

Resilience Fund Application Form

This form provides the minimum information for the application. A detailed project plan should be developed to inform this application and may be attached.

Project title	Strengthening Community Emergency Response through targeted CIMS Training and dedicated Iwi Partnerships
Date of application	30/01/2025
Details on application	
Applicant <i>[CDEM Group must endorse/sponsor all applications]</i>	Hono (Māori Emergency Management Network)
Sponsoring CDEM Group	WREMO
Other local authorities, Groups or organisations supporting this proposal	Te Tira Whakamataki
Project description	
Executive summary <i>[200 words maximum]</i>	
<p>The important role of Māori institutions in emergency responses have been lauded in multiple reports yet these institutions struggle for formal recognition within emergency management (EM) networks. Both communities draw on local knowledge and cultural skills, underpinned by volunteerism, but emergencies are increasingly complex and interrelated with other socio-economic processes requiring specific skills and resourcing.</p> <p>This proposal seeks to extend targeted response training to communities from Wairarapa, Wellington and Te Tau Ihu to provide more professional responses to future events, coordinate more efficiently with other EM responders, and enable quicker and more effective recoveries. We have already piloted a 2-day bi-lingual CIMS workshop. Our training strategies will pay particular attention to supporting the most vulnerable members of our targeted communities: the elderly; children; single parents; and individuals with special needs.</p> <p>By partnering with iwi, we will align our training to catalyse existing CIMS approaches with skills held within community and identify gaps, including EM technologies, and design training programmes to address these gaps. The necessary iwi partnerships are established as have links within the regional CDEM network. In addition to trained individuals, outputs include community training manuals and two emergency exercises that combine classroom lessons and community-based training.</p>	
Challenge/opportunity <i>[200 words maximum]</i>	

Two main challenges are identified. First is the marginalisation of Māori with their diverse population, socio-economic vulnerabilities, and varying levels of preparedness from formal EM operations. We address this by integrating key Māori responders through credentialled training and inviting non-Māori responders to our community-based training scenarios. Adapting existing CIMS training with appropriate cultural frameworks and designing new training modules where needed ensures we target known gaps in EM.

The second challenge is the multiplicity of skills and networks needed to address modern emergencies. Māori roles are often limited to 'welfare' or liaison'. Communities are increasingly diverse, and their needs and those of first responders require greater understanding by all participants. Therefore, we participate in research facilitated by TTW and supported by international practitioners, to ensure our training is informed by the latest EM research and understanding of policies and best practice. This ensures we identify possible future gaps and proactively address changing needs of communities and first responders.

The opportunity is to upskill and empower Māori in CDEM operations through formal training, innovative emergency scenarios, and informal networking of iwi/Māori in EM so that a genuine Te Tiriti partnership exists with CDEM. There is also the opportunity to extend existing hazard the capability and capacity of iwi/Māori in emergency management is recognised and integrated; and equitable outcomes are achieved for communities across the region.

Alignment with priorities and objectives of the National Disaster Resilience Strategy (NDRS) **[200 words maximum]**

This proposal contributes to several NDRS objectives in each of the goals. First, **inform better management of risks** by identifying risk scenarios for iwi/Māori, including how mātauranga Māori can inform decision-making (1); help design organisational structures and processes to enable iwi/Māori to reduce their risks (2); build risk awareness, literacy, and management capability (3).

Second, **enable more effective emergency response** and recovery by implementing measures to ensure that the safety and wellbeing of people through EM operations (7); build relationships between EM organisations and iwi/Māori (8). One key outcome of this work will be clarification on who is responsible for EM coordination of iwi/Māori responses at the regional and local levels and ensure iwi resources are effectively and appropriately connected into CDEM operations (10). We will also increase capability and capacity of the EM workforce by supporting Māori through CIMS and other training (11) and this will help improve the EM intelligence system (12).

Third, our dedication to enabling, empowering, and supporting community resilience by **supporting Māori to build their resilience**, and working with those in our communities who are disproportionately affected by disaster (13). Objective 18 acknowledges the importance of culture to resilience and effectively engaging with iwi/Māori is fundamental to Hono's approach. Our research alliance with TTW contributes to Goal 1, objectives 4-6 in seeking to address gaps in risk reduction policy; inform iwi/Māori development and investment decision; and better understand the impacts of significant disruption to iwi/Māori economic security.

Alignment with Principles and Allocation Preferences [200 words maximum]

We welcome the opportunity to work alongside NEMA leadership on this kaupapa and are reassured at the commitment to a transparent process to ensure the safety and professionalism of all concerned. We have some innovative ideas for monitoring our work programme which we have developed with the support of TTW. Our focus is clearly to work with local community-based EM managers so they can better support and be supported by regional EM systems. Obviously, our Māori-centric approach is deliberate and underpins our strategy and the outcomes we seek. Our programme as a whole is intended to support and inform CDEM and NEMA goals of working with

Māori to secure better outcomes for all. Our communities overlap across the wider Wellington and Te Tau Ihu region, meaning we have multiple forums to collaborate and mobilise our accumulative knowledge. This is the most reliable approach to cement equitable outcomes for our communities as we progressively scale this initiative.

