

STRATEGIC PLAN



Tāhuri Whenua
National Māori Vegetable
Growers Collective

PREPARED BY



APRIL 2005

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STRATEGIC PLAN

for

**TAHURI WHENUA
Incorporated Society**

April 2005

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FOREWORD

Provided by Nick Roskrige, Chairman, Tahuri Whenua, 2005

The New Zealand horticulture industry is worth in excess of \$2.1 billion annually¹. Within the wider horticulture industry there are a number of sectors which exist independently whilst contributing to the industry as a whole. The key sectors are: fruit production, cut-flower production, nursery production, amenity horticulture, organic production and vegetable production. Maori contribute to all sectors to some extent however it is the vegetable sector estimated to be worth over \$520million annually² to which this strategic plan is written.

Maori are horticulturists. We know this through our whakapapa which identifies the fact right at the very origins of our people; the sons of Papatuanuku and Ranginui included Rongo-ma-Tane and Haumie-tiketike, manifestations and guardians of the cultivated and uncultivated crops respectively. Our history recalls the importance of key crops during the periods of migration to Aotearoa; taro, aute, uwhi, hue and kumara. Prior to the arrival of Europeans, Maori were subsistence horticulturists' dependant on the success of these crops for matters of survival, hospitality and health. Subsequent to the colonisation of Aotearoa, Maori became key players in the production and marketing of horticultural crops – primarily vegetables but not exclusively – to the new settlements. In the mid-Nineteenth Century we – Maori – were the key suppliers of fresh produce to burgeoning settlements such as Auckland and Nelson. We had the skills and resources to manage this but since that time our presence in horticulture/vegetable production within Aotearoa/New Zealand has diminished to the point where vegetable production on a commercial scale is somewhat rare for Maori.

Maori now have a quite different relationship with land than they ever had before. Legislation controls how Maori align to the land resource and how Maori manage it for any productive system. New technology in the horticulture industry has meant the ability to participate has become more skilled and expensive. Horticulture is no longer the labour intensive industry it once was. It is now highly managed to gain the optimum outputs from a limited resource but this comes at a price. The cost of participation is continually increasing and those who are visionary have the opportunity to move out of commodity production and into high-value, niche production. This requires a continued development of skills and knowledge relative to the specific land use on any horticulture block. No longer is the generic knowledge of the resource and crop sufficient to guarantee an income. The industry has become global rather than national or local; a major change from the productive times of the 19th and 20th Centuries and one which will continue to move in that direction.

So where do Maori fit into horticulture in the 21st Century? Horticulture remains an economic option for Maori and Maori land owners but the rules have changed. Success requires producers to be highly skilled managers targeting both economic and sustainable land use and also has become more and more reliant on technology. Investment in research and development is often the key to both creating and implementing technology in the horticulture sector. For the best part, Maori are yet to

¹Hortresearch, 2003: NZ Horticulture Facts & Figures, 2002

² ibid.

be highly visible in the modern high-value horticulture sector in this country. This does not mean they are not there, just that Maori are a minority within the industry.

The taewa³ project based at Massey University was a catalyst for the formation of Tahuri Whenua Inc. Soc. As this project grew and took on a life of its own, more and more Maori groups wanted to grow taewa and other 'indigenous' vegetable crops. Today the project has grown to also include kaanga – the old varieties of corn – hue and kamokamo as key crops. The interest and support from the wider Maori community (and pakeha community) and media continues to be amazing and very positive.

Putting aside the actual production of crops, we came to realise that as a collective of Maori vegetable growers from Kaitaia to Bluff, Maori did not have a structure to participate at a national level in the production sector nor to facilitate interaction between growers, often isolated from other growers throughout the country. Subsequently, in 2001/2002 we started to hold regular hui to bring Maori vegetable growers together and to look to the future with these crops and others. Representatives of the education, horticulture and vegetable sectors were invited to speak to these hui and to date we have had over 12 hui throughout the country focusing on the original project and the future of Maori in the vegetable industry. These hui also included workshops concerning various crops and showcasing visits to Maori production units.

The reality that Maori needed a national identity as vegetable producers became apparent for a number of reasons including:

- The need for a Maori presence in existing sector interests such as Vegfed, 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 Maori and other components of the modern Te Ao Maori
- The desire for a forum to bring Maori with common interests in whenua and vegetable production together to both support and learn from each other
- The desire to facilitate the return of our future generations to a relationship with the whenua through vegetable and crop production
- The need for a national entity which could purchase and disseminate research and development for, and on behalf of, Maori.
- The need for a strategy which ensures better mechanisms for Maori investment in the vegetable sector and, investment in Maori in the same sector.

During 2004 a core collective of Maori vegetable producers have taken the needs in hand and established a representative body which has recently been approved by the Inland Revenue Department and registered as an incorporated society. The new body is as Tahuri Whenua Inc. Soc. – in simple terms, returning to the land, Tahuri Whenua. While it has been established to represent the Maori 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 hui that has been held.

The process of establishment of a national Maori body is usually fraught with difficulties, not least the external politics which affect our lives. We have been very

³ also known as parareka (Te Tai Rawhiti), peruperu (Te Tai Tokerau), mahetau (Te Waipounamu) & riwai

fortunate in being able to focus on the needs of Maori in a single sector and develop a mechanism based in tikanga which will work for Maori. We have also been very fortunate at this point in having a positive response from the existing entities in the sector to Maori development and future relationships. The key has been the passion and clear vision by all the growers involved and the best use of government and private or industry processes to assist this vision. Perhaps in the near future other sectors in the horticulture industry will follow this model.

