

# EPA's Māori Engagement Strategy

## July 2022 to June 2025

### Introduction

The EPA is committed to engagement with Māori<sup>1</sup>. We have prepared this paper to share our thinking in the spirit of developing a mutual relationship.

Engagement with Māori is about developing relationships and connections that help establish lines of communication which can then enable the exchange of ideas and information that lead to shared outcomes. Having a good understanding of the core elements of engagement with Māori can be the difference between being able to establish meaningful, ongoing relationships and not being able to have the conversations needed. Our commitment is focused on fulfilling our obligations to work with Māori in the spirit of true partnership, and with the objective to protect Aotearoa New Zealand's environment and taonga, in accordance with tikanga.

This commitment can be traced to the original establishment of Ngā Kaihautū Tikanga Taiao, the EPA's statutory advisory committee, Kaupapa Kura Taiao, our Māori Policy and Operations team, and the formation of Te Herenga, the EPA's network of regionally-based Māori environmental practitioners. The way in which the EPA has grown this commitment has evolved over the last 11 years, built on the approach developed by our predecessor entity, the Environmental Risk Management Authority (ERMA). Appendix 1 charts this journey.

In particular, in 2013 the EPA committed to our He Whetū Mārama framework. The framework guides the EPA in the undertaking of our statutory and other obligations to Māori. It was developed in collaboration with Ngā Kaihautū Tikanga, members of Te Herenga, and Ngā Parirua o te Mātauranga (kaumātua drawn from Te Herenga network). It is a pou, or pillar, that supports: informed decision making and productive relationships with Māori; recognising and respecting the Crown's responsibility to take appropriate account of Te Tiriti o Waitangi.

Alongside this framework, we have developed our mātauranga framework and work programme. Again, this has involved working with kaumātua and members of Te Herenga who have provided, and continue to provide, invaluable guidance. The mātauranga framework was publicly launched in July 2020, to support EPA decision makers to test and probe mātauranga evidence in decision making processes. Work is now in progress to implement the framework alongside other programme initiatives to enhance our decision making, policy development and process improvements, as appropriate.

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<sup>1</sup> For the purposes of this paper 'Māori' is taken to mean tangata whenua, mana whenua, mana moana, and Māori organisations with interests in the activity proposed.

As part of our refreshed strategy of applying a 3, 30, 300 years' intergenerational lens to our role in protecting the environment, we wish to build a stronger partnership with Māori – to be a trusted partner of Māori. This does not mean that we expect to agree on everything, but that we grow our understanding of each other's motivations, interests, and responsibilities.

Three key objectives underpin this strategy.

- Through applying the strategy, we will strengthen and grow Te Herenga as an avenue for enabling Māori voices to be heard and taken into account in the EPA's work.
- Broaden our reach to iwi, hapū and whānau beyond Te Herenga.
- We will use the strategy to support mutual capability building and weaving of perspectives between the EPA and Māori, and to foster Māori voices being heard and taken into account in the EPA's work.

The proof will be in the EPA's efforts at engagement, dialogue, consulting and listening, and providing the means within the statutory framework and case law for iwi, hapū, and other Māori entities to have their voices heard and interests acknowledged. As part of our commitment to undertaking the strategy, we have the following performance measures in the EPA's Statement of Intent, our Rautaki | Strategy.

- Engagement with Māori, communities and key sectors promotes environmental, chemical safety, and compliance awareness, inspires people and businesses to take actions to protect the environment, and empowers participation in our processes.
- Māori perspectives, including mātauranga Māori, are woven into EPA decisions, policies, and processes.

Specific targets to achieve these measures are in the EPA's annual Statement of Performance Expectations, and the annual Māori engagement project plan.

We recognise there are many voices within Māori, and interest and engagement in our work will vary significantly depending on the issues or the activity involved, for example, marine consent applications or hazardous substances and new organisms applications. There may be issues also for which the responsibility is much wider than the EPA, such as genetically modified organisms, and global level issues.

## This paper

Our refreshed Māori engagement strategy has been developed within the context of the shift the EPA is making towards increasing engagement, outlined in part one. The principles underpinning the importance of relationships and connection as the foundations for meaningful Māori engagement are set out in part two. Part three outlines the proposed refreshed engagement strategy and plan.

The Māori engagement strategy is supported by our engagement plan. The engagement plan is a living document, and our aim is to involve Te Herenga and Māori entities, to assist with its development.

# Part 1: The Context

## EPA's proactive regulator strategy

In 2019, the EPA articulated its proactive regulator strategy as the path for delivering on our strategic vision: an environment protected, enhancing our way of life and the economy. The proactive regulator strategy defines our work in three broad areas: engagement; decision making and operations; and compliance, monitoring, and enforcement. Each has equal weighting in terms of importance to our organisation's success.

Engagement with Māori, applicants, industry groups, not for profits, communities and New Zealanders is fundamental to the EPA's success as a regulator. Through engagement, we:

- connect regarding the EPA's work. It is the foundation on which to explain the science, mātauranga, law, and methods behind our decision making and work.
- provide opportunities to participate and have a voice in our decision-making processes.

At stake is strengthening trust in the EPA and the work we undertake, as one of the core environmental protection agencies of government.

