



Te Tōpuni
Ngārahu



Rautaki

2027 - 2031

Te Tōpuni Ngārahu Cultural Narrative

Tahia tahia te marae nei koia ko Tarawainuku.

Horahia atu te takapou nei ko Tāpakimarae tōna ingoa

Ko te takotoranga o ngā kōrero tuputupua o ngā matua I ahu mai i te whare o Kaimirumiru

E titiro iho ai a Tāne i uta te ahi o Tahurangi

Uru atu au i te paepae roa i te paepae tapu o te whare o Tāne. Uru atu ai au e tane ki roto

Tiritiria ngā ngārahu tapu ki waho e hai

Te Kāhui Tupua & Te Tōpuni Ngārahu Values

Ko Te Kāhui Tupua, he rārangi maunga here ā-nuku, here ā-rangi

Te Kāhui Tupua, the mountain range binding heaven and earth

Ko Te Kāhui Tupua, koia ko ō matou nei okiokinga, ko mātou nei tō
rātou okiokitanga

Te Kāhui Tupua, our embodiment in life and death

Ko Te Kāhui Tupua, ko te puna i heke mai ai te tangata

Te Kāhui Tupua, from which we descend and take our identity

Ko Te Kāhui Tupua, ko Tawhito Kawa, he kawa ora

Te Kāhui Tupua, the ancestral knowledge, the ancient law, the law of existence

Ko Te Kāhui Tupua, he puna koropupū, he manawa whenua, hei
mou ake nei i te tini mokopuna

Te Kāhui Tupua, a spring, a source of enduring naturally filtered water and life, protected for future generations

Te Tōpuni Ngārahu Focus Areas

Paihere Tangata

Collective Leadership

Punawai koropupū

Quality Environments

Ka tupu, ka whai hua

Wealth Creation

Kai whakatonu

Healthy Living

Korikori e te iwi

Connected Culture

Te manu ka rere

Future Knowledge

Executive Summary

Introduction

Te Tōpuni Ngārahu exists to hold and exercise collective responsibility on behalf of Ngā Iwi o Taranaki in matters that affect our whenua, our people, and our future generations. This 5-Year Strategic Plan (2027–2031) sets out how that responsibility will be carried forward, grounded in He Kawa Tupua and guided by the aspirations of the iwi we serve.

At its core, this Plan is about authority, care and continuity. It reflects a shared commitment to restore and uphold the mana of Te Kāhui Tupua, to strengthen iwi leadership and capability, and to ensure that decisions made today deliver enduring wellbeing for our mokopuna. It recognises that meaningful change is achieved not through isolated initiatives, but through coordinated, tikanga-led leadership that aligns governance, culture, environment and economic opportunity.

The Plan is deliberately designed to operate at a system level. Te Tōpuni Ngārahu role is to convene, align, influence and enable. Across all strategic focus areas, the emphasis is on strengthening collective voice, reducing fragmentation, and embedding iwi values and aspirations into the systems and decisions that shape Taranaki's future. Ultimately, it is an expression of intergenerational stewardship—honouring our past, strengthening our present, and safeguarding the wellbeing of those yet to come.

At a recent Trust meeting the Board resolved to adopt the following strategic priorities;

Te Kāhui Tupua: Maunga
Mātanga mai ai: Cultural
Pūngao ka rere: Energy Futures
Tūruhi ka eke: Tourism

The strategic priorities are aligned with the Te Tōpuni Ngārahu (TTN) strategic framework.

This document is structured around the four strategic priorities, setting out the long-term outcomes sought, the actions required, and how progress will be measured over the next five years. Each section explains not only what we aim to achieve, but how these priorities collectively strengthen iwi authority, capability, and intergenerational stewardship across Taranaki.

Strategic Priority Areas



Te Kāhui Tupua: Maunga

To give practical effect to He Kawa Tupua by restoring mana, embedding Ngā Pou Whakatupua in governance and operations, and advancing the aspirations of Ngā Iwi o Taranaki.



Mātanga mai ai: Cultural

Mātanga mai ai nurtures confident practitioners and collective cultural leadership, ensuring tikanga Māori is practised, protected, and passed on while supporting whānau wellbeing across generations.



Pūngao ka rere: Energy Futures

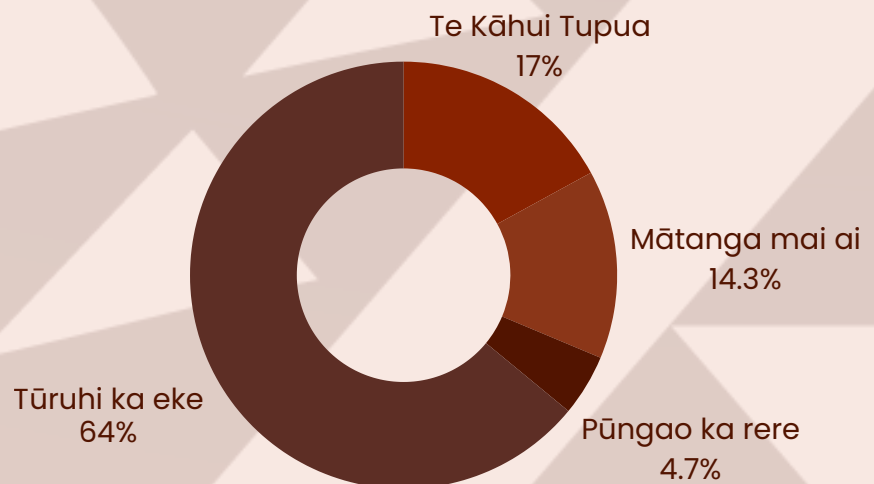
Ngā Iwi o Taranaki exercise collective authority and leadership across the energy system, achieving resilient, affordable and sustainable energy outcomes that restore mana to Te Kāhui Tupua, strengthen whānau and community wellbeing, and enable long-term intergenerational prosperity.



Tūruhi ka eke: Tourism

Māori tourism in Taranaki is shaped collectively by iwi, hapū marae & uri, grounded in tikanga, and exercised through strong iwi leadership within the regional visitor economy—ensuring cultural integrity, environmental protection, and long-term benefits for whānau and mokopuna.

Budget Linked Deliverables



Strategic Priorities



Te Kāhui Tupua: Maunga

To give practical effect to He Kawa Tupua by restoring mana, embedding Ngā Pou Whakaturua in governance and operations, and advancing the aspirations of Ngā Iwi o Taranaki.

