



Kellogg Rural Scholars Series

*Vol. 3, January 2023*

# Māori Agribusiness Insights

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**RURAL  
LEADERS**

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# Introduction.

New Zealand’s food and fibre sector is full of capable, and purpose driven people.

Supported by an incredible group of partners, the New Zealand Rural Leadership Trust is privileged to be entrusted with growing many of these people in their leadership journey.

A key aspect of the rural leadership approach is research-based scholarship. The clarity of thought and confidence this approach promotes is transformative.

The set of reports précised in the following pages are penned by Scholars from the Kellogg Rural Leadership Programme.

These reports are written by Scholars who seek to reflect a Te Ao Māori (world view) and/or Tikanga (Māori values) lens on many of the important challenges in food and fibre. They are written by people living and working in the Sector.

Rural Scholarship is about impact. Many Kellogg and Nuffield Scholars go on to live their research. They build businesses. They advance community and social enterprises. They influence policy and advocate for animal and environmental outcomes, informed by an ability for critical analysis and their own research-fueled passion.

In the following pages we are delighted to précis 15 research reports by Kellogg Scholars. The full reports can be found at <https://ruralleaders.co.nz/kellogg-our-insights/>

The reports traverse topics as wide and timely as the Māori economy, indigenous branding, Te Ao Māori, Whenua Māori and social issues.

Ngā mihi,  
**Chris Parsons**, MNZM, DSD  
and the Team at Rural Leaders







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# Farming Whenua Māori in Tai Tokerau: pathways to success.

Mihi Harris | November 2021

Legacy responses to improving unproductive land-based assets have failed Māori resulting in only a few high-performing Māori owned land blocks in Tai Tokerau. As such, when engaging in the primary sector, many Māori landowners - Incorporations and Trusts - are often starting from a zero-base or worse.

This is particularly the case in the rural community of Waima, Hokianga. Well known constraints to development of whenua Māori include legislative obligations and regulations, under-investment, limited access to finance and opportunities, lack of capability and sometimes fraught relationships.

Emerging research is beginning to identify learnings and insights of Māori landowners who have successfully overcome one or many of these constraints to grow high-performing farming operations that thrive both commercially and culturally.

This project is concerned with understanding the learnings and insights specific to Tai Tokerau and how they can inform enduring, sustainable agricultural production systems to unlock opportunities for future generations in Waima.

This report is based on a series of conversations, meetings and a literature review of select sources comprising primary and secondary sources to identify relevant and current content, themes and a brief case study of the Waima Topu B Ahuwhenua Trust.

The report concludes with findings and recommendations that are fit for the Tai Tokerau context that encourages collaboration as steppingstone to collectivisation supported by a high-level business case that sets out a pathway for investment.

The purpose is to grow high-performing Māori farms in Tai Tokerau through investment in infrastructure and capability including governance skills and training; establish and strengthen the relationship between Māori farmers, Crown-owned farms and investors that, in time, allows multiple farms to come together to work collectively to add value to, and de-risk, the value chain from farm gate to whare.

<https://ruralleaders.co.nz/mihi-harris-farming-whenua-Māori-in-tai-tokerau-pathways-to-success/>

# How can Waikato Maniapoto Māori landowners increase productivity whilst improving the environmental protection of their land?

Julian Reti Kaukau | July 2021

This report outlines and identifies two things:

1. How can Waikato Maniapoto Māori landowners increase their economic productivity from their whenua (land) and;
2. How can this be achieved whilst upholding the values of Kaitiakitanga (guardianship) and Manaaki Whenua (goodwill to the land).

This research was carried out in two parts. Part one provides context and a background story to Waikato Maniapoto's introduction to modern agriculture and how quickly the tribe was able to amass large scale growing operations and manufacturing facilities throughout the tribal region. Part one also describes the creation of the Kingitanga (King Movement) whose sole aim was to centralise Māori power throughout all of Aotearoa (New Zealand) and how this power base was lost.


Subsequently historical narratives are provided on how Waikato Maniapoto were forced into conflict with the Crown which resulted in the loss of over 1.2 million acres of prime land after the Land Wars, followed by another million from various legislative tactics imposed on Waikato Maniapoto by the

Crown. The last piece of part one describes how a new leader needed to emerge to revive the dynasty of the Kingitanga and rebuild the damaged foundations of the once mighty tribe of Waikato Maniapoto.

There was a considerable amount of literature reviewed which formed the basis of part two. In part two, the research offers up current opportunities and barriers for Waikato Maniapoto Māori landowners. Though it should be acknowledged, further research into these opportunities and barriers should be carried out in more detail.

A key finding of this review is that additional testing and research into how Mātauranga Māori in the context of environmental protection can be genuinely applied to all land throughout the rohe (region) of Waikato Maniapoto.

The recommendations of the report are that further testing, and refinement of the processes used to increase economic productivity are required and for mātauranga Māori to be better understood in the context of the region's environmental footprint.