Our past regulatory approach that has guided and supported the work we do, including engagement, has been assiduous in "driving down the middle"; effectively staying neutral in our approach. We would see that change in 2022. There are parts of our role where we see opportunities to take an approach that is more aligned with our aspirations for the Aotearoa New Zealand environment and our vision, as well as the stewardship obligations we have under the Public Service Act 2020. This would also enable us to deliver on what you would expect from an organisation that is brave, courageous, and aspirational in protecting the environment, noting that in doing so, we are alive to the way of life New Zealanders are seeking, and the need for economic development that is consistent with an Aotearoa New Zealand we value.

Accordingly, the EPA is embarking on a change of emphasis and outlook in our regulatory approach and delivering on our vision. We do not want to leave the environment no worse off. Rather, our approach will include considering how to foster a material and worthy improvement to our landscapes, ecosystems, and environmental outcomes. Our approach should be supporting our aspirational strategic view and long-term goals, and we will be more explicitly taking a precautionary approach; if there is uncertainty about the effect of our decisions on the environment, we will pause and wait until we can make an informed judgement.

We will be looking at the impact of our work through a 3, 30, 300years' intergenerational lens. Three years is our sphere of control, and concerns things we will be delivering and making decisions on in the immediate future. Thirty years is our sphere of influence, and concerns decisions we take and their impact further out, but within the lifetime of current generations. Three hundred years is our sphere of aspiration. It represents 10 generations of New Zealanders, and concerns thinking about the impact of our work and the environment we want future generations to experience.

This approach recognises that the decisions we make have the potential to shape Aotearoa New Zealand's way of life for many years; that their impact will live on possibly for centuries in the environment and the social fabric of Aotearoa New Zealand. This is a view that aligns with the Māori perspective of focussing on future generations – ngā uri whakaheke, and of leaving te taiao, the environment in better state for those to come. The decisions and actions of today are often made with an eye on the potential benefits or impacts on future mokopuna.

### Previous focus of Māori engagement

There have been two main avenues for past engagement with Māori:

1. The EPA's statutory requirements associated with applications and consents. This has involved referral of information on applications to Māori, and encouraging an applicant to liaise with Māori who may be affected by or interested in their application. In the past year, the Courts have signalled some of our approaches to engagement with Māori, including the consideration of advice from Ngā Kaihautū Tikanga Taiao (Ngā Kaihautū), needs to be reconsidered. The Courts have indicated the need to ensure the EPA identifies and engages with matters of interest and value to Māori and understands the impact a decision might have on those aspects.
2. Working with Māori through Te Herenga network, and through specialist iwi committees, the Ngāi Tahu HSNO Komiti and the Ngā Puhī HSNO Komiti, or environmental practitioners associated with other iwi or hapū.

Complementing this engagement is the provision of information on our website and through media releases. There is a specific Te Hautū section on our website.

### Widening our engagement approach to Māori

As part of the proactive regulator strategy, we determined a need to widen our engagement scope beyond engagement with Māori through Te Herenga, and the engagement undertaken associated with applications and consents, including with Māori.

Accordingly, in the past three years, there has been an extended focus on community engagement as follows.

- The Safer Homes programme, launched in 2017, provides bilingual education and guidance focused on human and environmental protection around chemicals. The programme has included partnering with organisations such as Wellington Rugby and Safekids Aotearoa, working with schools, attending public events such as A&P Shows and Te Matatini – Kapa Haka Aotearoa, and guest spots on Māori radio
- Kai and kōrero networking events were launched in 2019, to encourage facilitated conversation with stakeholders, Māori, non-government organisations and interest groups, and high school students
- The Wai Tuwhera o te Taiao | Open Waters Aotearoa programme, launched in 2020, introduces environmental DNA testing to community groups and hapū to enable them to take an active role in environmental protection (about 200 community and Māori organisations have signed up to participate).

This wider approach is evolving and much will depend on feedback from Māori about the way and means by which iwi and hapū and other Māori entities wish to be involved. We want to engage in a way that benefits those we are connecting with (as allowed within our statutory and case law framework). This might mean providing information and assistance, or providing a way for information and views to be shared with us.

## Part 2: Māori perspectives and foundations to engagement

### Overview

We recognise that there is no one Māori world view or perspective on environmental matters.

As Ngā Kaihautū Tikanga Taiao has articulated, taking a te ao Māori - Māori world view - perspective, is a different way of thinking about the relationship of people and the environment.

“Māori have a unique perspective on environmental issues that has developed over many generations, through observation and experience. This perspective has evolved to the point where the very identity of Māori and their way of doing things, or tikanga, is inextricably intertwined with the environment, leading Māori to have an ingrained determination to safeguard and care for Aotearoa New Zealand’s resources for future generations.”

“For Māori, the goal is, as part of their responsibility as kaitiaki, to ensure the protection of environmental, economic, cultural, and spiritual health and their own wellbeing in the present and for future generations.”<sup>2</sup>

The EPA recognises that Māori have a unique relationship to the environment as tangata whenua and kaitiaki. Accordingly, framing our strategic direction is our wawata:

Ka whai mōhio i ā Mana Rauhi Taiao whakatau i te hononga ake, i te hononga motuhake a Ngāi Māori ki te taiao - the unique relationship of Māori to the environment informs EPA decision making.

