

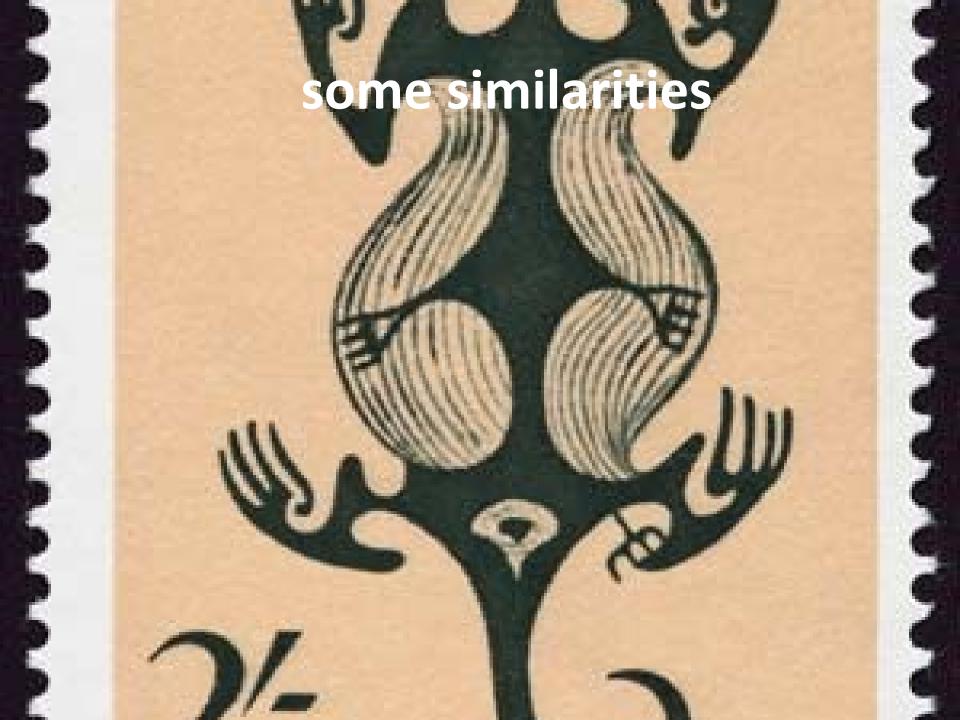


Focus Question

Are there some characteristics of Maori systems that could be mapped over to Aboriginal Corporations that may result in similar or better outcomes as those achieved in Aotearoa/New Zealand?









Some similarities

Aotearoa

- Relationship with land
- Colonised by British Irish, English, Scottish
- Rule of law imposed
- Historical injustices
- Loss of land = loss of culture
- Current statistics indicate lesser citizenship
- Partnership

Australia

- Relationship with land
- Colonised by British Irish,
 English, Scottish
- Rule of law imposed
- Historical injustices
- Loss of land = loss of culture
- Current statistic indicate lesser citizenship
- Reconciliation





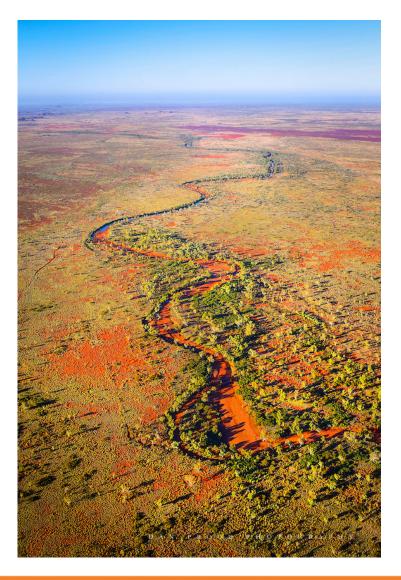
Some differences...

New Zealand

- Treaty of Waitangi 1840
- Recognition of Maori freehold title
- Parliamentary representation since 1867
- Physical geography of the country is small
- Negotiate only with State/Crown
- No compensation for mining







Some differences...

Australia

- Native Title Act 1993
- No provisions for Aboriginal representation in parliament
- Physical geography of the country is huge
- Negotiate with any proponent of future acts AND negotiate with State
- Compensation for mining any future act damages country



Same Questions: similar challenges

- How to protect traditional cultural, land and language while participating fully in society?
- How to leverage settlements/negotiations to achieve highest positive outcomes for family, clan, peoples?
- How to participate fully in society and retain cultural knowledge/values?



Snapshot

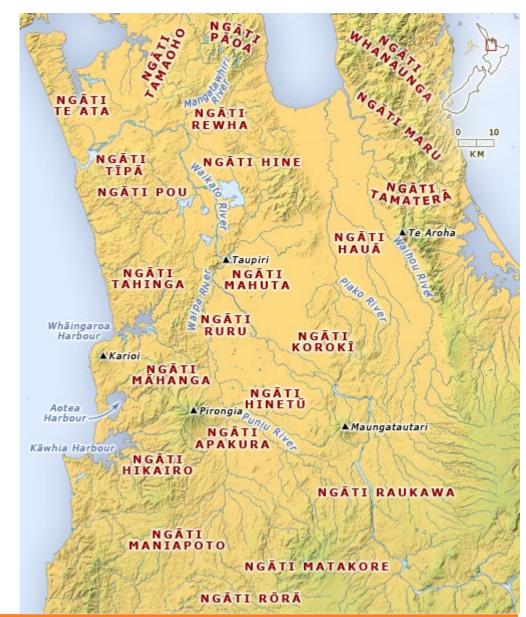
- How is indigenous land ownership recognised?
- Iwi now represent a sizable economic force in New Zealand. Representatives from Tainui, Ngaati Apa, Te Arawa, Ngai Tahu and Tauranga Moana.
- Tainui and Ngai Tahu are two examples of "high end" settlements between traditional owners and the state involving large tracts of land in Aotearoa.
- Many other examples, smaller groups, smaller lands, smaller packages, smaller businesses – same issues





Tainui

- Approx 52,000 members
- Some 47,000 acres of land
- In 1995 received **\$170 million** under Deed of Settlement
- 1999 near bankruptcy
- March 2013 managed \$738
 million total assets
- Waikato-Tainui has political institutions based on the importance and centrality of Marae in connecting whaanau to hapuu and hapuu to lwi.







