakapapa, reflecting the connection between whanau, hapū and iwi, and te taiao.
- Kaitiakitanga, reflecting whānau, hapū and iwi obligations, as descendants of ngā Atua.

These values determine the way we approach our work and define the way we behave. These values involve us moving from talk to action, to strategise and mobilise, and to put the interests of taonga species first.

Ensuring the health and wellbeing of freshwater is essential for the continued health and wellbeing of freshwater fisheries. Healthy freshwater fisheries require good management of freshwater habitat and the wider environment. Many of the pressures on our taonga freshwater species are due to modification of freshwater environments.

There is a need to identify and articulate iwi and hapū values in relation to freshwater species and ecosystems to improve awareness in resource management processes, and influence agencies with responsibilities for freshwater fish and habitat.





PRIORITIES FOR 2020/21

Our taonga freshwater species continue to face ongoing and increasing pressure, including declining water quality, habitat modification and loss, barriers to fish passage and migration, resilience to a changing climate. These factors give rise to serious concern for the health, wellbeing and abundance of our taonga species and their environments. To achieve our strategic priorities, the Trust will:

- Actively build, strengthen and maintain relationships with iwi and hapū organisations.
- Support iwi and hapū to build capacity and capability and protect and enhance freshwater fisheries through the Wai Ora and Tiaki Wai funds.
- Support targeted research on taonga freshwater species and research projects that will see the Trust work in partnership with iwi and hapū.
- In partnership with iwi and hapū, develop policy responses and other initiatives to key legislative reform affecting taonga species and their habitat, notably freshwater reform.
- Support the iwi Leaders Group with respect to the government's approach to addressing water allocation issues and Māori rights and interests in freshwater, in seeking a Treaty compliant allocation regime; shared governance and partnership arrangements that genuinely provide for Māori freshwater values and the wellbeing of taonga species and their habitat.
- Build strategic relationships and influence policy outcomes to ensure taonga species and their habitat are considered and provided for.

KEY ACTIONS FOR 2020/2021

PROTECT AND ENHANCE MĀORI RIGHTS AND INTERESTS



Supporting iwi and hapū to protect and enhance their rights and interests in freshwater fisheries

Te Wai Māori responds to the government's reform programmes, and proactively advances policy positions developed with iwi and hapū. For the 2020/2021 year, Te Wai Māori will:

- Analyse and respond to government reforms and implementation of new legislative requirements to ensure they recognise and provide for iwi and hapū rights and interests.
- In partnership with iwi and hapū, develop policy responses and other initiatives to key legislative reform affecting taonga species and their habitat.
- Continue to explore opportunities to strategically influence policy outcomes affecting taonga species and their habitat and develop and respond to initiatives to protect and advance Māori interests in freshwater fisheries.
- Work with iwi and hapū to ensure their values and aspirations for freshwater are provided for both in the development of policy and in the implementation of new legislation.
- Promote appropriate tools, processes and relevant legal mechanisms to give effect to iwi and hapū rights and interests for their freshwater fisheries.
- Ensure opportunities are available for iwi and hapū to be involved in the development of freshwater fisheries policy through workshops and regional hui.



Seek better recognition and status for Tuna

- The Trust will continue to contribute to the national review for longfin tuna, engaging with tangata whenua, and those agencies with responsibility for tuna to review the fishing and non-fishing pressures on the species.
- The Trust will also continue to provide support to Te Mana o Ngā Tuna, the national body for tuna.
- Identify and promote appropriate mechanisms to increase iwi and hapū participation and influence in decisions relating to Tuna and its habitat.
- Raise awareness of the pressures on tuna, notably through the launch and promotion of a series of short documentaries.



Assist iwi and hapu to develop and implement initiatives to enhance the status of taonga freshwater species

- Build strategic relationships and influence policy outcomes to ensure taonga species and their habitat are considered and provided for.
- Raise awareness of pressures facing our taonga species.
- Assist iwi and hapū to articulate their values and aspirations and enhance their relationship with taonga species.
- Implement the piharau/kanakana strategy, by working with iwi and hapū (through the lwi Steering Group) to develop initiatives that:
 - Improve knowledge of piharau/kanakana by identifying, supporting and distributing research.
 - Build strategic relationships with relevant agencies to enhance the health and wellbeing of piharau/kanakana and work with those agencies to improve the ability of iwi and hapū to influence decision making for the species and its habitat.
 - Raise awareness and education of piharau/kanakana as a taonga species.
 - Assist iwi and hapū to articulate their values and aspirations and enhance the relationship of Māori with piharau/kanakana.

