

TE HAUMAKO

Food and Fibre Sector Māori Workforce Development Plan



MUKA TANGATA
People, Food and Fibre
Workforce Development Council

**WORKFORCE
DEVELOPMENT PLANS**

Kia whakamānawatia a Ranginui e tū iho nei, a Papatūānuku e takoto ake nei me ā rāua uri e whakamarumarū nei i a tātou.

Ko ngā hua ēnei o rātou mā ka ahu mai i te rangi, ka whano mai i te whenua, ka tākiri mai i ngā wai, ka pupuhi mai i ngā hau me te taiao e ora nei tātou.

E tika ana kia mihia rātou mā, ngā atua māori e noho nei hei kaiwhakamarumarū i ngā wai me ngā whenua taurikura puta noa i Aotearoa.

Kia kī ake i konei - Toitū te whenua, whatungarongaro te tangata.

Tihei Mauriora.

We honour Ranginui above and Papatūānuku lying here before us and their progeny who shelter and protect us.

These are the benefits derived from the natural elements – from the sky, the land, from the water and the winds and the environment that give us life.

It is fitting that we acknowledge them all, the natural elements that act as protectors of the waters and the prosperous land throughout Aotearoa.

As echoed in the expression – While the land endures, people disappear from sight.

Here is the breath of life.

Ka mua, ka muri

Walking backwards into the future

As the children of Ranginui and Papatūānuku yearned for light and freedom, Tāne Mahuta used determination and strength to pry his parents apart. Light flooded the world revealing the potential and possibility for life to flourish.

This story from Māori mythology is about the liberation of the earth, allowing it to be cultivated and nurtured by humanity. With the sky above and the earth below, Māori were entrusted with the stewardship of the fertile soil of Papatūānuku and the waterways created by the tears of Ranginui. They learned to work in harmony with nature, honouring the cycles of planting, growth, and harvest dictated by the changing seasons.

Today, we must continue to acknowledge the connection of the natural world and humanity's role as caretakers of the land. Māori practices in the contemporary world reflect this symbiotic relationship, as we cultivate crops, raise livestock, and gather resources while respecting the sanctity of the domain of Papatūānuku.

If we look after the land and the water - they will look after us.

Our tipuna Kupe also used determination and innovation to discover Aotearoa. His navigation techniques likely relied on a sophisticated understanding of the natural world and observational science, honed over generations of Polynesian seafaring. Those navigators had a deep understanding of te taiao to help chart their courses to Aotearoa, and that innovation and resourcefulness still lives within us.

When several hundred years later, European explorers arrived in Aotearoa, Māori embraced the entrepreneurial opportunities this provided with exchanges of goods and resources.

Harakeke, timber, seafood, potatoes, and preserved meats were exchanged for merchandise brought from a far away world. That early 19th century trading played a significant role in shaping the economic, social, and cultural dynamics of Aotearoa New Zealand and marked the beginning of a period of profound change and transformation in Māori society.

Land confiscations and breaches of te Tiriti o Waitangi in the second half of the 19th century onwards robbed many Māori of the land and resources to be ongoing industry leaders.

Treaty of Waitangi settlements, including the 1992 Fisheries Settlement, have helped Māori regain some of the resources that have helped build our asset base, and many iwi and hapū have invested and are building capability in the food and fibre sector. Muka Tangata has a role to guide the skills and training system to support workforce development in the sector.

I te wā ka hihiri ngā tamariki a Ranginui rāua ko Papatūānuku kia puta atu i te pōuri ki te ao mārama, ka mau whakaaro a Tāne Mahuta me tōna whakapau kaha kia mawehe ōna mātua. Ka uru noa mai te māramatanga taiahoaho ka kitea tonutia te pito mata e tipu ka puāwai ai ko te ora o ngā mea katoa.

He kōrero tuku iho tēnei pūrākau mō te tipu o te ao, o te rangi me te whenua, e riro mā te aho tangata e ngaki e poipoi. Ko te rangi ki runga, ko te nuku o te whenua ki raro, ā, ka waiho iho a ngāi Māori hei kaitiaki i ō Papatūānuku onematua me ngā wai rere i waihangatia e ō Ranginui roimata. Ka hono mārire rātou ki te taiao, ka whakanui ai i te huri o te ao, te whakatō, te whakatipu, me te hauhake kai i runga i ngā tohu o ngā kaupeka o te tau.

I ēnei rā, me mātua aronui tātou ki te hono o te aotūroa me te wāhi ki te aho tangata hei kaitiaki o te whenua. Ka whakaata ngā tikanga Māori o ēnei rā i tēnei hononga, i roto i ā tātou mahi, arā te ngaki kai, te whakatipu kararehe, te kohikohi rawa hoki me te aronui tonu ki te hā o Papatūānuku.

Ki te tiaki tātou i te whenua me te wai – ka tiaki mai ērā i a tātou.

Pērā anō tō tātou tipuna a Kupe. Nā tōna kaha me ōna pūmanawa anō i kitea ai e ia a Aotearoa. Tērā ko te pūtake o tōna mōhiotanga whakatere moana ko te māramatanga pū me te mātirotiro ki te aotūroa me ōna tohu anō, he mātauranga heke, heke mai i ngā tohunga whakatere o Poronīhia. Mārama pū ana aua kaiwhakatere ki ngā tohu o te taiao hei whakatakoto i te ara moana ki Aotearoa, ā, kei roto tonu i i a tātou nei aua pūmanawa, mātauranga hoki.

Ka huri ngā rautau ki te taenga mai o ngā kaiōpara Pākehā ki Aotearoa, ka awahi tonu iho te Māori ngā tikanga o te tauhokohoko taonga, tauhokohoko rawa hoki.

Tauhokohoko ai ngā tipuna i te harakeke, ngā papa rākau, te kaimoana, ngā parareka, me te mīti rokiroki mō ngā taonga mai i ngā whenua tawhiti. Nā ngā mahi tauhokohoko i te rautau 19 i tipu mai ai ngā āhuatanga ohaoha, pāpori, ahurea hoki o Aotearoa New Zealand, ā, nā tērā hoki i tino huri ai ngā tikanga o te ao Māori.

Nā te raupatu whenua me te takahi i te Tiriti o Waitangi i te wāhanga tuarua o te rautau 19 haere ake ana i riro ai te whenua me ngā rawa o ngā Māori tokomaha, tē taea hoki tō rātou tū tonu hei kaiarataki ahumahi.

Nā ngā whakataunga Tiriti o Waitangi, me te Whakataunga Mahinga Ika 1992, i whakahokia mai ki a ngāi Māori ētahi o ngā rawa hei āwhina i te whakapūranga o ā tātou rawa, ā, he maha ngā iwi me ngā hapū kua whai haumi me te whakapakari i a rātou anō i roto i te rāngai kai me te muka. He kawenga tā Muka Tangata hei ārahi i te pūnaha pūkenga, whakangungu hoki hei tautoko i te whanaketanga ohumahi i roto i te rāngai.

Our Food and Fibre Sector Māori Workforce Development Plan is called Te Haumako.

Te haumako is the most rich and fertile soil used to grow strong and sturdy food and fibre. Unless we plant in and nurture the most fertile, productive, and richest whenua at the right time, what develops will not be strongest it can be.

We are guided by the whakataukī

Ka mua, ka muri -
Walking backward into the future.

By reflecting on the lessons and achievements of the past, we gain valuable insights into what we need to do so the soil is rich and fertile - so Māori and all in Aotearoa flourish in the food and fibre sector.

Ko Te Haumako te Mahere Whakawhananake Ohumahi Māori o tā mātou Rāngai.

Ko te haumako te onematua oneone mōmona rawa hei whakatipu kai pakari, muka pakari hoki. Ki te kore mātou e whakatō kai ki te oneone haumako rawa, whenua mōmona rawa i te wā tika, e kore e pērā rawa te pakari o ngā hua.

Ka arahina mātou e te whakataukī

Ka mua, ka muri -
Walking backward into the future.

Ka whai whakaaro ki ngā akoranga me ngā tutukitanga o mua, ka whai mōhioanga mātou ki ngā mahi tika mā mātou anō e mōmona ai e houkura ai hoki te oneone – kia puāwai a ngāi Māori me Aotearoa whānui i roto i te rāngai kai me te muka.



Rārangi ūpoko

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Kupu whakatau

Welcomes

Tēna koutou

In 2023, the Muka Tangata Council visited a Tumunui Ahu Whenua Trust near Rotorua where we met the trustees, listened to their history and aspirations, and heard from kaimahi about what motivated them.

Our council members have a range of backgrounds across different industries in the food and fibre sector, and visits like this one are important for us to experience first-hand industries that might be outside of our own and hear their challenges and goals.

What I remember the most is the talk from kaimahi Bethney. She told us that when she left school she had no idea what she wanted to do. She had certainly never considered anything in the food and fibre sector. But then she got a job working for Tumunui and just over ten years later was second in charge of their sizeable dairy operation.

In Te Haumako, we acknowledge mātauranga Māori, and how it contributes to Māori success. Through Bethney, we gained an understanding of what that can mean down on the farm. She had gained formal qualifications while on the job, but her eyes lit up when she talked about the land and the history of it, and what she had learnt from her employers about how generations of this whānau had looked after the land and were continuing to do so. That learning is what motivated her to go to work each day determined to do her best.



At Muka Tangata we are looking at ways that the skills and training system can be more flexible, accessible, and meet the needs of the food and fibre sector. We are building our understanding of how core transferable skills can help ākonga (learners) add value to their workplaces. And we are utilising the new approaches we are developing to incorporate tirohanga Māori in a way that enables Māori industry, kaimahi, and ākonga to flourish.

As you read Te Haumako, I hope that you can envisage rangatahi you know finding a career in our sector that is fulfilling and respectful of who they are and what they offer. And I hope that you will see how such changes will enable Māori to use their whenua in ways that support both economic and social goals.

Erin Simpson (Taranaki, Te Atiawa)
Council Chair

Tēna koutou

I 2023, i toro atu te Kaunihera o Muka Tangata ki Tumunui Ahu Whenua Trust e tata ana ki Rotorua i reira ka tūtaki mātou i ngā tarahiti ā, ka whakarongo hoki mātou ki ā rātou kōrero hitori me ngā moemoeā, ki ngā kaimahi hoki i kōrero mai rā mō ngā āhuatanga ka whakahihiko i a rātou anō.

E ahu mai ana ā mātou mema kaunihera i te whānuitanga o ngā ahumahi o te rāngai kai, rāngai muka hoki, ā, he mea tino whaitake ēnei tū haerenga kia kite ā-tinana i ērā ahumahi kē atu, kia rongu hoki he aha ā rātou wero me ā rātou whāinga.

Ko tāku e maumahara nei ko ngā kōrero a tētahi o ngā kaimahi a Bethney. I kī mai rā ia nōna i wehe atu i te kura kore rawa ia i mōhio he aha te mahi māna. Kāore hoki ia i paku whakaaro ki te rāngai kai me te muka. Engari ka whai mahi ia i Tumunui, ā, ka huri ngā tau tekau ko ia te kaiwhakahaere tuarua o tō rātou whakahaere miraka kau.

I Te Haumako ka whakamānawa mātou i te mātauranga Māori, me tōna wāhi nui ki tō te Māori angitu. Nā Bethney mātou i mārāma ai ki te whai take o tērā ki ngā mahi pāmu. I whiwhi ia i ngā tohu mātauranga i a ia e mahi ana, engari ka tino kitea te ihiihi i a ia ka kōrero mō te whenua me tōna hitori anō, me tāna i ako mai ai i āna rangatira i kōrero rā mō ngā whakatipuranga o tēnei whānau nā rātou te whenua i tiaki, ā, kei te pērā tonu. Nā aua kōrero i tino hihiko ai ia kia kounga rawa āna mahi i ia rā.

