

PARTNERSHIP FRAMEWORK

Te Tiriti o Waitangi Partnership Guide

A Framework for NGOs to Honour Te Tiriti and Build Authentic Partnerships with Maori

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Te Tiriti o Waitangi

Bicultural Governance

Maori Data Sovereignty

Cultural Competency

Te Reo Maori

Aotearoa NZ

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Introduction

Why this guide matters for NGOs in Aotearoa New Zealand

Why This Guide Matters

For not-for-profit organisations operating in Aotearoa New Zealand, Te Tiriti o Waitangi is not merely a historical document -- it is the founding agreement between Maori and the Crown that shapes how all organisations should operate in relation to tangata whenua.

Current State of Many NGOs

- Acknowledging Te Tiriti in documents without meaningful action
- Limited Maori representation at governance level
- Services designed without Maori input or worldview
- Data collected about Maori without sovereignty considerations
- Superficial cultural gestures without genuine partnership
- Good intentions without frameworks for implementation

The Aspiration

- Te Tiriti embedded in governance and operations
- Maori leadership and decision-making authority
- Services co-designed with Maori communities
- Data practices honouring Maori data sovereignty
- Authentic relationships built over time
- Continuous learning and accountability

Who This Guide Is For

NGO Boards & Trustees

Seeking to strengthen Te Tiriti responsiveness

Executive Directors & CEOs

Implementing organisational change

Programme Managers

Designing services for or with Maori

Data & Research Teams

Navigating Maori data sovereignty

Our Approach

This guide is written with humility, recognising that Maori are the experts on their own experiences and aspirations. True partnership requires ongoing relationship, not just policies. There is no single "Maori perspective" -- iwi, hapu, and whanau are diverse. Getting it right takes time, reflection, and willingness to be challenged.

Understanding Te Tiriti o Waitangi

historical context and why the Maori text takes precedence

The Historical Context

Te Tiriti o Waitangi was signed in 1840 between Maori rangatira (chiefs) and representatives of the British Crown. There are two versions with significant differences:

Te Tiriti o Waitangi (Maori Text)

- Signed by most rangatira
- Written in Te Reo Maori
- **Article 1:** Kawanatanga (governance) to the Crown
- **Article 2:** Tino rangatiratanga (full authority) to Maori over lands, villages, and all taonga
- **Article 3:** Same rights as British subjects for Maori
- Maori understanding was partnership, not ceding sovereignty

The Treaty of Waitangi (English Text)

- Signed by fewer rangatira
- Written in English
- **Article 1:** Maori cede sovereignty to the Crown
- **Article 2:** Maori guaranteed possession of properties
- **Article 3:** Maori granted rights of British subjects
- Significant differences from Te Tiriti

Key Differences in Meaning

ENGLISH TEXT	TE TIRITI (MAORI TEXT)	SIGNIFICANCE
"Sovereignty" ceded	"Kawanatanga" (governance) shared	Maori did not understand they were giving up sovereignty
"Full exclusive possession" of properties	"Tino rangatiratanga" over all "taonga"	Taonga includes intangibles: language, culture, data
"Rights and privileges"	"Tikanga" (customs, practices, rights)	Includes Maori ways of doing things

Te Tiriti Today

Timeline of Te Tiriti Recognition

1975: Waitangi Tribunal established

1987: Lands Case - principles first articulated

1991: Resource Management Act

2003: Health Practitioners Act

2019: Whanau Ora approach expands

2020: Oranga Tamariki reforms

2021: Pae Ora (Healthy Futures) Act

2022: Aotearoa NZ Histories curriculum

The Tiriti Principles for NGOs

Partnership, Protection, Participation, and Options

1. Partnership (Rangatiratanga)

Meaning: Te Tiriti established a relationship of equals, where Maori and the Crown would work together.

Governance & Strategy

- Maori representation on boards (not tokenistic)
- Genuine shared decision-making authority
- Maori priorities inform organisational direction
- Co-design of programmes affecting Maori

Operations & Relationships

- Maori staff in leadership positions
- Maori worldviews integrated into practice
- Investing time in relationships before transactions
- Being accountable when things go wrong

2. Protection (Active Protection)

Meaning: The Crown has a duty to actively protect Maori interests, including language, culture, and other taonga.