Workstreams

Governance Arrangements

Capacity & Capability

Operational Management

Cultural Materials Plan

He Kawa Ora

Te Mana o Te Kāhui



Mātanga mai ai: Cultural

Mātanga mai ai nurtures confident practitioners and collective cultural leadership, ensuring tikanga Māori is practised, protected, and passed on while supporting whānau wellbeing across generations.

Workstreams

Tuputupua: Mātanga Development

Tahitahia: Regional Cultural Leadership

Tiritiria: Intergenerational Cultural Wellbeing



Pūngao ka rere: Energy Futures

Ngā Iwi o Taranaki exercise collective authority and leadership across the energy system, achieving resilient, affordable and sustainable energy outcomes that restore mana to Te Kāhui Tupua, strengthen whānau and community wellbeing, and enable long-term intergenerational prosperity.

Workstreams

Policy Advocacy

Regional Spatial Planning

Education, Skills and Career Pathways

Economic Growth

Monitoring, Evaluation & Learning



Tūruhi ka eke: Tourism

Māori tourism in Taranaki is shaped collectively by iwi, hapū marae & uri, grounded in tikanga, and exercised through strong iwi leadership within the regional visitor economy—ensuring cultural integrity, environmental protection, and long-term benefits for whānau and mokopuna.

Workstreams

Collective Iwi Strategic Leadership

Cultural Protection

Regional Alignment & Iwi Capacity Support

Embedding Iwi Perspectives

Iwi-led Whānau Livelihood Pathways



Te Kāhui Tupua: Maunga

Strategic Outcome:

To give practical effect to He Kawa Tupua by restoring mana, embedding Ngā Pou Whakaturua in governance and operations, and advancing the aspirations of Ngā Iwi o Taranaki.

Primary Focus Area:



Paihere Tangata

Collective Leadership

Outcomes

Outcome 1: Enduring Governance Arrangements

Enduring shared governance arrangements are established and consistently used, enabling Ngā Iwi o Taranaki and the Crown to make joint, transparent, and -tikanga aligned decisions.

Outcome 2: Capacity and Capability

Ngā Iwi o Taranaki have the leadership, workforce capability, and systems in place to participate in, lead, and benefit from contracting opportunities within Te Papa Kura o Taranaki- over the long term.

Outcome 3: Operational Management

Iwi aspirations and tikanga Māori are embedded in everyday management and decision making, resulting in operations that deliver outcomes valued and trusted by Ngā- Iwi o Taranaki.

Outcome 4: Cultural Materials

Ngā Iwi o Taranaki can safely and confidently access and use cultural materials for non-commercial purposes, with tikanga and mātauranga Māori fully protected.

Outcome 5: He Kawa Ora

He Kawa Ora is jointly approved through a robust and transparent process and is trusted as a durable framework guiding future decisions affecting Te Papa Kura o -Taranaki.

Outcome 6: Te Mana o Te Kāhui

Te Mana o Te Kāhui is actively upheld in all statutory processes, with Ngā Iwi o Taranaki meaningfully involved and confident that decisions respect their mana and relationship with Te Kāhui Tupua.

5-Year Outcome Statement

By 2031, the mana, tikanga, and aspirations of Ngā Iwi o Taranaki are visibly and consistently reflected in how Te Papa Kura o Taranaki- is governed, managed, and protected.



Te Kāhui Tupua: Maunga

Strategic Outcome:

To give practical effect to He Kawa Tupua by restoring mana, embedding Ngā Pou Whakaturua in governance and operations, and advancing the aspirations of Ngā Iwi o Taranaki.

Primary Focus Area:



Paihere Tangata

Collective Leadership

Key Actions

- Establish and consistently apply enduring shared governance arrangements so all key decisions are made jointly under the Act.
- **Grow an intergenerational iwi leadership and workforce pipeline** by prioritising iwi led contracting, capability development, and succession into leadership roles.
- **Embed iwi aspirations and tikanga Māori** as standard practice in everyday planning, decision-making, and management.
- **Implement a Cultural Materials Plan** that enables safe, tikanga aligned, non-commercial iwi access while protecting mātauranga Māori.
- **Deliver and jointly approve He Kawa Ora** and apply it as the primary framework guiding future statutory and operational decisions.
- **Ensure all statutory processes actively uphold Te Mana o Te Kāhui** through early, meaningful iwi involvement and tikanga informed decision making

Direct Outcomes

- Enduring and trusted shared governance and management arrangements.
- Increased Iwi leadership and contracting capability.
- Iwi aspirations are embedded in daily operations.
- Culturally safe and Tikanga-aligned access to cultural materials.
- He Kawa Ora is a trusted decision-making framework.
- Te Mana o Te Kāhui is upheld in statutory processes.

Indirect Outcomes

- Strengthened Rangatiratanga and Mana Motuhake over matters affecting Te Papa-Kura-o-Taranaki.
- Intergenerational capability and leadership continuity in taiao and Te Papa-Kura-o-Taranaki care.
- Economic resilience and iwi prosperity through regenerative commercial ventures.
- Improved trust and relationship quality between iwi, crown agencies and partners.
- Culturally grounded and adaptive management system across governance, operations, and statutory practice.
- Enhanced environmental and cultural stewardship of Te Papa-Kura-o-Taranaki.



Te Kāhui Tupua: Maunga

Strategic Outcome:

To give practical effect to He Kawa Tupua by restoring mana, embedding Ngā Pou Whakaturua in governance and operations, and advancing the aspirations of Ngā Iwi o Taranaki.

Primary Focus Area:



Paihere Tangata

Collective Leadership

Objectives, Indicators and Targets

1: Governance

Objective: Establish clear, enduring governance arrangements that enable effective co-governance and co-management under the Act.

Indicator	Measure	Target
Enduring governance arrangements established	Governance structures and protocols agreed and documented	All required arrangements in place
Governance arrangements actively used	% of key decisions made through agreed co-governance processes	≥90%
Partner confidence in governance	Iwi and Crown confidence in governance arrangements	≥80% positive feedback

2: Capacity and Capability

Objective: Increase Ngā Iwi o Taranaki capacity and capability to participate in and benefit from Te Papa-Kura-o-Taranaki contracting opportunities.