The wawata reflects our commitment to respecting Te Tiriti o Waitangi, taking into account tikanga (customs) and kawa (protocol). It recognises that our decisions can be more robust and effective when we incorporate Māori perspectives and mātauranga Māori.

As a Crown entity within the wider public service, the EPA has a role in supporting the Government to deliver on its Treaty obligations. We take our responsibilities seriously and, as noted, in 2013 adopted He Whetū Mārama as our framework for guiding us in undertaking our statutory and other obligations to Māori to integrate Māori perspectives into process and policy (see Appendix 4 for a summary of He Whetū Mārama).

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<sup>2</sup> From “Incorporating Māori perspectives into decision making” a protocol developed by Ngā Kaihautū Tikanga Taiao and published by EPA

He Whetū Mārama complements the differing legislative obligations to Māori and their interests under each of the environmental Acts we administer. The wairua of He Whetū Mārama is engagement, making connections, and building strong relationships.

**Foundations of Engagement with Māori**

Engagement refers to a range of methods and activities that may be used to interact with Māori. What we are able to do within our legislation, and the level of significance of a particular kaupapa, influences the appropriate engagement method. We are guided by the engagement framework of Te Arawhiti which provides a sliding scale assessment for considering impact and engagement methods. This is set out below, modified to recognise the role of the EPA.

Inform	The EPA will keep Māori informed about what is happening. Māori will be provided with balanced and objective information to assist them to understand the problem, alternatives, opportunities and/or solutions.
Consult	The EPA will seek Māori feedback on drafts and proposals. The EPA will ultimately decide. The EPA will keep Māori informed, listen and acknowledge concerns and aspirations, and provide feedback on how their input influenced the decision.
Collaborate	The EPA and Māori work together to determine the issues/problems and develop solutions together that are reflected in proposals. Each party retains its own decision making ability.
Co-design	The EPA and Māori will partner to determine the issue/problem, to design the process and develop solutions. The EPA and Māori will make joint decisions.
Empower	Māori decide and the EPA assists in implementing the decision made by Māori.

Inform is the approach used for increasing Māori knowledge and understanding of the EPA’s work which is equally key to our success. It is also the approach used for providing information, for example, on the safe use of chemicals and how to participate in our processes.

Consult and collaborate are at the heart of He Whetū Mārama. Our approach is to listen to people’s values and perspectives, so that we are fully and effectively informed by Māori perspectives and can have regard to these in our decisions. This includes understanding the expectations of Māori, and preparing ourselves to have free and frank conversations about the extent to which these can or cannot be met by the EPA.

The development of the He Whetū Mārama framework and our mātauranga framework are examples of co-design. The application of the mātauranga framework, which is a practical tool to support Māori voices being heard in our decision-making processes, has the potential to be used as a collaborative approach.

The Wai Tuwhera o te Taiao programme empowers Māori organisations to undertake eDNA sampling supported by the EPA.

Building relationships based on mutual trust and confidence is important to ensure a good platform for ongoing conversations and interactions. The benefits gained should be shared by both parties, rather than transactional situations where one party receives more from the arrangement than the other. This has been a criticism voiced by members of Te Herenga network who have been called upon regularly to provide perspectives or feedback on applications and other important issues.

As with a friendship one might establish with someone, there are key elements that form the foundation of that, and it generally requires continuous effort by both people to keep that friendship alive. (See Appendix 2 for more detail on our thinking.)

### Part 3: A refreshed approach to engagement

For many Māori, their past contact with the EPA is likely to have been associated with a request for comments on an application. Although contacting Māori for input on one-off applications is underpinned by a legislative requirement, this can be seen as a very transactional approach to engagement. We want to move beyond the perception of this being our only engagement.

We want our Māori engagement to have as key drivers:

3. Establishing and maintaining productive relationships
4. Informed decision making
5. A partnership approach to addressing key issues.

This is alongside participating in application processes. We also want to draw across our areas of work that provide opportunities for positive engagement and information sharing in a proactive way.

The following are possible approaches.

#### Engagement with Te Herenga

We have a long-standing relationship with Te Herenga dating back to 2003<sup>3</sup>. It is an obvious channel for enhanced engagement. However, it requires more investment and time from the EPA. A comprehensive programme is being developed to better incorporate Te Herenga in our overall engagement effort.

The purpose of Te Herenga network, as stated in their Terms of Reference is: “To seek the continual improvement of the value and effectiveness of Māori engagement in EPA decision making.” Te Herenga is made up of Māori resource and environmental managers, practitioners, or experts who can provide advice and guidance from their iwi, hapū or Māori

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<sup>3</sup> See Appendix 4 for more detail on Te Herenga

organisation perspectives on matters of relevance to the activities and decision-making of the EPA.

Ngā Kaihautū and Te Herenga members are committed to working together on how to enhance the relationship between the EPA and Te Herenga for the mutual benefit of both. This includes exploring approaches to better incorporate this channel into our Māori engagement processes.

Past feedback from Te Herenga has also asked the question about how rangatahi can be better included in the kaupapa or purpose of Te Herenga and the EPA, particularly focused on the issue of succession planning. If we are to take a multi-generational approach (3, 30, 300 years), our strategy needs to be mindful of the ways in which rangatahi and their views are included.

