

# BUILDING TAIAO CAPACITY FOR IWI AND HAPU

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BUSINESS CASE TEMPLATE FOR RESOURCING  
AND CONSIDERATION TO ENABLE TE MANA O  
TE WAI



**This template has been prepared by Poipoia Ltd as a deliverable for the National Science Challenge, Our Land and Water.**

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## 2 Introduction

At its simplest, the principle of Te Mana o te Wai reflects the paramountcy of the health and wellbeing of wai. It is intended to be a transformative catalyst, that requires people to think about water as a living breathing tāonga in its own right that needs to be cared for, rather than a commodity to be taken until it is gone or pushed to its limits until it can no longer survive.

Te Mana o te Wai was developed as a result of wānanga conducted by the Iwi Chairs in 2017. These hui sought the views of iwi and hapu across the country on Te Mana o te Wai with a particular focus on water allocation.

Te Mana o te Wai was included in the National Policy Statement on Freshwater (NPSFW) in 2014 and furthered in 2017 by the advocacy of the Iwi Chairs and the current version in 2020 was extended through Te Kahui Wai Māori an advisory group to the Crown on policy options which was established in 2018.

Our Land and Water, part of the National Science Challenge understands the significance of Te Mana o te Wai in transforming our freshwater management system and resourced a series of case studies, tools and wananga, to support the improved implementation of this central kaupapa within Iwi and Hapu and within councils and other users.

As part of this work, it was identified that one of the key enablers of the implementation of Te Mana o te Wai rests in the capacity and capability of iwi and hapu to participate effectively in the water management system and more broadly the natural resource system in Aōtearoa.

This template Business Case is intended to support Iwi and Hapu who are grappling with how they can build or extend their Taiao functionality within their organisations and considers some of the base line information they will need to consider and some examples of options for internal structures. The business case can be used to support funding applications, internal discussions for reallocating baseline funding and provide a workplan for consideration when needing broader infrastructure to give effect to Te Mana o te Wai.

### **3 Business Case Template**

#### **4 Kupu Whakatataki (Introduction)**

Sets out the framework of the Business Case and can also include background to the need to establish Taiao functionality and the current state. If this business case is being sent to external funders an explanation of the iwi or hapu will be important.

##### **4.1 Te Pūtake (Purpose)**

This section outlines the purpose of the Business Case, for example “to establish hapu led Taiao functionality in our Iwi organisation to enable Te Oranga o te Taiao and to give effect to our roles as mana whenua and kaitiaki of our rohe”.

##### **4.2 Ngā Tikanga (Values of the Unit)**

Ngā Tikanga are the values that the Taiao Unit is guided by. These values should be chosen by the iwi and can be determined in several ways. For instance, the Taiao Unit could determine these itself, wānanga could be held with iwi members or the governing body for the iwi could determine Ngā Tikanga. An example of these could be as follows;

**Te Oranga o te Taiao;** the health and well-being of our taiao including our whanau and hapu is paramount, without that we have nothing.

**Mana Whakahaere:** the responsibilities of hapu within their takiwa to act as kaitiaki for their whenua and wai cannot be negatively impacted by the activities of a centralised Taiao function within the Iwi entity.

##### **Role of the Iwi Entity;**

- to be focused on national advocacy based on the positions of the hapu, the Iwi entity should be led by hapu positions rather than their own creating positions unless invited by the hapu to do so.
- the Iwi Entity may hold a facilitation role for seeking those positions, providing information on matters of importance for our taiao, i.e., national, and regional policy changes, research and science opportunities and training. This facilitation role may also include a high-level relationship with local and central government but direct relationships with hapu must be the ultimate outcome.

- the role should include a capacity and capability role to support hapu kaitiakitanga where invited, i.e., support to access specialists and technicians where required, access to funding avenues and training opportunities which can be shared across the Iwi.
- the focus should be on providing support to enable our hapu to build their own capacity to engage in their responsibilities as kaitiaki.
- co-ordination of these matters across the iwi should be a role for the Iwi Entity where invited.

