



WAKA KAITIAKITANGA POLICY & RFP FRAMEWORK 2025-2027





Waka Kaitiakitanga Policy & RFP Framework 2025–2027

1. TE PŪTAKE | PURPOSE

Te Rūnanga o Ngāi Takoto (TRoNT) holds two W6 waka as taonga that embody our whanaungatanga, hauora, and Ngāi Takototanga. These waka symbolise collective strength - connecting us *ki uta ki tai* - inland to the sea - and grounding our presence at Lake Ngātu and other sites across the rohe of Ngāi Takoto.

This policy ensures that kaitiakitanga of the waka is:

- Guided by Ngāi Takoto values and tikanga.
- Supported by sound governance and financial sustainability.
- Carried out in ways that enable collective benefit and access for all uri.

It also establishes a fair and transparent process to appoint and review waka kaitiaki under TRoNT oversight.

2. TE ANGA | STRATEGIC ALIGNMENT

This kaupapa gives life to the Te Rūnanga o Ngāi Takoto 2024–2027 Strategic Pou, each represented as the fins of the pioke that propel our iwi forward with balance, direction, and purpose.

The waka taonga are a living expression of these pou - uniting our people, strengthening connection, and ensuring our collective movement leaves a lasting wake (he au tōna). These pou guide how we enable, consolidate, maximise, and strengthen iwi development.

Pou	Application through the Waka Kaitiakitanga Framework
1. Rūnanga as the Enabler for Ngāi Takoto Prosperity & Advancement	• Provides the governance, structure, and resources that ensure iwi taonga are protected, insured, and used in ways that uphold collective wellbeing. • The waka kaupapa is guided by TRoNT's systems of accountability, fairness, and mana whakahaere.
2. Consolidate Ngāi Takoto Economically	• Embeds sound financial stewardship through maintenance planning, cost recovery (via a fair usage fee model), and prudent asset care - ensuring the waka remain sustainable iwi investments rather than liabilities.
3. Maximise Opportunities through Strategic Relationships	• Builds partnerships with marae, kura, and community groups to extend access, enable learning, and create shared programmes that promote whanaungatanga and skill development. • Collaboration becomes the current that keeps momentum steady.
4. Strengthen Ngāi Takototanga - Culture, Connection, Whakapapa	• Grounds the waka kaupapa in identity and whakapapa. • Each journey, wānanga, and use of the waka becomes a living classroom - strengthening language, tikanga, and cultural confidence among our uri.

3. NGĀ KAUPAPA MATUA | GUIDING PRINCIPLES

Kaupapa Matua	Kōrero
NgāiTakototanga	All activity must enhance iwi identity, pride, and connection to te taiao, te moana, te awa.
Kaitiakitanga	Kaitiakitanga is service, not ownership.
Whanaungatanga	Access and participation must be inclusive and equitable.
Ngā Au o te Pioke	- Grounded in our iwi whakataukī and the nature of the pioke, this principle speaks to awareness, preparedness, and balance. - Like the pioke navigating the shifting currents of Rangaunu, we act with calm vigilance and collective care to protect our people and taonga.
Manaakitanga	Engagement must be positive, safe, and uphold the dignity of all participants
He Au Tōna	- Derived from our iwi whakataukī 'He iti Pioke nō Rangaunu, he au tōna', this principle reminds us that every action leaves a wake. - We move with intention so that our mahi, decisions, and care for our taonga create lasting benefit for future generations. - Sustainability, for NgāiTakoto, is not about standing still - it is about shaping an enduring legacy.

4. TE TURE WHAKAHAERE | GOVERNANCE & ACCOUNTABILITY FRAMEWORK

Ownership:

The waka are the legal property of Te Rūnanga o NgāiTakoto.

Delegation of Kaitiakitanga:

TRoNT may appoint an individual, rūpū, or organisation as kaitiaki for a fixed term of up to 24 months, under a Memorandum of Understanding (MoU).

There is no TRoNT funding attached to this role.

Responsibilities of Kaitiaki:

- Care for and maintain the waka to agreed standards.
- Ensure safe, secure, and environmentally respectful storage.
- Manage bookings and waka use transparently to ensure equitable access and prioritisation of iwi benefit in line with TRoNT's equity principles.
- Uphold tikanga, kawa, and safety protocols for all activities.
- Maintain accurate logs of use, maintenance, and financial transactions.
- Submit quarterly reports to TRoNT (usage summary, financial statement, and photos of waka condition).

Use Restriction:

The waka are **not** to be used for racing, commercial competition, or any event that conflicts with the original kaupapa of hauora, cultural revitalisation, and whānau participation. Any exception, such as a community demonstration or educational showcase, requires prior written approval from TRoNT.

Oversight:

Operational oversight of the waka kaupapa shall be undertaken by the Group Manager – Strategic Operations or a delegated member of the Senior Leadership Team (SLT), ensuring appropriate monitoring, reporting, and continuity of management responsibilities. Quarterly summaries will be provided to the Board outlining key activities, maintenance, and compliance matters.

A nominated Trustee shall hold a Sponsor role to provide cultural oversight, uphold tikanga considerations, and maintain the governance connection between the Board and the appointed kaitiaki.