This strategic plan is the first in a series of development processes which will establish Tahuri Whenua Inc. Soc. for a long and prosperous future. Te Puni Kokiri (Ministry of Maori Development) have supported the group in the production of a series of plans (strategic, financial, operational, education and policy development) which will allow for the entrenchment of the society in the horticulture and Maori sectors. We are thankful for this support and the support of all interested parties and stakeholders who have been a part of the formation of the roopu and this strategic vision.

STRATEGIC PLAN

A strategic plan is a tool used to determine how an organisation will respond 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. A strategic plan covers the whole organisation and should be for a period of at least five years ahead.

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 where 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.

Ideally the strategic plan should 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.

NOTE:

As Tahuri Whenua Incorporated Society is essentially a voluntary (community) organisation it is important not to place too much pressure to achieve outcomes within tight timeframes and indicators such as target outcome dates and KPI’s should always be open to discussion and review.

TREATY OF WAITANGI

Rather than committing Tahuri Whenua Inc. Soc. to a political role within Aotearoa/ New Zealand relative to the Treaty of Waitangi it is important to recognise the Treaty in the everyday activities of the society. The simplest way of achieving this is to promote an awareness of the Treaty of Waitangi to both members and other stakeholders in any core business. This means the business of the society will acknowledge the role of the Treaty of Waitangi in New Zealand society but leave the political nature of treaty interests to other entities with the strategic ability and skill to do so. This will result in no conflict of interest of any society members to matters relevant to the Treaty of Waitangi and they are free to exercise that right independent of the objectives of Tahuri Whenua Inc. Soc.

The Treaty of Waitangi guarantees the rangatiratanga of Maori among other things. In its application to the business of Tahuri Whenua Inc. Soc., rangatiratanga can be retained by the independence (not isolation) of the group from iwi and hapu structures or representative political groups. The inclusion of Maori values and kaupapa Maori principles and processes in the core business of Tahuri Whenua allows for the rangatiratanga of the group and its individual members without question. Furthermore, it is important to ensure that recognition of accepted Treaty of Waitangi principles is applied to future training and development initiatives as well as the preparation of an intellectual property statement by the society.

NOTE:

Any public statement on matters relevant to the political position of Tahuri Whenua Inc. Soc. needs to be made solely by the Chairman or an approved person ratified by the committee. Furthermore, in no way should the society be committed to matters outside of its constitution without the full ratification of that commitment by its committee and membership.

TAHURI WHENUA INCORPORATED SOCIETY

STRATEGIC PLAN 2005 - 2010

STRATEGIC VISION (aim)

To represent Maori 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 Maori in the horticulture industry

Refer to the rules and objectives of Tahuri Whenua Incorporated Society

APPENDIX 1

TO ESTABLISH A GROWER ENTITY WITH THE APPROPRIATE STRUCTURES TO ENSURE CONTINUITY

It is imperative the structure of Tahuri Whenua Inc. Soc. 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.

Key points associated with this objective are to:

- Establish an incorporated society based on a constitution which meets any legislative and legal requirements within New Zealand **(31.12.04)**
 - inclusive of tax requirements
 - inclusive of accepted funding requirements
- Determine membership criteria if applicable **(31.9.04)**
- Establish a committee to further the objectives of the entity at all times
 - promote governance or management training as appropriate
- Hold regular hui at sites throughout the country to foster the continuing purpose of the collective/entity including a range of values such as:
 - whakawhanaungatanga (networking/relationships)
 - matauranga (knowledge/skills) – through wananga and hui
 - rangatiratanga (management/independence/governance)
- The regularity of hui to be determined by the members of the collective
 - hui to showcase initiatives as well as provide a forum for discussion
- Hold an Annual General Meeting at a central location in September each year
- Determine the need (if any) for a crisis management strategy eg. physical, crop or marketing crises which may affect regions etc.
- Determine an approach to publicity and promotion through a communication plan to target stakeholders including: **(31.08.05)**
 - horticulture industry
 - Maori community
 - Product and/or consumer sector
 - Trade opportunities – logo/branding etc.
 - Regular newsletter (Spring & Autumn) **(June 2005)**

- Undertake a strategic approach to the entity objectives through the development of:
 - Strategic plan for the core activities of Tahuri Whenua Inc. Soc., **(31.04.05)**
 - Financial plan (financial structures to meet tax and audit requirements, determination of income potential through registrations, levies or royalties, research and development opportunities and/or grants; prioritise how income or residual income is to be spent or allocated to the budget)
 - Operational Plan)
 - Policy Development Plan)
 - Communication Plan) **31.08.05**
 - Education Plan)

KEY PERFORMANCE INDICATORS

TARGET OUTCOME DATES

**TO PROMOTE A COLLABORATIVE MĀORI APPROACH TO
HORTICULTURE WITHIN THE WIDER HORTICULTURE
INDUSTRY.**

The opportunity exists for the Maori stakeholder in the vegetable sector of the horticulture industry to collaborate to foster a position within the industry which allows individual stakeholders to compliment rather than compete with each other. In reality, the current Maori presence in the industry is small and most participants are isolated from others both geographically and commercially. Tahuri Whenua Inc. Soc. is in a position to facilitate a collaborative approach between its members which will in turn foster and strengthen relationships and long term outputs.

