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# STRENGTHENING GOVERNANCE

## OPTIONS FOR MĀORI TRUST LEADERS:

BY TE WHARE HUKAHUKA

2020

SUPPORTED BY:



RECOGNISED BY:



# WHO WE SERVE



Te Whare Hukahuka has a vision of improving the lives of 10 million indigenous people. We do this by helping Māori Trust leaders grow world-class organisations.

Our work is mainly with leaders who are frustrated with the lack of progress in their Trust and with the lack of outcomes for whānau. Many are long-serving trustees and senior managers with specific skills, seeking to sharpen their toki and align the crew on their waka to ensure they can deliver better outcomes for whānau and ensure high performing and sustainable organisations.

Te Whare Hukahuka will commit to finding the few most important things to work on with your team to develop better governance, management and sustainability of your organisation. This enables your leaders to feel confident, capable and helps get a focus on making the right decisions to transform your vision into action.

To learn more about our organisation, you can check out our website [here](#).

To hear from some of our Māori Trust alumni, [click here](#).



# FOR MĀORI, BY MĀORI



**We found out what the most common challenges were,** and the things that some Māori Trusts were doing to solve these challenges. We pulled all that information together and this informed amazing insights into what was actually working for Māori Trusts.

We noticed that many of the successful Māori Trusts had whānau who were proud of the Trust efforts, and the trustees would turn up to our hui rocking their shirts and jumpers with the Trust logo. We named these Trusts 'those ahead of the curve', where whānau were proud to wear the t-shirt.

We named other Māori Trusts 'those that are work-in-progress', where whānau still don't see much benefit and don't wear the Trust's t-shirt.

*[For a whole list of the insights about both types of Māori Trusts, [click here](#) to go to our website, put your email in the pop up box and we will email them to you]*

... So with this new mātauranga, we went back and redeveloped our NEW Māori governance training programmes focused around just six key things that were the most important to creating strong governance. And finally by teaching these six things, we are seeing our training make a massive difference in Māori Trusts.

If you really want your Trust to grow and whānau to see benefits, we reckon trustees need training programmes that are practical, and that are 'for Māori, by Māori'.



# ORGANISATIONS WE HAVE WORKED WITH

## **Te Tai Tokerau (Northland)**

Haititai Marangai Marae Trust  
Ngāi Takoto  
Ngāpuhi AHC  
Ngāti Hine Health Trust  
Ngāti Kahu Social & Health Services  
Pārengarenga Inc  
Peria Charitable Trust  
Te Runanga o Te Rarawa  
Te Tii B3 Waitangi Trust  
Te Tii Limited Partnership  
Te Hiku Hauora  
Te Waka Pupuri Putea (Te Rarawa)

## **Tāmaki (Auckland)**

Atamira  
He Waka Eke Noa  
Ngā Maunga Whakahii o Kaipara  
Investment Ltd  
Ngāti Paoa Iwi Trust  
Ngāti Tamaoho  
Ngāti Whānaunga  
Ngāti Whatua ki Orakei  
Te Whangai Trust  
Whenua Warrior Charitable Trust

## **Waikato**

Maraeroa C Inc  
Ngāti Turangitukua Charitable Trust  
Te Ahurei a Rangatahi Trust  
Te Hau Kainga Tuwharetoa  
Te Runanganui o Ngāti Hikairo ki  
Tongariro  
Tiroa E & Te Hape B Trust  
Waipapa 9 Trust  
Whai Manawa Collective

## **Bay of Plenty**

Hinepukohurangi Trust  
Kapenga M Trust  
Kokako Trust  
Ngapeke 7 Trust  
Ngahuinga Motumako Trust  
Ngā Mokai Trust  
Ngāti Pukenga ki Tauranga Iwi Trust  
Ngāti Tahu-Ngāti Whaoa  
Ngāti Tawhaki  
Omataroa Rangitaiki No 2 Trust  
Ohaki Collective  
Oruanui Lands Trust  
Owhata 2B & 7 Trust  
Paerata Trust  
Pukahukiwi Kaokaoroa Inc  
Putauaki Trust  
Ruahine & Kuharua Inc  
Rotoiti 15 Trust  
Rotoiti 9 Trust  
Tangaroa Aquaculture Ltd  
Taumanu Lands Trust  
Tauranga Moana Māori Trust Board  
Tautara Matawhaura Trust  
Te Awanui Hauora  
Te Roro o Te Rangi Trust  
Te Runanga o Ngāti Awa  
Te Runanga o Ngāti Manawa  
Te Tawharau o Ngāti Pukenga  
Te Whakatohea  
Tiki te Kohu Trust  
Tumunui Lands Trust  
Tuhoe Tuawhenua Trust

