

relationships from the perspective of whanaungatanga, are understood within a total social system of obligations and rights that exist between people.

Applied to the sector, the challenge would be to articulate that sense of relatedness through the way organisations within the sector undertake the design and management of their processes. That sense of relatedness would also inform the setting of relationship standards for internal, external and community relationship management rather than a more transactional view of the relationship management process.

From the perspective of whanaungatanga, reciprocity and responsibility are key social obligations. All members of a whanau must show compassion (aroha), trust (pono), and truthfulness (tika) in their relationships with each other. In practice, these drive the setting of priorities and drive the acknowledgement of loyalty. Relationships can have intergenerational implications into the future, (both positive and negative) and current relationships can be affected by events that have occurred in the past.

Therefore in designing and managing processes and relationships in organisations and within the community, it would be important to give due weight to,

- ▲ Collective as well as individual aspects of behaviour
- ▲ The need to acknowledge the range of relationships that exist between people rather than being limited to a transactional approach to doing work
- ▲ The need to understand relationship history and the implications for future issues as well as for specific transactions.

The practice of whanaungatanga includes an understanding of how relationships with elders are understood and managed (mana) as well as relationships with children and young people. It also includes a degree of regulation (tapu and noa).

The possibility of expressing the meaning of building community and its practical outworking from the perspective of both worlds together is the developmental task facing the Taskforce in the next stage of its work. It involves other values besides whanaungatanga. The overarching aim is to develop an entity where both Maori and non-Maori values can operate together in a manner that is appropriate and acceptable to both Tangata Whenua and Tangata Tiriti.

## Community Sector Taskforce members



*Gill Genet  
Chair*



*Peter Glensor*



*Tina Reid*



*Weng Kei Chen*



*Atareta Poananga*



*Sandi Morrison*



*Pat Seymour*



*Sam Sefuiva*



*Enid Leighton*



*Tony Spelman*

## Foreword

The holistic richness of the Community and Voluntary sector has never been more apparent than at the Taskforce's national strategic hui in May. Bringing together people from every sector and region in Aotearoa New Zealand, showed the huge diversity of purpose and passion that is the sector.

The sector is about meeting needs, responding to issues, and achieving outcomes from the individual to the international. Success lies in building relationships and achieving engagement. The paid and unpaid workers of the sector are there not always by choice, many - from all ethnicities - contribute to the sector according to their tikanga and upbringing. The expectation started during childhood, fostered by whanau and family - being involved in the sector - is part of what makes us who we are.

The challenge for the Taskforce was to create an environment of open dialogue and debate throughout the regions and sectors, to make space and a place for the differences, while also leading a vision and a way to achieve it.

The sector rose to the challenge and took a significant step towards a new era for the sector, through the participants at the national hui mandating the Taskforce to create a national strategic leadership entity to work on issues that affect the whole of the community and voluntary sector. The participants sent a clear message to the Taskforce to 'make it happen' recognising that it is not a structure that once built is set in concrete for life but rather is a mechanism for communication and action that is organic and able to flex and adapt, depending on the diversity and changing needs of the sector.

The shape of the entity is unique to Aotearoa New Zealand. Not only does it recognise Tangata Whenua, it also has very strong links with the regions and grass roots of the sector. The entity has a role in ensuring the voices of the sector are heard, that there is engagement with the sector and within the sector.

It has been a privilege to work alongside my colleagues on the Taskforce, and to help take a lead to make this happen. Another step in the journey has been completed, but in many ways the journey of actions and outcomes has only just begun.

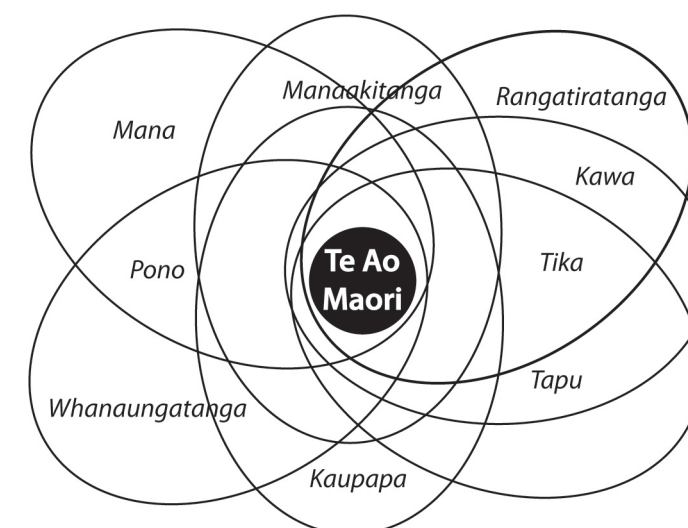


Gill Genet  
Chair  
Community Sector Taskforce

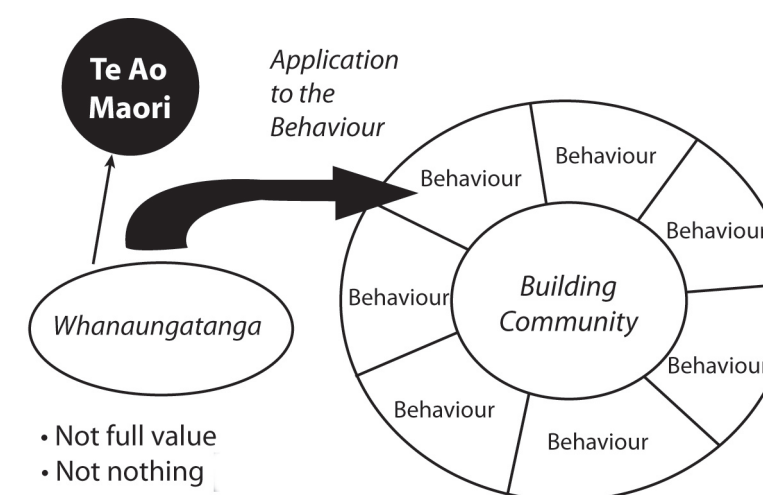
## Appendix four

### Entity development and a Tiriti/Treaty two-worldview<sup>9</sup>

Some key elements of Te Ao Maori, which are relevant to the Tiriti/Treaty two-worldview entity development approach, are as follows:



Discussions will be held on the ways of working with Maori values and concepts while preserving the integrity of Te Ao Maori. The approach includes working with applications of selected Maori values rather than the values themselves. In this way the cultural integrity of Te Ao Maori can be protected while the mainstream can develop and articulate a shared set of values and behaviours for the sector that are appropriate both from a Tangata Tiriti and a Tangata Whenua perspective. This concept is expressed in the illustration below followed by an explanation of some practical application issues for organisations within the sector.