<https://ruralleaders.co.nz/how-can-waikato-maniapoto-Māori-landowners-increase-productivity-whilst-improving-the-environmental-protection-of-their-land/>

# The social impact of converting traditional agricultural land into horticultural land within my Iwi.

Tom Keefe | October 2015

My Iwi – Ngati Pahauwera.

Ngati Pahauwera is a confederation of clans centred on the Mohaka River in northern Hawke's Bay. The tribe did not sign the Treaty of Waitangi. Chief Paora Rerepu sold large areas of tribal land to participate in the new economy, and supported the colonial government against anti-government Pai Marire (Hauhau) and Te Kooti fighters.

To be from Ngati Pahauwera is an honour that we all hold proudly. We are quick to advise strangers of our lineage to the region to take the front foot in Korero. Descendants of Pahauwera are global but we still have a common connection to our home through our whakapapa.

At the heart of Pahauwera are the Māori settlements of Raupunga and Mohaka. Mohaka being close to the mouth of the mighty Mohaka River and Raupunga situated 20 minutes upriver, close to the Mohaka viaduct, the tallest railway viaduct in Australasia.

In conversations with Pahauwera Leaders I have been told of the good old days when there were jobs for everyone. You were either a farmer, shearer, ganger on the Railways, driver for the Ministry of Works, forestry worker or you drove the short distance to Wairoa and worked at the freezing works.

Most of the jobs were hard labour and intensive, jobs where you knew that you had done a hard day's work, jobs in which young Māori thrived.

Today those jobs seemed to have been scaled back or restructured in preparation to sell off to the highest bidder and this has come at a cost to our people. Within the Raupunga and Mohaka area I remember growing up with a fish n' chip shop, movie theatre, two stores, a post office, a police station and a pub. Today we have none of these.

The urbanisation of our people has left the area unrecognisable. Most of people moved to either Napier/Hastings or Wairoa in search of employment or following family. Today we have 180 households in the Pahauwera Catchment (Est. under 1000 people). The average household income is \$17,500 p.a. The average household income for those of Pahauwera living outside of Pahauwera is \$23,000 p.a.

For me the root of some, if not most of these issues is education and employment. The Ngati Pahauwera Development Trust have a vision to increase the household income by 50%. On current figures this will take the range from \$35,000 for those residing in the Iwi and \$46,000 for those that are living outside the area.

"According to Statistics New Zealand, the average household income for New Zealand rose by 11.8% to \$84,462". To do this we need to create jobs within the Iwi, jobs that have a career path and offer opportunity to upskill and embark on personal development to break the cycle that I believe we are currently in.

Amidst all this doom gloom about how we are not succeeding as a people, we do have a strong heart, we are passionate about our Turangawaewae and we do have some highly motivated members of the community that have a vision for the self-sufficiency for our people, and I am one of those!

The purpose of this report is to focus on what the social effect of having high density employment, like horticulture, will bring to the region. This report will give you a back

story to Ngati Pahauwera. This report is not about how I plan to introduce a multi-million-dollar horticultural industry into Ngati Pahauwera, giving full time employment for up to 100 people, 10 months part time employment for approximately 50 people and seasonal employment for up to 300 people at its peak, this report is more about 'why' do we need to do it and not the 'how'.

We need to 'decentralise' our people back to their homelands - but bring them back to what? What will the social impact be on a community who currently have an average household income that is insufficient for the needs of a modern family in New Zealand. It is obvious that land planted with horticultural crops (in particular fruit trees) requires more full-time employees than a traditional farm will, and this is the basis for this report.



<https://ruralleaders.co.nz/the-social-impact-of-converting-traditional-agricultural-land-into-horticultural-land-within-my-iwi-tom-keefe/>





Māori are significant and substantial long-term participants in the primary sector of Aotearoa New Zealand.

They are kaitiaki of significant tracts of land for future generations, just as previous generations were kaitiaki for them. This concept of stakeholders' past and stakeholders' future links Māori to the whenua through whakapapa and means that they will never sell their land assets.

The Māori economic engine is significant in terms of both asset holding and in generating activity for the economy of Aotearoa New Zealand. Despite this Māori have almost no presence in the governance of the Agricultural cooperatives, despite these being businesses that they are significant suppliers and customers of and hold equity in.

The purpose of this report is to understand the reasons behind this, identify ways to re-engage Māori at governance levels with the cooperatives and understand the benefits and costs to each from doing so.

The methodology used within this report included literature reviews of Māori economic performance and how contemporary corporate governance models fail to meet the needs of Māori governance. In the context of this research topic, it is important to determine the contribution made by Māori to the economic activity of Aotearoa New Zealand generally and to the primary sector specifically as this project investigates the premise that it is reasonable to achieve representation if there is a contribution.

The review of Māori governance included discussion around the kaupapa and tikanga that provide a framework to Te Ao Māori and how this influences the decision-making of Māori governance entities.

Semi-structured interviews were conducted with eight Māori governors including participants in co-operative director elections. These were conducted to understand the view of Māori who had experience with governance in both Māori and non-Māori entities and in a cooperative election process.

