



Tāhuri Whenua
National Māori Vegetable
Growers Collective

Management Plan Summary Document

Prepared by
Agri Associates Ltd, Havelock North

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CONTENTS

PAGE

Introduction	1
Rules, Objectives & Planning Documents	2
Strategic Plan	3
Operational Plan	4
Dispute Resolution Plan	5
Education Plan	6
Policy Development Plan	7
Communication Plan	8
Summary	9
Appendix	10

INTRODUCTION

The New Zealand horticulture industry is worth in excess of NZ\$4.8 billion annually¹. Within the wider horticulture industry there are a number of sectors which exist independently whilst contributing to the industry as a whole. Māori contribute to all sectors to some extent however it is the vegetable sector estimated to be worth over NZ\$1.2 billion annually to which a strategic plan has been written.

During 2004 a core collective of Māori vegetable producers took the needs in hand and established a representative body which was approved by the Inland Revenue Department and registered as an incorporated society. The new entity is Tahuri Whenua Inc. Soc. – in simple terms, returning to the land. While it has been established to represent the Māori interest in the vegetable sector, it is also broad enough to consider related matters such as traditional and non-traditional production systems, markets, indigenous branding and research needs. Thus far there has been total support from the growers involved and nothing but positive inputs to each of the biennial hui that has been held.

Tahuri Whenua was established to provide a national Māori entity representing Māori interests in the horticultural sector. The rationale behind the establishment of Tahuri Whenua includes:

- The need for a Māori presence in existing sector interests such as HortNZ, MAF and training & research institutions – there is a need to participate in, rather than compete with, such structures.
- The need for a structure which could participate in the sector and also provide for tikanga, matauranga Māori and other components of the modern Te Ao Māori.
- The desire for a forum to bring Māori - with common interests in whenua and vegetable production - together to both support and learn from each other.
- The desire to facilitate the return of future generations to a relationship with the whenua through vegetable and crop production.
- The need for a national entity that could purchase and disseminate research and development for, and on behalf of, Māori.
- The need for a strategy that ensures better mechanisms for Māori investment in the vegetable sector and, investment in Māori in the same sector.

An executive committee drawn from members of Tahuri Whenua Inc Soc is in place and is made up of a Chairman, Deputy Chairperson, Administrator, Treasurer and three committee members, each with key tasks to manage on behalf of the collective. The AGM is held annually in September.

¹ FreshFacts, Hortresearch publication, 2006

RULES, OBJECTIVES & PLANNING DOCUMENTS

Tahuri Whenua Incorporated Society was registered with the New Zealand Registrar of Incorporated Societies (Ministry of Economic Development) on 16 July 2004 (Registered number 1537008).

The rules and objectives of the society (refer to Appendix 1) clearly state the intentions of the organisation. They do not however address the operational processes needed for their implementation. This summary document will elaborate on the rules and objectives to assist the executive and all members to achieve the aim of the society over time.

A series of plans funded by Te Puni Kōkiri has been prepared for Tahuri Whenua Inc. Soc. by various consultants during 2005. Each plan addresses a core component of the strategic objectives of the society whilst complying with the rules as they stand. They align to the following areas:

- **Strategic plan** – long term strategy to achieve the society objectives. Open to be reviewed regularly and assessed periodically to determine any outputs as both appropriate and timely
- **Operational plan** – a support plan to the strategic plan assisting with the implementation of the society aims and objectives and any responses to changes in the operational environment
- **Dispute Resolution plan** – specifically targeting the dispute resolution process suited to this organisation if the need ever arises for any dispute resolution
- **Education plan** – specifically targeting the society objective regarding the education, training and development opportunity of its members and for Maori in general with regard to their participation in the horticulture industry
- **Policy development plan** – an approach to assisting the society to participate within the policy sector(s) relevant to the overall objectives of the society.
- **Communication plan** – specifically targeting the society objective regarding their interaction within New Zealand society and beyond

These plans help in meeting the objectives in the constitution however, it is important to reiterate that as a voluntary organisation, much of the process or operational approach to the objectives overall is limited by the availability of people and resources and therefore members need to recognise these limitations and have reasonable expectations on the executive and entity outputs. Note also that a financial plan and associated training programme was also completed in the first year of the society's existence.

