

HE ARA HONOHONO PATHWAYS TO MANA WHAKAHONO

HE KUPU ĀRAHI – KAUNIHERA GUIDANCE FOR COUNCIL STAFF



MANA WHAKAHONO AGREEMENTS: WHAT COUNCIL STAFF KAIMAHI NEED TO KNOW

Key messages for council staff:

- Many iwi/hapū are interested in using a Mana Whakahono ā Rohe to agree resourcing and funding for their work, so be prepared for this conversation.
- Existing Mana Whakahono ā Rohe cover more than the matters listed in the Resource Management Act, including Local Government Act, Reserves Act, and Treaty settlement legislation. Iwi/hapū are interested in developing Mana Whakahono ā Rohe which comprehensively cover their key issues and most important processes, so be prepared for negotiations to include a wide range of matters in a Mana Whakahono agreement.
- Local authorities are likely to be approached by hapū seeking to establish a Mana Whakahono, so be prepared to consider your approach to entering agreements with iwi/hapū.
- Consider your approach to supporting both individual (one iwi/hapū, one council) and collective agreements (multiple iwi/hapū, multiple councils).

How can council organise ourselves to properly support and respond?

- Talk with iwi and hapū to understand whether they are interested in developing a Mana Whakahono ā Rohe.
- Consider approaches to inviting other iwi/hapū/councils if your council receives an initiation.
- Identify funding in the Annual Plan and Long Term Plan, or from other sources, that could be used to support Mana Whakahono ā Rohe.
- Consider doing a SWOT analysis on existing agreements and relationships (see pg 18 of [MWAR guidance](#)).
- Develop a process for receiving initiation letters, and establish the necessary delegations to respond to initiation (see pg 18 of [MWAR guidance](#)).
- Identify who would need to be involved from different council teams, and offer education about Mana Whakahono ā Rohe purpose, possible content, and process.

What support can council access?

- Ministry for the Environment maintains a [webpage](#) with links to all completed Mana Whakahono agreements, and published comprehensive guidance in 2018.
- Papa Pounamu has set up a [LinkedIn group for council staff](#) and people who work with council, to share ideas, resources and experiences.

Who needs to be involved?

- A governance group with leaders from both the iwi/hapū and council to oversee the process.
- A project manager to make sure the agreement is delivered and implemented.
- From a council perspective, it's important to get input from the teams responsible for statutory and strategic planning, resource consents, consent compliance and monitoring and enforcement. These teams will understand the existing processes and how existing processes and procedures could be improved and formalised. It is likely you will also need to involve the finance, risk, and tangata whenua liaison teams.
- Because a Mana Whakahono is a legal agreement, a lawyer is usually involved in drafting the agreement.
- It's useful to engage early with your executive team and councillors to ensure everyone understands the purpose and process of developing a Mana Whakahono agreement, as well as council roles and responsibilities.
- Involving a wide range of council staff in the preparation and negotiation of a Mana Whakahono agreement increases the understanding and engagement with the agreement across the organisation.

What are the timeframes?

- ☞ Council must hold a hui with the iwi authority within 60 days after receiving the initiation.
- ☞ Council must conclude an agreement with the iwi authority within 18 months of initiation, unless parties agree otherwise.

What costs are involved?

- ☞ Developing a Mana Whakahono is likely to require resources for:
 - Employing a facilitator or project manager to oversee the project
 - Costs associated with legal and planning advice
 - Costs associated with holding hui (venue, catering, koha etc.)
 - Costs associated with finalising, publishing, and launching the document.
- ☞ Implementing a Mana Whakahono may require costs for:
 - Any resourcing for iwi or hapū agreed in the Mana Whakahono (eg. participating in planning processes, training, services)
 - Any changes required to council systems to embed agreements around participation, engagement, or co-design (ie. induction, training, IT systems)
 - Staff time to maintain relationships.
- ☞ Reviewing a Mana Whakahono ā Rohe could also require costs to support iwi/hapū participation in the review or any external review.

How can we provide resourcing?

- ☞ Ensure that funding is allocated within your Annual Plan and Long Term Plan for developing and implementing Mana Whakahono and other partnership arrangements.
- ☞ Ensure funding is allocated for building iwi and hapū capacity within your Long Term Plan.
- ☞ These funds don't need to come from specific Māori funds, but could be included in operational funding or other business-as-usual funding.

How do we support iwi-led initiation?

- ☞ Discuss Mana Whakahono ā Rohe at any iwi-council forum, to understand whether iwi/hapū are interested in developing these agreements.
- ☞ Identify a 'champion' within the organisation who can learn about Mana Whakahono ā Rohe and prepare the organisation to receive an initiation from iwi.
- ☞ Identify funding to support iwi/hapū who want to develop a Mana Whakahono ā Rohe, and discuss with iwi/hapū how this funding can be accessed.

He kupu whakakape / Disclaimer

Papa Pounamu is a collective of intentionally Māori planners and practitioners, including kaitiaki, who whakapapa to iwi and hapū across Aotearoa. We are also tangata Tiriti allies who respect Te Tiriti o Waitangi and uphold Tiriti-centric planning approaches. Our members are committed to supporting iwi and hapū aspirations and outcomes while also enhancing broader national planning processes.

Papa Pounamu does not represent iwi or hapū authorities, nor are we an iwi or hapū entity. Rather, we serve as a national professional forum that supports, advocates for, and practices Māori planning. While we offer technical support to iwi and hapū, we acknowledge that mana to speak for iwi and hapū rests solely with those entities.

This guidance, tools and information sheets are intended to support iwi, hapū and councils to envision, scope, and negotiate agreements that fulfil their aspirations for a better working relationship. These resources are not prescriptive and should not be used to limit the scope or content of Mana Whakahono agreements.

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