



The 'Aha Moku

Handbook of Policies and Procedures



Guidelines for
Operational Procedures
for Ahupua'a, Moku, Mokupuni and Pae'āina

(Work in Progress- To be completed following Puwala 2017 gathering)

Process Implementation: Establishing Transparency

And when all of the 'Aha Councils use the expertise of each individual for the preservation and management of the resources on the land, and the land becomes pono, the manifestation of pono in the land is the land and people flourishing abundantly with food, and many descendants, and it comes from understanding the concept of the 'Aha.

- Kumu John Kaimikaua

Deriving from the 'Aha concept of entwining the cord of an 'aho to strengthen its core, the Association of 'Aha Moku Councils is an organized network of inter-island communities gathered together in an interactive partnership focused on ensuring long term sustainability of resources within local areas as well as the Pae'āina o Hawai'i,

Within this handbook is described the roles, responsibilities, and guidelines that will help councils determine their operational processes so that this multi-island structure can function appropriately and effectively.

Each island has the autonomy to determine how their councils at the Mokupuni (Island), Moku, and Ahupua'a levels will meet their island's resource sustainability needs and concerns.

Additionally, all Island Councils will participate in establishing the Standards and Procedures for the Aha Moku Pae'āina Council, which is the collective gathering of all eight Island Council Po'o in the state of Hawai'i.



We are a family, community and people who, together, hope to bring our collective 'ike forward in order to positively impact the processes that currently affect the way the resources in Hawai'i are cared for.

Island, Moku and Ahupua'a Councils Breakout Session 2017

Aloha Mai Kākou e nā Mokupuni o ka Pae'āina o Hawai'i Nei,

We, the kāko'o for this Puwalu gathering, are answering the kāhea we received from you at the last Puwalu 2016, which asked for more tangible organizational tools to help our island councils have a better understanding of the 'Aha Moku/ Kiolo Structure.

The kāhea was pono because these much needed tools will assist us in our membership and funding drives, as well as addressing misconceptions that need clarification by the Association of 'Aha Moku Councils itself.

As part of this effort to bring a clearer picture to all of who we are, when and how we began, what we do, and how we do it, we will be working on these three tasks during our Island breakout sessions:

Task #1: Each island will convene and decide what they would like to develop in terms of operational procedures. These are beginning steps and may be amended as needed in the future by each island.

Task # 2: We will all participate in selecting the standards that are important to us all- at the state level. These standards will define our ideologies, goals and objectives collectively and help to guide our individual island processes in keeping with the 'Aha Moku mission of resource care through a combined community effort of lōkahi.

Task #3: We will clarify, through an appropriate criteria-based assessment, the legitimacy of the Island Council of each mokupuni, as this is the Council that will convene all Moku Councils on each island.

Mahalo to each of you who are a part of this historic and significant undertaking as we work together to revitalize and strengthen our Association of 'Aha Moku Councils.

Task #1: Island Breakouts - Developing Operational Procedures

Each island will convene and decide what they would like to develop in terms of operational procedures. These are beginning steps and may be amended as needed in the future by each island.

Please look through the templates on the following pages and use if needed to get started. Even if your group is small for now, these guidelines will have the understandings and backing of the statewide group, so don’t be deterred!

To think about:

- | | |
|------------------------------------|---------------------------------|
| Kuleana | Moku Reports |
| Meetings | Ahupua’a Reports |
| Contacts | Reporting Issues |
| Leadership Eligibility | Meeting Notices |
| Public Reporting and Communication | Timeline |
| Terms of Office | Goals and Objectives |
| Mission/ Vision | Community Projects |
| Education | Practitioner Methodology |
| Repository of Kupuna ‘Ike | County Councils/ Other Agencies |

...and anything else you want to add

We will be putting these island operations together into a visually consistent format within the finalized copy of this handbook in order to maintain the aspect of lōkahi as the Association of ‘Aha Moku Councils.

