



Consolidating action on Māori tobacco control:
***A discussion paper on establishing a Māori tobacco
resistance alliance***

July 2010

Acknowledgments

The board of Te Reo Mārama would like to thank all those who contributed their thoughts and vision to this report, in particular those who attended the hui, *Hokinga Mahara Haerenga Whakamua* in April 2010 and those who participated in follow-up discussions.

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Contents

1. Introduction.....	4
2. Method to develop alliance recommendations	4
Critique of hui discussion	4
Limited consultations.....	5
Review of key documents.....	5
Identification of key stakeholders who should be involved in an alliance	5
Development of objectives and structure.....	5
3. Draft principles, goals and objectives of a Māori tobacco resistance alliance	6
Principles.....	6
Alliance goal	6
Objectives	7
Strategies.....	8
Alliance membership	10
The role of Te Reo Mārama.....	11
A proposed structure for the alliance	12
References.....	15
Appendix A: Outcomes from the National Hui on Māori Tobacco Control Advocacy: Hokinga Mahara Haerenga Whakamua	16
Appendix B: Limited stakeholder consultations.....	18
Views on the establishment of a Māori alliance for tobacco control.....	18
Thoughts on the purposes of a Māori alliance for tobacco control.....	19
Potential mechanisms and structures for establishing and maintaining an alliance	19

1. Introduction

After more than a decade of action Te Reo Mārama ceased as an organisation with paid employees on 30 June 2010. This occurred at a time when tobacco use continues to be one of the main causes of premature death for Māori and Māori smoking rates are more than double that of non-Māori. 2010 will also be remembered as a time when the Māori Select Committee considered the impact of tobacco on Māori and New Zealander's in general, and is likely to recommend strong measures to curb tobacco use in Aotearoa.

In recognition of the ongoing harm from tobacco for Māori, opportunities to take action to address tobacco use and a pressing need for Te Reo Mārama to reassess its function, a hui was held in April 2010, "Hokinga Mahara Haerenga Whakamua - Returning to Memories as We Move Forward". The purpose of this hui was to determine the direction of advocacy for Māori and what role, if any, Te Reo Mārama (TRM) could play in supporting any decisions from the hui. Facilitated discussions were held at the hui around what issues Māori were facing in countering tobacco use and the best use of limited resources to achieve this. At the conclusion of the hui attendees agreed that an alliance of organisations and individuals committed to a Tupeka Kore vision for Māori be formed.

The purpose of the present document is to explore potential goals and objectives and options for establishing an alliance. The specific aims are to:

- assess expectations on the future of tobacco advocacy for Māori in Aotearoa among participants who attended "Hokinga Mahara Hearenga Whakamua" as well as those who provided feedback via an internet survey;
- explore options for meeting hui participant and other stakeholder expectations;
- recommend a viable option for establishing an alliance;
- recommend an organisational structure to support the recommended option; and,
- develop purposes for the organisation.

2. Method to develop alliance recommendations

Five tasks were undertaken to develop the recommendations for the proposed alliance:

1. Critique of hui discussion.
2. Limited consultations.
3. Review of key documents.
4. Identification of key stakeholders who should be involved in an alliance.
5. Development of objectives and structure.

Each of these tasks are briefly described below.

Critique of hui discussion

Findings from the hui report for *Hokinga Mahara Haerenga Whakamua* were summarised and critiqued to identify principles, purposes and structural requirement for the proposed alliance (Appendix A).

Limited consultations

A limited number of stakeholders were consulted to elicit their views on establishing an alliance. Due to limited time and resources the purpose of the consultations was not to get a comprehensive picture of stakeholder perceptions but rather stimulate the development of ideas to be included in the discussion document. These ideas would then be circulated to a broader stakeholder group for feedback. Topic areas for stakeholder consultations were their perceptions on the establishment of an alliance, what the purposes of the alliance could be and thoughts on the structure of the alliance. All of the stakeholders were directly involved in tobacco control, three were Māori and one was Pakeha. A summary of the stakeholder consultations is given in Appendix B.

