


Rautaki mo te Taurikura Embracing change for prosperity

The Manatū Ahu Matua plan, in partnership with Ngā Pouwhiro
Taimatua, for supporting the Māori food and fibre sector to prosper.

Ministry for Primary Industries
Manatū Ahu Matua



A woman with dark hair and glasses, wearing a black long-sleeved shirt, stands in the foreground leaning on a wooden fence post. To her right, a man in a blue short-sleeved shirt, a blue cap, and sunglasses leans on the same fence. They are in a grassy field with several sheep grazing. In the background, there are rolling green hills under a blue sky with light clouds. The text is overlaid in white on the lower half of the image.

Kua tawhiti kē to haerenga mai kia kore e haere tonu. He nui rawa o mahi, kia kore e mahi tonu.

We have come too far not to go further, we have done too much not to do more.

Nā Tā James Hēnare



Kupu Whakataki

Manatū Ahu Matua

Tēnā koutou katoa,

I am pleased to present the Ministry for Primary Industries – Manatū Ahu Matua inaugural plan to grow our partnerships with Māori in service of their aspirations in the food and fibre sector.

Rautaki mo te Taurikura – Embracing change for prosperity is the result of 18 months' collaboration with the Māori Primary Sector Forum – Ngā Pouwhiro Taimatua. I want to particularly acknowledge the role our Māori kaimahi have played in driving this important kaupapa.

Fit for a Better World is our roadmap for accelerating the economic potential of the food and fibre sector in a changing world. This plan details the specific steps we are taking to provide a focus for Māori within the sector.

This document identifies three initial priority areas of mahi we will focus on to accelerate economic prosperity for Māori – including partnerships, investment and building our services to meet the aspirations of Māori. This plan is backed by significant new investments in extra on-the-ground support to grow Māori businesses and jobs in the food and fibre sector.



These are the first steps in our plan but it is not the end of our journey. We will continue to work in conjunction with Ngā Pouwhiro Taimatua, Māori and our partners across the sector to track progress and identify further areas for future focus.

As the Chief Executive of Manatū Ahu Matua, it is my duty to protect Māori interests in the food and fibre sector and to have a dedicated plan in place to ensure Māori are treated equitably. This plan describes our commitment to support Māori fisheries, farmers, growers and producers as Manatū Ahu Matua.

I look forward to continuing to work together to improve outcomes for the Māori food and fibre sector.

Manaaki whenua, manaaki tangata, haere whakamua.

Care for the land, care for people, go forward.

Ray Smith

Director-General of Manatū Ahu Matua



Kupu Whakataki

Ngā Pouwhiro Taimatua

Tēnā koutou katoa,

This kaupapa is essential and exciting. Combining the potential of the Māori food and fibre sector with the capacity and capability of Manatū Ahu Matua will be transformative – for Māori and the prosperity of all Aotearoa.

Māori are uniquely positioned to convert the challenges ahead into opportunities – and to be a beacon for others to do the same.

They are significant producers of food and fibre in Aotearoa New Zealand. History shows our people are innovative, smart, and committed to growing the wealth and prosperity of our whānau.

Ngā Pouwhiro Taimatua was established to strengthen partnerships between Māori and the Ministry for Primary Industries. Our core mahi has been to provide strategic advice on ways to grow the Māori food and fibre economy. Rautaki mo te Taurikura – Embracing change for prosperity is an exciting milestone.



This plan sets out how Manatū Ahu Matua will support the Māori food and fibre sector to achieve their aspirations. It outlines the commitment that Manatū Ahu Matua is making to ensure its services are better aligned to back and enable Māori interests. We welcome additional pūtea (funding) in Budget 2022 to specifically target Māori primary sector innovation and workforce development.

We look forward to continuing our partnership with Manatū Ahu Matua to deliver this plan and monitor its impact.

Mahia te mahi, hei painga mo te iwi.

Traci Houpapa MNZM JP
Chair, Ngā Pouwhiro Taimatua

Te Huanui taurikura

Path to prosperity

In December 2019, the Primary Sector Council launched a vision for the food and fibre sector, founded on the wellbeing of Te Taiao, and genuine and transformative partnerships:

“To meet the greatest challenge humanity faces: rapidly moving to a low carbon emissions society, restoring the health of our water, reversing the decline in biodiversity and, at the same time, feeding our people.”

In the midst of the COVID-19 pandemic in July 2020, the Government released the food and fibre sector roadmap: *Fit for a Better World – Accelerating our Economic Potential* (FFBW). It sets out three ambitious targets to achieve a more productive, sustainable, and inclusive economy. FFBW lays down a roadmap for the Food and Fibre sector to rapidly move to a low emissions high-value sector, restore the health of our water, reverse the decline in biodiversity, and design modern regenerative production systems fit for a better world.