Indicator	Measure	Target
Emerging iwi leaders' progression	% of rangatahi progressing through leadership stages	Year-on-year increase
Iwi leadership roles	Proportion of leadership and contract lead roles held by iwi	Increasing trend; ≥50% long-term
Iwi-led tender participation	# and % of tenders submitted by iwi entities	Annual increase
Contract success rate	% of iwi tenders awarded	≥25–40%

3: Operational Management

Objective: Embed iwi aspirations in the everyday management and decision-making of Te Papa-Kura-o-Taranaki.

Indicator	Measure	Target
Operational alignment	% of operational plans reflecting iwi aspirations	100%
Iwi-informed decisions	% of key decisions with iwi input	≥90%
Tikanga applied in practice	Evidence of tikanga use in day-to-day management	Fully embedded
Management capability	% of managers trained and competent	100%
Iwi-valued outcomes delivered	# of operational outcomes aligned to iwi priorities	Year-on-year increase
Iwi confidence	Iwi satisfaction with daily management	≥80% positive feedback



Te Kāhui Tupua: Maunga

Strategic Outcome:

To give practical effect to He Kawa Tupua by restoring mana, embedding Ngā Pou Whakaturua in governance and operations, and advancing the aspirations of Ngā Iwi o Taranaki.

Primary Focus Area:



Paihere Tangata

Collective Leadership

Objectives, Indicators and Targets

4: Cultural Materials

Objective: Enable Ngā Iwi o Taranaki to safely access and use cultural materials for non-commercial purposes in accordance with tikanga and mātauranga Māori.

Indicator	Measure	Target
Cultural Materials Plan approved	Plan developed, consulted on, and endorsed	Plan in effect
Access pathways established	Documented, accessible processes available	100%
Iwi access enabled	# of approved access requests	Increasing as required
Tikanga compliance	% of use compliant with tikanga/mātauranga	100%
Cultural safety incidents	# of breaches or misuse events	0
Iwi satisfaction	Iwi confidence in Plan	≥80% positive feedback

5: He Kawa Ora

Objective: Oversee the development of He Kawa Ora and ensure confidence in its joint approval process.

Indicator	Measure	Target
He Kawa Ora developed	Plan completed to agreed scope	Delivered on time
Joint approval achieved	Approval by iwi and Minister of Conservation	Approval secured
Process transparency	Governance and decision steps documented	100%
Iwi confidence in process	Iwi confidence in fairness and tikanga alignment	≥80% positive feedback
Issues resolution	Outstanding issues at approval stage	0 unresolved

6: Te Mana o Te Kāhui

Objective: Actively uphold Te Mana o Te Kāhui in all statutory processes affecting Te Papa-Kura-o-Taranaki.

Indicator	Measure	Target
Statutory alignment	% of statutory processes explicitly recognising Te Mana o Te Kāhui	100%
Iwi involvement	% of statutory processes with iwi input	≥90%
Responsiveness	% of iwi input addressed or reflected	≥85%
Tikanga-informed decisions	Statutory decisions informed by tikanga/mātauranga	100% where relevant
Iwi trust in statutory processes	Iwi confidence in processes	≥80% positive feedback



Te Kāhui Tupua: Maunga

Strategic Outcome:

To give practical effect to He Kawa Tupua by restoring mana, embedding Ngā Pou Whakaturua in governance and operations, and advancing the aspirations of Ngā Iwi o Taranaki.

Primary Focus Area:



Paihere Tangata

Collective Leadership

Outcome Measurements

Outcome: Governance

Who	What changes	Target
1. Enduring co-governance arrangements are in place and actively used.	Governance decisions are made jointly and consistently through agreed co-governance structures, rather than ad hoc or parallel processes.	Through formally documented governance arrangements, clear decision-making protocols, and regular use of agreed joint forums under the Act.
2. Shared confidence in transparent, fair, tikanga-aligned governance.	Iwi and Crown partners trust governance processes and feel confident decisions are being made in a fair and culturally appropriate way.	By embedding tikanga-aligned processes, clear information sharing, and regular reporting on governance decisions and rationale.
3. Stable and adaptive governance relationships.	Governance relationships endure over time and adapt to change without undermining trust or statutory intent.	Through agreed review mechanisms, clear roles and responsibilities, and ongoing relationship management between partners.

Outcome: Capacity and Capability

Who	What changes	Target
1. Increased iwi capability to lead and benefit from contracting.	More Ngā Iwi o Taranaki members and entities are directly involved in delivering contracts and capturing economic and social benefits. and a strong intergenerational leadership pipeline.	By supporting iwi-led tender participation, workforce development initiatives, and transparent contracting processes.
2. An intergenerational iwi leadership pipeline is established.	Rangatahi progress into leadership, management, and governance roles over time, supported by experienced leaders.	Through structured leadership pathways, mentoring, succession planning, and opportunities to lead contracted work.
3. Reduced reliance on external providers.	Iwi capability increases to the point where fewer external contractors are required for key activities.	By building iwi skills, retaining capability within iwi organisations, and progressively transferring roles and responsibilities.



Te Kāhui Tupua: Maunga

Strategic Outcome:

To give practical effect to He Kawa Tupua by restoring mana, embedding Ngā Pou Whakaturua in governance and operations, and advancing the aspirations of Ngā Iwi o Taranaki.

Primary Focus Area:



Paihere Tangata

Collective Leadership

Outcome Measurements

Outcome: Operational Management

Who	What changes	Target
1. Iwi aspirations guide everyday management.	Daily planning and management decisions consistently reflect iwi priorities, not just high-level strategy.	By embedding iwi aspirations in operational plans, decision templates, and management accountability frameworks.
2. Tikanga and kaupapa Māori are normalised in operations.	Tikanga Māori is routinely practised across meetings, decision-making, and operational behaviours.	Through management capability building, clear expectations, and consistent leadership modelling of tikanga-based practice.
3. Operations deliver outcomes valued by iwi.	Day-to-day activities produce tangible outcomes that iwi recognise as meaningful and beneficial.	By aligning operational priorities to iwi outcomes and monitoring delivery against iwi-defined measures of success.