Kei konei i Muka Tangata e titiro ana mātou ki ngā huarahi e ngāwari ai, e noho tuwhera ai te pūnaha pūkenga, whakangungu hoki e tutuki ai ngā hiahia o te rāngai kai, muka hoki. E whai māramatanga ana mātou kia mōhio he pēhea e āwhina ai ngā pūkenga whitiwhiti i ngā ākonga kia whai hua ai rātou ki ā rātou wāhi mahi. Me te aha e whakamahi ana i ngā huarahi hou i uru mai ai ngā tirohanga Māori kia puāwai ai te ahumahi, ngā kaimahi, me ngā ākonga Māori.

Kia pānui haere koe i Te Haumako ko te tūmanako ia ka whai whakaaro rawa koe ki tētahi rangatahi e mōhio nei koe kei te whai aramahi ia i tā mātou rāngai he tino whaihua, he whakautē ki a ia hei tangata pūmanawa tonu. Me te hao o te ngākau ka kite tonu koe mā ēnei panonitanga ka āhei te Māori ki te whakamahi i tō rātou whenua hei tautoko i ngā whāinga ohaoha, pāpori hoki.

Erin Simpson (Taranaki, Te Atiawa)
Hemana Kaunihera

Tēna koutou

Muka Tangata was established in October 2021 as the voice of the food and fibre sector in vocational education and training.

As we work on ways to make vocational education and training for our industries more fit for purpose, less complex, and easier to access for a diverse range of communities, working with and for Māori is one of our greatest privileges. We have approached our requirement to honour te Tiriti o Waitangi and support Māori Crown relations with passion and commitment.

Our Council decided in its early days that if everything we do across all our teams worked for Māori, there would be positive benefits for te ao Māori that would filter through all our industry groups. And as a sector with significant exports, that would also be good for New Zealand inc.

As such, we've structured ourselves in a way where the needs and aspirations of ākonga Māori, kaimahi, and industry are at the forefront of our engagement, recommendations, and actions.



Many of the changes and initiatives outlined in Te Haumako are to enhance skills and training across the entire sector. But, by introducing flexibility and different options, we support the needs of different communities, including Māori.

These initiatives are just the beginning. Like our industry-specific workforce development plans, Te Haumako will be a living document. It will be regularly updated, and progress reported on our website. But to guide that success we need your input. If you are interested in Māori success in the food and fibre sector please register your interest on our website.

Nāu te rourou, nāku te rourou, ka ora ai te iwi.

With your food basket, and my food basket, the people will thrive.

Jeremy Baker
Chief Executive

Tēna koutou

I whakatūria a Muka Tangata i Oketopa 2021 hei waha kōrero mō te rāngai kai me te muka i roto i te mātauranga me te whakangungu ahumahi.

I a mātou e whakamātau huarahi nei e tōtika ai te mātauranga me te whakangungu ahumahi, kia marama ake, kia māmā ake te whai wāhi mai mā te whānuitanga o ngā hāpori – nō mātou anō te hōnore nui kia mahi tahi me te Māori me te mahi anō hoki mō te Māori. Kua anganui mātou ki tō mātou herenga ki te whakamana i te Tiriti o Waitangi me te tautoko i te Hononga a te Māori me te Karauna i runga i te ngākau whiwhita, kiriūka hoki.

Nā tō mātou kaunihera te whakatau i ōna rā mātāmua mēnā ka whai painga ngā mahi katoa puta noa i ā mātou tīma katoa mō te Māori, ka pērā hoki te whai painga mō te ao Māori mā reira ka tukutukua ki te katoa o ā mātou rōpū ahumahi. Me te aha, he rāngai tēnei me āna hoko whakawaho hirahira he painga anō tērā mō New Zealand inc.

Nā konei i whakarite ai i tō mātou hanga kia noho tōmua ko ngā matea me ngā wawata o ngā ākonga Māori, ngā kaimahi me te ahumahi i ā mātou tikanga whakaanga, tūtohunga, mahi anō hoki.

Ko te nuinga o ngā panonitanga me ngā kaupapa e takoto nei i Te Haumako hei whakaniko pūkenga, whakangungu hoki puta noa i te rāngai katoa. Heoi, mā te whakangāwari me te whakarite kōwhiringa kē, ka tautoko mātou i ngā hiahia o ngā hāpori rerekē, tae ana ki te Māori.

Ko ēnei kaupapa he tīmatanga noa iho. Pērā i ā mātou mahere whakawhanake ohumahi motuhake, he tuhinga ora tonu a Te Haumako. Ka whakahoutia i roto i te huringa o te wā, ā, ka pūrongotia tōna kaunake i runga i tā mātou paetukutuku. Engari me tuku mai ō whakaaro hei ārahi i te pikinga ki angitu. Mēnā e ngākaunui ana koe kia angitu ai te Māori i roto i te rāngai kai me te muka, tēnā koa rēhita mai i runga i tā mātou paetukutuku.

Nāu te rourou, nāku te rourou, ka ora ai te iwi.

Jeremy Baker
Tumu Whakarae

Muka Tangata

Muka Tangata

Muka Tangata Workforce Development Council works with 14 industry groups in the food and fibre sector on ways the vocational education system can support their diverse needs.

- Apiculture
- Arable
- Dairy farming
- Equine, Greyhounds, and Racing
- Forestry
- Fruit
- Grapes and Wine
- Nursery, Turf, and Gardening
- Poultry, Pigs, and other livestock farming
- Seafood
- Sheep, Beef, Deer, and Wool farming
- Support Services
- Vegetables
- Veterinary Services and Animal Care

We are one of six Workforce Development Councils. We:

- work on ways to enhance vocational education and training to meet the needs of industry, iwi and hapū Māori, ākonga and kaimahi,
- develop qualifications, standards, and micro-credentials to make sure people in our sector have the skills for work,
- ensure the vocational education and training system supports diverse needs, and ensure equitable outcomes so that they can flourish in the food and fibre sector,
- advise the government on how much to spend on these qualifications, standards and programmes across vocational education and training.

Mahi tahi ai te Muka Tangata me ngā rōpū ahumahi 14 i roto i te rāngai kai me te muka hei whakarite huarahi e tautoko ai te pūnaha mātauranga ahumahinga i ā rātou hiahia rerekē.

- Te Tiaki Whare Pī, Mahi Mīere hoki
- Whenua Whakatipu Kai
- Pāmu Miraka Kau
- Hōiho, Kurī me te Rērehi
- Mahi Ngahere
- Huarākau
- Ngā Karepe me te Waina
- Whakatipu Rākau, Karaihe, me te Mahi Māra
- Whakatipu Heihei, Poaka, Kararehe hoki
- Kaimoana
- Whakatipu Hipi, Pīwhi, Tia hoki
- Ratonga Tautoko
- Huawhenua
- Rata Kararehe

Ko mātou tētahi o ngā Ohu Mahi. Ko tā mātou he:

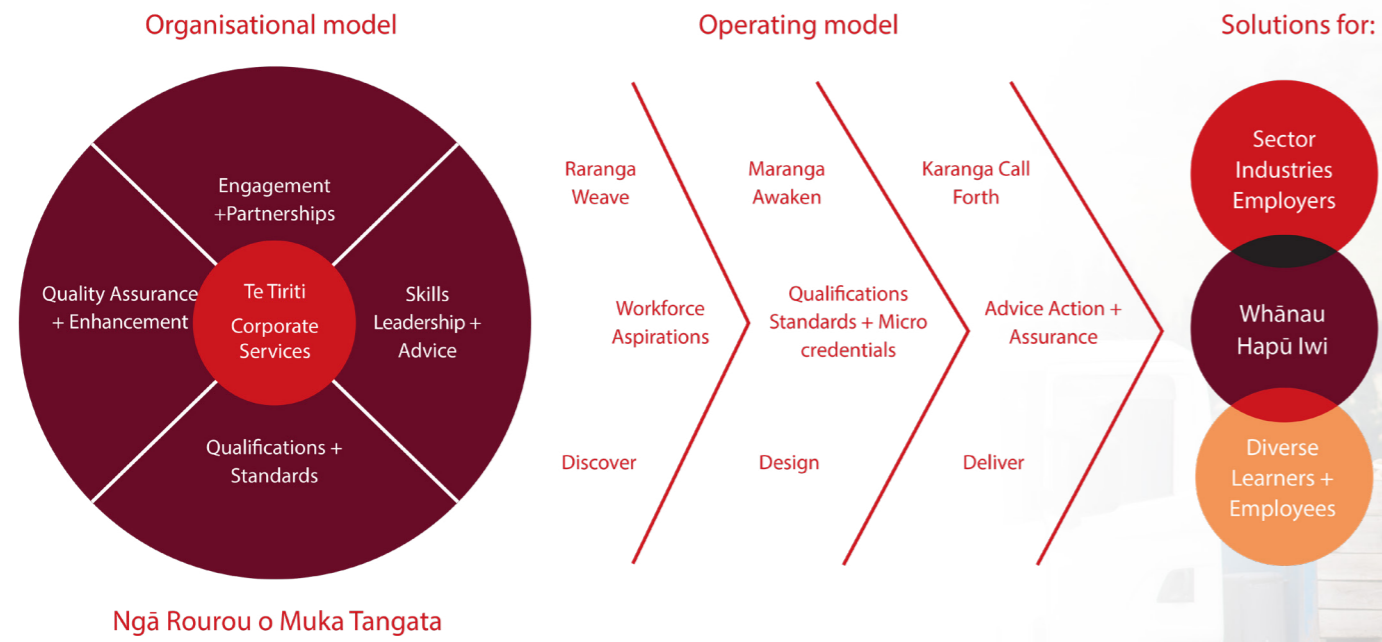
- whakarite huarahi hei whakaniko i te whakangungu me te mātauranga ahumahinga kia tutuki ngā hiahia o te ahumahi, ngā iwi me ngā hapū Māori, ngā ākonga me ngā kaimahi,
- whakawanake tohu mātauranga, paerewa, whiwhinga-whāiti hoki kia mātua whai pūkenga ngā tāngata kei tā mātou rāngai e mahi ana,
- mātua whakarite kia tautoko tonu te pūnaha whakangungu me te mātauranga ahumahinga i ngā matea rerekē, kia ōrite hoki ngā putanga ka puāwai ai rātou i roto i te rāngai kai me te muka
- tohutohu i te kāwanatanga mō te nui o te pūtea hei whakapau i runga i ēnei tohu mātauranga, paerewa, whakaakoranga hoki puta noa i te whakangungu me te mātauranga ahumahinga.

We are committed to working with the other Workforce Development Councils to develop workforce learning systems that give effect to te Tiriti o Waitangi and support Māori Crown relations. We aim to do this by meeting the needs of Māori to fulfil current and future workforce development and talent needs. Talent that will underpin sustainability, viability, and relevance to the future of both the Māori and wider Aotearoa economies.

Muka Tangata is passionate about ways in which we can honour te Tiriti o Waitangi and have built that commitment into our Strategic Direction and operating model in a way that guides and underpins all our work. Our operational teams include kaupapa Māori leads who work within their teams, and with the Manukura, to help keep our work with Māori at the forefront of our thinking.

E ngākau titikaha ana mātou kia mahi tahi me ērā atu Ohu Mahi hei whakawhanake pūnaha ako ohumahi e whakamana ana i te Tiriti o Waitangi me te tautoko i ngā hononga Māori Karauna. Ka whai mātou kia whakaea i ngā hiahia o ngāi Māori matea pūmanawa mai, whanaketanga ohumahi mai hoki, o nāiane me ngā rā ki tua. Arā, ko ngā pūmanawa e hāngai ana ki te whakauka, te whaihua me te whitake ki tā te Māori ōhanga, ki tā Aotearoa whānui hoki.

