

MATAHIWI MARAE

STRATEGIC DIRECTION

OHOTU 1C1 TRUSTEES



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Acknowledgement

We acknowledge our ancestors who set aside the land that our marae and urupa are built on so that their descendants would always have a place to return to. We also acknowledge all of the hard work that has been done by many people in the past to bring the marae to the place that it is today. All of the fundraisers, working bees, committee meetings and the discussions, disagreements, tears, fun and laughter helped to bind the people together. It is the people who had made it and continue to make it all happen.

1.0 Introduction

Matahiwi is the name of the bush-clad puke on the western side of the Whanganui River straight above the marae, which can be seen from the wharepuni, Taanewai. The marae is situated fifty-five kilometres up river from the Whanganui Township. The word Matahiwi is translated as *“The face on the ridge”* (mata- face; hiwi-ridge) and is where the marae gets its name.

On the 4th July 1902 papakainga was cleared and the first point of task was to build a wharepuni. The wharepuni was built from pit-sawn wood from the surrounding area and was cut in to boards and scattling before being sledged to the marae. The carvings were already brought with them from Hikurangi and the wharepuni Taanewai was erected and opened on the 26th July 1902.

On the door of the wharepuni is etched the date 1917, 1957 and 1978 which refers to the years that Taanewai had been renovated. Within Taanewai are whakairo that were carved with pounamu tools and were brought from Hikurangi also.

“Whakairo on the Whanganui River has endured various hurdles, changes that invariably affected the development of this medium. With the arrival of European settlers Māori moved from the “stone age” and adapted to the steel chisel. The wharetupuna Taanewai of Matahiwi bears the signs of pounamu-hewn whakairo, remnants of a pre-steel chisel period.

2.0 Background/Current Status

Matahiwi Marae has served the community, its beneficiaries and hapū extremely well since its establishment. The marae has hosted individuals, families and organisations in times of celebration and in times of sadness and continues to do so to the present day. In the years of the marae’s existence it has hosted thousands upon thousands of locals and visitors, however over the last 10 years the age, wear and tear on the marae and its facilities is clearly evident.

Past and present Marae committee members and Trustees have worked diligently over the years to establish a development and maintenance plan for the marae. A conservation and feasibility study is currently underway which takes into consideration the renovation, modification and where necessary construction of new buildings that will provide improvements to the facilities and overall use of the marae now and for the future.

The Matahiwi Marae Strategic Plan 2012-2017 will be a continuation of the development for the marae. This document sets out our strategy for the next 5 years and clearly identifies the vision, goals, direction and objectives needed to achieve what we as a people want to do.

Integral to the success of this strategic plan is the continued support of our beneficiaries, hapū and local community. In order to facilitate your access to information and participation or contribution, the Trustees are in the process of setting up a Website (matahiwi-ohotu.co.nz & matahiwimarae.co.nz), which will also link to “Facebook”.

3.0 STRATEGIC DIRECTION

Our Vision – Hold fast to the treasures handed down by our tupuna for the benefit of the present and future generations

Our Values – The Trustees

• **Moral Courage** • **Commitment** • Respect • Honesty • **Integrity**

Our Guiding Principles – The Trustees

The implementation of this strategic plan will be guided by the following principles:

- Humility and patience
- Unity and commitment
- Transparency and accountability
- Resilience and Innovation
- Compassion with understanding
- Diligence with firmness
- Endurance with determination

Note: *It is our desire that our Tikanga will be reflected in the implementation of all aspects of this plan by upholding the mana of our marae and Hapū, which will be paramount in all that we say and do.*

Identify Strategic Goals and Objectives

The Trustees identified the ensuing goals; expectations and strategies required that reflect the aspirations and how they envisaged what the future of the marae would appear like in the next 1-5 years. This was achieved by asking the following questions.

- *What will give direction to the Trustees existence?*
- *What will be the driving forces behind the Trustees?*
- *What principles do the Trustees want most to realise?*
- *What values do the Trustees want to guide it?*

The Marae Trustees in consultation with whānau input, identified that over the next 4-5 years they would most like to realise that the marae:

- a. It is a vibrant and living environment being fully utilized.
- b. Regular Wananga and Hui based around maraetanga, tikanga and whakapapa.
- c. Has fully restored taonga (carvings, tukutuku panels, whakairo etc) for our whare tupuna.
- d. Provides modern, functional amenities and facilities.
- e. Be in serviceable condition with an ongoing maintenance plan.

Expectations resulting from the ideas above are that, we the Trustees will have contributed to developing:

- a. Effective governance and leadership (Trustee roles and responsibilities).
- b. Future development with a succession plan.
- c. Widespread awareness of the Marae Trustees goals and activities through a Marae website with a link to Facebook and other media mediums.
- d. Community wide support and participation in the achievement of our goals.

The developments identified as being important to the wellbeing, growth and success of the Marae are:

- a. A policy framework on which effective Marae Trustees decisions can be made.
- b. Strategies to focus effective activities in achieving marae strategic goals and objectives.
- c. Implementation plans for all key strategies.
- d. Identifying and recruiting the right people with the right skills.
- e. Clearly defined responsibilities within the Marae Trustees.
- f. Strong relationships with the community and all key stakeholders.
- g. Funding strategies and streamlines.



4.0 Pathway To The Future

Stock Take of where we are today

In planning a pathway to the future the Trustees decided it was necessary to review the current status of the Marae, its assets and surroundings. As a baseline we utilized the Matahiwi Marae Feedback Report (see Annex A: TPK – Matahiwi Marae Feedback Report) conducted sometime during 2009 and in doing so provided us with the necessary data, which identified our shortfalls and deficiencies.