Outcome: Cultural Materials

Who	What changes	Target
1. Iwi can safely and confidently access cultural materials	Ngā Iwi o Taranaki members are able to access and use cultural materials without unnecessary barriers or risk.	Through a clear Cultural Materials Plan, simple access pathways, and documented non-commercial use processes.
2. Tikanga and mātauranga Māori are protected	Cultural integrity is maintained, with no misuse or inappropriate handling of cultural materials.	By applying tikanga assessments, cultural safety controls, and clear conditions for use.
3. The Cultural Materials Plan is trusted by iwi	Iwi have confidence that the Plan both enables access and safeguards cultural values.	Through iwi involvement in plan development, clear guidance, and regular feedback mechanisms.



Te Kāhui Tupua: Maunga

Strategic Outcome:

To give practical effect to He Kawa Tupua by restoring mana, embedding Ngā Pou Whakaturua in governance and operations, and advancing the aspirations of Ngā Iwi o Taranaki.

Primary Focus Area:



Paihere Tangata

Collective Leadership

Outcome Measurements

Outcome: He Kawa Ora

Who	What changes	Target
1. He Kawa Ora is jointly approved through a robust process	He Kawa Ora is formally approved and recognised as legitimate by both iwi and the Crown.	Through clear governance, transparent development processes, and joint decision-making as co-approvers.
2. Shared confidence in He Kawa Ora	Parties trust He Kawa Ora as a durable and culturally grounded framework.	By ensuring tikanga-aligned development, appropriate engagement, and clear documentation of decisions.
3. Clear guidance for future decisions	Future decisions affecting Te Papa-Kura-o-Taranaki are more consistent and predictable.	By using He Kawa Ora as a guiding framework in relevant statutory and operational contexts.

Outcome: Te Mana o Te Kāhui

Who	What changes	Target
1. Te Mana o Te Kāhui is upheld in statutory processes	Statutory processes actively recognise and reflect the mana and relationship of Ngā Iwi o Taranaki with Te Kāhui Tupua.	By embedding Te Mana o Te Kāhui considerations into statutory decision-making frameworks and processes.
2. Meaningful iwi involvement in statutory decisions	Ngā Iwi o Taranaki are involved early and meaningfully in statutory processes that affect Te Papa-Kura-o-Taranaki.	Through defined engagement points, clear expectations for iwi input, and responsive decision-making.
3. Statutory processes are trusted by iwi	Iwi trust statutory processes as fair, respectful, and reflective of their rangatiratanga.	By ensuring transparency, tikanga-aligned engagement, and feedback loops to iwi on statutory outcomes.



Te Kāhui Tupua: Maunga

Strategic Outcome:
To give practical effect to He Kawa Tupua by restoring mana, embedding Ngā Pou Whakaturua in governance and operations, and advancing the aspirations of Ngā Iwi o Taranaki.

Primary Focus Area:



Monitoring, Evaluation and Learning (MEL)

The Maunga Monitoring, Evaluation & Learning (MEL) framework ensures Te Tōpuni Ngarahu can track progress, demonstrate accountability, and support continuous improvement in delivering outcomes for Ngā Iwi o Taranaki and Te Papa-Kura-o-Taranaki.

Method	Purpose	Frequency
Performance Dashboards	Track KPIs and targets across all objective areas	Quarterly
Governance and Operational Reporting	Evidence use of agreed processes and decision-making	Quarterly
Surveys and Hui-Based Feedback	Capture iwi confidence, trust, and lived experience	Annually
Programme and Participation Tracking	Monitor leadership progression, workforce development, and access	At completion of programmes/events
Qualitative Assessment	Assess tikanga application, mana, and iwi-defined success	Annually





Mātanga mai ai: Cultural

Strategic Outcome:

Mātanga Mai Ai nurtures confident practitioners and collective cultural leadership, ensuring tikanga Māori is practised, protected, and passed on while supporting whānau wellbeing across generations.

Primary Focus Area:



Korikori e te iwi

Connected Culture

Outcomes

Outcome 1: Confident Cultural Practitioners

Participants practice in supported, tikanga-led environments with mentoring, they gain confidence and competence, leading to uptake of cultural responsibilities and roles.

Outcome 2: Regional Cultural Leadership

Mātanga collaborate through shared standards and forums, regional alignment strengthens, and leadership becomes collective rather than isolated.

Outcome 3: Sustained Wellbeing and Participation.

Wellbeing is integrated with cultural practice, whānau sustain participation and experience intergenerational benefits.

5-Year Outcome Statement

By 2031, tikanga Māori is confidently practised and upheld across Ngā Iwi o Taranaki, supported by collective cultural leadership and sustained participation that strengthens intergenerational wellbeing.

Key Actions

- Provide supported, tikanga-led- learning environments that build practitioner confidence, capability, and readiness to carry cultural roles and responsibilities.
- Enable collective, regionally aligned cultural leadership through shared forums, collaborative initiatives, and agreed standards of practice across iwi.
- Design and deliver cultural programmes that support long-term- participation and wellbeing across generations.

Direct Outcomes

- Practitioners develop the confidence, capability, and readiness to practise tikanga Māori, te reo Māori, and carry cultural roles through supported, tikanga-led- learning environments.
- Cultural leadership becomes collective and regionally connected, with mātanga collaborating across iwi through shared forums, initiatives, and agreed standards of practice.
- Whānau participation in tikanga-led- cultural programmes is sustained over time and contributes to improved confidence, connection, and wellbeing.

Indirect Outcomes

- Cultural knowledge, practice, and responsibility are sustained across generations, strengthening cultural continuity and resilience over time.
- An enduring, regionwide cultural leadership system is established, reducing reliance on individuals and embedding tikanga-led leadership across Ngā Iwi o Taranaki.
- Strong cultural identity, intergenerational engagement, and long-term whānau and community wellbeing are reinforced through ongoing cultural participation.



Mātanga mai ai: Cultural

Strategic Outcome:

Mātanga Mai Ai nurtures confident practitioners and collective cultural leadership, ensuring tikanga Māori is practised, protected, and passed on while supporting whānau wellbeing across generations.

Primary Focus Area:



Objectives, Indicators and Targets

1: Normalize Te Reo and Tikanga in everyday contexts.

Objective: Increase everyday use and confidence in te reo Māori and tikanga Māori across whānau, communities, and practice settings.

Indicator	Measure	Target
Daily use of te reo Māori	% of participants reporting daily reo use	40%
Tikanga adoption	Number of sites adopting tikanga guidelines	25 sites
Digital reo engagement	Number of active users of Te Reo App	3,000 active users

2: Strengthen Participation in cultural practices and events

Objective: Increase participation, retention, and confidence in tikanga led- cultural practice.