In April 2022, amid escalating global geopolitical and economic pressures, the food and fibre sector think tank Te Puna Whakaaronui released the WELL_NZ report detailing the rapidly converging global drivers of climate change, increasingly complex consumer preferences, and technological progress.

This plan sits alongside FFBW and the Ministry for Primary Industry’s strategic plan. It is the Manatū Ahu Matua plan to back the Māori food and fibre sector to navigate global drivers, and ensure opportunities are realised in line with Māori-led values for prosperity.





“Māori are a driving force behind the food and fibre sector and a vital partner for a prosperous future.”
Ray Smith

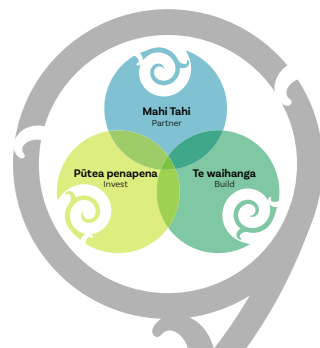
Me aha ināianeī

Current situation

Māori are uniquely positioned to convert the challenges ahead into opportunities – and be a beacon for others to do the same. Grasping the opportunities will require collaboration involving iwi, hapū, whānau, Māori, Government, business and the community. The Ministry of Business Innovation and Employment's He Kai Kei Aku Ringa – the Crown-Māori Economic Development Strategy, provides an organising framework to drive an all-of-government focus on achieving positive economic outcomes for Māori.

Climate change is upon us – the global imperative to both adapt and rapidly reduce emissions is urgent.

We must also not only halt the degradation of our waterways, but restore the mana o te wai and reverse declines in biodiversity.



If the transition ahead is to be successful the sector will need options. Land owners will need new ways to reduce emissions, alternate land-uses and products, and access to markets. Māori whakapapa to the land and have a unique relationship where whenua Māori is sacred and inalienable. As such, Māori have a pivotal role to play in the transition ahead.

This plan sets out how Manatū Ahu Mātua will support the Māori food and fibre sector. We will review this plan in 2024 and the targets set out in [Fit for a Better World](#) to ensure progress is made.

Ko te Whakakitenga

Vision

Ka angitu ngā pākihi Māori, ka ora ai ngā hapori Māori, ka ora ai a Aotearoa.
Māori businesses succeeding, Māori communities thriving, Aotearoa prospering.