He tino ngākaunui nei a te ki te whai huarahi whakamana i te te Tiriti o Waitangi ā, kua whakaurua taua whakaaro nui ki tā mātou Ahunga Rautaki me te taura whakahaere hei pae ārahi, hei tūāpapa hoki mō ā mātou katoa. Kei roto i ā mātou rōpū mahi he kaiārahi Māori e mahi ana i roto i ā rātou tīma, i tō te Manukura taha hoki, kia tuhia tonutia ki te rae ā mātou mahi me ngāi Māori.



Whakarāpotonga matua

Executive summary

Te Haumako is built on an understanding that Māori are significant players in the food and fibre sector and changes in the vocational education system will be able to support Māori growth and wellbeing in the sector.

Across the 14 industry groups Muka Tangata works with, Māori are well represented as owners, kaimahi, and ākonga. For example:

- In 2018, Māori had more than \$23 billion invested in the sector.¹
- Māori workers formed approximately 16% of the Muka Tangata industries' workforce since 2015.
- Since 2017, nearly a quarter of all those enrolled in Muka Tangata qualifications were Māori.²

As well as workforce and learning demographics, ownership structures, and industry dynamics, the depth of Māori success in the food and fibre sector must walk alongside the wellbeing of people and the whenua.

Te Haumako brings together actions already underway as part of the 14 industry workforce development plans released by Muka Tangata in 2023, and sets ongoing actions to support, promote, and be transparent in our commitment to Māori.

Other actions draw on what we have learnt from existing research and respond to changes that Māori industry are looking for.

We've identified key broad areas of work:

- Qualifications and training that work for Māori
- Support for ākonga Māori
- Māori leadership
- Promoting the industries and supporting pathways within them.

Within these four areas we have included 16 ongoing actions that Muka Tangata will be working on.

He mea waihanga Te Haumako i runga i te mōhio he wāhi tino whaitake tā te Māori i roto i te rāngai kai, rāngai muku, ā, ko ngā panoni i te pūnaha mātauranga ahumahinga ka tautoko i te tipu me te oranga o te Māori i roto i te rāngai.

Putā noa i ngā rōpū ahumahi 14 e mahi ana a Muka Tangata i te taha, ka kitea whānuitia ai te Māori hei rangatira, hei kaimahi, hei ākonga hoki. Hei tauira:

- I 2018, neke atu i te \$23 billion te nui o tā te Māori haumi i roto i te rāngai.¹
- Mai i te tau 2015, ko tōna 16% o te hunga e mahi ana i ngā ahumahi Muka Tangata, he Māori.
- I te tekau tau ka hori, tata ki te hauwhā o ngā tāngata kua whakaurua ki ā te Muka Tangata tohu mātauranga he Māori.²

Āpiti atu ki ngā hangapori ohumahi, akoranga hoki, ngā hanganga rangatiratanga, me ngā āhūatanga ahumahi, me haere ngātahi tā te Māori angitu i roto i te rāngai kai, rāngai muka hoki me te oranga o ngā tāngata me te whenua.

Ka whakakotahi a Te Haumako i ngā mahi e haere ana hei wāhanga o ngā mahere whakawhanake ohumahi ahumahi 14 i tukua e te Muka Tangata i 2023, me te whakarite mahi e haere ake ana hei tautoko, hei whakatairanga kia tino mārama ai tō mātou kiriūka ki te Māori.

Ko ētahi atu mahi ka hua mai i tā mātou i ako ai i ngā mahi rangahau, ā, ka urupare hoki ki ngā panoni kei te hiahia e ngā ahumahi Māori.

Kua tautuhia e mātou ngā wāhanga matua o te mahi:

- He tohu mātauranga, whakangungu whai hua mō te Māori
- He tautoko mō ngā ākonga Māori
- Te kaiārahitanga Māori
- Te whakatairanga i ngā ahumahi me te tautoko i ngā ara o roto.

Ka whāiti mai ki ēnei wāhanga e whā ko ngā mahi 16 e haere ana hei mahi anō mā te Muka Tangata.

1 - Reserve Bank of New Zealand, Te Pūtea Matua (2021) *Te Ōhanga Māori 2018, The Māori Economy 2018*. <https://bit.ly/Te-Haumako-1>

2 - Tertiary Education Commission, Te Amorangi Mātauranga Matua - *Reporting and Data Collection*. <https://bit.ly/Te-Haumako-2>

A further three actions cover our need to contribute to complementary strategies and plans produced by iwi and hapū Māori, Māori industry groups, and wider government.

The underlying themes that sit within these areas are:

- An understanding that Māori-led solutions work for Māori, and thus for the whole sector.
- The huge research base that indicates the positive difference that incorporating tirohanga Māori, including mātauranga Māori, can make to learning and skill development.
- Our food and fibre industries want more skilled kaimahi Māori. Given that, by 2040, about one quarter of the potential workforce under 40 will be Māori,³ the ways in which the vocational education system works for ongoing Māori training and skill development is essential.

- In many cases, the needs of Māori and others often do not differ greatly across the different industry groups of the food and fibre sector. But potential solutions could vary significantly, and those solutions should be developed alongside each other.
- Different communities, including Māori.

Like our industry-specific workforce development plans, Te Haumako will be a living document. It will be regularly updated, and progress reported on our website. But to guide that success we need input from Māori in the sector.

If you are interested in our work, please register for updates on the website:

mukatangata.workforceskills.nz.

Arā ētahi atu mahi e toru hei kōpani i tā mātou whai koha ki ngā rautaki whakahāngai me ngā mahere i whakaputangia e ngā iwi me ngā hapū Māori, ngā rōpū ahumahi Māori, me te kāwanatanga whānui.

Ko ngā kaupapa e noho ana i roto i aua wāhanga anō:

- Ko te mōhio he mea whai hua mō te Māori ngā kaupapa e arahina ana e te Māori, ā, ka whai hua anō te rāngai katoa.
- Te nui o te rangahau hei tohu mai i ngā painga ka puta i te whakauru tirohanga Māori, me te mātauranga Māori ki ngā whakaakoranga me te whanaketanga pūkenga.
- E hiahia ana ā mātou ahumahi kai me te muka i ngā kaimahi Māori whai pūkenga. Nā te mea, ka taka ki te tau 2040, ko tōna hauwhā o te ohumahi i raro iho i te 40 tau he Māori,³ ā, he mea tino whaitake kia tika te whakahaere o te pūnaha mātauranga ahumahinga mō te whakangungu Māori me te whakawhanake pūkenga.

• Ko te tikanga, kāore e tino rerekē ngā matea o te Māori ki ō ētahi atu puta noa i ngā rōpū ahumahi rerekē o te rāngai kai me te muka. Heoi, ko ngā otinga tērā e tino rerekē, ā, me mātua whakarite ngātahi aua otinga rā.

• Ngā hapori rerekē me te Māori.

Pērā i ā mātou mahere whakawhanake ohumahi motuhake, he tuinga ora tonu a Te Haumako. Ka whakahoutia i roto i te huringa o te wā, ā, ka pūrongotia tōna kauneke i runga i tā mātou paetukutuku. Engari me kōrero mai a ngāi Māori hei āratiki i te pikinga ki angitu

Mēnā e ngākaunui ana koe ki ā mātou mahi, tēnā koa rēhita mai i runga i tā mātou paetukutuku: mukatangata.workforceskills.nz.



³ - Stats NZ, Tatauranga Aotearoa (2022) *National ethnic population projections: 2018(base) - 2043(update)*. <https://bit.ly/Te-Haumako-3>

Whakarāpopotonga o ngā mahi e haere tonu ana

Summary of ongoing actions

Qualifications and training that work for Māori

1. All future qualification, standard and micro-credential reviews conducted by Muka Tangata will include investigating how to incorporate mātauranga Māori to meet the needs of ākongā Māori and employers in the sector.
2. All future qualification, standard and micro-credential reviews conducted by Muka Tangata will develop products that can be delivered more flexibly.
3. Muka Tangata will work with iwi to develop a micro-credential that they can use, if they wish, to teach their iwitanga in a way that protects their mātauranga.

Support for ākongā Māori

4. Use the Food and Fibre Skills Framework to guide Muka Tangata kaupapa Māori work to support ākongā Māori to succeed.
5. Develop a user-friendly guide for industries on how to use the Food and Fibre Skills Framework by June 2025.
6. Provide mātauranga Māori seminars to support the capabilities and understanding of providers.
7. Establish a regular hui with our qualifications and quality assurance kaimahi and kaupapa Māori providers to formalise communications between the organisations.
8. Support kaupapa Māori providers in developing and delivering quality programmes and broker solutions to their challenges.
9. Work with industry representatives and government agencies to develop practical tools and guidelines for Māori wellbeing in workplaces based on existing models.
10. Actively seek and promote examples of workplaces that have employed Māori wellbeing concepts and how they have been successful. Encourage industry bodies to do the same.

He tohu mātauranga, whakangunu whai hua mō te Māori

1. Ka whāiti mai ki ā te Muka Tangata arotakenga anamata katoa o ngā tohu mātauranga, ngā paerewa me ngā whiwhinga whāiti ko te tūhura kia mōhio me pēhea e whakauru ai te mātauranga Māori hei whakarite i ngā matea o te ākongā Māori me ngā kaitukumahi i roto i te rāngai.
2. Ka whakawhanake ā te Muka Tangata arotakenga anamata o ngā tohu mātauranga, ngā paerewa me ngā whiwhinga whāiti i ngā hua kia ngāwari ake te tuku.
3. Ka mahi tahi te Muka Tangata me ngā iwi ki te whakawhanake whiwhinga whāiti mā rātou mēnā ka hiahia rātou ki te whakamahi hei whakaako i tō rātou iwitanga me te tiaki tonu i tō rātou mātauranga.

He tautoko mō ngā ākongā Māori

4. Whakamahia te Anga Pūkenga Kai me te Muka hei ārahi i ā te Muka Tangata mahi kaupapa Māori hei tautoko i ngā ākongā Māori kia puta ō rātou ihu.
5. Whakaritea he aratohu mō ngā ahumahi hei whakaatu me pēhea te whakamahi i te Anga Pūkenga Kai me te Muka i mua i te marama o Hune 2025.
6. Whakahaere wānanga mātauranga Māori hei tautoko i te āheinga me te mōhiotanga o ngā kaituku.
7. Whakatū hui auau me ngā kaimahi tohu mātauranga, whakaū kounga hoki me ngā kaituku kaupapa Māori ka whakaōkawa ai he tikanga whakawhiti kōrero i waenga i ngā whakahaere.
8. Hāpai i ngā kaituku kaupapa Māori ki te whakarite, ki te tuku whakaakoranga kounga hoki me te kimi huarahi hei whakatau i ngā wero.
9. Mahi tahi me ngā māngai ahumahi me ngā tari kāwanatanga ki te whakarite rauemi me ngā aratohu mō te oranga Māori i roto i te wāhi mahi e ai ki ngā tauira kei te whakamahia.
10. Me rapu, me whakatairanga tonu i ngā tauira pai o te whakamahi ariā oranga Māori i roto ngā wāhi mahi me te take i angitu ai. Ākina ngā rōpū ahumahi kia pērā tonu te mahi.

Māori leadership

11. Establish a Māori leadership framework, which can be delivered around the country as a programme or course, to lead to a future qualification on Māori leadership.
12. Work with Ringa Hora to develop a micro-credential that recognises Māori leadership learning, so that the knowledge and skills are recognised within the qualification system.
13. Ensure Māori leadership concepts are incorporated into all leadership qualifications that Muka Tangata develops.
14. Work with industry and government to promote positive pathways for Māori within the food and fibre sector.

Promoting the industries and supporting pathways within them

15. Ensure that Māori industry goals are reflected in the Entry Level qualification development project outputs.
16. Develop a digital tool and template to help organisations develop their own workforce development plans that incorporate positive pathways for their rangatahi.