Cultural Safety

- Environments where Maori feel safe and valued
- Staff trained in cultural competency (ongoing)
- Zero tolerance for racism and discrimination
- Not appropriating Maori culture for branding

Data & Research

- Maori data sovereignty principles applied
- Research conducted ethically with Maori
- Benefits of data flow back to Maori communities
- Protection from data that could cause harm

3. Participation (Equity of Outcomes)

Meaning: Maori should have equitable access to services and outcomes.

Key Areas for Equitable Participation

- **Service Design:** Services accessible and appropriate for Maori; kaupapa Maori approaches available
- **Representation:** Maori staff at all levels; Maori leadership development pathways
- **Resource Allocation:** Funding distributed equitably (not equally); Maori-specific initiatives resourced
- **Outcome Focus:** Tracking outcomes for Maori specifically; addressing disparities when identified

4. Options (Self-Determination)

Meaning: Maori have the right to organise and deliver services in ways that reflect their values and aspirations.

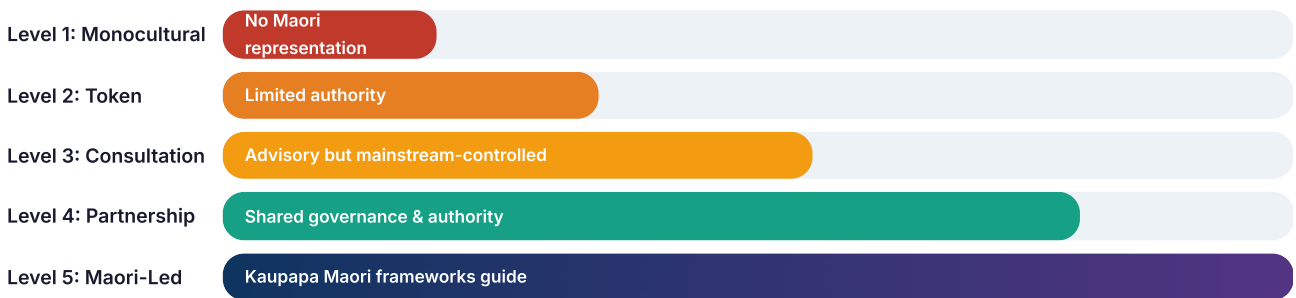
Supporting Maori Self-Determination

- Supporting kaupapa Maori providers and by Maori, for Maori approaches
- Prioritising Maori providers for Maori communities
- Maori control over Maori-focused programmes; mana motuhake respected
- Using your platform to amplify Maori voices and challenge systems that disadvantage Maori

Bicultural Governance

Integrating Maori perspectives into organisational governance

The Bicultural Governance Spectrum



Governance Structure Options

Option 1: Maori Caucus / Ropu	Option 2: Co-Governance	Option 3: Guaranteed Seats
<p>Dedicated Maori voice within the board. Pre-meets before board, can escalate or block decisions.</p> <p>Risk: Can become advisory-only without clear authority. Needs mandate and resources.</p>	<p>True partnership with equal authority. Maori Partners and General Partners form a Joint Governance Body with equal representation.</p> <p>Risk: Decision-making can be slower. Needs genuine commitment and conflict resolution.</p>	<p>Guaranteed minimum Maori seats appointed by iwi/Maori community (not by existing board). Genuine authority, not advisory.</p> <p>Key: Who appoints? What mandate? How is accountability maintained?</p>

Embedding Te Tiriti in Constitutional Documents

Constitutional Elements to Consider

Objects/Purposes	Governance & Operations
<input type="checkbox"/> Reference to Te Tiriti o Waitangi	<input type="checkbox"/> Minimum Maori representation requirements
<input type="checkbox"/> Commitment to partnership with Maori	<input type="checkbox"/> Appointment processes involving Maori
<input type="checkbox"/> Recognition of Maori rangatiratanga	<input type="checkbox"/> Requirement to consult with Maori on strategy
<input type="checkbox"/> Commitment to equity of outcomes	<input type="checkbox"/> Data sovereignty acknowledgment

"[Organisation Name] is committed to Te Tiriti o Waitangi and the principles of partnership, protection, participation, and options. We acknowledge Maori as tangata whenua and commit to working in genuine partnership with iwi, hapu, and Maori communities."

Te Mana Raraunga – Maori Data Sovereignty

Data about Maori is a taonga subject to tino rangatiratanga

Understanding Maori Data Sovereignty

Maori Data Sovereignty asserts that data about Maori is a taonga (treasure) subject to the rights affirmed in Te Tiriti o Waitangi, specifically the guarantee of tino rangatiratanga (full authority) over taonga.