# Māori in governance of agricultural cooperatives in Aotearoa New Zealand.

Troy Hobson | November 2022

The answers were then critically analysed with themes developing from the analysis. A structured survey was supplied to members of Cooperative Business New Zealand. It was important to assess the view held by cooperatives around levels of Māori engagement at a governance level.

These were analysed with themes developing from the analysis. The results from the structured survey and the semi-structured interviews were then analysed together to identify areas of commonality or divergence.

## KEY FINDINGS

- Māori make significant contributions to the primary sector and Aotearoa New Zealand
- Māori have low trust in cooperatives and elections
- Cooperatives recognise that Māori are underrepresented in governance
- Opportunity exists for both parties if relationships can be strengthened.

## RECOMMENDATIONS FOR COOPERATIVES

- Decide if the organisation believes the lack of Māori representation is an issue that requires addressing.
- Develop strategies to effect cultural change so that all shareholders perceive their treatment to be equal with clear and demonstrable intolerance of intolerant.
- Build manaakitanga with Māori by being institutionally intolerant of any form of racial bias.
- Organise wananga with Māori stakeholders so they can learn who you are, and you learn who they are.

- Engage in whakawhanaungatanga. This will facilitate discovery and understanding as the first step in relationship building (whanaungatanga).
- Learn and understand Te Ao Māori, Mātauranga Māori, Tikanga and Kaupapa – these are the things that will guide relationship building with Māori.

## RECOMMENDATIONS FOR MĀORI

- Practice rangatiratanga by using the voting powers that come with ownership.
- Be open to building whanaungatanga with cooperatives – maintain a focus on attaining influence by taking roles in the governance of these businesses.
- Show kohtahitanga and manaakitanga by voting for rangatira who stand for election to these boards.
- Māori voting for Māori in elections dominated by Pākehā demonstrates rangatiratanga.
- Continue to develop governance skills in Rangitahi.



<https://ruralleaders.co.nz/Māori-in-governance-of-agricultural-co-operatives-in-aotearoa-new-zealand/>



# Farming lessons from Te Ao Māori.

Dave Thomson | November 2022

The aim of this report is to provide an understanding of Te Ao Māori (the Māori world view) and Mātauranga Māori (Māori knowledge) in an agricultural context and to explore how some of the concepts within this area can be utilised in a way that benefits both individual farms and the wider industry. The methodology used to do so includes a literature review on these two areas as well as the key trends and challenges in the agricultural industry.

This is followed by semi-structured interviews with four farming organisations implementing some or all the concepts reviewed.

The interviews explored their core drivers and aims and the benefits and challenges of incorporating these concepts and practices. Thematic analysis of the responses from interviewees was utilised to assess the qualitative data.

## KEY FINDINGS:

Utilisation of the “quadruple bottom line” approach (environmental stewardship, social responsibility, intergenerational wealth creation, and cultural revitalisation), taking an intergenerational perspective, Kaitiakitanga (stewardship) and the relationship between whakapapa (genealogy) and whenua (land) are key areas of Te Ao Māori and Mātauranga Māori where great value for agriculture can be achieved.

These areas have particular importance and relevance when used as potential solutions for the key challenges and trends in Aotearoa’s agricultural sector. The most significant of these are agriculture’s environmental impact and the rise of the

conscious consumer as well as export market volatility and uncertainty in the current global context.

Within an agricultural context there are numerous practices, knowledge, concepts, and approaches are present in Mātauranga Māori and Te Ao Māori that have significant potential value. There is also a clear alignment as they are all focused on the natural world and society which are the fundamental components of both Te Ao Māori and agriculture.

The most incorporated aspects of Mātauranga Māori were the use of kaupapa (principles and ideas which act as a base or foundation for action) to guide decision making, embracing a wider view of success and a holistic view of farming practices and the importance placed on relationships and connections through whanaungatanga (relationship, kinship, sense of family connection).

## RECOMMENDATIONS:

- Have patience and persistence in understanding the perspectives of Mana Whenua at all levels and involve them in governance and decision-making processes to ensure the best long-term outcomes are achieved on a consistent basis for communities and the environment.
- Creation of think tanks or collaborative projects focused on the agricultural sector with individuals from diverse backgrounds encouraging open thinking and interpretation of ideas.
- Encourage the uptake of new and novel approaches within farming

and agricultural businesses as well as experimentation and trialling both on-farm and within business models.

- Cultivate a culture in agriculture of combined and cross-cultural thought processes where utilising western technological advancements within Te Ao Māori frameworks is celebrated and encouraged.
- Facilitate the development of kaupapa for farming businesses utilising Te Ao Māori to embrace wider definitions of success.
- Create a platform for meaningful and genuine engagement between iwi, hapū and industry to take a collaborative approach to the generation of solutions for the multitude of wicked problems facing both the agricultural industry and the communities it is present in.



<https://ruralleaders.co.nz/farming-lessons-from-te-ao-Māori/>





## Improving Māori capability to make decisions for the development of Māori land.

Natasha Clarke-Nathan | November 2016

This report outlines research conducted to identify how Māori decision making capability can be improved to increase the development of Māori land and to recommend ways to support that capability.

