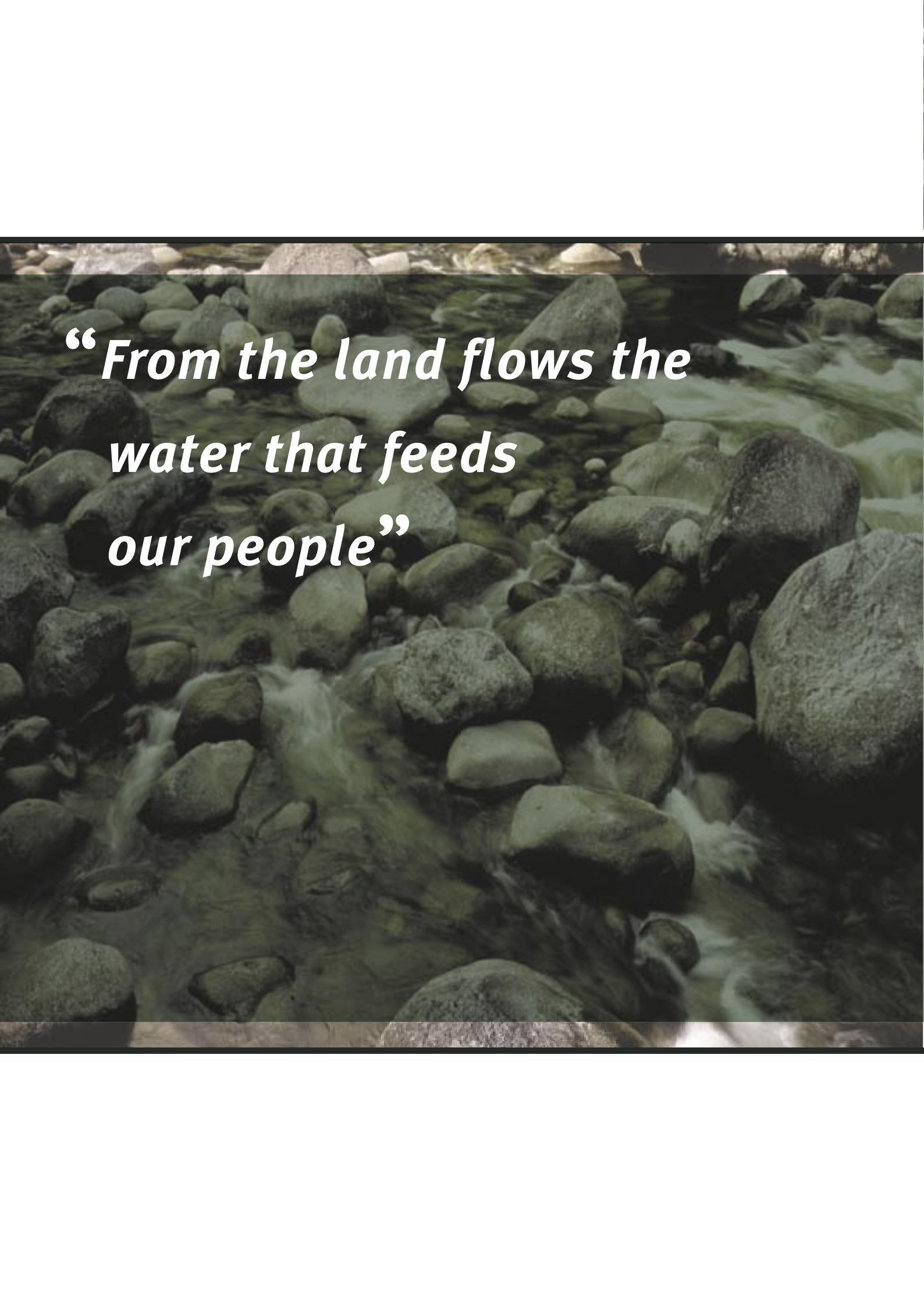


TE WAI MAORI TRUSTEE LTD | ANNUAL PLAN 2006

1 Oct 2006 – 30 Sept 2007

A photograph of a rocky stream with water flowing over the stones. The water is clear and creates white foam as it flows over the rocks. The rocks are of various sizes and colors, ranging from dark grey to light brown. The background is a bright, overcast sky.