If one of the key contributions of the sector is to build community and if this is to be understood from a Tiriti/Treaty two-worldview perspective, one of the values from Te Ao Maori that would be important to reflect on would be whanaungatanga. An application of whanaungatanga would bring to the sector the view that all people are related to each other. While traditionally this occurs through blood ties or by association around common ground, like living in the same neighbourhood or working together,

We must give account of what we are doing, and how – our members & our communities decide our direction.

There is an “added value” to our life and work– the binding together of families, of whanau, of communities – because of our shared vision and shared effort.

We are immensely enriched by the work and life of communities from ethnic groups originating from all over the world.

Many of us have important international links and we interact with others around the globe.

We are placed in this one world, with its natural and physical environment, and we believe together we can enrich both the earth and those who inhabit it.

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## 1. Summary

This report is necessarily brief. Government and our sector are well aware of the background to the establishment of the Community Sector Taskforce, so we have not repeated it at length.

The Community Sector Taskforce has had a scant eighteen months of life. In that time we have worked very effectively and have achieved the following outcomes:

- ▲ A strong working relationship within the Taskforce and with Te Wero has been forged and maintained
- ▲ A series of 35 forums around New Zealand were held, involving over 1,000 people from throughout the community, voluntary and tangata whenua sector
- ▲ The projects we were charged to oversee have been advanced to a point where they can be taken up by the new entity
- ▲ We reached agreement on the following:
  - ▼ That it is time for a new entity which can gather the voices of our sector
  - ▼ The nature of that entity
  - ▼ A process for setting up the new entity

These are no mean achievements and the Taskforce hands over the baton with a sense of pride and confidence.

## 2. History and expectations the Taskforce inherited

The Taskforce represents the third stage in a process going back to 1999. It is not necessary to replicate that history, but it is worthy of note that each stage has seen the community and voluntary sector taking more responsibility for the process, so that the Community Sector Taskforce was able to act as an agency of the sector, rather than of the government.

The working relationship between the Taskforce and the government – notably the Office of the Community and Voluntary Sector (OCVS) and the Ministry of Social Development – was characterised by respect and mutual trust. These are exactly the qualities that were identified by the original Working Group in 2000 as lacking and needing to be restored for the sake of a more healthy national life. At the same time, there was throughout our 18 month life a degree of uncertainty about whether and to what extent the funding support from government for our work would eventuate. This uncertainty did lead to a diversion of energy at times, which detracted from our ability to “get on with the job”.

The July 2002 report, He Waka Kotuia, noted that, “to continue ongoing relationship building, the community partner needs to take ownership of its own development”<sup>1</sup>. They proposed that a Taskforce be established with two functions.

- ▲ Governance of the projects described in the report He Waka Kotuia.
- ▲ The creation of the second Strategic Directions Forum, possibly in April 2004 – to develop an ongoing body, for co-ordination and collaboration of the sector.

Given that the Taskforce did not commence its work until six months after that report, and the uncertainty throughout its life regarding resource sustainability, the Taskforce is proud that both tasks have been completed. The projects in He Waka Kotuia were re-shaped, and work on each has advanced so that the proposed new entity can take them to the next stage. The round of regional and sectoral forums was extremely successful, culminating in a vibrant national forum, which has given a clear mandate for the future.

<sup>1</sup> He Waka Kotuia – page 15

## Tangata Tiriti Declaration - draft

### ***We are the community and voluntary sector***

This Declaration reflects the voices of Tangata Tiriti - Pakeha, Pacific and other non-Maori ethnic groups within our sector. We celebrate that we are placed in this land of Aotearoa/New Zealand founded on the basis of a contract binding Tangata Whenua and Tangata Tiriti in relationships of trust and mutual honour. As a sector, we celebrate our proud history of freedom of association and freedom of speech, enriched by the contribution of countless people through volunteer service.

### **Our Declaration**

*We are everywhere*

*We are part of everyone's lives*

*We are diverse*

*We are voluntary*

*We are values based*

*We are advocates*

*We are not-for-profit*

*We are community-linked*

*We are accountable*

*We contribute to community wellbeing*

*We are multi-cultural and multi-ethnic*

*We are worldwide*

*We wish to live up to Te Tiriti/The Treaty of Waitangi*

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For just about every place, every interest, every activity, every type of person, every ideal – there's a club, a society, a trust, a committee.

Every person and their family contributes to our sector and/or benefits from what we do.

We are driven by a particular purpose, ideal, or vision, and we have a set of values by which we live.

We are as proud of our unique differences as we are of what binds us together.

We change as needs change, as communities change, as time passes.

Our existence is not compulsory, but comes from the choice of people.

We rely on the energy, skill and goodwill, the gifts of time and other resources, of countless individuals both voluntary and paid.

There are ideals, people, principles, specific situations, which brought us into being, and we will always be impelled to “speak for” them, whatever else we do.

Even when we are large and complex, the reason for our being is our original vision – being business-like is a means not an end.

We all have people as our base – and we always need to be responsive to them.

