

6 Sustainability¹

Because Treaty application by tangata tiriti organisations is still in its infancy, relationships with tangata whenua have rarely been institutionalised in the positive sense. They rely on personal connections rather than being integrated into the culture of the organisation. If any of the key individuals are no longer involved, the momentum can be lost. Also, if only a few people are involved, inducting others into the relationships can be particularly difficult.

While relationships always depend on people, there are some structural, policy and other strategies that can support the process. These include ensuring that all understand the Treaty and the organisation's commitment to it, formalising Treaty policy, formalising resource allocation and establishing Māori positions (as opposed to positions occupied by persons who happen to be Maori), especially in relation to decision-making (see 4.2 Increasing Māori Role in Decision-making).

While it may be relatively easy to measure outcomes in relation to specific projects, it usually is difficult to determine the extent to which Treaty application is successful over time. The best-known process is a Treaty audit, but such audits are not common. It is difficult to identify meaningful indicators for audits, and there is the question of what evidence is relevant and what process appropriate for collecting it. There is very little written information available about Treaty application, and there is even less about its evaluation. Whatever method is used, it is important to monitor progress, so that there can be reflection on what is learned as well as on whether change is occurring in the desired direction.

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

Reflecting on Experiences²

- It's important to put structures and practices in place to keep the process moving

We need to audit our own performance at national and at local level. It's been put into the standards of accountability by women who have now gone, and there's a whole lot of others who will go 'pooh pooh, who cares'. But these women have ensured that somehow we've got this multi-pronged big wheel including local, national, international, internal and external initiatives. It has its own momentum and it's just keeping on, slowly turning – at times it's a bit slowly, but then it comes away again.

(participant from YWCA)

The board meets quarterly and strategic issues relating to Māori is one of the standing items on their agenda. And at management level responsiveness to Māori is embedded in policy and a commitment to the Treaty is required from all staff. It is part of all job descriptions.

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

We have begun to see a shift and it is about different layered approaches. At the New Zealand level the Treaty was non-negotiable as far as we were concerned, but there was also management training which filtered down to the rest of the staff. At an internal level we could still get on with it; we didn't need an umbrella policy statement about what we were going to do.

(participant from Save the Children New Zealand - SCNZ)

There is a need to have commitment from your management and council, a need for a good fit with facilitators and the culture of the organisation, and a need for wide education.

(participant from Volunteer Service Overseas -VSA)

- because we always need to learn more

In 2004 we were faced with new questions about the future of the Treaty of Waitangi, but our main question was actually, 'What did the foreshore and seabed issue teach us about what we need to know?' What we thought we knew about the Treaty was starting to get routine, but there were much deeper issues of common law that we hadn't worked out or faced up to. A deeper understanding is taking place with the Catholic groups that looked at it.

(participant from Caritas)

- and we want the relationships to continue when key people leave

I'd say that our relationships are improving. Some of my predecessors had really good relationships, but they weren't necessarily organisation to organisation. So it's really important to me that if I got run over by a bus tomorrow, the next person sitting in this chair would be able to pick up and go on. We've got a bit more work to do to make organisational relationships rather than just personal ones.

(participant from Caritas)

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.