

5.1 Key Players within the organisation¹

Individuals or groups of people throughout the organisation can undertake many of the tasks associated with Treaty application, but a senior position or group needs to champion implementation. Sooner or later there are issues of policy that must be approved at governance level and management buy-in will be required for implementation. The order in which these groups become involved will vary. Ultimately there needs to be support at both these levels because Treaty application is unlikely without it.

There are too many examples of Treaty initiatives being dependent on the presence of specific individuals, and then dwindling or disappearing altogether when they leave (see also 6 Sustainability).

Reflecting on Experiences²

- **It is essential to have a specific group providing continuous leadership**

Part of the reason that the Treaty continues to be strong is because of a few key staff and working group people who make it important. The relationships are made primarily by them. We'd like to think of it as a structural relationship but the personal part is what makes it work.

(participant from Christian World Service - CWS)

There was buy-in from the top and a core group was appointed to front and be at the forefront of this particular project. The position of any CEO is quite lonely because you're between the board and the staff and you're not a member of either. But I feel well supported by the core group. If I have to go and meet with somebody from the tenths trust or one of the wananga I know that somebody would probably come with me. It wouldn't have to be just me. So for me, it's really, really important to have that core group and that support and base.

(participant from Development Resource Centre - DRC).

- **and to have people in senior positions involved**

The commitment of various staff has kept things moving perhaps at a time when there might not have been a lot happening with policy. One of the things I have learnt is the need to get support at board, management and policy levels as much as at an operational level.

(participant from Volunteer Service Abroad - VSA)

It is quite important for it to be accepted within the governance area, so we can look at it in policy and in management and in implementation. The second Treaty workshop I went to helped me in understanding that, and also helped me to recognise that if you don't have buy-in from the board it's not going to be easy.

(participant from Leprosy Mission)

Strong governance and senior management commitment and engagement are a strength for FPANZ in this journey.

(participant from Family Panning Association of New Zealand - FPANZ)

- **but there will always be challenges**

Any level of change is as much about the people as it is about the current climate. You are always going to have challenges.

(participant from SCNZ)

¹ From: *Treaty Journeys: International Aid Agencies respond to the Treaty of Waitangi*. Council for International Development. 2007. Used by permission.

² NOTE: The views expressed here are the participants' own, at the time of the interview, and do not necessarily represent their current views or those of their agencies.