The following summary of the plans is prepared as an overview of the structure and management of Tahuri Whenua for the benefit of external organisations so they can fully grasp the intentions and outputs of the organisation. Te Puni Kōkiri (Ministry of Māori Development) and the Sustainable Farming Fund (Ministry of Agriculture & Forestry) have supported Tahuri Whenua in the production of this series of plans that will allow for the entrenchment of the society in the horticulture and Māori sectors.

STRATEGIC PLAN

The strategic plan was prepared to determine how Tahuri Whenua responds to its environment over the long term. This stage of planning occurs at the top level of the organisation and is often described as the 'grand plan' with a statement of how, over an extended period of time, the organisation will respond to its environmental challenges to achieve success. .

This strategic plan is for a five-year period from 2005 to 2010 and contains three key components.

1. The **strategic vision and objectives** – drawn from the constitution prepared earlier by the formation members of Tahuri Whenua Inc. Soc. Each objective is then taken into the plan for a detailed breakdown and includes the following:
2. **Targeted outcome dates** – the expected time period when the objective or component of the objective is expected to be achieved. Not all activities identified give outcome dates as in some cases the targeted outcome may be 'ongoing' or non-specific.
3. **Key performance indicators (KPI)** – indicators which can be used to keep the strategic approach to the objective on target and allow members to track the success or otherwise of the actions as a benchmark on performance.

The strategic plan will be reviewed on a regular basis – perhaps annually. At the time of review any key performance indicators previously identified can be used to assess the achievements of the strategy and changes or manipulations to the plan can be made as necessary.

STRATEGIC VISION (aim):

To represent Māori interests nationally in the vegetable sector of the New Zealand horticulture industry from crop production through to marketing and including training and education.

OBJECTIVES:

- To establish a grower entity with the appropriate structures to ensure **continuity**
- To promote a **collaborative** Māori approach to horticulture within the wider horticulture industry.
- To facilitate full Māori **participation** in the horticulture industry.
- To improve crop **production systems**
- To build **relationships** with the horticulture and related industries
- To facilitate Māori participation in **research and development** in the horticulture sector.
- To support Māori **business development** in the horticulture sector
- To acknowledge **matauranga Māori**.
- To foster education, **training and development** for Māori in the horticulture industry

OPERATIONAL PLAN

The strategic plan for Tahuri Whenua Inc. Soc identified that it is imperative the structure created for the society is such that it will endure the social and political pressures which will arise in the future. The structure needs to be independent of individuals or personalities and needs to provide a framework for the operational management of any activities associated with Tahuri Whenua Inc. Soc. From this basis the operational plan was established.

An operational plan is a tool to supplement the core business identified in a strategic plan and is used to facilitate the day-to-day operations of the organisation to achieve its core objectives. There are three levels of planning in any organisation; strategic which is the long-term approach, tactical – the short-term approach, and operational, the day-to-day or implementation level. Each level draws of the others and they are all subject to review and refinement as necessary. Of all the plans, the operational plan is the one that addresses all members, and it is also the one which needs to have processes to react to environment changes at short notice. Overall the operational plan should achieve an outcome of ‘best practice’ for the activities involved.

This plan highlights a number of actions the collective need to consider for the future:

- Purchase professional input where possible
- Seek professional input to a dispute resolution process
- Create policy for information management
- Look at associate membership options
- Create templates for relationships, QA, monitoring and evaluation & reporting
- Establish a contract managers position
- Determine a koha policy
- Ensure support systems exist for the kaumātua roopu

STRATEGIC AIM:

To establish a grower entity with the appropriate structures to ensure continuity through strategic and operational management

OBJECTIVES:

- Rules & Objectives
- Kaumātua roopu
- Membership
- Executive structures
- Administration & operational processes
- Hui & meetings
- Relationships
- Planning & implementation
- Research & development
- Project management
- Quality assurance

DISPUTE RESOLUTION PLAN

An important need identified in the operational plan is a dispute resolution process suited to the organisation which draws on both cultural and ethical values, potentially unique to the organisation itself. This is a risk management tool used to prevent the breakdown of relationships.