## Appendix three

### Declarations

#### Maori Declaration - draft

*The Maori declaration, a summary statement, was developed from all forums and hui held around the country and was the consensus of all Maori present. It sets out the base position unpinning the entity as follows:*

- ▲ *We are a first nations people;*
- ▲ *The basis of our identity is Whanau, Hapu, Iwi and through whakapapa we link the land, the people and all living things in our world;*
- ▲ *We are culturally diverse as Iwi/Maori but through the practice of tino rangatiratanga we can act in the interests of all peoples, the land and our environment;*
- ▲ *Our beliefs come from Te Ao Maori. Our practice of tikanga Maori includes the disciplines of mana, rangatiratanga and manaakitanga;*
- ▲ *Tikanga sets the framework for our governance and also defines, regulates and protects the rights of whanau and hapu;*
- ▲ *Our marae are expressions of our culture, tikanga, values and principles which sustain our uniqueness;*
- ▲ *The importance of consensus decision making stems from the need to work collectively to get things right – weaving the people together;*
- ▲ *An holistic approach to leadership is needed in order to practise accountability to Whanau, Hapu and Iwi – ko te Iwi te rangatira o te rangatira – people are the chiefs of the chiefs;*
- ▲ *For a Tiriti/Treaty relationship to bear fruit for all people of Aotearoa/New Zealand the one-worldview of the Crown needs to open up to Te Ao Maori;*
- ▲ *Through a negotiated view of the kawatanga function, leading to a more active involvement of Maori in governance activity for all people, the needs of New Zealanders, via the Community and Voluntary Sector, will be addressed more fully, more effectively and in a more sustainable manner.*
- ▲ *The acknowledgment of Te Ao Maori and the respect for tino rangatiratanga will assist the reform of the kawatanga function in the interest of all peoples, the land and all living things;*
- ▲ *We are committed to governing ourselves through the expression of mana motuhake, our enduring power leading to our self-determination.*

### 3. Reflection on changes to the structure and processes

The Taskforce began its life in January 2003 on the understanding that the members would be required to meet only a few times as a governance group, with paid project workers doing the work.

It quickly became apparent that this model was premature and that a great deal of work was needed to be done by ourselves as the Taskforce to:

- ▲ Build our own cohesion as a group
- ▲ Set in place the vision and principles which would guide our work
- ▲ Understand the intent, implications and expectations of previous stages and findings
- ▲ Clarify what we all meant by a Tiriti/Treaty relationships framework
- ▲ Ensure that the diversity of the sector was fully included in our work
- ▲ Build sustainability into the work

An early decision which affected our work processes was to ensure a close working relationship between the Taskforce and the Action Group Maori – renamed Te Wero. The initial Maori members of the Taskforce were also members of Te Wero. This link was strengthened during the process with increased Te Wero representation on the Taskforce.

This resulted in a large workload for a few Te Wero members, particularly with regard to supporting the forum process and the modelling work around the relationship between the sector and the Tiriti/Treaty of Waitangi. The benefits were a more cohesive work programme for the Taskforce, and a real sense that there was a genuine working relationship within our sector between “tangata whenua” and “mainstream” organisations, as was expected by the sector.

The need for a greater direct involvement by Taskforce members was increased when Sue Driver, the project worker engaged by the Taskforce, was asked to help set up the government’s OCVS.

In July, and reflecting on the Taskforce principle of building on the strengths of existing organisations, a National Project Leadership Group (NPLG) was established, the NPLG had representatives from four umbrella groups and were tasked with the leadership of two of the projects – Information Networking, and the regional forums.

While effective, the NPLG contributions were constrained by time and resources. Additional pressures arose for all, due to the changing nature of some of the work as the Taskforce responded to sector feedback.

By the end of 2003 the pattern that emerged for our work was,

- ▲ Meetings of the Taskforce which included full participation by representatives from Te Wero and the NPLG
- ▲ The use of project teams and team leaders for the key projects

This pattern served the Taskforce well and made the best possible use of very scarce resources, both of time and money.

#### 4. Membership, meetings and staffing

The original membership of the Taskforce, as selected by the community-based members of He Waka Kotuia, was,

- ▲ Pat Seymour (Tokoroa Council of Social Services)
- ▲ Kevin Hague (NZ Aids Foundation)
- ▲ Gill Genet (Recreation and Sport sector)
- ▲ Peter Glensor (Association of Non Governmental Organisations of Aotearoa)
- ▲ Tina Reid (New Zealand Federation of Voluntary Welfare Organisations)
- ▲ Samuelu Sefuiva (Pacific peoples community sector)

In January, the Taskforce agreed to the addition of:

- ▲ Weng Kei Chen (NZ Federation of Ethnic Councils)

From February, the Taskforce affirmed the importance of a strong link with Te Wero. This resulted in our including in the Taskforce:

In March

- ▲ Enid Leighton (Ngati Awa Social and Health Services)

In October

- ▲ Atareta Poananga (Gisborne City Councillor, Community Leader Ngati Porou)

In August, Kevin Hague resigned, and in September we appointed:

- ▲ Sandi Morrison (Arts and Community Economic Development sectors)

From January, Tony Spelman, a member of Te Wero, also began to work closely with Taskforce.

#### 5. Vision and principles

By May, the Taskforce's vision and principles had been agreed.

The vision, a sector that is sustainable, informed, connected and able to do its work.

The principles,

- ▲ Operate within a Tiriti/Treaty relationship framework
- ▲ Sector wide inclusiveness
- ▲ Sustainable outcomes
- ▲ Work with, not for, the sector
- ▲ Regionally driven projects supported by national organisations building on strengths
- ▲ Utilise collaborative and organic processes
- ▲ Build on, not duplicate, existing services, processes, structures and organisations

These were presented to the regional and national forums, who gave a strong mandate for them, ensuring that the essence of them continues to guide the next stage.