## **Bay of Plenty**

Tūwharetoa Charitable Health Trust  
Waerenga-Pukahukiwi Ltd  
Waewaetutuki 7A2B Trust  
Waiteti Whenua Trust  
Wharepi Whānau Trust

## **Te Tai Rāwhiti (East Coast)**

Rongowhakaata Iwi Trust  
Tāmanuhiri Tūtū Poroporo Trust  
Te Kaha 67 Ahu Whenua Trust

## **Takitimu (Hawkes Bay)**

Maungaharuru Tangitu Trust  
Ngā Marae o Heretaunga  
Ngāti Pāhauwera  
Pukepuke Tangiora Estate Trust  
Tātau Tātau o te Wairoa Trust  
Te Awahohonu Forest Trust  
Te Hononga o Ngā Awa  
Waimarama Inc.  
Waipuka Inc.

## **Manawatu/Whanganui**

Muaūpoko Tribal Authority  
Rangitāne o Tāmaki nui a rua  
Tahamata Inc  
Te Ohu Tiaki o Rangitāne te Ika a  
Maui Trust  
Te Tihi Alliance  
Uenuku Charitable Trust

## **Taranaki**

Mahia mai a Whaitara  
Ngāti Tawhirikura Hapū Trust  
Ngāti Te Whiti Marae Trust  
Ngāti Tupaia  
Otaraua Hapū Trust  
Parihaka Papakainga Trust  
Parihaka Connect  
Patea Māori Club  
Tiaki Te Mauri Trust  
Te Kahui o Taranaki  
Te Korimako o Taranaki  
Te Korowai o Ngāruahine  
Te Kotahitanga o Te Atiawa  
Te Runanga o Ngāti Mutunga  
Waiokura Marae & Reserves Trust

## **Te Tau Ihu**

Ngāti Kōata Trust  
Ngāti Tama ki te Tau Ihu  
Rangitāne o Wairau  
Te Atiawa o te Waka a Maui  
Wakatū Incorporation

## **Te Waipounamu**

Ngā Hau e Wha Marae  
Te Rūnaka o Awarua

## **National**

Ngā Pou Mana  
REAP Aotearoa  
The Skills Organisation  
Toi Māori  
U.S. Embassy Young Pacific  
Leaders

# WHO WE WILL NOT WORK WITH



**We believe that your time and our time are precious.  
We will only work with governance boards that:**

- Proactively seek to work towards creating impact for whānau
- Are committed to turning up to the workshops
- Are open to new ideas
- Actively engage in the learning
- Want to make positive change
- Can commit to implementing the learnings and making progress

*If your Trust is not able to commit to the above, that's OK, but we will not be the best fit for one another. If you can commit, then we will contribute our energy, our experience, and in some cases our investment and funding support towards strengthening your organisation and governance board.*



# STRATEGIC PLANNING

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*Setting a strategic direction for the organisation so that everyone is clear about how the organisation's resources and team will be able to focus on achieving clear goals and priorities, and cascade up to the vision.*

*We would do this by reviewing your progress on the strategy so far, getting a shared agreement on the outcomes you are seeking to achieve, and developing a pathway forward that maps the things that need to be in place to ensure the organisation stays on course to achieve the strategy.*

# WHAT WE CAN ASSIST WITH IN YOUR STRATEGY



**After working with more than 100 Māori Trusts and organisations, we have seen what is working and what is not working. We can share these ideas and lessons with your trustees.**

## **Things that we can explore together:**

- ❑ Determining together what success looks like for your organisation over the next 2-5 years
- ❑ Getting board member agreement around what the organisation will prioritise over the next 12 months to progress your vision

- ❑ Fleshing out clear goals and outcomes for each priority area
- ❑ Determining the values and behaviours that the board and team want to hold each other accountable to to ensure the strategy can progress and everyone works positively together
- ❑ Determining the key measurements to measure the progress made against your strategy
- ❑ Case studies and lessons from Māori Trusts similar to yours that have gone on a journey similar to you and are a few steps ahead, so you can learn from their mistakes and what they did
- ❑ Building capability around aspects of strategy so all your trustees are on the same page
- ❑ The role that strategy plays in executing on great governance
- ❑ Identifying roadblocks to overcome and opportunities to help make your strategy easier to execute
- ❑ Key elements of strategy and top entrepreneurial principles that help make it easier
- ❑ Identifying the policies and processes that will support the strategy and the organisation to stay on track
- ❑ Ensuring the strategy reflects kaupapa Māori principles, values, and whānau aspirations
- ❑ Ways that your organisation can involve whānau in the journey and ensure value is created for whānau/shareholders
- ❑ Look at different ways that pūtea can be invested for impact

# ABOUT EACH PART OF OUR OFFERING

## STRATEGIC PLAN REFRESH



### NGĀ RAUTAKI NŌ MUA

(Reviewing any existing strategic thinking, strategic plans and background)

- ❑ Determining areas of the strategy to strengthen, benchmarking against 105 other Māori Trusts, and identifying potential risk areas to address through the new strategy.