‘Aha Moku o _____
Organizational Guidelines for Leadership and Operations

| Island Council Po‘o | Moku Po‘o | Committee Po‘o | Ahupua‘a Po‘o |
|---------------------|-----------|----------------|---------------|
| KULEANA and TERMS | | | |
| | | | |

‘Aha Moku o _____
Organizational Guidelines for Leadership and Operations

| Island Council | Moku | Committee | Ahupua‘a |
|-------------------------|------|-----------|----------|
| OTHER ROLES | | | |
| Kākau‘ōlelo (Secretary) | | | |
| | | | |
| Pu‘ukū (Treasurer) | | | |
| | | | |
| | | | |
| | | | |

Aha Moku o _____
Organizational Guidelines for Leadership and Operations

| Island Council Po’o | Moku Po’o | Committee Po’o | Ahupua’a Po’o |
|----------------------------|-----------|----------------|---------------|
| LEADERSHIP CONTACTS | | | |
| | | | |

‘Aha Moku o _____
Organizational Guidelines for Leadership and Operations

| Island Council Po‘o | Moku Po‘o | Committee Po‘o | Ahupua‘a Po‘o |
|---------------------|-----------|----------------|---------------|
| MEETINGS | | | |
| | | | |

‘Aha Moku o _____
Organizational Guidelines for Leadership and Operations

| COMMITTEES | | | |
|------------|--|--|--|
| | | | |

Samples

SAMPLE

‘Aha Moku o _____ Organizational Guidelines for Leadership

| Island Council Po’o | Moku Po’o | Committee Po’o | Ahupua’a Po’o |
|---|---|--|---|
| KULEANA | | | |
| <p>The Island Council po’o has the responsibility of:</p> <p>(1) ensuring that all moku and committee po’o have the opportunity to meet and collaborate in a timely manner,</p> <p>(2) providing guidance relating to the Kiolo leadership structure and compliance to Aha Moku mission goals and objectives</p> <p>(3) representing the collective mana’o for (Island) moku leadership,</p> <p>(4) ensuring that the residents have fair and equal opportunity representation in ‘Aha Moku o ____ concerns,</p> <p>(5) providing opportunities for the Island Council to address moku and mukupuni issues,</p> <p>(6) serving as the liaison for the moku(s) of (island) to the island, the state AMAC and other agencies, in accordance with the Kiolo structure.</p> | <p>The Moku po’o has the responsibility of:</p> <p>(1) promoting an awareness of the function and objectives of the Aha Moku o _____ within the moku,</p> <p>(2) ensuring that all ahupua’a po’o and/or* residents have the opportunity to meet and collaborate in a timely manner,</p> <p>(3) representing the collective mana’o of moku residents’ concerns,</p> <p>(4) ensuring that the moku residents have a fair and equal opportunity to voice concerns,</p> <p>(6) serving as the liaison for the moku to the Island Council and (island), in accordance with the Kiolo structure.</p> <p>*In the absence of ‘ahupua’a po’o</p> | <p>The Committee po’o serve all island moku for resource management, planning and culture needs. Po’o of these committees have expertise in these areas and are willing to assist in an advisory capacity.</p> | <p>The Ahupua’a po’o has the responsibility of:</p> <p>(1) promoting an awareness of the function and objectives of the Aha Moku o ____ within the ahupua’a,</p> <p>(2) ensuring that all ahupua’a residents have the opportunity to meet and collaborate in a timely manner,</p> <p>(3) representing the collective mana’o of ahupua’a residents’ concerns,</p> <p>(4) ensuring that ahupua’a residents have a fair and equal opportunity to voice concerns,</p> <p>(5) serving as the liaison for the ahupua’a to the Moku, in accordance with the Kiolo structure.</p> |