Ngā Kaihautū has advised that there would be merit in providing an opportunity for Te Herenga and the EPA to have discussion around certain themes (as compared to EPA sectors of interest). This type of engagement discussion might also involve other agencies and Ministries. Such themes could include:

- preservation of endangered flora and fauna
- state of lakes and rivers
- the coastal marine environment ecosystems
- development of sustainable agricultural and land-based enterprise activities
- the impact of EPA's work on economic activities of Māori, for example, reassessments of particular pesticides or agricultural chemicals
- the public health and social impacts of the EPA's work alongside economic welfare considerations
- exposure to toxic and dangerous substances<sup>4</sup>.

Te Herenga provides a channel for discussing with Māori how we approach being more proactive in having regard to environmental and public health outcomes. This could include discussion of what taking a precautionary approach looks like from a Māori perspective.

### Engagement with Māori on particular topics

There are specific matters that are likely to be of interest to Māori in certain geographical areas, Māori working in certain industries, and Māori with interest in particular social, cultural, economic and health outcomes.

Māori have raised a number of concerns about the impacts on the environment when commenting on applications for approvals of hazardous substances and new organisms, and consents for activities in the EEZ. Māori also have significant economic interests in primary sector industries that could benefit from these applications. Engagement on specific applications or potential applications would need to be carefully undertaken as it comes with

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<sup>4</sup> Note that several of these themes have previously been suggested by Te Herenga as possible hui discussion themes

the potential to compromise our role as regulator unless it is done separately from any application process or very early in the process leading to an application.

Taking a broader and proactive approach to topics or issues before applications are filed with the EPA would provide the most robust outcomes.

We will need to think about our engagement on topics or issues in a targeted way. A potential way of looking at who may be particularly interested is to consider whether there is likely to be:

- high level of both impact and interest regarding some aspect of the topic
- high level of impact and medium to low level of interest regarding some aspect of the topic
- high level of interest and medium to low level of impact regarding some aspect of the topic
- low impact and low interest.

For example, this could be applied along the following lines:

<b>Topic</b>	<b>Māori in following geographical areas with likely interest</b>	<b>Assessment</b>
Oil and gas exploration and extraction, decommissioning structures	Wider Taranaki area	High level of both impact and interest regarding some aspect of the topic
Marine dredging and dumping	Auckland, Hauraki, Great Barrier Island	High level of interest and medium to low level of impact regarding some aspect of the topic
Fumigants	Iwi near ports where fumigants used	High level of impact and medium to low level of interest regarding some aspect of the topic
EEZ seabed phosphate mining	Chatham Islands and South Island	High level of both impact and interest regarding some aspect of the topic

Given the impact of our EPA decisions across the whole of Aotearoa New Zealand, it is important that we continue to increase our engagement efforts beyond our Te Herenga network, and reach out widely to Māori at the iwi, hapū and group level. As we look to expand our connections and build wider relationships, these kaupapa or issues can provide a starting point to identify who we might need to engage with first. Kaupapa relating to fumigants, for example, can provide initial connection points to hapū and iwi groups in areas near the ports where fumigants are used, and have potential for building further relationships.

**Mātauranga framework engagement**

We are at the stage of embedding the mātauranga framework into EPA’s decision-making processes. Importantly, Māori need to be aware of the framework, how it works and its

objectives, and, thus, how the views that are shared by Māori with the EPA may be considered within the framework, from a mātauranga perspective. We also note that the mātauranga framework is informed by our He Whetū Mārama framework, inherently recognising the importance of establishing sustainable relationships.

There has been discussion with Te Herenga, the Ngai Tahu HSNO Komiti, and the Ngāpuhi HSNO Komiti members about the extent to which the mātauranga framework will inform the decisions of the EPA. The next steps for this aspect of our work includes sharing about the mātauranga framework more widely with Māori as a way to open the door for broader EPA engagement with Māori. One benefit includes the mutual opportunity for the EPA to share with Māori the genuine steps we are taking to ensure Māori perspectives and mātauranga are given due consideration in our decision making, and to enable the views of Māori to inform our further implementation of the framework. We have also had feedback that continuing to share our mātauranga framework with other local and national government regulators would be useful to assist Māori engagement more generally.

## Sharing knowledge

### Safer Homes

Our Safer Homes programme helps New Zealanders to keep themselves and whanau safe around hazardous substances. These chemicals are essential parts of many household products, so it is important that Māori know how to use them while keeping everybody safe and without damaging our environment. Māori children have previously featured in statistics showing harm from chemicals.

### Information on applications and how to make submissions

We would like to hear views from Māori on applications that we publicly notify. There are statutory requirements to engage with iwi, as there are on many government agencies. For Māori, there is often consultation fatigue, and it is almost exhausting having to determine which requests are important to your iwi. For us to genuinely encourage Māori participation in our processes, we would like to explore with iwi, hapū and whānau ways that could make it easier for Māori to consider what information could be included in submissions and how submissions are made to the EPA.

### Greater use of technology to connect with Māori

Work is underway to improve the EPA's e-newsletter to Māori. Over the last year, we have also successfully held and participated in webinars. Webinars are a way to connect and share information in a low cost and time efficient way. Whilst there will always be an important role for kanohi ki te kanohi (face to face) kōrero and bringing people together from across Aotearoa New Zealand, webinars allow for more regular contact in a timely manner.