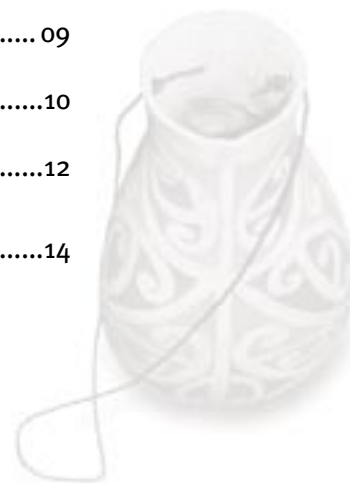
*“From the land flows the  
water that feeds  
our people”*



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## *Introduction*

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In 2006 Te Wai Maori Trustee Limited (Wai Maori) directors embarked on the development of a five year strategic plan. Since our establishment Wai Maori has been scoping the freshwater fisheries environment so that decisions we make to advance Maori interests are informed and most likely to achieve positive outcomes over the medium to long term.

One of our first tasks was commissioning an environmental scan of freshwater fisheries in New Zealand. The purpose of this was to give an overview of the state of the fishery and to provide guidance on how we might proceed with our statutory responsibilities.

Our second task was to seek views from freshwater fisheries representatives from iwi organisations on how we might shape the strategic plan. Between 19 July and 8 August 2006 Wai Maori held a series of discussions that provided the opportunity for iwi representatives to give their views on what aspects of freshwater fisheries should take strategic priority.

The responses from iwi representatives are reflected in the strategic objectives in the strategic plan. We now have the task of mapping these objectives over the next 12 months to achieve our vision that Maori assume a significant role in freshwater fisheries.

A photograph of a rocky stream with water flowing over the stones. The water is clear and creates small white rapids as it flows over the smooth, grey rocks. The background is a soft, out-of-focus landscape with more rocks and some greenery.

# Annual Plan

2006 – 2007

## *Key Issues*

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### *Work stream 1: Habitat Protection and Native Species Enhancement*

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This work stream will focus on promoting the protection and enhancement of freshwater fisheries habitat in lakes, rivers, and other water bodies, particularly those that have traditionally supported iwi and whose shores have been the location of their marae. This functional area focuses on the development of strategies to advance the interests of iwi and Maori for species identified as important by iwi and Maori.

### *Work stream 2: Research and Education*

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This functional area focuses on gathering and disseminating a range of information to iwi and Maori on freshwater fisheries related issues. In particular Wai Maori recognises that iwi – specific knowledge relating to freshwater fisheries exists and mechanisms will be developed to protect this knowledge and the associated intellectual property.

### *Work stream 3: Strategic Relationships*

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This functional area focuses on the development of strategic relationships with agencies that have responsibility for freshwater fisheries and key funding organisations. This area also focuses on the development of effective communications with these relevant organisations.

### *Work stream 4: Governance and Management of Wai Maori*

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This functional area will focus on ensuring that directors are aware of their fiduciary duties as described in the trust deed and constitution. This functional area will also focus on the development and implementation of an internal system for the efficient operation of the trust and to ensure a smooth transition once capitalisation occurs.

## Goals and Objectives

### *Work stream 1: Habitat Protection and Native Species Enhancement*

This key result area will focus on the development of plans and strategies for the protection and enhancement of freshwater fisheries habitats. This key result area will also focus on developing strategies to advance Maori customary, non-commercial customary and commercial interests in native species.

#### *1.1 Iwi freshwater management plans*

Goal	Operational objective	Performance measure
Iwi freshwater management plans.	Process and policy for the development of iwi management plan developed.	Process and policy developed by October 2007.

#### *1.2 Habitat sustainability*

Goal	Operational objective	Performance measure
Freshwater fisheries strategy that includes: <ul style="list-style-type: none"> <li>• water quality</li> <li>• minimising land use effects on habitats</li> <li>• pest eradication</li> <li>• enhancement of native stocks and restocking of lakes and rivers</li> <li>• assist iwi in advancing their role in managing habitats</li> </ul>	Priorities for iwi in freshwater fisheries habitat sustainability identified.	Strategy on key priorities for iwi in freshwater fisheries habitat sustainability developed by October 2007.