Indicator	Measure	Target
Participation growth	% increase in attendance at cultural programmes and events	+60% growth
Confidence uplift	Change in participant confidence (pre/post assessment)	+2 point gain (5-point scale)
Retention	Participant retention across programmes	High / sustained retention

3: Build Confident Cultural Practitioners

Objective: Develop confident practitioners who are ready to take on tikanga, reo, and ceremonial responsibilities.

Indicator	Measure	Target
Capability uplift	Evidence of increased practitioner capability	Year-on-year improvement-
Practitioner confidence	Self-reported confidence and readiness	Consistent positive trend

4: Strengthen Regional Cultural Leadership

Objective: Enable collective, regionally aligned cultural leadership across iwi.

Indicator	Measure	Target
Joint iwi initiatives	Number of collaborative cultural initiatives	Increasing annually
Shared cultural guidance	Adoption of shared regional cultural standards/guidance	Widely adopted
Regional collaboration	Participation in regional forums, hui, and symposiums	Sustained participation

5: Support Sustained Wellbeing and Participation

Objective: Ensure cultural participation contributes to sustained wellbeing and intergenerational engagement.

Indicator	Measure	Target
Wellbeing outcomes	Improved wellbeing indicators linked to participation	Positive trend
Participation sustainability	Long-term engagement across age groups	Intergenerational participation evident



Mātanga mai ai: Cultural

Strategic Outcome:

Mātanga Mai Ai nurtures confident practitioners and collective cultural leadership, ensuring tikanga Māori is practised, protected, and passed on while supporting whānau wellbeing across generations.

Primary Focus Area:



Korikori e te iwi

Connected Culture

Outcome Measurements

Outcome 1

Who	What changes	Target
1. Confident cultural leaders/practitioners across Ngā iwi o Taranaki	Increased cultural confidence, capability, and readiness to undertake tikanga, reo, ceremonial roles	Structured wānanga; tuakana/teina mentoring; senior mātanga engagement; culturally grounded environments

Outcome 2

Who	What changes	Target
2. Established and emerging mātanga across iwi, and collaborating regionally	Stronger cross-relationships, shared practice, and collective approaches	Facilitated hui; tuakana/teina relationships; co-designed wānanga; regional symposium engagement

Outcome 3

Who	What changes	Target
3. Marae, hapū, iwi, communities and future uri	Enduring increase in capability, confidence and participation supported by shared regional resources/pathways	Embedding practices, leadership pathways and knowledge systems across iwi and hapū

Monitoring, Evaluation and Learning (MEL)

The Mātanga Mai Ai (MMA) Monitoring, Evaluation & Learning (MEL) framework ensures that progress toward building confident cultural practitioners, collective regional leadership, and sustained wellbeing is measured, understood, and continuously improved.

Method	Purpose	Frequency
Participation Dashboards	Track participation levels, growth, retention, and reach across MMA programmes and events	Quarterly
Programme & Event Tracking	Monitor attendance, completion, mentoring participation, and practitioner progression	At end of each programme/event
Pre and Post Participation Assessments	Measure changes in confidence, capability, reo use, and readiness to take on tikanga roles	At programme start and completion
Surveys and Hui Based Feedback	Capture participant experience, confidence, wellbeing, and perceived impact	Annually
Digital Engagement Analytics	Monitor uptake and use of digital tools (e.g. Te Reo App)	Quarterly
Regional Forums and Symposium Reflection	Assess collective leadership development, collaboration, and shared practice	Annually
Qualitative Cultural Assessment	Assess tikanga integrity, leadership readiness, and iwi defined success	Annually



Pūngao ka rere: Energy Futures

Strategic Outcome:

Ngā Iwi o Taranaki exercise collective authority and leadership across the energy system, achieving resilient, affordable and sustainable energy outcomes that restore mana to Te Kāhui Tupua, strengthen whānau and community wellbeing, and enable long-term intergenerational prosperity.

Primary Focus Area:



Punawai koropupu

Quality Environments

Outcomes

Outcome 1: Policy Advocacy

National, regional and local energy policy, regulation and planning frameworks consistently reflect and protect Māori rights and interests, enabling Ngā Iwi o Taranaki to participate meaningfully and equitably across the energy system.

Outcome 2: Regional Spatial Planning

Ngā Iwi o Taranaki have the evidence, insights and influence to shape regional spatial and energy system planning, ensuring Māori communities are connected to, benefit from, and help direct emerging energy hubs and infrastructure.

Outcome 3: Education, Skills and Career Pathways

Whānau, hapū and iwi are energy-literate and supported into meaningful education, skills and employment pathways, building a capable Māori workforce that underpins long-term energy sovereignty in Taranaki and beyond.

Outcome 4: Economic Growth

Māori businesses, iwi and hapū participate across the full energy value chain through procurement, enterprise, and collective investment, generating sustainable economic returns while strengthening Māori ownership and control of energy assets.

5-Year Outcome Statement

Ngā Iwi o Taranaki lead energy systems that uphold te taiao, meet the needs of whānau, and generate intergenerational wellbeing rather than extractive outcomes.



Pūngao ka rere: Energy Futures

Strategic Outcome:

Ngā Iwi o Taranaki exercise collective authority and leadership across the energy system, achieving resilient, affordable and sustainable energy outcomes that restore mana to Te Kāhui Tupua, strengthen whānau and community wellbeing, and enable long-term intergenerational prosperity.

Primary Focus Area:



Punawai koropupu

Quality Environments

Key Actions

- Embed iwi authority in energy policy, regulation and reform to enable Māori leadership and decision-making.
- Influence regional energy planning so future infrastructure and energy systems align with iwi, hapū and environmental priorities.
- Build Māori energy capability across education, workforce, governance and whānau energy literacy.
- Enable Māori participation and ownership across the energy value chain through procurement, enterprise and collective investment.
- Strengthen energy resilience and affordability for marae, communities and whānau.
- Ensure energy development protects te taiao and aligns with He Kawa Tupua and intergenerational responsibilities.

Direct Outcomes

- System influence: Māori rights embedded in energy policy and planning and early-stage influence over infrastructure and system design.
- Participation: Māori businesses enter energy supply chains and Iwi/hapū engage in investment and development decisions.
- Capability: Māori workforce equipped for energy roles and communities understand and engage with energy choices.

