

AQUACULTURE

PRIORITY PROJECT	DESCRIPTION	OUTPUT	KPIs
Aquaculture Reforms	Provide advice to and coordinate iwi comment on the new Aquaculture regime, with particular attention to the Aquaculture Settlement.	Advice on options is developed and provided to decision-makers.	Preferred options are agreed with iwi.
Industry Participation	Participate in industry forums (including AQNZ) to support iwi aquaculture development.	Options that enhance iwi aquaculture development are advanced.	Ongoing participation is supported by iwi.
Regional Aquaculture Strategies	Develop regional iwi aquaculture strategies that identify iwi aspirations, establish iwi priorities and facilitate iwi agreement on allocation of aquaculture settlement assets.	Regional iwi aquaculture strategies and allocation agreements are developed for priority regions.	Iwi aspirations and priorities are identified, and agreements reached by September 2011.
Pre-commencement Space Settlements	Working with iwi in remaining regions to reach suitable agreements with the Crown; Working with iwi in remaining regions to reach suitable allocation agreements between the iwi of the region to allow transfer of agreed settlement assets.	For each of the remaining regions: • A regional agreement is reached between iwi and the Crown • An Allocation Agreement is reached between iwi	Aquaculture Settlement Assets are transferred to iwi.
Appropriate Business Entities	Advise on Joint Venture options that iwi can use in aquaculture development.	Joint Venture options are developed for iwi to manage their aquaculture assets.	JV options that support iwi aquaculture development identified.
Viability Models	Maintain the currency and robustness of the viability models for the current regions and develop modelling information for regions where aquaculture is likely to take place.	Useful and relevant information is developed for regions where aquaculture is likely to take place.	Iwi are able to use the modelling information to inform their participation in aquaculture.
New Consent Paths	Provide information to iwi to enable them to participate in the aquaculture consent process.	Relevant information about gaining resource consents for aquaculture is provided to iwi.	Iwi are able to participate in the consent process.
Undue Adverse Effects	Advise on options for resolving interactions between fisheries and aquaculture as part of the aquaculture application process.	Advice on options is developed and provided to decision-makers.	Preferred options are agreed with affected iwi.

Budget \$960,884

STRATEGY & DEVELOPMENT

PRIORITY PROJECT	DESCRIPTION	OUTPUT	KPIs
Kaimoana Strategy	Develop a strategy that assists iwi and Maori and the Te Ohu Group to collaborate and jointly invest in programmes that will best advance the collective long-term interests of iwi and Maori in fisheries and aquaculture.	Final Kaimoana Strategy is released. National workshop on priority issues is held.	Iwi and members of the Te Ohu Group implement the strategy.
Improving fisheries management by better using data collected by commercial fishing participants	Work with Te Ohu Group companies to investigate opportunities for commercial participants to collect data that can be used to better inform fisheries management decisions.	Options for gaining key data identified.	Companies and Mfish agree on programmes to be trialled.
Encourage research into improved harvesting techniques to improve fish quality and targeting of species	Work with Te Ohu Group companies and others to encourage trials into improved harvesting techniques.	Options for harvesting and possible programmes to develop them identified.	Companies and other partners agree on programmes to be trialled.
Joint Venture Partnerships	Refine JV options that enable iwi, the Te Ohu Group and others to develop appropriate joint venture businesses.	Options for JV structures developed with "pros and cons" of alternatives.	Material provided to iwi and the Te Ohu Group by 30 September 2011.
Technical Information to assist iwi fisheries management working groups.	Investigate options for JVs with iwi and others that could support or enhance iwi aspirations in developmental fisheries.	Work completed on assessing appropriate structures for development of the surf clam fishery.	Te Ohu Kaimoana, iwi and other joint ventures partners (as appropriate) are presented with a proposal for a JV to develop the surf clam fishery.
Indigenous Development	Develop technical information that supports regional and national iwi fisheries management working groups to make decisions and recommendations on managing priority fish stocks.	Technical information is prepared and distributed.	Information is relevant and assists iwi to make decisions on their priority stocks.
Have Te Ohu Kaimoana recognised as a non-government organisation (NGO) and a delivery agency for New Zealand Aid funding in order to assist Pacific Island indigenous people with governance systems for their fisheries.		Paper presented to MFAT identifying Te Ohu Kaimoana as an NGO. Proposal to MFAT seeking NZ Aid funding.	MFAT accepts Te Ohu Kaimoana as an NGO that meets criteria to apply for New Zealand Aid funding by Dec 2010. Proposal for NZ Aid Funding accepted by Feb 2011.