SAMPLE

‘Aha Moku o _____

Organizational Guidelines for Leadership

| Island Council Po’o | Moku Po’o | Committee Po’o | Ahupua’a Po’o |
|--|--|--|---|
| MEETINGS | | | |
| <p>The Island Council Po’o shall organize and give notice to members of the Island Council (executive board consisting of moku and committee po’o) regarding regular and special meetings. The po’o will ensure that meeting notes (minutes) are kept in a timely way.</p> <p>The Island Council po’o shall conduct meetings, determining the meeting format (formal, allowing for kūkākūkā, etc.) and will ensure that decision-making is fair and democratic, and gives opportunity for all to board members to participate.</p> <p>Ahupua’a po’o are encouraged to attend. Public is welcome.</p> | <p>Moku po’o shall organize and give notice of (a) moku board meetings and/ or (b) moku community meetings. The po’o will ensure that meeting notes (minutes) are kept in a timely way.</p> <p>Moku po’o shall conduct meetings, determining the meeting format (formal, allowing for kūkākūkā etc.) and will ensure that decision-making is fair and democratic, and gives opportunity for all (a) moku board and/ or (b) community members to participate.</p> <p>Public is welcome.</p> | <p>Committee po’o report their interactions with mokupuni/ moku/ ahupua’a to the Island Council.</p> | <p>Ahupua’a po’o shall organize and give notice of (a) ahupua’a board meetings and/ or (b) ahupua’a community meetings. The po’o shall ensure that meeting notes (minutes) are kept in a timely way.</p> <p>Ahupua’a po’o shall conduct meetings, determining the meeting format (formal, allowing for kūkākūkā etc.) and will ensure that decision-making is fair and democratic, and gives opportunity for all (a) ahupua’a board and/ or (b) community members to participate.</p> <p>Public is welcome.</p> |

SAMPLE

Honoring the Kiole Structure

Communication

In order to maintain a respectful relationship among all moku and ahupua'a, communication of 'Aha Moku o _____ business shall be based on the Kiole Structure. As such, leaders shall attend to business related to their designated kuleana areas (mokupuni, moku, ahupua'a, resource management, planning, etc.). Additionally, any and all 'Aha Moku statements, reports, announcements, press releases and correspondence shall adhere to a process of:

- (1) informing the 'Aha Moku Island Council as a whole, as to the nature and purpose of the communication.
- (2) agreement by the 'Aha Moku Island Council as a whole to support the communication.
- (3) following the Kiole structure by promoting communication as it relates to the designated representatives (po'o) kuleana, with respect to the other moku and island as a whole.

Example 1: Residents of an ahupua'a should bring concerns first to their active ahupua'a po'o and not to the Moku or Island Council leadership. If done so, those leaders would reroute the concern to the ahupua'a po'o for processing.

Example 2: Reporting forms not resolved at the existing division level shall be submitted to the leadership position designated as the next larger division, such as ahupua'a to moku; moku to mokupuni; mokupuni to state, for processing.

No ke Kiole

*The basic principle by which the Kiole operates is one of **cooperation**. In order for _____ to have and maintain a significant presence through the 'Aha Moku, this principle of lōkahi must be one that we are steadfastly committed to so that we don't weaken our purpose in serving as our island resource caretakers. The ancient Kiole was about strength and effectiveness through lōkahi.*

SAMPLE

Leadership Eligibility

For the successful representation and performance of 'Aha Moku duties, those who shall be deemed eligible to hold leadership positions in the 'Aha Moku o _____ must have these attributes:

- A certainty of commitment to carry out the duties of the role for the length of the term
- A thorough understanding of the mission, objectives, function and protocols of the 'Aha Moku o _____.
- The ability to work with the other leaders and the constituency in an effective and positive manner.
- Knowledge of and respect for traditional Hawaiian practices in resource management and mālama 'āina.
- A reasonable knowledge of community and government processes
- Good communication and interpersonal skills
- An ability to encourage and demonstrate equal opportunity representation to all residents of the designated leadership area.

Originally, the terms for leadership eligibility during the development phase of the 'Aha Moku Initiative (Act 212) were examined and debated. In order to protect and keep the 'Aha Moku "Hawaiian" in nature and purpose, especially given its role amongst dominant bureaucratic powers and Western-style policy makers, 'Aha Moku developers sought requirements such as lineal descendency, unbroken generational attachments, and even blood quantum. By law, the 'Aha Moku System (defined in Act 212 and Act 288) is given a unique measure of autonomy, both because of its composition of networking within the public sector, and also in keeping with the dedicated purpose of providing meaningful and practical contributions of traditional Hawaiian methodology and best practices to state natural resource caretakers.