ADVANCING MĀORI RIGHTS AND INTERESTS IN FRESHWATER FISHERIES



Building and supporting iwi and hapū capability and capacity in freshwater fisheries

- Providing funding to iwi, hapū and Māori through the Wai Ora Fund to support projects throughout Aotearoa to protect, enhance and develop freshwater fisheries and habitat.
- Providing funding to iwi, hapū and Māori through the Tiaki Wai Fund to support iwi to deliver small scale projects.
- Funding/supporting targeted research on taonga freshwater species, the
 effects of a changing climate on taonga species and research projects that
 will see the Trust work in partnership with iwi and hapū with a particular
 focus on kaupapa Māori approaches to freshwater assessment and
 monitoring.
- Seek opportunities for alignment with other agencies that fund freshwater fisheries initiatives to influence and leverage funding that supports freshwater fisheries projects, the capability and capacity of Māori communities, and the implementation of restoration projects.



Increasing the quality and range of information available to iwi and hapu on freshwater fisheries and habitat

- Providing opportunities for iwi and hapū to share fisheries knowledge and expertise and debating issues of significance to iwi and hapū on freshwater fisheries matters through iwi workshops, the Māori Fisheries Conference and the Te Wai Māori Freshwater Fisheries Conference.
- Funding/supporting and undertaking research on issues of significance to taonga species and the advancement of Māori rights and interests in freshwater fisheries, including:
 - Targeted research on taonga freshwater species such as the effects of a changing climate on taonga species.
 - Research projects with a particular focus on kaupapa Māori approaches to freshwater assessment and monitoring.
 - Research centred around the role of iwi and hapū in policy development/implementation and freshwater decision-making.

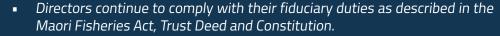
BUILDING AND MAINTAINING STRATEGIC RELATIONSHIPS



Relationship building and reporting

- Build, strengthen and maintain relationships with iwi and hapū organisations.
- Build and maintain relationships with local and central government organisations.
- Promote Te Wai Māori Trust as a source of expert advice and information.
- Provide regular quarterly reporting to iwi and hapū on the work of the Trust.
- Comply with reporting responsibilities outlined in the Maori Fisheries Act by publishing an annual plan and annual report within the appropriate timeframes.

PROVIDE GOVERNANCE, OVERSIGHT AND RESOURCES TO ENABLE THE TRUST TO OPERATE EFFECTIVELY



 Directors implement, monitor and update a risk management framework to manage any risks that will prevent Te Wai Māori from achieving its objectives.

 Continue to invest funds in the joint portfolio managed by Te Ohu Kaimoana Portfolio Management Services Limited in accordance with an agreed Statement of Investment Policies and Objectives.



- Provide resources and an environment needed to enable Te Wai Māori to meet the objectives and actions that have been agreed.
- Directors are provided with training, as required.
- Directors build strategic relationships with key Ministers and senior leadership in key central government organisations.

KEY PERFORMANCE INDICATORS FOR 2020/21

Performance Indicator	Achieved by	Measures		
Building and supporting iwi and hapū capability and capacity in fresh				
lwi and hapū know who we are and what we do and are satisfied that the Trust provides a valuable and necessary service	Active engagement with iwi and hapū.	Māori Fisheries Conference, Te Wai Māori Freshwater Fisheries Conference, regional hui and workshops held. Positive feedback is received from attendees.		
	Through the Wai Ora and Tiaki Wai funds iwi and hapū are empowered to protect, enhance and develop their freshwater fisheries and habitat.	Positive feedback is received from recipients of these funds and positive outcomes are realised for freshwater fisheries and habitat.		
	The Trust is a known and trusted source of quality freshwater and freshwater fisheries information.	A range of good quality information is available for iwi and hapū on freshwater fisheries. Positive feedback is received on this material. Demonstrated investment in innovative research.		
	Partnering with iwi and hapū on targeted strategies for taonga species, including tuna and piharau/kanakana.	Measurable progress made toward implementing species specific strategies developed with iwi and hapū.		
	All statutory obligations under the Maori Fisheries Act have been met as required.	Detailed in annual reporting.		

