



RED MEAT PROFIT PARTNERSHIP

MĀORI ENGAGEMENT STRATEGY

REPORT

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1.0 Executive Summary

Red Meat Profit Partnership (RMPP) is a programme to help the pastoral red meat livestock sector in New Zealand increase its productivity and profitability. Structured as a Primary Growth Partnership programme, RMPP works with farmers and sector businesses to develop, test and put new ideas, new technology solutions and new ways of working into action behind farm gates and between farms and red meat processors. Established in November 2013, RMPP's programme was funded 50/50 by government and industry for seven years ending in October 2020.

RMPP began with an intensive research phase, from which evolved a programme with four components: Agricultural Extension; Programmes, Resources and Tools; People, Training and Capability; and Assurance and Provenance. A common thread in the Agricultural Extension and People, Training and Capability programmes, concerned farms owned and operated by Māori.

Data show that the size of the 'Māori red meat farm sector' on a stock unit basis is significant. However, these numbers understate the true importance of the sector, as the average size of Māori farms in the sector is about 4.5 times larger than non-Māori farms, and the productivity of the largest Māori farms ranks very highly with red meat farming peers.

RMPP commissioned research to inform an understanding of the sector and its key attributes, especially those which differed from European farms. This report summarises that work and RMPP initiatives that arose from it across the Agricultural Extension and People, Training and Capability programmes noted above; particularly in respect to attracting young Māori people to a career in the red meat sector, training to improve the capability of Māori people working in the sector, and the involvement of Māori farmers in RMPP's extension design project.

To gather the perspectives of Māori and other people close to Māori red meat farming, RMPP identified and, with introduction by a trusted intermediary, sought to meet with these people for discussion. This proved challenging because of the COVID-19 lockdown travel restrictions, the desire of Māori to protect their elderly and revered people from infection, and the very high level of commitment, those who were identified, had to their diverse activities.

Seventeen discussions were held from mid-February to end-August 2020. These revealed that there were a wide range of views amongst those with whom discussions were held. People saw strengths in RMPP programmes and projects and were complimentary. Others, or the same people, saw weaknesses and were constructively critical. All people were aware of the strengths and challenges unique to the Māori pastoral livestock sector. Many were unambiguous in their views on land, Treaty and related matters, and their strong advice that non-Māori must understand and appreciate these to be able to make meaningful progress in partnership with Māori agriculture.

Experience from RMPP's work with Māori people and organisations, and the views heard in recent discussions, are brought together at the end of the report, by brief recommendations for the development of a strategy for engagement with Māori by any future entity which has objectives and aspirations similar to RMPPs.

Although the number of people with whom discussions were held is low, it is hoped that the background information in this report and the compilation of the views of people spoken with, Māori and European, capture the essence of how people successfully connect with Māori – building trust with key individuals and the wider owner groups; listening and understanding some key underlying principles and objectives of the group, genuinely participating in the culture of the people, having fully aligned values, being prepared to invest time to build an enduring relationship and being prepared to share the rewards equitably.

2.0 Red Meat Profit Partnership

Red Meat Profit Partnership (RMPP) ¹ is a programme to help the pastoral red meat livestock sector in New Zealand increase its productivity and profitability.² Structured as a Primary Growth Partnership (PGP) programme,³ RMPP works with farmers and sector businesses to develop, test and put new ideas, new technology solutions and new ways of working into action behind farm gates and between farms and red meat processors. RMPP is governed by a Programme Steering Group (PSG).⁴

Established in November 2013, RMPP's programme is funded 50/50 by government and industry for seven years ending in October 2020.

RMPP's partners are six meat processors (Alliance Group, ANZCO, Blue Sky Meats, Greenlea Premier Meats, Progressive Meats and Silver Fern Farms); two banks (ANZ Bank and Rabobank); Beef + Lamb New Zealand ⁵ (B+LNZ) the farmer-owned, industry organisation representing New Zealand's sheep and beef farmers; and the New Zealand Ministry for Primary Industries ⁶ (MPI).

RMPP began with an intensive research phase, from which evolved a programme with four components.

- Agricultural Extension
- Programmes, Resources and Tools
- People & Capability, and
- Assurance and Provenance.⁷

2.1 RMPP Business Case & Activities

People & Capability work by RMPP arose from the RMPP Business Case, which stated that:

“Moving the discussion of the red meat sector from one that is currently dominated by price, where there is little differential between high and poor performing businesses and a comparatively limited ability to exert control or create a differential, to one that focuses on productivity and profitability, where differences are significant and can be controlled, is a key cultural and behavioural change that must be addressed.”

Work by RMPP which examined farming businesses performing at higher levels of profitability showed no obvious physical factor to differentiate them from others, such as location or class of land. This suggested that behavioural, capability and management factors were central to determining on-farm performance, and led to four areas of high RMPP focus and activity:

¹ <https://www.rmpp.co.nz/>

² The red meat sector in New Zealand is almost wholly based on pastoral feeding of livestock housed outdoors with, in winter, some use of fodder crops and off-field feeding platforms. Livestock are very seldom housed indoors, this not being necessary in New Zealand's temperate climate. There are a very few intensive cattle feedlots where cattle are sent for a few months to fatten on grain-based feeds. Such farming systems are not the 'target' of RMPP's activities.

³ A joint venture between government and industry, that invests in long-term innovation programmes to increase the market success of New Zealand's primary industries. Replaced by Sustainable Food & Fibre Futures (SFF) in August 2018. <https://sff-futures.mpi.govt.nz/funding-and-programmes/sustainable-food-and-fibre-futures/>

⁴ <https://www.rmpp.co.nz/page/our-people/> Note that this URL leads to the RMPP Board, one member of which is appointed to represent the interests of the six meat processors and another of the two banks. The RMPP Programme Steering Group consists of the RMPP Board plus representatives from the Ministry for Primary Industries representing the interests of Government.

⁵ <https://beeflambnz.com/>

⁶ <https://www.mpi.govt.nz/>

⁷ <https://www.rmpp.co.nz/page/our-programme/>

- i. Agricultural extension design and development work, in which the characteristics, structures, behaviours, skills and attitude differences between high and average performing red meat farmers in New Zealand were identified and a means, Action Groups and the Action Network, ⁸ developed to assist farmers to improve their farm productivity and profitability. A report on this work, the *RMPP Extension Design Project Final Report*, is available [here](#).⁹
- ii. A diverse, but interconnected range of programmes and projects which were implemented across the education system from primary school, to secondary school and through to tertiary study to attract young people to a career in the red meat sector. A report on this work, the *RMPP Talent Attraction Final Report*, is available [here](#).¹⁰
- iii. Research by RMPP showed that red meat farmers wanted more opportunities to upskill, but not knowing how or where to access information meant that opportunities to learn and make better on-farm decisions were being missed. RMPP therefore developed a range of resources and tools available for farmers to use. A report on this work, the *RMPP Resources and Tools Final Report*, is available [here](#).¹¹
- iv. RMPP's fourth area of focus was on helping people in the red meat sector to grow their capability, with four areas of activity: improving computing, financial and farm staff capability; assisting farm families to plan and manage farm succession, enabling young people to enter the business of farming, and rural professional training to support farming activities. A report on this work, the *RMPP People, Training and Capability Final Report*, is available [here](#).¹²

3.0 Māori Engagement Research

3.1 The Importance of Māori Farming

Statistics New Zealand report that in the financial year ended June 2018, the proportions of pastoral livestock on Māori farms in New Zealand were as summarised in Table 1 below and detailed in Annex 1.