The following are key areas that demonstrate the current status of the Marae:

- a. Repairs and renovation to the whare tupuna and wharekai are necessary
- b. New toilet and shower block required
- c. Marae facilities and services need modernizing
- d. Require fire evacuation plan
- e. Lack of clarity around practices and procedures (Policies – Health & Safety, Use of facilities etc)
- f. No strategies to give direction and focus going forward (fundraising, income, etc)
- g. There is a strong sense of whānaungatanga and whakapapa links amongst the Trustee members.

Journey the Path of Least Resistance

In having a clear view of where the Marae Trust is currently at and what are the key issues it faces particularly in the short term, the Trustees then asked the question; *“What actions do we need to take as a team in order to be strong enough to achieve our goals and keep the Marae Trustees moving forward?”* As a result the following were identified as areas in which strengthening would definitely be necessary if Matahiwi Marae is to have momentum moving forward. These are:

- a. Establish good clear policies, procedures and practices.
- b. Establish a set of portfolios to effectively spread the workload amongst the Marae Trustees
- c. All Marae Trustees need to have a role in at least one marae portfolio.
- d. Develop a communication strategy that promotes the significance of our purpose and vision.
- e. Promote the local community, marae, beneficiaries, Hapū and whānau of Matahiwi.
- f. Introduce prudent planning.
- g. Share marae and hapū information locally, nationally and internationally.
- h. Engage whānau and our community through regular marae events and activities (vital to engage tamariki and rangatahi).
- i. Engage with and support other marae and their communities.
- j. Up skill our collective and individual knowledge, capability and capacity (history, marae, reo, paepae etc).
- k. Strengthen our knowledge in respect to whakapapa knowledge and marae protocol.
- l. Encourage whānau and rangatahi involvement through training and education.
- m. Establish sound funding strategies.

Other areas that would contribute significantly to moving forward the momentum of the Marae Trustees would be:

- a. Advocacy and assistance from TPK, Whanganui
- b. Advocacy and encouragement from Department of Internal Affairs, Palmerston North
- c. Needs and Gaps analysis.

Key Stakeholders In planning the Marae Trustee's *Pathway to the Future*, the Trust concluded that they must ensure they have an intimate relationship with certain government agencies including, TPK Whanganui, Department of Internal Affairs, Wanganui District Council and more importantly the surrounding Maraes' and communities on the Whanganui River. Additionally it was also concluded that it was vitally important for the Marae Trustees to form strategic alliances with Tamaupoko Runanga, Mauri Ora and Nga Hononga Marae for possible social and economic linkages.

Blocks and Constraints Through this strategic planning process a couple of concerns have emerged that were considered to be of risk to the Marae Trustees in achieving its goals. These concerns are:

- Low trustees participation and contribution and leaving it all to a small group of committed people
- The lack of adequate commitment to fundraising or investment may hamper the completion of the actions the Trustees needs to take

Strengths In developing the *Pathway to the Future*, the Marae Trustees assessed its ability to pick up on the strategic issues that may constrain efforts to fulfill its purpose and achieve its goals. There is considerable confidence that the Marae Trustees with the support of whānau, hapū and other key stakeholders will ultimately utilize the strengths of the collective, which are based on:

- a. Leadership
- b. Genuine desire to improve the status of the marae
- c. Whakapapa links
- d. Whānaungatanga
- e. The right people with the right skills and experiences

5.0 Key Focus Areas

If the Marae Trustees are to give positive effect to its purpose then the key focus areas for this initial strategic plan are the following:

Political Mindfulness

- 1.1. Be in a position of strength, politically at a marae, hapu and iwi level.
- 1.2. There is an expectation for leadership and courage from the Marae Trustees to take ownership of this strategic-plan and provide the necessary direction.
- 1.3. Manage assigned objectives IAW the role and responsibilities of Trusteeship.
- 1.4. Establishment of policy to give concise guidelines for decision-making and for enforcing appropriate procedures and practices.
- 1.5. Ensure the effective and efficient operation of the Marae and the safety and wellbeing of all who visit, participate or work on the marae.

Culturally Understanding

- 2.1 Maintain and consolidate cultural values and standards, which underpins all Marae activities and procedures.
- 2.2 Establishing Wananga Programs where whānau can participate in learning about the marae history, whakapapa and Te Reo.
- 2.3 Develop and implement a succession plan to strengthen the long-term capability and to practice marae tikanga, manaakitanga and wairuatanga.

Economically Sustainable

- 3.1 Prudently manage our marae assets.
- 3.2 Establish, promote and support economic initiatives, tourism, creative endeavors, sustainable fisheries, agriculture, forestry and any entrepreneurial initiatives including joint ventures with other marae, hapu and iwi that will benefit the Matahiwi marae now and for the future.

Environmentally Respectful

- 4.1 Share with beneficiaries and hapu members how Matahiwi Marae management and protection of natural resources can be achieved based on the cultural and spiritual values of Matahiwi Marae.

Socially Sensible

- 5.1 Effective communications and the ability for whānau to participate in other local marae, communities, hapu and Iwi activities which are vital to the realisation of this strategic plan.
- 5.2 Express and share our dreams, directions, achievements, as well as opportunities and threats, will be well communicated to Matahiwi Marae whanau. Opportunities for participation in local marae, community, hapu and Iwi activities will be continually expanded.