



Tūhoronuku Communications and Strategy

Background

In 2001 Therese Anders and I, the principals of Huria Anders, were part of a contestable process and subsequently appointed to assist Te Rūnanga-ā-iwi o Ngāpuhi (the Rūnanga) with a Constitutional Review (the Review).

Following the appointment of a new Chair, Raniera (Sonny) Tau, and Chief Executive, Alison Thom, the project began in July 2001.

The Review followed calls for change from Ngāpuhi leadership and criticism of the failure to hold public meetings, failed investment vehicles, statutory demands from the IRD and subsidiaries run with unfettered rights.

The Review was a nationwide consultation exercise, with 13 hui and a related communications campaign which involved Ngāpuhi icons Stacey Jones and Buck Shelford.

Its purpose was to look at issues of representation, structure and accountability.

The new constitution was adopted in May 2002 at the Rūnanga's annual general meeting.

Since 2002 a new era of transparency and accountability has dawned at the Rūnanga, with strong leadership, structures and processes in place to meet the enormous challenges Ngāpuhi faces.

In 2002 Ngāpuhi numbered 102 984, according to the 2001 Census. The turnover of the Rūnanga was \$200 000 and it employed three people.

Today, the Rūnanga has a turnover of approximately \$5m, assets of \$50m and the group employs more than 100, mostly Ngāpuhi, making it the biggest employer in the Far North.

Huria Anders experience in Te Ao Māori communications

Since our formation in 2000, Huria Anders has led communications or worked on strategic projects for many of the leading entities in Te Ao Māori, including:

- Tūhono, the iwi affiliation service
- Te Rūnanga Nui o Te Aupōuri Trust
- Te Rūnanga o Ngāi Tahu
- Te Rūnanganui o Taranaki Whānui
- Waitangi Tribunal
- Te Puni Kōkiri
- Crown Forestry Rental Trust
- Statistics New Zealand (Census Māori communications)
- Māori Governance Centre, Waikato University

RECEIVED

Waitangi Tribunal

17 Nov 2014

Ministry of Justice

WELLINGTON

Involvement in Tūhoronuku since its genesis in 2008

Huria Anders has been assisting as strategic communications advisors since soon after the journey began in October 2008, when Ngāpuhi Kaumatua and Kuia instructed the Rūnanga to "get on with settling our Te Tiriti o Waitangi claims".

We report to the Project Manager, and charge our time at \$165 per hour.

As members of the Tūhoronuku Project Team – which provides operational support to Tūhoronuku IMA – we are responsible for strategy development of three priority areas:

- 1. Raising awareness of the Ngāpuhi claims process and encouraging participation by Ngāpuhi**
- 2. Developing a multi-layered communication strategy and implementation plan, with particular focus on hapū**
- 3. Advising on key stakeholder engagement**

The story of the biggest awareness and communications exercise in the history of Iwi Māori

The Tūhoronuku Mandate Strategy, endorsed by the Minister of Māori Affairs and Minister for Treaty of Waitangi Negotiations in January 2010, said:

Tūhoronuku recognises that communication with all Ngāpuhi is the key to ensuring any mandating process is robust and durable for both Ngāpuhi and the Crown.

Tūhoronuku has developed a communications strategy to ensure as many Ngāpuhi as possible are contacted and given the opportunity to participate in the mandating and settlement process.

Achieving the above requirements on a limited budget meant developing a communications strategy and implementation plan that focussed on non-paid public relations.

Being by far the biggest and most wide-spread iwi, reaching Ngāpuhi was a major challenge.

The challenge for Tūhoronuku was to reach Ngāpuhi katoa, wherever they live, to:

- **inform that the Ngāpuhi settlement journey had begun**
- **consult and seek input on possible structures for a mandate structure**
- **encourage participation during the 2011 Tūhoronuku mandate voting round**
- **provide regular updates on Ngāpuhi settlement development.**

As we had only a small budget for television, radio and print advertising, we extended the campaign with the Mātāhauariki programme for Ngāpuhi to share their dreams for their iwi – also the use of new media: e-panui, website and Facebook.

A feature of our communications strategy was to achieve maximum reach for each media statement. Every statement released was distributed far and wide through a web of databases, thereby reaching the maximum number of Ngāpuhi, no matter where they live. **See graphic on page 11.**

The Ngāpuhi settlement journey begins



Some of Te Rōpū and Tūhoronuku team (from left) Rāniera Tau (Co-Facilitator), Titewhai Harawira, Hōne Sadler and Erima Henare (Co-Facilitator) Legal Counsel Tania Tetitaha and her husband Greg Davis, are behind.

Te Rūnanga-ā-iwi o Ngāpuhi Annual Report 2009/2010

Pathway to settlement

At our Annual General Meeting in October 2008, the Rūnanga, by resolution, was directed to lead Ngāpuhi into Settlement of the Crown breaches against Te Tiriti o Waitangi.

