



IWI

Investment Wānanga

Māori Economic Development Taskforce

WĀNANGA REPORT

9th-10th August 2010

Tapu Te Ranga Marae, Ponake



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whakarāpopotonga

The wānanga on Iwi Collaboration in Infrastructure Investment was held on the 9th-10th August 2010 at Tapu te Ranga Marae in Wellington.

The purpose of the wānanga was to provide a forum for Iwi to explore kaupapa Māori commercial collaboration, with a particular focus on infrastructure investment and public private partnerships as immediate and strategic opportunities. The objectives for the wānanga were to contribute to;

- Iwi Māori securing and realising our competitive edge in infrastructure investment, including the benefits for our people from the intergenerational nature of infrastructure investment;
- Iwi Māori securing and realising the potential of Iwi doing business together and building on our enduring aspirations for kotahitanga;
- Iwi Māori developing kaupapa Māori models for inter-Iwi commercial collaboration, including models for public private partnerships.

The wānanga was sponsored by the Māori Economic Taskforce, an initiative of the Honourable Dr Pita Sharples, and led by Mark Solomon, chair of the inter-iwi collaboration portfolio. The event was attended by over 40 people representing Iwi authorities and professional services. Price WaterhouseCoopers provided expert technical assistance on infrastructure investment and public private partnerships.

This document records the discussions of the wānanga participants and is intended to be distributed to all Iwi and Māori organisations with an interest in kaupapa Māori commercial collaboration and/or infrastructure investment.

The wānanga reflected that;

- Iwi are committed to commercial collaboration and generating kaupapa Māori models of business;
- Iwi strongly wish to explore investing in infrastructure and public private partnerships

The discussions were rich and reflected the diversity of opinion amongst Iwi, while also reaffirming the commonality of our visions and enduring aspirations. The key sentiment of the wānanga is embodied in the words of one of the participants;

“Collective capitalism is the future, it is our past, it will deliver our potential and now is the hour”

The key outcome of the wānanga was a set of recommendations to support Iwi Māori to secure and realise the many strategic opportunities from commercial collaboration, including a recommendation to work toward developing an Iwi Consortium to bid for PPPs as well as self identify prospective investment opportunities.



ngā kaupapa

Mark Solomon, as chair of the inter-Iwi collaboration portfolio on the Māori Economic Taskforce opened the wānanga proceedings with a presentation that emphasised the following themes;

- **Kotahitanga** has a long history within Te Ao Māori, and the recent drives to strengthen collaboration through the Iwi Chairs Forum are an important part of working together to realise our collective future and maximise our strengths;
- **Intergenerational investment** opportunities are important for Iwi to sustain distributions to tribal members, and infrastructure is an immediate and strategic opportunity for Iwi;
- **Kaupapa Māori** collaboration is fundamental to our individual and collective ability to secure the opportunities in infrastructure investment, and we should become leaders in this market, but there is work to do in ensuring that our collaboration is done our way, according to kaupapa Māori principles.

Each of the wānanga participants then spoke to their visions for kaupapa Māori commercial collaboration.

The main theme emerging was that **commitment needs follow through** – many of the participants spoke to enduring traditions of, and commitment to, inter-Iwi collaboration. It was emphasised that the challenge is to turn that commitment into reality –

*“the question is not whether we will collaborate, but **how we can collaborate.**”*

Many participants identified issues that need to be addressed to ensure that collaboration can happen, such as ensuring that Iwi with smaller putea are able to benefit from collaboration and addressing how Iwi can invest in their own rohe while also collaborating with other Iwi.

ngā whakahua

“I’m a rampant collaborationist, so I’m already convinced by the kaupapa. The question is not intent, but implementation. We want to be collaborated with, but not run over.”