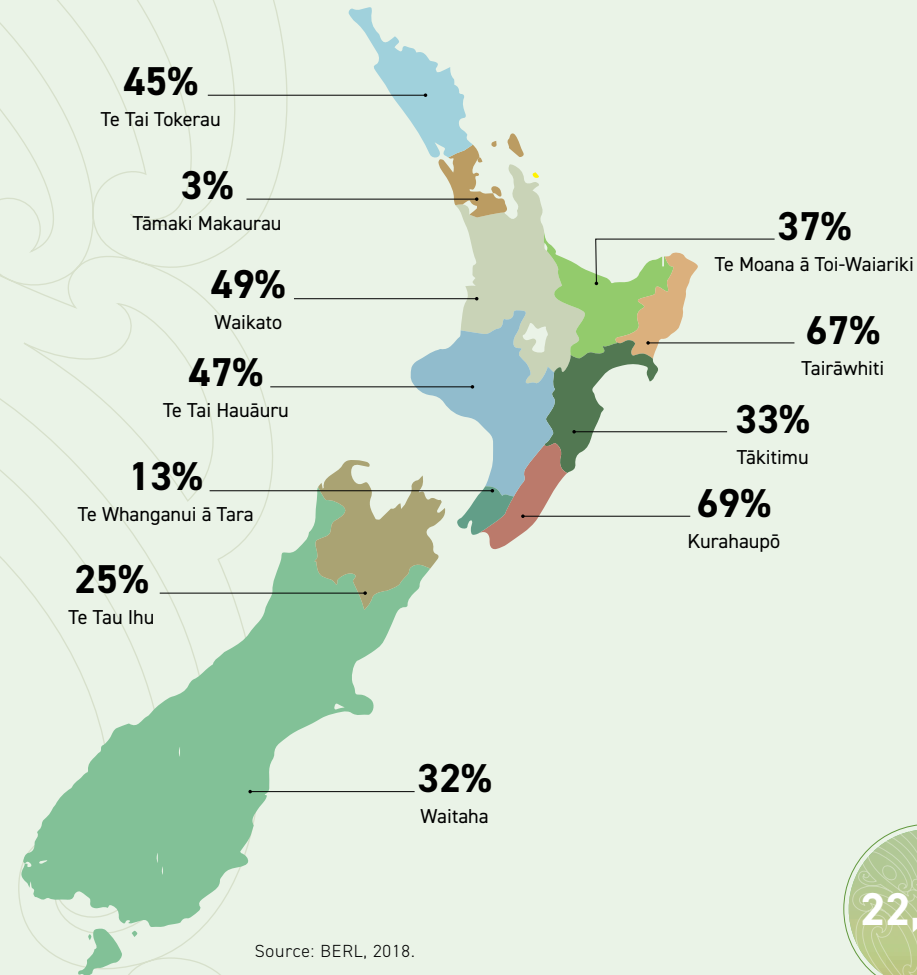
Ko te Aronga

Mission

Māori are thriving at all levels of food and fibre sector work and enterprise, partnering widely and using resources and skills sustainably and innovatively to deliver quality, high value and unique products that meet domestic and international demand.

Agriculture, forestry and fishing assets

Agriculture, forestry and fishing assets as a percentage of total assets varies by rohe.



Māori Agriculture, forestry and fishing asset base was worth \$23 billion in 2018.



Māori working in agriculture, forestry and fishing



Māori ownership of New Zealand fishing quota by volume



Hectares of Māori-owned land



Contribution to New Zealand GDP

Te Tūtanga Kai me te Muka Māori

The Māori food and fibre sector

Māori have a long connection with, and understanding of te taiao, underpinned by traditional, contemporary and evolving knowledge systems – mātauranga Māori, mōhioatanga, māramatanga, and tohungatanga.

Taiao has always provided cultural, spiritual, social, emotional, and economic sustenance for Māori, with whakapapa defining these relationships.

Māori have a rich and successful trading history over the last two centuries, and in the last few decades this has flourished with a strong Māori identity becoming evident in exports (Māori businesses exported approximately \$750 million worth of goods in 2021).

The Māori food and fibre sector is at the forefront of growth. While the total Māori asset base (worth \$68.7 billion) grew by 61 percent between 2013 and 2018, the combined agriculture, forestry and fishery assets of Māori increased by 108 percent over the same period.

The true challenge ahead lies in unlocking the potential productivity of this asset base for Māori prosperity.

Nearly one-third (32 percent) of Māori businesses are in the food and fibre sector. While large, Māori interests in the sector are also diverse, with only 38 percent of the 3,864 Māori food and fibre businesses being medium or large.

Whakahaumako te mana o te taiao

Enhancing the natural environment

For Māori, economic growth and sustainability must enhance te mana o te taiao, underpinned by values of whanaungatanga, mātauranga, mana, and kaitiakitanga. Māori economic development therefore prizes:

- self-determining influence over the models used for development;
- an integrated and knowledge-based approach;
- increasing landowner participation, and supply chain integration;
- improving capability, capacity, and knowledge systems;
- building and maintaining relationships domestically and internationally.

A man with dark hair, wearing a white shirt, is shown in profile, looking intently at a laptop screen. He is in a meeting setting, with another person's hands visible in the foreground, gesturing towards the screen. The background is a plain, light-colored wall. The overall tone is professional and collaborative.

Mahere Mahi

Action Plan



“The challenge ahead lies in unlocking the potential productivity of the Māori asset base for Māori prosperity.”

Nadine Tunley

An aerial photograph of a dense forest of vibrant green ferns, likely silver cholla, filling the entire frame. The ferns are arranged in a repeating, fan-like pattern, creating a rich, textured green background. The lighting is bright, highlighting the intricate details of the fronds.