#### *1.3 Improve customary take*

Goal	Operational objective	Performance measure
To investigate the current issues around customary take of freshwater fisheries species to ensure that tikanga is given greater effect.	Position paper on issues around customary take of freshwater fisheries developed.	Position paper developed by October 2007.

#### *1.4 Eel, koura and habitat research*

Goal	Operational objective	Performance measure
To invest in research on eel, koura and freshwater habitat.	Annual report process on research projects funded.	Reporting process successful.

## Work stream 2: Research and Education

This key result area will focus on the collation of research and the dissemination of a range of information to iwi and Maori on freshwater fisheries issues.

### 2.1 Wai Maori acts as a repository for existing research reports

Goal	Operational objective	Performance measure
Database for existing freshwater research reports.	Develop the database and begin collating research reports on key issues and species.	Database operational by September 2007.

### 2.2 Ensure that intellectual property and customary practices held by iwi are protected

Goal	Operational objective	Performance measure
Protocols on how to protect knowledge at the appropriate levels.	Options for protecting traditional knowledge investigated and developed.	Issues and options paper developed.

### 2.3 Clarify statutes and regulation affecting Maori activities in freshwater fisheries

Goal	Operational objective	Performance measure
Information available on statutes and regulations to iwi and Maori using a range of mechanisms.	Panui for iwi on how legislation and compliance regimes effect customary and commercial use of freshwater fisheries developed.	Panui developed for distribution.

### 2.4 Enhance relationships with major research organisations

Goal	Operational objective	Performance measure
Strong relationships with Crown Research Institutes and providers that have strong interests in freshwater fisheries development.	Relationship agreements developed.	Formal and/or informal agreements established.

### 2.5 Freshwater management

Goal	Operational objective	Performance measure
Freshwater fisheries training programmes developed.	Information on existing training programmes with iwi collated.	Develop one training programme for eels.

## Work stream 3: Strategic Relationships

This key result area will focus on developing relationships between Wai Maori and other freshwater fisheries stakeholders.

### 3.1 Establish effective Wai Maori communication strategies to enhance inter-iwi knowledge sharing and collaboration

Goal	Operational objective	Performance measure
To develop a robust communications strategy.	Determine effective methods to communicate to iwi with freshwater fisheries interests.	Information distributed to iwi on a regular basis by October 2007.

### 3.2 Develop positive working relationships between Wai Maori and key project funding organisations

Goal	Operational objective	Performance measure
To establish good working relationships between Wai Maori and: <ul style="list-style-type: none"> <li>• FRST</li> <li>• Regional Councils</li> </ul>	To meet with agencies on a regular basis to discuss projects and how best to maximise freshwater fisheries funding for the benefit of iwi and Maori.	Viable projects are implemented by Wai Maori and other funding agencies.

### 3.3 Facilitate effective relationships between iwi and agencies so that iwi have a greater role in decision making on management of freshwater habitat

Goal	Operational objective	Performance measure
Facilitate effective relationships.	To meet with agencies on a regular basis to articulate Wai Maori's position on a range of issues.	Iwi have a greater role in decision making on the management of freshwater habitats.

### 3.4 To create relationships with other stakeholders to manage freshwater fisheries

Goal	Operational objective	Performance measure
To strengthen relationships with other stakeholders based on common goals.	Meet with stakeholders and agree on common ground.	Informal and/or formal agreements between Wai Maori and stakeholders on shared areas of interest.

## Work stream 4: Governance and Management of Wai Maori

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This key result area will focus on developing robust processes and policies for Wai Maori.

### 4.1 Directors have a comprehensive understanding of their fiduciary duties

Goal	Operational objective	Performance measure
Directors have a comprehensive understanding of their fiduciary duties.	Directors provided opportunities to enhance directors skill.	Training completed by directors.