Immediately following the Annual General Meeting, the Rūnanga convened an informal working group, to draft a work plan and identify issues to be addressed on the journey ahead.

It is important to emphasise that the genesis of Te Rōpū is set within Te Rūnanga-ā-iwi o Ngāpuhi's overall mission: to lead the cultural, social and economic growth of the Ngāpuhi nation through the vision 'kia tu tika ai te whare tapu o Ngāpuhi'.

Rāniera (Sonny) Tau
Te Rūnanga-ā-iwi o Ngāpuhi Annual Report 2009/2010

Listening to Ngāpuhi



In the early years of the Ngāpuhi settlement journey, a number of information booklets were produced for distribution at hui, to Ngāpuhi hapū and to Ngāpuhi living in Auckland and other regions of Aotearoa.

Awareness raising and communication highlights:

- Interim settlement working group (Te Rōpū o Tūhoronuku) formed
- Two series of Roadshow hui throughout Aotearoa (16 hui)
- *"Ngāpuhi this is our time"* booklet produced and distributed widely
- tūhoronuku.com website launched
- 0800 freephone set up for inquiries
- Briefing to all Northland and Māori MPs at Parliament
- 10 media statements (see distribution network page 11)

Consulting with Ngāpuhi on the Tūhoronuku mandate model

Mātāhauariki

The purpose of Mātāhauariki was to raise awareness of the journey to Ngāpuhi settlement mandate.

Launched in May 2010, Mātāhauariki features famous and not so famous Ngāpuhi telling of their dreams for the iwi. These moemoea are posted on the Tūhoronuku website and Facebook page and distributed as media statements through Ngāpuhi networks.

This is a people's programme, and any Ngāpuhi - be they Kaumātua, Kuia, youngsters at school, up home in Tai Tokerau, in Tāmaki Makaurau, Australia or America; they're all invited to contribute and share their views.

So far we've got Ngāpuhi talking about their dreams for the environment, culture, education and a greater Ngāpuhi presence in Auckland, where most of our people are.



TITEWHAI HARAWIRA

"A Treaty settlement for all Ngāpuhi will transform Northland's iwi into an economic powerhouse, in a way other tribes have done for their regions further south."



KELVIN DAVIS

"Settling our claims is merely a step in our collective journey towards greatness as a people, it is not a destination in itself."



NOELINE TAURUA

"The ability to stand true under scrutiny and pressure and uphold your own mana and the mana of your team is the key to success and the backbone of unity."



SHANE JONES

"It is important that the settlement of Māoridom largest iwi, Ngāpuhi, proceed with pace. The North will definitely benefit from a settlement of this size."



HONE HARAWIRA

"A just and fair settlement for Ngāpuhi will be a blessing for the whole nation."



JULIAN WILCOX

"In 2040, 200 years after the signing of the Treaty, I see Ngāpuhi as a major player in the life of Aotearoa."