**“Taiao ora,
tangata ora”**

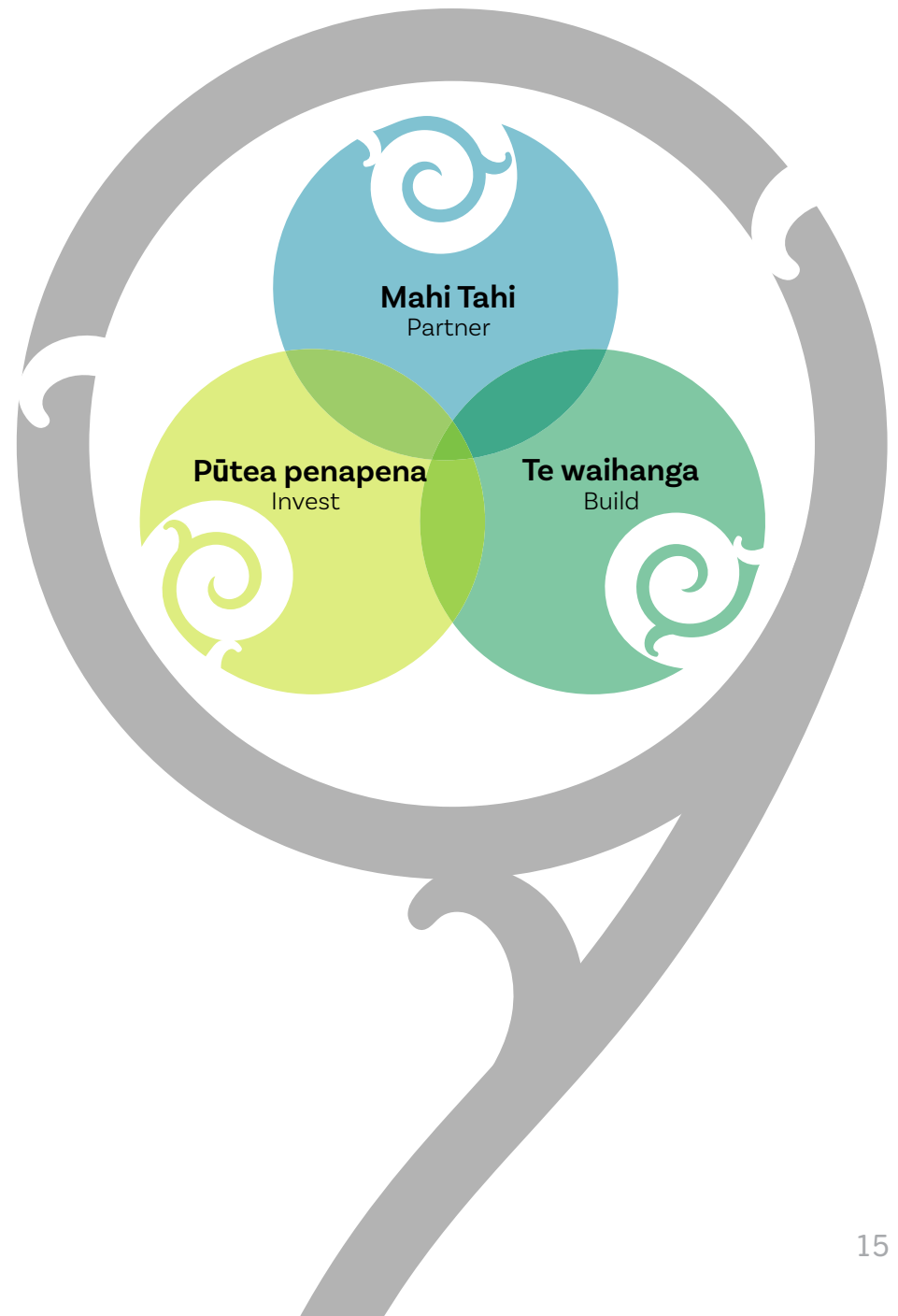
“Healthy environment, healthy people”

He Mahere Mahi ki te Taurikura ā mua

An action plan for a prosperous future

In collaboration with Ngā Pouwhiro Taimatua, we have identified three areas that Manatū Ahu Matua will prioritise over the next 18 months, focussed on:

- **Mahi tahi:** partnering with others (Māori and government agencies) to provide more integrated services and informed policies, that reflect the challenges and opportunities for Māori;
- **Pūtea penapena:** investing in the development of emerging and new products and services, sectors and supply chains, and generating demand for the unique advantages of the Māori food and fibre businesses;
- **Te waihanga:** building Manatū Ahu Matua services to meet the aspirations of Māori, that will enable greater choices for the use of their whenua, moana, capabilities and resources.





Partnering with others (Māori and government agencies) to provide more integrated services and informed policies, that reflect the challenges and opportunities for Māori.

Manatū Ahu Matua is delivering a range of services for Māori and has plans to expand these. Given the increasingly complex and interconnected context, as well as some of the unique and diverse characteristics of Māori assets, ownership, and businesses, **Manatū Ahu Matua must partner with Māori and others to provide integrated services, and support more informed policies.**

Next steps

Equip Māori businesses for growth

We will:

- partner with Māori to understand their aspirations;
- deliver case-studies reflecting pathways into different levels of the food and fibre value-chain;
- develop consumer and market data and insights;
- provide advice on marketing methods;
- provide market access and internationalisation support;
- provide targeted and tailored export regulatory advice to Māori kai producers to support their export journey.

Use our insights to ensure Māori are provided for in transformative opportunities led by government

We will:

- realise the opportunities created by Trade Agreements that reflect Māori aspirations;
- provide integrated advice and support, including with MFAT and NZTE, to target the growth in exports from the Māori food and fibre sector;
- ensure policy advice is grounded in a robust understanding of Māori food and fibre participation.