Pā Harakeke - we are not alone

17. Collaborate with the other Workforce Development Councils on engagement with iwi and hapū Māori to ensure that skills and training needs are looked at across different industries that they are involved in.
18. Build and strengthen relationships between Muka Tangata and Māori industry organisations.
19. Provide a regular report that identifies government agency plans that relate to Māori in the food and fibre sector and how we support them.

Te kaiārahitanga Māori

11. Whakatūngia he anga kaiārahitanga Māori, kia tukua ai hei whakaakoranga huri noa te motu ka arataki ai i tētahi tohu anamata mō te kaiārahitanga Māori.
12. Mahi tahi me Ringa Hora ka whakarite ai i tētahi whiwhinga whāiti e hāngai ana ki te ako kaiārahitanga Māori, e mana ai te mātauranga me ngā pūkenga i roto i te pūnaha tohu mātauranga.
13. Me mātua whakarite kia whakaurua ngā ariā kaiārahitanga Māori ki ngā tohu mātauranga kaiārahitanga ka whakawhanakehia e te Muka Tangata.
14. Mahi tahi me ngā ahumahi me te kāwanatanga ki te hāpai i ngā ara pai mā te Māori i roto i te rāngai kai me te muka.

Te whakatairanga ahumahi me te tautoko i ngā ara o roto

15. Me mātua whakarite kia whakaatāngia ngā whāinga ahumahi Māori industry goals i roto i ngā hua o te kaupapa whanaketanga tohu mātauranga paeuru.
16. Whakarite tētahi rauemi matihiko, tātauira hoki hei āwhina i ngā whakahaere ki te hanga i ā rātou ake mahere whakawhanake ohumahi e whakauru mai ana i ngā ara pai mā te rangatahi.

Pā Harakeke – ehara kau ko mātou anahe

17. Mahi tahi me ērā atu Ohu Mahi kia hui tahi me ngā iwi, ngā hapū Māori ka mātua tirohia ai ngā pūkenga me matea whakangungu puta noa i ngā ahumahi rerekē kei reira rātou e mahi ana.
18. Me whiri hononga kaha tonu i waenga i te Muka Tangata me ngā whakahaere ahumahi Māori.
19. Kia auau te tuku pūrongo e tautohu ana i ngā mahere tari kāwanatanga e pā ana ki te Māori i roto i te rāngai kai me te muka, me pēhea hoki te tautoko i a rātou.

Te Haumako

Te Haumako

Te Haumako brings together work from across Muka Tangata which has been informed by gathering information, ideas, and stories from iwi and hapū Māori, ahu whenua trusts, industry leaders, employers, and kaimahi and ākonga.

It includes actions that are already underway as part of the 14 industry workforce development plans released by Muka Tangata in 2023: mukatangata.workforceskills.nz.

We've also drawn on existing research and have partnered in new research with other organisations such as the **Food and Fibre Centre of Vocational Excellence**.

We have a partnership with the **Federation of Māori Authorities (FOMA)** and have benefited from growing our understanding of their members' challenges and opportunities.

We have trawled through existing strategies and plans produced by others from Māori organisations, food and fibre industry organisations, and across government agencies to examine what they contain that Muka Tangata can support.

This is an export-led sector, with high productivity, and Māori are big players in it as both owners and kaimahi. We have a \$23 billion asset base (and growing) in the sector and in some industries, more than 20% of the workforce.⁴

Overall, the food and fibre sector workforce is small compared to other sectors but has a big impact on our country's GDP. In 2021, over \$130,000 in export revenue was generated for every worker in the sector, compared to just under \$11,000 per worker across all other sectors. As a result, investment in the food and fibre workforce generates much greater returns to the nation than any other investment. We need a system that directs investment in line with returns and Māori need to be at the forefront to determine how to direct that investment well.

In Te Haumako, we focus on specific initiatives and ways in which Māori-led and focused improvements to vocational education and training will support Māori to continue to grow.

Ko tā Te Haumako he whakakotahi mai i ngā mahi puta noa i Muka Tangata arā, ko te kohikohi mōhiohio, whakaaro, kōrero hoki mai i ngā hapū Māori, i ngā tarahiti ahu whenua, ngā kaihautū ahumahi, ngā kaitukumahi, ngā kaimahi me ngā ākonga.

Ka whāiti mai ko ngā mahi e haere ana hei wāhanga nō ngā mahere whakawhanake ohumahi ahumahi 14 i tukua e Muka Tangata i 2023: mukatangata.workforceskills.nz.

Kua tirohia e mātou ngā tuhinga rangahau o te wā, ā, kei te whai kaupapa rangahau hou hoki mātou me ētahi atu whakahaere pērā i te **Food and Fibre Centre of Vocational Excellence**.

Kua whakarite whakahotanga mātou me **Federation of Māori Authorities (FOMA)** ā, kua noho mārama ake mātou ki ngā wero me ngā huarahi wātea ki ā rātou mema.

Kua tiroiro hoki mātou i ngā rautaki me ngā mahere a ētahi atu whakahaere Māori, whakahaere ahumahi kai me te muka me ngā tari kāwanatanga kia āta wānanga i ngā mea o roto hei tautoko mā Muka Tangata.

He rāngai tēnei e arahina ana e ngā hokohoko ki tāwāhi, inā kē te tōnuitanga, ā, he wāhi nui tō te Māori i reira hei rangatira hei kaimahi hoki. E \$23 piriona te nui o te pūnga rawa (kei te tipu haere tonu) i roto i te rāngai i ētahi atu ahumahi hoki, neke atu tērā i te 20% o te ohumahi.⁴

Ahakoia he mea iti te ohumahi kai me te muka, he nui kē tōna awenga ki te GDP. I 2021, neke atu i \$130,000 o te rahi o te moni whiwhi hokohoko tāwāhi i taea i ia kaimahi i roto i te rāngai, hei whakataurite ki te \$11,000 iti iho mō ia kaimahi i ērā atu rāngai, puta noa. I te mutunga iho, ko ngā hua mai i te haumi ki te ohumahi kai me te muka hei painga mō Aotearoa ka nui ake i tētahi atu haumi, ahakoia te aha. Me whai pūnaha tātou e whakahāngai tonu i te haumi ki ngā hua, ā, me noho te Māori ki te ihu o te waka, mā reira e tohutohu tika ai i taua haumi.

I Te Haumako ka arotahi mātou ki ētahi kaupapa motuhake ka riro mā te Māori e takitaki kia whakapaiake i te mātauranga me whakangungu ahumahinga mā reira e tipu haere ai te Māori.

He atakaponga o te Māori i roto i te Rāngai Kai me te Muka

A snapshot of Māori in the food and fibre sector

Māori are significant in the food and fibre sector as owners, kaimahi, and ākonga.

Māori ownership

Māori hold a significant portion of food and fibre assets. With over \$23 billion invested in the sector, Māori are major players in shaping its future.⁵

Māori farms tend to be larger and hold more livestock than the national average.⁶ This indicates the potential for Māori agribusiness to play a leading role in large-scale primary production.

Māori have a significant presence in Aotearoa New Zealand's fisheries, with a collective asset base of \$2.9 billion in 2018, 81% of which is owned by collectives.⁷ Māori own approximately 40% of commercial fisheries, all customary fisheries, and contribute significantly to recreational fishing.⁸

Māori workforce⁹

Māori workers formed approximately 16% of the Muka Tangata industries' workforce since 2015. Nearly a quarter of them are in the Support Services industry group¹⁰ followed by Sheep, Beef, and Deer Farming (19%).

More than 30% of kaimahi in the Forestry industry group¹¹ are Māori. This is the highest proportion of Māori in the workforce of any Muka Tangata industry group. Similarly, more than a quarter of the Seafood workforce identified as Māori.

He wāhi nui tō te Māori i te rāngai kai me te muka hei rangatira, hei kaimahi, hei ākonga hoki.

Rangatiratanga Māori

He nui te taha ki te Māori i ngā rawa kai me te muka. Neke atu i te \$23 billion te rahi o te haumi i te rāngai, ā, waihoki he wāhi nui tō te Māori hei ahua i tōna āpōpō.⁵

Ko ō te Māori pāmu he rahi ake, ā, me te aha, he nui atu hoki ōna kararehe i ō te toharite ā-motu.⁶ He tohu tēnei o te pito mata mō te pakihi ahuhenua Māori hei ārahi i te whakaputanga nui tonu ā- Nuku, ā-Tangaroa hoki.

He wāhi nui tō te Māori i roto i ngā mahi ā-Tangaroa ki Aotearoa, me te pūnga rawa tōpū e \$2.9 piriona i 2018, e 81% ko ngā huinga te rangatira.⁷ Ka noho te Māori hei rangatira o tōna 40% o ngā umanga kaimoana ahumoni, ngā mahinga ika tuku iho katoa, ā, he nui tonu te whai koha ki ngā mahi hī ika a te marea.⁸

Ohumahi Māori⁹

Mai i te tau 2015, ko tōna 16% o te hunga e mahi ana i ngā ahumahi Muka Tangata, he Māori. Tata ki te hauwhā o ērā kei te rōpū tautoko ahumahi¹⁰ whai muri mai ko te mahi Pāmu Whakatipu Hipi, Kau me te Tia (19%).

Neke atu i te 30% o ngā kaimahi i te rōpū ahumahi Ngahere, he Māori.¹¹ Ko tēnei te pānga riterite nui rawa o te Māori i tētahi rōpū ahumahi ake o te Muka Tangata. Waihoki, neke atu i te hauwhā o te ohumahi Kaimoana i tautohua mai he Māori.

5 - Reserve Bank of New Zealand, Te Pūtea Matua (2021) *Te Ōhanga Māori 2018, The Māori Economy 2018*. <https://bit.ly/Te-Haumako-1>

6 - StatsNZ, Tauranga Aotearoa (2022) - *Tauranga umanga Māori - Statistics on Māori businesses*. <https://bit.ly/Te-Haumako>

7 - Ministry for Primary Industries, Manatū Ahu Matua. *Fisheries Industries Transformation Plan*. <https://bit.ly/Te-Haumako-7>

8 - New Zealand Government (2022) *Landmark agreement for Māori fisheries celebrates 30th year*. <https://bit.ly/Te-Haumako-8>

9 - StatsNZ, Tauranga Aotearoa. *Integrated Data Infrastructure*. <https://bit.ly/Te-Haumako-9>

10 - Support Services is an overarching name for a collection of industries that supports the outputs of the food and fibre production sector. Support Services includes a wide variety of jobs from pest control to artificial insemination, and sheep dipping.

11 - Forestry industry group is made up of Forestry, Logging, and Forestry Support Services industries.



Ākongā Māori¹²

The number of ākongā identifying as Māori enrolled in qualifications under the purview of Muka Tangata increased from 2017 to 2021, peaking at 6,975 ākongā in 2021. However, there was an approximately 10% decline in ākongā Māori enrolments in 2022, mirroring the overall decline in total ākongā numbers.

The percentage of ākongā Māori has remained steady at around 23% of all ākongā enrolled in Muka Tangata qualifications over the past few years.

Ākongā Māori in the food and fibre sector bring with them their values, commitment to sustainability, community welfare, and cultural resilience. Upholding their cultural, physical, and wellbeing values helps shape sustainable and culturally vibrant workplaces for future generations.

Māori in the Food and Fibre Sector

Māori representation in the food and fibre sector goes beyond growing for profit – it encompasses cultural heritage, protection of the environment, and community empowerment.

As well as workforce and learning demographics, ownership structures, and industry dynamics, the depth of Māori success must walk alongside the wellbeing of people and the whenua.