## Appendix two

### List of forums held

<i>Region</i>	<i>Date</i>
1. <i>Ethnic – Wellington</i>	<i>28-Feb</i>
2. <i>Central and North Auckland</i>	<i>11-Mar</i>
3. <i>South Auckland</i>	<i>15-Mar</i>
4. <i>Health - Wellington</i>	<i>19-Mar</i>
5. <i>Hamilton</i>	<i>25-Mar</i>
6. <i>Whanganui</i>	<i>26-Mar</i>
7. <i>National organisations - Wellington</i>	<i>29-Mar</i>
8. <i>Dunedin</i>	<i>30-Mar</i>
9. <i>Invercargill</i>	<i>31-Mar</i>
10. <i>Ethnic - Christchurch</i>	<i>3-Apr</i>
11. <i>Waitakere</i>	<i>6-Apr</i>
12. <i>Nelson</i>	<i>6-Apr</i>
13. <i>Christchurch</i>	<i>13-Apr</i>
14. <i>New Plymouth</i>	<i>14-Apr</i>
15. <i>Timaru</i>	<i>15-Apr</i>
16. <i>Gisborne</i>	<i>19-Apr</i>
17. <i>Taupo</i>	<i>20-Apr</i>
18. <i>Napier</i>	<i>20-Apr</i>
19. <i>Wellington</i>	<i>21-Apr</i>
20. <i>Greymouth</i>	<i>21-Apr</i>
21. <i>Pacific - Auckland</i>	<i>21-Apr</i>
22. <i>Whangarei</i>	<i>22-Apr</i>
23. <i>Palmerston North</i>	<i>23-Apr</i>
24. <i>Tauranga</i>	<i>26-Apr</i>
25. <i>Organisations - Auckland</i>	<i>26-Apr</i>
26. <i>Youth - Wellington</i>	<i>28-Apr</i>
27. <i>Maori - Hastings</i>	<i>30-Apr</i>
28. <i>Pacific - Porirua</i>	<i>3-May</i>
29. <i>Pacific - Auckland</i>	<i>3-May</i>
30. <i>Maori - Rotorua</i>	<i>7-May</i>
31. <i>Maori - Dunedin</i>	<i>12-May</i>
32. <i>Maori - Auckland</i>	<i>14-May</i>
33. <i>Ethnic - Auckland</i>	<i>15-May</i>
34. <i>Pacific - Wellington</i>	<i>18-May</i>

## Appendix one

### Timeline of key events and processes for Taskforce

July 2002	<i>He Waka Kotuia report recommendations include setting up a Community Sector Taskforce and Action Group Maori</i>
December 2002	<i>Initial Taskforce membership confirmed</i>
February 2003	<i>First meetings of Taskforce</i> <i>Host agency and project manager model confirmed</i> <i>Review of projects proposed for Taskforce</i> <i>Preliminary meeting of Action Group Maori (Te Wero)</i>
March/April 2003	<i>Host Agency (NZ Federation of Voluntary Welfare Agencies) and Project Manager (Sue Driver) identified</i> <i>Gill Genet confirmed as Taskforce Chair and Te Wero/Taskforce links clarified</i>
May 2003	<i>Interim funding contract with MSD confirmed</i> <i>Te Wero membership confirmed</i> <i>Taskforce vision and principles agreed</i>
May/June 2003	<i>Project briefs finalised and circulated</i>
July 2003	<i>Taskforce negotiates National Projects Leadership Group (NPLG) with consortium of four national umbrellas</i> <i>Taskforce agrees on priority of three projects – forums, information networking, and Tiriti/Treaty practice</i>
August 2003	<i>Sue Driver moves from Taskforce Project Management to Office for the Community and Voluntary Sector (OCVS)</i>
September 2003	<i>OCVS launched</i> <i>Sandi Morrison replaces Kevin Hague</i> <i>National meeting held on information networking and forums projects</i>
October 2003	<i>Health NGOs advocacy issues begin to be debated in the sector</i> <i>Denise Gallanagh Wood appointed by NPLG as project manager for forums and information networks projects</i> <i>Atareta Poananga confirmed as a Te Wero representative on the Taskforce</i> <i>Two Te Wero members (Donna Matahaere-Atariki and Atareta Poananga) join NPLG and two regional Maori contacts to be involved in the project work</i> <i>Taskforce moves to a greater governance role but with members taking an executive management role in the projects</i> <i>Peter Glensor appointed for part-time project management work</i> <i>Aims and shape of regional sector and national forums confirmed</i>
November 2003	<i>Tiriti/Treaty practice workshop held in Auckland</i> <i>Ethnic forums and date for national forum confirmed</i>
December 2003	<i>Christchurch meeting to launch South Island information networks project</i> <i>Budget bids for Taskforce and Te Wero work submitted to government budget process</i>
January 2004	<i>Combined meeting confirms Tiriti/Treaty relationships framework approach</i> <i>Tony Spelman begins working with the Taskforce</i> <i>Research Centre meeting confirmed</i>
February 2004	<i>Detailed agenda and process for forums finalised</i>
March 2004	<i>Regional and Sector Forums commence – continue through to May</i> <i>First Research Centre meeting held</i>
May 2004	<i>National hui</i>
June 2004	<i>Taskforce sets up Transition Team process for establishment of new entity</i>

## 6. Relationship between the Taskforce and Te Wero

From the beginning, the Taskforce members were committed to collaboration between Maori and non-Maori organisations within the whole sector, reflecting the clear messages expressed by the sector. The He Waka Kotuia report proposed a structure, which would “enable linkages between the mainstream sector and iwi and Maori community organisations without compromising Iwi-Crown Treaty relationships and Maori-defined imperatives, priorities and processes”<sup>2</sup>. This structure would ensure that “the Taskforce should work closely with the Action Group (Maori) to maximise co-ordination and collaboration on agreed projects and on the overall direction of the work to strengthen the community sector and iwi and Maori organisations”<sup>3</sup>.

Through the processes the Taskforce established, a strong working relationship has been achieved. The work of the Taskforce has been enhanced through the relationship and the proposed new entity will truly be able to reflect the society in which we operate.

## 7. National Projects Leadership Group

The National Projects Leadership Group grew from the commitment of the Taskforce to use wherever possible, the existing structures and resources within the sector. In May and June, briefs were prepared, seeking expressions of interest in managing two key projects – the Information Networking project and the regional forums. By mid July, over 40 responses were received. The Taskforce focused on responses from NGOs, and met with four national umbrella groups - NZ Federation of Voluntary Welfare Organisations (NZFVWO), Volunteering NZ, Association of NGOs of Aotearoa (ANGOA), and NZ Council of Social Services (NZCOSS). They agreed to work together on the two projects and collectively formed the National Projects Leadership Group (NPLG).

In September, the Taskforce and NPLG met with a number of the local and regional groups who had also expressed interest in the projects, aiming again to maximise the existing NGO resources when developing the projects.