Table 1: Proportion of pastoral livestock farmed by Māori

Proportion of the total number of:			
Sheep	Beef Cattle	Breeding Cows & Heifers	Dairy Cows
3.1%	3.4%	4.4%	1.3%

These numbers are averaged across New Zealand. Proportions in some regions, e.g. the east coast of the North Island, are considerably higher for sheep and beef cattle.

The numbers also understate the true importance of the Māori sheep and beef sector, as the average size of Māori sheep and beef farms in this sector is about 4.5 times larger than non-Māori farms, and the productivity of the largest Māori farms (typically incorporations) in the sector ranks very highly compared to sector averages, despite their often being on lower quality land - a fact that speaks to the high quality of their governance and management and reinforces the observation

⁸ <https://www.actionnetwork.co.nz/>

⁹ In case the embedded link does not work: <https://www.rmpp.co.nz/page/reports/>

¹⁰ As above

¹¹ As above

¹² As above

made in Section 2.1 above, that behavioural, capability and management factors are central to determining on-farm performance.

3.2 RMPP Research with Māori Farmers

Following its establishment in 2014 RMPP, as noted above, set out to develop a new agricultural extension system for the pastoral red meat sector, a process that took four years. This included face to face discussion with Māori farming entities, ranging from large-scale farming incorporations to family farms. UMR Research (UMR)¹³ was commissioned to conduct this research from 2014 to 2018. Three UMR reports, one publicly available and two confidential¹⁴ were helpful to RMPP extension system design and have been used to inform this report. The reports are listed in Annex 3. Key learnings from UMR are given in Section 3.3 below.

3.3 Key UMR Research Findings

Although points made by individual people necessarily remain confidential, UMR was able to summarise its key findings. These are given below (quote):

Engaging with Māori farming

One of the critical differences with some Māori-owned farms is they have multiple owners and there is a need for much wider conversations and engagement. This means that there is generally a need to move more slowly to ensure the wider group of owners (whānau and hapū)¹⁵ understand and are comfortable with what is being discussed. Māori-owned farming operations also tend to have a much longer-term view of their farming business (than Pakeha farmers)¹⁶ and are more willing to take smaller careful steps towards change.

There is not a long history of the wider sheep and beef sector engaging deeply with Māori-owned farming businesses. This means that more time will be required to engage, as trust and understanding need to be built. However, there is significant scale in the Māori sheep and beef sector and considerable scope for improvement. This coupling of time and scale suggests that patience with the speed of change is wise, as the potential outcome for both Māori and the wider industry is likely to be considerable.

Nonetheless, it is important to not over-generalise about Māori-owned farming operations. Depending on the dynamics of different whānau and hapū-owned businesses, the various personalities within the trusts, their management structure and farming knowledge, there will be some farming operations where decision-making will need less consultation than others. We suspect at this stage of extension design, the outcome will not be a rigid template of how to engage on extension, but rather more of an overview of ways to start the process with Māori-owned farming operations in the future. This should focus on building the necessary relationships and understandings of each organisation to determine the most appropriate way forward.

Because some Māori-owned farming operations are large businesses and have multiple layers of management it can be more difficult for them to know the best place to start with agricultural extension. Furthermore, as Māori farming is not as connected to the wider industry as much as their

¹³ <https://umr.co.nz/>

¹⁴ Because the research was conducted face-to-face and it is not possible to shield the identity of individuals.

¹⁵ **Whānau:** Extended family, family group

<https://maoridictionary.co.nz/search?idiom=&phrase=&proverb=&loan=&histLoanWords=&keywords=whanau>

Hapū: A section of a large kinship group

<https://maoridictionary.co.nz/search?idiom=&phrase=&proverb=&loan=&histLoanWords=&keywords=hapu>

¹⁶ **Pakeha:** New Zealander of European descent

<https://maoridictionary.co.nz/search?idiom=&phrase=&proverb=&loan=&histLoanWords=&keywords=Pakeha>

Pakeha counterparts, it can be less clear to them where their performance sits in comparison to other similar farms. This makes independent farm assessments and benchmarking important to give Māori farmers a better understanding of where they are placed in the wider industry and how to best structure their operations to improve performance.

While establishing current performance is important the process needs to be treated with sensitivity. Much of Māori-owned land is, through no fault of Māori owners, marginal and this has to be taken into account when making comparisons and setting performance goals. It is important, if this journey is to start well, that the industry refrains from unfairly judging the starting position of some Māori farms.

Culturally, respect for *kaumātua*¹⁷ needs to be shown at all times, because of their status and because some are trustees responsible to their people for the performance of farm properties.

Ownership and management structure

A critical aspect of working with Māori farmers is understanding the importance of *mana whenua*.¹⁸ This is essentially ensuring that those who own the land are consulted on what happens with that land. It is showing respect for them as property owners and not first talking to someone else who has no authority or power over the land being discussed. This approach is vital if Māori farmers are to be successfully engaged.

Across the interviews there were a range of management structures and decision making processes in place. The way decisions are made on some of these farms is complex. What became clear is that you can't make generalisations that different Māori farming operations will have similar ways of conducting their business and making decisions. Most commonly there will be a range of stakeholders with whom relationships will need to be formed and maintained. If with a farming incorporation, this is likely to include the Chair of the Board, Trustees, the Farm Committee, the Farm Manager(s), and an external farm supervisor and/or advisor.

Within this stakeholder group there will normally be one member who will be key to driving what happens in their farming operation, however they will not always hold the same position in a group and in some cases they will hold several positions. This means it is important that enough time is given to understand the different structures and identify, through conversations, the key people to engage with in order to make progress.

In contrast, some Māori-owned farming businesses may have a defined corporate-like structure, where extension will be viewed as an operational matter, and the Farm Manager / CEO is likely to be the first and main point of contact.

Engaging with directors and trustees

To improve capability within large-scale Māori farming incorporations that may have diverse interests, Board directors should be engaged not just within the context of red-meat farming, but also, where appropriate, on topics related to business governance and management.

When focused just on the farm, it is helpful if directors understand how a farm issue could impact on key performance indicators (KPIs) such as live weight gain and scanning percentage, hence farm productivity and profitability. Identifying a small number of the most important KPIs with an

¹⁷ **Kaumātua:** A person of status

<https://maoridictionary.co.nz/search?idiom=&phrase=&proverb=&loan=&histLoanWords=&keywords=kaum%C4%81tua>

¹⁸ **Mana whenua:** In short, power from and authority over land. However, the meaning is culturally deeper, see:

<https://maoridictionary.co.nz/search?idiom=&phrase=&proverb=&loan=&histLoanWords=&keywords=Mana+whenua>

understanding of what impacts on them at the farm level would be very useful.¹⁹ This could lead to strategic decisions to best support farm managers to improve their farm KPIs and the likely time frames for return from investments in improving farm productivity.

Landscape of Māori farming

Most of the Māori farmers made it clear that they were often working with land that was much more difficult to operate, and that this needed to be taken into consideration when setting goals and expectations around what could potentially be achieved. Some of the Māori farms were also located where they were operating under nitrogen caps. This further constrains activities on their farms and must be taken into account when offering advice on new practices.

Many Māori farms do not have the resources to invest heavily in experimentation and implementation. They are financially able to go through a farm assessment and benchmarking process, but finding the extra resources to fund improvements towards increased performance might not be easy.

Extension

There appeared to be a growing number of networks within the Māori farming sector and willingness for them to learn from each other and share their successful initiatives. This presents an opportunity for RMPP to help it achieve its goal of improving productivity throughout the New Zealand sheep and beef industry. To gain full advantage, it will be important to think about some of the best ways to use existing Māori networks to spread knowledge of what farming practices work well and do not.

