

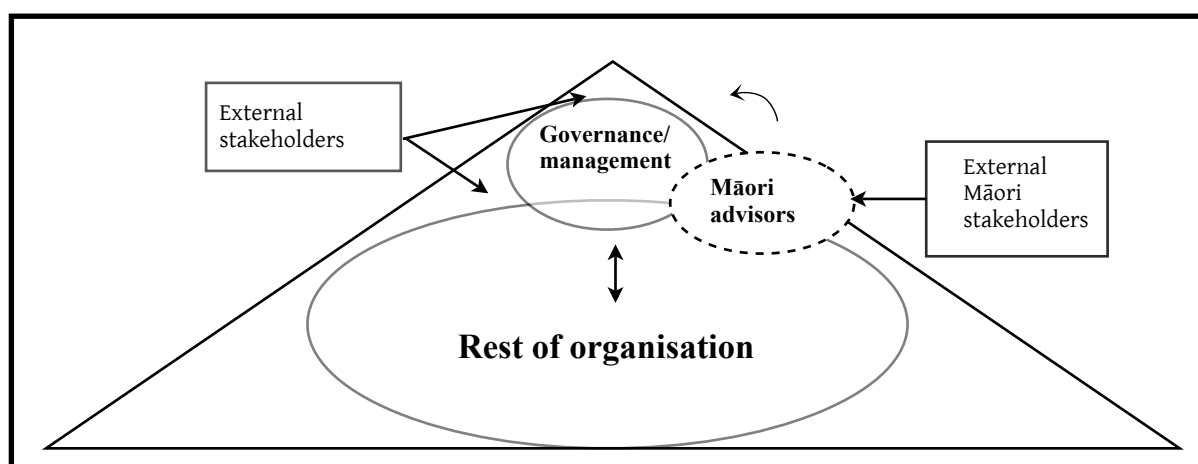
5. Key Stakeholders¹

As with most things, Treaty application is dependent on people to make it work, and can be hindered by them as well. Reflection on situations where Treaty application has been attempted in organisations suggests that there are four necessary, although not necessarily sufficient, conditions:

- a commitment to addressing the power imbalance between tangata tiriti and tangata whenua (see also Increasing Māori role in decision-making)
- committed leadership at governance and/or management level/s;
- a robust relationship between the leadership and Māori (within and/or outside the organisation) who are in a position to influence them;
- a mechanism for keeping the rest of the organisation moving so that a gap does not develop between leadership and others.

A common mechanism for keeping all on board is an education programme for members of the organisation (see also Education). Depending on the context, there may be external stakeholders who are particularly influential as well.

Diagram: Key stakeholders



Reflecting on Experiences²

- **It is useful to get external guidance if you don't have it internally.**

It does need to be a slow process that brings everybody along together. Often having external advice and guidance, having someone that is really sensitive to that process and being part of that process is one of those key factors. We also need to be honest and say we're a very white middle class organisation. It is an incredibly hard shift for us as an organisation and the only way ahead really is to have a level of external guidance that is unthreatening.

(participant from Save the Children New Zealand - SCNZ)

Often having external advice and guidance is one of those key factors – so the way ahead is to have someone externally advise us around beginning to implement.

(participant from SCNZ)

If I was to reiterate anything: get guidance on the journey and make sure it is the kind that's going to work in that organisation to enable people to work efficiently and without fear.

(participant from Development Resource Centre - DRC)

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.