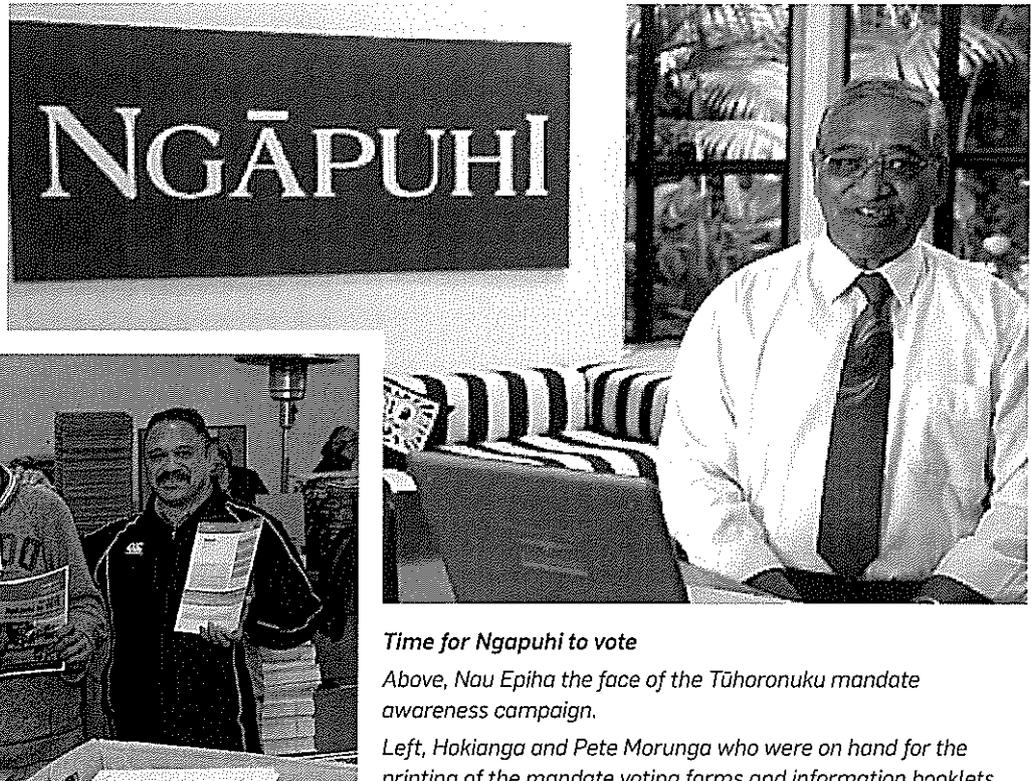
RUBEN WIKI

"For me, the Ngāpuhi Settlement can't come soon enough. Let's get over the grievance mentality. Kia kaha!"

Awareness raising and communication highlights:

- Launch of Mātāhauariki programme
- Kaumatua and Kuia hui in Kaikohe
- Tūhoronuku stand at 2010 Ngāpuhi Festival, Kaikohe
- Information hui round throughout Aotearoa, Sydney and Perth
- Mandate mail-out throughout Northland
- "A new era for Ngāpuhi" booklet produced and distributed widely
- tūhoronuku.com website further developed, to include Mātāhauariki feature
- 0800 freephone operating throughout
- Briefing to the Prime Minister, Minister of Māori Affairs, Minister for Treaty of Waitangi Negotiations
- 12 media statements (see distribution network page 11)
- On-going programme of media interviews and briefings to journalists

Ngāpuhi give their mandate to Tūhoronuku



Time for Ngapuhi to vote

Above, Nau Epiha the face of the Tūhoronuku mandate awareness campaign.

Left, Hokianga and Pete Morunga who were on hand for the printing of the mandate voting forms and information booklets.

Awareness raising and communication highlights:

- Mātāhauariki programme continues
- Tūhoronuku stand at 2011 Ngāpuhi Festival, Auckland
- Mandate hui round throughout Aotearoa
- *"It is time for Ngāpuhi to vote"* booklets x 2 – sent to all registered Ngāpuhi (almost 30,000)
- tūhoronuku.com website further developed
- Tūhoronuku Facebook page launched
- 0800 freephone operating throughout
- 4 x "Open Letters" to Ngāpuhi printed in metropolitan, regional & community newspapers throughout Aotearoa
- Mandate voting awareness advertising on television (TV One, Māori Television) and iwi radio
- Public notices in newspapers
- Monthly e-panui distributed to all Ngāpuhi networks
- 23 media statements
- Regular media interviews
- Opinion pieces in New Zealand Herald, Northern Advocate and Northern News

2012

Tūhoronuku submit Deed of Mandate to the Crown



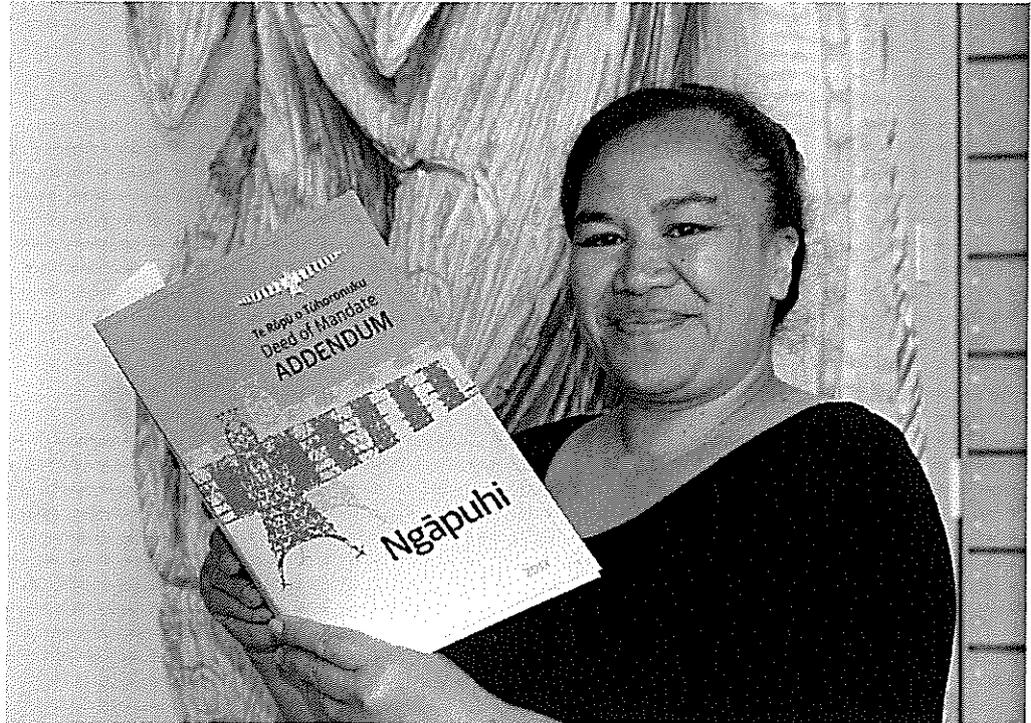
Te Rōpū o Tūhoronuku trustees presented the historic Ngāpuhi Deed of Mandate to the Minister for Treaty of Waitangi Negotiations in Auckland on 31 March 2012.