Review of key documents

Key documents were reviewed to further develop ideas to be included in the discussion documents. Documents included:

- The Māori Tobacco Control Strategy 2003 – 2007.
- Tupeka Kore Aotearoa 2020 / A Tobacco Free New Zealand 2020.
- An internal TRM discussion document developed by the Director of Te Reo Mārama.

Identification of key stakeholders who should be involved in an alliance

Lists of providers (individual and organisational) were reviewed to identify stakeholder types (e.g. Māori organisations delivering tobacco resistance interventions) that could be identified as potential members. A key source was the Smokefree Directory produced by the Smokefree Coalition.

Development of objectives and structure

Once all the information had been collected a draft programme plan was developed using standard programme planning processes to develop goals, objectives and strategies. Initial thoughts on goals, objectives and strategies were presented to the TRM board and further refined. An organisation structure was developed based on stakeholder consultations and expected requirements for the alliance.

3. Draft principles, goals and objectives of a Māori tobacco resistance alliance

Common themes from the hui feedback, stakeholder consultations and board discussion were organised according to whether they related to core principles that should underpin an alliance, a vision and goal for the alliance, objectives and strategies of the alliance. These should be regarded as preliminary only and it is expected that if an alliance is established that they would be revisited and fully discussed among stakeholders before being ratified.

Principles

Four core principles emerged over the course of developing the discussion document:

- Tino rangatiratanga.
- Kaupapa Māori.
- Whakawhanaungatanga.
- Kotahitanga.

Tino rangatiratanga refers to exercising leadership and contributing to Māori development. Paramount in the expression of leadership is that Māori have control over decision making processes for Māori. The tino rangatiratanga principle can be seen as applying to Māori providers (i.e. leading tobacco resistance movements) and Māori communities, in particular whānau. In this context whānau having their leaders and as a collective having control over their destiny is seen as an ultimate goal.

Kaupapa Māori refers to the need for the alliance to follow Māori values and processes as well as ensuring that the improvement of Māori communities remains the ultimate purpose of the alliance.

Whakawhanaungatanga in the context of the alliance is about promoting whānau ora as a well as ensuring that Māori providers and leaders who champion tobacco resistance are well linked with each other and Māori communities.

Kotahitanga refers to the need for solidarity among Māori to resist tobacco in the face of the death and suffering wrought by the tobacco industry.

Alliance goal

It is important that the alliance has a vision for the kind of world that members aspire to. This vision provides a context for the goals, objectives and purposes of the alliance. Most hui participants and stakeholders agreed that the ultimate purpose of an alliance would be to rid Aotearoa of tobacco:

Kia mau te kaupapa Tupeka Kore mō ngā uri Māori

The goal of the alliance to achieve this purpose would be to:

Strengthen Māori resistance to tobacco use in Aotearoa

Five objectives for the Alliance have been identified to achieve this goal.

Objectives

1. Increase Māori control / governance / empowerment to organise efforts to resist tobacco use.
2. Improve solidarity on action to eliminate tobacco use among Māori.
3. Increase efficiency of Māori interventions to reduce tobacco use / Make better use of resources.
4. Increase accountability of tobacco resistance interventions to iwi, hapū and Māori communities.
5. Improve responsiveness to address gaps and emerging issues for Māori.

Each of these objectives are described below.

Increasing Māori control / governance / empowerment to organise efforts to resist tobacco

The Treaty of Waitangi guarantees Māori the right of self determination. In addition a core principle of health promotion is to empower communities so that they can work effectively to manage their wellbeing. For Māori, there is need to improve the level of ownership and engagement among Māori at the community level in the Tupeka Kore kaupapa. This objective recognises this need.

Improving solidarity on action to eliminate tobacco use among Māori

A common observation among hui participants and other Māori stakeholders is that the Māori organisations and workers in the area of tobacco control are fragmented and are finding it increasingly difficult to come together to share ideas, resources and work collectively towards addressing tobacco use. Examples include a lack of a national voice for Aukati providers, a need for Auahi Kore conferences and a need for a tobacco resistance plan for Māori. The purpose of this objective would be to bring together stakeholders with a commitment to eliminating tobacco among Māori to present a unified voice of resistance.