Full information about Māori in the food and fibre sector is available in our workforce development plans:

mukatangata.workforceskills.nz/maori

Ākongā Māori¹²

Ko te tokomaha o ngā ākongā i tohu mai he Māori rātou kua whakaurua ki ngā tohu mātauranga i raro i te hāmarara o Muka Tangata i piki ake mai 2017 ki 2021, ki tōna kōmata o 6,975 ākongā i 2021. Heoi i 2022, ko tōna 10% te hekenga o ngā whakaurunga ākongā Māori, he rite anō tērā ki te hekenga mō ngā ākongā katoa.

Ko te ōrautanga o ngā ākongā Māori kua tau ki tōna 23% o ngā ākongā kua whakaurua i ā te Muka Tangata tohu mātauranga i ngā tau tata kua hipa.

Kuhu mai ana ngā ākongā Māori ki te rāngai kai me te muka me ō rātou ake uara, te ngākau titikaha ki te whakauka, te oranga ā-hapori, me te aumangea ki tōnā ahurea. Mā te hāpai i tōna tū hei Māori, āna tikanga Māori me te oranga tangata e taea ai he wāhi mahi whakauka, hauoraora mō ngā whakatipuranga o muri.

Māori in the Food and Fibre Sector

Ko te kitea o te kanohi Māori i te rāngai kai me te muka kei tua atu i te mahi mō te whakatipu huamoni te take – ka rau mai hoki ko te whakapapa, te ahurea tuku iho, te tiakanga o te taiao, me te whakamana tangata, hapori hoki.

Āpiti ki ngā hangapori ohumahi me te ako, ngā hanganga rangatiratanga me ngā taineke ahumahi, me hikoi ngātahi te angitu o te Māori me te oranga tangata, oranga whenua hoki.

E wātea ana ngā pārongo whānui mō te Māori i te rāngai kai me te muka i ā mātou mahere whakawhanake ohumahi:

mukatangata.workforceskills.nz/maori

**"Whatungarongaro te tangata, toitū te whenua -
people come and go, but the land will always remain"**

Te Haumako

- Rangatiratanga Māori - Māori Ownership
- Ohumahi Māori - Māori Workforce
- Panoni Hangapori - Demographic Change
- Ākonga Māori - Māori Learner

He wāhi nui tō te Māori i te rāngai kai me te muka hei rangatira, hei kaimahi, hei ākonga hoki.

Māori are significant in the food and fibre sector as owners, employers, kaimahi, and ākonga.

I te tau 2022, ko te taurite o te pāmu Māori ko te 865 heketea, inā noa atu tērā i te taurite o te pāmu i Aotearoa arā, ko te 279 heketea, me te aha he rearua te maha o ngā kararehe ka whakatipua i te whenua Māori.

In 2022, Māori farms¹ averaged 865 hectares, significantly exceeding the average Aotearoa farm size of 279 hectares, with them supporting roughly twice as much livestock.

Ohumahi Māori = ko tōna 16% o te hunga e mahi ana i ngā ahumahi o Muka Tangata.

Māori workers = 16% of the Muka Tangata's industries' workforce.⁴

Nga rawa o te ngahere = \$4.3 piriona (2018).

Forestry assets = \$4.3 billion (2018).¹

Nga rawa o te pāmu miraka kau = \$4.9 piriona (2018).

Dairy Farming assets = \$4.9 billion (2018).¹

Kaimahi Māori = 55% i Ngā Ratonga Tautoko (11,376); Pāmu Hipi, Piwhi, Tia hoki (8,809); me Pāmu Miraka Kau (5,868) i 2021.

Māori workers = 55% in Support Services (11,376); Sheep, Beef, and Deer farming (8,809); and Dairy farming (5,868) in 2021.²

Nga rawa o te pāmu me te Piwhi = \$8.6 piriona (2018).

Sheep and Beef Farming assets = \$8.6 billion (2018).¹

Ko ngā kaimahi Māori he 31-33% i te rōpū ahumahi Ngahere.

Māori make up 31-33% of workers in the Forestry industry group.³

Kei te Māori anō te pūrawa nui i ngā mahi Ahuwhenua, Hī Ika, Mahi Ngahere hoki = \$23.4 piriona (2018).

The largest sets of assets owned by Māori are in Agriculture, Fishing and Forestry = \$23.4B (2018).¹

I te tau 2018 ko te = \$2.5B te wāriu o ngā hua ratonga i whakaputaina e te māori i roto i ngā mahi Ahuwhenua, Hī Ika me ngā mahi Ngahere hoki.

Value of goods and services produced by the Māori economy in Agriculture, Forestry, and Fishing sector = \$2.5B in 2018.¹

Ko te ōrautanga o ngā ākonga Māori kua tau ki tōna 23% o ngā ākonga kua whakaurua ki ngā tohu mātauranga o Muka Tangata.

Ākonga Māori has remained steady at around 23% enrolled in Muka Tangata qualifications.⁶

Ko te tokomaha o ngā ākonga Māori kua whakaurua ki ngā tohu mātauranga o Muka Tangata i piki ki te 6,975 ākonga i 2021.

Ākonga Māori enrolled in Muka Tangata qualifications increased to 6,975 in 2021.⁶

Kei ngā tohu matapae e kitea ana ko te pikinga taupori o te iwi Māori i ngā reanga katoa o te o te tapeke taupori.

Projections indicate that the Māori ethnic group is likely to increase its share of the total population at all ages.⁵

Nā te mea he nui ake ngā Māori e whānau mai ana, ko te whakapae ia ka tamariki iho te taupori Māori i ērā atu taupori, iwi atu hoki.

Due to their higher birth rates, the Māori population is expected to maintain a significantly younger age structure compared to other populations.

Hei te tau 2040, ko tōna hauwhā o te ohumahi i raro iho i te 40 tau te pakeke he Māori, nā reira me whai hua te pūnaha mātauranga ahumahinga mō te whakangungu Māori me te whakatipu pūkenga, haere ake nei.

By 2040, about 1/4 of the potential workforce under 40 will be Māori meaning a higher reliance on ākonga and kaimahi Māori to meet future skill needs.

¹ Data Source: [Te Ōhanga Māori – The Māori Economy 2018](#) (rbnz.govt.nz)

² For statistical purposes, a farm denotes one or more blocks of land managed as a single operation and engaged in agricultural activity. Māori farms are geographical units belonging to Māori authorities or other Māori enterprises. Activities include livestock farming, horticulture, viticulture, nurseries, forestry, growing grain, and seed crops. For more information, see: [Tatauranga umanga Māori – Statistics on Māori businesses: 2022 \(English\)](#) | Stats NZ

³ Data Source: Stats NZ Integrated Data Infrastructure

⁴ ANZSIC codes that fall under Muka Tangata's remit.

⁵ National ethnic population projections: 2018(base)–2043 (update) | Stats NZ

⁶ Data Source: Tertiary Education Commission database. For more information about TEC data, please visit Reporting and data collection | Tertiary Education Commission (tec.govt.nz)

Ngā Kaupapa - ngā wāhanga mahi

Ngā Kaupapa - broad areas of work

The four broad areas of work that will be ongoing for Muka Tangata are:

- Qualifications and training that work for Māori
- Support for ākongā Māori
- Māori leadership
- Promoting the industries and supporting pathways within them.

The underlying themes that sit within these areas are:

- An understanding that Māori-led solutions work for Māori, and thus for the whole sector.
- The huge research base that indicates the positive difference that incorporating tirohanga Māori, including mātauranga Māori, can make to learning and skill development.

- Our food and fibre industries want more skilled kaimahi Māori. Given that, by 2040, about one quarter of the potential workforce under 40 will be Māori, the ways in which the vocational education system works for ongoing Māori training and skill development is essential.
- In many cases, the needs of Māori and others often do not differ greatly across the different industry groups of the food and fibre sector. But potential solutions could vary significantly, and those solutions should be developed alongside each other.

Koinei ngā wāhanga mahi e whā ka haere tonu mā te Muka Tangata:

- He tohu mātauranga, he whakangungu whai hua hoki mō te Māori
- He tautoko i ngā ākongā Māori
- Kaiārahitanga Māori
- Te whakatairanga i ngā ahumahi me te tautoko i ngā ara o roto.

Koinei ngā kaupapa ake kei roto i ēnei wāhanga:

- Kia mārama tonu ko ngā kaupapa ka riro mā te Māori e ārahi ka whai hua tonu mō te Māori, me te rāngai katoa.
- Ko te pūranga rangahau nui rawa e whakaatu ana i ngā hua pai o te whakauru tirohanga Māori me te mātauranga Māori mō te ako me te whakatipu pūkenga.

- Kei te hiahia ngā ahumahi kai me te muka kia maha atu o ngā kaimahi Māori whai pūkenga. Nātemea, tae rawa ki 2040, ko tōna hauwhā o te ohumahi i raro iho i te 40 tau te pakeke he Māori, nā reira me mātua whakarite kia whai hua te pūnaha mātauranga ahumahinga mō te whakangungu Māori me te whakatipu pūkenga, haere ake nei.
- I te nuinga o te wā, kāore e tino rerekē ngā hiahia o te Māori ki ētahi atu puta noa i ngā rōpū ahumahi rerekē o te rāngai kai me te muka. Heoi, ka nui pea te rerekē o ngā otinga pea, ā, me whai kia whakarite ngātahi i aua otinga.



Ngā tohu mātauranga me te whakangungu whai hua mō te Māori

Qualifications and training that work for Māori

Reviewing and writing qualifications and standards is one of the main ways Muka Tangata has to reform education and training in the food and fibre sector.

Qualifications, micro-credentials, and standards should meet the needs of the diverse range of ākonga, kaimahi, and business operators in the food and fibre sector.

Muka Tangata has introduced changes to how we approach this work to bring those that are affected by the skills needed closer to their design.

As such, we are able to design qualifications and standards that are broad enough to allow ākonga to use mātauranga Māori in their work and assessments. We:

- recognise the importance of values like hauora, kaitiakitanga, whanaungatanga, and manaakitanga to training success.
- explore more flexible ways to deliver and assess learning, especially through micro-credentials and other shorter qualifications which fit around seasons of work.

- produce qualifications and standards that are accessible to Māori, especially those moving into the food and fibre sector, either from schools or from jobs in other fields.
- look at ways Māori can grow their knowledge and skills, and thereby their ability to progress and gain rangatiratanga within industries.

Ongoing actions

1. All future qualification, standard, and micro-credential reviews conducted by Muka Tangata will include investigating how to incorporate mātauranga Māori to meet the needs of ākonga Māori and employers in the sector.
2. All future qualification, standard, and micro-credential reviews conducted by Muka Tangata will develop products that can be delivered more flexibly.
3. Muka Tangata will work with iwi to develop a micro-credential that they can use, if they wish, to teach their iwitanga in a way that protects their mātauranga.

Ko te arotake me te tuhi tohu mātauranga me ngā paerewa tētahi ara mā te Muka Tangata hei whakahou i te mātauranga me te whakangungu i roto i te rāngai kai me te muka.

Me whakaea rawa ngā tohu mātauranga, ngā whiwhinga whāiti, me ngā paerewa i ngā hiahia o te whānuitanga o ngā ākonga, ngā kaimahi me ngā kaiwhakahaere pakihi i te rāngai kai me te muka.

Kua whakaoti te Muka Tangata i ētahi panonitanga e taea ai te noho tahi a te hunga mō rātou ngā pūkenga e hiahiatia ana me te hunga e hoahoa ana i aua pūkenga anō.

Nā reira, ka taea e mātou ngā tohu mātauranga me ngā paerewa te hanga kia whānui tonu e āhei ai te whakamahia o te mātauranga Māori e ngā ākonga i roto i ā rātou mahi, aromatawai hoki.