- Anyone can offer you vanilla recommendations from a textbook. But you probably care more about having relevant insights that reflect where you are at, and a kaupapa Māori context.
- We think of strategy like a waka voyage - looking at where you are today, where your destination is, the resources you need for the voyage, who you need in your crew, the different roles and responsibilities required, and how you can measure the progress.
- Our team has been on similar journeys with Māori Trusts many times before. To offer the most powerful insights we first need to properly review and understand where you are at right now.



### NGĀ KŌRERO

(Trustee interviews with up to five people [via phone])

- ❑ To get a well-informed perspective from many of your trustees rather than just one person around what your organisation needs to work on in the strategic planning process.
- ❑ Each call generally takes 45-90 minutes.
- ❑ Extra interviews can be added for an additional cost.

- We believe that the trustees have a valid perspective into what is needed to move the Trust forward.
- Previously we only spoken with one trustee beforehand and then found out during the strategy process that their view didn't reflect all perspectives or they forgot important considerations around the strategy and organisation.
- Pre-calls with a range of trustees are important for hearing different perspectives (confidentially) about what the key issues are that need to be resolved so that the Trust can move forward. The strategy must consider these issues, test them, and set out a way to address them.



# ABOUT EACH PART OF OUR OFFERING

## STRATEGIC PLAN REFRESH



### AROTAHĪ

(Customisation of a one day session with trustees)

- ❑ Generic sessions and templates are often not relevant and can be a pointless exercise. We bring focus. We don't do vanilla.

- This strategy process is designed to help identify different roadblocks to solve, look at ways to solve them, and then actually help implement the solutions by providing your team with tools, templates and resources that have been tested by Māori organisations who are ahead of the curve.
- Every organisation has different goals, challenges and contexts. To ensure value for money, we take the time to customise our approach to your particular situation, and draw on only the strategy tools that will help in practice.
- You are all busy so we don't want to waste time talking about things that are not relevant or will not help you move forward.



### HE WĀNANGA RAUTAKI

(Facilitating a one day strategy session)

- ❑ Includes all trustees in a facilitated session to confirm the key components of a strong strategic plan.

- If you want help to navigate through some of the barriers holding your Trust back, then the style of delivery is important.
- We take the approach that you as trustees have important knowledge to share, and we can help focus the conversation and ask good questions. We do not do the whole 'I'm an expert at the front of the room' style - otherwise we'd be the only one talking and your strategy wouldn't get developed.
- We aren't here to tell you what to do, but we do have a range of insights and solutions to offer up where they are needed.

# ABOUT EACH PART OF OUR OFFERING

## STRATEGIC PLAN REFRESH



### MAHERE HUKIHUKI

(Notes from the first strategy session collated and shared)

- ❑ All trustees getting a summary of the discussions and the decisions around the strategy before presenting the strategy document to whānau

- We have heard stories of strategy facilitators running a full day strategy session, and not taking notes. Then afterwards, all of the kōrero, strategic insights and plans were left to the memory and at the next trustee meeting the trustees asked “*What did we even cover?*”
- Our Te Whare Hukahuka team will draft notes that summarise the key parts of the strategy, and host these in a private folder for your trustees to refer back to and modify as needed.



### NGĀ RAUEMI

(Strategic thinking resources shared with participants)

- ❑ That help to make your Trust’s strategy easier to understand and communicate; and easier for your team to implement and for your board to monitor

- It’s one thing to talk about strategy in a session - it’s quite another thing to actually implement it.
- These tools and templates will help you when solving roadblocks, communicating the strategy to stakeholders, and with ensuring that over time you have reminders of how to strengthen your strategy.
- For example, our Te Whare Hukahuka team have spent years learning lessons and then developing these into useful strategy and governance tools and templates.