### 4.2 Implement an internal system to meet the efficient running of Wai Maori

Goal	Operational objective	Performance measure
Distribution, leverage and investment policies for Wai Maori completed.	Investigate and develop draft policies.	All policies drafted for piloting in 2008.

### 4.3 Meet all statutory requirements including reporting and policy development

Goal	Operational objective	Performance measure
Statutory requirements met.	Completion of half yearly reports and annual reports.	Reports completed in a timely manner.



# Financial Statements

2006 – 2007

## Statement of Financial Performance

	Budget 2007	Budget 2006	Unaudited Actual 2006
	\$	\$	\$
<i>Revenue</i>			
Distributions Received from Te Ohu Kai Moana Trust	685,000	400,000	113,068
<b>Total Revenue</b>	<b>685,000</b>	<b>400,000</b>	<b>113,068</b>
<i>Trust Expenses paid by Te Wai Maori Trustee Limited on behalf of the Trust.</i>			
Travel & Accommodation	50,400	67,000	20,034
Professional Services	231,000	111,000	52,847
Information Services	50,000	-	-
Reporting & Accountability	40,000	101,000	7,537
Administration	22,000	5,233	1,923
Programme Delivery	69,000	79,000	30,727
Overhead	65,000	36,767	-
Research Funds	157,600		-
<b>Total Expenditure</b>	<b>685,000</b>	<b>400,000</b>	<b>113,068</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Statement of Service Performance

	Budget 2007	Budget 2006	Unaudited Actual 2006
	\$	\$	\$
<i>Trust Expenses paid by Te Wai Maori Trustee Limited on behalf of the Trust.</i>			
<b>Programme Development &amp; Implementation</b>			
Environmental scan and analysis of the industry	-	37,000	21,617
Habitat protection & enhancement	277,600	93,500	-
Freshwater fisheries pilot programme	-	92,000	-
Research & Education	189,000	-	-
Develop and implement national programme	-	88,733	10,565
Strategic Relationships	122,400	-	-
Governance & Management	96,000	88,767	80,886
<b>Total Expenditure</b>	<b>685,000</b>	<b>400,000</b>	<b>113,068</b>
<i>Revenue</i>			
Distributions Received from Te Ohu Kai Moana Trust	685,000	400,000	113,068
<b>Total Revenue</b>	<b>685,000</b>	<b>400,000</b>	<b>113,068</b>
<b>NET SURPLUS (DEFICIT)</b>	<b>-</b>	<b>-</b>	<b>-</b>

## Directors

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**Morrie Love**

*Te Atiawa*

Morrie has a Bachelor of Engineering (Agricultural). He has been involved in Maori resource management for many years. He has managed the Maori Secretariat (Maruwhenua) in the Ministry for the Environment and served as a director of the Waitangi Tribunal. He is currently Managing Director of Raukura Consultants based in Wellington.



**Prue Kapua**

*Te Arawa*

Prue Kapua is a principal in her legal firm Tamatekapua Law based in Auckland and specialising in resource management, Treaty of Waitangi issues, race relations, human rights and medico legal litigation. She worked for the Deputy Prime Ministers office from 1988 -1989 and was the Chief Investigation Officer for the Race Relations Office from 1983 -1988. She has served as a member of the Environmental Risk Management Authority and is on the board for the Allan Wilson Centre for Molecular Ecology and Evolution.



**Archie Tairaoa**

*Ngati Haua, Ngati Kurawhatia, Te Ati Haunui-a-Paparangi, Ngati Tuwharetoa, Ngati Apa, Ngati Maru*

Archie is a former Commissioner of the Treaty of Waitangi Fisheries Commission and facilitated the Commission's Freshwater Fisheries Sub-Committee. During the 1992 Maori fisheries negotiations Archie was the Convenor of Maori Congress – a group charged with providing a forum for iwi to address issues on a national basis. Archie had an active role in the Commission leading its work in customary fisheries – including marine mammals. He is currently the Chair of the Whanganui River Maori Trust Board.



