

# Whakatupuranga Waikato-Tainui 2050



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## FOREWORD

Whakatapuranga Waikato-Tainui 2050 is the blueprint for cultural, social and economic advancement for our people.

It's a fifty-year long development approach to building the capacity of our iwi, hapuu and marae. Whakatapuranga 2050 will be our legacy for those who come after us.

In the changing global environment the world our future generations live in will be significantly different to ours. So our approach for moving forward is one that embraces change and focuses on developing our people. With this in mind, there are three critical elements fundamental to equipping our generations with the capacity to shape their own future:

1. A pride and commitment to uphold their tribal identity & integrity;
2. A diligence to succeed in education and beyond; and
3. A self-determination for socio-economic independence.

The first element recognises the importance of our tribal history, maatauranga, reo and tikanga.

With a secure sense of identity and cultural integrity, our future generations will be proud and confident in all walks of life.

Creating a culture for success generates opportunities and choices. Hence the focus of the second element is to promote a diligence among tribal members of all ages to pursue success in all their endeavours.

This enables personal growth, contributes to building the capacity of our people, and provides opportunities to utilise that growth and capacity for the collective benefit of our marae, hapuu, and iwi.

Determination to develop and grow our tribal assets is the focus of the third element. This is consistent with the time honoured Vision we inherited from Kiingi Taawhiao "Maaku anoo e hanga i tooku nei whare..." - to build our own house in order to face the challenges of the future; and including our Mission "Kia tupu, kia hua, kia puaawai" - to grow, prosper and sustain.

Underpinning the Values that shape us as a people, are the unifying 'Principles of Kiingitanga.' Reinforcing these principles is timely not just for Tainui, but ngaa Iwi katoa o te motu, as we celebrate 150 years of Kiingitanga, under Kiingi Tuheitia. Kiingitanga is our history and our heritage.

In recognising that our Vision, Mission and Values will engender different ways of being, knowing and doing with each generation, the Executive-Board has identified four broad and inextricably linked Goals, upon which our 2050 Strategic Objectives, 5-Year Strategic Plan, and Annual Plan(s) are founded. We are pleased to announce our Strategic Direction to the Iwi with "Whakatapuranga Waikato Tainui 2050" as the primary motivating force to achieving all our tribal aspirations.

Te Arataura

TE KAUHANGANUI O WAIKATO INC.

## STRATEGIC DIRECTION

### TE WHAKAKITENGA Vision

*Maaku anoo e hanga i tooku nei whare  
Ko ngaa pou oo roto he maahoe, he patete  
Ko te taahuhu, he hiinau  
Me whakatupu ki te hua o te rengarenga  
Me whakapakari ki te hua o te kawariki*

I shall fashion my own house  
The support posts shall be of maahoe, patete  
The ridgepole of hiinau  
The inhabitants shall be raised on rengarenga  
and nurtured on kawariki

Kiingi Taawhiao

*Kia tupu he iwi whai hua, whai ora, whai  
tikanga taakiri ngaakau, taakiri hinengaro*

To grow a prosperous, healthy, vibrant,  
innovative and culturally strong iwi

### TE AHUNGA Mission

*Kia tupu, kia hua, kia puaawai  
To grow, prosper and sustain*

### NGAA TIKANGA Values

Underpinned by the unifying  
Principles of Kiingitanga

|                     |                  |
|---------------------|------------------|
| <i>Whakaiti</i>     | Humility         |
| <i>Whakapono</i>    | Trust and Faith  |
| <i>Aroha</i>        | Love and Respect |
| <i>Rangimaarie</i>  | Peace and Calm   |
| <i>Manaakitanga</i> | Caring           |
| <i>Kotahitanga</i>  | Unity            |
| <i>Mahitahi</i>     | Collaboration    |

### NGAA WHAAINGA MATUA Primary Goals

*Kia tiaki i te Kiingitanga  
Kia mau i ngaa taonga tuku iho  
Kia eke ki ngaa taumata tiketike  
Kia whai i too taatou mana motuhake*

## STRATEGIC OBJECTIVES

### KIINGITANGA

“Whaiaa ko te mana motuhake”

The King Movement is the unifying korowai of Maaori. Kiingitanga was established in 1858 to unite all tribes under the leadership of Pootatau Te Wherowhero. Its primary goals were to cease the sale of land to Paakehaa, stop inter-tribal warfare, and provide a springboard for the preservation of Maaori culture in the face of Paakehaa colonization. As it has done for the past 150 years, the role of Kiingitanga will still be the unifying thread of all Iwi, under the seventh monarch, Kiingi Tuheitia.

1. To retain our historical role as Kaitiaki o te Kiingitanga
2. To ensure Kiingitanga remains an eternal symbol of unity

### TRIBAL IDENTITY & INTEGRITY

“Ko Tainui te waka, ko Taupiri te maunga, ko Waikato te awa, ko Pootatau te tangata

Waikato taniwharau, he piko he taniwha, he piko he tanwiwha”

Our strategic direction charts a course of significant developments to protect our tribal identity and integrity. The development of a core strategy designed to provide maximum support for our kaumataua, the caretakers of our maatauranga, and experts of our reo and tikanga, is a key priority. Our whenua, rivers, lakes and other waterways are living embodiments of our tribal identity. The necessity to forge a partnership with the Crown is vital to the preservation and protection of ‘te taiao’, our environment.