Increasing efficiency of interventions to reduce tobacco use among Māori / Make better use of resources

While a focus of the alliance would be to secure additional resources that would enable Māori to better resist tobacco it would still be important to make better use of existing resources. This would be achieved by the alliance bringing together those committed to resisting tobacco to collaborate and coordinate action at local, regional and national levels. A key means that would facilitate this process would be to focus action on achieving outcomes identified in a tobacco resistance strategy for Māori. At the time of writing this document no tobacco control strategy had existed for Māori for three years. Therefore, a key task of the alliance could be to initiate the development of a new strategic plan to coordinate Māori action towards a common goal of Tupeka Kore.

Increasing accountability of tobacco control programmes to iwi, hapū and whānau

Despite most government strategies recognising Māori as a priority group to reduce the impacts of smoking the delivery of Māori focused interventions is under resourced, fragmented and there is a growing concern that accountability of tobacco

control interventions to Māori communities has declined. This can be seen as applying to both generic providers as well as many Māori providers. Article 4.2 of the Framework Convention on Tobacco Control highlights the need for those organising efforts to resist tobacco use to meaningfully engage Māori and ensure that interventions meet Māori needs:

(c) the need to take measures to promote the participation of indigenous individuals and communities in the development, implementation and evaluation of tobacco control programmes that are socially and culturally appropriate to their needs and perspectives...

In the context of an alliance an essential means of achieving accountability is providing a voice of Māori communities within the alliance as well as ensuring that alliance members act as conduits between the alliance and Māori communities.

Improve responsiveness to address gaps and emerging issues for Māori

Where gaps exist in actions to resist tobacco or new issues arise (such as opportunities to position tobacco resistance in the minds of the general public and politicians through the Māori Select Committee hearings on tobacco use among Māori) a mechanism is required to ensure appropriate action can be taken. To guide the identification of gaps or prioritise emerging issues requires a strategy to be in place. It is expected that key actions will focus on improving policy environments and interventions to reduce tobacco use among Māori. It is likely that advocacy will be a key means of bringing about these actions. A key challenge faced in the struggle to resist tobacco has been the loss of voices to advocate on behalf of Māori on issues relating to tobacco use among Māori. Apart from advocacy other strategies that may also be used include improving planning processes and actively working with decision makers to develop new policies.

Strategies

To achieve the objectives four areas of action are proposed:

1. *Whakawhitiwhitingia kōrero*: Communication.
2. *Rangatiratanga*: Leadership.
3. *Tautoko*: Advocacy.
4. *Whakatakoto kaupapa*: Planning.

Whakawhitiwhitingia kōrero: Communication

Employing effective systems for communication will be essential for ensuring that stakeholders are fully engaged in the alliance and emerging issues are quickly recognised and responded to by the alliance. Effective communication systems are intended to facilitate Māori governance, enable solidarity over key issues, enhance efficiency by sharing knowledge and enhance the responsiveness of the alliance. While meeting *kanohi ki te kanohi* is clearly desirable limited budgets and time can be a significant barrier to communication. Over the past decade a range of new communication technologies have become available such as Skype, Facebook and Google Groups. It is intended that these will be fully utilised as well as other more traditional methods such as teleconferences, meetings and conferences.

Rangatiratanga: Leadership

To achieve the alliances objectives will require strong leadership at local, national and international levels. Leadership functions will include stimulating engagement in the alliance and action against tobacco at local levels as well as acting as a voice for the alliance at national levels. The structure of the alliance should be set up to enable leadership to be fostered. See the proposed organisational structure below.

Tautoko: Advocacy

While the activities of the alliance will be broader than just advocacy, this will continue to be a key means of bringing about action to resist tobacco.