Key factors to achieving this objective include:

- Work towards representation of all Maori interests in the vegetable sector based on regional location, crop selection, production systems and market options
- Position Maori as a key stakeholder in both the vegetable and horticultural sectors
- Development of relationships within and across primary sectors – ie the wider agricultural and horticultural sectors as well as key stakeholders such as MAF.
- Provide or create initiatives which emphasise Maori/grower control of the horticultural product from ‘paddock to plate’
- Investigate a cooperative marketing approach for products
- Regular wananga for members with input from sector representatives

Working co-operatively with and across all sectors within the horticulture sector will help achieve this objective. The key sectors in horticulture are:

Vegetable sector – primarily annual crops – both indoor and outdoor production
Fruit sector – primarily perennial crops such as pip & stonefruit
Cut flower sector – a mix of glasshouse and outdoor flowers cropping systems
Nursery sector – both production and retail sub sectors
Amenity sector – parks, reserves and sports ground management
Organic sector – specifically a management system across all sectors
Research sector – specialist research entities within the horticulture industry

Furthermore, this objective is supported through the targeted participation in development and training/education to encourage future Maori leadership in the sector including field days as appropriate to facilitate transfer of knowledge and, promotion as appropriate. These factors will be addressed through independent education and communication plans to be prepared for Tahuri Whenua Inc. Soc.

KEY PERFORMANCE INDICATORS

TARGET OUTCOME DATES

TO FACILITATE FULL MAORI PARTICIPATION IN THE HORTICULTURE SECTOR

Presently Maori representation and participation in the horticulture industry is minimal and does not achieve a full and positive Maori presence. Besides the role of a strategic Maori entity such as Tahuri Whenua Inc. Soc., there are other actions which Maori can undertake to facilitate full Maori participation in the horticulture sector.

These include:

- Promotion of the utility of Maori resources in the sector. Physical resources include land, labour and training initiatives. Cultural resources may include matauranga such as that related to indigenous crops, the application of Maori values to systems and iwi or hapu political structures.
- Encouragement of the development of regional or crop specific groups to tautoko or support Tahuri Whenua Inc. Soc. Existing industry and iwi/hapu/whanau groups can also be encouraged to support Tahuri Whenua Inc. Soc. through recognition of the group and participation in activities within their area of interest.

It is also important to promote legislative requirements relevant to horticulture production systems which apply to all stakeholders in the industry, including Maori. This will ensure Maori do not disadvantage themselves against other stakeholders through ignorance or misinterpretation of legislation. In the future a grower template which identifies compliance needs for legislation and other regulations for members can be developed. Maori can also position themselves to be participants in the review or creation of any legislation likely to impinge on their core horticultural business. In support of this objective, a full policy development plan will be prepared independently for Tahuri Whenua Inc. Soc.

Key current legislation relevant to this objective are:

Te Ture Whenua Maori Act 1993

The Ture Whenua Maori Act came into effect in 1993 and has three principle purposes:

1. It recognises that land is *taonga tuku iho* [a treasure from the past] and of special importance to Maori;
2. It promotes the retention of land in the hands of the owners, their whanau and hapu; and
3. It facilitates the occupation, development and utilisation of that land for the benefit of its owners and descendants.

The Act provides for multiple ownership of land. Beneficiaries of title can exercise more control of their land, furthermore, land management will come under increasing review because of the Act. The Act is charged with taking tikanga and cultural values into account with any decisions made by the Maori Land Court regarding Maori land.

Biosecurity Act 1993

The Biosecurity Act 1993 provides statutory framework for the management of pests and is administered by the Ministry of Agriculture and Forestry. The purpose of the Act is to enable this country to exclude, eradicate and effectively manage pests and unwanted organisms.

The Act has two major components:

1. Prevention of the introduction of unwanted organisms not already established in New Zealand through controls on importation of risk goods, surveillance to give early warning of the presence of such organisms and control over eradication of unwanted organisms if they are found;
2. Management of unwanted organisms established in New Zealand through the development of pest management strategies.

The Biosecurity Act recognises that landowners and occupiers have the primary responsibility for managing pests on their land. Initially management of pests is publicised through national or regional pest management strategies determined by the Ministry of Agriculture & Forestry or regional councils. Where a pest causes loss to a particular industry sector such as horticulture their control may not warrant action from regional or central government and their management may be undertaken by the sectors representative body.

Resource Management Act 1991 (RMA)

The Resource Management Act 1991 makes significant reference to Maori interests in the natural resources including the requirement for the principles of the Treaty of Waitangi to be taken into account by decision makers exercising functions and duties under the Act. It is aimed at assisting Maori development of their resources through participation in the decision making processes.

There are three principles which all people exercising functions and powers under the Act are obligated by. These are:

1. The duty to take into account the principles of the Treaty of Waitangi (section 8)
2. The duty to recognise and provide for the relationship of Maori and their culture and traditions with their traditional lands, water, sites, waahi tapu and other taonga (section 6e)
3. The duty to have particular regard to kaitiakitanga (section 7a)

Kaitiakitanga is taken as meaning the exercise of guardianship, including the ethic of stewardship based on the nature of the resource itself (section 2 definitions). Essentially the RMA aims to promote partnership and active protection of the resources. Issues that have arisen for Maori from this legislation include the definitions of kaitiakitanga, waahi tapu and other terms which are not easily translated into the English language because of the conceptual connotations of the terms and, what is appropriate consultation.

Health & Safety in Employment Act 1992

The Health & Safety in Employment Act 1992 and subsequent amendments and regulations is very important to the horticulture sector as it places responsibility on all employers to make the work place safe for their employees. A key objective of the Act is to promote excellence in health and safety management by employers and prescribes and imposes duties on employers with regard to preventing harm to their employees. **NOTE:** people under training, work experience or on loan to an employer are also deemed to be employees under the Act.

Employers must take all practicable steps to ensure the safety of employees while at work. In particular the following points are determined by the Act:

- q Provision of a safe working environment
- q Provision of facilities for safety and health of employees
- q Ensuring any plant used by employees is safe
- q Ensuring employees are not exposed to any hazards in or near their workplace and under the employers control
- q Development of procedures for dealing with emergencies

Hazard management is clearly identified in the Act and four steps are mooted:

1. **Identify** the hazard
2. **Eliminate** if practicable
3. **Isolate** if elimination is not practicable
4. **Minimise** if neither elimination nor isolation is practicable

If a hazard can only be minimised the employer must provide protective clothing or equipment and monitor the employees' exposure to the hazard and their health in relation to the hazard.