Suggestions

- Facilitating conversations between farm managers and supervisors/advisors within a group of farmers will help to support ongoing improvements to these farms.
- Widen the network to include not just the best performing farms, but also those that are performing at lower levels, as farmers learn best from other farmers.
- Engaging with lower-performing Māori farms will require help from trusted local champions.
- A non-judgemental, supportive grass-roots approach that uses familiar settings and protocol for gatherings will be critical.
- Avoid complications. Help farmers to identify the most important essentials for their property, and to develop a clear plan, objectives and gain support for implementation.
- For larger properties that have formal governance, help to provide focus on how farm constraints impact on profitability and the best KPIs to use to measure performance.
- Funding is likely to be critical for farms that are struggling to survive financially.
- Provide patience, plenty of time and understand that success on many Māori farms will often include non-financial matters.

3.4 Other Research

During the course of preparing this report its author was referred to nine formal published papers written by research scientists and others close to Māori farming. Two of the papers are dated (1984), but provide information and personal Māori perspectives that are helpful to gain an understanding of Māori views of land ownership and the uses to which their land can be put.

¹⁹ This was done by RMPP. See <https://www.rmpp.co.nz/page/benchmarking/>

An excerpt is provided for each paper to give a ‘flavour’ of its content. Brief comment is provided on some of the papers. URLs for all the papers are given to enable them to be accessed and read in full. For students of successful farming by Māori people they offer valuable information. The papers are provided in Annex 2.

4.0 RMPP Māori Engagement

UMR’s Māori Farming Qualitative Report (refer Section 3.2 above) informed the thinking around priorities for RMPP in relation to Māori farming. This led to the establishment of workstreams in two areas, (i) attracting and training young Māori people and (ii) RMPP’s Extension Design project.

4.1 Young People

These workstreams aimed to provide a pathway for young Māori people to learn within land-based topics, from a young age to maturity. The activities included:

- Primary School curriculum material provided in Te Reo Māori and delivered through ten Te Kura schools (school years 6-8).
- A Whenua Ora ²⁰ programme working with secondary school students to promote the awareness of and interest in the primary sector by Māori students, supported by pastoral care.
- A Whenua Ora programme promoting skills development in workforce-ready Māori for participation in the primary sector.
- A Whenua Kura programme *Unleash the Māui*, ²¹ a national programme for promising young Māori leaders.
- *Understanding Your Farming Business* workshops designed for Māori women and delivered by the Agri-Women’s Development Trust, ^{22 23 24} where Māori women in governance and farming worked together learning about business planning, financials and benchmarking.

Progress made in these areas over several years is described in two reports: (i) the RMPP Talent Attraction Final Report, and (ii) the RMPP People, Training and Capability Final Report. Both reports are [available here](#). ²⁵

4.2 Agricultural Extension Design Project

RMPP’s Agricultural Extension Design Project ²⁶ began in 2014 and lasted for four years. It included pilot projects, one of which was with a group of six farms drawn from Māori incorporations in the North Island. Information learned from this was incorporated into the outcome of the extension design project, this being the RMPP Action Network, a programme involving Action Groups of seven to nine farm businesses. ²⁷

Information on extension design is given in the RMPP Extension Design Closing Report which is [available here](#). ²⁸ Learnings from the Māori farms pilot project noted above have been incorporated into Section 5.0 below. Views on RMPP Action Groups from a Māori perspective have also been incorporated.

²⁰ <https://www.whenuaora.co.nz/>

²¹ <https://whenuakura.co.nz/> and <https://whenuakura.co.nz/unleash-the-maui/>

²² <https://www.awdt.org.nz/>

²³ <https://www.awdt.org.nz/programmes/uyfb/>

²⁴ <https://www.awdt.org.nz/programmes/wmww/>

²⁵ In case the embedded link does not work: <https://www.rmpp.co.nz/page/reports/>

²⁶ <https://www.rmpp.co.nz/page/extension/>

²⁷ <https://www.actionnetwork.co.nz/>

²⁸ In case the embedded link does not work: <https://www.rmpp.co.nz/page/reports/>

5.0 Discussion Notes

This section provides information from discussions by the report author with Māori and Pakeha individuals involved in or close to Māori farming. A list of some of the individuals to meet was drawn up by a member of the RMPP Programme Steering Group, Mr Bob Cottrell, who kindly provided an introduction to those individuals.

There were significant difficulties in arranging meetings with people on the list, despite introduction through a respected intermediary. These difficulties were aggravated by the COVID-19 lockdown travel restrictions, caution by Māori people that their senior and aged people not be exposed to the virus, and the fact that the people on the list were, without exception, extremely busy with a wide range of commitments. As a result, some of those on the list could not be met, despite their expressed willingness to do so - their commitments were simply so demanding that meeting was not possible before the date at which this report had to be completed.

In meetings that occurred with Māori people, discussion was held in English as the report author cannot speak Te Reo Māori. He took brief notes during discussions, if prior permission had been granted,²⁹ and wrote more comprehensive notes after each meeting. Nothing said was electronically recorded.

Discussions, in person where possible, or by telephone or Zoom, were held with seventeen people in total from mid-February to late August 2020.

In the notes that follow below information is given in two ways.

- i. Written text that is descriptive of an area of interest. This is given in Sections 5.3, 5.11 and 5.12.
- ii. Text which is written in bullet point format. This format is used in all other sections below from Section 5.1 to Section 5.14.

Bullet point text provides the views of people expressed by them during discussion. The views are given almost verbatim (as noted at the time by the report author) and so lack the formalities of written expression. Some, however, do not lack forthrightness or emotion. There is some repetition, where different people said similar things, but in different ways.

Questions were asked by the report author, but discussions were often more wide-ranging, led by the discussant, not the report author, who chose to listen and learn.

The fourteen section headings below do not describe the way that discussions were structured. Instead, they arrange the wide-ranging information provided by discussants, under descriptive headings to enable more instructive reading of like-with-like.

Some of the views given below echo UMR research findings given in Section 3.3 above. This suggests that the views are important and enduring.

Confidentiality was promised to all those people with whom discussions were held. Accordingly, they are not named in this report and, where advisable, wording has been edited to shield an individual's identity.

²⁹ Permission was never withheld.

5.1 What is Māori farming?

- It is very difficult to define 'Māori farming'. There is no 'Māori farmer'. As descriptions, they are inadequate shortcuts that don't provide understanding and fail to recognise the variation and complexities, just as they would for Pakeha farmers.
- Larger Māori farming entities will function as a large-scale and sophisticated farm business, just as is more recently being seen with larger Pakeha farming entities.
- Issues arising from a corporate structure apply equally across Māori and Pakeha farms. It's the additional layers of reporting and management that pose the challenges, not ethnicity.
- However, in working with a Māori corporate structure, as opposed to Pakeha, there is need for more time and higher commitment to build trust and understanding.
- Note that iwi (tribes) do not own land, hapū and whanau do. Be sure that you are talking to the right people.

5.2 Constraints on Māori farming

- To make progress with Māori farmers you must understand the constraints they operate under. They are different from, and in addition to, the constraints that Pakeha farmers have.
- Māori farming is often on marginal land, but with investment, new technologies and good management the land is capable of better production.
- However, Māori farms that have multiple ownership often find it very difficult to secure funding for development, because of a lack of security for lenders.
- Look at the Te Ture Whenua Māori Act 1993 (a statute to "reform the laws relating to Māori land in accordance with the principles set out in the preamble"). Its intention is to restore land to Māori, but it places control on what can be done with the land, either as said in the Act or as perceived by Māori.