Whakatakoto kaupapa: Planning

It is essential that Māori communities and other stakeholders rally around a common cause to resist tobacco. This cause has been identified as Tupeka Kore. To achieve this will require a planned and strategic approach that clearly identifies the steps that need to be taken to achieve Tupeka Kore. While the alliance can be seen as one of the steps, others will also be required such as cessation, and legislation banning tobacco sales. A function of the alliance is to ensure that strategies are actioned, in particular, ensuring that any gaps in actions are addressed.

Reframing the four cornerstones of tobacco control

During the hui it was suggested that the alliance represents the four cornerstones of tobacco control first proposed at the 1997 World Conference on Tobacco or Health in Beijing and embodied in the Māori Tobacco Control Strategy released in 2003. The original cornerstones were proposed as being:

- Research
- Legislation
- Health Promotion
- Cessation

While these cornerstones continue to have relevance it is proposed that they are revised to better fit within a Tupeka Kore vision. A revised model focuses on eliminating demand and supply for tobacco while research serves to provide evidence on the best method of reducing demand and supply. Within this revised framework the outcome of “health promotion” is defined as “social change”, supply reduction is brought about through legislation and evidence is compiled through research.

- Demand reduction: Eliminate demand for tobacco products
 - *Social change*
 - Reduce uptake
 - Support cessation
 - *Cessation*
- Supply reduction (*legislation*) Eliminate supply of tobacco products
 - Access
 - Tobacco products released
 - Additives
 - Nicotine content
- *Evidence*: Improving evidence for best ways to eliminate demand and supply

In addition to representation from Māori communities it is proposed that individuals and organisations involved in the delivery of programmes that address each of the outcomes identified are encouraged to be part of the alliance. This broadening out of the definitions provides an opportunity to align with other sectors such as marketing and science.

Alliance membership

The makeup of alliance members will play an important role in determining how it operates. Membership considerations include whether:

- organisations should be able to sign up;
- individuals should be able to sign up;
- specific organisations or individuals should be actively encouraged to be members;
- non-Māori individuals and generic organisations should be allowed to be members;
- there should be membership fees;
- members should be vetted before joining; and,
- whether membership should be limited (e.g. in terms of absolute numbers of members or relevance to the alliance).

Each of these issues are briefly discussed below.

Organisational membership

A number of organisations are committed to eliminating tobacco use among Māori. These organisations have the potential to bring resources, personnel and collective knowledge that will support the work of the alliance. Therefore, organisational membership should be encouraged.

Individual membership

A number of individuals will be personally committed to the work of the alliance and may not belong to an organisation, feel they can provide support over and above that being provided by their organisation and/or not have organisational support to be a member of the alliance. In this context individual members should be encouraged.

Encouraging specific organisations or individuals to sign up

For various reasons key organisations or individuals may not be aware of the alliance or not get around to signing up. In these instances such organisations or individuals should be encouraged to join by alliance members.

Non-Māori individual and generic organisational membership

Achieving the Tupeka Kore vision will not be the task of Māori alone. For example, banning tobacco sales in New Zealand will be a task of government, while supporting non-Māori to quit smoking will mainly be the responsibility of generic organisations. In addition, a number of organisations and individuals are willing to support a Māori alliance. The challenge is that allowing non-Māori membership within the alliance may undermine the alliances principle of tino rangatiratanga. To address this it is proposed that non-Māori individuals and generic organisations are permitted to join the alliance as ‘shadow’ members. Shadow members will be able to participate in

planning and communications, however they will not have any decision making rights within the alliance.

Membership fees

Membership fees can be a source of funds for the alliance and act as a reminder for members that they are expected to play an active role. However, membership fees may act as barrier to membership if they are too high. In addition, managing membership fees can be time consuming, particularly in an alliance that will be predominantly voluntary. It is proposed that the alliance has a nominal membership fee and that individual fees are lower than organisational fees. Fees could be waived at the discretion of the alliance executive.