Success Indicators

- 📈 Manatū Ahu Matua providing more robust data and insights to support Māori businesses and policy development.
- 📈 Government engaging with more Māori businesses by providing integrated, tailored solutions.
- 📈 More Māori businesses using NZTE-Manatū Ahu Matua-MFAT support to expand internationally.



Partnering in action

Tiakina Kauri Mission

Biosecurity New Zealand is working with Māori to implement a National Pest Management Plan for the protection of kauri. It is worth \$32 million and focuses on reducing the spread and impact of the *Phytophthora agathidicida* (PA) pathogen, maintaining areas free of the pathogen and managing access to kauri forests to help protect kauri.

At the heart of the national plan is a partnership between the Crown and Māori. The aspiration is to embed active co-design and collaborative implementation approaches.

Fisheries Industry Transformation Plan (ITP) – The Fisheries ITP will be developed in collaboration with Māori, the sector and workers. We will work closely with Māori partners to incorporate priority initiatives that reduce the environmental impact of fishing, and support Māori seafood businesses to improve the value derived from their quota holdings and from fisheries resources.

Te Ara Whakahou – Ahumahi Ngahere:

The Forestry and Wood Processing Industry Transformation Plan (ITP) aims to create a high-value and resilient forestry and wood processing sector to support the transition to a low emissions future. The ITP seeks to address the unique challenges facing iwi and hapū with a focus on the opportunities the ngahere (forest) might provide for future generations.

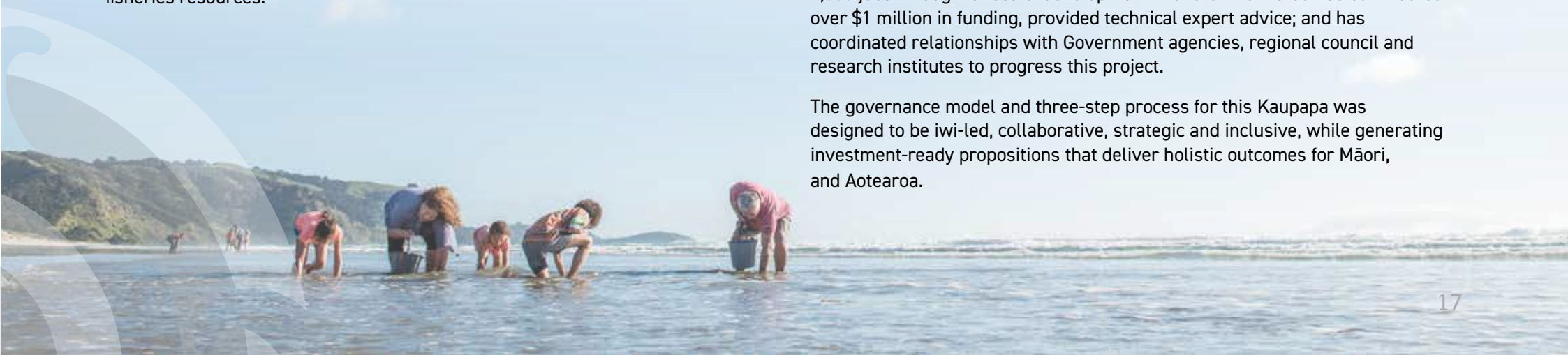
The proposed actions in the ITP are designed to strengthen the voice of Māori in the sector.

Ngā Iwi te Rohe o Te Waiariki

Together with representatives of Ngā Iwi I te Rohe, this project focuses on developing sustainable, resilient, and world-class iwi-led aquaculture in the Waiariki, Bay of Plenty region.

The project forecasts up to \$1.5 billion in revenue and the creation of more than 2,000 jobs through 'at scale' development. Manatū Ahu Matua has contributed over \$1 million in funding, provided technical expert advice; and has coordinated relationships with Government agencies, regional council and research institutes to progress this project.

The governance model and three-step process for this Kaupapa was designed to be iwi-led, collaborative, strategic and inclusive, while generating investment-ready propositions that deliver holistic outcomes for Māori, and Aotearoa.





Investing in the development of emerging and new products and services, sectors and supply chains, and generating demand for the unique advantages of the Māori food and fibre sector.

To navigate the environmental transition and climate change challenge, Māori will need options to both reduce emissions generated by current land uses, and the opportunity to explore alternative land uses, processing capabilities and market access for new and emerging products.