The research identifies how historical Māori decision making frameworks enabled Māori to develop their land collectively as a tribal people. It describes the key differences of historical frameworks to the current legislative Māori Land Trust frameworks provided in the Te Ture Whenua Māori Land Act 1997 and the constraints to progressing Māori land development.

The research highlights that historically Māori worked collectively as inter-dependents and how legislative frameworks that today promote individualism, have disbanded this collective ability. Individualism is established with the appointment of trustees who to some degree act independently on behalf of their landowners.

The research identifies this as a key deferent to the development of land. The handing over of authority and decision making from the owners to trustees presents a risk or threat to the owners. This has contributed to the loss of Māori land development.

The results of the data analysed and tests of additional processes and thinking techniques present opportunities to reinstate the collectivised approach to developing land as Māori practiced historically – pre-European contact.

The report finds that the application of additional processes can improve landowner participation and the application of thinking techniques can mobilise the development of Māori land and encourage new styles of thinking for Māori.

The recommendations of the report are for further testing and refinement of the process and for the process to be tested in other sectors (outside Primary Industries).



<https://ruralleaders.co.nz/improving-Māori-capability-to-make-decisions-for-the-development-of-Māori-land-natasha-clark-nathan/>

## Growing the Māori primary sector: A critique of national and regional strategies.

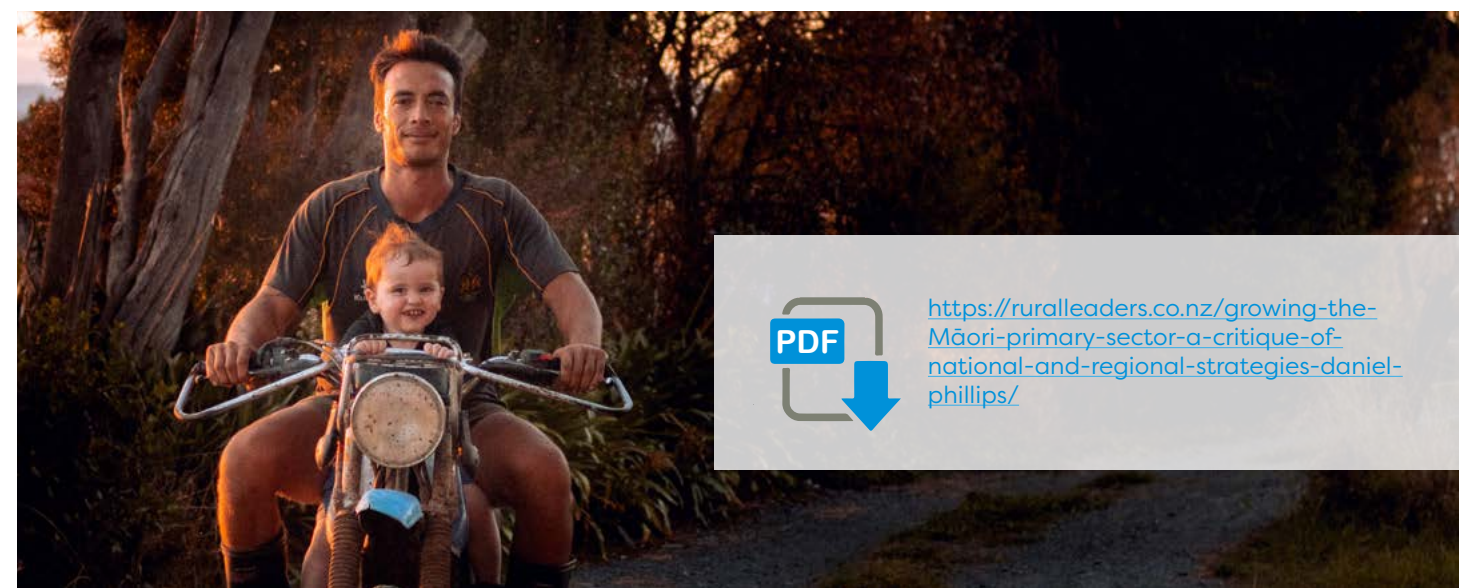
Daniel Phillips | January 2016

New Zealand is made up of sixteen regional economies, of which Auckland, Wellington and Christchurch are the main urban centres, the other thirteen regions are predominately rural in location and are resource-based economies which are the drivers of our primary production.

Māori have significant interests which span the width and breadth of the primary sector, the potential for growing the Māori primary sector assets is massive. The “size of the prize” is understood by central and local government representatives and as such have identified the growth of the Māori primary sector as a key theme to economic growth in the regions.

Central to discussions are the strategies put in place at a national and regional level that aspire to grow the Māori primary sector. Discussions will identify barriers to growth and how the implementation of the strategies intend to lower the barriers to growth.

Key considerations to be discussed will focus on the implementation of the growth strategies, who has ultimate responsibility for implementation, the level of collaboration required by central government, resource owners and key regional community stakeholders to realise growth - and the level of resource allocation required to leverage opportunities.