Vetting of members

Given that the alliance membership could be large and that malicious individuals could significantly undermine the work of the alliance (as occurred with Te Reo Mārama) it is recommended that individuals are vetted before being allowed to become members. A vetting system could include requiring new members to identify two existing members to endorse them. While a determined individual could still become a member a vetting process would reduce the likelihood of this happening.

Limitations on membership

Having a large number of members may become a challenge in terms of managing email lists and membership fees. However, this could be offset by the potential to communicate and engage large numbers of people in the Tupeka Kore kaupapa. Individuals and organisations outside of tobacco control and health could also be encouraged to join. It is proposed that no limits are imposed on how many people can join. It is also proposed that organisations or individuals with links to the tobacco industry or who stand to make a commercial gain from being an alliance member are not permitted to join.

The role of Te Reo Mārama

With no funding sources from June 2010 Te Reo Mārama (TRM) no longer has any paid employees. At the hui and subsequent TRM board meetings options for the future of TRM were discussed. These discussions focused on three options:

- continuing TRM as an organisation without paid employees;
- changing the focus and purpose of TRM to become the proposed Māori tobacco resistance alliance; and,
- closing TRM down altogether.

Of these options the first has been chosen by the TRM board as most preferred. Under this option TRM will move to support the establishment of an alliance and will aim to become a member of the alliance. The existing board of TRM have indicated that they will step down as governance members once the alliance is established but may be re-elected if that is the wish of the individual member and the alliance membership. As a national organisation TRM may also be able to support the alliance by holding contracts on behalf of the alliance.

A proposed structure for the alliance

Based on hui feedback and stakeholder discussions a possible structure for a Māori tobacco resistance alliance is proposed in figure 1.

Māori communities, hapū and iwi

The purpose of the alliance would be to represent and protect the health of Māori communities, in particular hapū and iwi. Therefore, it is important that as many iwi and hapū are engaged as possible. This could be achieved by actively promoting the alliance within iwi and hapū and having regional representatives of the alliance who are able to engage directly with iwi and hapū.

Membership

Two basic types of memberships are proposed. The first are referred to as ‘active members’ and recognises the importance of retaining tino rangatiratanga. The pre-requisite for individual members are that they are Māori and for organisations that they are run for and by Māori and independent of generic organisations. Active members can be categorised into at least five areas, national Māori tobacco resistance organisations, regional / local Māori tobacco resistance organisations, Māori experts and leaders in tobacco resistance (e.g. those working for generic organisations), Māori community leaders and organisations and concerned Māori citizens.

A shadow membership is also proposed. Shadow memberships would recognise that achieving a vision or Tupeka Kore would require strong commitment, coordination and cooperation with non-Māori organisations and individuals who are also committed to the vision and/or the health and well being of Māori. Therefore, shadow members would be non-Māori organisations and individuals. Shadow members would not play an active part in decision making within the Māori alliance, however they might provide input, be invited to provide expertise or coordinate their activities to support those of the alliance. Similar to active members, shadow members could include national mainstream organisations, regional and local mainstream organisations, non-Māori experts and opinion leaders, community leaders and organisations.

Rōpū kaiwhakahaere

The purposes of the rōpū kaiwhakahaere would be to act as a voice for the alliance where required (e.g. when meeting with government), develop supporting materials (e.g. strategic plans), ensure the alliance is working towards its objectives and coordinate with non-Māori organisations at the national level. It is expected that this group would be made up of an executive and a secretariate. The executive would be primarily involved in key decision making, strategic planning, ensuring the needs of alliance members are met and acting as a voice or advocate for the alliance. While full terms of reference would need to be developed the executive would be elected by the alliance and, in the first instance, comprise of Māori expert and opinion leaders within tobacco control. Provision could also be made for organisational representation, particularly those operating at a national level. However, this would need to be balanced by the potential large number of organisations that could seek a place on the executive. A pre-requisite of being an executive member would be having the time (and in some cases resources) to be able to fully participate on the executive. Any time or financial costs could be minimised by utilising new

technologies for meetings, such as Skype. The executive would nominate a chair for the group and this person would effectively become the leader and spokesperson of the alliance. The chair could also be the key link between the executive and the Rōpū kaitiaki / taumata. The chair, in particular, would require support from their organisation to fulfil their roles.