To ensure the growth potential of the Māori food and fibre sector is realised, **we will tailor the way we invest to better support Māori enterprise.**

Next steps

Support Māori to innovate, develop new products and services, and reduce emissions to respond to climate change

We will:

- tailor advice and investment to reduce on-farm emissions, including through the Centre for Climate Action on Agricultural Emissions;
- partner globally on indigenous knowledge development that promotes greenhouse gas emissions reduction;
- leverage actions proposed in industry transformation plans for Food and Beverage, Forestry and Wood Processing, Agritech, Fisheries, and Advanced Manufacturing. For example, the network of Māori business navigators to support entrepreneurs. We will support Māori landowners and communities to develop future forest and wood products initiatives;
- improve access to plant germplasm for Māori businesses through the Import Health Standards Reviews;
- strengthen relationships with mana whenua for biosecurity purposes.

Provide funding options that better deliver for Māori businesses

We will:

- create a tailored funding pathway across Manatū Ahu Matua to support the needs and aspirations of Māori businesses;
- pilot cross-government funding for Māori businesses in the food and fibre sector;
- develop an investment strategy for the establishment of supply, processing, and market channels for new products/sectors with potential for national application.

Success Indicators

- ▲ More Māori businesses transitioning to low-emission operating models.
- ▲ More Māori businesses accessing Manatū Ahu Matua investment programmes e.g. Sustainable Futures Fund.
- ▲ More Māori businesses operating internationally.
- ▲ More new and emerging products being produced by Māori businesses.



Investment in action

The Centre for Climate Action on Agricultural Emissions

The Centre for Climate Action on Agricultural Emissions (\$339m) is a new initiative funded through the Climate Emergency Response Fund to accelerate the research, development, and commercialisation of tools and technology to help reduce agricultural emissions. Māori entities will also be supported through a \$35 million programme to develop tikanga-based approaches to change farm practices and enable Māori-led actions toward emissions reduction.

Te Whenua Hou Te Whenua Whitiōra

In partnership with Ngāi Tahu and Ngāi Tūāhuriri, Manatū Ahu Matua is supporting mana whenua to restore and enhance the health of soil on their farms by providing \$8 million in funding for a seven-year research programme.

“We look forward to assessing the scientific and financial results we achieve to help us inform a viable alternative farming system that enhances soil health, has a lower environmental footprint, reduces water use, promotes kaimahi wellbeing and is financially profitable, all while complementing mātauranga Māori,” Ngāi Tahu Farming General Manager Will Burrett said.

Ngā Karahipi Uru Rākau Forestry Scholarship programme

The Ngā Karahipi Uru Rākau (Forestry Scholarship) programme was established in 2018 with the first intake of students starting study in 2019. The programme was set up to encourage Māori and/or those who identify as female to study forestry science and forest engineering in New Zealand, creating greater diversity in those undertaking higher level forestry study qualifications in the sector.

To date, we have had 37 scholarship recipients with 54 percent being of Māori descent. The first cohort of students are due to complete their study this year and head into forestry employment.

The programme continues to award nine scholarships per year to those enrolling in the Bachelor of Forestry Science or Bachelor of Engineering (Hons) in Forest Engineering at the University of Canterbury, and the Diploma in Forest Management at Toi Ohomai.

Māori Agribusiness Sheep Milk Collective

We have invested \$700,000 in the Māori Agribusiness Sheep Milk Collective. Made up of 20 Māori land trusts and incorporations the collective own more than 24,000 hectares.

“The collective's core mahi is to investigate the feasibility of developing a Kaupapa Māori-owned sheep dairy enterprise value chain,” Māori Agribusiness Sheep Milk Collective chairperson Mana Newton said.

“We have ambitious goals, with plans to have multiple farms milking about 25,000 sheep and potentially employing more than 100 people by 2030.”



Building Manatū Ahu Matua services to meet the aspirations of Māori, and enable greater choices for the use of their whenua, moana and resources.

Māori tell us that the services provided by Government need to be better coordinated, to enable Māori interests. For Manatū Ahu Matua, this means growing our capability so we have the expertise and connections to champion Māori-based economic development across government, and within the food and fibre sector.

In order to create the trust and confidence necessary to deliver on the vision of this plan, Manatū Ahu Matua needs to build enduring relationships with Māori. This means we need to build our services and enhance our own capability to support Māori food and fibre businesses in achieving their aspirations.

We will build our services to enable greater choices for the use of whenua and resources.

Next steps

Building services for Māori

We will:

- streamline the provision of Manatū Ahu Matua regional advisory services so Māori can access advice on a range of land-uses from one source;
- increase Manatū Ahu Matua availability in the regions to engage with Māori landowners and businesses who we may not have reached through existing channels.

Developing the relationships and understanding needed to partner meaningfully and impactfully with Māori

We will:

- develop a data strategy to guide the creation of data on Māori participation in the sector. This data will ensure future delivery of Manatū Ahu Matua services and policies are more informed. The strategy will start with the monitoring and benchmarking of Māori farm financial and environmental performance;
- align engagement initially across Manatū Ahu Matua, and then across the natural resources sector;
- establish baselines and KPIs to measure the impact of this plan.