- There are three critical elements to Whakatupuranga (Strategic Plan) 2050:
 - A pride and commitment to uphold tribal identity & integrity
 - A diligence to succeed in education and beyond; and
 - A determination for socioeconomic independence

Tainui Values

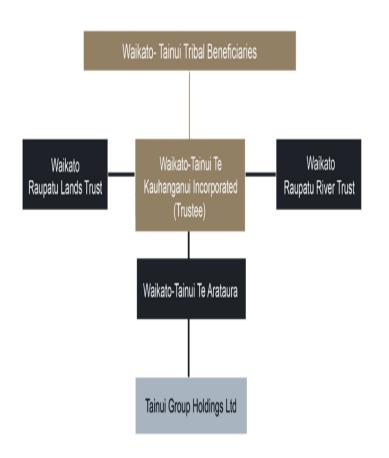
- Waikato-Tainui are determined to rebuild the fortunes of this tribe so that they are in a position to exercise their traditional role of kaitiaki for all those who live within their rohe.
- Tribal Population: approx 52,000







Tainui Governance



- Each of 65 marae (family groupings)
 elects 3 reps to "Te Kauhanganui
 Incorporated" (Trustee) tribal
 parliament (204).
- Tainui Parliament elects 10 to Te Arataura (Executive Board) plus the king's rep (11)
- Tainui Parliament elects chair, deputy and secretary
- Each of 65 marae have 1 vote
- All terms except king's rep are for 3 years
- Executive Board elects shareholder reps to the Board of Tainui Group Holdings (commercial arm)
- TGH pays a dividend to Tainui Parliament





Ngai Tahu







Ngai Tahu Settlement

- Approx 39,180 members
- Claim area 80% South Island (151,215 m2)
- Economic loss to Ngai Tahu was valued at \$20 billion.
- In 1996 signed heads of agreement, legislation passed in 1998, for cash settlement of \$170 million
- Right of refusal for any Crown asset within the tribal area

- Settlement accepted as a "seed fund" to re-vitalise
 Ngai Tahu economically
- The Apology (710 words)
- Aoraki return of ancestral mountain – co-management
- Cultural redress provisions were aimed at restoring tribal participation in resource management on tribal lands and waters





Ngāi Tahu Values

- Whanaungatanga
- (family)
 We will respect, foster and maintain important relationships within the organisation, within the iwi and within the community.
- Manaakitanga
- (looking after our people)
 We will pay respect to each other, to
 iwi members and to all others in
 accordance with our tikanga
 (customs).
- Tohungatanga
- (expertise)
 We will pursue knowledge and ideas
 that will strengthen and grow Ngāi
 Tahu and our community.

- Kaitiakitanga
- (stewardship)
 We will work actively to protect the people, environment, knowledge, culture, language and resources important to Ngāi Tahu for future generations.
- Tikanga
- (appropriate action)
 We will strive to ensure that the
 tikanga of Ngāi Tahu is actioned and
 acknowledged in all of our outcomes.
- Rangatiratanga
- (leadership)
 We will strive to maintain a high
 degree of personal integrity and
 ethical behaviour in all actions and
 decisions we undertake.





Outcomes

- Asset base increased from \$10mill in 1996 to over \$658mill in 2012.
- \$254mill invested in tribal development, through matched savings funds, education scholarships and grants
- Assets of tribe must be managed separately from the bodies that spend and distribute income earned by

- Rights and social functions are managed by Te Runanga and commercial activites are managed by Ngai Tahu Holdings Corporation
- They apply a tribal development strategy aligned to a distribution strategy.



Some characteristics

- Strong governance based on traditional tribal systems of representation
- Executive office functions are separate to commercial arm
- Commercial investment strategies are long term

- Distribution policies limited by annual total amounts
- Targeted objectives identified in tribal strategic plans ie see education strategies for Tainui and Ngai Tahu





Some comparisons

- Ngai Tahu
 - 39,200 members approx
 - \$170 mill (cash and land)
- Tainui
 - 52,000 members approx
 - \$170 mill (total value in cash and land)=\$3,269.23 per person
 - 47,000 acres of land

- Australian groups???
- What benefits?
 - ? Members
 - ? Cash payment/s
 - ? per person

• What outcomes?



What outcomes?

- Commercial businesses
- Corporate governance
- Partnerships with local govt, dept of conservation, comanagement of natural resources
- Maintenance of language and culture

- Independent wealth
- Indigenous business / industry growth
- Advising the advisers
- Partnerships with industry/government bodies
- Superannuation/educati on funds for members



Principles and tools

- Planning
- Representation
- Unity
- Partnerships
- Collaboration
- Promote language and culture
- Create Independent wealth

- Legal framework
- Asset base
- Co-management of environmental estate
- Protection of sacred sites
- Use of technology
- Communication strategy



Questions?







- Mō tātou, ā, mō kā uri ā muri ake nei
 - "for us and our children after us"

- Mehemea ka moemoeaa ahau ko ahau anake.
 Mehemea ka moemoeaa e taatou ka taea e taatou.
 - "If I dream I dream alone. If we dream together then we shall achieve..."
 --Te Puea Herangi