Awareness raising and communication highlights:

- Mātāhauariki programme continues
- Tūhoronuku hui with Ngāpuhi hapū
- tūhoronuku.com website further developed
- Tūhoronuku Facebook page discussion continues
- 0800 freephone operating throughout
- Monthly e-panui distributed to all Ngāpuhi networks
- 9 media statements (see distribution network page 11)
- Regular media interviews

Tūhoronuku Deed of Mandate Addendum developed

– Hapū have majority voice on Tūhoronuku



Frances Paul nō Panguru

Awareness raising and communication highlights:

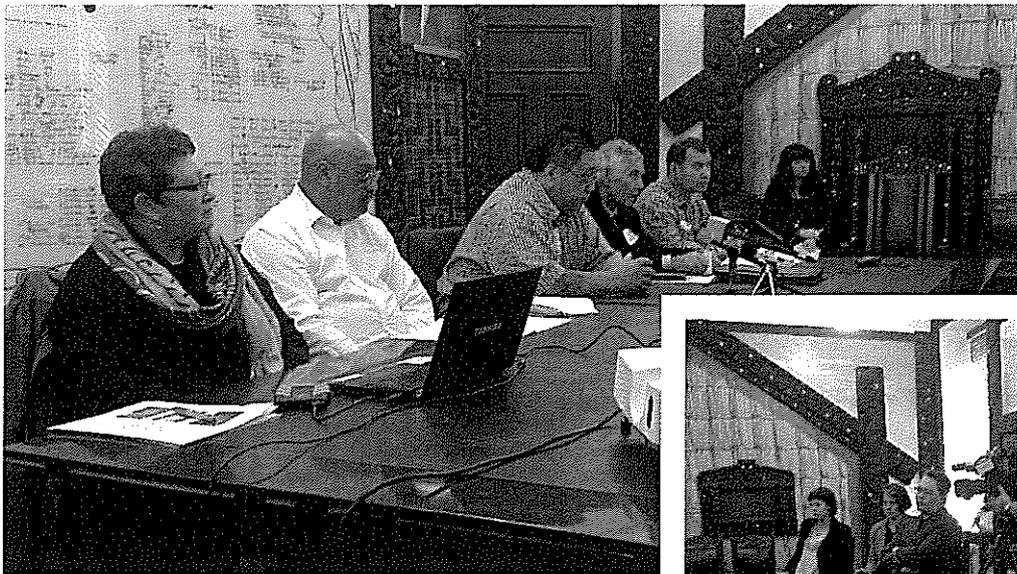
- Mātāhauariki programme continues
- Tūhoronuku hui with Crown, Ngāpuhi hapū
- tūhoronuku.com website further developed
- Tūhoronuku Facebook page discussion continues
- 0800 freephone operating throughout
- Monthly e-panui distributed to all Ngāpuhi networks
- 12 media statements (see distribution network page 11)
- Regular media interviews
- “Open Letter” to Ngāpuhi

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- **Crown recognises Tūhoronuku mandate**

 - **Tūhoronuku Independent Mandated Authority formed**

 - **Elections for 22 Tūhoronuku IMA trustees**

 - **Advertising for Ngāpuhi settlement Negotiators**



Tūhoronuku briefed the New Zealand Parliamentary Press Gallery on the Ngāpuhi settlement in Parliament's historic Matangireia Room on 4 June 2014. This was the first time an Iwi had presented to the Parliamentary Press Gallery.



Awareness raising and communication highlights:

- Mātāhauriki programme continues
- Election information hui held throughout March and April
- Election public notices
- tūhoronuku.com website upgraded
- Tūhoronuku Facebook page discussion continues
- Tūhoronuku Twitter launched
- 0800 freephone operating throughout
- Monthly e-panui distributed to all Ngāpuhi networks
- "Open Letter" to Ngāpuhi x 2
- 23 media statements (see distribution network page 11)
- Regular media interviews
- Tūhoronuku presentation to Parliamentary Press Gallery, Parliament
- Tūhoronuku briefing to Prime Minister post general election



REACHING NGĀPUHI



Working with a small budget has meant the need to amplify our messages through an extended web of Ngāpuhi and media networks and outlets