This wider collaboration has been evident in the way that the regional forums and national forum succeeded in:

- ▲ Tapping into an ever-widening group within our large and diverse sector
- ▲ Gaining the confidence of many of the national umbrella groups, who have affirmed that an ongoing entity for the sector could benefit and enhance their work.

<sup>2</sup> He Waka Kotuia page 21

<sup>3</sup> He Waka Kotuia page 71

## 8. Projects

The Taskforce had been charged by He Waka Kotuia to undertake six projects, plus the regional and national forums. Early in its life, the Taskforce agreed to focus its energy on three of the originally defined projects plus the forums for the following reasons:

- ▲ The known resources were limited and would not sustain the development of all the projects
- ▲ Managing all the projects at one time would put an unrealistic burden on the sector in an environment where there were already a number of other initiatives taking place
- ▲ The networking and forum projects were seen as the foundations for an on-going sustainable mechanism to ensure an informed, connected and able sector
- ▲ Once the networking and forum projects became established, the work involved for the other projects would be facilitated and be more effective and efficient

### 8.1 Information and networking project

The aim of this project was to strengthen communication across the community and voluntary sector of Aotearoa through the establishment of sustainable information networking process and system.

The Taskforce began with a national and two regional projects - one for Auckland and the other based in the South Island.

The overall and long term guidelines for the project were to:

- ▲ Enhance information sharing across the sector
- ▲ Use, link and enhance existing databases and networks, minimising duplication
- ▲ Provide a "clearing house" for information and useful practice
- ▲ Meet the changing needs of the sectors
- ▲ Provide cost effective access to information
- ▲ Ensure a high standard of quality and accuracy of the information resource in the sector

To try and keep our feet on the ground, the Taskforce developed four outcome questions for the project.

- ▲ Can we send a message to all groups about regional or national events?
- ▲ If one group has a useful document or policy could anyone else find out about it?
- ▲ Could we initiate a discussion on a controversial topic?
- ▲ Is it clear to all that this network is Tiriti/Treaty based i.e. responds equitably to the needs of everyone?

Through the progress that has been made on both the regional and national aspects of this project, a clear next step has been provided. The Taskforce is proposing that the project will now focus on,

1. Establishing a database network
2. Creating a virtual information exchange system, which enables (as step one) dialogue between the entity, and the regions and sectors. The virtual information exchange will be designed to enable it to take on more functions later.

Tangata Tiriti

- ▲ Information sharing (national conference, regional and sectoral dialogues)
- ▲ Inform and advocate to Government on issues of concern to the whole of the sector
- ▲ Support sector wide capacity building
- ▲ Develop the research project
- ▲ Develop relationships and more effective ways of working with local government.

## 13. Further developments since May 2004

The Taskforce acknowledges the work of the Tangata Whenua and the Tangata Tiriti reference groups in the development work that has informed the current articulation of the entity on pages 14 and 15.

The reference groups included some Taskforce and National Projects Leadership Group members, people at the hui who expressed an interest in having further involvement in the work and people who had not been involved to date but were keen to be.

The Taskforce also established a Transition Team (comprised of Tangata Whenua and Tangata Tiriti) to work on more detailed matters concerned with the establishment of the entity.

The Transition Team committed itself to the Taskforce's vision – a sustainable sector that is informed, connected and able to do its work and to the Taskforce's principles:

- ▲ Working within a Tiriti/Treaty framework including the recognition of the mana and rangatiratanga of tangata whenua
- ▲ Supporting and endorsing the principles that underpin both parts of the entity
- ▲ Sector wide inclusiveness
- ▲ Sustainability
- ▲ Working with and empowering
- ▲ Recognising the strengths and importance of existing organisations and the people in the regions.

Progress has ensured that the way forward includes the employment of staff with sufficient resource to ensure the entity can be developed.

Funding has been secured from December 2004 to June 2005, and Cabinet approval has been sought to enable the release of funds for the 1 July 2005 – 30 June 2006 year. The 2005-2006 year will therefore be the first year of the Trust.

In February 2005, there will be staff in place to continue the entity development work leading up to the first general meeting which will include the Tangata Whenua and Tangata Tiriti groups and a combined meeting. This is scheduled for May 2005.

The understanding of the entity has continued to evolve since the May hui. The purposes of the Tangata Whenua and Tangata Tiriti parts of the entity, as developed, are:

- ▲ To provide a culturally appropriate and safe entry point to the work of the entity
- ▲ To discuss, define and prioritise their strategic issues
- ▲ To select Trustees
- ▲ To be a conduit of information and help create relationships and connections between the communities within each group

The Tangata Whenua group will be made up of people who work within organisations at the level of whanau, hapu and iwi. This group will define ways to develop mechanisms to protect mana Maori and empower whanau, hapu and iwi on terms defined by Maori in relation to kawa and tikanga. The group will operate in ways that express the power to protect, define and decide on matters that ensure protection of the integrity of Te Ao Maori and the values implicit within the Tiriti/Treaty of Waitangi two-world view.

The Tangata Tiriti group will be made up of people who work within organisations and who are able to facilitate the voices of the sector. Each participant will be wearing many hats, "reflecting" their experience of the sector and organisations, rather than "representing" any one organisation. The whole group will need to create space and understanding for the great diversity of sectors, regions and cultures, which make up this part of the sector. As well, meetings of this group will be an "open house" with input from all those who wish.

The shape of both the Tangata Whenua and the Tangata Tiriti parts of the entity will continue to evolve during the development phase .

The Annual General Meeting will include the Combined Meeting when both the Tangata Whenua and Tangata Tiriti groups come together. This meeting jointly determines and prioritises the sector wide issues and capacity building projects that will be the focus of work of the Trust for the ensuing year. It will also receive the minutes, statement of accounts and reports from the Trustees and will appoint the Trustees.

The Combined Meeting has a responsibility to the whole of the sector to reach joint decisions. It may also make suggestions on how to deal with the prioritised sector wide issues, who to involve, and potential solutions for the issues .