Initial insight aimed to protect the integrity of the Hawaiian cultural focus so that government would not mar the intent of the 'Aha Moku System. However, the outcome of leadership selection by originators during the development and pilot phase (Puwalu meetings of 2006, _____ and _____) brought some questions to light. Those who held generational knowledge of a Hawaiian practice or skill, as well as having a generational connection to their areas were selected as leaders. However, these experts in their skill areas were not necessarily comfortable or adept in the public and political arenas.

On _____, we remain dedicated to the importance of Hawaiian traditional resource care and mālama 'āina. However, leadership has additional requirements for success that have emerged. These have been identified above. Additionally, the 'Aha Moku is a system that is open to all _____ residents of the moku and mukupuni, therefore, the focus of Hawaiian best practices remain adhered to by consent of all within the Aha Moku o _____, through the mission and objectives, and by the Kiole structure of respecting the methodology and practice of our experts in their traditions.

Task #2: Whole Group - Selecting Aha Moku Councils Pae'āina (State Level) Standards

We will participate in selecting the standards that are important to us all at the state level. These standards will define our ideologies, goals and objectives collectively and help to guide our individual island processes in keeping with the 'Aha Moku mission of resource care through a combined community effort of lōkahi.

Please rate these suggested state-level standards in the order of importance you feel is appropriate. Use the back of this form to add suggestions. We will convene as a whole body to review and confirm the standards which will be selected.

Directions: Rate from 1 to 10, with 1 being most important and 10 being least important.

- _____ 1. Decisions that have an impact on other island or state levels must be agreed to by all islands at the Pae'āina Level.
- _____ 2. Identification of an island's districts, boundaries, realms and kuleana are to be determined with respect to that island's Council through collaboration with its Moku Councils.
- _____ 3. The Association of 'Aha Moku Councils will build capacity for Island Council operations by seeking funding and support initiatives.
- _____ 4. The Kioloa structure is the framework by which the Association of 'Aha Moku Councils will transmit information and concerns.
- _____ 5. The Association of 'Aha Moku Councils will utilize a custom made resource reporting form for all islands.
- _____ 6. 'Aha Moku issues and concerns must be directly related to resource care, management and/or sustainability.
- _____ 7. The Association of 'Aha Moku Councils recognizes the history and knowledge base of island cultural practitioners.
- _____ 8. A regularly updated website will be used for Communication from the Island Councils.
- _____ 9. ALL **AMAC** advisory recommendations must come from the Island Councils, which in turn come from the Moku communities. AMAC does not represent opinions, positions or feedback of 'Aha Moku pae'āina communities without their official approval which will be documented in their island records.
- _____ 10. The Association of 'Aha Moku Councils will reflect and encourage the collective participation of **all** community stakeholders through the Moku structure and with respect to the protection and viability of the natural and cultural resources of Hawai'i.

_____ Check here if you have added mana'o on the back of this form (and include your rating).

Task #3: Island Breakouts - Determining the Official 'Aha Moku Island Council

We will clarify, through a criteria-based assessment, the legitimacy of the Island Council of each mukupuni, as this is the Council that will convene all Moku Councils on each island and will represent, through a po'ō elected by all Moku councils, the island at the State Pae'āina Level.

Criteria-Based Assessment

Name of Island Council: _____

| Check if applicable | Criteria |
|--------------------------|---|
| <input type="checkbox"/> | This Council has held agendized meetings since _____, and there is evidence of documentation and a list of attendees of those meetings. |
| <input type="checkbox"/> | This is the Council from which the current seated AMAC members names were submitted in 2012 under Act 288. |
| <input type="checkbox"/> | This Council has documentation of initiated action (with government and community) on behalf of the 'Aha Moku and in keeping with Aha Moku ideologies and practices. |
| <input type="checkbox"/> | This Council has participated in at least 7 of the total 10 Puwalu 'Aha Moku Statewide Conferences which convened Councils from all islands with the purpose of forwarding the work of the 'Aha Moku. |
| <input type="checkbox"/> | This Council participated with the original kupuna group as they began to develop the 'Aha Moku in 2006. |
| <input type="checkbox"/> | This Council Initiated the Island-wide Po'ō elections held during the 'Aha Moku pilot project under Act 212. |
| <input type="checkbox"/> | This Council has been responsible for convening the combined organized Moku Councils for meetings on the island. |