With regard to training and supervision, employers must also take all practicable steps to ensure every employee is adequately trained or supervised by somebody who is adequately trained. In relation to self-employed people, the Act requires them to take all practicable steps to ensure that no action or inaction on their part harms any other person.

Commodity Levies Act 1990

Vegetable growers fund Vegfed through payment of compulsory levies collected at the first point of sale. These levies are fixed via the Commodity Levies (Vegetables) Order 2001, in accordance with the Commodity Levies Act of 1990.

Australia & New Zealand Food Standards Code

The New Zealand Food Safety Authority (NZFSA) is responsible for the implementation of the Australia New Zealand Food Standards Code (the Food Standards Code) which took full effect on 20 December 2002. Food sold in New Zealand must be labeled in accordance with the Food Standards Code. The full legal requirements, including exemptions to the general rules and explanations, are set out in the Food Standards Code.

Plant Variety Rights Act 1987⁴

Plant Variety Rights, originally known in New Zealand as Plant Selectors' Rights, came into operation in 1975 under the provision of the Plant Varieties Act 1973. Later the Plant Variety Rights Act 1987 replaced the original legislation and introduced a number of changes, one change being the introduction of the term "Plant Variety Rights" to replace "Plant Selectors' Rights".

A grant of Plant Variety Rights for a new plant variety gives the holder the exclusive right to produce for sale and to sell propagating material of the variety. In the case of vegetatively-propagated fruit, ornamental and vegetable varieties Plant Variety Rights gives the holder the additional exclusive right to propagate the protected variety for the purpose of the commercial production of fruit, flowers or other products of the variety.

The holder of a grant of Plant Variety Rights may license others to produce for sale and to sell propagating material of the protected variety. Holders of Rights commonly collect royalties from the commercialisation of their protected varieties.

As is the case with other types of proprietary rights, the holder of a grant may bring civil action against persons infringing his/her rights. For example the holder of Plant Variety Rights would be entitled to seek an injunction against, or if appropriate claim damages from, another person who without permission from the holder deliberately sold seeds or plants of the protected variety. Or action could be taken by the holder of Rights against someone who sold propagating material of another variety of the same genus or species using the denomination approved for the protected variety.

A protected variety with its grant of Rights, like other personal property, may be sold, mortgaged or assigned to another person. While the protection given to a breeder by a grant of Plant Variety Rights is somewhat similar to that given to an inventor by a patent grant, there are significant differences between these two forms of intellectual property rights. The term "patent" should not be used when referring to a variety protected by the Plant Variety Rights Act.

Employment Relations Act 2000

This is the principal act in employment however some other acts are to be noted in conjunction with the Employment Relations Act 2000. These include: Holidays Act 2003, Minimum Wage Act 1981, Equal Pay Act 1972, Human Rights Act 1993 and others.

The Employment Relations Act 2000 only covers employers and employees and not independent contractors. It governs the relationship between employers and employees and defines the rights and obligations of each party. Essentially the act looks to productive employment relationships through mutual trust and confidence between parties. Both parties are expected to deal with each other in good faith and not mislead or deceive each other. It also defines two types of agreements between parties; collective and individual agreements and identifies the role and rights of unions in regards to these agreements. The Department of Labour can assist employers and employees in any matters that may arise from employment and relative to this act.

⁴ Information taken from 'Guide to plant variety rights' issued by the Plant Variety Rights Office, 2002.

Industry Training Act 1992

The Industry Training Act 1992 (and its amendments) provides for the recognition and funding of organisations (known as industry training organizations [ITO]) setting skill standards for, and administering the delivery of, industry-based training. It achieves this through encouraging and improving industry-based training and the protection of people receiving industry-based training under certain training arrangements in the nature of apprenticeship, or under contracts under the Technicians Training Act 1967 or the Apprenticeship Act 1983. The act repealed the Technicians Training Act 1967 and the Apprenticeship Act 1983, but provided for the continued administration of contracts under those Acts.

It is under this Act that the Horticulture Industry Training Organisation (HortITO) was established. This entity will be addressed further in the education plan yet to be written.

Hazardous Substances & New Organisms Act 1996 (HSNO)

This act aims to protect the environment, and the health and safety of people and communities in New Zealand or managing the adverse effects of hazardous substances and new organisms. All persons exercising functions, powers, and duties under this Act are required to recognise and provide for the following principles: the safeguarding of the life-supporting capacity of air, water, soil, and ecosystems and: the maintenance and enhancement of the capacity of people and communities to provide for their own economic, social, and cultural wellbeing and for the reasonably foreseeable needs of future generations. Furthermore, to achieve the purpose of this Act, the same persons must take into account the following matters: the sustainability of all native and valued introduced flora and fauna, the intrinsic value of ecosystems, public health, the relationship of Maori and their culture and traditions with their ancestral lands, water, sites, waahi tapu, valued flora and fauna, and other taonga, the economic and related benefits and costs of using a particular hazardous substance or new organism, and New Zealand's international obligations.

This Act established the Crown agency known as the Environmental Risk Management Agency (ERMA) and the Maori reference group aligned to the agency (Nga Kaihautu Tikanga Taiao) to act as the watchdog for the public with regard to the Act. The function of Nga Kaihautu Tikanga Taiao is to provide advice and assistance to the Authority as sought by the Authority on matters relating to policy, process, and applications. The advice and assistance must be given from the Maori perspective and come within terms of reference set by the Authority for Nga Kaihautu Tikanga Taiao.