Application of outcomes/benefits to sector [200 words maximum]

Training Māori EM will significantly increase the capacity of communities to deal with emergencies. We will trial community preparedness with two community-based scenarios to be designed with the help of regional CDEM staff, with relevant NEMA staff to also provide guidance. Our pilot training provides a starting point to design effective community-based training scenarios. Rigorous debriefing of the first of these exercises will inform the second, with both exercises providing an opportunity to monitor performance of iwi/Māori institutions and CDEM/NEMA systems for EM response. Specific components of the scenarios will involve supporting those who are more vulnerable in a disaster such as kaumatua, single parents, children, and people with disabilities.

This approach also provides a baseline for individual and collective development; individuals will mentor others in community and as advisors to iwi/Māori institutions in EM strategies. We have access to culturally framed evaluation tools to monitor progress of community resilience over time and adapt. The project will empower local leaders by providing them with trained EM staff and associated tools to advocate for preparedness and guide their communities during emergencies.

Ongoing costs (post-project) and how it will be funded [200 words maximum]



The project is a single year project? Queries on future funding?

Project design

Project manager	Hono (Hinemoa Katene)
Other project members	Te Tira Whakamataki (Melanie Mark-Shadbolt; Simon Lambert)
External providers/contractors	
NEMA resource (if needed)	

Deliverables [Note: payments will be made after successful completion of milestones identified]

Key milestones	Date for completion	Cost (invoice amount)
Engage contractor/agency to conduct CIMS workshops in community	July 2025	\$25,000
0.2 FTE for Hono	July 2025 – June 2026	\$20,000
Community scenario exercise 1	Nov 2025	\$25,000

Community scenario exercise 2	April 2026	\$25,000	
Identified risks			
Risks	Suggested mitigation / management		
Limited community engagement	Targeted outreach using local champions and culturally appropriate modes.		
Limited resources	Leverage existing partnerships with community groups and emergency services		
Lack of coordination	Clear communication through dedicated roles and regular meetings with partners.		
Losing momentum	Integrate with existing programmes (e.g., JCDR/Massey) and maintain presence within community through selected events and promotion.		
Funding request and use			
CDEM Resilience Fund contribution	\$95,000		
Local authority / organisation contribution			
Other sources of funding or support	Te Tira Whakamataki (in kind)		
Budget <i>[please supply spreadsheet]</i>			
Applies if application exceeds \$100,000 over the life of the project	Are you prepared to attend an interview in support of this application (if needed)?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
Application confirmation			
Is this application from an individual or other organisation	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	
Does the CDEM Group support this application? <i>[sign off below confirms support]</i>	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>	
Approval of Chief Executive [Chief Executive or Head of the organisation receiving the funding]	 Name: Hinemoa Katene		
Approval of CEG Chair	 Name: Darren Edwards		

All communications regarding the application, including approval decisions will be addressed to the Chief Executive and CEG Chair

CDEM Group comment

Note: Only complete forms will be considered for assessment. All completed forms and supporting documents must be emailed to NEMA at resilience.fund@nema.govt.nz

NEMA Assessment [internal use only]

Principles

Yes

No

Local / regional focus

☐
☐

Values the role of Māori in the Emergency Management System

☐
☐

NEMA involvement required

☐
☐

Allocation Preferences

Alignment with NDRS

☐
☐

Achieves equity of outcomes for Māori communities, marae, hapū, iwi and Māori organisations

☐
☐

Outcome focused

☐
☐

Applicable in other regions / CDEM Groups

☐
☐

Supports national consistency

☐
☐

Wider funding / resource commitment

☐
☐

Build on existing work

☐
☐

Operational expenditure (Opex)

☐
☐

Capital expenditure (Capex)

☐
☐

Other

Application from individuals or other organisations endorsed/sponsored by CDEM Group

☐
☐

NEMA Subject Matter Expert Comment

Supported

Not supported

☐
☐

NEMA Regional Emergency Management Advisor Comment

Supported

Not supported

☐☐

NEMA Review Panel Comment

Supported

Not supported

☐☐

NEMA Director Decision Sign-off

Approved

Declined

☐☐

Director of Civil Defence Emergency Management

Appendix A Report Template

CDEM Resilience Fund Project Status Report			Date: DD MMMM YY		
Project title				Project number	
Project manager		Contact details			
Executive summary of status					
Progress of deliverables					
Milestones	Status (on track, delayed, etc.)		Progress this quarter and next steps		

Identification of any issues (actual or potential)					
	Issue			Mitigation	
Schedule					
Staff resources					
Budget					
Dependencies					
Stakeholders					
Quality					
Other					
Budget					
Activity	Expenditure to date	Budget to date	Full year budget	Budget forecast	Variance

Comment on variance

Confirmation

I confirm the status report is accurately reflected and the invoice amount is correct.

Project Manager

Chief Executive

CEG Chair

Comment by Resilience Fund Coordinator