Suggested Process for resolving disputes

This process outlines four options for resolving disputes ranging from an informal, kaupapa Māori approach graduating to more formal external interventions if necessary:

- Step One: Face to face kōrero and negotiation;
- Step Two: Kaumātua led hui-a-roopu;
- Step Three: External independent facilitation or mediation;
- Step Four: Formal arbitration or litigation in New Zealand Courts.

Clearly, it is a risk management tool and prevention, rather than management, of disputes is a universal objective for all organisations. Clear and regular communication or consultation hui with members and stakeholders cannot be overstated.

Two organisations have been identified if the need for a Mediator or Arbitrator arises:

Arbitrators' and Mediators' Institute of New Zealand Inc (AMINZ)

P O Box 1477
Wellington
Telephone: 04 4999 384
Freephone: 0800 4AMINZ (0800 426469)
Email: institute@aminz.org.nz

Leading Edge Alternative Dispute Resolvers (LEADRNZ)

PO Box 10991
Level 6, Wool House, 10 Brandon St
Wellington
Phone: 04 470 0110
Email: leadrnz@xtra.co.nz

If a facilitator trained in conflict partnership skills who also works with disputing parties to help them deal with a conflict and improve their relationship is required:

The Conflict Partnership Service of Aotearoa New Zealand Inc.

PO Box 11-990
Manners Street
Wellington
(025) 278-5380 National Office

EDUCATION PLAN

Tahuri Whenua is well aware of the need to consider education, training and development within the Māori community to work towards positive economic development for Māori and preparing our upcoming generations to succeed the current managers of our resources and culture to be the future leaders within New Zealand society for generations to come.

The education plan is a tool to supplement the core business identified in a strategic plan and to be used to determine how Tahuri Whenua will strategically participate in the education sector and the development of its members over the long term. Again, this stage of planning occurs at the top level of the organisation and can be described as an umbrella statement of how, over an extended period of time, the organisation will respond to its environmental challenges to achieve success in the education sector for its members and Māori as a whole. Implementation of the plan however, occurs at all levels of the organisation and in fact all levels of Māori society as a whole.

Key points to note from the education plan are:

STRATEGIC VISION (aim):

To foster education, training and development at all levels and all relevant disciplines for Māori in the vegetable sector of the New Zealand horticulture industry.

OBJECTIVES:

- To develop a **national policy** stance on education, training & development
- To facilitate Māori **participation** in all levels of education, training & development in the horticulture industry
- To identify the **skill base** relevant to Māori and the horticulture industry
- To identify existing education **opportunities** pertinent to the horticulture industry
- To foster relevant involvement in **early childhood** education
- To foster relevant involvement in **primary & secondary** education
- To foster relevant involvement in **tertiary** level education
- To strategically foster **training & skill development** opportunities
- To acknowledge **matauranga Māori**.
- To develop & manage **information resources** relevant to education, training & development

POLICY DEVELOPMENT PLAN

The strategic plan for Tahuri Whenua identifies two key objectives that are the basis of the policy development plan:

1. To promote a collaborative Māori approach to horticulture within the wider horticulture industry, and
2. To facilitate full Māori participation in the horticulture industry.

To help fulfil these objectives, Tahuri Whenua developed a Policy Development Plan as a tool to supplement the core business identified in the strategic plan and to be used to determine how the organisation can strategically participate in the policy framework of the horticultural sector. The plan examines the on-going process of internal policy development and can be described as the way in which the organisation will respond to the inherent environmental challenges applicable to success in policy development. Implementation of the plan however, occurs at all levels of the organisation and in fact all levels of Māori society as a whole.

The Policy Development plan is for a five-year period from 2005 to 2010. Key points to note from the plan are:

STRATEGIC AIM:

To facilitate full Māori participation and representation in the policy processes and networks of the horticulture industry.

OBJECTIVES:

- To establish a policy entity within Tahuri Whenua to observe and comment on government legislation and policies of relevance to Māori and the horticulture industry.
- To scope and identify the relevant issues for Māori horticulture and develop appropriate policy development processes and policy.
- To gain an appreciation of the policy development processes and key legislation relevant to Māori in the horticultural industry.
- To build relationships with the key policy stakeholders for the benefit of Māori horticulture.
- To encourage Māori representation on industry bodies and other networks to ensure policy stakeholders understand the position of Māori in processes affecting the horticultural sector.
- To acknowledge matauranga

COMMUNICATION PLAN

The strategic plan for Tahuri Whenua Inc. Soc identified communication as one of its objectives to facilitate full Māori participation in the horticulture industry. This can only be achieved through sound and consistent communication processes that support and compliment the core business of the collective.