Indirect Outcomes

- Control & ownership: Increased Māori ownership or co-ownership of energy assets and strong Māori governance over energy decisions affecting rohe.
- Resilience: Reduced energy hardship and improved community and marae energy security.
- Economic self-determination: Sustainable revenue streams and energy as a platform for broader development aspirations.



Pūngao ka rere: Energy Futures

Strategic Outcome:

Ngā Iwi o Taranaki exercise collective authority and leadership across the energy system, achieving resilient, affordable and sustainable energy outcomes that restore mana to Te Kāhui Tupua, strengthen whānau and community wellbeing, and enable long-term intergenerational prosperity.

Primary Focus Area:



Punawai koropupu

Quality Environments

Objectives, Indicators and Targets

1: Policy Advocacy

Objective: Embed iwi authority, rights and priorities into energy policy, regulation and reform processes.

Indicator	Measure	Target
Māori influence in policy settings	Evidence of iwi positions reflected in energy policy, regulatory or reform processes	Iwi perspectives referenced in all major relevant policy processes
Collective advocacy coordination	Existence of coordinated iwi advocacy positions	Coordinated positions established and maintained
Early-stage policy engagement	% of engagements occurring before policy positions are finalised	≥80% early engagement
Partner confidence	Partner feedback on clarity of iwi mandate and leadership	≥80% positive feedback

2: Regional Spatial Planning

Objective: Strengthen iwi influence over where, how and for whom energy infrastructure and systems are developed.

Indicator	Measure	Target
Access to planning evidence	Availability of energy system, spatial and scenario data	Core datasets established and updated
Iwi input into spatial planning	% of relevant planning processes with iwi involvement	≥90%
Alignment with iwi priorities	Evidence of iwi priorities reflected in spatial or system plans	Reflected in all major regional plans
Reduced planning conflict	Reported downstream conflicts or rework	Declining trend



Pūngao ka rere: Energy Futures

Strategic Outcome:

Ngā Iwi o Taranaki exercise collective authority and leadership across the energy system, achieving resilient, affordable and sustainable energy outcomes that restore mana to Te Kāhui Tupua, strengthen whānau and community wellbeing, and enable long-term intergenerational prosperity.

Primary Focus Area:



Punawai koropupu

Quality Environments

Objectives, Indicators and Targets

3: Education, Skills & Career Pathways

Objective: Build Māori capability across energy literacy, workforce development and governance to underpin long-term energy sovereignty.

Indicator	Measure	Target
Energy literacy	% of participants reporting improved understanding of energy choices	Positive year-on-year increase
Workforce participation	Number of Māori entering energy-related training or roles	Increasing trend
Governance capability	Māori representation in energy governance or advisory roles	Increasing trend
Whānau confidence	Whānau confidence engaging in energy decisions	≥80% positive feedback

4: Economic Growth

Objective: Enable Māori participation, ownership and control across the energy value chain to support economic self-determination.

Indicator	Measure	Target
Māori participation	# and % of Māori businesses engaged in energy procurement or supply chains	Year-on-year increase
Investment readiness	Identification and assessment of collective investment opportunities	Pipeline established and maintained
Māori ownership	Evidence of Māori ownership or co-ownership in energy assets	Increasing over time
Economic return	Sustainable revenue streams linked to energy activity	Positive and growing contribution



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Primary Focus Area:



Punawai koropupu

Quality Environments

Outcome Measurements

Outcome: Policy Advocacy

Who	What changes	Target
1. Ngā Iwi o Taranaki, energy policy-makers and regulators	Māori rights, priorities and perspectives are reflected in energy policy and reform decisions	Through coordinated iwi advocacy, early engagement in policy processes, and provision of clear, evidence-based Māori positions
2. Ngā Iwi o Taranaki	Iwi exercise collective authority and influence over energy system settings	By using the Trust's mandate to convene iwi, align positions, and engage strategically with government and system leaders
3. Energy system partners	Greater clarity and confidence engaging with iwi on energy matters	Through consistent iwi-led signals, defined mandates, and trusted engagement pathways

Outcome: Regional Spatial Planning

Who	What changes	Target
1. Ngā Iwi o Taranaki, regional planners and councils	Energy infrastructure planning reflects iwi, hapū and environmental priorities	Through early iwi involvement in spatial planning, scenario testing, and system-level discussions
2. Ngā Iwi o Taranaki	Improved decision-making confidence about energy opportunities and risks	By building access to spatial, system and scenario data and applying it through iwi-led analysis
3. Communities and marae	Energy development better supports resilience and local benefit	By influencing infrastructure location, sequencing and design before commitments are made

Outcome: Education, Skills & Career Pathways

Who	What changes	Target
1. Whānau and communities	Increased understanding of energy choices, costs and impacts	Through targeted energy literacy initiatives and accessible information
2. Māori workforce and Rangatahi	Clear pathways into energy-related education, training and careers	By aligning education, training and industry opportunities with future energy system needs
3. Iwi and hapū	Stronger governance and leadership capability in energy decisions	Through capability building across governance, technical and community-level roles



Pūngao ka rere: Energy Futures

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Primary Focus Area:



Punawai koropupu

Quality Environments

Outcome Measurements

Outcome: Economic Growth

Who	What changes	Target
1. Māori businesses	Māori rights, priorities and perspectives are reflected in energy policy and reform decisions	Through coordinated iwi advocacy, early engagement in policy processes, and provision of clear, evidence-based Māori positions
2. Iwi and hapū	Iwi exercise collective authority and influence over energy system settings	By using the Trust's mandate to convene iwi, align positions, and engage strategically with government and system leaders
3. Ngā Iwi o Taranaki	Greater clarity and confidence engaging with iwi on energy matters	Through consistent iwi-led signals, defined mandates, and trusted engagement pathways





Pūngao ka rere: Energy Futures

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Primary Focus Area:



Punawai koropupu

Quality Environments

Monitoring, Evaluation & Learning (MEL)

The Energy Sovereignty, Monitoring, Evaluation & Learning (MEL) framework ensures that Te Tōpuni Ngārahu can track progress, demonstrate accountability, and support continuous learning as Ngā Iwi o Taranaki build collective authority, capability and participation across the energy system.