Review & Termination:

TRoNT reserves the right to review or revoke kaitiakitanga at any time where expectations are not met or the kaupapa no longer aligns with iwi direction.

Fees:

TRoNT may approve modest usage fees for external or non-NgāiTakoto groups (e.g., schools, sports clubs, agencies).

- Fees must not create barriers for NgāiTakoto uri or kaupapa Māori activities.
- Fees may cover maintenance, replacement gear, or insurance-related costs.
- All income and expenditure must be recorded and reported quarterly.

Transparency:

- A designated ledger or account must be used for all transactions.
- TRoNT reserves audit rights at any time.

Waivers and Discounts:

TRoNT and the kaitiaki may waive or subsidise fees for iwi-led kaupapa (marae, kura, kaumātua programmes, TRoNT employee development or community wānanga).

5. TE TUKANGA | RFP PROCESS

Purpose:

To identify a capable, values-driven kaitiaki who can safely manage and uphold the waka in alignment with NgāiTakototanga.

Eligibility:

Open to NgāiTakoto-affiliated individuals, marae, or community rōpū who can demonstrate:

- Cultural, operational, and organisational capability.
- Commitment to equitable iwi benefit.
- Alignment with TRoNT values and governance expectations.

Evaluation Criteria (Weighted 100%):

#	Category	Description	Weight
1	Purpose & Alignment	How the proposal enhances NgāiTakototanga, iwi wellbeing, and aligns with TRoNT strategic pou.	15%
2	Custodianship & Location	Description of proposed storage site, access, and security; confirmation waka will not be used for racing.	10%
3	Access & Inclusion	How kaitiaki will ensure open, fair access for iwi members and manage bookings transparently.	15%
4	Cultural & Community Value	How waka activities will uphold tikanga Māori and strengthen iwi connection.	10%
5	Health, Safety & Risk	Understanding of waka safety standards, risk management, and insurance compliance.	15%
6	Maintenance & Operations	Plan to maintain waka, including inspection schedules.	10%
7	Governance & Reporting	Leadership structure, roles, and quarterly reporting commitment.	10%
8	Financial Sustainability & Fee Strategy	Proposed fee model, revenue management, and assurance of equitable iwi access.	10%
9	Environmental Stewardship	Commitment to sustainable practice and care of te taiao around Lake Ngātu.	5%

6. SUBMISSION DETAILS

- Deadline:** 5:00 PM, Monday 03rd November 2025
- Submit to:** feedback@ngaitakotoiwi.co.nz
- Format:** Max 4 pages (PDF or Word), plus optional attachments.
- Assessment Panel:** TRoNT Board.
- Decision Basis:** Weighted criteria and alignment with iwi strategy.

7. TE WHAKATINANATANGA | IMPLEMENTATION

- Call for Proposals: Circulate this RFP to all interested parties
- Hold on Movement: Waka remain stationary until the appointment is confirmed.
- Evaluation: Each submission is scored against criteria using the 100-point weighting.
- Board Recommendation: Management provides ranked outcomes with rationale.
- MoU Development: Formal agreement includes governance, insurance, fees, and review clauses.
- Quarterly Review: TRoNT monitors reporting and compliance, with annual assessment and renewal option.

7. TE TIROHANGA WHĀNUI | OVERALL INTENT

This framework provides clarity, fairness, and kaupapa integrity to waka management by:

- Centering kaititakitanga and decision-making under Te Rūnanga o NgāiTakoto governance.
- Upholding NgāiTakoto values and tikanga in every activity.
- Ensuring equitable access and long-term sustainability.
- Building capability and pride in our uri to carry this kaupapa into the future.



Guidelines & Template for Waka Kaitiaki EOI

Ngāi Takoto Waka Kaitiakitanga Policy & RFP Framework 2025-2027

1. TE PŪTAKE | PURPOSE

This guideline supports individuals, marae, or rūpū preparing an Expression of Interest (EOI) to become a Waka Kaitiaki under Te Rūnanga o Ngāi Takoto (TRoNT). It outlines what to include and how each part will be assessed.

2. BEFORE YOU BEGIN

Please read the Waka Kaitiakitanga Policy & RFP Framework 2025–2027 carefully.

Your proposal should demonstrate:

- Alignment with Ngāi Takototanga and iwi values.
- Commitment to safe, inclusive, transparent waka use.
- Capacity to care for the waka responsibly under TRoNT oversight.

There is no TRoNT funding attached to this role.

The appointed kaitiaki acts as a custodian, not a contractor. Any usage fees are for cost recovery only and must be reported quarterly to TRoNT.

3. EXPRESSION OF INTEREST (EOI) STRUCTURE

- You may submit up to 3 to 4 pages (1,200–1,800 words) or use the guideline template to insert your responses.
- Use full sentences or short paragraphs or a combination with bullet points.
- Each section below reflects the criteria and weighting TRoNT will use when assessing proposals.