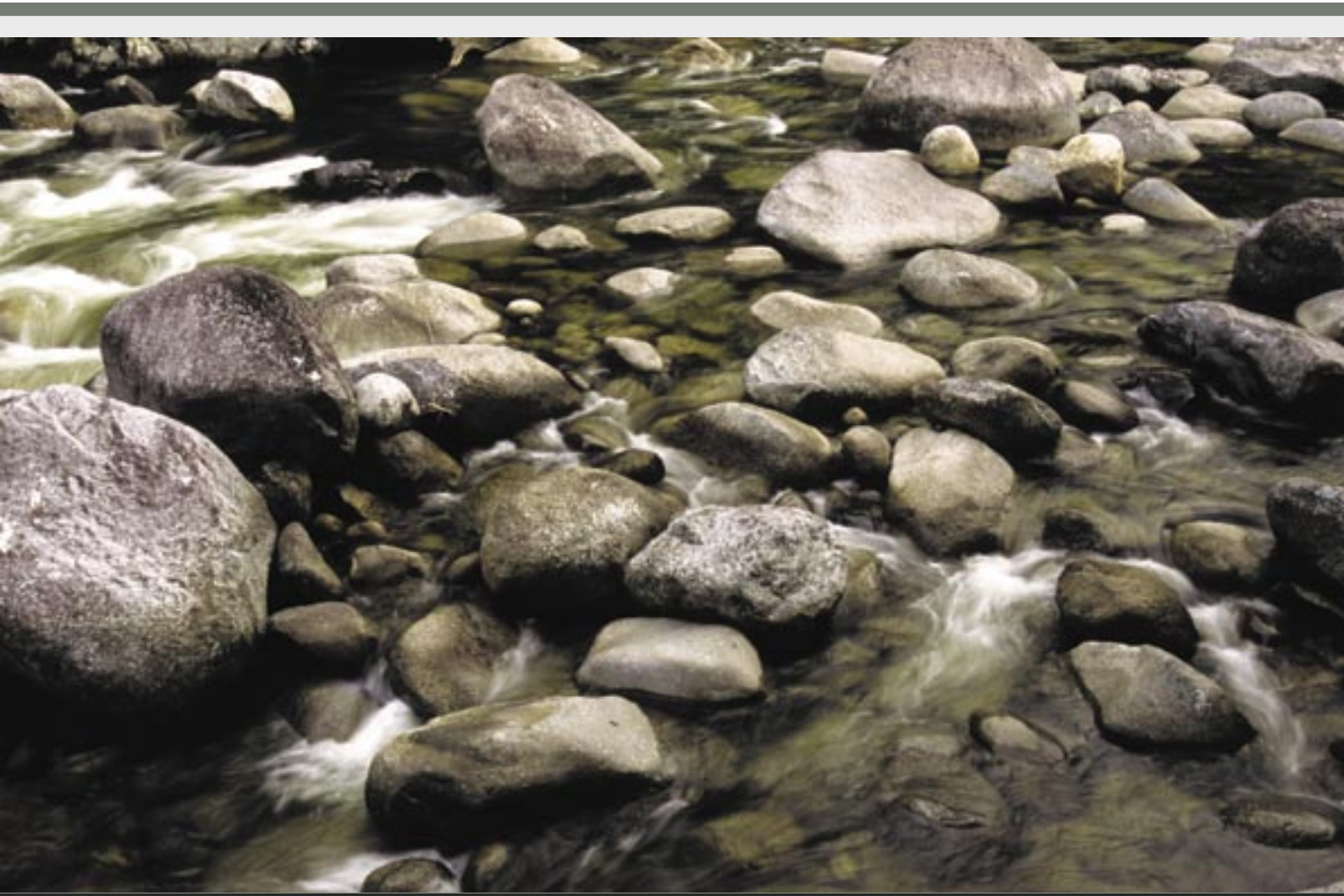
REGISTERED OFFICE

Level One Revera House (ex Hitachi House)  
48 Mulgrave Street Thorndon Wellington

POSTAL ADDRESS

PO Box 3277 Wellington

Telephone +64 4 931 9500 | Facsimile +64 4 931 9518



[www.teohu.maori.nz](http://www.teohu.maori.nz)