### Wai Tuwhera o te Taiao | Open Waters Aotearoa

The Wai Tuwhera o te Taiao programme has considerable potential to enable EPA connection with Māori. A pilot programme was undertaken with Ngāti Toa at Porirua to show

the use of eDNA sampling to obtain greater understanding of local waterways and what biological matter is present in them.

There has since been a good uptake of participation of Māori groups and individuals in the EPA's Wai Tuwhera o Te Taiao programme. Over 20 groups or individuals related to Te Herenga network are involved, along with 37 groups from within the general public allocation of eDNA kits. This programme has enabled engagement between the EPA and Māori, establishing and building upon relationships through webinars and kanohi ki te kanohi gatherings.

The EPA has received a Curious Minds grant for the programme to further support our engagement initiatives, and 50 percent of funding for the programme will be allocated to Māori groups including Kura Kaupapa Māori.

### Internships

The EPA has for several years taken on summer student interns. Potentially, one way to connect with Māori communities is to advertise the availability of two or three internships for rangatahi to work for the EPA over the summer period. A related idea is to offer shorter internships that have a strong training focus. These increase knowledge of the EPA and its work, support succession planning as rangatahi take knowledge back to their iwi or hapū, and could be seen as a way of helping rangatahi with career opportunities.

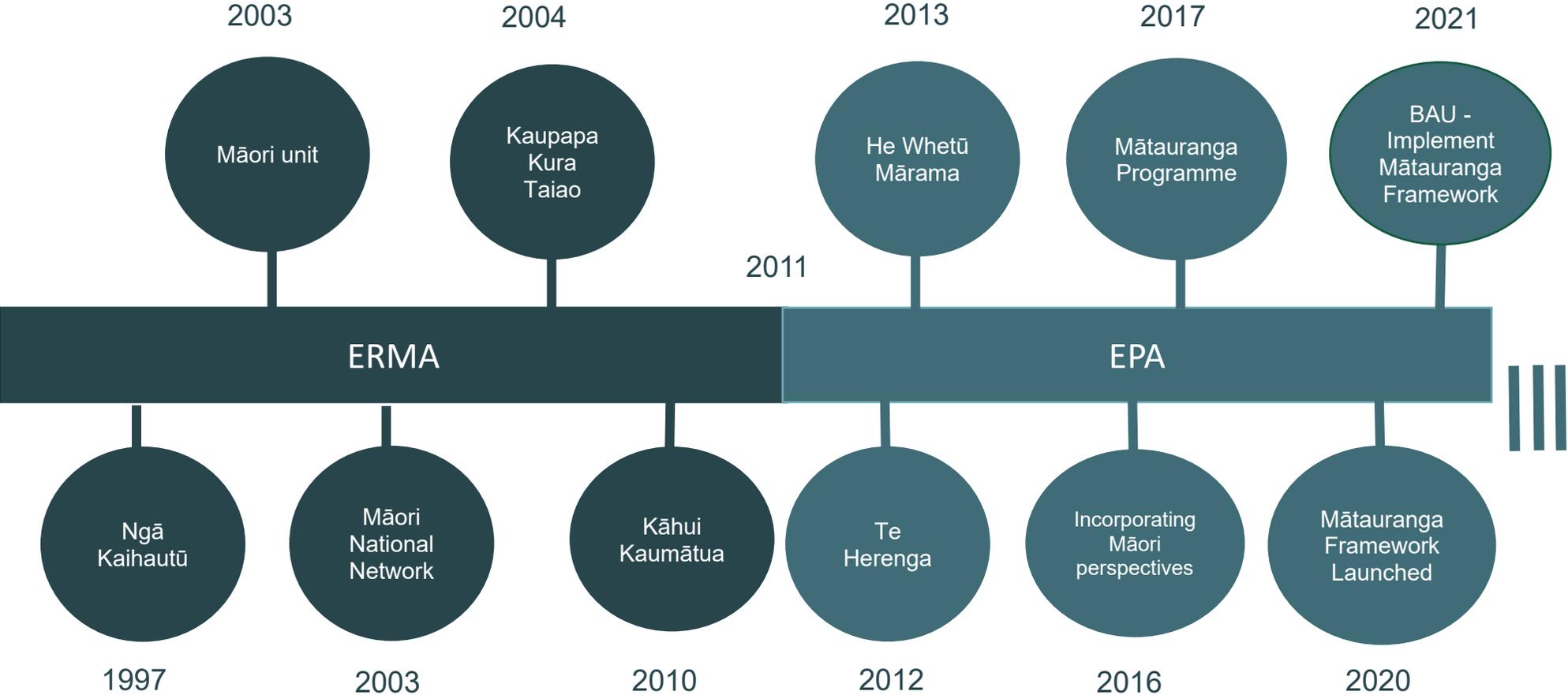
### EPA friends and key influencers

There are a number of Māori who have had close involvement with the EPA. This includes previous members of Ngā Kaihautū, the Hazardous Substances and New Organisms Committee, EEZ decision-making committees, and staff. Several of these individuals have indicated keenness to keep in touch and to be able to help with our work. There is potential to nurture a group in the style of an alumni, as friends and potential key influencers.