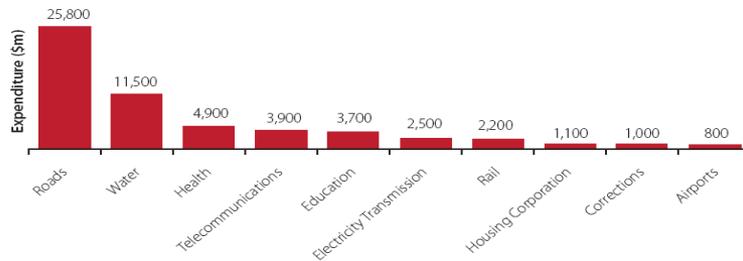
“Clout is everything, and collaboration is the way to more clout”

“Partnerships and collaboration have enabled us to survive over history, our people will be here forever, and collaboration is a fundamental part of our intergenerational future”

he mea tino angitu

Price WaterhouseCoopers delivered a presentation on the infrastructure investment opportunities in New Zealand that included;

- An overview of investment planned/identified by government across all infrastructure asset classes in New Zealand- as represented in the diagram below;



- Discussion on the specific development opportunities available in each asset class, including the likelihood of a bundle of schools being available for a PPP within a matter of months, Housing New Zealand's potential openness to partnering with the private sector to address their new build needs as well as management of their existing housing portfolio.

Richard Forgan, head of the National Infrastructure Unit, then made a presentation on the current outlook of government toward infrastructure investment and public-private partnerships, which featured the following comments;

- New Zealand needs investment in infrastructure due to the convergence of a number of trends, including historical patterns of under-investment and achieving greater economic growth;
- The role of the private sector in infrastructure investment and development, is not simply about getting more capital into the system, rather, the role of the private sector is to increase value for money across the whole life of infrastructure assets.
- That Iwi have an important role in infrastructure investment going forward, including as;
 - Investment proponents– to advise government of what infrastructure needs developing within regions and communities, and to identify investment opportunities
 - Partners and Investors– to be a willing partner and investor with government in infrastructure development, maintenance and investment.

Wānanga participants discussed the importance of both **driving investment** opportunities (i.e. identifying infrastructure that needs to be developed within communities as well as bringing together business cases for investment in these assets) and **leading market responses** to investments identified by the government, including putting in bids for investment opportunities .



kia whakaputa

In this session, Price WaterhouseCoopers delivered a presentation on the nature of a public-private partnership (PPP) and the key stages to pulling a PPP together.

The nature of a PPP was presented as having 3 key aspects;

- **Roles**— PPPs involve a number of participants, including the Crown who is purchasing the investment/development, financiers (equity and debt providers), design and build companies who will create the physical asset, service and operations providers who will maintain or run the asset or service, and advisors. It was noted that Iwi could individually or collectively fill any or all of these roles depending on experience and capability. Typically, PPPs involve consortia where a number of entities come together, each bringing their particular skills to cover all the roles.
- **Relationships**— PPPs are about enduring relationships between the various participants in a PPP, and because PPPs can last for decades, it is recognised that good relationships are key to successful commercial outcomes.
- **Risk**— PPPs are also a way of the government sharing the risk for procuring infrastructure, and the level of risk will differ according to the particular role Iwi and other participants have within the PPP.

The life cycle of a PPP was discussed in detail, with the three key stages of feasibility studies, procurement processes and construction broken down in detail.

Fiona Mules, a member of the National Infrastructure Unit, then delivered a presentation on the Crown procurement processes. She emphasised;

- **Contestability** — that the government considers that it must run contestable processes, that involve different consortia engaging in competitive bid processes so that value for money can be demonstrated;
- **PPP identification**— that there are two processes for identifying potential PPP opportunities— (1) by the NIU after evaluating the 10 year capital expenditure plans of various government agencies to assess which developments are suitable for PPPs; and (2) by investors identifying potential PPP opportunities and presenting those to government;
- **Relationships**— that relationship management is key to the success of PPP's, including with government; and
- **Iwi** — Fiona emphasised that Iwi have the capability and positioning to go 'toe to toe' with the private sector in bringing together consortia and engaging in bidding processes for PPP opportunities

Wānanga participants discussed the role that Iwi could hold in PPPs, as well as the implications of a contestable process.



kei hea te putea

This session started with a short presentation from Price WaterhouseCoopers, and was mainly dedicated to the Iwi participants discussing the respective merits of investing in the different asset classes of infrastructure and how attractive infrastructure investment is to Iwi.