Sitting under the chair would be a secretariate whose jobs could include managing communications (e.g. email lists and websites), organising meeting and producing any resources. Apart from executive dispersement the secretariate is likely to require a budget to fulfil its roles.

Partner Māori alliances outside tobacco control

It would be useful to identify any Māori alliances or coalitions outside of tobacco resistance as well as the health sector that could be collaborated with to achieve common goals of Māori development and improving well being.

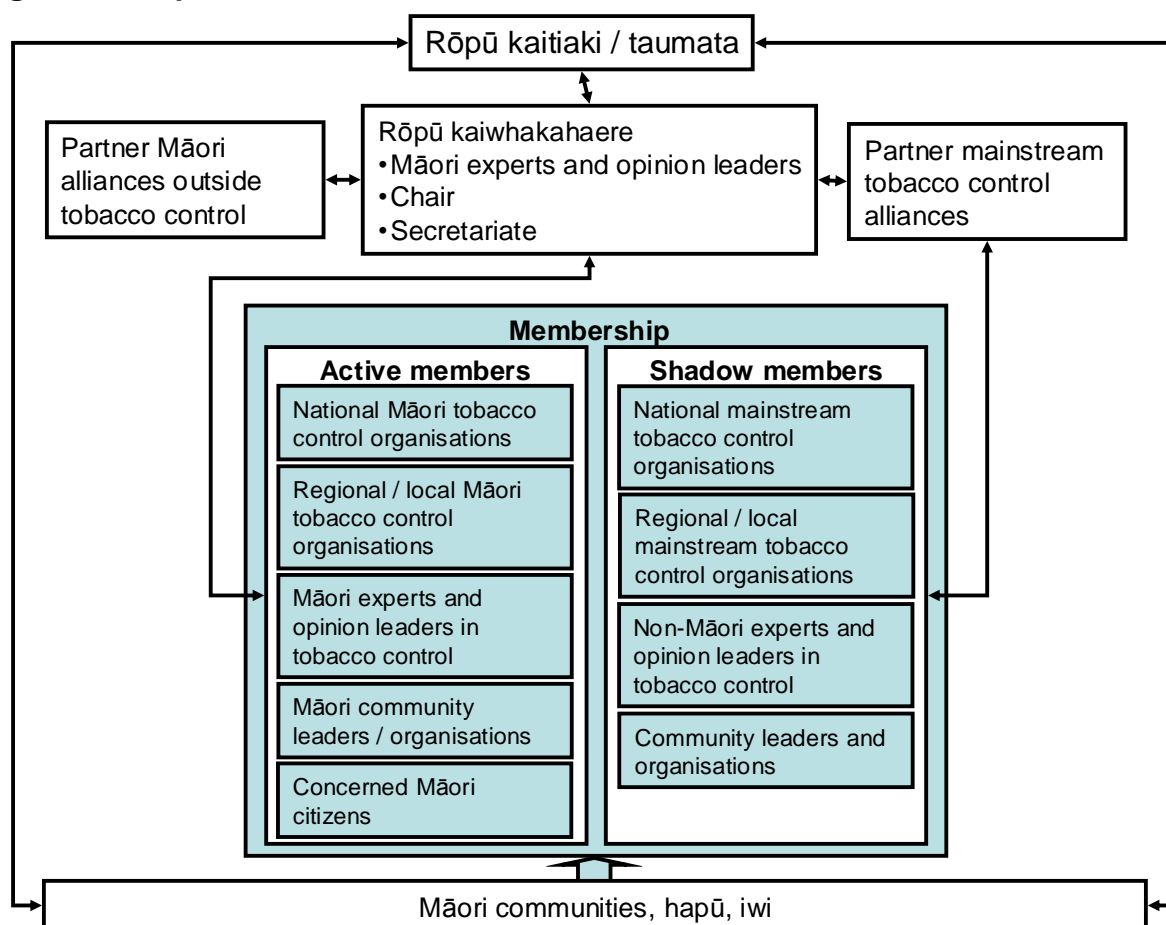
Partner mainstream tobacco control alliances