Method	Purpose	Frequency
Performance Dashboards	Track progress against Energy Sovereignty indicators and 5-year targets across policy advocacy, spatial planning, capability and economic participation	Quarterly
Policy & System Influence Tracking	Monitor evidence of iwi influence in energy policy, regulation, reform and planning processes	Ongoing; reported quarterly
Spatial Planning & Evidence Review	Assess access to, and use of, spatial, system and scenario data in iwi and Trust decision-making	Annually
Participation & Capability Tracking	Monitor Māori participation in energy education, workforce pathways, governance roles and procurement opportunities	Annually
Investment & Economic Participation Review	Track progress toward Māori participation, ownership and collective investment across the energy value chain	Annually
Surveys and Hui-Based Feedback	Capture iwi, partner and whānau confidence in energy decision-making, engagement processes and outcomes	Annually
Qualitative System Assessment	Assess changes in authority, influence, alignment with He Kawa Tupua, and perceived movement toward energy sovereignty	Annually
Board Learning & Reflection Sessions	Support Trustee understanding of emerging risks, opportunities and strategic choices in the energy system	At least annually



Tūruhi ka eke: Tourism

Strategic Outcome:

Māori tourism in Taranaki is shaped collectively by iwi, hapū marae & uri, grounded in tikanga, and exercised through strong iwi leadership within the regional visitor economy—ensuring cultural integrity, environmental protection, and long-term benefits for whānau and mokopuna.

Primary Focus Area:



Paihere Tangata

Collective Leadership

Outcomes

Outcome 1: Collective Iwi Leadership Upstream

Iwi exercise collective leadership early in tourism decision-making, shaping regional priorities, narratives, and system settings rather than responding to decisions after they are made.

Outcome 2: Tikanga and Cultural Authority Protected

Māori culture within the regional visitor economy is expressed with integrity, consistency, and iwi validation, protecting tikanga, narrative authority, and mana whenua identity as tourism evolves.

Outcome 3: Reduced Pressure on Individual Iwi

Engagement pressure and cultural risk are absorbed at a coordinated regional level, upholding iwi mana and rangatiratanga while enabling individual iwi to engage on their own terms, according to capacity and choice.

Outcome 4: Stronger System Influence and Alignment

Iwi perspectives are embedded into destination planning, investment thinking, and policy settings, improving alignment across the tourism system and reducing downstream conflict and rework.

Outcome 5: Conditions for Sustainable Whānau Pathways Enabled

Clear, iwi-led settings are established that enable iwi-owned tourism and related value chains to support sustainable whānau livelihoods over time, without placing Te Tōpuni Ngārahu in delivery or ownership roles.

Outcome 3: Future Boards Retain Choice and Control

Future Boards are equipped with evidence, clarity, and well-defined options to decide whether to progress, pause, or redirect Iwi tourism pathways without pressure, sunk cost, or loss of iwi authority.

5-Year Outcome Statement

By 2031, Māori tourism in Taranaki is shaped collectively by iwi, grounded in tikanga, and exercised through strong iwi leadership within the regional visitor economy—ensuring cultural integrity, environmental protection, and long-term benefits for whānau and mokopuna.



Tūruhi ka eke: Tourism

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Primary Focus Area:



Paihere Tangata

Collective Leadership

Key Actions

- Confirm and articulate a shared iwi position on Māori tourism priorities, limits, and areas of alignment to guide engagement across the tourism system.
- Agree a set of iwi-endorsed kaupapa, tikanga principles, and narrative safeguards to guide the use of Māori culture within the regional visitor economy.
- Establish a clear regional coordination interface that defines appropriate pathways for iwi engagement and reduces ad-hoc, duplicated requests.
- Engage strategically with key tourism agencies to test and influence upstream system settings using shared iwi evidence and perspectives.
- Identify realistic, iwi-led tourism and value-chain pathways by mapping existing assets, capabilities, constraints, and opportunities.
- Provide the Board with a clear, evidence-based set of options for iwi tourism pathways, including risks, implications, and the option not to proceed.

Direct Outcomes

- Clearer and more consistent iwi voice in tourism settings.
- Earlier iwi engagement in key tourism decisions.
- Stronger protection of tikanga and narrative integrity.
- Reduced engagement pressure on individual iwi.
- Improved alignment across the tourism system.
- Stronger evidence and decision readiness for the board.

Indirect Outcomes

- More authentic and high-integrity visitor experiences.
- Stronger and more sustainable Māori tourism enterprises.
- Increased confidence from investors and partners.
- More sustainable whānau employment pathways.
- Improved regional reputation for cultural integrity.
- Intergenerational protection of iwi authority and choice.



Tūruhi ka eke: Tourism

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Māori tourism in Taranaki is shaped collectively by iwi, hapū marae & uri, grounded in tikanga, and exercised through strong iwi leadership within the regional visitor economy—ensuring cultural integrity, environmental protection, and long-term benefits for whānau and mokopuna.

Primary Focus Area:



Paihere Tangata

Collective Leadership

Objectives, Indicators and Targets

1: Collective Iwi Leadership Upstream

Objective: Establish collective iwi leadership early in tourism decision-making to shape regional priorities, narratives, and system settings.

Indicator	Measure	Target
Shared iwi strategic position exists	Documented iwi position on Iwi tourism priorities, limits, and areas of alignment	Draft position developed, tested with iwi, and validated for strategic use
Earlier iwi influence in decision processes	Evidence of iwi perspectives referenced before key tourism decisions are finalised	At least three system-level engagement points reflect upstream iwi input
Partner clarity on iwi roles	Partner feedback on understanding of iwi mandate and engagement expectations	Partners report improved clarity compared to baseline

2: Tikanga and Cultural Authority Protected

Objective: Protect tikanga and narrative authority by establishing iwi-endorsed principles guiding the use of Māori culture within the regional visitor economy.

Indicator	Measure	Target
Cultural principles agreed	Iwi-endorsed kaupapa, tikanga principles, and narrative safeguards documented	Principles co-developed and agreed for strategic use
Consistency of cultural use	Reduced instances of unclear or inappropriate cultural requests	Fewer ad-hoc or ambiguous cultural engagement requests reported
Partner confidence in cultural engagement	Partner feedback on confidence engaging with iwi and Māori narratives	Partners indicate increased confidence and reduced perceived risk

3: Reduced Pressure on Individual Iwi

Objective: Reduce engagement pressure and cultural risk for individual iwi through clearer regional coordination pathways.