Budget \$1,220,630

CAPABILITY & PERFORMANCE (CORPORATE)

PRIORITY PROJECT	DESCRIPTION	OUTPUT	KPIs
Facilitate and leverage opportunities to assist and build the capability and capacity of Maori (fishing & beyond) to participate effectively in their chosen field.	Provide seed funding to Seafood Industry Training Organisation (SITO) to assist in the delivery of the Iwi Asset Management Programme to Maori.	Maori participate in the Iwi Asset Management training (JV with SITO).	By end of September 2011: At least 100 MIO, AHC iwi members attain a National Certificate in Seafood Maori.
Develop joint ventures with like-minded groups to aggregate resource and achieve a sustained approach to building capability.	Global Fisheries Scholarship Programme (JV with Nissui).	GFS programme is managed effectively and efficiently. • Graduation of current recipients of the GFS Programme in December 2010. • One further trainee placement with Nissui during 2011.	GFS recipients working for the Te Ohu Group have a succession plan in place.
Te Ohu Kaimoana sponsorship provided to Maori seeking to gain a technical fishing qualifications.	Provision of administrative assistance to Te Putea Whakatupu.	Maori assisted to gain employment and/or enhance their employment prospects in the commercial fishing industry.	At least 20 Maori recruited into the commercial fishing business during 2011.
Investment in staff and governors.	Support provided to Te Putea Whakatupu to enable that Trust to operate effectively and efficiently – and thereby provide scholarships to Maori undertaking tertiary aquaculture, marine science, marine biology studies, or management studies.	Te Ohu Kaimoana personnel have a professional development plan in place.	A minimum of 60 Maori students received financial assistance towards gaining a technical or tertiary qualification.
Corporate Performance	Review all organisation systems and processes. Secretariat services and policy advice to governing structures.	HR policies robust and implemented. Te Ohu Kaimoana board and committees serviced. Te Wai Maori, Te Putea Whakatupu and Te Kawai Taumata correctly resourced.	Evidence of investment made in staff and governors. Robust corporate systems, policies and processes implemented. Administrative & policy support provided to each Board.

Budget \$1,364,370

FISHERIES LEADERSHIP

PRIORITY PROJECT	DESCRIPTION	OUTPUT	KPIs
Integrated Planning	Work with iwi representatives to develop regional iwi fisheries strategies.	Development of fisheries strategies is underway in two regions.	Significant progress has been made in relevant regions and iwi support the process.
Information Systems	Robust electronic information systems established.	Electronic information and reporting systems are trialled in two regions.	Iwi in relevant regions are ready to implement the information systems by September 2011.
Pataka Whata	Extend the pataka/whata concept to provide iwi with additional tools for meeting their customary non-commercial needs.	The pataka/whata system is extended in two regions.	Iwi in relevant regions are working with effective pataka whata systems by September 2011.
Policy Reforms	Participation in policy processes and policy implementation to protect or enhance the fisheries settlement from changes to government policy.	Submissions and advice on key issues that affect the settlement are prepared and provided to relevant decision-makers.	Advice and submissions are provided in a timely fashion – incorporating the views of iwi.
Regional Collaboration	Establish regional groups of iwi fisheries managers to facilitate an effective collective voice for iwi at a regional level.	Regional groups are established with the agreement of iwi.	Iwi are participating in regional groups by September 2011.
National Collaboration	Establish a national iwi fisheries management group to facilitate an effective collective voice for iwi on key issues at a national level.	A national working group with representation mandated by regional groups of iwi fisheries managers is established.	Regional iwi representatives are participating in the national working group by September 2011.

Budget \$714,804

ALLOCATION AND TRANSFER

PRIORITY PROJECT	DESCRIPTION	OUTPUT	KPIs
Freshwater Fisheries	Advice on management of freshwater fisheries and their habitat.	Advice provided as the requirement arises.	Advice provided is timely.
Allocate and Transfer Remaining Settlement Assets	Work with the remaining four iwi: Ngati Maru, Te Muaupoko, Ngati Tama and Te Whanau a Apanui to assist them become certified Mandated Iwi Organisations (MIOs).	Iwi who have met the thresholds become certified MIOs.	Iwi who become MIOs receive their population-based assets by 30 September 2011.
Assist Iwi to Reach Coastline Agreements	Provide assistance to iwi to reach agreements on remaining settlement assets.	Outstanding shares of fisheries are agreed and transferred.	Iwi receive their outstanding settlement assets by 30 September 2011.
ACE Rounds	Make ACE available to iwi who have not received their settlement assets.	ACE is made available to iwi.	ACE is made available to iwi as soon as practical after the commencement of the fishing year.

Budget \$1,381,714

FINANCE, INVESTMENT MANAGEMENT, INFRASTRUCTURE

PRIORITY PROJECT	DESCRIPTION	OUTPUT	KPIs
External Reporting	Preparation of annual report, related annual audit processes.	Annual report and published and distributed to iwi and other interested parties. Annual financial audit completed. Hui-a-Tau held.	Publication of Annual Report prior to Christmas. Audit completed and unqualified report issued. Hui-a-Tau held within legislative timeframes.
Office Infrastructure	Maintaining building and IT services.	Services operating cost effectively.	Operate within budget.
Finance, Investment and Risk Management	Portfolio management, monitoring subsidiaries, providing financial, taxation and other related advice to Te Ohu Kaimoana.	Portfolio produces required return. Information and advice provided as required.	Portfolio delivers at least budgeted return of 5%. Advice delivered to board and management as required. Reporting of activities is clear, timely and accurate.

Budget \$1,921,435