### Next Steps

This paper has been prepared to support the EPA's conversations with Māori on how to best engage. Complementing the paper is our annual Māori Engagement Strategy project plan. At its core, the project plan will cover ways to strengthen our networks and to promote Māori participation in decision-making processes. The project plan will be revised annually to ensure it remains relevant to the circumstances of the time when bringing to life the engagement strategy. When reviewing, we will take into account feedback, conversations, and suggestions from Ngā Kaihautū Tikanga Taiao, Te Herenga, and Māori interested in our work.

# Appendix 1: Timeline indicating various steps in EPA's commitment to Māori engagement



## Appendix 2: Foundations for developing good relationships with Māori

There are many key principles and elements to developing positive engagement and relationships with Māori which are not transactional in nature. These include:

**Identity** – Engagement implies the process of making contact between individuals or groups. If this is occurring for the first time, there is no reference in which to establish a connection beyond the kaupapa itself. In general, Māori need to get a sense of who they are dealing with and therefore need to create a link with the other party. Being able to identify where one comes from allows for the creation of a reference position and a starting point for building connection. Pepeha, whakataukī and whakapapa can be used to establish identity, and generally provide a doorway to a much larger source of information.

**Tikanga and Kawa** – Kawa and tikanga provide a framework that guides Māori thinking, actions and interactions between each other. Adherence to kawa and tikanga helps ensure the protection and safety of tangata (people), whenua (land), and the taiao (environment) are maintained. Tikanga and kawa do vary from within some rohe, iwi and hapū, and therefore one should become familiar with what is relevant for a particular area. There are basic tikanga that can help keep our kaimahi (staff) safe when working out in our Māori communities e.g. not sitting or placing hats on a table, pōhiri or mihi whakatau to be welcomed to an area, karakia to start and finish hui. As part of our engagement approach we need to provide opportunity for kaimahi to understand and learn these as part of cultural development.

**Kanohi ki te kanohi** – Meeting face to face allows people to get a better sense of each other as individuals and as a group. It allows more opportunity to create connection and relationship through measures that cannot be achieved say in a telephone conversation or email. The physical presence also enables Māori to perform relevant tikanga associated with engagement, for example, pōhiri, mihi whakatau, karakia.

**Titiro, whakarongo** – We should not assume that we have more knowledge or authority than Māori on all issues, particularly around how to care for their whenua and taiao. The concept of titiro, whakarongo reminds us that a lot can be learnt and progressed simply through observation and listening. Take time to hear their stories, their history, their pain, their joys, their vision, their aspirations, their ideas on moving forward. An ability to listen will give a sense of one's genuine effort to work towards meaningful progress.

**Develop trust** – Any engagement or relationship must be built on principles including trust, integrity, honesty. Past experiences for many Māori with government and its agencies have not been positive and that can influence their ability or approach to engagement. This can impact things such as timing, locations or settings, and key contact people when it comes to initiating engagement.

**Pronunciation** – Words, and in particular names, often have deep and significant meaning behind them. They provide a type of portal into a wider source of rich information that helps capture history and traditions of a place and people. For some people, there are kupu (word) or ingoa (name) which will automatically provide a glimpse into the possible meaning or story behind the word or name, whereas others may need to be broken down further to help decipher the true meaning. The mispronunciation of kupu can be very offensive, or at least annoying, to those for who are associated with them. It can also result in an unnecessary distraction from the kaupapa at hand, especially when spoken continuously throughout a hui or discussion. Even a genuine attempt to try pronouncing kupu properly will be seen as a willing effort to positive engagement.

**Kanohi kitea** – Maintaining meaningful relationships with Māori can require ongoing time and effort to keep it relevant. The concept of kanohi kitea makes reference to that notion of being seen, and not only when it suits one party. If one wants a meaningful and enduring relationship, one must work to maintain that through times when there is not a common kaupapa or project being worked on. Having a common cause, or kaupapa, allows for engagement or interaction to occur, but finding opportunities to maintain connection during ‘down times’ can be just as important. We must keep investing into our relationships to keep them alive and well. This ensures we do not have to start from step one in the future, when there is again a common cause or kaupapa to be discussed or worked on together.

**Keeping ourselves informed** - As part of maintaining ongoing relationships, it is beneficial to maintain awareness of local concerns, activities and events. This can help determine appropriate timing and tone of our engagement approach. If the iwi, hapū or group is considering particular environmental tāonga or resources issues, there may be some sensitivity needed which acknowledges that. Tangihanga (bereavement) is another example of an event we should be aware of in order that we are able to manage ourselves and our activities appropriately. This helps in our acknowledgements and delivery of kōrero to respect the state upon them. A lack of awareness could be seen as a sign of our value to the relationship.

## Appendix 3: Background information

### Ngā Kaihautū Tikanga Taiao (Ngā Kaihautū)

Ngā Kaihautū is the EPA's statutory Māori advisory committee. It is part of the EPA's governance structure.

Its statutory functions are to:

- a. provide advice and assistance to the EPA on matters relating to policy, process, and decisions of the EPA under an environmental Act<sup>1</sup> or the EPA Act; and
- b. provide advice to a marine consent authority when its advice is sought under section 56(1)(b) of the Exclusive Economic Zone and Continental Shelf (Environmental Effects) Act 2012.

Ngā Kaihautū's advice and assistance must be given from a Māori perspective and come within its terms of reference set by the Board.

