

## 6.3 Resourcing<sup>1</sup>

Establishing and maintaining meaningful relationships requires substantial amounts of energy, commitment and compromise. The availability of resources needed to establish and maintain relationships is linked to issues of commitment because the resources allocated for something indicates its relative importance. Yet, NGOs are almost always notably under-resourced; so there is a constant juggling of priorities.

Treaty application involves at least two very large areas of work:

- altering the culture of an organisation, the systems and processes it uses, and;
- establishing and maintaining on-going, mutually beneficial relationships with tangata whenua.

One of the most important resources for both of these is time. Lack of time means that taking action gets put off, but taking too long often means that focus and momentum are lost. On the other hand, some noted that relationships need time to mature and develop. It also takes time for attitudes to shift. This may be frustrating but can be managed if the parties plan for the long-term.

## Reflecting on Experiences<sup>2</sup>

- **It takes time**

It hasn't been a rush. Everyone's been willing to take their time, to really nut their way through issues and think about the process and make sure everybody's on board. The amount of time taken is actually one of the critical points in terms of making sure it sticks together.

(participant from Development Resource Centre - DRC)

Sometimes I've imposed constraints, because I don't believe that it's an area where you push. It's an area where things evolve and you create opportunities for things to evolve.

(participant from Council for International Development - CID)

- **from people who are already very busy**

The board has the governance role, with a multitude of things that they need to undertake, and they have to set their priorities in relation to how they deal with those. Also, it is voluntary work for them – they meet five times a year for a couple of days and have a huge workload.

(participant from Save the Children New Zealand - SCNZ)

It's more just our own personal time because we've got to do all the other things as well. These are just the normal constraints of having a small office and a few staff.

(participant from CID)

- **but having designated funding can help**

One little thing is that we actually have a separate budget line for our Treaty work – that's one thing we wanted and we have that now.

(participant from Development Resource Centre - DRC)

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

<sup>2</sup> 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.