<https://ruralleaders.co.nz/growing-the-Māori-primary-sector-a-critique-of-national-and-regional-strategies-daniel-phillips/>



# Building collaboration with farming communities and Rūnanga in the Hurunui District.

Rebecca Hyde | July 2021

This has been a very personal journey for me as I have been exploring my heritage. I've always known that I had connections to Ngāi Tahu and that it was from Southland, but I didn't know much more than that. I am a 10th generation New Zealander through my maternal grandfather, I Whakapapa back to the Awarua Rūnanga and Rakiura (Stewart Island) to Tomuri and Te Iri.

I have in recent years discovered my whakapapa and visited Rakiura. This report is a combination of a personal and professional interest that has led me to want better understand Māori cultural values and how these can be woven into farming businesses to build resilient farm systems.

Engaging with Iwi and Rūnanga is becoming common for farming communities and yet it is still a foreign concept for many of us. Many farming communities know more about their European settler's history than that of tangata whenua (local people).

As we continue to see more Freshwater Policy being regulated on farm, there is an ever-increasing use of Te reo (Māori Language) that is not understood by many farmers and rural professionals.

The aim of this report is to help farmers and rural professionals better understand Māori cultural values and to see how collaborative relationships can be built between farming communities and Rūnanga in the Hurunui district. There is common ground between Māori and farming because of the connection to land. The Hurunui District is covered by two Rūnanga of Ngāi Tahu. Te Rūnanga o Kaikoura, also known as Ngāti Kurī, cover north of the Hurunui River and Te Ngāi Tūahuriri Rūnanga, centred on Tuahiwi, to the South of the Hurunui River (Te Rūnanga o Ngāi Tahu 2021).

Weaving cultural values into farming decisions and discussion has not been regular practice in our farming communities. Some people have little or no understanding of Te Tiriti o Waitangi (Treaty of Waitangi) and therefore fear it as it is a change in thinking. Building understanding and knowledge reduces this fear and allows our farming communities to move forward to healthier relationships.

The information gathered to compile this report is of people's experience of gaining understanding of Māori culture, and information that was publicly available but not necessarily known about. Te Rūnanga o Kaikoura's Environmental Management Plan and the consultation process addresses issues of concern to tangata whenua associated with natural resource and environmental related activities and topics of importance to Rūnanga. The intention is to provide an understanding of some of the background, information and plans that are readily available to help build collaboration between farming communities and Rūnanga in the Hurunui District.

This report gives a base level of knowledge regarding the Treaty of Waitangi (Te Tiriti o Waitangi) as it is important to know our country's history. The Treaty of Waitangi is New Zealand's founding document. It takes its name from the place in the Bay of Islands where it was first signed, on 6 February 1840.

The Treaty is an agreement, in Māori and English, that was made between the British Crown and approximately 540 Māori rangatira (chiefs) (NZ History, 2021). Building collaboration between farming communities and Rūnanga in the Hurunui District offers many opportunities to build long, sustainable relationships. The district is split over two Rūnanga that have similar values.

## THE RECOMMENDATIONS FROM THIS REPORT ARE:

- Have positive Rūnanga connections with Amuri Irrigation Company (AIC) and the Hurunui District Landcare Group (HDLG). Much of the farming community is connected by these two groups. There is an opportunity for these groups to form initial connections with Rūnanga to explain their purpose and values, and what they do to help and enable the farming community. It is a way to start connecting with a larger group of farmers.
- Share information regarding the Treaty of Waitangi and the history of how it was signed in the local area through community groups.
- Develop a workshop for Rural Professionals that are working within the Hurunui District about the history of the area. This could be co-developed between Rūnanga, Environment Canterbury, AIC and HDLG.
- Acknowledge the knowledge gap of understanding between farming communities and Iwi, and that in most cases it has not been intentional.
- Make connections with Māori values that align with farmer values.



<https://ruralleaders.co.nz/building-collaboration-with-farming-communities-and-runanga-in-the-hurunui-district/>





# Success for the Māori primary sector is success for all New Zealand.

Brad Tatere | June 2015

The present National Government has identified policy and priorities relative to the New Zealand's economic outputs and opportunities. Within the set of priorities, they further determined that the 'Māori economy' in particular has the ability to contribute significantly more to the overall economic strategy for New Zealand, both domestic and export.

This view is reiterated and presented through government policy and subsequently by the various ministries including Treasury. This focus on the Māori economy is not new, however there is an increasing emphasis by this government and its political allies to 'grow' the Māori sector at a faster and improved rate to whatever other sectors it sits alongside.

Further to this the Government has set an ambitious goal for New Zealand; to increase the ratio of exports to GDP from the current 30% to 40% by 2025. This will require a concentrated effort to encourage investors to develop more internationally competitive businesses, in both the commodity and high-value technology-based sectors. Setting this goal ensures the Government remains focused on supporting the confidence and growth of our high productivity export firms (Hon. Ministers Joyce & English, The Business Growth Agenda, 2012).