Maori Data Sovereignty Principles

Rangatiratanga (Authority)

- Maori have inherent rights over Maori data
- Maori should control Maori data governance
- Data about Maori should benefit Maori

Whakapapa (Relationships)

- Data has genealogy and context
- Relationships are embedded in data
- Data connects past, present, and future

Whanaungatanga (Reciprocity)

- Reciprocal obligations around data
- Data should flow back to communities
- Mutual benefit from data sharing

Kotahitanga (Collective Benefit)

- Data should serve collective as well as individual
- Whanau, hapu, iwi interests considered
- Preventing harm to Maori collectively

What is Maori Data?

CATEGORY	EXAMPLES
Data by Maori	Research conducted by Maori, surveys of Maori participants, data from Maori organisations
Data about Maori	Ethnicity data, data about Maori communities, iwi registration data
Data derived from Maori	Analysis of Maori data, insights about Maori, predictive models using Maori data
Data environments affecting Maori	Government data systems, research databases, service provider records
Matauranga Maori	Traditional knowledge, cultural practices, whakapapa, place names, karakia

Applying Maori Data Sovereignty in Your NGO

Collection

- Is this data necessary? (Data minimisation)
- Have Maori been involved in designing the collection?
- Is consent truly informed?
- Have collective consents been considered?
- Are Maori researchers/collectors involved?

Storage & Security

- Is data stored in Aotearoa NZ? (Preferred)
- Who has access to the data?
- Can data be returned to Maori communities?
- Plan for data if organisation closes?

Use & Analysis

- Does this use align with original consent?
- Will this use benefit Maori?
- Are Maori voices interpreting the data?
- Avoiding deficit narratives?

Sharing & Release

- Maori governance over sharing decisions?
- Consent obtained for specific sharing?
- Recipients understand obligations?
- Maori communities can access data?

Avoid These Data Practices

- Deficit narratives that only show Maori problems
- Comparisons that position Maori as "less than"
- Decontextualised data that ignores systemic factors
- Using Maori data for commercial gain without consent
- Sharing Maori data without Maori governance

Building Relationships with Maori Communities

Understanding whanaungatanga and engaging with mana whenua

Understanding Whanaungatanga

What It Is NOT

- Transactional consultation when you need something
- Inviting Maori to comment on already-made decisions
- Networking for organisational benefit
- Hiring one Maori staff member to provide all Maori input

What It IS

- Investing time in relationships without immediate return
- Showing up to support Maori initiatives
- Being present at tangi, celebrations, and community events
- Building trust over years, not weeks

Engaging with Mana Whenua

1

Research

Contact your local council for iwi consultation lists. Check Te Kahui Mangai directory (tkm.govt.nz). Note there may be multiple iwi/hapu with mana whenua.

2

Approach Respectfully

Make contact through proper channels (runanga, trust office). Introduce yourself and your organisation. Ask about the appropriate process for engagement. Be patient.

3

Build Relationship Before Asking

Don't lead with what you want. Ask about their priorities and aspirations. Offer to support their initiatives. Be consistent over time.

4

Formalise Appropriately

Relationships may be formalised through MoU or partnership agreements. Include resourcing for mana whenua participation. Build in regular review.

Partnership Health Check

Ask Yourself These Questions

Foundation

- Have we invested time before transactions?
- Do we understand their aspirations?
- Is there genuine mutual benefit?

Accountability

- Do we report back on how input was used?
- Do we acknowledge when wrong?
- Are there concern-raising mechanisms?

Process

- Are we consulting early?
- Are we resourcing Maori participation?
- Are we flexible for tikanga?

Long-term

- Are we committed for the long haul?
- Are we supporting capacity development?
- Would Maori partners say this is genuine?

Cultural Competency in Service Delivery

Moving beyond competency to cultural safety

The Journey to Cultural Safety

- 1 Cultural Awareness**
Recognising that culture affects how people experience services. Understanding your own culture shapes your perspective.
- 2 Cultural Sensitivity**
Respecting cultural differences. Being open to learning.
- 3 Cultural Competency**
Knowledge of tikanga and cultural practices. Skills to work effectively cross-culturally. Understanding of historical and social context.
- 4 Cultural Safety**
The service user defines what is culturally safe. Power imbalances are recognised and addressed. Racism and discrimination actively challenged.