- Kua mōhio mātou he mea whaitake ngā uara pērā i te hauora, te kaitiakitanga, te whanaungatanga me te manaakitanga kia puta te ihu o te ākonga i te whakangungu.
- Ka tūhura ara e ngāwari ai te tuku akoranga me te aromatawai, inarā mā ngā whiwhinga whāiti me ētahi tohu mātauranga poto e rite ki te wā o te tau.

- Ka whakaputa tohu mātauranga me ngā paerewa tuwhera ki te Māori, inarā ki a rātou e uru ana ki ngā kaupapa mō te kai me te muka, mai i te kura, i te mahi, i kaupapa kē rānei.
- Ka tirohia ngā ara mā te Māori e tipu ai tōna mōhiotanga, ōna pūkenga hoki, mā reira ka piki ake ki ngā tūranga rangatira i roto i ngā ahumahi.

Ngā mahi e haere tonu nei

1. Ka whāiti mai ki ā te Muka Tangata arotakenga anamata katoa o ngā tohu mātauranga, ngā paerewa me ngā whiwhinga whāiti ko te tūhura kia mōhio me pēhea e whakauru ai te mātauranga Māori hei whakarite i ngā matea o te ākonga Māori me ngā kaitukumahi i roto i te rāngai.
2. Ka whakawhanake ā te Muka Tangata arotakenga anamata o ngā tohu mātauranga, ngā paerewa me ngā whiwhinga whāiti i ngā hua kia ngāwari ake te tuku.
3. Ka mahi tahi te Muka Tangata me ngā iwi ki te whakawhanake whiwhinga whāiti mā rātou mēnā ka hiahia rātou ki te whakamahi hei whakaako i tō rātou iwitanga me te tiaki tonu i tō rātou mātauranga.

Te tautoko i te ākongā Māori kia puta tōna ihu i te whakangungu i te ohumahi hoki

Supporting ākongā Māori to succeed in training and in the workforce

No matter how good, accessible, and fit for purpose the qualifications are, there are many other factors that contribute to how well ākongā learn.

This includes:

- the programme they are learning through,
- how ready they are to learn,
- valuing the skills and knowledge they bring to the workforce, and
- the wellbeing of their whānau and homelife.

Some work that Muka Tangata has started includes:

- Supporting the success of ākongā Māori, mātauranga Māori, and te ao Māori through our quality assurance and moderation functions.
- Developing the Food and Fibre Skills Framework to identify how life skills and attributes can be brought into the workforce informally.

A holistic approach to supporting ākongā and kaimahi is consistently raised as an important kaupapa in our conversations with industry. This is often referred to as pastoral care and supports individuals with their physical and mental wellbeing, as well as their social connections with their whānau and community.

While Muka Tangata cannot directly influence how pastoral care can be adopted in the workplace, we want to work with industry organisations and government to promote and support ways in which workplaces can take up the challenge for their workforce.

Ahakoā pēhea te pai, te tuwhera, te tika rānei o te tohu mātauranga, arā anō ētahi āhuatanga whai koha ki te ako pai a te ākongā.

Arā:

- ko te whakaakoranga kei te whāia e ia,
- tōna rite ki te ako,
- te whakanui i tōna ake kete pūkenga, kete mātauranga hoki ka haria mai e ia ki te ohumahi,
- te oranga o te whānau me te kāinga.

Ko ngā mahi a Muka Tangata kua tīmata kē:

- Te tautoko i te angitu o te ākongā Māori, te mātauranga Māori, me te ao Māori mā roto i ā mātou mahi whakaū kounga, whakaōrite hoki.
- Te whakarite Anga Pūkenga Kai me te Muka hei tautohu i ngā pūkenga me ngā āhuatanga e kawea ōpakitia ki roto i te ohumahi.

Ko tētahi kaupapa he rite tonu te kōrerotia e mātou me ngā ahumahi ko te aro ki te katoa o te ākongā me te kaimahi. I te nuinga o te wā ka kīia tēnei he tauwhiro, he tautoko tangata me tōna taha tinana, hinengaro hoki, me ngā hononga ā-whānau, ā-hapori hoki.

Ahakoā kāore e āhei te Muka Tangata ki te whakaaweawe i te āhua o te tauwhiro i roto i te wāhi mahi, ko te hiahia ia kia māhi tahi mātou me ngā whakahaere ahumahi, te kāwānanatanga ki te whakatairanga me te hāpai i ngā wāhi mahi ki te kawē i tēnei kaupapa mō tā rātou ohumahi.



Food and Fibre Skills Framework

In 2023, Muka Tangata, in partnership with the Food and Fibre Centre of Vocational Excellence began the development of a Food and Fibre Skills Framework. It is a way of thinking about skills, knowledge, and attributes that are important and useful, before we think of qualifications.

It acknowledges:

- fundamental skills and knowledge that are vital across all industries,
- broader skills and technical knowledge that are relevant across one or more sectors, and
- highly technical knowledge and skills that emerge within specific industries and specialised roles within those industries.

The framework has been developed to support the wide diversity of kaimahi and ākonga in the food and fibre sector. Muka Tangata will use the framework to help guide our work including qualifications development and quality assurance. We will encourage its use by providers to build quality programmes, and industries to inform training development and career pathways.

It means that kaupapa that are important to Māori culture, lifestyle, and wellbeing can be recognised for the value they add to how Māori learn and the skills they bring to the workforce.

For example, think about the amazing range of skills that Māori use to run a successful marae – the understanding of tikanga, whakapapa and history; the logistical and management skills to organise a tangihanga; running a kitchen in a way to feed lots of people on a tight budget, sometimes with little notice; the people skills to keep whānau united. They are skills which could add value to any workplace.

The Food and Fibre Skills Framework will increase understanding of how knowledge and skills gained in many places and ways can be recognised in different jobs.

Ongoing actions

4. Use the Food and Fibre Skills Framework to guide Muka Tangata kaupapa Māori work to support ākonga Māori to succeed.
5. Develop a user-friendly guide for industries on how to use the Food and Fibre Skills Framework by June 2025.

Anga Pūkenga Kai me te Muka

I 2023, i noho rangapū te Muka Tangata me te Food and Fibre Centre of Vocational Excellence ki te hanga i tētahi Anga Pūkenga Kai me te Muka. Mā tēnei hanga ka mātua whai whakaaro ki ngā mea whaitake, arā, ngā pūkenga, te mātauranga me ngā āhuatanga, i mua i te whakaaro ki ngā tohu mātauranga.

Ko tāna hoki he taunaki:

- i ngā pūkenga me ngā mōhiotanga taketake e tika ana mō ngā ahumahi katoa,
- i ngā pūkenga whānui me te mōhiotanga ake e hāngai ana ki te rāngai kotahi, ētahi rāngai rānei, me
- ngā tino mōhiotanga, ngā tino pūkenga ā-kaupapa ka puta i tētahi ahumahi ake me tētahi tūranga mahi ake i roto i aua ahumahi anō.

Kua hangā te anga hei tautoko i te kanorau o ngā kaimahi me ngā ākonga i te rāngai kai me te muka. Ka whakamahi te Muka Tangata i te anga hei ārahi i ā mātou mahi tae atu ki te whakarite tohu mātauranga ki te mahi whakaū kounga. Ka akiaki mātou i ngā kaituku kia whakamahi i te anga mō te hanga whakaakoranga kounga, i ngā ahumahi hoki kia whakarite kaupapa whakangungu me ngā aramahi.

Nā konei ko ngā kaupapa whaitake ki te ahurea Māori me te oranga Māori ka noho hei taunaki, hei mea whai hua ki ngā huarahi ako a te Māori me ngā kete pūkenga ka kawea mai ki te ohumahi.

Hei whakatauiria ake, tirohia te whānuitanga o ngā pūkenga mahi marae a te Māori – te mōhio me te mārāma ki ngā tikanga, whakapapa, kōrero tuku iho; ngā pūkenga whakarite, hei whakahaere i tētahi tangihanga; te whakahaere i te wharekai hei whāngai i te tini o te tangata me te iti o te pūtea me te aha, me whakarite i runga i te kupu ohorere, ngā pūkenga whanaungatanga e piritahi ai te whānau. He pūkenga ēnei ka tino whai hua i roto i te wāhi mahi, ahakoa te wāhi.

Ko tā te Anga Pūkenga Kai me te Muka he whakapiki māramatanga ki ngā mōhiotanga me ngā pūkenga kua whiwhia mai i ngā wāhi maha, huarahi maha hoki, ā, me pēhea te āhukahuka i ngā tūranga mahi rerekē

Ngā mahi e haere tonu nei

4. Whakamahia te Anga Pūkenga Kai me te Muka hei ārahi i te mahi kaupapa Māori a Muka Tangata ki te hāpai i ngā ākonga Māori e puta ai ō rātou ihu.
5. Hanga i tētahi aratohu tika mā ngā ahumahi kia mōhio me pēhea whakamahi i te Anga Pūkenga Kai me te Muka i mua i Hune 2025.

Te Whakatōnga

One of the main ways that Muka Tangata can contribute to high quality teaching and learning for Māori is through our quality assurance work.

In the education system, quality assurance ensures consistent improvements in programmes and qualifications. Good quality assurance contributes to a positive experience for ākonga.

Te Whakatōnga, released in 2023, marked the beginning of our commitment to produce meaningful work that will grow, enhance, and support mātauranga Māori and te ao Māori values within the vocational education system. The journey to a rich experience starts with the simple step of planting a seed - a seed that has the potential to provide abundance for whānau, hapū, and iwi.

Te Whakatōnga and its recommendations have enabled the Quality Assurance and Enhancement team to embed mātauranga Māori and te ao Māori into their ways of working, both internally and with providers.

We:

- actively build relationships with providers, including kaupapa-Māori providers and iwi providers, by meeting kanohi ki te kanohi. Whanaungatanga like this is at the heart of success for Māori – but we believe many others gain value from it too.

- work alongside Kura Kaupapa Māori to moderate learner samples in te reo Māori, and encourage te reo Māori as 'best practice' for ākonga Māori who have been immersed in te ao Māori.
- collaborate with providers and education partners to establish a te ao Māori resource repository to support awareness and capabilities in te ao Māori: mukatangata.nz/successful-maori-centric-practices-and-models
- share ways of incorporating mātauranga Māori into ways of working through seminars that support the success of ākonga Māori in non-kaupapa Māori provider settings: mukatangata.nz/recordings-and-seminars

Ongoing actions

We continue to strengthen our efforts for the advancement of Māori in the food and fibre sector. We aim to accomplish the following by the end of 2024:

- Provide mātauranga Māori seminars to support the capabilities and understanding of providers.
- Establish a regular hui with our qualifications and quality assurance kaimahi and kaupapa Māori providers to formalise communications between the organisations.
- Support kaupapa Māori providers in developing and delivering quality programmes and broker solutions to their challenges.

Te Pānga o Te Whakatōnga

Ko tā mātou mahi whakaū kounga tētahi huarahi mā te Muka Tangata kia tino kounga ai ngā whakaakoranga mō te Māori.

I te pūnaha mātauranga ko tā te whakaū kounga he mātua whai kia ōrite ngā whakapainga ake i ngā whakaakoranga me ngā tohu mātauranga. Kia pai te mahi whakaū kounga, ka tino rawe te wheako o te ākonga.

Nō 2023 i whakaputangia ai Te Whakatōnga, hei tohu i te koronga me te ngākau titikaha ki te hanga mahi whitake hei whakatipu, hei whakaniko, hei tautoko hoki i te mātauranga Māori me ngā tikanga Māori i roto i te pūnaha mātauranga ahumahinga. Ko te tīmatanga o te haerenga ki te wheako tino whaihua ko te whakatōnga kākano – he kākano me tōna anō pito mata e makuru ai te whiwhi mō te whānau, te hapū me te iwi.