A number of strategic issues were identified by both Tangata Whenua and Tangata Tiriti in May for further discussion . They were:

#### Tangata Whenua

- ▲ Further development of Tiriti/Treaty relationships within the sector
- ▲ Developing and implementing proposals for development and change within the sector arising from the implementation of the Tiriti/Treaty Relationships Framework
- ▲ Advocacy to Government on issues of concern to Maori within the sector
- ▲ Strengthen Maori organisational capacity within the sector to enable Maori to work more effectively with local communities, with the Government and with global networks.

## 8.2 Tiriti/Treaty project

He Waka Kotuia recommended that the Taskforce "identify leadership in Treaty-based practice and develop networks, case studies and mentors for organisations to plan or advance their Treaty-based practice"<sup>4</sup>

In November 2003, the Taskforce sponsored a two day workshop in Auckland. This brought together people from six NGOs who have already taken action with regard to Tiriti/Treaty practice. Both Maori and non-Maori from those organisations spoke of what had happened within their organisations, and learnings for themselves and the wider sector.

The Taskforce is keen to see the development of a resource to support all NGOs in their own development using the workshop material, the learnings from the Tiriti/Treaty framework and other sector based material. The Taskforce has opened dialogue with the government's Treaty information unit to seek funding to continue this work within the sector.

## 8.3 Research project

The six research based recommendations<sup>5</sup> made in He Waka Kotuia have been progressed though:

- ▲ Encouraging the continuance of the social research forums, which are jointly sponsored by ANGOA, Dept of Internal Affairs and Ministry of Social Development. These forums bring together people active in social research focused on the community and voluntary sector.
- ▲ Holding meetings, which included a wide range of sector leaders, academics and researchers, to explore a possible research centre for the sector. An ongoing working group has been established and is ready to continue the process of clarifying possible structures for such a centre and to seek practical set up ideas.

## 8.4 Local Government project

He Waka Kotuia noted that local government has a significant role in supporting community organisations and that the current reform provides opportunities for developing a more consistent community development approach.<sup>6</sup> An initial meeting was held with NGO leaders, Local Government NZ, local authorities and the OCVS. From this, a work plan has been developed which covers:

- ▲ The need to get the message across about what NGOs are and what their role could be in relation to local authorities
- ▲ The need for an equivalent to the Statement of Government Intent to be developed within the local government sector
- ▲ The need for a handbook for NGOs on how to deal with local authorities

Maori have signalled through the forums that significant relationship development work is required with Maori communities and Local Government.

<sup>4</sup> He Waka Kotuia page 44

<sup>5</sup> He Waka Kotuia page 43

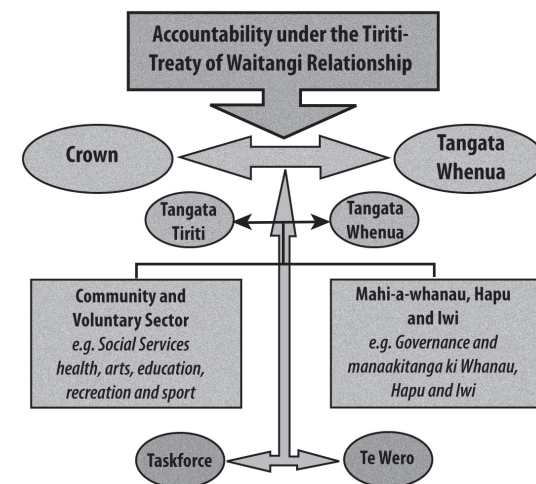
<sup>6</sup> He Waka Kotuia page 44

## 9. Te Tiriti/Treaty of Waitangi relationships framework

The Taskforce and Te Wero undertook joint work to understand the way a model for the future of the Community and Voluntary Sector could be developed from a Tiriti/Treaty relationships perspective. That model has informed the way the two groups have worked together, the consultation process through the Taskforce forums, the recommendations for the way forward and the project work. The implications of working according to what we described as “a Tiriti/Treaty relationships perspective” includes,

- ▲ An acceptance that the binding together of the Crown and Iwi Maori through the Tiriti/Treaty of Waitangi constitutes the foundation of our national life
- ▲ A recognition of Maori as Tangata Whenua<sup>7</sup>, the indigenous people of Aotearoa New Zealand
- ▲ An acknowledgement of the rights that all other people (Tangata Tiriti) have as New Zealand citizens, through the Tiriti/Treaty<sup>8</sup>
- ▲ An acknowledgement of the work that has taken place, in many parts of our sector, to develop structures and processes which take full account of the Tiriti/Treaty

The following diagram was presented as a way of understanding the relationship.