# OUR SUGGESTED STRATEGY PROCESS



## What the process includes:

	Value of each component (involving 5-12 people)	
Reviewing any existing strategic thinking, strategic plans and background	✓	\$1,440
Phone interviews with up to 5 people - Ngā kōrero	✓	\$2,250
Customisation of a one day session with trustees - Arotahi	✓	\$1,950
Facilitating a one day session with trustees - He wānanga rautaki	✓	\$8,497
Notes from strategy session collated and shared with trustees - Mahere hukihuki	✓	\$980
Strategic thinking resources shared with participants - Ngā rauemi	✓	\$2,690
<b>Full price of the Strategy process with your board</b>		<b>\$17,807</b>
<b>TWH is willing to invest 35% towards the full price of Strategic Planning with in order to support your kaupapa</b>		<b>-\$6,232</b>
<b>Total cost for your board (after TWH contribution):</b>		<b>\$11,575</b>

\* BONUS: We can work with you to identify and apply for relevant funding support which could further reduce this price above.

### Costs not covered in proposal above:

- Travel costs associated with a facilitator coming to run the workshop
- Writing of lengthy strategy reports after the session. Summary notes will be provided only
- Additional strategy workshops with the trustees. These can be negotiated separately if desired

# WHAT MAKES US DIFFERENT?



## WE HAVE PRACTICAL EXPERIENCE

We have a track record of innovation.

We are involved in the wide range of Māori development projects that span social, cultural, environmental, technology and business.

We are experienced in shifting mindsets and addressing underlying tensions and politics inside Māori Trusts.

We know governance and operations intimately.

Our team have won national and international awards and Te Whare Hukahuka has been acknowledged, including by [Forbes](#) magazine, for our work helping Māori Trusts grow their enterprises and make greater social impact.



## WE GUARANTEE RESULTS

When your Māori Trust commits to being open to new knowledge and implementing the learning, we guarantee that our training will help you.

It is proven to help solve common challenges, reduce risk, and improve your ability to grow and innovate to provide better outcomes for your whānau, community and team.



## WE ARE BY MĀORI, FOR MĀORI

Our Māori team have worked with more than 1,000 Māori leaders and 105 Māori organisations.

We infuse kaupapa Māori concepts in our training.

We know our Māori Trust clients by name. We care about you growing and addressing your challenges.

Others do not have the same breadth of knowledge of the needs and challenges of Māori Trusts.

We understand how to help you implement solutions to address these challenges.

Our team is passionate about improving the wellbeing of Māori communities and this comes across in the work that we do.

## WE HELP REDUCE THE COSTS

We have relationships with funders who can provide co-funding to reduce the cost of accessing the training. [Fill in this form](#) to see if you are a fit.

Te Whare Hukahuka can also invest into the cost of our training. Last year we invested \$194,000 to help Māori Trusts and individuals access our training where they couldn't otherwise afford it.

# WHAT OUR ALUMNI SAY



*“They really made a big impact - adding value, context and examples.*

*They put our mind at ease in terms of the nuances of Treaty settlements and transitions and gave us reassurance and confidence.*

*They understand the context of working in the Maori space and they understood the issues that we go through.”*

**- Haydn Solomon, Ngāti Paoa**

*“I have recommended Te Whare Hukahuka to other Trusts and will continue to do so.*

*We really liked their style and how it resonated with our people. They share different perspectives and draw from a pool of stories.*

*They can call on a number of examples learned about successes and failures.”*

**- Glen Katu, Maraeroa C Inc**

*“I have really enjoyed the courses and they’ve had a really positive effect on all our members.*

*They were able to clarify roles and gave good strategic guidance. Now we hear the lessons being brought up and people have adopted the terms.*

*Every single person has said ‘we got value out of this.’”*

**- John Dobson, Ngāti Koata**

# E tū ki te kei o te waka, kia pakia koe e ngā ngaru o te wā

Stand at the stern of the canoe, and feel the spray of the future  
biting at your face

- *Dr Apirana Mahuika*

## CONTACT US



Visit our website:

[www.twh.co.nz](http://www.twh.co.nz)

Join our Facebook tribe:

[/maoridevelopment](https://www.facebook.com/maoridevelopment)

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## CO-FOUNDERS



A handwritten signature in black ink that reads 'Shay Wright'.

**Shay Wright**

TWH Co-founder

Te Rarawa, Ngāruahine

*Forbes Asia '30 Under 30' Social Entrepreneur list*

*Recipient - Impact Award for Enterprise '19*

*Finalist - Young New Zealander of the Year '19*

*Finalist - Young Enterprise Alumni Awards '16 & '17*

*Finalist - Matariki Young Achiever Award '17 & '18*



A handwritten signature in black ink that reads 'Travis O'Keefe'.

**Travis O'Keefe**

TWH Co-founder

Ngāti Porou

*Supreme 'Eye of the Needle' Maori  
Innovation Icon Award*

*25 years' experience with SME  
commercial development*

*Coached and facilitated to 680+  
Māori business leaders*