KEY PERFORMANCE INDICATORS

TARGET OUTCOME DATES

TO IMPROVE CROP PRODUCTION SYSTEMS

Both commercial and non-commercial horticulturists continually strive to improve their production systems to achieve the optimum outputs from their system in both quality and quantity. Tahuri Whenua Inc. Soc. is well positioned to work with members to improve cropping systems through three important processes:

1. Alignment to strategic research and development – as a national representative body, Tahuri Whenua Inc. Soc. can align the interests of their members to research and development activities in a strategic rather than piecemeal process
2. Maintenance of technological advantage for members – through both development and exposure to technology on an ongoing basis
3. Targeting international standards for all crops to ensure optimum returns are achievable for all growers

NOTE:

Crop production systems are numerous and varied. Within each category, the individual systems applied by growers will differ because of market, regional and resource implications. The categories for vegetable production systems can be classified as:

- Indigenous crop systems
- Commodity crop systems
- Niche crop systems
- Outdoor production systems
- Indoor production systems
- 'Organic' production systems
- Market specific systems
- 'Interest' & 'home' garden systems

NOTE:

The NZ Vegetable & Potato Growers Federation (Vegfed) represents a number of sector interests with independent political structures. The key sectors within Vegfed include:

- New Zealand Potato Growers Federation
- Process Vegetable Growers Sector
- New Zealand Asparagus Council
- Fresh Vegetable Growers Sector
- Fresh Tomato Growers Sector
- Process Tomato Growers Sector
- Export Squash (Kabocha) Council

KEY PERFORMANCE INDICATORS

TARGET OUTCOME DATES

TO BUILD RELATIONSHIPS WITH THE HORTICULTURE AND RELATED INDUSTRIES

The horticulture industry is wide ranging and many organisations already exist in the industry – each with experience and resources which can benefit or foster Maori participation in the industry. Resources range from information relevant to specific blocks of land or specific crops to information regarding international, regional or local resources, issues or politics.

The range of organisations is diverse and does not include consultants or advisors who often assist growers to achieve their objectives. In the first instance it would benefit Tahuri Whenua Inc. Soc to establish formal relationships appropriate to the objectives of the entity with the following organisations:

Research specific entities

- | | |
|--|--|
| ■ Crop & Food Research Ltd
Private Bag 4704, Christchurch | <u>http://www.crop.cri.nz</u> |
| ■ HortResearch
Private Bag 92169, Auckland | <u>http://www.hortresearch.cri.nz</u> |
| ■ Landcare Research Manaaki Whenua
Private Bag 11052, Palmerston North | <u>http://www.landcareresearch.co.nz</u> |
| ■ Foundation for Research Science & Technology (FRST)
P O Box 12240, Wellington | <u>http://www.frst.govt.nz</u> |
| ■ Biolinc (A division of The NZ Seed Technology Institute)
P O Box 84, Lincoln University, Canterbury | <u>http://www.nzsti.co.nz</u> |
| ■ Industrial Research Ltd
P O Box 2225, Auckland | <u>http://www.irl.cri.nz</u> |
| ■ Riddett Research Centre (Food product development)
Massey University, Private Bag 12222, Palmerston North | |
| ■ NZ Plant Breeding & Research Association Inc.
P O Box 8039, Christchurch | |

Government & national interest entities

- NZ Vegetable & Potato Growers Federation (Vegfed)
P O Box 10232, Wellington <http://www.vegfed.co.nz>
(Refer to Appendix 2 for a full introduction to Vegfed)
- New Zealand Seed Potato Certification Authority
(contact through Vegfed)
- NZ Horticulture Export Authority
PO Box 1417, Wellington <http://www.hea.co.nz>
- Ministry of Agriculture & Forestry (MAF)
PO Box 2526, Wellington <http://www.maf.govt.nz>
- NZ Food Safety Authority
PO Box 2835, Wellington <http://www.nzfsa.govt.nz>
- Te Puni Kokiri
Head Office, Wellington <http://www.tpk.govt.nz>
- NZ Trade & Enterprise
P O Box 2878 Wellington <http://www.nzte.govt.nz>
- Maori Trustee
P O Box 5038, Wellington <http://www.tpk.govt.nz/about/structure/mta>
- Maori Land Court
National Office P O Box 2750, Wellington
email: mlcnationaloffice@courts.govt.nz <http://www.maorilandcourt.govt.nz>
- Horticulture Industry Training Organisation (Hort ITO)
(Refer to Objective, Page 21) <http://hortito.org.nz>
- NZ Fruitgrowers Federation (Fruitfed)
P O Box 2175, Wellington <http://www.fruitgrowers.org.nz>
- Plant Variety Rights Office
Ministry of Economic Development
Private Bag 4714, Christchurch <http://www.pvr.govt.nz>
- Standards New Zealand
Private Bag 2439, Wellington <http://www.standards.co.nz>
- Federation of Maori Authorities (FOMA)
P O Box, Wellington <http://www.foma.co.nz>
- Land Information New Zealand, (LINZ)
Private Bag 5501, Wellington <http://www.linz.govt.nz>
- Department of Labour (includes OSH)
P O Box 3705, Wellington <http://www.osh.dol.govt.nz>
<http://dol.govt.nz>

Product distribution and marketing (representatives)

- Fresh Direct Ltd, 5 Fisher Cres, Mt Wellington, Auckland
- Turners & Growers Ltd, P O Box 56, Auckland
- Processing companies
- Independent marketing representatives
- Direct marketing eg. Restaurants
- Horticultural supplies and distribution companies

In support of the building of relationships to benefit the future of Tahuri Whenua Inc. Soc., it is important to create a communication process to guarantee consistency with any communication with secondary parties. A full communication plan is to be commissioned separate to this strategic plan.