A communication plan is a tool to assist in identifying how to participate with all stakeholders and the community of interest relevant to the core business of the entity. It should also take advantage of all the various communication technologies and processes available in the current business world. As with all the other plans, the communication plan compliments the strategic plan and is open to review periodically. It is an overarching plan and will ultimately influence all other plans and activities undertaken by Tahuri Whenua in the future.

The communication plan is one which involves all members of the society as they wittingly or unwittingly communicate with others in our society, Overall the communication plan should help in achieving an outcome of ‘best practice’ for the activities involved.

Key points to note in the communication plan are:

STRATEGIC AIM:

To facilitate full Māori participation in the horticulture industry.

OBJECTIVES:

- Generic matters
- Internal communications
- External communications
- Regionally / Nationally
- Internationally
- Hui & Meetings
- Industry
- Māori community
- Media statements
- Publications

Presently, considerable effort is being made into creating a presence for Tahuri Whenua on the web/internet and also a mechanism whereby members can interact in a friendly environment thus maintaining a network of members and Māori growers for perpetuity. The web address is:

www.tahuriwhenua.org.nz

A periodic newsletter (3-4 monthly) is also distributed to members throughout the year.

SUMMARY

Tahuri Whenua Inc. Soc. has had a very positive beginning in terms of development and entrenchment within the industry and Māori society and one where they are gaining wide acceptance by the horticultural community. A lot of effort has been applied by members to getting the kaupapa or purpose out there and there is now over 140 members (as at October 2006) including individuals, kaumātua, growers, supporters, schools, marae and trusts. New membership categories have been created following the annual hui to allow for associate (group) members, kaumatua and kuia, students and juniors.

The series of plans prepared as a foundation to the longevity of the collective has been well accepted by members and supporters alike. The investment in the collective by organisations such as Te Puni Kōkiri and the Ministry of Agriculture and Forestry through The Sustainable Farming Fund has also shown how much potential is recognised in such a group. Early indications of this through the development of research and development relationships with research entities such as NZ Crop & Food CRI and the Riddett Research Centre are also very positive. The collective is still in its infancy and working through an establishment phase whereby creating a presence within the industry, community and internet community is a core activity for the promotion of the objectives of the society and its members and the identification of new members. This will continue to happen and consolidate over time to the point that membership and promotion will become consistent and the focus can then be moved to other opportunities or activities.

A remarkable amount of work happens behind the scenes for this collective that goes largely un-noticed. It is important to the collective that all members be a cog in the wheel and help in promoting the collective and building membership. The ultimate strength in the collective will be in the size and quality of the membership as this will ensure they are well positioned within the New Zealand horticulture sector and that they can contribute positively to Māori development. Every member, be they growers, supporters, kaumātua and so on has something to contribute in this way.

There are some key issues facing the collective for the future and it will be interesting to follow the progress over time for the group. As it is not an income generating business it will always be a concern about how to create a cash-flow to undertake and maintain the activities and public front expected of a national entity. Initiatives that promote the society whilst also providing some minor income are invaluable however; it will be the larger funded projects, which will often create opportunity for growth and development of the entity. The periodic review of each of the plans summarised will allow for Tahuri Whenua to assess their success in achieving their objectives and for the planning and implementation of future objectives for the society and all its members.

There is an old whakatauki that draws on a horticultural analogy and supports the collective approach being pursued by Tahuri Whenua. Anei te ringa tango otaota.

Kia ora

APPENDIX

TĀHURI WHENUA INCORPORATED

THE RULES

1 NAME AND ADDRESS:

- 1.1 The name of the Society shall be Tāhuri Whenua Incorporated.
- 1.2 The registered address of Tāhuri Whenua Incorporated shall be 30 Dahlia Street, Palmerston North. Every change in the situation of the registered office or the postal address of the organisation shall be notified to the Registrar and to members of Tāhuri Whenua Incorporated in such manner as the Executive Committee of the organisation determines.