The present National government instigated a Māori Economic Development Panel in 2012. This panel is mandated to seek to improve Māori GDP per capita to equal that of the average GDP per capita by 2040. GDP contribution by Māori needs to be proportionate to the Māori population, ~ 15%, at the very least (Strategy 2040, Māori Economic Development Panel, 2012).

## RESEARCH QUESTION:

This report will attempt to answer the question: "Is the Māori contribution to regional GDP through agribusiness appropriately understood and quantified?"

For the purposes of this report, it is necessary to first define the Māori Economy. The literature does not give a single definition however New Zealand's Treasury have identified some clear parameters they use as defining the Māori economy through the Māori Asset Base. They state:

The Māori economy and asset base has grown significantly over the last 100 years. As such Māori and Iwi increasingly contribute and play a key role in New Zealand's economy. Māori contribution to the New Zealand economy is multi-faceted and includes the primary sector, natural resources, small and medium enterprises, and tourism.

18.



...the government's lead economic advisor is working with agencies across the public sector to support the growth and development of the Māori economy.

In 2001 the asset base of the Māori economy was estimated to be worth \$9.4 billion; this figure rose to \$16.5 billion by 2006, and we now estimate it was worth at least \$36.9 billion in 2010.

The Māori asset base includes:

- Businesses of employers \$20.8 billion
- Other Māori entities \$6.7 billion
- Businesses of self – employed Māori \$5.4 billion
- Trust and incorporations \$4 billion. (BERL (2010), The Asset Base, Income, Expenditure and GDP of the 2010 Māori Economy).

It should be noted that this definition of the 'Māori' economy specifically is drawn from political interests and does not necessarily meet the definition of those who identify as Māori and may or may not participate in the economy in the way policy and academics define.

The Western worldview is somewhat reductionist and uses definitions to support a very specific understanding of terms and activities.

Indigenous interpretations are generally more holistic in their definition, and, as an example, Māori would likely expect any definition of a Māori economy to somehow align to a cultural association ahead of any other factor. The policy definition of the Māori economy above will be held for this report.



<https://ruralleaders.co.nz/success-for-the-Māori-primary-sector-is-success-for-all-new-zealand-brad-tatere/>

19.





## Ka Tipu Ka Ora – A Whanganui regenerative and resilient sustainable food system.

Kiritahi Firmin | November 2022

Everyone should have access to affordable, healthy food. However, across Aotearoa New Zealand a rapidly growing number of people are experiencing severe food insecurity - which means that they don't know where their next meal is coming from, or if it will be nutritious enough to lead a healthy, active life.

This research report will focus on answering the question of; How everyone, through a kaupapa Māori lens can move toward Sustainable Food Systems which are regenerative and resilient; prioritise locally grown and affordable kai; and uphold mātauranga (indigenous knowledge), kaitiakitanga (guardianship) and rangatiratanga (leadership) within this system.

This research also aims to help develop and establish sustainable local food systems, so all individuals and whānau have access to good food to improve community health

and wellbeing; where a “sustainable local food system” is a collaborative network that integrates sustainable food production, processing, distribution, consumption, and waste management to enhance the environmental, economic, and social health of a place, ensuring food security and nutrition.

This research supports the vision that everyone in Aotearoa New Zealand should be able to access good food at all times; where “good food” is food and beverages that are affordable, nourishing, appetising, sustainable, locally produced and culturally appropriate.



<https://ruralleaders.co.nz/ka-tipu-ka-ora-a-whanganui-regenerative-and-resilient-sustainable-food-system/>



## Indigenous branding creating an emotional connection.

Ashleigh Phillips | August 2018

Global customers are increasingly demanding authentic products and services, and indigenous branding has been recognised as a natural fit to deliver on this. Global trends observe a shift away from traditionally produced premium foods to more sustainable alternatives.

This consumer is increasingly concerned about where their product comes from, the impact growing this product has had on the environment, that people and their land are being looked after and what the indigenous stamp means.

Indigenous branding creates huge opportunity for Māori who consider that land is a living and breathing thing and part of their identity as Māori. It is an intergenerational culture with a 150-year plan, “we are a whakapapa, we are both the past, and the future.”

Māori need to wrap this up in a meaningful way, so it resonates with the consumer to make an emotional connection, and the whole company needs to align with these brand values.

The purpose of this study was to evaluate two things, 1) what a consumer expects when presented with an indigenous product. 2) How do we give confidence that this product is genuine.



<https://ruralleaders.co.nz/indigenous-branding-creating-an-emotional-connection-ashleigh-phillips/>

This research is carried in two parts. The first is a review of literature published between 2005 and 2013 and key themes that come through from this. Part two is a case study evaluating four successful Māori businesses regarding the work they are carrying out around consumer expectations and authenticity.

There was a considerable amount of literature published between 2005 and 2013 regarding indigenous branding and how it could be used to create a point of difference.