Creating Culturally Safe Services

Physical Environment

- Space welcoming to Maori (art, te reo signage)
- Space for whanau to be present
- Tikanga can be practised (karakia, waiata)
- Accessible from Maori communities

Service Design

- Maori involved from the beginning
- Kaupapa Maori approaches considered
- Whanau-centred (not just individual)
- Flexibility to adapt based on feedback

Staff Practice

- Ask, don't assume
- Learn correct name pronunciation
- Recognise impact of historical trauma
- Ongoing training, not one-off workshops

Te Reo Maori in Your Organisation

Formalising te reo as a living taonga

Why Te Reo Matters

Te reo Maori is a taonga guaranteed protection under Te Tiriti o Waitangi. The language nearly died due to Crown policies, and its revitalisation is both a matter of justice and a key to cultural vitality.



Practical Steps for NGOs

AREA	BASIC	INTERMEDIATE	ADVANCED
Greetings	Kia ora used naturally	Karakia and waiata in meetings	Hui conducted in te reo
Signage	Key signs bilingual	All signage bilingual	Te reo prioritised
Documents	Glossary of terms used	Key documents translated	Te reo versions as default
Website	Pepeha and basic te reo	Section in te reo	Full te reo version

Common Te Reo Terms for NGOs

<p>Greetings & Values</p> <p>Kia ora - Hello/Thank you</p> <p>Manaakitanga - Hospitality/care</p> <p>Whanaungatanga - Relationship</p> <p>Kaupapa - Purpose/theme</p>	<p>People & Places</p> <p>Whanau - Extended family</p> <p>Tangata whenua - People of the land</p> <p>Tauiri - Non-Maori</p> <p>Marae - Meeting house/complex</p>	<p>Practice & Leadership</p> <p>Tikanga - Custom/practice</p> <p>Mana whenua - Territorial authority</p> <p>Kaumatua - Elder</p> <p>Rangatira - Chief/leader</p>
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Maori-Led Evaluation and Research

Moving from research on Maori to research with and by Maori

Why Kaupapa Maori Research Matters

Historical Harm from Research

- Extractive practices (take knowledge, give nothing back)
- Deficit framing (focus on Maori "problems")
- Academic ownership of Maori knowledge
- Research used to justify harmful policies

Kaupapa Maori Alternative

- Maori control over research about Maori
- Maori methodologies and frameworks
- Benefits flow to Maori communities
- Strength-based and aspirational framing

Kaupapa Maori Evaluation Principles

Tino Rangatiratanga

Maori lead the evaluation. Evaluation questions defined with Maori. Maori define what success looks like.

Taonga Tuku Iho

Maori values and frameworks used. Te reo Maori normalised. Maturanga Maori valued as valid knowledge.

Ako (Learning)

Two-way learning between evaluators and community. Findings shared back in accessible ways. Evaluation builds capacity.

Whanau (Family)

Whanau perspectives included. Collective as well as individual outcomes measured. Whanau define their own priorities.

Organisational Self-Assessment

Rate your organisation honestly across six dimensions

Te Tiriti Responsiveness Assessment Tool

Rate your organisation on each dimension (0-5 scale):

DIMENSION	0 (NONE)	3 (DEVELOPING)	5 (LEADING)	YOUR SCORE
Governance	No Maori representation	Meaningful Maori participation	Maori leadership embedded	___/5
Strategy	No consideration of Maori priorities	Maori priorities addressed	Maori-led strategic direction	___/5
Workforce	No Maori staff	Maori at multiple levels	Maori leadership throughout	___/5
Service Delivery	Not appropriate for Maori	Culturally responsive available	Maori-led, equity achieved	___/5
Data & Research	Sovereignty not considered	Maori data governance in place	Fully implemented	___/5
Relationships	No relationships	Established key partnerships	Deep, long-term, multiple	___/5
Total Score				___/30

Interpreting Your Score

SCORE	STAGE	FOCUS
0-5	Beginning	Urgently prioritise Te Tiriti responsiveness; seek external support
6-12	Emerging	Build foundation through relationships and capability
13-18	Developing	Deepen practice, increase Maori authority and leadership
19-24	Established	Mature systems, focus on continuous improvement
25-30	Leading	Maintain excellence, support others' journeys