The Price WaterhouseCoopers presentation explored;

- **Government finances**— PPPs are just one way of funding infrastructure investment. Historically, there has been limited incentive for the government to engage in PPPs because there has been good space for Crown borrowing. As government borrowing has increased, PPPs have become more attractive as a way of financing investment as well as delivering greater value for money across the life of the asset;
- **Iwi infrastructure funding**— the various sources of funding for Iwi investment in infrastructure were explored, with particular consideration of balancing debt and equity. It was noted that the stable cash flows from infrastructure may encourage Iwi to explore higher levels of debt. It was also emphasised that those players who take on more risk will gain higher returns and retain significant rights over the nature of the investment.

The discussions amongst the participants considered the following questions;

- How attractive is infrastructure to Iwi?
- Which infrastructure asset classes are more attractive to Iwi?
- Should investment occur within and/or outside of your rohe?
- What is the role and potential of inter-Iwi collaboration in infrastructure investment and PPPs?

The themes emerging from the discussions included;

- **Risk**— that infrastructure investment and PPPs are not ‘silver bullets’ for Iwi – they involve risk, and while they generate stable cash flow, Iwi would still need to carefully evaluate each opportunity on its merits;
- **Infrastructure and Iwi synergies**— it was recognised that infrastructure investment provides a strategic opportunity to achieve social outcomes that Iwi are seeking, as well as generating the multiplier effect within communities (for example, through tribal members being employed);
- **Iwi competitive advantage**— that Iwi have a number of competitive advantages in infrastructure investment including;
 - Rights and resources— that Iwi have inherent rights over resources which creates leverage within the market as well as having real value;
 - Time horizon— as intergenerational investors, Iwi have the advantage of an investment horizon that matches the asset;
 - Consenting processes— Iwi participating in infrastructure investment have or can form relationships with mana whenua that are properly respectful and thereby more likely to gain support for the development than many private sector developers.

The participants concluded that;

- **Infrastructure is attractive to Iwi, but that each investment opportunity would only be pursued if it was able to deliver real outcomes for the Iwi involved, including financial and social outcomes;**
- **That social infrastructure is particularly desirable (schools, health, housing), but that there are real opportunities across all asset classes, particularly for Iwi with specific strategic assets and aspirations (e.g. Geothermal in their rohe and the like);**
- **That investment should occur both within and outside of our respective rohe, but that there should be some recognition of mana whenua;**
- **That inter-Iwi collaboration in infrastructure investment and PPPs is an important part of our way forward.**



he tino taurira

The case studies session was presented by Price WaterhouseCoopers and included an overview of successful, and less than successful, international examples of PPPs, including;

- Royal North Shore Hospital (Sydney)
- Eastlink (Victoria)
- Vector Arena (Auckland)
- Sydney Cross City Tunnel
- Lane Cove Tunnel (Sydney)

The key lessons from the case studies appeared to include;

- **Risks**– that accurately understanding the risks of the investment was key to success. Where consortia have under-estimated the risk in the project, they had under bid for the project and been left exposed when the project didn't provide a sufficient return.
- **Relationships**– all of the case studies involved multiple participants acting through a consortia (or similar arrangement).

Brian Roche

Brian Roche delivered a presentation on working with the government to secure and realise the strategic position of Iwi for infrastructure investment and PPPs. Some of his key messages included;

- **Treaty Relationship**– that the Crown–Iwi relationship extends into the realm of infrastructure investment and PPPs, and that Iwi need to ensure that we are active partners with the Crown commercially to bring about the next stage of the Treaty relationship;
- **Investment opportunity**– that infrastructure is a sound commercial opportunity – there is money to be made. Iwi will need to assess how infrastructure sits within our respective investment portfolios;
- **Proactive opportunity identification**– that Iwi should identify investment opportunities within your rohe and present those to government;
- **Interactions with government**– that securing investment opportunities with the Crown will take time, and that it is important to interact with the Crown at both a political and administrative level.