## **5 Te Whakatakotoranga (Structure of the Taiao Unit)**

Te Whakatakotoranga relates to the structure of the Taiao Unit both within an overarching governance unit (such as a post-settlement governance entity) and internally (i.e., staff structure). This section should also set out how the Taiao Unit interacts with any overarching governance entity, including noting the following:

- Lines of responsibilities: clearly delineating what the Taiao Unit is responsible for and what the governance entity retains responsibility for.
- Lines of reporting: clearly setting out who the Taiao Unit is responsible to and whether there are any reporting duties required of the Taiao Unit.

The internal structuring of the Taiao Unit will depend on several factors including funding available to the iwi, and the purpose of the unit. You can find some useful tips to assist with your Plan below.

### **5.1 Structuring your Taiao Unit**

Iwi that have received Treaty settlement money are able to channel settlement funds to a Taiao Unit. In some instances, iwi have structured their Taiao Unit so that it sits within a charitable arm of the overarching organisation. This type of structure has tax benefits.

If your funds are limited, then consider whether to engage consultants to cover work that is paid directly by an external source such as providing cultural impact assessments and engaging in planning processes. This will remove the need to ensure there are internal funds to cover regular salary payments and will provide the iwi with the flexibility to get consultants on board when there is a heavy workload.

Further to the above, consider creating an iwi pool of resource management/environmental consultants that can be engaged to provide environmental services. Once consultants are approved by the iwi, they can be called upon to provide environmental consultancy when required. Some iwi (e.g., Ngāi Tahu) have created their own environmental consultancy groups.

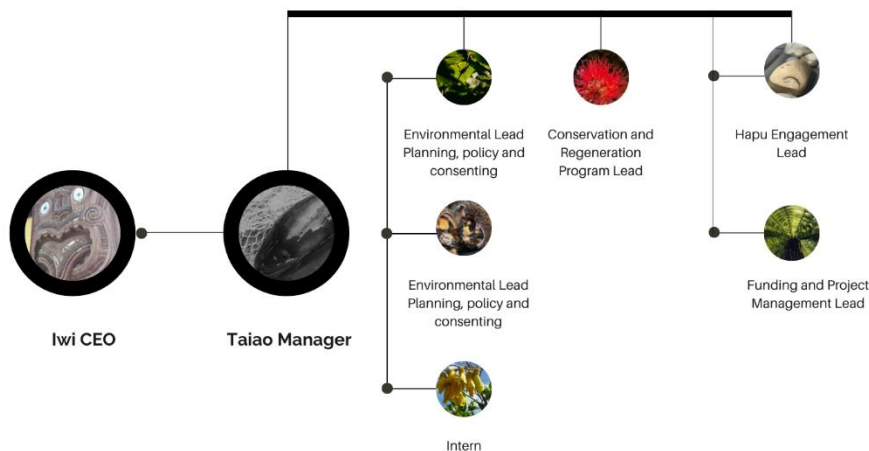
Taiao mahi often involves engagement across a broad spectrum of organisations. An administrative assistant is a worthwhile investment to co-ordinate communications with those organisations from engagement to invoicing. If you are engaging consultants, then the administrative assistant could co-ordinate contractual terms of engagement.

In addition to this, there should be funds to support an administrative assistant. Some iwi are able to fund these factors internally, however, if there are no internal funds then the iwi could build in a governance and administration fee into any externally funded contracts they enter into.

It will be helpful in this section to note your current staff, and where possible your planned team with detail on their experience for the roles. We also recommend providing brief job descriptions for each role. A helpful tip is to google search these roles that have been advertised by other iwi to save you time.

## Proposed Internal Structure

Example Taiao Unit; consultants and sub-contractors or project associated staff can be added, this is a core level of capacity.



## 5.2 Retention, engagement and recruitment policies and practices

To maintain and improve your unit’s capabilities, detail the best practice solutions you’ll use to retain key staff and compete for skilled workers in the job market. It is a very tight market for Maori resource management practitioners and practitioners in general.