A key finding of this review was that Māori branding focused on presenting a product that encompassed a set of values as important to the Māori business. The case studies determined that this focus has since been reversed and is now focused on expressing value as determined by the consumer.

The recommendations of this report are that further research is required to position an indigenous experience to make the consumer feel good and create an emotional connection, and Māori brands need to collaborate more to ensure the market insight work is done to avoid risking market position.



# Wahine toa, Wahine ahu matua: pathways to enable wahine leadership.

Sharleen Temara | April 2022

*“Whaia te iti kahurangi ki te tuohu  
koe me he maunga teitei, ki nga whetu  
rawa”*

*“Seek the treasure that you value most  
dearly, if you bow your head, let it be to  
a lofty mountain, let it be beyond the  
stars”.*

This whakataukī is about perseverance and endurance. Refusing to let obstacles get in your way while striving to reach your goals.

This research paper looks at the need for women in leadership, the need for te ao Māori and tikanga Māori in the workplace, the current resistance to change and posits how this might change.

Traditionally and historically the leadership role has been the domain of men in Māori and mainstream organisations. Progress is happening, glacial as it feels at times.

Although there has been little research into gender bias in New Zealand, overseas studies have concluded it is prevalent at all levels. In 1993, Dr Sheilah Martin, Dean of the University of Calgary, “identified five commonly alleged sources of gender bias.

While conceding that bias can arise in many situations and can assume several forms, she maintained that it typically occurs where decision makers:

- fail to be sensitive to the differing perspectives of men and women,
- apply double standards or rely on gender stereotypes in making decisions,
- fail to recognise harms that are done to one group only,
- apply laws or make decisions that exclude people on grounds of gender,

- are gender-blind to gender-specific realities,
- rely on gender-defined norms,
- make sexist comments.” (New Zealand Law Commission, 2003).

AAUW (2016) report barriers to women leadership that occurs due to the qualities of leaders being based on male models, (stereotypes) that the traits associated with leadership are viewed as masculine, men surpass women in networking to find mentors and sponsors, bias and discrimination and the lack of flexibility balancing family and work as women are viewed as the primary carer.

The purpose of this research paper is to identify potential pathways, for wahine and business, to enable Māori women with the potential to move into leadership positions.

The research has sought to understand the experiences and perspectives of successful wahine leaders and the barriers they faced.

The objectives of the research are set out in section 4.1. The research provides:

- A snapshot into the relationship Māori business and primary sectors have with the Māori economy;
- Explains the importance of kaupapa Māori in business and leadership;
- Provides an insight on the status of women and Māori women;
- Māori leadership, Māori women leadership and governance.



<https://ruralleaders.co.nz/wahine-toa-wahine-ahu-matua/>

# Owhaoko B&D land block: Māori land and its significance.

Suzanne Hepi | November 2022

Māori land plays a critical part of Aotearoa and its history. Understanding the dynamics of Māori land ownership and the role they play to ensure their whenua is taken care of, is not as straight forward as people assume. Māori landlocked land has influenced a change in the Te Ture Whenua Māori Act to lessen multiple barriers for Māori. This research has been conducted through a kaupapa Māori approach, for Māori by Māori.

This case study is concerned with understanding the land block, its isolated location, the barriers of access and how the trust can initiate a sustainable involvement for the owners. The report is based on semi structured interviews and analysis of secondary data.

## PURPOSE

The aim of this report is to discuss the landlocked block Owhaoko B & D with trustees and beneficiary owners. Overall, I am gathering data to build an understanding of what is occurring on this land block, trust developments and what the future aspirations could potentially be.

## KEY FINDINGS

The key findings of this report have been grouped into themes and are a general understanding of the narrative around the story of the land block. It is supported by quotations from interview participants and is raw information that they have voiced.

## RECOMMENDATIONS

- Data – embark on further research of this land block and internships conducted by beneficiaries or owners of this whenua, with support from the trust and tertiary institutions.
- Transformation – develop and deliver environmental programmes to help educate whānau about the importance of being kaitiaki for the land.
- Collaboration – form a partnership with a Māori tech and digital business that could showcase the land blocks history and whakapapa digitally, to owners of the land that cannot experience it first-hand.
- Capability development – provide opportunities for owners to participate in projects associated on the block such as seed banking, wild game monitoring etc.
- Leadership – Government to help support a leadership programme that is delivered partially out of the land block, informing this cohort about the change in legislation and how the land can contribute to this.
- New initiatives – establish other incentives for owners wanting to visit the block such as high-end accommodation, events, or annual activities etc.
- Mātauranga Māori – Produce or deliver a wānanga based on traditional Māori practices such as rongoa, identifying native trees, land use etc.



<https://ruralleaders.co.nz/owhaoko-bd-land-block/>



# How might we develop a food system that benefits everyone in the community?

Catherine Miller | November 2021

In this project I considered the question “how might we develop a food system that benefits everyone in the community?” I ask this question because there are two sides to our current food system.

We have a highly productive and well-functioning export system bringing benefit to the New Zealand economy, yet domestically we have people struggling to access healthy food. Some may suggest this is a social sector issue, but I’d argue that when a significant number of New Zealanders are reliant on charities for food then there is something inherently wrong with our food system.