Brian's presentation was in many ways a motivational address that wove together the discussions on the first day of the wānanga and crystallised the sense of strategic opportunity Iwi have in respect of infrastructure investment.

whakatinana ngā angitu

This session was held as a discussion amongst Iwi participants on how Iwi could come together to collaborate in infrastructure investment and PPPs within kaupapa Māori models. The purpose of the session was to initiate the development of a kaupapa Māori template for commercial co-investment. The session was described as a 'DIY on Iwi business models'.

The questions considered included;

- What are Iwi objectives for infrastructure investment and PPPs?
- What roles could and would Iwi undertake in infrastructure investment?
- How could and should tikanga be reflected in commercial arrangements for Iwi co-investment?
- How could and should mana to mana relationships be reflected in commercial arrangements?
- What are the practical barriers to Iwi investing together?
- What are the other questions we need to consider?

Iwi Objectives for Infrastructure Investment

The discussions reflected a number of objectives that Iwi are seeking from investing in infrastructure, including;

- **Profit Capital**—this investment must provide a stable and acceptable return;
- **Social Capital**—infrastructure investment should give effect to the social outcomes Iwi are seeking, such as providing employment for tribal members, providing tribal members with stable employment within the rohe, succession planning and the like
- **Constitutional Capital**—that infrastructure investment is also about ensuring the visibility of Iwi within our rohe, so that we return to being influential members of the wider community within our territory;
- **Multiplier Effect**—that infrastructure investment should enable us to build the Iwi Māori economy, and ensure that capital cycles within our communities.

Roles Iwi Could Undertake in Infrastructure Investment

The discussions reflected a general confidence in Iwi being able to assume a number of roles within infrastructure investment/PPPs, with particular emphasis on the importance of Iwi collaborating and long term planning going into building capability. The specific comments included;

- **Financier**—the wānanga focussed on the collective capital within the Iwi Māori economy, noting that in excess of \$150 million equity could be realised amongst the Iwi participants at the wānanga alone. This was taken as symbolic of the power and potential of the Iwi Māori economy, if Iwi were to collaborate commercially. It was also noted that the differing balance sheets would require careful approaches to equity amongst Iwi co-investors, to ensure that Iwi will smaller putea were not disadvantaged within commercial relationships;
- **Advisory roles**—it was recognised that Iwi have particular strengths in advisory roles across many infrastructure investments, including as an advisor in consenting processes, relationship management with mana whenua, political relationships with local and central government and the like. It was also emphasised that Iwi should expect private sector players accessing Iwi in an advisory role to transfer real value for these services;
- **Special Purposes Vehicle**—it was noted that Iwi could readily bring together the SPV and management contracts for the PPP, and in doing so 'clip the ticket';
- **Design and Build Operators**—recognising that Iwi do not currently have depth in this area, the discussion focussed on ensuring that design and build participants in a PPP carry their fair share of the risks for the investment;
- **Operations and Maintenance**—the discussion regarding this role was similar to that for design and build operators, with an additional perspective that Iwi may have a particular role in service provision within social infrastructure .



How Tikanga Should be Reflected in Commercial Arrangements

The discussion on tikanga concentrated on two key questions; (1) what does it mean to do business in a kaupapa Māori way; and (2) how can mana whenua be recognised and respected in commercial arrangements.

The discussions suggested that doing business in a kaupapa Māori way means; **for Iwi by Iwi Values** – that the root of kaupapa Māori business is Iwi acting according to their values, as inherited mai rā āno. It was repeatedly emphasised that we must co-invest together and with the private sector on our own terms, and in a way that ensures the authenticity and integrity of our Iwi.