Building Māori capability in the food and fibre sector

We will:

- establish reciprocal secondment opportunities with Māori organisations;
- procure more services from Māori entities to support the growth in capability of smaller, emerging, Māori businesses.

Success Indicators

- ▲ Manatū Ahu Matua engaging with more Māori businesses.
- ▲ Māori businesses accessing a broader range of Manatū Ahu Matua services.
- ▲ Manatū Ahu Matua contracting more business services to Māori businesses.



Building

Te Rongoroa Farm and Forest Trust

With the Trust representing 2,100 beneficial owners it wanted to undertake a “best land-use” assessment to provide Trustees with the information required to make decisions on land use development for parts of the block that are currently non-productive.

Māori Agribusiness Pathway to Increased Productivity (MAPIP) funding of \$63,825 has enabled the Trust to engage appropriate expertise to develop a masterplan as the beginning of the process. The information provided in the plan sought to inform Trustees of the options and provide a unified approach to planning a way forward consistent with their strategic plan.

MAPIP funding helped the Trust assess potential land use options for areas not currently in pine forestry and engage appropriate expertise to develop a master plan at the beginning of the process.

Wairoa Horticultural Hub

Together with representatives of more than 20 blocks of land covering 460 hectares, the majority Māori-owned, this Māori Agribusiness Extension (MABx) project focusses on lifting land productivity.

The \$440,000 investment enables landowners to get on-the-ground support to identify suitable parcels of land to be sustainably developed into horticulture. It's part of a long-term vision to harness the full benefits of Wairoa's soils, water and climate.

“The potential for industry growth in the region is huge. We want horticulture to be something we do ourselves, for the good of our people,” Tātau Tātau o te Wairoa Trust chair Leon Symes said.

Raukokore high value hort collective

The Māori agribusiness team has been assisting Te Whānau a Mauhaeremuri hapū Trust since early 2019. The trust is mandated by 41 Māori owned land blocks to lead a collective approach to developing high-value, sustainable horticulture in a way that protects their resources and enhances the welfare and prosperity of hapū and whānau.

The Trust has a four-year staged plan that intends to develop 200 hectares of high-value horticulture which includes kiwifruit and macadamia.

The Trust is investment ready. The collective government support accelerated regional growth by enabling the Māori land trusts to work together and make investment propositions more attractive to secure private investors.

Kia eke panuku

Critical success factors

Māori-led solutions must emerge in the implementation of this plan to ensure its actions are targeted appropriately. Developing more collaborative relationships between agencies and Māori economic leaders across the various sectors (entrepreneurs, small and medium enterprises – SMEs, Trusts and Incorporations, Iwi and settlement entities) will ensure that the actions outlined in this plan translate into tangible outcomes.

For the Māori food and fibre sector to prosper while navigating the transition ahead it will require:

- a database of current and potential financial, social and environmental performances of farms;
- options to reduce emissions from existing ruminant-based sectors;
- feasible alternative low/zero emission land-uses;
- new processing, logistics and market channels (to scale and commercialise);
- insights on customer and consumer preferences and expectations;
- Māori-led research and development initiatives incorporating mātauranga and tikanga based approaches.





Whakaritenga Implementation

This is the first time Manatū Ahu Matua has developed a specific plan dedicated to supporting the Māori food and fibre sector to prosper.

As such, it will need to adjust as a living document – as we listen, learn and grow.

The initiatives this plan has identified vary in scale, complexity and interdependencies. Their delivery will therefore be phased over the next 18 months.

This plan will be formally reviewed in 2024.

Te Manatū Ahu Matua

Our journey ahead

We thank those who have supported the development of this Manatū Ahu Matua plan, including Iwi, Māori businesses and other government departments.

We would especially like to thank Ngā Pouwhiro Taimatua: Traci Houpapa (Chair), Dr Tanira Kingi, Nadine Tunley, Richard Manning, Te Kapunga Dewes, Dr Riri Ellis, Bob Cottrall, Ingrid Collins and Tane Bradley.

We look forward to continuing to grow with, and for, all who exercise rangatiratanga.

Indeed, to successfully deliver the actions outlined in this plan and more, Manatū Ahu Matua will grow our capability in ways that reflect we understand and then act on the needs of Māori food and fibre businesses.

This plan is part of a broader programme of activities to lift our capability, focused on:

- increasing Māori representation within our workforce (from frontline to leadership);
- developing our Māori-Crown partnership capability;
- increasing our internal cultural competency with our Te Ara Ahurea Matau pathway;

- building better systems and processes to reflect our commitment to te ao Māori and te Tiriti;
- benchmarking Manatū Ahu Matua performance so we can measure our progress.

