

Te Remu Huia: the tail feathers of the huia bird

Designing an Indigenous model of leadership, governance and decision-making

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Whakauae Research Services



Animation Rapua Te Ara Rangatira



Ngā Pakiaka

Who is Whakauae? Who is Ngāti Hauiti?



Whakauae Research Services



Rapua Te Ara Rangatira and Te Remu Huia



- Recent health reforms to advance Māori health equity
- Iwi Māori Partnership Boards
- Reclaiming knowledge of the huia bird - Te Remu Huia
- Kaupapa Māori methodology (Pihama, G. H. Smith, L. T. Smith)



Te Kaupapa

Te Remu Huia - Translating traditional narratives, challenges encountered during the design process, future aspirations for the model, and Insights for others developing governance models



Translating and conceptualising kōrero tuku iho (oral traditions)



Te Remu Huia

TE REMU HUIA

A bespoke model of governance and leadership for Te Rūnanga o Ngāti Hauiti

NGĀ RAU TUMU

These are our *principles and values*

NGĀ RAU TANGATA

These are our *people*

NGĀ RAU HUARAHI

These are our *processes*



He kupu whakataki mō te huia

Te Remu Huia is a custom-made, fit for purpose, Rangatiratanga centred model of leadership, governance, and decision-making. It draws upon the cultural symbolism of the extinct huia, a bird, whose remu were traditionally revered by Rangatira and Aniki alike as plumes for the most sacred part of the body, their heads, signifying their mana. Thus the tail feathers give expression to Rangatiratanga and ultimately, Tino Rangatiratanga, which are underlying concepts of the model.

Utilising the 12 tail feathers of the huia as markers, the Rangatiratanga model comprises 12 key features. These features are grouped into three parts or Ngā Rau namely;

- Ngā Rau Tumu – Principles and Values
- Ngā Rau Tangata – People
- Ngā Rau Huarahi – Processes

Huia lived together in dependant pairs with the male's shorter pointed beak used to 'chisel' at decaying wood looking for huhu grubs while the female's longer uniquely curved beak probed denser timber. In essence they complemented each other as do the 12 key features of the model.

Each feature is reliant on one another in order to reach the model's full potential enabling improved outcomes for Iwi Māori. Nowadays, the huia have entered the realm of wairua and are now kaitiaki ki tua o te ārai.



Te Remu Huia

TE REMU HUIA

A bespoke model of governance and leadership for Te Rūnanga o Ngāti Hauiti

NGĀ RAU TUMU These are our *principles and values*

1 **Mātauranga Māori** – *Māori Knowledge*
Mātauranga Māori, knowledge and culture, past, present, and future is embraced and practiced within all aspects of governance

2 **Ngā Mitāpono** – *Principles*
At the core of the Rūnanga are a set of principles used to guide the way it conducts itself and include rangatiratanga, kaitiakitanga, manaakitanga, whanaungatanga and Kotahitanga

3 **Te Kawa o te Marae** – *Protocols of the Marae*
Centred in the realm of ngā atua and expressed through the protocols of the Marae, governors are able to give practical effect to cultural practices when undertaking their duties

4 **Te Whare** – *Governance Guidelines*
Te Whare acknowledges that Te Rūnanga o Ngāti Hauiti is a rangatiratanga authority and may choose to utilise tools such as technology, administration, and communication

NGĀ RAU TANGATA These are our *people*

1 **Whakapapa** – *Genealogy*
Iwi Māori governors and leaders represent their whānau and whakapapa, have a strong sense of their identity, and understand their connections with others

2 **Ngā Pūmanawa** – *Intrinsic Characteristics*
Personal qualities influence an individual's leadership style, how they approach tasks, interact with others, and navigate various situations

3 **Ngā Pūkenga** – *Learned Skills*
Individuals' skills add value to discussions and decision-making processes and therefore upskilling is a necessary requirement of good governorship

4 **He Tauatanga** – *Enduring Leadership*
A commitment to engage with the next generation of leaders and to nurture collective identity is important to sustaining the vitality of the Rūnanga

NGĀ RAU HUARAHI These are our *processes*

1 **Te Whakaaahuahanga** – *Representation & Composition*
The governors of the Rūnanga are elected by the people, have particular roles to perform and represent the collective interests of the iwi by bringing their expert knowledge, experience and leadership styles

2 **Ngā Tūranga me ngā Haepapa** – *Roles & Responsibilities*
Each member of the Rūnanga has specific roles and responsibilities to fulfil, and like the workings within the marae, every job is essential to the achievements of the collective

3 **Ngā Tikanga o te Whare** – *Meeting Procedures & Protocols*
Grounded in Te Kawa o te Marae, the Rūnanga is guided by a series of procedure and protocols designed to achieve clear communication, active engagement, full participation and consensus decision-making

4 **Ngā Whakahaere** – *Administrative Support*
Providing the administrative support to the Rūnanga that enables governors to fulfil their duties to the best of their abilities



Experiences encountered in the design process

Challenges

- Creating research trust (L. T. Smith)
- Voluntary realities for the Rūnanga
- Limited base of mātauranga Māori (Māori knowledge) (Royal, G. H. Smith)

Strengths

- Positionality (Pihama, G. H. Smith, L. T. Smith)
- Mahi aroha (Cram)
- Whanuangatanga (relationships)

Future aspirations for Te Remu Huia

- To embed Te Remu into our Rūnanga (tribal council)
- Future evaluation project
- He Whetu Arataki (youth leadership programme) (Potaka-Osborne & Taylor)
- Documenting Te Remu Huia and our learnings to inspire other Indigenous nations to decolonise/indigenise their governance systems (example, rangatahi videos)

Insights for developing Indigenous governance models

- Draw on your whakapapa (kinship and holistic relationships) - whānau, hapū, iwi, hapori, with whenua (lands), kōrero tuku iho, mōteatea (chants)
- Whakawhanaungatanga - creating and maintaining reciprocal relationships
- Wānanga with your communities

Ngā mihi



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W H A K A U A E

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kia puāwai

ake ngā uri whakatupu



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