5.3 Four groupings of Māori farming entities

1. Those which have already built their business and are seeking to grow inside or outside the farm gate. For example: Wairarapa Moana Incorporation - 27% shareholder in Miraka, Mangatu Blocks - Integrated Foods and Waihi Pukawa - sheep milking. This group of Māori farming entities might amount to 10 to 15 percent of total stock units.

- These entities are the ones that are creating wealth and will be seeking knowledge from agricultural and commercial people acknowledged to be expert in their field.
- They will be taking collective action together to gain size (hectares, money and deal making capacity); using advanced farming technology, and engaged in marketing and adding value outside the farm gate in various ways.
- Some have created processing capability e.g. for dairy (Miraka) and for sheep and beef (Mangatu).
- We must work out how multiple farms can come together to work collectively to add value to, and de-risk, the value chain from farm gate to consumer.

2. A middle tier. These properties are still in the development phase. This group of Māori agriculturalists is the group that RMPP should have dealt with.

- In the mid-1980s some Lands and Survey blocks (which had been taken to be developed by Lands and Survey for the benefit of Māori) were returned to Māori, but with new and additional debt resultant from the development activities.
- Some blocks dealt with their debt fast and well. Some did not - these were often those that were struggling to obtain capital and secure good governance.

- Governance on some middle-tier blocks will include people who know 'something' about farming, but not include people with experienced farming expertise.
 - They will often have a Pakeha farm manager, and a supervisor reporting to the Board or Trustees.
 - There will often be four layers:
 - o Trustees/governance
 - o Supervisor
 - o Farm Manager
 - o Farm staff.
 - There may be additional layers if more than one farming entity is put together.
3. A third group associated with Māori land which is administered by the Māori Trustee.
- The Trustee leases out the land, often to neighbouring farmers, in small parcels and at very low lease rates.
 - The livestock units involved are not a high proportion of the Māori farming total.
4. Individually owned family farms.

5.4 Māori Leaders

- Senior Māori people, e.g. those on farming and incorporation boards, are very busy, often across a wide variety of commitments with both Māori and other activities, and often including paid employment Monday to Friday. Work in the evenings and on the Marae at weekends is often part of the way that they can meet their commitments to their people.
- Māori people may have multiple roles across diverse entities and 'wear many hats'. Your question may be met by - what hat do you want me to wear when answering that? Behind that lies the probability that the answer could vary depending on the hat. It may also mean that who you are talking wants to understand more about what you want to know, in order to shape their reply to their best advantage.
- In Māori farming, as in other areas of Māori activity, there are often multiple 'layers' of decision makers or those people influential on decisions to navigate. Doing so can take significant time and is not amenable to a fast Pakeha schedule.
- The time required can also be lengthened by the high commitment of key Māori people to a variety of different activities, often geographically dispersed.
- Influencing power in large-scale Māori agricultural activities might not lie with an organisation Chair. It could be someone who knows the most about, understands and has the most experience in the sector, and is respected for these attributes.
- Sometimes a single decision maker may possess multiple roles and responsibilities across the organisation. Identifying and understanding this may not be easy.
- An individual in Māori agriculture may appear an ideal person to deal with from a Pakeha perspective, but views of that person may vary amongst Māori people. Hence, the individual you have identified as 'yours' may not be 'theirs'. The person has not changed, but perceptions vary. Unravelling and understanding the reasons for this is extremely difficult for Pakeha.
- Meeting with Māori people one on one is easier to arrange than meeting multiple people together. It is very hard to get a group of busy people all into a room at the same time, unless you have high 'pulling power'.
- Some Pakeha governance entities have minimal understanding of Māori and are not keen, or do not see the value of learning and understanding more.

5.5 The importance of Māori land

For Māori people their land is not just a capital asset from which revenue can be gained. It is a living, and enduring body which has worth and intrinsic values that are far from just commercial.

- Everybody will have a shareholding or a whakapapa³⁰ in some piece of land somewhere. It will not be large. But it brings you into governance early, even if you are only sitting at the feet of others. You are surrounded by discussions that are important, not just about you, but about the greater good of the people. That underpins everything.
- For Māori, kaitiakitanga³¹ is a very deep word with responsibility and connection to the land and water. Productivity and kaitiakitanga go hand-in-hand, not one in front of the other.
- For us, our relationship with Papatūānuku,³² mother earth is very important. What is the best land use for her? For us, the land tells us what she can do, what she can't do, how to care for her.
- There used to be a real stigma about Māori land and its lack of intense development. People would say, that's Māori land and they don't know what to do with it. Now you are seeing substantive Māori farming properties, that have care of the land as their guiding principle.
- A perception that Māori farms are 'covered in gorse' is not true and derogatory. It ignores that Māori were dispossessed of their best land, ignores issues like financing difficulties arising from multiple ownership, and ignores the operational success of Māori owned farms like those featured in the Ahuwhenua competition.
- When you have a focus just on financial outcomes it means short-term decisions, e.g. conversion of high-quality land to single species forestry. Māori have to be more forward thinking in land use, farming practices, market relationships. This isn't just transactional, it has to be deeper, and that's the challenge for New Zealand.
- Land and water are the most finite resources that farmers have. Providing guardianship and stewardship of these and making this known to consumers and stakeholders, is essential.
- If you have high productivity, but can't meet carbon, greenhouse gas and water needs, then you're on a path to failure. The Māori pastoral sector understands this and sees itself as guardians of land and water for the next generation.
- We Māori farmers were organic and regenerative long before conventional farmers began to think about it.
- We understand that our market is a person, it's a family, whether in New York or China, the market has a face and a name, its people have a home.
- This is where Māori have a lot to offer because our view is inter-generational; it's not about now, it's fifty or a hundred years ahead. When you are thinking about a fifty or hundred year vision you make different decisions than if it were about the next few years.
- Farming the land is a biological business, the production cycle is far longer than other forms of 'manufacture and the capital tied up in land is huge, so our thinking and planning has to be longer-term and smarter.
- If we get partnership right with Maori in red-meat farming the size of the prize for New Zealand is considerable, especially given the sustainability issues we face right now. If Maori do well we all do well.

³⁰ **Whakapapa:** Genealogy, lineage, descent

<https://maoridictionary.co.nz/search?idiom=&phrase=&proverb=&loan=&histLoanWords=&keywords=whakapapa>

³¹ **Kaitiakitanga:** Guardianship, stewardship.

<https://teara.govt.nz/en/kaitiakitanga-guardianship-and-conservation> and

<https://maoridictionary.co.nz/search?idiom=&phrase=&proverb=&loan=&histLoanWords=&keywords=kaitiakitanga>

³² **Papatūānuku:** Earth, Earth mother and wife of Rangi-nui - all living things originate from them.