Performance Indicator	Achieved by	Measures		
Building and supporting iwi and hapū capability and capacity in freshwater fisheries				
Iwi and hapū know who we are and what we do and are satisfied that the Trust provides a valuable and necessary service	Celebrating and sharing our mahi, including research and policy responses.	Research, policy responses and other key information and achievements are shared on our website, through social media and other forums as appropriate.		
Advancing Māori rights and inte	rests in freshwater fisheries			
The Trust is able to influence freshwater fisheries outcomes and advance Māori rights and interests in freshwater fisheries	The Trust has meaningful strategic relationships with key Ministers, agencies and other parties with an influence over freshwater fisheries outcomes.	New relationships with relevant parties are established. The views of the Trust are proactively sought by these parties on matters affecting freshwater fisheries and habitat.		
	Analysing and responding to government reforms affecting freshwater fisheries and habitat.	Quality analysis and responses to government reforms affecting freshwater fisheries and habitat are prepared. Material is shared with iwi and hapū and made available on the Te Wai Māori website.		
	Proactive and constructive engagement is undertaken that seeks opportunities for the co-development of policy, legislative mechanisms and research.	The Trust is proactively engaged in government policy processes/forum on freshwater fisheries and habitat. The Trust is engaged in collaborative research projects with crown, CRI and/or other organisations with an interest in freshwater fisheries.		
	Identifying opportunities in the media and events where the Trust can have a voice on freshwater fisheries matters to promote our work and that of iwi and hapū and raise our profile.	Demonstrated increase in following on social media outlets and in the number of engagements for the Trust.		

BUDGET 2020/21 FINANCIAL YEAR

HICOME

portfolio investment fund.

Income	Budget FY20/21
Portfolio income	\$1,053,796
Capital Maintenance Reserve	\$220,211
Other income	\$55,000
Total income	\$1,329,007

EXPENSES

Te Wai Māori will have expenses of \$1,224,295 for the year (FY19/20: \$1,146,232) in the following key areas:

Expenses	Budget FY20/21
Expenses by project:	
Wai Ora Fund 2020/2021	\$212,000
Tiaki Wai Fund	\$15,000
Te Mana o Ngā Tuna	\$46,663
Policy responses	\$5,000
Piharau/kanakana strategy implementation	\$35,000
Supporting iwi - research, development and education	\$45,000
National and regional hui	\$125,000
Attendance at external conferences	\$8,500
External reporting and communications	\$15,000
Directors fees, training and other	\$101,500
Professional services	\$149,766
Te Ohu Kaimoana overhead contribution	\$436,059
Sponsorship and other costs	\$10,000
Travel costs	\$19,808
Total expenses	\$1,224,295
Capital Maintenance Reserve	\$220,211
Surplus/(Deficit)	-\$115,500



Key assumptions used in constructing the budget are:

Te Wai Máori income is based on:

- management fees, but not including independent advisor fees.
- Annual drawdowns for operational expenditure are targeted to be no more than 4% of the average of the previous 3 years of the total portfolio investment fund attributable to Te Wai Māori.
- Transition to the diversified portfolio agreed under the Statement of Investment Objectives and Policies (SIPO) and review of SIPO completed to ensure it continues to be appropriate for the organisation's requirements and investment climate.
- Short term funds held outside of the portfolio are managed to maximise returns, within acceptable risk parameters, for the period they are held.
- Available cash flows are managed to meet the needs of Te Wai Māori.
- The returns from the portfolio are monitored to ensure the planned expenditure is aligned with the prospective available returns.
- Surplus investment income, above the 4% available for annual drawdowns, is transferred into a capital maintenance reserve to preserve the real value of the portfolio and therefore income available for operational expenditure.
- The Te Ohu Kaimoana overhead contribution includes HR charge of \$369,918 (includes 3.0 FTE and 0.3 equivalent FTEs for financial and administration support, communications support, inhouse general counsel support and Chief Executive time) and additional facilities charge of \$66,141.
- Wai Ora funding includes \$212,000 for FY20/21 (made up of \$200,000 in grants, \$8,000 for costs of an independent assessment panel and \$4,000 for internal travel costs). Te Wai Māori are also offering funding to iwi and hapū through the Tiaki Wai fund for smaller targeted projects. The fund available will be \$15,000 per annum.
- Sponsorship for Māori Fisheries Conference of \$10,000 will include the cost of a recipient(s) of the Wai Ora Fund attending the conference and presenting on their project.
- Professional services include costs associated with external auditing, portfolio management and consultant fees.

