

Title	Demonstrate knowledge of strategic planning in a Māori authority/Māori entity		
Level	4	Credits	8

Purpose	People credited with this unit standard are able to, for a Māori authority/Māori entity demonstrate knowledge of information required for strategic planning; describe the strategic planning roles of governance and management positions; demonstrate knowledge of action plan development for the implementation of a strategic plan.
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Classification	Whenua > Governance of Māori Authorities
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Available grade	Achieved
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Guidance Information

1 Definitions

Kaitiakitanga refers to the skills and knowledge needed to protect and enhance taonga and other resources. This may include an understanding and knowledge of relevant statutory, legislative, commercial and financial obligations and requirements, as well as opportunity/risk identification, mitigation and management.

A *Māori authority* is an entity status which is subject to specific legislative requirements, including special tax rates, accounting and compliance procedures. A Māori authority may be a trustee of a trust or company. A set criterion governs which types of organisations are eligible to become a Māori authority. In general, this includes entities that manage or administer assets held in common ownership by Māori. However, while an organisation may be eligible, there is no mandatory requirement for them to become a Māori authority.

A *Māori entity* refers to ahu whenua trusts, pūtea trusts, whānau trusts, whenua tōpū trusts, kaitiaki trusts, Māori incorporations, Māori reservations (e.g. marae/Māori committees), rūnanga, iwi authorities, hapū cluster groups, hauora organisations, Māori asset holders, kura kaupapa Māori, kōhanga reo, wānanga, all Māori non-government organisations (e.g. Māori Woman's Welfare League), New Zealand Māori Council, district Māori councils, local government sector, Māori/iwi advisory groups, and community committees with generic kaupapa Māori (e.g. sports club, church groups, kaumātua groups).

Methodology may include but is not limited to clarifying issues and problems; examine spatial and inter-sectorial relationships; social, environmental and economic analysis; future focus.

Rangatiratanga refers to the knowledge and skills required to create, support and realise the strategic vision of an entity. This may include different governance roles and responsibilities (such as trustees, directors and members of management committees); the respective legislative and statutory requirements; different types of

governance structures; and aspects that distinguish Māori governance from established notions of governance/governance practice.

Strategic planning is a process. It is a form of long-term planning which systematically moves through a revolving process of examining the organisation and its internal and external environment; refocusing the goals of the organisation and exploring possible routes for the achievement of those goals; choosing particular strategies; setting medium-term objectives and drawing up detailed action plans for their achievement. This process should be regarded as continuous.

Tools may include but is not limited to – brainstorming, SWOT analysis, mind mapping, logical frame working, comparing matrices, role play.

- 2 Legislation includes but is not limited to Māori Incorporations Constitution Regulations 1994; Māori Reservations Regulations 1994; Te Ture Whenua Māori Act 1993; Trusts Act 2019, their amendments and any other relevant Acts, available at www.legislation.govt.nz.
- 3 Assessment
Assessment will be based on one Māori authority/Māori entity agreed to by the candidate and the assessor.
- 4 Resource Support
Campbell, B. (2011). *Governance in the collective: A study of two models*. Massey University.
Edwards, S. (2012). Nā te mātauranga Māori ka ora tonu te ao Māori. In *Conversations On Mātauranga Māori* (pp. 36-58). New Zealand Qualifications Authority. <https://www.nzqa.govt.nz/assets/Maori/ConversationsMMv6AW-web.pdf>.
Smith, L.T. (1999). *Decolonising methodologies: Research and indigenous peoples*. London: Zed Books.
Te Puni Kōkiri. (2020). *Tupu NZ. Māori Land: Growing whānau through whenua*. <https://www.tupu.nz/>.
Te Tumu Paeroa (2020). *Te Tumu Paeroa, Māori Trustee and Māori Land Court*: <https://www.tetumupaeroa.co.nz/about-us/te-tumu-paeroa-maori-trustee-maori-land-court/>.
- 5 Resource support listed above is given as a guide only and is not intended to be in any way prescriptive. It is envisaged that different areas may have their own written and unwritten repositories of knowledge relevant to this unit standard.

Outcomes and performance criteria

Outcome 1

Demonstrate knowledge of a kaupapa Māori approach required for strategic planning in a Māori authority/Māori entity.

Range whakapapa, rangatiratanga, kaitiakitanga, manaakitanga and whanaungatanga.

Performance criteria

- 1.1 Describe a range of strategic planning methodology and tools to produce strategic plans for a Māori authority/Māori entity.

Range evidence of two methodologies and two tools is required.

1.2 Explain the information needed for a Māori authority's/Māori entity's strategic plan, business plan or agreed objectives.

Range may include but is not limited to uara, kaupapa, moemoeā, wawata, external environment, internal environment, stakeholder's needs and expectations, legislation.
evidence of four is required.

1.3 Explain the purpose of the collection of information in terms of its relevance to the process of strategic planning.

Outcome 2

Describe the strategic planning roles of governance and management positions in a Māori authority/Māori entity.

Performance criteria

2.1 Describe strategic planning in terms of the roles of governance and management.

Range governance roles may include but are not limited to liability, performance monitoring, strategic goals, key performance indicator, reporting, review, achievements, contingencies.
management roles may include but are not limited to operational planning, performance monitoring, communication, financial planning.
evidence of two governance and two management roles is required.

Outcome 3

Demonstrate knowledge of action plan development for the implementation of a strategic plan in a Māori authority/Māori entity.

Performance criteria

3.1 Explain the essential elements of an action plan.

Range actions and responsibilities, performance indicators, setting priorities, timelines, budgets, reporting, review structures, liability and risk management.

3.2 Explain milestones in the development of an implementation plan.

Range consultation, design, plan, approve and apply

Planned review date	31 December 2025
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Status information and last date for assessment for superseded versions

Process	Version	Date	Last Date for Assessment
Registration	1	16 April 2010	31 December 2017
Review	2	10 December 2015	31 December 2021
Review	3	24 June 2021	N/A

Consent and Moderation Requirements (CMR) reference	0166
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This CMR can be accessed at <http://www.nzqa.govt.nz/framework/search/index.do>.

Comments on this unit standard

Please contact the NZQA Māori Qualifications Services mqs@nzqa.govt.nz if you wish to suggest changes to the content of this unit standard.