Indicator	Measure	Target
Engagement pathways clarified	Existence of a defined regional coordination interface	Coordination pathways documented and communicated
Reduction in ad-hoc requests	Frequency and nature of uncoordinated engagement requests	Noticeable reduction in duplicated or poorly scoped requests
Iwi experience of engagement pressure	Iwi feedback on manageability of tourism-related engagement	Iwi report improved clarity and reduced pressure



Tūruhi ka eke: Tourism

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Primary Focus Area:



Paihere Tangata

Collective Leadership

Objectives, Indicators and Targets

4. Stronger System Influence and Alignment

Objective: Improve alignment between iwi aspirations and tourism system settings by embedding iwi perspectives earlier in planning, investment, and policy discussions.

Indicator	Measure	Target
Upstream influence points identified	Mapped system decision points and influence pathways	Key regional and national influence points identified and tested
Alignment with iwi perspectives	Evidence of iwi principles reflected in tourism discussions	Iwi perspectives acknowledged in priority planning conversations
Reduced system misalignment	Partner and iwi feedback on alignment and rework	Reduced reported downstream corrections or conflicts

5: Conditions for Sustainable Whānau Pathways Enabled

Objective: Clarify how Māori tourism and related value chains can support long-term whānau benefit, without creating delivery or ownership obligations.

Indicator	Measure	Target
Asset and capability understanding	Mapped overview of iwi and Māori-owned tourism assets and capabilities	Strategic value-chain map completed and tested with iwi
Pathway clarity	Identification of realistic, iwi-led economic pathways	Clear articulation of viable, constrained, and non-recommended pathways
Alignment with iwi aspirations	Consistency between pathways and broader iwi economic objectives	Board consensus on alignment and limits

6: Future Boards Retain Choice and Control

Objective: Ensure Boards retain authority and optionality through clear evidence, risks, and defined decision boundaries.

Indicator	Measure	Target
Decision options prepared	Availability of clear, evidence-based pathway options	Phase 2 decision paper completed
Risks and implications understood	Explicit articulation of risk, resourcing, and governance implications	Board confirms clarity and sufficiency of information
Ability to pause or not proceed	Inclusion of a credible “do not proceed” option	Board confirms confidence that optionality is preserved



Tūruhi ka eke: Tourism

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Primary Focus Area:



Paihere Tangata

Collective Leadership

Outcome Measurements

Outcome: Collective Iwi Leadership Upstream

Who	What changes	Target
Iwi and tourism decision-makers	Iwi influence occurs earlier and more collectively in regional tourism decision-making, with clearer shared positions on priorities, limits, and narratives.	By convening iwi to identify areas of alignment and divergence and articulating a shared strategic position to guide engagement across the tourism system.

Outcome: Tikanga and Cultural Authority Protected

Who	What changes	Target
Iwi, tourism partners, and destination agencies	Māori culture and iwi narratives are used more consistently and appropriately, with clearer authority and reduced cultural risk.	By developing and agreeing iwi-endorsed kaupapa, tikanga principles, and narrative safeguards to guide cultural use within the visitor economy.

Outcome: Reduced Pressure on Individual Iwi

Who	What changes	Target
Individual iwi and Māori tourism operators	Fewer ad-hoc, duplicated engagement requests and reduced pressure to respond project-by-project.	By establishing clear regional coordination pathways that define when, how, and for what purpose iwi engagement is appropriate.

Outcome: Stronger System Influence and Alignment

Who	What changes	Target
Regional and national tourism agencies, councils, funders	Tourism planning, investment signals, and policy discussions better reflect iwi perspectives, reducing misalignment and rework.	By engaging early with key partners to test and influence upstream system settings using shared iwi evidence and insights.

Outcome: Conditions for Sustainable Whānau Pathways Enabled

Who	What changes	Target
Iwi, whānau, and Māori tourism enterprises	Clear, iwi-led settings support sustainable whānau livelihoods through tourism and related value chains, without TTN delivering tourism activity.	By engaging early with key partners to test and influence upstream system settings using shared iwi evidence and insights.

Outcome: Future Boards Retain Choice and Control

Who	What changes	Target
Current and future Boards	Boards can make informed Māori tourism decisions with clarity and confidence, including the ability to pause, redirect, or not proceed.	By focusing Phase 1 on evidence-building and option testing, and preparing a clear decision paper outlining pathways, risks, and implications.



Tūruhi ka eke: Tourism

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Primary Focus Area:



Paihere Tangata
Collective Leadership

Monitoring, Evaluation and Learning (MEL)

The Tourism Monitoring, Evaluation & Learning (MEL) framework focuses on learning, assurance, and evidence-building. It monitors whether the right conditions, clarity, and shared understanding are emerging to support informed Board decisions, not whether tourism activity is being delivered.

Method	Purpose	Frequency
Iwi convening reflections (hui / wānanga feedback)	To understand levels of iwi alignment, areas of divergence, and confidence in collective Māori tourism leadership and safeguards.	At key engagement points; synthesis mid-Phase and end-of-Phase
Partner feedback (regional and national tourism agencies)	To test partner understanding of iwi roles, mandates, and engagement expectations, and to assess shifts toward earlier iwi influence.	Periodic, aligned to key engagements
Engagement tracking (qualitative log)	To identify patterns in engagement requests, pressure points, duplication, and scope creep affecting individual iwi.	Ongoing throughout Phase 1
System influence mapping and testing	To identify decision points, leverage points, and constraints within the tourism system where iwi influence is most effective.	Initial mapping early Phase 1; refined iteratively
Cultural integrity check-ins	To assess whether agreed kaupapa, tikanga principles, and narrative safeguards are improving clarity and reducing cultural risk.	At development milestones and before external use
Evidence synthesis and sense-making	To test assumptions about Māori tourism pathways, constraints, and opportunities using shared iwi and system evidence.	Progressive synthesis; major review late Phase 1
Board reflection and assurance checkpoints	To ensure the Board has visibility of emerging insights, risks, confidence levels, and decision readiness.	Regular Board reporting cycles
Phase 2 decision readiness review	To confirm that the Board has clear options, risks, implications, and the ability to pause, proceed, or not proceed.	End of Phase 1





Te Tōpuni
Ngārahu