3. To preserve our tribal heritage, reo and tikanga
4. To grow our tribal estate and manage our natural resources

### TRIBAL SUCCESS

“Ki te moemoeaa ahau ko ahau anake; ki te moemoeaa taatou ka taea e taatou”

Priorities in this context are focused on building capacity in all our endeavours at all levels. Coupled with research as a key priority to keep the tribe abreast of all local and global shifts and developments, generations hereafter will be well equipped to enjoy success in all sectors of society. There is recognition however, that success is short term without succession, so growing leaders through succession planning and mentoring programmes are key priorities.

5. To succeed in all forms of education and training
6. To be global leaders in research excellence
7. To grow leaders

## TRIBAL SOCIAL & ECONOMIC WELLBEING

“Kia niwha te ngaakau ki te whakauu, ki te atawhai i te iwi”

Priorities in this context are focused on building capacity in all our endeavours at all levels. Coupled with research as a key priority to keep the tribe abreast of all local and global shifts and developments, generations hereafter will be well equipped to enjoy success in all sectors of society. There is recognition however, that success is short term without succession, so growing leaders through succession planning and mentoring programmes are key priorities.

8. To develop self-sufficient marae
9. To advance the social development of our people
10. To develop and sustain our economic capacity

## 5 -YEAR STRATEGIC PLAN 2007- 2012

### KIINGITANGA

|     |   |
|-----|---|
| 1.  | To retain our historical role as 'Kaitiaki o te Kiingitanga'  |
| 1.1 | To establish and provide maximum support to the office of Kiingitanga.  |
| 1.2 | To maintain our traditional tribal hui, i.e. Koroneihana and Poukai, and traditional tribal entities, e.g. Ngaa Marae Toopuu.   |
| 1.3 | To upgrade culturally historic sites and buildings of importance to the Kiingitanga movement, e.g. Mahinaarangi, Tuurongo, etc. |
|     |   |
| 2.  | To ensure Kiingitanga remains an eternal symbol of unity  |
| 2.1 | To facilitate Kiingitanga waananga.   |
| 2.2 | To support local, national and international initiatives that promote the 'principles of Kiingitanga.                           |
| 2.3 | To coordinate projects and events to celebrate 150 years of Kiingitanga (May 08 - May 09).                                      |

### TRIBAL IDENTITY AND INTEGRITY

|     |  |
|-----|--|
| 3.  | To preserve our tribal heritage, reo and tikanga   |
| 3.1 | To establish a core group of kaumaatua and kuia, to share their tribal knowledge and expertise through a series of waananga maatauranga, reo, tikanga, haka and waiata.  |
| 3.2 | To build a Tribal Knowledge Centre at Hopuhopu with an efficient, innovative and technology-based system designed to ensure appropriate storage and access to all tribal archival information, tribal reo and tikanga resources, and other important tribal information through all media. |
| 3.3 | To establish a Tribal Reo/Language Commission to develop strategies that promote and enhance the use of our tribal reo.  |
| 3.4 | To hold a bi-annual Tainui Festival that reinforces our tribal identity, celebrates our culture, successes and achievements.   |
|     |  |
| 4.  | To grow our tribal estate and manage our natural resources   |
| 4.1 | To establish the Land Acquisition Unit - to identify, purchase and increase our tribal estate.   |
| 4.2 | To resolve all outstanding claims and ensure maximum, ongoing support to the Claims Negotiating Team.  |
| 4.3 | To promote through our Tribal Environmental Unit, the Iwi Resource Management Plan.  |

### TRIBAL SUCCESS

|     |   |
|-----|---|
| 5.  | To succeed in all forms of education and training   |
| 5.1 | To develop an integrated Tribal Education Strategy that supports educational achievement in Maaori and mainstream education across all sectors, and at all levels, i.e. Te Koohanga Reo/Early Childhood, Kura Kaupapa/Primary, Wharekura/Secondary, and Ngaa Waananga/Tertiary. |
| 5.2 | To review and maintain an effective educational scholarships and grants programme that enables tribal students to utilise their knowledge, skills and experience through tribal/marae capacity building and development programmes.   |
| 5.3 | To recognise success in all forms of education and training through establishing tribal achievement awards and initiatives in education, sports, arts, music, culture and business.   |