<https://maoridictionary.co.nz/word/5187>

5.6 Cultural Issues

- Dealing with Māori is not simple nor straightforward, it's a minefield.
- There are people, the right people, relationships, protocols, nuances and more.
- And then there is colonisation.
- Be aware and do not forget that amongst Māori there is deep hurt and deep reluctance to deal with Pakeha. The history they know, is that all their life and their forebear's lives, they have seen Pakeha take their land.
- Be genuine and able to demonstrate that you are sincere, not just a person out of a city with no real world experience.
- The Pakeha downfall is thinking that what we do in the Pakeha world will work with Māori.
- Don't look for a quick deal. Don't arrive at a Māori door with a timetable and need to reach an outcome quickly.
- Don't come to Māori with a solution or anything else that you want to sell because you know that Māori farming needs it/them. Māori see this approach and dislike it.
- Think about what you're doing and why you're doing it. Who is the real beneficiary? Your risk is that Māori may see 'classic Pakeha tokenism'.
- Maori don't need to be helped, what they need is Pakeha imposed constraints removed so Maori can develop modern ways of farming that are consistent with their own values.
- This will produce a style of farming that will be critical for steering the red-meat sector down a path way of long- term sustainability, to meet the head-winds of climate change, water use and changing consumer preferences.
- Be a listener and actively listen. Don't rehearse your next point in your mind and wait for the other person to stop talking so you can make it or, worse, interrupt to make it. Listen and follow the lead you are given. Be respectful. You have a lot to learn.
- Take time. Be prepared to see things through Māori eyes, understand and give weight to their perspectives. Show willingness to invest with Māori for the long term. Appreciate their absolute views on land ownership. Understand their ethical commitment to water and land husbandry.
- An observation by one senior Māori talking about years of discussion was "It's been a long beginning" - said with positive spirit looking forward. The beginning was seen to be worth the effort.
- Be humble, do not put yourself first.

5.7 Treaty Issues

- Treaty Partner does not have the same meaning as stakeholder.
- The Treaty led to tribal competition. Māori people had to choose just one of their tribal affiliations for their identity. Choosing one meant that they became, in the eyes of the Crown, cut off from the rest. This runs against Māori whakapapa.
- In Treaty negotiations by recent generations with the government, a few people were chosen to be representatives of their people. The Crown said, you are the owners. We thought we were the representatives.
- Read the book Pedagogy of the Oppressed.³³

³³ https://en.wikipedia.org/wiki/Pedagogy_of_the_Oppressed Written by Brazilian educator Paulo Freire in 1968 the book is considered one of the foundational texts of [critical pedagogy](#), and proposes a [pedagogy](#) with a new relationship between teacher, student, and society.

5.8 Four principles for working successfully with Māori

- Invest considerable time and effort upfront so that you are informed, gain respect and are less likely to give offence.
- Be patient. Progress may seem to be slow and in small steps, but well done it will be enduring.
- Have a multi-year time horizon if the matter is significant. The greater the significance to Māori, the longer the time required to gain acceptance, understanding and investment willingness.
- Remember that Māori people are not investing for today, but for future generations. This brings a very different process and dimension to our thinking.

5.9 On the ground must do's.

- Ask a trusted and respected person to provide introductions.
- Find a dedicated local person, also trusted and respected, to assist with ongoing activity.
- Be specific about what you are trying to achieve, don't try to be all things to all people.
- Experts in a technical area (as shown effective in RMPP action groups) are just as effective when working with Māori farmers.
 - Choose the expert well. Not all experts in a topic are equal.
 - It is effective to have an expert paired with a local Māori farmer who is doing well in the area that the expert is expert in. The farmer says, this is how it works. The expert says this is why it works. Each validates the other.
- When dealing with Māori you need different people in different areas, who know the district and know the local whakapapa.
- You have to plan ahead and anticipate the barriers; know how to identify them, meet and solve them.
- Get behind the Māori farm gate, get on the Marae, it's the equivalent (for where discussion takes place) of the Pakeha farm kitchen table, but with wider scope of discussion and is more inclusive of diverse views.

5.10 Māori Youth

- There is high need to train Māori youth for Māori farming, but doing so is very costly for two reasons. Firstly, it can take a long time, (depending on the level of training), and is very expensive. Secondly, there is a high dropout rate because it's hard to pick the best people when they are so young, and because some have minimal work ethic and cannot easily escape the social problems into which they were born.
- Taratahi³⁴ was important for training, but it closed down at the end of 2018. When government is your only customer you're severely exposed. Taratahi was touching about 2,000 young people a year. Around half of these joined the rural sector, the others went elsewhere, but it's always valuable that they understand the primary sector.
- Atihau Incorporation has a live-in training programme for Māori youth on its farms near Raetihi and Ohakune. Training includes Māori values and Levels 1, 2 and 3. In their second year trainees are placed on Atihau farms to work. The programme seeks to increase the capability of youth, enable the best of them to be identified and provide a future for them.
- Whenua Kura³⁵ has provided valuable agricultural training and mentoring for Māori youth.³⁶

³⁴ Taratahi Agricultural Training Centre

³⁵ <https://whenuakura.co.nz/>

³⁶ RMPP worked with Whenua Kura regarding training for Māori youth. Information on this is provided in the RMPP People, Training and Capability Final Report here: <https://www.rmpp.co.nz/page/reports/>

5.11 Governance and management

Experience by well positioned and capable people working with Māori farming entities on the East Coast over a three-year period showed that while management capability was a factor, more important was the lack of high quality governance. In response, weekend workshops beginning on Friday nights, were organised for Māori farming entities covering topics such as agricultural know-how, farming accounts, markets, strategic planning and leadership. Outside experts were involved as appropriate. The programme ran for about 18 months. RMPP was not involved in this work

A review of the programme some months later received very positive response and enthusiasm from workshop participants; however, none of the key expectations from the workshops were found to have been generated by participants and their farming entities, e.g. business plans and strategic plans. This finding led to two conclusions: (i) the workshops at best had not been as successful as hoped for, at worst had been a failure; and (ii) despite excellent people being involved and high enthusiasm from participants, this model for improving management and governance had not worked.

A different approach was tried, consisting of weekend workshops as previously, but then followed up by one-on-one mentorship with entities to develop a strategic plan and a business plan. The plans had to be written down by the end of the weekend, to avoid the inevitable distractions when participants returned to their farming properties. It was recognised that plans would be less than perfect but, more importantly, they had been built by the participants, who should therefore have higher understanding and 'buy-in'.

In essence, the first approach - theory of governance and management workshops, was replaced by a hands-on practical approach to get the job done there and then; with understanding that if improvements to the plans were needed, then the time to make them was later when the deficiencies had been noticed by the farmer, and she or he wanted to make their plans better.

Suggestions:

If you are think there is room for production and financial improvement on a Māori farm you are dealing with, don't ask for data, then perform a financial analysis and try to persuade or shock them into change. Rather, ask questions to gain understanding and the beginnings of acceptance, e.g. Please tell me what do you want to do? What's important to you? (We all like being asked for our views and Māori people are no exception).

If Māori farmers you are hoping to work with, are thinking along lines that you think could be improved, you have to understand why they are thinking this way, the pressures on them that support such thinking, and the difficulties that making change such as you think sensible could bring to them.

While farmers may be doing things which don't look appropriate, logical or sensible to us, telling them to change is a waste of time. They are doing what they're doing for good reasons in their context and know far more than an outsider ever will about that. You must try to understand reasons and context before you can work out how you might be able to facilitate and encourage change.

5.12 RMPP Action Groups and Māori

Some of the people with whom discussions were held identified what they believed to be positive features of Action Groups for Māori farmers. These features are given below. Note that they are not a complete list of all the positive attributes of Action Groups known to RMPP.

- They are small groups, with like-minded people chosen by each other.

- They are free to choose their own objectives and source the experts they want, to help achieve them.
- They are facilitated by expert and independent facilitators, most of whom have been trained by RMPP.
- Farmers in Action Groups receive support from other farmers in their group, not just in respect to productivity objectives, but also in coping with stress and human wellness.
- The operational format of Action Groups is aligned to some of the Māori way of doing things, e.g. Face to face Kanohi ki te kanohi.
- Cultural values can be reflected in Action Groups and incorporated in group aspirations and operations if members wish.
- There is no imposition of membership composition, mode of operation, objectives or values from outside. Farmers in an Action Group are free to choose and agree on these factors.
 - For example, some Action Groups are value-based, e.g. soils, water and regenerative farming. These are Māori values.