The discussion on recognising mana whenua looked at two aspects; business conduct and the structure of commercial arrangements;

- **Business conduct**– it was emphasised that if Iwi are to be investors in infrastructure, then it is important that Iwi commercial operators meet higher standards than the private sector in how we engage with mana whenua concerning developments within their territory. It was specifically noted that Iwi should show respect to mana whenua in their business conduct by;
 - **Protocols**– that Iwi investors should engage early with mana whenua and openly explore how mana whenua wish to be involved in the development, including in the design of the asset;
 - **Placement within community**– that if there is leverage within the development to secure the broader social and cultural aspirations of mana whenua then every effort should be made to deliver those outcomes (e.g. using the development of a school to assist mana whenua to form relationships with the Board of Trustees and Ministry of Education)

- **Structure of commercial arrangements**– it was also recognised that the principle of mana whenua could be reflected in the deal structure and governance arrangements of the co-investment. However, there was a lack of consensus about how this could be achieved, and the ideas shared were cast in an exploratory way, including;
 - **Profit share**– it was acknowledged that mana whenua could be recognised through a dedicated percentage of profits being transferred to mana whenua. Some participants thought it was always appropriate to give a certain percentage to mana whenua, irrespective of whether they were active investors. This was seen as due respect for the sovereign nature of Iwi and hapū within their rohe. Others were concerned by the risk of ‘free loading’ and otherwise interfering with commercial deal making;
 - **RFR/Buy In Rights**– most participants thought that mana whenua should be recognised by having automatic rights of either or both; rights of first refusal if the investors were looking to sell the investment and/or the right to buy into the investment on preferential terms;
 - **Governance arrangements**– there was open exploration of whether mana whenua should be reflected in the governance arrangements, such as the mana whenua of the place where the investment is occurring automatically having the right to hold the position of Chair and the like.

The range of opinions on these issues reflected a dynamic tension between those who staunchly upheld the primacy of tikanga in commercialism, and those who thought that tikanga ought to be moderated to better suit commercial realities. It was agreed that the diversity of opinion and passion in the debate was a sign of health within Te Ao Māori and representative of the work that needs to be done to implement kaupapa Māori commercial models.



How Mana to Mana Relationships Should be Reflected in Commercial Arrangements

The importance of mana to mana relationships in Iwi business was repeatedly emphasised. The practical suggestions from the wānanga included;

- **Mana to Mana Relationships**– are between the tribal leadership of Iwi, and there should be formal processes and agreements to record these relationships. It was also noted that the mana to mana relationship is much broader than just a commercial co-investment opportunity, and that the relationship agreement should reflect the breath of collaboration and common commitment to manaakitanga;
- **Separate Mana Relationship from the Risk Bearing Entity**– it was strongly suggested that the mana to mana relationship should be seen as separate from, but overarching, the commercial venture. In effect, there are two tiers of relationship that ought to be recognised in the governance arrangements;

Mana	Relationship vests with tribal leadership, and is responsible for the political level relationship Creates a broad and enduring relationship
	For the commercial relationship, tribal leadership sets the vision and direction.
Transaction	At the commercial venture level, the relationship is specific to particular commercial transactions/arrangements The relationship at this level is carried by professional/technical support to give effect to the directions of the tribal leadership

The participants emphasised that **mana to mana relationships are relationships between equals**, and shared the opinion that the governance arrangements for co-investment should reflect the following principles;

- Iwi should have an **equal voice** at the governance level;
- **Consensus based structures**– that the governance arrangements should support decision making by consensus wherever possible;
- **Tension with economic interest**– where economic interests are unequal between the Iwi partners, the governance arrangements should still try to provide for equal voice at the governance level.

Practical Barriers to Iwi Co-investing

There were also a range of practical barriers to co-investment identified by the participants including;

- **Experience**– that we have limited experience co-investing together, so going straight to a PPP is somewhat daunting;
- **Capability**– that we have a lack of depth in some areas and will need professional services assistance for a period.