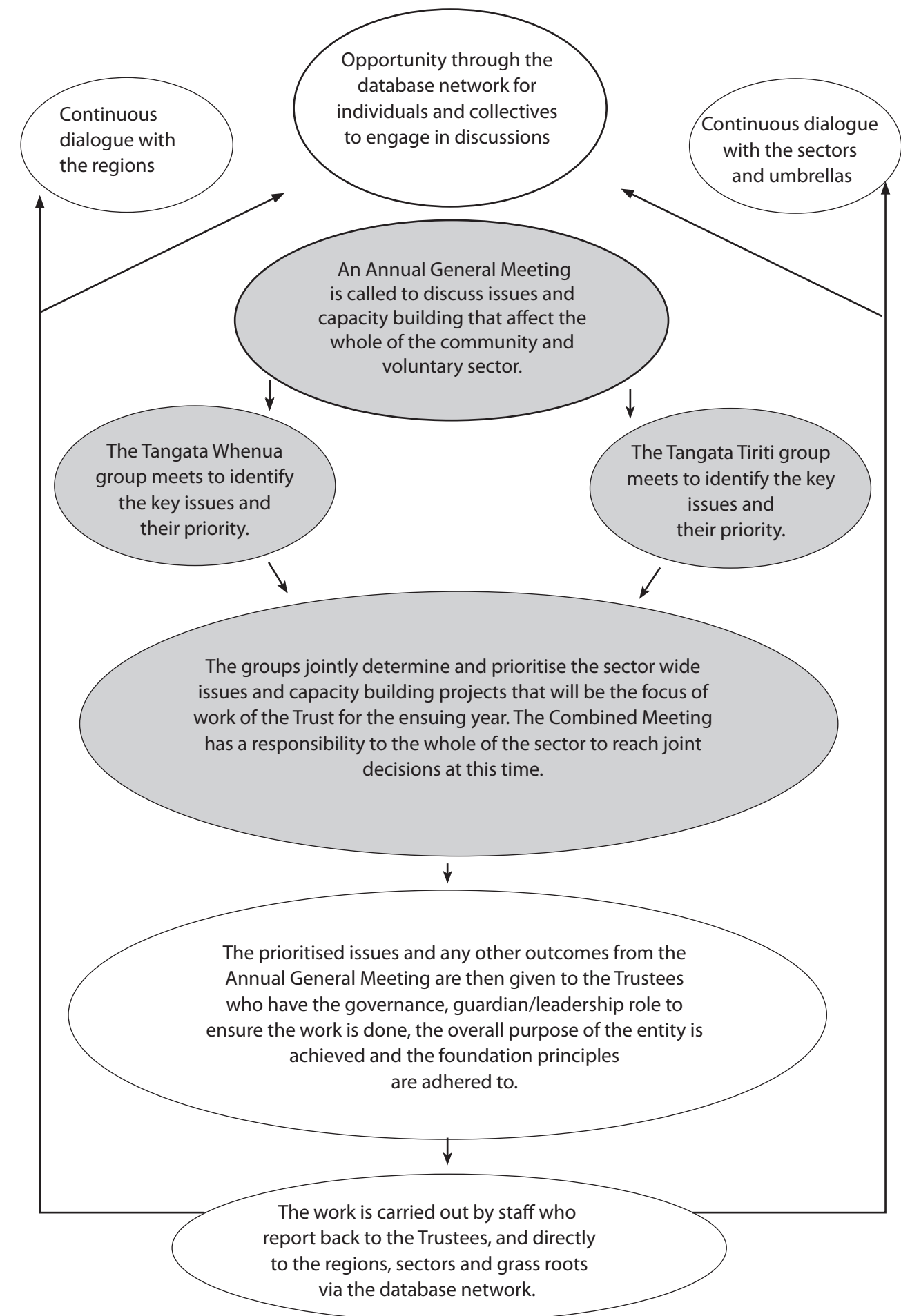
The Taskforce put the proposal to all the regional forums, and to the national strategic forum, that any new entity for our sector be based on this Tiriti/Treaty model. While it will be a single entity, there will be two groups within it (Tangata Whenua and Tangata Tiriti), with the two meeting together to agree on common action for the sector.

The regional forums, involving hundreds of people, supported moving forward with this proposal. The national forum, involving over 80 people, of whom over 30 were Maori, operated according to this “one waka – two house” model and fully endorsed the approach giving a clear mandate on the way forward.

The Taskforce believes that when further work to develop the entity is carried out with the sector, we will have developed a comprehensive framework that will provide an enduring and exciting dimension to the future work and will open up new possibilities for the whole of our sector.

<sup>7</sup> **Tangata Whenua** Generic terms for Maori comprising those with mana whenua responsibilities (Maori who are tied culturally to an area by whakapapa and whose ancestors who lived and died there) together with taura here (Maori, resident in an area, but who belong to waka and tribes from other parts of Aotearoa New Zealand).

<sup>8</sup> **Tangata Tiriti** Generic term to describe people whose rights to live in Aotearoa New Zealand derive from Te Tiriti/Treaty of Waitangi and the arrangements that the Crown has established under a common rule of law, and the equity provisions of Article 3 of Te Tiriti/Treaty.

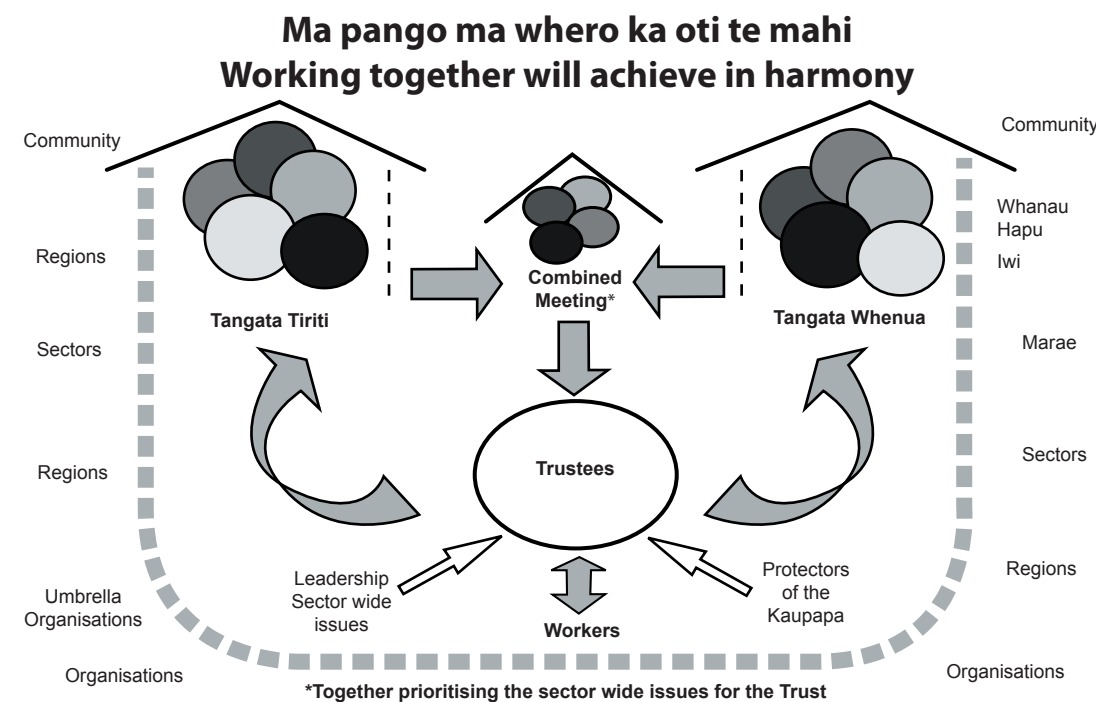


## 12. Entity Structure and Functions

There is shared understanding that the purpose of the entity and therefore the structures that are created to fulfil that purpose are based on the understanding that the work is about the community and voluntary sector (rather than the government or business sectors).