Nā Te Whakatōnga me āna tūtohunga i āhei ai te tīma Whakaū Kounga me te Whakanikonga ki te whakarite kia noho taketake te mātauranga Māori me te ao Māori ki ā rātou tikanga mahi tara-ā-whare i te taha hoki o ngā kaituku.

Ka:

- mātua mahi mātou ki te whakarite hononga me ngā kaituku, otirā me ngā kaituku kaupapa-Māori, ngā kaituku iwi hoki, mā ngā hui kanohi ki te kanohi. He pēnei te noho o te whanaungatanga ki te pūtaka rawa o te angitu mō te Māori – engari e whakapono ana mātou ka whai hua hoki te tokomaha atu i tēnei mahi.

- mahi i te taha o ngā Kura Kaupapa Māori ki te whakaōrite i ngā tauira mahi a ngā ākonga i te reo Māori, ka akiaki hoki te whakamahia o te reo Māori hei tauira o 'te mahi akoako pai rawa' mō ngā ākonga Māori kua rumakina ki te ao Māori.
- mahi tahi me ngā kaituku me ngā hoa mātauranga ki te whakarite putunga rauemi ao Māori hei hāpai i te mōhiotanga me te āheinga i te ao Māori: mukatangata.nz/successful-maori-centric-practices-and-models
- tuari tauira e whakauru ai te mātauranga Māori ki ngā huarahi ako mā ngā wānanga e hāpai ana i te angitu o te ākonga Māori i roto i ngā wāhi o te kaituku kaupapa kē: mukatangata.nz/recordings-and-seminars

Ngā mahi e haere tonu nei

Ka whakakaha tonu i ā mātou mahi e koke ai te Māori i roto i te rāngai kai me te muka. Ko ā mātou whāinga mahi hei whakatutuki i mua i te mutunga o 2024:

- Kia tuku wānanga mātauranga Māori hei hāpai i te āheinga me te māramatanga o ngā kaituku.
- Kia whakarite hui auau me ā mātou kaimahi tohu mātauranga, kaimahi whakaū kounga me ngā kaituku kaupapa Māori ki te whakarite kawa whakawhitihiti kōrero i waenga i ngā whakahaere.
- Kia tautoko i ngā kaituku kaupapa Māori ki te hanga, ki te tuku whakaakoranga kounga hoki me te kimi rongoā hei whakatutuki i ngā wero.

Māori wellbeing in the food and fibre sector

Our industry engagement indicates a strong interest in ways to attract and retain kaimahi Māori, and how to support them through training and skill development. We also get a strong sense that quality pastoral care contributes to success in training and skill development.

We see that the two are related and that, within work-based training, good pastoral care is largely determined by the culture of the workplace.

There are many examples of pastoral care in the workplace that naturally work for Māori, but these are often built on the intrinsic understanding of te ao Māori by that workplace's leadership.

For employers who do not have a strong personal connection to te ao Māori, the challenge is how to build a culture within their workplaces that empowers them to be places where Māori wellbeing is understood and where Māori feel valued and want to contribute as part of a high-performing workforce.

In the last two decades, understanding of Māori wellbeing has been well researched and written about. Models such as Te Whare Tapa Whā, developed by Sir Mason Durie in the 1980s as a way of understanding Māori health and wellbeing, have been adopted in many health and social services. More recently, the New Zealand Treasury has built on that (and other) work as it led He Ara Waiora, a framework designed for government to outline a Māori conception of wellbeing with the ultimate aim of lifting the wellbeing of all New Zealanders.

However, tools and ways to use these frameworks are not always user-friendly for those working in the food and fibre sector.

Ongoing actions

9. Work with industry representatives and government agencies to develop practical tools and guidelines for Māori wellbeing in workplaces based on existing models.
10. Actively seek and promote examples workplaces that have employed Māori wellbeing concepts and how they have been successful. Encourage industry bodies to do the same.

Te oranga o te Māori i roto i te rāngai kai me te muka

I tā mātou mahi whakaanga ahumahi i kitea te aronga nui ki ngā huarahi hei whakapoapoa, hei pupuri hoki i ngā kaimahi Māori, me pēhea hoki te tautoko i a rātou mō te roanga o te whakangungu me te whakawhanake pūkenga. I kaha rongo mātou he wāhi nui tō te tauwhiro kounga kia angitu i roto i te whakangungu me te whanaketanga pūkenga.

E kite ana mātou i te hononga o ngā mea e rua, i roto i te whakangungu i te wāhi mahi, ko te pai o te tauwhiro ka āta whakatinanatia e te ahurea o te wāhimahi.

Arā ngā tauira maha o te tauwhiro tangata i te wāhi mahi ka whai painga mō te Māori, engari he mea whakapiki ēnei i runga i te māramatanga ki te ao Māori i ngā kaiārahi o taua wāhi mahi.

Ko te wero mā ngā kaitukumahi kāore kau ō rātou hononga ki te ao Māori ko te mōhio me pēhea te whakatipu i te ahurea i roto i ā rātou wāhi mahi kia tū hei wāhi e mārā ana ki te oranga o te Māori, ā, ka rongo hoki te Māori i te wairua whakamānawa kia whai koha rawa ia ki te ohumahi te tino kounga tiketike.

I ngā tekau tau e rua kua hipa, kua tino hōhonu te rangahau me te tuhi mō te oranga o te Māori. Ko ngā tauira pērā i Te Whare Tapa Whā, nā Tā Sir Mason Durie i waihanga i ngā tau 1980 hei whakamārama i te hauora me te ōranga o te Māori, kua whakamahia e ngā ratonga hauora, pāpori e hia nei. I nāia tata ake nei, kua whakapiki atu Te Tai Ōhanga i tērā (i ētahi atu hoki) mahi nōna i arataki He Ara Waiora arā, he anga i whakaritea mō te kāwanatanga hei whakatakoto māna i tā te Māori ariā mō te oranga i runga i te whāinga roa kia hiki i te oranga o ngā tāngata katoa o Aotearoa.

Heoi, ko ngā rauemi me ngā tikanga whakamahi i ēnei anga kāore e māmā noa mā te hunga e mahi ana i te rāngai kai me te muka.

Ngā mahi e haere tonu nei

9. Te mahi me ngā māngai ahumahi me ngā tari kāwanatanga ki te hanga rauemi tika me ngā aratohu mō te oranga Māori i te wāhi mahi e takea mai ana i ngā tauira pai o tēnei wā.
10. Me mātua rapu me whakatairanga tauira hoki mā ngā wāhi mahi e whakamahi ana i ngā ariā oranga Māori me ngā take i angitu ai. Ākina ngā rōpū ahumahi kia pērā te mahi.

Te Māori hei kaiārahi

Māori as leaders

Māori ownership in the food and fibre sector and the number of Māori who work in the different industry groups is well documented.

However, we've heard that the proportion of the Māori workforce at a leadership level is weak. Māori are in entry-level jobs and are less likely than others to be team leaders, supervisors, and senior managers.

Māori owners in the sector are particularly strong in expressing their desire to have more Māori as leaders in their organisations. Being part of making daily decisions in the workplace can positively affect the wellbeing of their whānau and their whenua.

Ongoing actions

11. Establish a Māori leadership framework, which can be delivered around the country as a programme or course, to lead to a future qualification on Māori leadership.
12. Work with Ringa Hora to develop a micro-credential that recognises Māori leadership learning, so that the knowledge and skills are recognised within the qualification system.
13. Ensure Māori leadership concepts are incorporated into all leadership qualifications that Muka Tangata develops.

He nui ngā kōrero kua tuhia mō te rangatiratanga Māori i te rāngai kai me te muka me te tokomaha o ngā Māori kei ngā rōpū ahumahi rerekē e mahi ana.

Engari, kua rongo mātou ko te pānga riterite o te ohumahi Māori kei ngā tūranga kaiārahi he iti noa iho. Ko ngā Māori kei ngā tūranga tomonga e kore pea e piki ki ngā tūranga o te kaiārahi tīma, kaitiro tiro me ngā kaiwhakahaere matua.

Ko ngā rangatira Māori i te rāngai kua kī mai ko tō rātou tino hiahia kia maha atu ngā Māori hei kaihautū i roto i ā rātou whakahaere. Ko te whai wāhi ki ngā whakatau o ia rā i roto i te wāhi mahi he oranga pai tērā mō tō rātou whānau, whenua hoki.

Ngā mahi e haere tonu nei

11. Te whakarite i tētahi anga kaiārahitanga Māori, ka tukua ai huri noa te motu, hei whakaakoranga, hei huarahi atu ki tētahi tohu mātauranga anamata mō te kaiārahitanga Māori leadership.
12. Mahi tahi me Ringa Hora ka whakarite ai i tētahi whiwhinga whāiti e hāngai ana ki te ako kaiārahitanga Māori, e mana ai te mātauranga me ngā pūkenga i roto i te pūnaha tohu mātauranga.
13. Mātua whai kia whakaurua ngā ariā kaiārahitanga Māori ki ngā tohu mātauranga kaiārahitanga katoa ka hangaia e te that Muka Tangata.



Māori Leadership Development Project – a joint project with the Food and Fibre Centre of Vocational Excellence

Māori play a vital role in the food and fibre sector, both in terms of their land holdings dedicated to production and their participation in the workforce. It is widely accepted, though, that Māori representation within food and fibre leadership doesn't match their contribution to the sector. Simply put, kaimahi Māori tend to be working directly on the whenua with the tools, with significantly fewer in supervision, management, and executive roles.

We want to fix that. We already know what good leadership looks like. The knowledge of our tīpuna has been handed down, and enhanced, by plenty of research. We also know that Māori value future thinking and putting others first which makes them natural leaders. What is missing is a way to teach these lessons to potential leaders that go alongside their knowledge of the jobs on the farm, orchard, or forestry block.

Muka Tangata has started working with the Food and Fibre Centre of Vocational Excellence on a project that aims to build a framework of leadership principles, and then work with provider partners to teach these principles through wānanga, individual mentoring, and reflection. This will give our younger leaders the confidence and support to step up to the influential roles in their businesses and industries.

The project builds on research that describes key leadership principles for Māori specifically, as well as qualities and principles that are relevant to the food and fibre sector which are aligned with te ao Māori. The framework will incorporate this knowledge to establish a Māori leadership framework, which can be delivered around the country as a programme or course, to lead to a future qualification.

Kaupapa Whakatipu Kaiārahi Māori – he kaupapa tūhono me te Food and Fibre Centre of Vocational Excellence

He wāhi hirahira tō te Māori i te rāngai kai me te muka, ki te taha ki ōna whenua whakatipu kai, ka tahi, me tōna whai wāhi ki te ohumahi, ka rua. Kua moana te whakaaro, ko te tū a te Māori hei kaiārahi i roto i te rāngai kai me te muka kāore e rite ki tōna anō whai koha ki te rāngai. Me kī, ko te kaimahi Māori he ihuwhenua, he ringa mahi, me te aha he tokoiti noa iho kei ngā tūranga kaiwhakahaere, tūranga kaiārahi hoki.

Me whakatika e mātou, ka tika. Mōhio tonu mātou ki te āhua o te kaiārahi pai. He mātauranga tērā tukua iho mai i ngā tīpuna, ka whakanikoa e te nui o te rangahau. Mōhio hoki mātou he mea nui ki te Māori te anga whakamua me te whakaaro nui ki te tangata, nā reira he tika ia hei kaiārahi pai. Ko te mea e ngaro ana ko ngā huarahi whakaako mā te hunga ka tautohua hei kaiārahi kia haere ngātahi tēnei me ō rātou mōhiotanga ki te mahi i runga pāmu, i te kāri huarākau, i rō ngahere rānei.