Its terms of reference are set by the EPA Board. They provide that in carrying out its statutory functions, Ngā Kaihautū will:

- a. Provide the Board with advice and/or assistance on policy development and procedure to assist the Board to take into account the Māori perspective. This may include issues that support or impact on tikanga Māori, mātauranga, Te Tiriti o Waitangi/Treaty of Waitangi, economic, scientific, and other Māori aspirations or other issues that relate to the work of the EPA.
- b. Recommend and assist with developing strategies that will enhance the knowledge, understanding and participation of Māori in relation to the functions of the EPA.
- c. Advise on the membership of Decision Making Committees (DMC's) when requested to do so, by the Board.
- d. Provide decision makers with advice and/or independent reports, as required, on applications to the EPA in accordance with the environmental Acts within which such decisions are being made.
- e. Review and recommend processes and protocols for ensuring the satisfactory incorporation of Māori perspectives in decision-making.
- f. Advise on the activities of the EPA, including statutory decision-making, to ensure the timely, appropriate and effective incorporation of Māori perspectives.
- g. Provide advice on other functions of the EPA as required.

The EPA Board and Ngā Kaihautū Tikanga Taiao are committed to working in a partnership model, combining the wisdom and leadership of their two waka crews, where it works for both within their legislative roles. There are joint meetings to discuss EPA matters where both perspectives are an important part of the consideration.

Our website notes current Ngā Kaihautū Tikanga Taiao members, and their affiliations and backgrounds.

### **Te Herenga (Māori national network)**

The EPA's national Māori network, Te Herenga, is an important part of our approach to engaging with iwi and Māori and to building productive relationships. Established in 2003, Te Herenga members are mandated by their iwi, hapū or group to engage with the EPA on matters covered by the environmental legislation we operate under. Te Herenga is not a substitute for consultation with iwi, hapū and Māori groups, but the participation of members in the network helps us to connect to the voice of Māori through their input into EPA applications. Members also assist in facilitating connections to wider iwi, hapū and Māori networks.

The longstanding and mutually beneficial relationship between Te Herenga and the EPA is a taonga, a treasure, that the EPA intends to continue nurturing and growing. We have a long history of collaboration with Te Herenga to ensure Māori perspectives are reflected in EPA policies, processes and decisions.

Tangible evidence of the relationship includes the series of regular hui held with Te Herenga members across the country that provide opportunities to discuss local and national environmental issues relevant to the EPA and local people. Since 2016, this has involved a biannual national hui and three or four smaller regional hui. The development of He Whetū Marama and the EPA's mātauranga framework launched in July 2020 are both examples of the collaboration between the EPA, Ngā Kaihautū, and kaumatua and members from Te Herenga.

### **He Whetū Mārama**

The EPA's strategy and operational activities are supported by He Whetū Mārama, which is the framework that guides the undertaking of the EPA's statutory and other obligations to Māori. Our relationship with Māori is guided by the four Treaty of Waitangi principles: waka hourua, tiakitanga, whai wāhi, and pito mata – partnership, protection, participation, and potential. The pictorial depiction of He Whetū Mārama is in the diagram on the following page.

### **Bringing a greater understanding of the Māori perspective into our decisions will make them better**

The EPA recognises the unique relationship of Māori to the environment in Aotearoa New Zealand, their place as tangata whenua, and the important role they play in New Zealand's economic, environmental, social and cultural wellbeing. As land managers, owners, guardians, and governors of significant natural resources, Māori can contribute a range of knowledge, skills and experience invaluable to excellent decision making. He Whetū Mārama includes an internal capability programme to support this to happen.

## **Our decisions can be more robust and effective if we incorporate Māori perspectives**

To achieve this, Māori must have an appropriate level of input, influence and information. EPA staff must have the capability, capacity and understanding of the unique and distinct world-views of Māori and their cultural protocols and identity. We also do this because there are a range of legislative and other responsibilities for ensuring Māori are engaged in the activities and decision-making processes of the EPA.

## **Success is actively engaging Māori in the decision-making process**

A good, productive relationship between the EPA and Māori requires time and effort. This means ensuring our own capability and also supporting applicants to include key Māori groups in their applications. He Whetū Mārama provides a strategic framework to support our growth in this area.

## **Our approach to achieving He Whetū Mārama**

### **He Whetū Mārama Working Group**

To assist the EPA's delivery of He Whetū Mārama, there is a working group made up of representatives from across the EPA. Working group members' work with their teams to gather and input into the design and testing of initiatives.

### **Key phases to achieving He Whetū Mārama**

We have broken the work into three key phases, and each phase is further broken down into smaller parts. Through a continuous cycle of improvement we will design, test and review as we go, to ensure we meet the needs of the wider EPA. The phases operate together rather than being linear.

Four years on, the capability programme has had a significant impact on the receptiveness of staff to grow their understanding of te ao Māori. Over 70% of EPA staff have undertaken basic te reo Māori training and over 85% have participated in a range of capability building workshops, courses and activities. An added benefit has been the contribution these activities have made to the sense of whānau across the EPA.

### **Phase one: Building the mātauranga of our people**

Phase one is about building a strong foundation for He Whetū Mārama. The activities and initiatives in this phase focus on ensuring staff have the capability, tools and on the job opportunities to apply a Māori perspective and engage with Te Ao Māori (the Māori world). This phase also concerns our external relationships and ensuring we have clear engagement practices with iwi and Māori.