This is often an area overlooked in business plans, but you should lay out your retention and recruitment solutions to readers. This will give them confidence that your business won't be hamstrung by a high turnover of staff or any other human resources issues.

*Enter the policies and practices you will use to recruit, retain, and engage staff.*

## **6 Market Analysis**

This may sound strange, but it will be essential to identify for your funders who you will be servicing and how. Naturally you will be servicing your parent body, but to be financially viable you will need to provide a range of services to broader customers to fund your core business and maintain your roles as kaitiaki.

Having a target market is incredibly important, but many businesses ignore this fact. Without knowing what type of people will be most attracted to your offering, you won't be able to build a true picture of your unit's viability. And without targeting the people most attracted to your offering, you'll never be able to maximise the real potential of your business.

Provide all the relevant statistics to describe the market – the locations and the people. The readers will need to know how large the market is in consumer/business numbers and demographics (e.g., age, income). In particular, are there councils who require your independent advice on matters or offering independent Cultural Impact Assessments or Cultural Values Assessments in partnership with your hapu or supporting them to do this directly. Is there particular training you can offer to your councils or local developers, so they understand the expectations of them when working with your iwi or hapu. Cultural monitoring for consents, delivering project management for restoration projects, there are a myriad of opportunities for your consideration that should be included in the business case and where possible outline the revenue this can bring to keep the overall unit sustained. Also detail the markets you've identified that could provide future growth for your business.



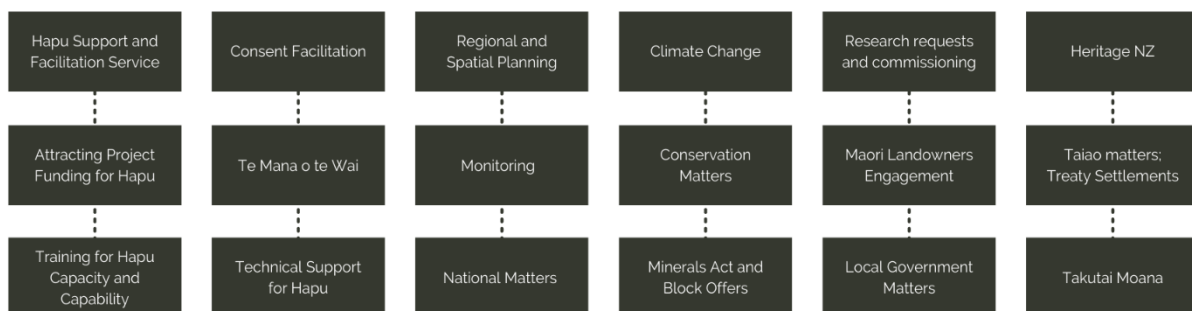
## 7 Ngā Kaupapa (Operations of the Unit)

There will be a range of operations that should be covered by the Unit. You will need to consider the specific needs of your rohe. As a start the following table outlines the baseline expectations of the units' roles and responsibilities. You may not have hapu, so there may be other natural ways you cluster your whanau that will be appropriate. It will be helpful to flesh out the issues you are addressing in each of the boxes that are relevant to your rohe. No more than a paragraph or two per kaupapa will be needed.

It is helpful to note the relationships that you currently maintain across the system and summarising the arrangements that may be current between yourselves and others like councils, government agencies or resource users is important to note the type and scale of work that is required. Treaty settlement obligations and ensuring these are met are a job in themselves!

### Example Operations of the Taiao Unit

Proposed Work Streams



## 8 Pūtea (Funding)

We propose a budget that best suits your organisation and circumstances but suggest the following costs as a guideline.

Senior Planners	\$75-\$90k per annum
Intermediate Planners	\$65-75k per annum
Project Manager	\$40-\$55k per annum
Intern (Summer Only)	\$15k per summer period

Other costs to consider will include;

- Vehicle costs
- Office space and equipment
- Travel Costs
- Consultant costs for specialist roles such as mātauranga advice, science, planning and legal.
- Communications

Project funding will be crucial in growing the taiao unit and charging for time on consents and consultation/engagement. You should be recouping all costs where the unit is providing services. \$120 per hour plus GST is a common rate used for these services, plus travel, hui, and catering costs. Baseline salaries should be considered core business and where possible funded from current resources so as not to be impacted significantly by project funding changes.