2 OBJECTIVES:

- 2.1 To set up a national Māori vegetable growers collective representing Māori interests in the horticulture sector.
- 2.2 To ensure Māori have access to resources relevant to the horticulture industry.
- 2.3 To promote an awareness of the Treaty of Waitangi.
- 2.4 To facilitate Māori participation in research and development in the horticulture sector.
- 2.5 To support Māori business development in the horticulture sector through the provision of advice and information.
- 2.6 To promote a collaborative Māori approach to horticulture within the wider horticulture industry by:
 - a. working co-operatively with and across all sectors within the horticulture sector.
 - b. working closely with partners to ensure their input adds real value to Māori producers and products.
 - c. promoting awareness of healthy, safe produce and horticultural products.
 - d. forging better/stronger trading relationships with other indigenous people.
 - e. implementing research and development in all fields of horticultural production.
 - f. fostering the protection of matauranga Māori.
 - g. supporting the transfer of knowledge/technology when it is in keeping with the objectives as outlined above.
 - h. creating an information base for Māori vegetable growers.
 - i. conducting the business of the Society incorporating kaupapa Māori.
 - j. doing all such things as are incidental or conducive to the attainment of the above objectives

3. MEMBERSHIP

- a. The signatories to these rules shall be the first members of the Society.
- b. Membership shall be open to all tangata whenua with a particular interest in vegetable and horticulture production and who agree with the objectives of this Society.
- c. The Society will be empowered to confer on its members who have distinguished themselves as leaders in the horticultural field honorary membership of the Society. Honorary membership shall take two forms:
 - i Nga kaumātua
 - ii Life membership
- d. Members may cease membership of the Society by submitting a letter of resignation to the Secretary of the Society. Such letter of resignation however shall not release that member from any antecedent liability to the Society.

4. MEMBERSHIP FEES

Membership fees shall be by subscription, the amount to be reviewed annually and set by the Executive Committee, reflecting the views of the membership.

5. EXECUTIVE COMMITTEE

The affairs and businesses of the Society shall be controlled and managed by the Executive Committee which shall be constituted as follows:

- a. Chairperson
Deputy Chairperson
Secretary
Treasurer

And a further three members who shall have recognition of a fair and equitable geographic representation. All seven to be nominated from current members of the Society at the AGM upon the written nomination of a member, signed by a seconder and bearing the nominee's consent and submitted to the Secretary before the beginning of the AGM.

Notwithstanding anything in the above provision, nominees may be nominated at the AGM subject to the signed consent of the nominee.

- b. The Executive Committee will have the power to co-opt members for any purpose and to fill positions left vacant for any reason.
- c. The Executive Committee may at any time by letter invite any member to retire from membership for breach by him or her of these rules or for unbecoming conduct at any meeting or function of the Society or on any

premises occupied by the Society. In default of such retirement the Executive Committee may deal with the question of expulsion of any such member at meeting to be held no earlier than fourteen days from the date of the letter and at such meeting the member whose expulsion is under consideration shall be allowed to offer an explanation orally or in writing and if thereupon two-thirds of the members of the Executive Committee shall vote for his or her expulsion he or she shall forthwith cease to be a member of the Society but shall not thereby be released from any antecedent liability to the Society.

6. ANNUAL GENERAL MEETING

- 6.1 The AGM shall be held at a time and place fixed by the Executive Committee for the following purposes:
- i. to receive from the Executive Committee a report and an audited financial Statement of Accounts for the preceding twelve month period and an estimate of the receipts and expenditure for the ensuing twelve months.
 - ii. To select an Auditor and a Solicitor for the ensuing year.
 - iii. To deal with general business.
- 6.2 Financial members shall be advised of the AGM not less than twenty-one days before the meeting.
- 6.3 Conduct of meeting
- i. At any AGM of the Society all members of the Society shall be entitled to be present but only those members of the Society whose subscriptions have been paid to the Treasurer for the current financial year shall be entitled to exercise a vote. A quorum at an AGM constitutes five of the total current financial members.
 - ii. At all AGMs the Chairperson or in his/her absence the Deputy Chairperson or any other Chairperson duly elected by the members present at the meeting shall take the Chair for that meeting only.
 - iii. Each member present and financial shall be entitled to one vote on any motion proposed and in the case of an equality of votes the Chairperson shall at his/her discretion have a casting as well as a deliberative vote or adjourn the question under discussion to a subsequent meeting.
 - iv. Voting on an election where there is more than one nominee for a position will require a secret ballot to be held for which purpose a returning officer and a sufficient number of scrutineers will be appointed at the meeting.