### **Phase two: Exploring mātauranga Māori and its application to our work**

Phase two relates to our thinking about mātauranga Māori, and how to incorporate it into our decisions. The activities in this phase focus on maturing our existing knowledge and identifying opportunities to integrate a Māori perspective into our processes and policies.

Working with Ngā Kaihautū Tikanga Taiao and Te Herenga to develop enduring and meaningful engagement processes is an important part of this phase.

### **Phase three: Strengthening trust in the EPA**

Phase three is about exploring how we weave a balanced perspective of mātauranga and science into our decisions. This takes into account ongoing learning from phases one and two. The outcome will be fundamental change to the EPA's current perspective and knowledge.



## He Whetū Mārama

He Whetū Mārama – he anga ki te ārahi i Te Mana Rauhi Talao i roto i ana herenga ā ture me ētahi atu herenga ki a Ngāi Māori.

### Wawata

Ka whai mōhio i ā Mana Rauhi Talao whakatau i te hononga ake, i te hononga motuhake a Ngāi Māori ki te talao.

### Mātāpono

Ka ārahia He Whetū Mārama e ngā mātāpono e whā o Te Tiriti o Waitangi.

#### WAKA HOURUA

Whakahere i te Mana Rauhi Talao kia mau tūturu me te whakapono ki ngā whakaritenga a Ngāi Māori i runga i te waka hourua.

#### TIAKITANGA

Whakahere i te Mana Rauhi Talao kia pono i te hikoi tapuwae, arā, kia mau te tiakitanga i ngā painga, i ngā matatau, i ngā wheako a Ngāi Māori i roto i te tohu whakatau.

#### WHAI WĀHI

Tohua te whai wāhi mā te whakawhanake i ngā mahere, i ngā whakaritenga, hei tuku i te whakapiri tōtika a te mana o Ngāi Māori.

#### PITO MATA

Whai mōhio, whakamārama ngā tohu whakatau me ngā ngangahau a te Mana Rauhi Talao i te pito mata papātanga ki ngā hua tikanga-ā-iwi me te tūāpapa a ngā hua ohanga.

### Tukunga Iho

Ko te pito mata a te whai wāhi mā te tiakitanga o te waka hourua.

#### WHAI MŌHIO WHAKATAU

Kei te whai mōhio te Mana Rauhi Talao ki ngā whakaritenga Māori.

- Aromatawai i ngā tono me ngā whakarite Tikanga-ā-iwi me te Tiriti o Waitangi.
- Ko te whakamaherehere me te aromatawai a Ngā Kaihautū i ngā whakatau whānui me ngā tono-ā-kaupapa.
- Ka whakaharatau, ka ārahi i ngā kaiwhakatau me ngā kaimahi ki te tautoko i te tāpaetanga a ngā whakaritenga Māori.
- Ko ngā whakahaere whakaritenga, ko ngā tukunga me ngā aratohu, koia nei te whakarato i te whakatōtika a te whaikuru a Ngāi Māori.

#### HAUKAMO HONONGA / TAUNEKENEKE

Kei te whakamau te Mana Rauhi Talao ki ngā whanaungatanga kia tūturu ai Ngāi Māori i te mahi whakatau me ana ngangahau.

- Ko te whakawhanaungatanga me te whakapiri tūāpā ki ngā kaitono me ā rātou ahumahi.
- Kia tika te hoe a te waka hourua.
- Tiaki ā nahanaha, ā whakahāere i Te Herenga.
- Ka ako, ka aratohu i ngā kaitono.
- Ka ako, ka aratohu i a Ngāi Māori.



Environmental  
Protection Authority  
*Te Mana Rauhi Taiao*

# He Whetū Mārama

He Whetū Mārama is a framework that guides the Environmental Protection Authority in the undertaking of its statutory and other obligations to Māori.



## Wawata

The unique relationship of Māori to the environment informs EPA decision making.



## Mātāpono

He Whetū Mārama is guided by four key Treaty of Waitangi principles.

The principle of **PARTNERSHIP** requires that the EPA act reasonably, honourably and in good faith to ensure the making of informed decisions on matters affecting the interests of Māori.

The principle of active **PROTECTION** requires the EPA to take positive steps to ensure that Māori interests, knowledge, and experience are valued in its decision making and activities.

The principle of **PARTICIPATION** informs the development of EPA strategy, policy and process that enables the effective engagement and input of Māori.

The principle of **POTENTIAL** recognises that EPA decision making and activities have impacts on the direction for future growth and development in a Māori cultural and economic setting.



## Tukunga Iho

### INFORMED DECISION MAKING

EPA policy, process and decision making is fully and effectively informed by Māori perspectives.

- Cultural and Treaty assessment of applications and proposals.
- Ngā Kaihautū advice and assessment of the decision-making process generally and for specific applications or proposals.
- Decision-maker and staff training and guidance to support the effective input of Māori perspectives.
- Operational policy, process and guidelines that provide for the effective involvement of Māori.

### PRODUCTIVE RELATIONSHIPS

The EPA maintains relationships that ensure Māori are productively involved in its decision making and associated activities.

- Applicant and industry relationship management and engagement facilitation.
- Iwi partnership management.
- Te Herenga maintenance and management.
- Applicant training and guidance.
- Māori training and guidance.