People with whom discussions were held also identified features of Action Groups that they thought may be less attractive to Māori farmers. These were:

- Māori farming businesses do not have the tight owner-operator-decision maker construct seen on Pakeha pastoral red meat and dairy farms.
- Instead, Māori farming businesses have additional and important people involved, e.g.
 - Governance Board and its Chair.
 - Executive management, which may include a farm supervisor and/or an external advisor
 - On farm management and staff.
- Each of these groups must be skilfully and effectively communicated with if agricultural extension is to succeed.
- Communication targeting must include significant individuals within a group, such that there is alignment horizontally and a group consensus can be reached, and between groups, such that vertical alignment and consensus is achieved.
- In approaching this challenge, extension must recognise that (i) there will be cultural and people factors within each group, not easily understood by non-Māori, and (ii) there will probably be variability in individual's knowledge and understanding of agriculture generally and pastoral red meat (or dairy) farming in particular.
- Provision of new information and opportunities must therefore be in a manner and with sufficient time to enable vertical and horizontal understanding and consensus to be reached. It is not realistic to expect this to happen automatically or quickly.

There are also additional challenges:

- It may be desirable and necessary when working with Māori incorporations for Trustees to be involved.
- When making decisions, a Māori agribusiness or incorporation, must give consideration to the needs of beneficiaries. In doing this there may be a natural tension between distributing cash to beneficiaries, rather than investing in growth of the farm business inside or outside the farm gate.
- Larger and more financially successful Māori farm businesses may have grown their interests and capability well beyond pastoral farming, e.g., tourism; forestry, horticulture, aquaculture and commercial property development.

- The Board of an incorporation will therefore be required to inform itself and consider all responsibilities and opportunities before it, not just those of pastoral farming behind the farm gate.

Comments:

- Māori think long term, whereas farmers in some Action Groups may have a limited time frame and therefore somewhat of a must-get-things-done / 'pressure cooker' atmosphere. This does not fit the Māori investment philosophy and way of doing things.
- Constructive criticism and critiquing other farmers can be a feature of Action Groups, leaving individual farmers to learn what they wish and action what they wish. In contrast, Māori prefer consensus decision-making and implementation.
- Farmers in some Action Groups report that they feel accountable to other farmers in their group to get things done, lest they let their group down. Such pressure may not be easy for Māori farmers.
- Māori farmers are sometimes on land that has not had the benefit of many years of sound management and guardianship, so may feel at a disadvantage.
- Māori like to be asked for their thoughts. This may occur in a well facilitated Action Group, but may not, potentially leaving Māori farmers feeling less involved.
- RMPP requires Action Group members to provide an Action Plan for their property, including three RMPP-required key performance indicators. This has posed a challenge for some European farmers in Action Groups and may seem a greater challenge to farmers who place high value on other aspects of their farm's performance.

5.13 Perspectives on RMPP

- RMPP began working with Māori too late and too fast, and with unrealistically high expectations.
- It's good that RMPP knows it didn't do as well as it might have and is wanting to understand why.
- However, if this report is going to be worthwhile and not just put on a shelf or in the bin, then Māori have to think it's useful too.
- RMPP should have focused on the middle tier of Māori properties that are still in the development phase (reference No. 2 in Section 5.3 above).
- RMPP did not have a Māori Strategy. If it had sought to develop one, it would have found that having one which is seen to be relevant and useful by Māori and is really well implemented, is very difficult. A strategy for working successfully with Māori requires far more than any normal business strategy, which does not need the same cultural understandings.
- Had it been developed, an RMPP Māori Strategy would have been significant only if it had been agreed to by the Māori-focused government entities in New Zealand. Go beyond government to well-regarded and respected Māori entities, if you are asking for support from Māori for the strategy. Government support is not enough.
- Suggestion: Prepare a draft strategy first and take it to Māori. Work with them to improve it to a point where they feel comfortable in backing it. Realise however, that work which has been agreed with one group will not necessarily find favour with another. People of Māori descent in New Zealand are no more a uniform group than are Pakeha.

5.14 Report research and authorship

- Are you (the author of this report), the right person to be researching and writing the report, without knowledge of Māori and all that means in terms of understanding of the issues? Surely such a task demands a Māori person with the requisite cultural and historical understandings?

- This is very important. For example, a government agency such as Te Puni Kōkiri (TPK)³⁷ exists in part to foster such understanding and help to address some of the issues of the past, because they are so deep-rooted and beyond the understanding and willingness to address of many people in New Zealand.
- The person researching and writing your report needs to have familiarity with Māori land, the Māori Land Act and Māori land development. A Māori person should be doing the job.
- The report will have minimal utility or impact unless it is seen as being useful by Māori. Without that it will just be one of many others, written with good intent, but with no enduring value and unlikely to make any worthwhile difference.

6.0 Māori Strategy Development

RMPP noted the importance of Māori farming to the red meat sector and sought to engage with Māori farmers. However, it did not do so early enough in its seven-year life and it did not develop a formal strategy to engage with Māori farmers and organisations already working with Māori. This report, commissioned by the RMPP Programme Steering Group in late 2019, has sought to identify how RMPP could have done better, and to provide guidance, through the views of people spoken to, on how a future entity such as RMPP might develop a Māori engagement strategy.

6.1 Recommendations

1. Recognise and understand that while 'Aotearoa New Zealand'³⁸ is one nation, it was first discovered and settled between about 1280 and 1350 by voyagers from Polynesia who, over following centuries, developed a strong, distinctive and enduring culture. Appreciating and understanding aspects of this culture and its importance to Māori people will be a significant advantage.
2. Understand the very high importance that Māori people place on land, not just as a capital asset from which revenue can be gained, but as a living and enduring body which has worth and intrinsic values. Both kaitiakitanga³⁹ and Papatūānuku⁴⁰ are very important concepts. Māori people will expect you to understand and respect their absolute and ethical commitment to land and water. Note that iwi do not own land, hapū and whanau do. Be sure that you are talking to the right people.
3. Understand also, Māori perspectives on the high loss of their best quality land suffered after European settlement. Because of this there is, amongst Māori people, mistrust of, and reluctance to deal with, Europeans. Understand and respect this.
4. Identify well-respected Māori and non-Māori individuals (who have worked with Māori) that have knowledge of, and successful experience in, the commercial, agricultural or other areas in which you wish to engage with Māori. Use a trusted and respected person to provide

³⁷ **Te Puni Kōkiri**, (Ministry of Māori Development), is the public service department charged with advising the [government](#) on policies and issues affecting the Māori community; promoting Māori achievement in health, training and employment, education and economic development; and monitoring the provision of government services to Māori. The name means "a group moving forward together". <https://www.tpk.govt.nz/en>
https://en.wikipedia.org/wiki/Te_Puni_K%C5%8Dkiri

³⁸ As some would like the country to be called.

³⁹ **Kaitiakitanga**: Guardianship, stewardship.
<https://teara.govt.nz/en/kaitiakitanga-guardianship-and-conservation> and
<https://maoridictionary.co.nz/search?idiom=&phrase=&proverb=&loan=&histLoanWords=&keywords=kaitiakitanga>

⁴⁰ **Papatūānuku**: Earth, Earth mother and wife of Rangi-nui - all living things originate from them.
<https://maoridictionary.co.nz/word/5187>

introductions. Note that while an individual with high mana ⁴¹ may appear an ideal person to deal with from a European perspective, perceptions of that person may vary amongst Māori people.