KEY PERFORMANCE INDICATORS

TARGET OUTCOME DATES

TO FACILITATE MĀORI PARTICIPATION IN RESEARCH & DEVELOPMENT IN THE HORTICULTURE SECTOR.

Research and development (R & D) is crucial to the technological and economic advantage which Maori can develop within the vegetable and horticultural sectors. R & D needs to be purchased strategically so that it is both timely in its outcomes and continues to build on earlier projects. It is important to recognise the various means of transferring the research outcomes which will result from projects and a process of managing outcomes 'owned' by Tahuri Whenua is imperative in the long term. This also needs to be supported by an intellectual property position for Tahuri Whenua whereby Matauranga Maori and other specific knowledge is protected for the benefit of members rather than researchers. Key points to note for this objective are:

- Develop an accepted intellectual property agreement – seek professional input as appropriate
- Develop relationships for long term research benefits
- Work closely with partners to ensure their input adds real value to Māori producers and products.
- Retain control of research and development initiatives where we are the client and therefore purchase the R & D
- Look for – value for \$ investment, R & D which builds on itself or follows a staircasing approach (not looking for a piecemeal approach)
- Develop project specific management processes
- Develop processes for the management of project outcomes

In the future it would be worthwhile considering the establishment of research awards and scholarships specific to Tahuri Whenua Inc. Soc. objectives – subject to funding.

Research opportunities are possible with the following entities and it will be worthwhile to consider building relationships with them for long term benefits to all parties

:

- FoRST - Foundation for Research Science & Technology
- Crop & Food Research Ltd (CRI)
- Hort Research (CRI)
- Industrial Research Ltd (CRI)
- Sustainable Farming Fund (MAF)
- Specialist Research Centres eg., Riddett Research Centre
- Massey University
- Lincoln University

Note: CRI – Crown Research Institute

KEY PERFORMANCE INDICATORS

TARGET OUTCOME DATES

TO SUPPORT MĀORI BUSINESS DEVELOPMENT IN THE HORTICULTURE SECTOR

Tahuri Whenua Inc. Soc is not a business entity in itself. It does not have an income stream which is business orientated and the rules and objectives of the society establish it only as a representative body for Maori in the horticulture sector, many of whom will be in business themselves. It is the role of Tahuri Whenua Inc. Soc. to represent the interests of their members in ways that will support their own (the members) business development within the sector. This will include:

- Forging better/stronger trading relationships with other indigenous people.
- Marketing opportunities – write a marketing plan that identifies distinctive potential
 - branding/logo's
 - added value to products
 - cooperative approach
 - indigenous relationships
 - market analysis – through a full market plan
 - international opportunities and relationships
- Undertake a census of Maori growers
- Support Maori initiatives in principle only
- Create an information base or library (perhaps target internet portal) to meet primary grower needs
- Transfer of technology processes to be developed

It would be worthwhile to develop a working relationship with Poutama Trust (www.poutama.co.nz) to benefit the future development of Maori businesses in the horticultural sector.

Poutama Trust is a Charitable Trust set up in 1988 to provide business development services to Maori. The Trust focuses particularly on the development of micro and small Maori businesses and encouraging an enterprise culture among young Maori. Poutama is involved in a range of activities that strive towards these goals. They initiate and support projects on micro and small business Maori development. Poutama aims to affect lasting change by developing alliances and working strategically with businesses, enterprise agencies, government agencies and key organisations.

KEY PERFORMANCE INDICATORS

TARGET OUTCOME DATES

TO ACKNOWLEDGE MATAURANGA MĀORI.

As a distinctly Maori organisation, Tahuri Whenua Inc. Soc. needs to acknowledge Mātauranga Maori and its related tikanga as part of the normal activities of the society. This can be assisted or achieved through the following methods:

- Conducting the business of the Society incorporating kaupapa Māori.
- Acknowledge the kaumatua ‘council’ of Tahuri Whenua Inc. Soc. to act as the tikanga watchdog relative to mātauranga Maori.
- The application of Maori values to all core business eg. at hui or in publications
- Utilise Tahuri Whenua as a forum for discussion on Maori issues – including kaumatua of Tahuri Whenua
- Inclusion of Mātauranga Maori as appropriate in research & development
- Development of crop production systems which acknowledge and/or incorporate Mātauranga Maori

Furthermore, it is important to determine the best process to protect mātauranga Maori for Maori as appropriate. This will naturally vary according to the level of knowledge, the iwi, hapu or whanau associated with the knowledge and, its intended use. In the first instance it will be necessary to identify what is Mātauranga Maori, how will it be utilised – if at all, and, how should it be protected. Lastly, is there a need to restore Mātauranga Maori for future generations?

NOTE:

Mātauranga Maori or indigenous knowledge is not just a Maori phenomenon and it is important to support other cultures through acknowledgement of their own indigenous knowledge and systems.

KEY PERFORMANCE INDICATORS

TARGET OUTCOME DATES

TO FOSTER EDUCATION, TRAINING & DEVELOPMENT FOR MAORI IN THE HORTICULTURE INDUSTRY

An independent EDUCATION PLAN is to be developed for Tahuri Whenua Incorporated Society and will address this aim in more detail. **(31.09.05)**

Education (including all levels of training and development) is well recognised as a key to future Maori success in all aspects on New Zealand society. Primarily education, training & development will achieve two functional aims;

1. The upskilling of Maori vegetable growers including access and experience with up-to-date technology, and,
2. The training of the next generation of horticulturists and horticultural leaders who will succeed those currently in the industry

With specific regard to horticulture and the vegetable production sectors, the need for our rangatahi (youth) to enter the industry is imperative if we are to continue participating as Maori stakeholders. Overall, horticulture (and agriculture) as a career choice is struggling to find enthusiastic young people to take up the opportunity to train and upskill to become the future participants and leaders in this field and ultimately replace the aging workforce which currently exists in the sectors. The challenge is to make a career in horticulture attractive when compared to opportunities in other fields such as information technology, and to have rewards that reflect the potential of a horticulture career.