Implementation Roadmap

Phased approach over 36 months and beyond

Phase 1: Foundation (Months 1-6)

Governance

- Board discussion on Te Tiriti commitment
- Review constitutional documents
- Begin relationship building with mana whenua
- Engage Maori advisor or consultant

Workforce

- Assess Maori staff representation
- Begin cultural capability training
- Introduce te reo Maori basics

Phase 2: Building (Months 6-18)

Governance

- Implement governance structure changes
- Develop Te Tiriti policy or strategy
- Allocate budget for responsiveness

Service & Data

- Review services for cultural appropriateness
- Begin co-design with Maori
- Audit data practices against Maori data sovereignty
- Track outcomes for Maori specifically

Phase 3: Deepening (Months 18-36)

- Maori leadership in key organisational roles
- Te Tiriti embedded in all policies
- Kaupapa Maori options in service delivery
- Strong partnerships with iwi and Maori orgs
- Staff cultural capability at intermediate level
- Regular te reo use normalised
- Maori-led evaluation standard

Phase 4: Sustaining (Ongoing)

- Regular review (annual minimum)
- Ongoing staff capability development
- Deepening Maori partner relationships
- Adapting practice as context changes
- Learning from mistakes openly
- Sharing learning with sector
- Advocating for systemic change

Templates and Checklists

Practical tools for implementing Te Tiriti partnership

Pre-Engagement Checklist

Research

- Identified relevant mana whenua?
- Identified other relevant Maori organisations?
- Understand historical context of community?
- Aware of existing relationships?

Internal Preparation

- Clear on purpose for engagement?
- Genuine capacity for partnership?
- Appropriate resources allocated?
- Right people involved?

Approach

- Going through appropriate channels?
- Allowing enough time?
- Ready to listen and learn?
- Flexibility in process?

Tikanga Considerations

- Know the tikanga of the group?
- Appropriate to bring koha?
- Know about karakia/protocols?
- Prepared to participate in tikanga?

Maori Data Sovereignty Review Checklist

Five Key Areas to Review

Collection

- Consulted Maori on what data to collect?
- Consent truly informed?
- Collective consent considered?

Use

- Maori governance over data use?
- Aligned with original consent?
- Avoiding deficit narratives?

Storage

- Data stored securely in NZ?
- Can data be returned to communities?
- Plan if organisation closes?

Sharing & Reporting

- Maori governance over sharing?
- Findings shared back with communities?
- Strength-based and aspirational?

Resources and Further Learning

essential reading, organisations, and learning opportunities

Essential Reading

Te Tiriti o Waitangi

- Full text of Te Tiriti - Waitangi Tribunal website
- "Te Tiriti o Waitangi" - Orange, C. (2021)
- Waitangi Tribunal reports

Maori Data Sovereignty

- Te Mana Raraunga Charter
- "Indigenous Data Sovereignty" - Kukutai & Taylor (eds.)
- Stats NZ resources

Cultural Competency

- "Becoming Bicultural" - Ritchie, J.
- "Ka Whawhai Tonu Matou" - Walker, R.
- "Tirohia: A Maori Guide to Health"

Key Organisations

CATEGORY	ORGANISATION
Maori Data Sovereignty	Te Mana Raraunga (temanaararaunga.maori.nz) Data Iwi Leaders Group
Research & Evaluation	Nga Pae o te Maramatanga Te Ropu Whakakaupapa Urutaa
Treaty Resources	Waitangi Tribunal Treaty Resource Centre Network Waitangi
Iwi & Maori Orgs	Te Kahui Mangai (tkm.govt.nz) National Urban Maori Authority
Government	Te Arawhiti Te Puni Kokiri Stats NZ Maori Statistics
Te Reo Learning	Te Wananga o Aotearoa (free) Te Kura Toku Reo (online)

He Whakaaro Whakamutunga - Closing Reflection

This guide provides frameworks and tools, but Te Tiriti partnership is ultimately about relationship, not process. It requires:

Humility

Acknowledging you don't have all the answers

Commitment

Being in for the long haul

Action

Moving beyond acknowledgment to genuine change

Persistence

Continuing when it's difficult

*Na reira, kia kaha, kia maia, kia manawanui.
(Be strong, be brave, be steadfast.)*

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This guide draws on the work of many Maori scholars, practitioners, and communities. We particularly acknowledge Te Mana Raraunga and the many iwi and Maori organisations who have shared their knowledge and expectations.