The roots of the entity and entry point to the community and voluntary sector lie within the organisations that are classified as NGO's or that work within the sector – recognising that for tangata whenua, the organisations may be formal or informal groupings and that whanau, hapu and iwi, are an integral part of a range of organisations in the sector.

It is recognised that the concept of community and voluntary organisations is not a term that relates naturally to Te Ao Maori. In recognising that Te Ao Maori generally emphasises whanau, hapu and iwi structures as a baseline position, the entity is committed to working with the range of ways that Maori present and choose to present within the community. Through a commitment to a Tiriti/Treaty two-worldview approach, the entity development process will ensure that the integrity of Te Ao Maori is safeguarded. A Tangata Whenua explanation of how that could work is included in appendix four. This will be further discussed by the sector during the entity development phase.



A diagram outlining the key functions and processes for the entity is set out on the following page. This acknowledges the need to express the links with and between regions, sectors and the grass roots of the Community and Voluntary Sector in the way the entity operates.

## 10. Forums

From March until May, the Taskforce convened 21 regional and 14 sector forums throughout the country. The sector meetings were:

- ▲ Ethnic Councils – three forums, in Auckland, Wellington and Christchurch
- ▲ Pacific communities – four fono, in Wellington, Porirua and Auckland (2)
- ▲ Health
- ▲ Maori communities – four hui – in Auckland, Hastings, Dunedin and Rotorua
- ▲ Youth organisations
- ▲ National organisations

In all, between 1,000 and 1,100 people participated in the forums. Appendix two provides a schedule of where and when the forums were held.

The forums covered the following content:

- ▲ A report on the work to date
- ▲ Discussion on how the work can be continued on a sustainable basis
- ▲ A declaration for the community and voluntary (NGO) sector
- ▲ A proposal for an ongoing process/entity for the sector
- ▲ The Tiriti/Treaty relationships framework
- ▲ Mandating participation in the national forum
- ▲ Support for and feedback on the declaration and future national entity

The Taskforce believed that these forums needed to focus on forward movement and gave emphasis during the forums to testing out its two proposals – for a declaration and an ongoing entity for the sector.

Participants worked together in large mixed groups and in caucuses. Maori frequently took the opportunity to caucus on the declaration, entity and the Tiriti/Treaty relationships model. Pacific People also decided to caucus during some of the forums.

Throughout the forums, there was strong support for both a Tangata Tiriti declaration and a Tangata Whenua declaration. Both the Tiriti/Treaty model which underpinned the entity proposal, and the entity were discussed. There was significant support for both, along with a great deal of quality feedback. This gave a clear signal for the national forum to further explore, refine and endorse the initial proposals.

## 11. National forum

The second national strategic forum for the sector took place in Hamilton from May 28 to 30, 2004. The forum received funding support from Trust Waikato and the JR McKenzie Trust, in addition to the major funding via the Taskforce.

Eighty-three people attended, all of whom had previously attended one of the regional or sector forums sponsored by the Taskforce. These people were drawn from a list of over 200 people nominated to attend – an indication of the high level of interest and support shown for the forum and its aims.

The forum was marked by high levels of participation, very long hours to achieve the work, good listening and dialogue, and a strong sense of commitment to moving forward together.

The findings of the forum are outlined in the following sections.

### 11.1 Declarations

Two declarations were agreed on in principle by the forum. One will spell out the values and priorities which tangata whenua bring as they engage in the community and voluntary sector. The other will give a “mainstream or tangata tiriti” perspective on what the sector is, and the key characteristics of our sector.

The forum agreed on a process for each declaration to be firmed up by the Taskforce and that these declarations will form part of the “foundation” for any new national entity for the sector. The two draft declarations are included in appendix three.

### 11.2 A national entity for the sector

The overall purpose of the entity is to coordinate and be a focal point for community, voluntary and tangata whenua organisations on sector wide issues and to oversee capacity building projects. The entity will have the support of the sector, be non-aligned and independent of government and operate within a Tiriti/Treaty framework.

#### To achieve that purpose, the entity will,

- ▲ Provide sector leadership and strategic direction setting
- ▲ Promote a respected and valued sector
- ▲ Inform and advocate to Government to inform policy development
- ▲ Support the development of regional networks and national and international links
- ▲ Facilitate discussion and information sharing
- ▲ Support sector wide capacity building

### 11.2.1 Entity principles

- ▲ Participants/members are committed to the values and vision of a strengthened, sustainable sector which is informed, connected and able to do its work
- ▲ Be Tiriti/Treaty based and dependent on values and fundamentals drawn from the world views of Tangata Tiriti and Tangata Whenua
- ▲ Strive for inclusiveness of the whole sector
- ▲ Work for sustainable outcomes
- ▲ Work with the sector, embracing autonomy and independence of all groups, recognising regional strengths and existing processes and structures
- ▲ Operate with collaborative, organic, clear and transparent processes
- ▲ Be made up of people working for the whole of the entity, not just delegates of specific sectors, regions or groups
- ▲ Remain within the mandate given by the sector

### 11.2.2 Entity values<sup>9</sup>

- |                                     |                  |
|-------------------------------------|------------------|
| ▲ Empowering input                  | ▲ Kaupapa        |
| ▲ Fair                              | ▲ Mana           |
| ▲ Honest                            | ▲ Manaakitanga   |
| ▲ Inclusive/living with differences | ▲ Pono           |
| ▲ Open hearted/open minded          | ▲ Rangatiratanga |
| ▲ Optimism                          | ▲ Tapu           |
| ▲ Respect                           | ▲ Tika           |
| ▲ Responsive                        | ▲ Tikanga        |
| ▲ Trust                             | ▲ Whakapapa      |
| ▲ Working together                  | ▲ Whanaungatanga |
| ▲ Voice carriers                    |                  |

<sup>9</sup> To be discussed