As discussed earlier achieving a Tupeka Kore vision would not be the responsibility of Māori alone. Many factors affecting Māori tobacco affect non-Māori as well and are caused by societal level issues such as tobacco industry being allowed to promote itself. To address these issues will require good and functional partnerships with generic agencies such as the Smokefree Coalition and Action on Health. It is through these generic organisations that shadow members would be able to engage in decision making.

Rōpū kaitiaki / taumata

A kaitiaki or taumata group was suggested during the course of the consultations. The function of such a group would be to monitor the work of the executive, ensure that it operates within a kaupapa Māori framework and remains accountable to Māori communities. The taumata could be established by the first executive for the alliance.

Figure 1. Proposed structure for a Māori tobacco resistance alliance



Activities where budget may be required

While the intention is to establish and run the alliance at a minimum cost it would still require a modest budget to cover the basic running cost for the organisation. In particular it is likely that the secretariate would be a contracted function. Costs for the secretariate would include, establishing and maintaining an online communication capacity (e.g. Google Groups) sending out communications to the alliance (e.g. newsletters, emails), supporting the development of resources (e.g. a Tupeka Kore strategy for Māori), supporting the executive and supporting the kaitiaki / taumata. Other costs for the alliance would include covering costs for any face to face meetings of the executive, covering the costs of the chair of the alliance if they were required for any meetings and covering the costs of the kaitiaki group / taumata.

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Appendix A: Outcomes from the National Hui on Māori Tobacco Control Advocacy: Hokinga Mahara Haerenga Whakamua

The following sections are summary points from the hui report for Hokinga Mahara Haerenga Whakamua (Parata and the TRM Board, 2010).

The future of advocacy to resist tobacco

Participants were asked to discuss what role, if any, advocacy had to play in addressing tobacco use among Māori. There was general agreement that:

- Continued advocacy was needed
- Advocacy should happen within whānau, hapū, iwi, community and at the national level
- Greater input and control was required over advocacy, particularly at the community level
- More resources were needed to support community advocacy
- By Māori, for Māori advocacy was required - rather than being part of generic advocacy

A pathway forward: establishing an alliance

There was a general agreement that an alliance of Māori dedicated to resisting tobacco should be established. It was recommended by hui participants that this alliance should build on the past work of TRM as well as other providers and leverage off current political momentum.

Participants were asked to discuss key principles that would underpin an alliance, key challenges that it would need to address, possible organisational structure and key purposes.

Principles

- Kaupapa Māori
- Solidarity and strong relationships - whakawhanaungatanga

Challenges

- Ensuring the alliance can be run efficiently
- Need for alliance to look different from current situation – shift from 1 person structure & current board
- Maintain a high level of co-ordination and communication
- Getting broad buy in from key stakeholders including government and whānau/hapū/iwi to agree with 2020 vision

Structure

- TRM or new group could facilitate its establishment
- Elected executive – acts as national voice
- Need secretariate sitting under alliance as admin support
- Individual and organisational membership
- Centralised coordination
- Possible membership subscriptions

Purposes

- Influence legislation (rāhui)
- 4 cornerstones – legislation(rāhui), research, health promotion, cessation
- Governance and quality control
- Bringing Māori together on a common vision for a tobacco free Aotearoa and what needs to be done to get there – aligns with Tupeka Kore and Whānau Ora
- Leadership/spokespersons to advocate at the national political level

Appendix B: Limited stakeholder consultations

In order to elaborate on the findings from the hui four stakeholders were consulted. Stakeholders included Māori regional and national health promoters and a representative of a mainstream non-government tobacco control organisation. Once the discussion document is completed it is expected that it will be disseminated among a full range of stakeholders to stimulate further discussion and input in to the development of an alliance.