Cashflows should be provided for at least 3 years for your funders consideration but having 5-8 is better.

Funders for projects are varied and many are geographically based however the following list may assist in possibilities for further engagement.

- Next Foundation <https://www.nextfoundation.org.nz/>
- Jobs for Nature <https://environment.govt.nz/what-government-is-doing/key-initiatives/jobs-for-nature/>

- MPI <https://www.mpi.govt.nz/funding-rural-support/environment-and-natural-resources/>
- DOC <https://www.doc.govt.nz/get-involved/funding/nature-heritage-fund/>
- Lotteries <https://www.communitymatters.govt.nz/lottery-environment-and-heritage/>
- Whenua Māori Fund <https://www.tpk.govt.nz/en/whakamahia/land-and-environment/whenua-maori-fund>
- Waste Minimization Fund <https://environment.govt.nz/what-you-can-do/funding/waste-minimisation-fund/>
- Te Mana o te Wai Fund <https://environment.govt.nz/what-you-can-do/funding/te-mana-o-te-wai-fund/>
- Agribusiness Innovation Grant <https://www.tupu.nz/en/all-funds/agribusiness-innovation-grants>
- Capability Development Grants <https://www.tupu.nz/en/all-funds/capability-development-grants>
- Extension Service <https://www.tupu.nz/en/all-funds/extension-service>
- Mana a Mahi <https://www.tupu.nz/en/all-funds/mana-a-mahi-strength-in-work>
- Māori Agribusiness: Pathway to Increased Productivity (MAPIP) <https://www.tupu.nz/en/all-funds/maori-agribusiness-pathway-to-increased-productivity-mapip>
- Matariki Tu Rakau <https://www.tupu.nz/en/all-funds/matariki-tu-rakau>
- Matauranga Kura Taiao Fund <https://www.tupu.nz/en/all-funds/matauranga-kura-taiao-fund>
- Natural Heritage Fund <https://www.tupu.nz/en/all-funds/natural-heritage-fund>
- Callaghan Innovation <https://www.tupu.nz/en/all-funds/project-grant>
- QEII <https://www.tupu.nz/en/all-funds/qeii-national-trust-qeii>
- Callaghan Innovation R And D <https://www.tupu.nz/en/all-funds/research-and-development-tax-incentive-rdti>
- Skills for Industry <https://www.tupu.nz/en/all-funds/skills-for-industry>
- Sustainable Food & Fibre Futures (SFF Futures) <https://www.tupu.nz/en/all-funds/sustainable-food-fibre-futures-sff-futures>
- Nga Whenua Rahui <https://www.doc.govt.nz/get-involved/funding/nga-whenua-rahui/>
- First Foundation <https://firstfoundation.org.nz/>
- CRI Projects <https://www.mbie.govt.nz/science-and-technology/science-and-innovation/agencies-policies-and-budget-initiatives/research-organisations/cri/>

## 9 Establishment Plan

A simple set of timeframes connected to your cashflows will also be helpful. What are the milestones you need to hit to establish your unit and when? These will be essential to give confidence to your funder that you have a plan of attack and are clear of your deliverables and workplan.

It is recommended that a table like the one below could be considered.

Milestones	Timing for Delivery	Costs
Business Case completed		
Support obtained from Parent Iwi Entity		
Funding Partners Identified		
Funding secured		
Recruitment process underway		
Policies and procedures developed and agreed		
Key Staff in Place		
Strategy and Workplan complete		
Strategy and Workplan approved by governance.		
Office and other equipment purchased and in operation.		
Communications Strategy underway		
Delivery of Strategy and Workplan underway.		

## 10 Conclusion

Summarise your entire plan in a single page focusing on your cashflows and the importance and viability of the unit, haere pai!