Further Questions

The wānanga also brought to light further questions that need to be addressed over time, including;

- **What does fair value mean and how can Iwi protect themselves when partnering commercially with entities significantly larger than them?**
- **How do we respect and value the intellectual property different Iwi bring to commercial co-investment?**



ngā kupu tūturu pono

This section of the report endeavours to synthesise the wānanga discussions

Three fundamental messages were reflected in the discussions over 2 days;

1. **Whanaungatanga**– relationships are the key to success, and we must build our relationships between Iwi, with central and local government and with the private sector;
2. **Mahi Tahi**– that there is a significant amount of work to do to realise the opportunity presented to co-invest together and maximise our opportunities for infrastructure investment, but that we can only build the necessary momentum, capability, and scale if we work together;
3. **Kia tere**– that there is a limited window of opportunity for Iwi to take a leadership role in infrastructure investment, and the longer we delay co-investing together, the more opportunities will pass us by, therefore, we need to move quickly.

The Iwi positions on infrastructure investment that appeared throughout the wānanga were;

1. We can invest in infrastructure;
2. We should invest in infrastructure;
3. We can only invest in infrastructure if we do it together; and
4. The time is now.

ehara taku toa i te toa takitahi, he toa takitini kē



ngā mahi a mua

The wānanga concluded with an extended discussion on the further work needed to ensure that Iwi secure and realise the opportunities to collaborate commercially, and specifically explore infrastructure investment. The recommendations from the wānanga are to;

1. **Pilot Consortia**—to convene an open process for bringing together an Iwi Consortia, with a view to that consortia putting in competitive bids for PPPs. The rationale for this recommendation is that further learning and capability development requires real world examples. The suggestion is that Iwi should be able to openly participate as prospective investors or as observers;
2. **Matrix of Capabilities**—it was repeatedly stated that all Iwi have particular strengths and strategic endowments, and that it would be valuable for Iwi to identify their skills, capabilities and the like so that other Iwi can approach them to learn from them and work with them. The suggestion is that there is a process for Iwi to register (voluntarily) any information they would like to share about their skills, positions, and the like. Over time, sharing this information could potentially lead to increasing the ability of Iwi to benchmark against each other and measure their performance;

3. **Information on Prospective Opportunities**—that it would be valuable to have a two way communication channel to facilitate the identification of investment opportunities, so that Iwi can self-identify developments that they would like to collaborate with others on, as well as receiving information on the government's intentions for infrastructure development;
4. **Mana and transaction level templates**—to develop templates that can be used to record mana to mana relationships between Iwi and the relationship between mana and transaction levels;
5. **Policy engagement**—for there to be work under the leadership of the portfolio chair and Iwi Chairs Forum on the policy framework for infrastructure investment and PPPs, with a particular view to ensuring that the Treaty relationship is reflected in the evaluation criteria for PPPs and the identification criteria for prospective infrastructure investment.

The recommended next step was to convene a further wānanga in approximately 4 weeks to initiate discussions on bringing together an Iwi consortia to engage in infrastructure investment. This wānanga is to be open to all Iwi and Māori organisations that wish to learn about the opportunities and contribute to developing kaupapa Māori business models.

Further information on the next steps will be available at:
<http://www.iwichairs.maori.nz/Kaupapa/PPP/>



ngā tangata

The wānanga participants included;

- Debbie Ngarewa –Packer
- Ngapari Nui
- Hugh Karena
- Reihana Sciascia
- Steve Watene
- Tame Te Rangi
- Simon Karipa
- Pania Winterbury
- Darryn Ratana
- Dianne Brown
- Rawson Wright
- Tiaki Hunia
- Utiku Potaka
- Richard Steedman
- Guy Royal
- Mike Taitoko
- Alice Sciascia
- Mark Solomon
- Wayne Munn
- Tony Sewell
- Tiwana Tibble
- Peter Wilson

- Eru Lyndon
- Joe Tapa
- Ruia Aperahama
- Taari Nicholas
- Rodney Baker
- Maui Hudson
- Peter Lyman
- Rangimarie Parata
- Karimoana Austin-Kururangi
- Janice Smith
- Anthony Smith
- Thomas Mutu
- Sacha McMeeking

PWC advisors included;

- Geoff Knightingale
- Eric Lucas
- Chris Taylor
- Chris Money
- Hamiora Bowkett
- Mark Patterson
- John Ong

Manuhiri;