## TRIBAL SUCCESS CONT...

|     |  |
|-----|--|
| 6.  | To be global leaders in research excellence  |
| 6.1 | <p>To ensure the Waikato Tainui Endowed College is sufficiently staffed and resourced to:</p> <ul style="list-style-type: none"> <li>§ Effectively meet all the research needs of the tribe, through all tribal business units, etc;</li> <li>§ Keep the tribe abreast of all local, national, and international developments likely to have an impact on tribal development culturally, socially, and economically;</li> <li>§ Offer quality research support and mentoring;</li> <li>§ Build strategic partnerships with selected tertiary institutions, research centres and organisations at the national and international level;</li> <li>§ Develop and maintain extensive inter-tribal and indigenous research networks and alliances; and</li> <li>§ Be the intellectual powerhouse for tribal research and development.</li> </ul>  |
| 7.  | To grow leaders  |
| 7.1 | <p>To provide maximum support for leadership, succession, and mentoring planning initiatives for our rangatahi within and beyond our tribal organisation, through:</p> <ul style="list-style-type: none"> <li>§ Waananga with our kaumaatua and kuia in the Tribal Knowledge Centre, as well as marae-based waananga;</li> <li>§ Developing and facilitating a paepae succession planning programme;</li> <li>§ Facilitating tribal rangatahi leadership forums;</li> <li>§ Apprenticeship/Career planning initiatives within all our governance entities - tribal and commercial arms;</li> <li>§ Internal succession planning and work experience type programmes within the tribal infrastructure, i.e. managements units, etc;</li> <li>§ Establishing and facilitating inter-tribal rangatahi leadership forums; and</li> <li>§ Tribal rangatahi participation in international indigenous leadership forums and programmes.</li> </ul> |

## TRIBAL SOCIAL AND ECONOMIC WELLBEING

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|-----|--|
| 8.  | To develop self-sufficient marae   |
| 8.1 | <p>To develop and implement an effective Marae Development Strategy with objectives focused on:</p> <ul style="list-style-type: none"> <li>§ promoting marae based waananga;</li> <li>§ supporting marae leadership/succession planning hui;</li> <li>§ ensuring the provision of maximum support for building/upgrading marae facilities; and</li> <li>§ creating economically sustainable opportunities for marae enterprise.</li> </ul>   |
| 9.  | To advance the social development of our people  |
| 9.1 | <p>To develop a new face tribal infrastructure through the establishment of tribal authorities equipped to:</p> <ul style="list-style-type: none"> <li>§ Reaffirm our treaty relationship with the Crown;</li> <li>§ Address social issues of Education, Health, Employment, Housing, etc;</li> <li>§ Co-manage with government agencies the allocation and delivery of resources and services in our rohe; and</li> <li>§ Review and monitor the effectiveness of service provision to our people.</li> </ul> |

## 5 -YEAR STRATEGIC PLAN 2007- 2012

| TRIBAL SOCIAL AND ECONOMIC WELLBEING CONT... |  |
|--|--|
| 9.2  | To establish Hopuhopu as the administrative, social, recreational and tribal knowledge 'hub' of Tainui, by building: <ul style="list-style-type: none"> <li>§ A tribal administration building;</li> <li>§ A tribal knowledge centre;</li> <li>§ A sports &amp; recreation centre;</li> <li>§ An events and conference centre;</li> <li>§ A retirement village for kaumaatua; and</li> <li>§ A super clinic / mini hospital.</li> </ul>  |
| 9.3  | To develop a core kaumaatua strategy that: <ul style="list-style-type: none"> <li>§ Annually celebrates their role and ongoing contributions to the tribe;</li> <li>§ Provides targeted health and general care services for their physical wellbeing;</li> <li>§ Develops opportunities for wide participation in tribal activities and attendance to local and national hui; and</li> <li>§ Advocates and supports kaumaatua waananga, forums and tribal-wide recreational initiatives.</li> </ul>   |
| 9.4  | To develop a Tainui Sports, Arts & Recreational Strategy that caters appropriately for: <ul style="list-style-type: none"> <li>§ Ensuring ongoing support for the annual Tainui Sports Awards &amp; Scholarships;</li> <li>§ Enabling tribal members of all ages to participate in local, national, and international sports, arts, and recreational activities and initiatives;</li> <li>§ Efficient coordination of a bi-annual Tainui Festival with inter-marae sports and recreational activities;</li> <li>§ Supporting other tribal events and entities, e.g. Regatta, waka ama, etc; and</li> <li>§ Maximising the tribal sports and recreational facilities at Hopuhopu as a centre of sporting excellence, by promoting its use to local and international sporting codes.</li> </ul> |
| 10.  | To develop and sustain our economic capacity   |
| 10.1   | To establish an effective tribal savings, homeownership and financial planning/budgeting scheme.   |
| 10.2   | To ensure a durable tribal organisational structure through: <ul style="list-style-type: none"> <li>§ Effective tribal and corporate governance;</li> <li>§ Efficient and innovative management of our development and commercial arms; and</li> <li>§ Establishing and maintaining an effective tribal communications unit that oversees all internal communications right across our organisation, as well as external communications to our iwi and all key stakeholders through an innovative strategy.</li> </ul>   |
| 10.3   | To establish strong cultural, social and commercial relationships with other iwi.  |
| 10.4   | To grow and enhance cultural, social and economic partnerships with Pacific Island nations.  |
| 10.5   | To grow and enhance cultural, social and economic partnerships with First Nations peoples.   |