The purpose of the stakeholder consultations were to assess

- Their views on the establishment of a Māori alliance for tobacco control
- Their thoughts on the purposes of such an alliance
- Potential mechanisms and structures for establishing and maintaining an alliance

Views on the establishment of a Māori alliance for tobacco control

All those consulted supported the establishment of an alliance for Māori tobacco control. Some saw the purpose of the alliance as being focused on coordination of activities and consolidation of resources rather than just advocacy. Some saw the alliance as an opportunity for more organisations to have a voice in Māori tobacco control issues. Others saw the alliance as providing support to its members.

Participants also identified challenges that the alliance would have to overcome to be a success. These challenges included a perception that service and programme delivery in Māori tobacco control was seen as being fragmented and as a consequence, little communication was going on between providers at regional and national levels. Broadening the focus from cessation was also seen as a challenge as these activities had strong support from the Ministry of Health. A key challenge that was identified was getting buy in and engagement from Māori communities.

Those consulted also commented that the alliance would need to support and utilise iwi leadership and that its processes should be transparent. Given limited resources participants also indicated that an alliance would need to be sustainable and not overly burden its members.

Participants were also asked on their views on how an alliance should work with generic organisations. All thought that achieving tupeka kore is a goal for both Māori and non-Māori and is captured in the 2020 Vision document. However some thought that further consultation on the vision was required in terms of defining tupeka kore, timeframes to achieve it and processes that were appropriate for Māori. Examples where partnership was seen as important included lobbying to increase tax and bringing about legislative change to bring about an end to tobacco. Generic organisations, such as the Smokefree Coalition, have indicated that they would want to establish partnerships with a Māori alliance and support, where appropriate, with its functions.

Thoughts on the purposes of a Māori alliance for tobacco control

Participants were asked what they thought the purposes of an alliance should be. All agreed that the alliance should work towards ending tobacco in Aotearoa. To achieve this some discussed that alliance members would need to agree on a plan of action that was aligned to the 2020 vision document but was couched in outcomes and processes that were aligned to Māori aspirations.

Specific purposes of an alliance included facilitating collaboration and coordination Māori stakeholders in tobacco control, sharing responsibility for working towards the end game, identifying gaps in actions to achieve the end game and ensuring that Māori organisations and communities have ownership over the alliance. A number of participants suggested that while advocacy would be a key strategy for the alliance, it should include other activities such as joint planning with agencies within and outside of the health sector.

Participants commented good leadership was required to achieve these outcomes, and that current momentum in tobacco control (e.g. Māori select committee hearings, tax increases and media interest) provided an opportunity to make further progress.

Potential mechanisms and structures for establishing and maintaining an alliance

Participants were asked about the structures and mechanisms that would be needed to support the establishment of an alliance. As no funding is available to support a paid position within an alliance participants discussed that a ‘goodwill’ structure would need to be established where key people would need to have organisational support to actively participate in the alliance.

Some participants also discussed the need to ensure that the alliance would need to engage key stakeholders, in particular local and iwi groups, to ensure that it would meet their needs. Discussions in relation to this centred whether it would be feasible to have regional representatives or whether local coordinators would be required to engage local stakeholder representatives. The latter model was reported to have worked effectively in mobilising Māori communities to participate in the Māori Select Committee on Tobacco enquiry.

Participants were also asked on their views for how membership for the alliance should be promoted. Both individual and organisational memberships were seen as important. Having an elected executive committee whose chair would be the ‘voice’ of the alliance was also supported. One participant also discussed the need to establish a *taumata*, a group recognised and respected leaders within Māoridom. This group was seen as sitting above the executive and whose role would be to act as a sounding board for the alliance and to ensure that it was connected to a Māori world view and aspirations. Establishing a secretariate was seen as important to support the day to functions of the executive, *taumata* and the alliance in general. These functions were seen to include communication among members and organising meetings.

As discussed previously stakeholders saw that it was important to work with generic organisations to achieve common causes (e.g. legislative change).