The education aim will need to identify the various levels of training available in horticulture including primary and secondary school levels, academic (polytechnic, university) and informal (field days, publications, kanohi kitea). Whilst education will target training and development it should also look at the social benefits applicable to horticulture such as promoting the awareness of healthy, safe produce and horticultural products.

It is also important to support the transfer of knowledge/technology from research and development when it is in keeping with the objectives of Tahuri Whenua Inc. Soc. This will require the development of a full plan outlining the management of R & D outputs from researcher/institution to the growers or members of Tahuri Whenua Inc. Soc.

A separate outcome can be the extension of the current Tahuri Whenua hui into periodic wananga to include input from a range of people with experience or expertise which can benefit members.

Key relationships relative to this objective will include:

NZ Horticulture ITO - National Office

The NZHITO National Office is responsible for overseeing the policies, procedures and administration of the NZHITO.

PO Box 8638, 96 Oxford Tce, CHRISTCHURCH

Ph: (03) 348 1506, Fax : (03) 348 1906

www.nzhito.org.nz

New Zealand Qualifications Authority

P O Box 160, Wellington

www.nzqa.govt.nz

New Zealand Agrichemical Education Trust (Growsafe)

P O Box 10232, Wellington

www.growsafe.co.nz

Massey University

Palmerston North, Wellington and Albany campuses

Private Bag 11222, Palmerston North

www.massey.ac.nz

Lincoln University

P O Box 94, Lincoln, Canterbury

www.lincoln.ac.nz

Various Tertiary level

The Open Polytechnic of New Zealand, Lower Hutt

Auckland University of Technology

Eastern Institute of Technology (EIT), Hawke's Bay

Christchurch Polytechnic Institute of Technology

Bay of Plenty Polytechnic, Tauranga

Manukau Institute of Technology, South Auckland

Nelson Marlborough Institute of Technology, Nelson

Northland Polytechnic, Whangarei

Otago Polytechnic, Dunedin

Southern Institute of Technology, Invercargill

Tairāwhiti Polytechnic, Gisborne

Western Institute of Technology, New Plymouth

UCOL Universal College of Learning, Palmerston North

UNITEC – School of Natural Sciences, Mt Albert, Auckland

Te Whare Wananga o Raukawa, Otaki

Te Whare Wananga o Aotearoa, Te Awamutu

Te Whare Wananga o Awanui-a-rangi, Whakatane

Land Based Training Ltd, Wanganui

Rural Training Solutions, Whangarei

Agriculture New Zealand – Training Division

Various Other

Primary schools as required

Secondary schools as required

Kura kaupapa Maori as required

Nga Kohanga Reo as required

KEY PERFORMANCE INDICATORS

TARGET OUTCOME DATES

PEST ANALYSIS

A PEST analysis is used to introduce the environmental factors which effect any organisation and which can be used for that organisation to adapt and thrive. Factors are categorised under four general groups which leads to the acronym used; Political – including legal factors, Economic, Socio-cultural and Technological. They then get broken down into specific factors which will have direct implications for the organisation.

The following table identifies the specific factors for Tahuri Whenua Inc. Soc.

POLITICAL (& LEGAL)	ECONOMIC
<ul style="list-style-type: none"> ☒ Maori entity ☒ National entity ☒ Relationships with others ☒ Accepted by mainstream ☒ External politics (including Maori) ☒ Individuals may use as a political tool 	<ul style="list-style-type: none"> ☒ Minimal income ☒ Not an income generating entity ☒ Lack of resources ☒ New to the industry/sector ☒ Dependence on public money/funds ☒ Opportunity (niche) crops
SOCIO-CULTURAL	TECHNOLOGICAL
<ul style="list-style-type: none"> ☒ Whakawhanaungatanga ☒ Employment opportunities ☒ Training & development ☒ Diversity of members ☒ Members generational make up ☒ Distribution of members 	<ul style="list-style-type: none"> ☒ Minimal investment ☒ Training & development ☒ Matauranga Maori ☒ Transfer of technology ☒ Research & development

Political & legal factors: these factors determine the societal rules which Tahuri Whenua must operate under. Primarily they indicate it as a Maori entity in a national environment which will be influenced by political behaviour at both regional and national levels. Various legislation will have a bearing on these factors overall

Economic: these factors are critical to business and organisational success. They reflect the nature of production, distribution and consumer systems as well as wealth creation within a national framework. It is apparent that Tahuri Whenua is not an income generating entity and as such will rely on the economics of the country for support both financially and in principle. As resources grow, so to will the economic success of the organisation.

Socio-cultural: inclusive of the demographic factors, socio-cultural factors reflect the members beliefs, norms, values, lifestyle and day-to-day behaviour. They must also include the socio-cultural factors of target relationships for Tahuri Whenua. Of note in this category is the strength of the cultural component. However, the demographic range of members could be seen as a weakness, especially the diversity and distribution of members along with the need for representation from rangatahi (youth) as the next generation of leaders in the sector.

Technological: these factors relate to the developing state of knowledge relative to the horticulture sector and their effect on the future of the organisation or its members. To note here is the need for investment in people, education and research and development.