7. MEETING OF THE EXECUTIVE COMMITTEE

- i. The Executive Committee shall meet at such times and places as it determines.
- ii. The Executive Committee shall have power to appoint sub-committees and may appoint to any sub-committee a person or persons not members of the Executive Committee.
- iii. The Executive Committee may determine its own procedure and a quorum for all Executive meetings shall be three.
- iv. In the case of an equality of votes the Chairperson may at her/his discretion either have a casting vote or a deliberative vote or adjourn the question under discussion to a subsequent meeting.
- v. Notice of every Executive Committee meeting shall be given by the Secretary to each member of the Executive Committee not less than forty-eight hours prior to the time appointed for holding the meeting.
- vi. It shall be the duty of the Executive Committee generally to conduct the affairs of the Society required by section 23 of the Incorporated Societies Act 1908 and/or by such other statutory provisions for the time being in force and to prepare and submit to the AGM a report, balance sheet and statement of accounts for the preceding year and an estimate of receipts and payments for the ensuing year.

7.1 Secretary

The Secretary shall take and keep minutes of all meetings, give the prescribed notices of meetings, conduct the correspondence of the Society, keep a register of members and generally carry out the duties usually devolving on a Secretary.

7.2 Treasurer

The Treasurer shall keep usual and proper books of accounts current, shall collect subscriptions, shall bank all monies paid to the Society at such bank or banks as the Executive may decide from time to time, shall write and present the Society's cheques when accounts are passed for payment, shall produce the bank pass books and / or statements when so required by the Executive and shall present to the Executive at its meeting preceding the AGM an Annual Statement of Accounts and a balance sheet for the preceding financial year. Following the AGM, the Annual Statement of Accounts and the balance sheet for the preceding financial year are to be transferred to the Secretary and filed for accounting purposes.

7.3 Auditor

The Auditor shall audit the books of accounts and certify the accounts of the Society for presentation at the AGM. The Auditor shall not be a member of the Society.

7.4 Powers of the Executive Committee

Subject to these rules and to any resolution of an annual or special general meeting the Executive shall have the power to carry out all the objects for which the Society is established and to exercise all the powers of the Society.

7.5 Common Seal

The common seal of the Society shall be that appointed by the Executive Committee and held in the safe custody and control of the Secretary. Whenever the common seal of the Society is required to be affixed to any deed or document it shall be affixed pursuant to a resolution of the Executive Committee and in the presence of two members of the Executive Committee (one of whom shall be the Chairperson or Secretary) both of whom shall sign the document to which the seal is so affixed.

7.6 Bank Account

Any bank account or accounts as may be opened from time to time by the Executive Committee shall be operated on the joint signatures of two members of the Executive Committee (one of whom shall be the Treasurer) appointed by the Executive Committee for this purpose.

7.7 Financial Year

The financial year of the Society shall end on the 31st day of March in each year.

7.8 Alterations to Rules

These rules may be altered, added to or rescinded at any Annual General Meeting or Special General Meeting of the Society and passed by two-thirds of the majority present. Notice of intention to make such changes shall be given in the notice convening the meeting, which shall be provided to members not less than twenty-one days before the meeting. Any alterations to the rules shall not deprive members of the right to have special general meetings in a manner similar to the present provisions of rule 6 or affect the charitable status of the Society.

7.9 Winding up

- a. The Society may be voluntarily wound up in accordance with section 24 of the Incorporated Societies Act 1908.
- b. In the event of the Society being wound up the surplus assets and funds after payment of the Society's liabilities and expenses of winding up shall be given or transferred to some other charitable society or organisation within New Zealand having objects similar to those of the Society, or for some other charitable purpose.

7.10 Not for Personal Profit

- a. The Society is not created for the profit of any of its members thereof and no member shall derive from the funds of the Society, except when a member is a salaried officer or paid employee of the Society and is therefore entitled to receive reasonable expenses incurred in and about the business of the Society.
- b. Any income, benefit or advantage shall be applied to the charitable purposes of the Society.