Eligibility and Introduction (unweighted) | 100-150 words

Who You are

- Name and Contact details
- Connection to NgāiTakoto (whakapapa, marae, whānau)
- Short overview of your background or involvement in waka, taiao, or community kaupapa
- State whether you are applying as an individual, marae, or community rōpū.

i. Purpose & Alignment (15%) | 150-200 words

What drives your interest

- Why do you want to be a Waka Kaitiaki?
- How does this kaupapa reflect NgāiTakototanga and our iwi's strategic pou (Enable, Consolidate, Maximise, Strengthen)?
- What outcomes do you hope to achieve for iwi wellbeing, learning and pride?

ii. Custodianship & Location – (10%) | 120-180 words

Where and how you will care for the waka

- Describe your proposed storage site (e.g. Lake Ngātu, marae, private property) and include photos or a brief description.
- Explain how you'll ensure the waka is kept safe, secure and accessible.
- Confirm that they will not be used for racing or commercial activity.

iii. Access & Inclusion – (15%) | 150-200 words

How everyone can benefit

- How will you manage fair and open access for iwi members, marae, kura and whānau groups?
- How will bookings or requests be handled transparently?
- What steps will you take to make participation welcoming and inclusive?

iv. Cultural & Community Value – (10%) | 150-200 words

Strengthening NgāiTakototanga

- How will you uphold tikanga and promote te reo, whakapapa, and hauora through waka use?
- What kinds of wānanga, training or community events might you facilitate?
- How will this role contribute to cultural connection and collective pride?

v. Health & Safety & Risk – (15%) | 150-200 words

Keeping people & taonga safe

- Describe your approach to waka safety, following Waka Ama NZ | Ngā Kaihoe o Aotearoa, Coastguard or Maritime NZ standards.
- Outline how you'll manage risks (weather, storage, injury prevention, supervision).
- Note any qualifications or safety training held by you or others in your team.

vi. Maintenance & Operations – (10%) | 120-180 words

Caring for the waka

Caring for the waka

- How will you maintain the waka and its equipment (lashings, covers, skirts etc)?
- Who will do regular inspections and small repairs?
- Will you organise volunteer days or collaborative maintenance sessions?

vii. Governance & Reporting – (10%) | 120-180 words**Accountability and communication**

- How will you keep simple records (usage, maintenance, and any cost-recovery fees)?
- Who will prepare and submit quarterly reports to TRoNT?
- Are you comfortable with annual reviews or visits from TRoNT representatives?

viii. Financial Sustainability & Fee Strategy – (10%) | 120-180 words**Cost recovery only**

- If you intend to host community or agency sessions, suggest how modest fees might be managed (e.g. \$50/session, or \$200/day).
- Confirm that any fees will go toward waka maintenance and will be fully reported to TRoNT.
- Describe how you'll ensure these fees don't become barriers for NgāiTakoto uri.

Cost recovery only

ix. Environmental Stewardship – (5%) | 100-150 words

Caring for te taiao
• Explain how you'll protect and respect the natural environment around the waka (e.g. Lake Ngātu). • Describe any actions you'll take to reduce environmental impact (cleaning, waste reduction, biosecurity). • Show awareness of taiao and tikanga when operating the waka.

x. Optional: Support or Resources Needed (Unweighted | Up to 100 words)

Support or Resources Needed
If there are areas where you'd appreciate guidance, training or collaboration (e.g. H&S, insurance, communications), briefly note these.

4. SUBMISSION DETAILS

- **Deadline:** 5:00 PM, Monday 03rd November 2025
- **Submit to:** feedback@ngaitakotoiwi.co.nz
- **Format:** Max 4 pages (PDF or Word), plus optional attachments.
- **Assessment:** Based on weighted criteria, values alignment, capability and safety.

Ngā mihi

Thank you for your interest in supporting NgāiTakoto's waka kaupapa.

Your proposal helps ensure that these taonga continue to connect us ki uta ki tai – and carry the legacy of our people into the future.

He iti Pioke nō Rangaunu, he au tōna.

Small though the Pioke may be, great is its wake.

5. EOI SUBMISSION CHECKLIST

Before submitting your Expression of Interest, please make sure you have included all the required information. This checklist is for your own reference and will help ensure your proposal is complete and easy to assess.

SECTION	INCLUDED	NOTES / TICK WHEN COMPLETE
1. Purpose & Alignment (15%)	☐	Clearly describes intent, iwi benefit, and alignment with NgāiTakototanga
2. Custodianship & Location (10%)		Storage site described and suitable; waka not for racing/commercial use
3. Access & Inclusion (15%)	☐	Process for fair, transparent access and bookings explained
4. Cultural & Community Value (10%)	☐	Demonstrates cultural benefits, wānanga ideas, and iwi connection
5. Health, Safety & Risk (15%)	☐	Safety practices and standards identified; risks managed
6. Maintenance & Operations (10%)	☐	Plan for upkeep, checks, and small repairs provided
7. Governance & Reporting (10%)	☐	Describes record-keeping, reporting frequency, and responsible person
8. Financial Sustainability & Fee Strategy (10%)	☐	Outlines any cost recovery plan and confirms TRoNT oversight
9. Environmental Stewardship (5%)	☐	Shows awareness of taiao protection and sustainable practice