5. Give consideration to appointing Māori people of high quality to your organisation's staff and governance. People of the highest quality and with high mana will have many commitments and may not be available for such roles, but may consider joining a Māori Advisory Group or similar body for governance oversight, if they feel that their contribution will be valuable for Māori.
6. Be prepared to invest considerable time and effort in getting to know and understand and, if successful in this, to earning the respect of the Māori people with whom you wish to work or co-invest. This cannot happen quickly and, for matters of significant substance, may take many years, especially if the matter will be long-term involving future generations of Māori people. In Māori farming, as in other areas of Māori activity, there are often multiple 'layers' of decision makers, or those people influential on decisions to navigate. Doing so can take significant time and is not amenable to a fast schedule.
7. Be genuine, sincere, humble and respectful. Don't enter discussion with assumptions or answers. Be a listener and actively listen. Be prepared to see things through Māori eyes, understand and give weight to Māori perspectives. If you are invited to meet on the Marae, welcome it and respect the honour. Show willingness to invest with Māori for the long term.
8. If co-investing with Māori, whether that investment is financial or in other forms, develop shared clarity about what the objectives are and share the rewards equitably.
9. If working with Māori people in different geographic areas, find respected people in those areas who know the district and know the local whakapapa ⁴² to assist you.
10. If working with Māori farmers, understand the constraints they may operate under in respect to factors such as land quality, multiple land ownership - hence difficulty in securing finance for development, and challenges in finding knowledgeable and work-ready farm staff and managers.
11. Work with Māori to help identify and train Māori youth for employment in the areas in which you are operating.
12. For an entity such as RMPP with a limited lifespan, ensure that engagement with Māori is part of the establishment business case, and that engagement begins at the beginning of activities to maximise progress during the available lifespan.
13. Gain support for the business case and activities to which it leads, from Māori-focused government entities. If you are wanting support from the wider Māori population for the business case and activities, go beyond the government to relevant, well-regarded and respected Māori entities. Success in gaining such support will take considerable time and effort.
14. If progress is seen to be positive and worth continuing by both parties, develop a credible plan for continuation at the end of your entity's lifespan. This will necessarily involve a successor entity that must also have or earn the respect of, and be acceptable to, the Māori people and organisations involved. The plan must have high congruence with the Māori

⁴¹ **Mana:** Prestige, authority, control, power, influence, status. However, mana also has much deeper meanings, see: <https://maoridictionary.co.nz/search?idiom=&phrase=&proverb=&loan=&histLoanWords=&keywords=mana>

⁴² **Whakapapa:** Genealogy, lineage, descent <https://maoridictionary.co.nz/search?idiom=&phrase=&proverb=&loan=&histLoanWords=&keywords=whakapapa>

perspective of investment for the benefit of land, water, environment and future generations of their people.

Annex 1

[Agricultural Production Statistics - Māori Farms, June 2018](#) ⁴³

Source: Statistics NZ

Type of animal	Māori farms total	New Zealand total farms	Māori farms share of NZ total	Average per Māori farm	Average per RMPP farm
	Number		Percent	Number	
At 30 June 2018					
Total sheep	844,700	27,295,700	3.1	6,822	1,601
Total beef cattle	127,200	3,721,300	3.4	805	164
Total dairy cattle	86,000	6,385,500	1.3	891	445
Total deer	4,400	851,400	0.5	1,790	611
Breeding ewes and hoggets	612,600	19,179,900	3.2	5,261	1,295
Beef breeding cows and heifers	44,800	1,029,100	4.4	406	104
Milking cows and heifers	66,500	5,010,300	1.3	788	417
During year ended 30 June 2018					
Total lambs tailed during year	743,500	24,707,200	3.0	6,154	1,536

These numbers are for all of New Zealand. Māori farms share of the New Zealand total will be considerably higher in some regions, e.g. the east coast of the North Island for sheep and beef cattle.

⁴³ In case the embedded link does not work <https://www.stats.govt.nz/assets/Uploads/Agricultural-production-statistics/Agricultural-production-statistics-June-2018-final/Download-data/agricultural-production-statistics-june-2018-maori-farms-tables.xlsx>

Annex 2**Formal Published Papers**

Papers below were suggested to the author of this report by some of those people with whom he had discussion while preparing the report. A few papers are dated, but provide information and perspectives that must be appreciated to help gain an understanding of Māori views of land ownership and the uses to which their land can be put. An excerpt is provided for each paper to give a 'flavour' of its content. Brief comment is provided on some of the papers.

1. Researchers working with Māori – our experiences

G.W. Sheath, R.W. Webby, M.E. Wedderburn, AgResearch

Proceedings of the New Zealand Grassland Association 65: 53-54 (2003)

<https://www.nzgajournal.org.nz/index.php/ProNZGA/article/download/2518/2146>

"First and foremost Māori land is taonga to the tangata whenua; and secondly a potential source of produce and income. W.H. Christy (1984) emphasised these values when the New Zealand Grassland Association focussed on Māori and the land (See No. 2 below). In essence, the opportunities to benefit Māori are as wide as for any other segment of New Zealand's land based sectors."

2. The Māori and his land

W.H. Kristy, Farmer, Wairoa

Proceedings of the New Zealand Grassland Association 45: 38-40 (1984)

<https://www.nzgajournal.org.nz/index.php/ProNZGA/article/view/1673>

DOI: <https://doi.org/10.33584/jnzc.1984.45.1673>

"Hei whatu Ngaro Ngaro he Tangata Ko te Kainga Tu tonu

People disappear from sight but the land remains for ever - Māori Proverb"

"Māori land has several cultural connotations for us. But also land is a resource.

Our objective is to keep Māori land in the undisturbed position of its owners. If we are true Māori, we must insist that be viewed entirely differently from ownership as it is understood in British law.

Our land interests are an inheritance from the past entrusted to the future in which we have no more than certain rights to enjoy the fruits of the land in our own life-times and a duty to convey those rights to succeeding generations.

We are adamant that the rights of a part-owner to sell must not override the rights of other shareholders wishing to retain their land."

Comment: The above views were strongly expressed in various ways to the author of this report during his discussions with people close to Māori farming.

3. Building rural capability through collaboration of Māori farm businesses

T.D. White and G.W. Sheath, AgResearch

Proceedings of the New Zealand Grassland Association 73: 9-12 (2011)

https://www.grassland.org.nz/publications/nzgrassland_publication_1580.pdf

"From 2007 to 2009/10, the Tairāwhiti Land Development Trust helped support the establishment of five farmer group projects. Focused group projects engaging owners and managers of Māori farm businesses were initiated on the East Coast of New Zealand. The objective was to improve productivity and profitability on-farm through enhanced capability building and collaboration. Five group projects were evaluated.

Comment: A paper from a farm extension perspective. It has little specific reference to Māori, but all findings were from three years working with Māori farms on the East Coast, so are applicable.

4. Māori land utilisation

A.M. Hall, Farm management consultant, Opotiki

Proceedings of the New Zealand Grassland Association 53: 151-154 (1991)

https://www.grassland.org.nz/publications/nzgrassland_publication_892.pdf

"The Māori land resource in the Bay of Plenty district is variously defined as to area and undefined as to land use. Lending for development on the security of Māori land was largely the preserve of the now defunct Māori Affairs Department. No commercial organisation has emerged to undertake this role and development of Māori land on any appreciable scale is now likely to cease.