SWOT ANALYSIS

A SWOT analysis is a way of analysing an organisation's internal and external environments and builds on the PEST analysis already introduced. The Strengths, Weaknesses, Opportunities and Threats (hence the SWOT acronym) provide a process of organising this information although all factors identified are intimately tied together. The following SWOT applies to Tahuri Whenua Inc. Soc.

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ☒ Maori entity ☒ National entity ☒ Sound structure as Inc. Soc. ☒ Relationships/networks ☒ Accepted by mainstream ☒ Current research projects ☒ Human resources 	<ul style="list-style-type: none"> ☒ Minimal income ☒ Not an income generating entity ☒ Diversity of members ☒ Distribution of members ☒ Lack of resources ☒ New to the industry/sector ☒ Dependence on public money/funds ☒ Reliance on core group
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ☒ Niche/new crops ☒ Markets ☒ Added value as indigenous ☒ Can diversify to other hort sectors ☒ Research and development ☒ Training & development ☒ Mainstream recognition 	<ul style="list-style-type: none"> ☒ Position within industry ☒ External politics (including Maori) ☒ Individuals may use as a political tool ☒ Competing structure may arise ☒ Reliance on funding

Strengths: Tahuri Whenua has a distinctive competence or unique strength which other groups would find difficult to match in that it is a wholly Maori entity apparently comfortable in both the Maori and non-Maori cultural environments. The structure created will ensure professionalism in its behaviour and the ability to respond to environmental changes. Human resources include supporters and volunteers.

Weaknesses: there are many weaknesses and the demographics already identified form the basis of some of these. Also the reliance on public funding as Tahuri Whenua does not generate a business income is a key weakness. The organisation must also ensure it does not rely on a core group of members to ensure its continued survival.

Opportunities: three themes present themselves in this category: horticultural opportunities through crops, R & D etc., human resource opportunities through education and people development and, cultural opportunities through the application of indigenous processes to production, marketing and relationships with other entities – including other indigenous entities in an international environment.

Threats: political behaviour, both within an organisation and externally, has the potential to be a major threat to continued success. This applies across all organisations but is especially pertinent within Maori organisations and needs to be recognised to minimise future problems. Some threats to the organisation may be harder to control if they come from the wider public arena such as the consumer or industry sectors.

APPENDIX 1

TĀHURI WHENUA INCORPORATED

THE RULES AND OBJECTIVES

TĀHURI WHENUA INCORPORATED

A. THE RULES

1 NAME AND ADDRESS:

- 1.1 The name of the Society shall be Tāhūri Whenua Incorporated.
- 1.2 The registered address of Tāhūri 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 Tāhūri 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.



VEGFED - AN INTRODUCTION*

Vegfed is a trade association run by vegetable growers who represent the interests of all New Zealand's commercial vegetable growers (2,700).

Vegfeds objectives are

- *To promote, encourage and enhance the profitable production, distribution and consumption of New Zealand grown vegetables, both within New Zealand and in export markets.*
- *To foster and advance the interests of New Zealand vegetable growers.*

How Is Vegfed Funded?

Growers fund Vegfed through payment of compulsory levies collected at the first point of sale. These levies are fixed via the Commodity Levies (Vegetables) Order 2001, in accordance with the Commodity Levies Act of 1990.

<i>Potato Sector</i>	<i>Fresh Tomato Sector</i>	<i>Fresh Vegetable Sector*</i>	<i>Process Sector</i>
Total: 75 cents	Total: 67.5 cents	Total: 45 cents	Total: 56.25 cents

For the remaining three sectors, Asparagus, Process Tomato and Export Squash, the 0.15c levy represents council activities only.

*** The Fresh Vegetable Sector will not collect promotion levies from export crops.**

Vegfeds Structure

- Vegfed has 2700 grower members.
- Vegfed has six product sectors: fresh vegetables, processed vegetables, potatoes, fresh tomatoes, asparagus and export squash.
- An executive committee elected by growers runs each sector.
- 10 Sector representatives, along with the president, make up the Vegfed Council (board of directors). The council deals with issues of common concern and directs the effective and efficient use of Vegfed's resources.

* Information supplied by Mr Peter Silcock, CEO, Vegfed - 2004

What does Vegfed Do?

Research & Development Projects

- Sectors fund selected research projects and assists in defining research priorities for publicly funded vegetable research.
- Supports and funds market access negotiations to expand and open markets for vegetables internationally
- Works on environmental issues like water use and management, disposal of unwanted agrichemicals and containers, spray drift, carbon tax and residues in horticultural soils.
- Analyses and makes submissions and comments on local and regional government resource management plans.

Representation

- Monitors and comments on all government legislation and policies that impact, or could impact, on the vegetable industry.
- Represents growers in discussions with government departments, politicians and relevant industry groups to ensure they understand the position of growers.
- Represents growers on various industry bodies including United Fresh, Land User Forum, Fertiliser Forum, Horticulture Export Authority, and Horticulture Industry Training Organisation.

Information

- Publishes and distributes the '*Commercial Grower*' magazine to every grower, free of charge. Distributes information via newsletters and our website www.vegfed.co.nz
- Monitors and informs growers on technical and marketing issues, both within New Zealand and overseas.
- Funds an information network through the activities of 38 local vegetable grower associations from Northland to Southland.

Promotion

- Some Vegfed sectors fund activities to promote vegetable consumption.
- Promote the vegetable industry through the media and contact with politicians and officials
- Work with the 5+ a day fruit and vegetable promotion campaign

Quality Assurance

- Vegfed Runs the New Zealand Fresh Produce Approved Supplier Programme a voluntary quality assurance programme with a third party audit

PO Box 10232
Wellington New Zealand
Phone 04 472 3795
Fax 04 471 2861
www.vegfed.co.nz

APPENDICES