Kua tīmata te Muka Tangata ki te mahi tahi me Food and Fibre Centre of Vocational Excellence i runga i tētahi kaupapa ko tōna whāinga ana he hanga i tētahi anga matāpono kaiārahitanga, kātahi ka mahi me ngā hoa kaituku ki te whakaako i ēnei matāpono mā roto i ngā wānanga, te ārahi takitahi me te huritau. Mā konei e ngākau titikaha ai ā tātou kaiārahi rangatahi nei ki te piki ki ngā tūranga whakaaweawe i roto i ā rātou pakihi, ahumahi hoki.

Ka whakapiki tēnei kaupapa i runga i ngā rangahau e whakaahua ana i ngā tino matāpono kaiārahitanga mā te Māori, me ērā āhuatanga, matāpono hoki e tika ana ki te rāngai kai me te muka e hāngai ana hoki ki te ao Māori. Ka whakauruuru mai ki te anga nei tēnei mātauranga hei hanga i tētahi anga kaiārahitanga Māori, ka tukua ai huri noa te motu, hei whakaakoranga, hei huarahi atu ki tētahi tohu mātauranga anamata mō te kaiārahitanga Māori.

Te whakatairanga i ngā ahumahi me te tautoko i ngā ara o roto

Promoting the industries and supporting pathways within them

The relationship of Māori with the land and water encompasses spiritual and cultural, as well as practical and economic, practices.

Yet, like others in the food and fibre sector, it is often difficult to attract rangatahi to the industries and instil in them, and their whānau, the value of careers in the sector.

Muka Tangata has already started work on initiatives to improve pathways in the food and fibre sector.

For example, the focus of the Entry Level project is to review the Level 2 and Level 3 food and fibre qualifications. We will also scrutinise career pathways into the sector and develop suitable education products and standards that enable a wide range of people, including school leavers, to transition into the workforce and ignite a passion for employment in the food and fibre sector of Aotearoa.

One of the aims of this work is to develop an entry level qualification that can be applicable to different industries within the sector. With many Māori landowners wanting to diversify the industries on their whenua, this approach would make it easier for them to give rangatahi a variety of work experiences within their organisations.

Ongoing actions

14. Work with industry and government to promote positive pathways for Māori within the food and fibre sector.
15. Ensure that Māori industry goals are reflected in the Entry Level qualification development project outputs.
16. Develop a digital tool and template to help organisations develop their own workforce development plans that incorporate positive pathways for their rangatahi.

Kei te hononga o te Māori ki te whenua me te wai te taha wairua, te taha ahurea, me ngā ritenga mahi, ritenga ohaoha hoki.

Heoi, pērā me ēkai me ētahi atu i te rāngai kai me te huka, he mea uaua te poapoa rangatahi mai ki ngā ahumahi kia mārama ai ki a rātou, ki ō rātou whānau hoki te uara o te aramahi i roto i te rāngai. the value of careers in the sector.

Kua tīmata kē te Muka Tangata ki te kōkiri kaupapa e pai ake ai ngā ara i roto i te rāngai kai me te muka.

Hei tauria, ko te arotahi o te kaupapa Taumata Whakauru he arotake i ngā tohu mātauranga kai me te muka Taumata 2, 3 hoki. Ka tirotiro mātou i ngā aramahi ki te rāngai, ka whakarite hua mātauranga, perewa hoki e taea ai te whānuitanga tāngata, me te hunga whakarere kura, ki te whakawhiti ki te ohumahi, ka ngākaunui ai ki te mahi i roto i te rāngai kai me te muka i Aotearoa.

Ko tētahi whāinga o tēnei mahi ko te whakarite tohu mātauranga tomonga e rite ana ki ngā ahumahi rerekē i te rāngai. Nātemea e hiahia ana ngā rangatira whenua Māori ki te whakarau i ngā ahumahi i runga i ō rātou whenua, mā tēnei huarahi e māmā ai mā rātou ki te tuku wheako rerekē mā te rangatahi i roto i ā rātou whakahaere.

Ngā mahi e haere tonu nei

14. Te mahi tahi me ngā ahumahi me te kāwanatanga ki te hāpai huarahi whaipāinga mā te Māori i roto i te rāngai kai me te muka.
15. Mātua whakarite kia kitea ngā whāinga ahumahi Māori i putanga o ngā tohu mātauranga Taumata Whakauru.
16. Te whakawhanake rauemi me te tātauiria matihiko hei āwhina i ngā whakahaere ki te hanga i ā rātou ake mahere whakatipu ohumahi e whakaururu ana i ngā aramahi whaipāinga mō te rangatahi.

Pā harakeke - ehara ko mātou anake

Pā harakeke - we are not alone

Harakeke does not grow alone. The name for a cluster of flax is pā harakeke. Together the flax benefit from mutual support against the wind, to retain soil moisture, and to suppress weed growth.

Just as a harakeke is stronger when it is planted with others, so too are plans that are created with consideration to others. That is why Muka Tangata wants to collaborate with other organisations with an interest in Māori thriving in the food and fibre sector.

Iwi and hapū Māori, Māori industry groups, and wider government have many plans that outline goals and how they might achieve them.

By making sure our work complements that of others, we will achieve more for Māori, and more for the food and fibre sector.

Iwi and hapū Māori

Many iwi and hapū Māori have long term aspirations that their whenua and other resources will be used to support the wellbeing of their people.

While the food and fibre sector features strongly in many iwi plans, there are also many other industries that iwi and hapū have an interest in. Workforce Development Councils are working together to ensure that we look at iwi and hapū requirements in the vocational education and training system together.

Māori industry

Māori industry bodies are a powerful voice for Māori in the food and fibre sector.

Organisations including FoMA (the largest network of Māori Freehold landowners in Aotearoa NZ), Ngā Pou a Tāne (a membership organisation of around 14,000 Māori with an interest in forestry), and Tangata Huawhenua (a collective of Māori in the horticulture industry) are advocating and planning together.

Groups like these provide Muka Tangata with invaluable insights into the aspirations of Māori in their industries and we have a responsibility to work closely with them on ways that the vocational education system can support their aspirations.

Kāore te harakeke e tipu tūtahi. Engari, he tipu tōpū kē hei pā harakeke. Nā te tipu tōpū e kaha ai te harakeke ki te hau, te pupuri i te oneone haukū, te tāmi hoki i ngā taru.

Inā te kaha o te harakeke e whakatōngia tōpūngia ana, he pērā anō me ngā mahere i hangaia i runga whakaaro ki ētahi atu. Koina te take i hiahia ai te Muka Tangata ki te mahi tahi me ētahi atu whakahaere e kaingākau nei kia tipu te Māori i roto i te rāngai kai me te muka.

Kei ngā iwi me ngā hapū Māori, kei ngā rōpū ahumahi Māori, me ngā tari kāwanatanga ā rātou mahere maha e whakatakoto ana i ngā whāinga me pēhea hoki e tutuki ai.

Mā te āta whakarite i tā mātou mahi kia kīnakitia ā ētahi atu, ka rawe ai te whiwhi mō te Māori, mō te rāngai kai me te muka hoki.

Ngā iwi me ngā hapū Māori

Kei te maha o ngā iwi me ngā hapū Māori ō rātou moemoeā kia whakamahia ō rātou whenua hei toko i te ora o ā rātou nā uri.

Ahakoia he wāhi nui tō te rāngai kai me te muka i roto i ngā mahere ā-iwi, arā kē ētahi ahumahi kei te tirohia e ngā iwi me ngā hapū. E mahi tahi ana ngā Ohu Mahi kia āta tirohia ai ngā hiahia o ngā iwi me ngā hapū i roto i te pūnaha mātauranga ahumahinga me te whakangungu.

Ahumahi Māori

He mea whaimana te reo o ngā rōpū ahumahi Māori mō te Māori anō i roto i te rāngai kai me te muka.

Ko ngā whakahaere pērā i **FoMA** (te kōtuinga nui rawa o ngā rangatira whenua herekore Māori i Aotearoa), **Ngā Pou a Tāne** (he whakahaere whai mematangā me tōna 14,000 Māori e mahi ana i rō mahi ngahere), me **Tangata Huawhenua** (tētahi huihuinga Māori kei te ahumahi ahumāra) kei te whakahau tahi, kei te mahere tahi.

Ka tuku māramatangā ngā rōpū pēnei ki te Muka Tangata e pā ana ki ngā moemoeā o te Māori i roto i ā rātou nā ahumahi, ā, me mātua mahi tahi mātou me rātou e pā ana ki ngā huarahi e tautoko ai te pūnaha mātauranga ahumahinga i ō rātou moemoeā.

Government agencies

We formally report to the Tertiary Education Commission, but our work also has an impact on Māori development in other government agencies and we want to contribute and be informed by that work.

At the time of writing Te Haumako, there are two plans within government that closely relate to the food and fibre sector.

- **He Kai Kei Aku Ringa - Ministry of Business, Innovation and Employment:**

The Māori Crown economic growth partnership to drive an all-of-government focus on achieving positive economic outcomes for Māori.

- **Rautaki mo te Taurikura - Ministry for Primary Industries:**

A plan that aims to support the Māori food and fibre sector in achieving their aspirations. It includes an emphasis on career pathways and leadership development in the sector.

Both reports were developed with extensive consultation with Māori and include goals and actions that the work of Muka Tangata embraces.

Ongoing actions

17. Collaborate with the other Workforce Development Councils on engagement with iwi and hapū Māori to ensure that skills and training needs are looked at across different industries that they are involved in.
18. Build and strengthen relationships between Muka Tangata and Māori industry organisations.
19. Provide a regular report that identifies government agency plans that relate to Māori in the food and fibre sector and how we support them.

Tari Kāwanatanga

Ka pūrongo ōkawa mātou ki Te Amorangi Mātauranga Matua, engari he whakapānga anō o tā matou mahi ki te whanaketanga Māori i ērā atu tari kāwanatanga, ā, me whai koha mātou ki taua mahi, me whai māramatanga mai hoki.

I te wā e tuhia ana Te Haumako e rua ngā mahaere kei roto i te kāwanatanga e pā tonu nei ki te rāngai kai me te muka.

- **He Kai Kei Aku Ringa:**

Koia te rangapū Māori-Crown whakatipu ohaoha hei kōkiri i te arotahi kāwanatanga-katoa e whiwhi putanga pai ai mō te Māori.

- **Rautaki mo te Taurikura:**

He mahere e whai ana ki te tautoko i te rāngai kai me te muka Māori kia rite ngā moemoeā. E hāngai pū ana ki ngā ramahi me te whanaketanga kaiārahitanga i roto i te rāngai.

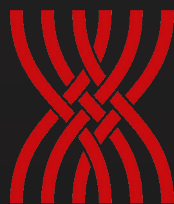
He mea hanga ēnei pūrongo e rua i runga i te whakawhiti kōrero whānui me ngāi Māori, ā, kei roto nei ōna whāinga me ngā mahi anō a te Muka Tangata.

Ngā mahi e haere tonu nei

17. Mahi tahi me ngā Ohu Mahi ki te whakawhiti kōrero me ngā hapū me ngā iwi Māori e mātua whakarite ai kia āta tirohia ngā pūkenga me ngā matea whakangungu puta noa i ngā ahumahi rerekē kei reira rātou e mahi ana.
18. Te tuitui me whakakaha hoki i te taura here i waenga i te Muka Tangata me ngā whakahaere ahumahi Māori.
19. Te whakatakoto pūrongo auau e tautohu ana i ā ngā tari kāwanatanga mahere e pā ana ki te rāngai kai me te muka me pēhea mātou e tautoko i a rātou.



In the woolshed: Tumunui Trust, near Rotorua, hosted Muka Tangata council and staff August 2023. A living example of mātauranga Māori at work on the farm.



MUKA TANGATA

People, Food and Fibre

Workforce Development Council

For more information please contact:

info@mukatangata.nz | 04 909 0288 | www.mukatangata.nz