Māori Land was originally held in common by tribal or sub-tribal groups and chiefs who, though exercising influence by virtue of their mana or prestige and their ancestry, had no absolute right over tribal or sub-tribal lands. Early Native Land Acts aimed to establish that specific persons or groups of persons owned specified areas of land. It is generally now accepted that the purpose of these acts was to facilitate the alienation of Māori Land."

Comment: Some information in this 1991 paper is now out of date.⁴⁴ However, the author's view in the final two sentences above were also strongly expressed by some of those to whom the author of this report spoke.

5. Comment by a Māori farmer

D.I. Wirepa, Farmer, Hicks Bay

Proceedings of the New Zealand Grassland Association 45: 4 I-43 (1984)

https://www.grassland.org.nz/publications/nzgrassland_publication_1204.pdf

"This paper, as well as giving an account of my experience in acquiring and farming Māori land on a leasehold basis, will also highlight to those aspiring to do the same, the difficulties and frustrations they are likely to encounter. In 1958, my father took over the lease of Wharekahika A47 Block, situated 200 kilometres north of Gisborne, comprising 1,183 hectares, with 100-odd owners holding 9,667 shares."

Comment: This is a personal account of attitude, determination, perseverance and steady increases in stock units and productivity by a single operator. In these respects it is similar to many Pakeha farms at the time, however, the leasehold issue at the beginning with the Māori Land Court requiring a rental 45 percent above that which the land owners had accepted by majority, is unique to Māori. Whether the agreed rental, or imposed rental, were fair and reasonable is unknown.

6. Māori farming business development (a FoMA perspective)

R.V. Cottrell, Executive member, Federation of Māori Authorities Inc (FoMA)

Proceedings of the New Zealand Grassland Association 65: 45-48 (2003)

https://www.grassland.org.nz/publications/nzgrassland_publication_312.pdf

"Much of the Māori land being farmed today is in areas that were regarded as marginal land when development started 25-40 years ago and may possibly not have been developed into farmland today. Māori land developed prior to this was usually better located but still marginal by nature and often leased through the Māori Trustee. Most Māori land has only returned to Māori management within the last 15-20 years, often with significant debt, poor management structures in place, and in

⁴⁴ For example, Māori land is now subject to the Te Ture Whenua Māori Act 1993.

many cases with significant contingent liabilities.

The largest gains for Māori will come from investing in skills at all levels of governance and management. These are areas where many businesses both Māori and non-Māori struggle. Identifying and employing the best people for the job is not an easy task and in itself requires a level of competency few people have.”

Comment: This paper provides an excellent overview. The author wrote it while an executive member of FoMA, but the analysis is independent of that.

7. The opportunities and challenges of Māori agribusiness in hill farming

R.V. Cottrell, Farm Consultant, Taupo, New Zealand

Hill Country – Grassland Research and Practice Series 16: 21-24 (2016)

https://www.grassland.org.nz/publications/nzgrassland_publication_2758.pdf

"This paper is a personal view of the opportunities and challenges that face Māori hill country farms over the next 20 years. This view is based on my observations and experiences working in the Māori agribusiness sector over the last 35 years.

Māori agribusiness has come a long way in the last 50 years. The term 'sleeping giant' is still relevant today. The last 30 years have seen the major land development of the 1980s and 1990s consolidate, and many Māori land blocks came back under full Māori control. In the last 15 years there have been some major success stories across the Māori farming sector highlighted by the revitalisation of the Ahuwhenua Awards competition in 2003. However, a number of factors will continue to constrain many Māori hill farming enterprises over the next 10 to 20 years."

Comment: This paper, published in 2016, builds on R.V. Cottrell's other paper (No. 6 above), published in 2003. An insightful look at Māori hill country farming, it characterises the four levels of farming and means of development for each. The challenges faced in each level are outlined.

8. Ngati Whakaue Tribal Lands – a Māori Incorporation with a large scale farming operation as its original core business

R.V. Vallance, CEO, Ngati Whakaue Tribal Lands, P.O. Box 12015, Rotorua

Proceedings of the New Zealand Grassland Association 65: 49–52 (2003)

https://www.grassland.org.nz/publications/nzgrassland_publication_313.pdf

“The nature of the (incorporation) structure, the business of modern farming, the urbanisation of the owners on the one hand, but special deep family ties to the land on the other, (sometimes more spiritual in nature than economic plus other issues) means that the organisation faces special and unique challenges.

The separation of owners from the land, and ever lessening of understanding of the issues facing farming by urban New Zealand, mean that strong and informed leadership with good communication between management, governance and shareholders is critical.

There is an issue for Māori agribusiness however related to urbanisation. There are fewer and fewer people experienced in farming available for directorships and committee seats, let alone farm management and labour positions. This issue faces all New Zealand farming but perhaps Māori farming more critically, given the desire to be long term owners of land.”

9. Hill farming – An opinion on the future

G.W. Sheath. Agriculture systems consultant, Hamilton.

Proceedings of the New Zealand Grassland Association 73: 1-4 (2011)

https://www.grassland.org.nz/publications/nzgrassland_publication_1578.pdf

"This paper is not a formal review of hill farming literature. Rather, it is my view on the critical challenges and changes that we need to deal with if mixed livestock farming on hill lands is to be successful over the next 20 years. It is my hope that industry leaders, policy makers and agribusiness managers will give consideration to these views."

Comment: This paper is the professional perspective of an individual with long experience of working with Māori farms, firstly as a farm systems research scientist and secondly at the invitation of large-scale Māori farming enterprises.

END OF ANNEX 2

Annex 3

Data Sources

Seven documents arranged chronologically below under topic headings, have been used to prepare this Māori Engagement Strategy Final Report. Where a report is publicly available, its name is given in blue colour and linked to the document available online.

	<i>Report Name</i>	<i>Entity</i>	<i>Focus</i>	<i>Date</i>
Qualitative Face to Face Research				
1	Māori Farming Qualitative Report	UMR Research	A report on ten face to face interviews in the central and eastern North Island with Māori Incorporation Chairs and Farm Managers, Advisory Board members, Farm Managers and Farm Advisers.	Sept 2014
2	RMPP Extension Pilot Overview Report	UMR Research	A confidential report on pilot work by RMPP with red meat farmers to develop a new national agricultural extension system. See No. 4 below for the Extension Design Project Final Report.	June 2016
3	RMPP Māori pilot evaluation	UMR Research	Confidential, qualitative, in-depth research using an interview/case study approach with Māori farms in the North Island.	Aug 2018
RMPP Reports				
4	Extension Design Project Final Report	RMPP	A report on the work conducted by RMPP from 2014 to 2017 to design an agricultural extension system for the red meat sector.	2019
5	Talent Attraction Final Report	RMPP	A report on the Talent Attraction Programme delivered by RMPP to attract young people to a career in the red meat sector.	2020
6	People, Training and Capability Final Report	RMPP	A report on the People, Training and Capability programme delivered by RMPP to increase the skills and capabilities of people working in the red meat sector.	2020
Books				
7	Ahuwhenua - Celebrating 80 years of Māori farming *	Dr Danny Keenan	A book which traces the “proud and challenging” history of Māori farming in New Zealand, seen through the lens of the Ahuwhenua Trophy competition, the oldest and longest lived competition in New Zealand for farming excellence.	2013

* This book can be obtained through the New Zealand national library system, or may still be available for purchase by making contact here: ahuwhenuacompetition@tetumupaeroa.co.nz

A description of the book is here: https://www.ahuwhenuatrophy.maori.nz/news/2013/2013_Book.php