- Richard Forgan, NIU
- Fiona Mules, NIU
- Brian Roche

Apologies were received from;

- Waikato Tainui
- Nga Puhi





whakapuakanga

Materials released by the Inter-Iwi Collaboration portfolio of the Māori Economic Taskforce include;

- **Iwi, Infrastructure and Investment**– a comprehensive guidebook prepared for Iwi and Māori organisations that includes content on
 - Infrastructure opportunities– a discussion on New Zealand’s infrastructure landscape, its relevance to Iwi Māori and the potential opportunities emerging for Iwi to consider;
 - Public private partnerships– a guide to transactions and deals with a specific focus on infrastructure assets, how PPPs work in that context, the roles Iwi can play in PPPs and the capabilities and technical matters that need to be considered to transact an investment;
 - Commercial entities– a description of the entities and models Iwi can use to collaborate with each other;
 - Case Studies– an overview of some recent examples of inter-iwi collaboration and PPP experiences of Iwi organisations.
 - **Iwi, Infrastructure and Investment- Wānanga Materials**– the presentations and reference material prepared for the wānanga at Tapu Te Ranga Marae, which covers the material included in the guidebook above, as well as further material on;
 - **Asset Classes**– an overview of the different infrastructure asset types with information on the risk/reward profile, international examples and New Zealand opportunities;
 - **Legal entities**– which provides an overview of the commercial structures that could be used for inter-Iwi collaboration.
 - **Iwi, Infrastructure and Investment- Wānanga Report**– which provides a summary of the presentations, discussions and recommendations at the wānanga held in August 2010 at Tapu Te Ranga marae.
- All materials are available for download at:
<http://www.iwichairs.maori.nz/Kaupapa/PPP/>

Tapu Te Ranga Marae

The History of Tapu Te Ranga Marae is about the passion of many good people since 1974. The Tupuna Whare Pare Hinetai No Waitaha was built by young unemployed maori - some of them homeless. They needed to have a place to make a stand. It has been said she is the largest and highest wooden house built of recycled materials on wooden piles anywhere on earth.

It was designed by Bruce Stewart - all in his head because he can't draw. Without formal training, he is a product of the kiwi 'do-it yourself' stuff. He had been influenced by architecture without architects - peasants building from local materials or whatever they could lay their hands on...combined with the principal of the theory of alchemy (making something from nothing) It grew like Topsy

Bruce could see the local material was from the demolition of much of Wellington. He together with the young people grabbed the bits, pulled out the nails and straightened them to use again. Doors, windows and timber, much of it heart native were being pulverized and thrown into the tip. Car cases from Todd Motors were also used once and taken to the tip. They were from trees of the tropical rain forest - hardwoods. Bruce got permission to use them. He believes building, using recycled material is spiritually in tune and uplifting.



Tapu Te Ranga was acknowledged as an appropriate place for this wananga to be held:

...this marae symbolises so much about the kaupapa of this wananga. Tapu Te Ranga is a testament to by Maori for Maori. This marae was designed by Bruce Stewart, from a vision and a passion. ...the marae is not traditional, but it is alive, warm and represents a dynamic expression of both the traditional and contemporary from within Te Ao Maori. This wananga shares the same vision. The vision of by Iwi for Iwi business. Iwi doing business together in a way that brings our traditions into the 21st Century...



rēhītatanga

If you would like to register your interest in participating in further work being progressed by the Māori Economic Taskforce in respect of Inter-Iwi Collaboration and Infrastructure Investment, please return this form to **Events Team, PO Box 13-046 Christchurch** or complete it at <http://www.iwichairs.maori.nz/Kaupapa/PPP/>.

Name	
Iwi Authority	
Contact Details	Postal: Email: Mobile:
Investor/ Observer	<i>This is optional. If you are comfortable to do so, please indicate whether your Iwi is likely to explore the investment in infrastructure in the near future or whether you would like to participate in the further work as an observer to build capability (the work programme forward is equally open to prospective investors and observers, this information will simply allow us to better target the nature of the materials.)</i>

Further comments	
Special Requests	