An aerial photograph of a vast, rugged mountain range. The mountains are covered in patches of snow and have a brownish-grey hue. In the foreground, a wide, braided river system flows across a flat, brownish landscape. The sky is a clear, pale blue.

“This plan is simple, strategic and substantial – it’s ultimately about high-quality customer service.”

Tane Bradley

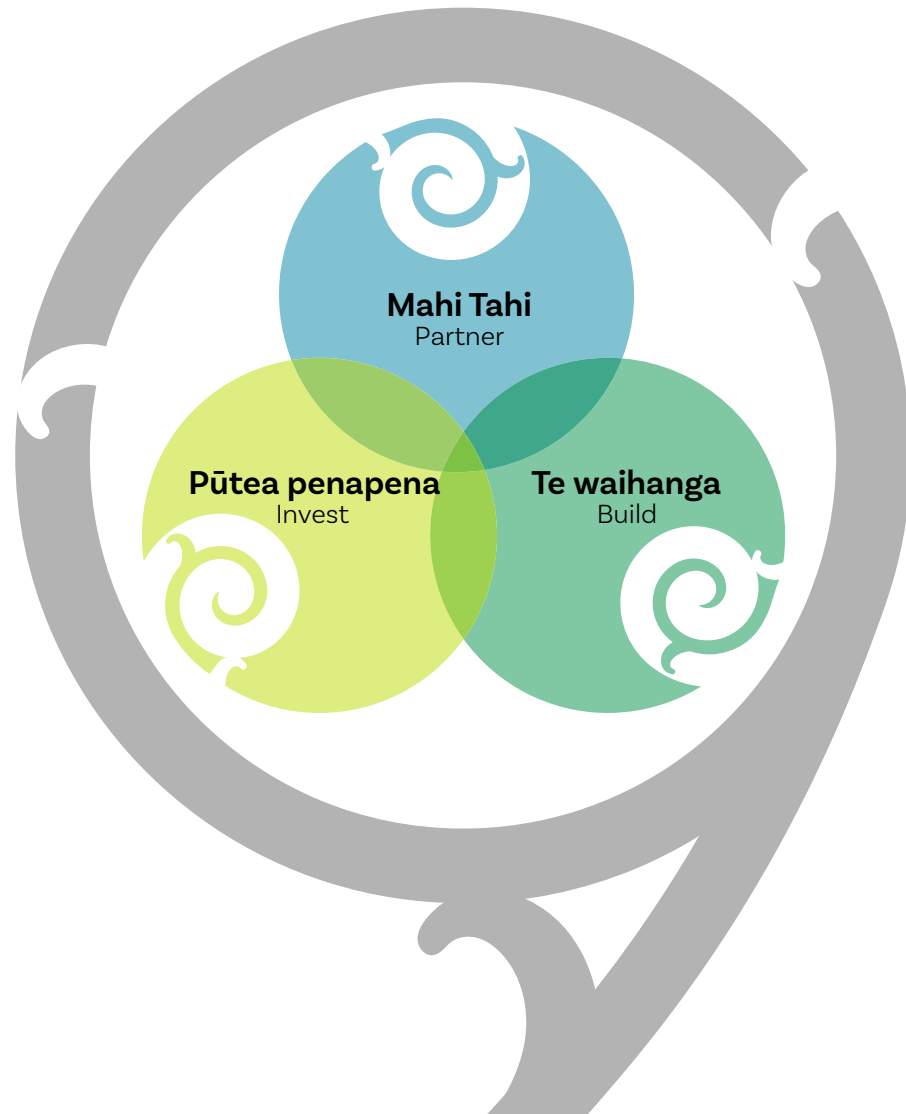


Manaaki whenua, manaaki tangata, haere whakamua

**Ko tēnei te mahere kia whakawhanake i ngā mahi ā
Te Manatū Ahu Matua hei ahū whakamua. Mauri ora!**

“If we take care of the earth and take care of people, we will take care of the future”

We are focusing on outcomes to achieve our vision and deliver greater value for New Zealand:



Prosperity

Our food and fibre sector generates a thriving and sustainable economy for all New Zealand.



Sustainability

Future generations will benefit from improved environmental performance by New Zealand's food and fibre sector.



Protection

Consumers know and trust that New Zealand's products are safe healthy and ethical and that we protect New Zealand from pests and diseases.



Visible leadership

We work in partnership to enable the food and fibre sector to thrive.

For more information email PT_TreatyStrategy@mpi.govt.nz

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Te Kāwanatanga o Aotearoa
New Zealand Government

Ministry for Primary Industries
Manatū Ahu Matua