I conducted 45 interviews with people from right across our local community including farmers, business, iwi, local government, social services, beneficiaries, and youth. What was broadly evident from the interviews was that there was a dissatisfaction with our current food system and a belief that it is failing people within our community.

People commented on how there seemed to be a lack of thought regarding ensuring food production is protected and that people have access to food. Many raised concerns about how health was being impacted by poor quality food. The shift from localism to a centralised food system was also a regularly raised subject of concern.

In looking at the personal experiences of people who had been through food insecurity and lessons from past generations, a common theme was raised of the importance of self-sufficiency skills like gardening, hunting, bartering, and trading. The importance of community, whanau and

having good networks was also highlighted. The case study of Taumarunui Whakaarotahi Trust demonstrates at a practical level how the unique strengths of rural New Zealand can be better utilised to develop a food system that benefits everyone in the community. There is much that can be achieved by local communities in collaboration with the primary industries.

However, there are regulatory roadblocks that need to be addressed by Government to enable a thriving local food system to develop. The potential benefits of developing such a food system are wide ranging, impacting poverty, physical and mental health, increasing community connectedness and resilience, stimulating regional economies, and reducing CO2 emissions. In making my recommendations I considered the enormous pressure Covid-19 has placed upon our local communities, the primary sector and Government. I therefore focused mainly on areas of collaboration, how we could build on current initiatives and better utilise our strengths.

## RECOMMENDATIONS:

### Community/ Local Government/ District Health Boards

Consult widely amongst the community to avoid making assumptions about who is interested in food security and who can help bring solutions.

In designing a food system to benefit community consider the unique strengths of the area and the strengths and values of the people within your community.

## Primary Industries

Connect with Kore Hiakai and be part of food security conversations to investigate ways to better integrate current food security initiatives with education from food producers regarding how that food is grown. Horticulture industry to partner with community and marae-based gardens and offer advice as part of fulfilling their vision of ‘healthy food for all, forever.’ Partner with Government and local communities in developing models to help small landowners be profitable and develop pathways for people to get into land ownership.

## Government

Increase access via changes to food safety regulations and reducing barriers to cottage food industry.

Increase regulation of processed foods high in sugar/salt and saturated fats with the aim of reducing the availability and marketing of unhealthy food – particularly to children.

Establish a national food strategy that involves enabling and facilitating the creation of local food systems.

Utilise Pamu farms to experiment with stacking enterprises appropriate to the local area to identify diversification opportunities for small landowners and increase participation in food production.



<https://ruralleaders.co.nz/catherine-miller-develop-food-system-that-benefits-everyone-in-community/>





# It's more than just Kiwifruit: The impact on regional New Zealand as we try to meet the growing demand for kiwifruit development – Te Kaha case study.

Jessica Smith | August 2018

1. If our regions are not thriving the prosperity of our people declines. Half of New Zealand's population live in the regions. It is our regions that generate our economic output through the primary industry. Kiwifruit is the largest horticultural economic contributor and is targeted for significant growth.
2. This research is about the impact on regional New Zealand as we try to meet the growing demand for kiwifruit development. In my opinion, very little research exists about the impact of kiwifruit development that is people centric and flavoured with regional perspectives.
3. The Government's regional economic strategy to foster regional prosperity aligns with global growth opportunities in Kiwifruit, Zespri's growth strategy and market demand. The common denominator is that the regions are key to achieve their strategy.
4. 52 individuals participated in the survey over a three-month period. A combination of in-person interviews, postal and online surveys were conducted. All respondents

were located in Te Whanau Apanui, a thriving kiwifruit community north of Opotiki. The survey questions were designed to capture demographic data for regional context; and gain personal insights about the impact of kiwifruit development on their community.

5. The people centric approach that I have undertaken has enabled me to gain, on the ground personal insights which will be used to help guide industry thinking about kiwifruit development in our regions, particularly the more remote areas.
6. Three key themes emerged from the research that captured the essence of the voices of the people in this region:
  - the impact on our People,
  - the impact on our Land,
  - the importance of Social Investment.
7. The following recommendations have been prepared to guide and support key industry stakeholders about working in our regional kiwifruit communities.

THAT a MULTIFACETED STRATEGY is required when growing industries in our regions. This will require collective involvement from the communities, industry, and Government.

THAT the voice of the people is critical in the development of any strategy, therefore any strategy needs to include and allow time for MEANINGFUL ENGAGEMENT.

THAT a knowledge gap currently exists in our regional communities about on-orchard kiwifruit practices. INFORMATION COMMUNICATION.

THAT a Māori grower participation strategy needs to be developed to increase participation within the kiwifruit industry. MĀORI PARTICIPATION.



<https://ruralleaders.co.nz/its-more-than-just-kiwifruit-the-impact-on-regional-new-zealand-as-we-try-to-meet-the-growing-demand-for-kiwifruit-development-te-kaha-case-study/>







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