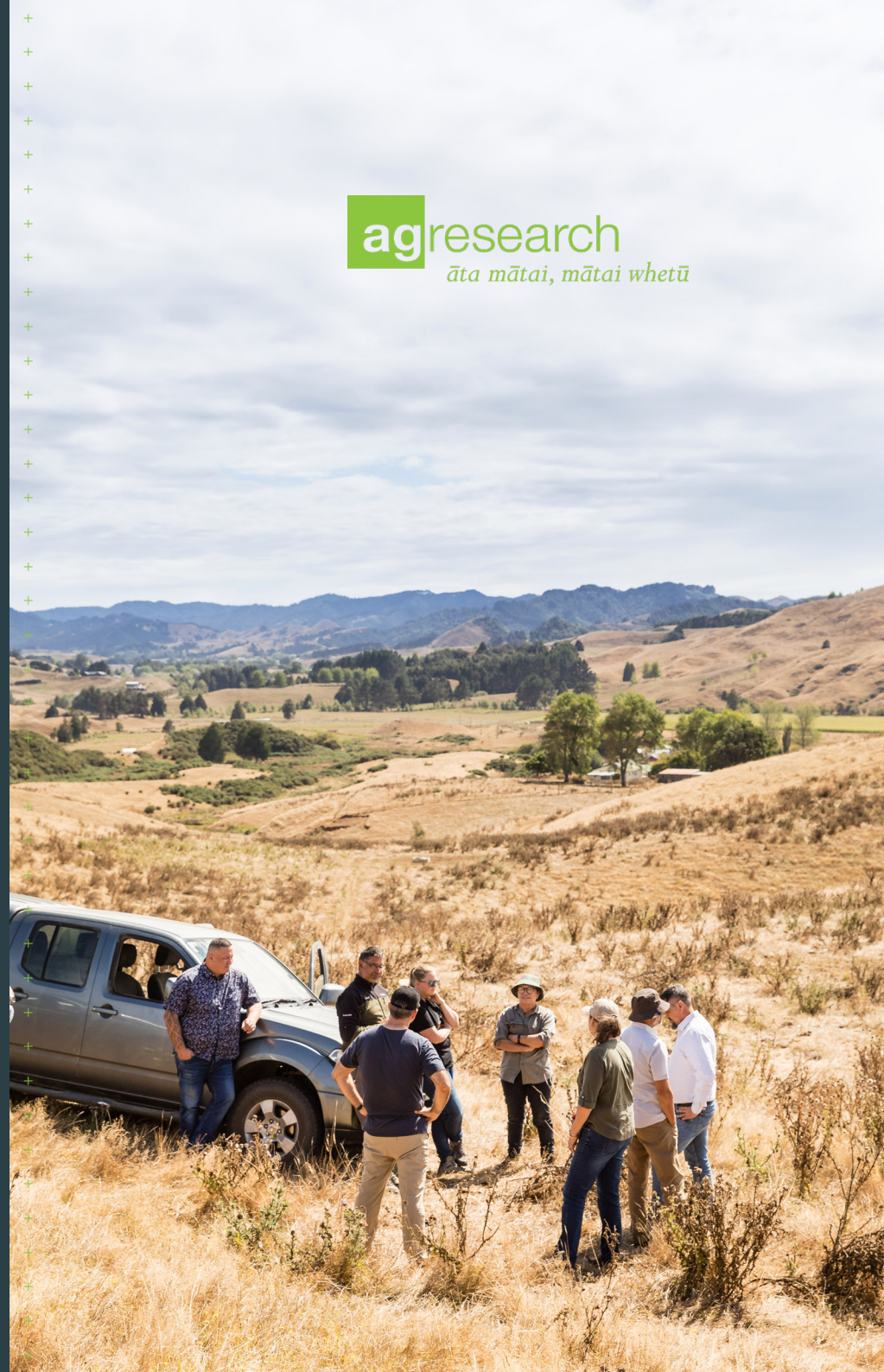


2024

# Te Ara Tika

**agresearch**  
*āta mātai, mātai whetū*





# Introduction

## Te Ara Tika is AgResearch’s plan to strengthen our commitment to Te Tiriti o Waitangi and becoming a culturally intelligent organisation.

We take a holistic and inclusive approach to our research through applying a te ao Māori view. Te Ara Tika directly addresses the barriers Māori people and organisations experience when working with a traditional science organisation. While culture is at its core, Māori agribusinesses and Māori freehold land are incredibly important to the New Zealand economy.

Māori freehold land is land where Māori customary interests have been converted to freehold title by the Māori Land Court. Approximately 1.5 million hectares of Māori freehold whenua has primary industry potential and underpins the strategic importance and enormous contribution Māori agribusinesses contribute to the New Zealand economy.

While much of the whenua is already highly productive and used by some of New Zealand’s most progressive and professional farming entities, research organisations like AgResearch can help develop, realise, and increase the economic potential of portions of this strategically important holding by providing expert land-use advice and building relationships with the guardians of this whenua.

This document represents and outlines a refresh of our Te Ara Tika plan. It aligns with AgResearch’s research prioritisation process and strategic refresh undertaken in 2023-24.

## The economic importance of Māori farms

Māori farms are geographical units belonging to Māori authorities or other Māori enterprises. \*

THE TOP FIVE FARMING ACTIVITIES FOR MĀORI FARMS	Beef	Dairy	Sheep + Beef	Forestry	Kiwifruit
	156	150	120	105	69

(Number of farms)

HECTARES OF MĀORI FREEHOLD LAND WITH PRIMARY INDUSTRY USE POTENTIAL **1,515,071**

MĀORI AUTHORITY EXPORTS		MILK POWDER	1/4 of all exports Consistently 21-27% between 2017 and 2022
<b>\$760m</b>	<b>23%</b>	BUTTER	
of goods in 2022	exported to China	CHEESE	

Therefore, having an AgResearch plan and strategy to ensure our relationships are fit-for-purpose is essential to helping grow the Aotearoa New Zealand economy.

\* Figures from Statistics New Zealand Agricultural Production Census (2022)

# Background

Te Ara Tika was initiated in 2018–19 gaining AgResearch Board endorsement in October 2020 with a refresh taking place in August 2022. The purpose of Te Ara Tika was (and remains) to lift AgResearch’s ability to deliver to Māori agribusinesses and whenua Māori-based businesses and communities.

As an organisation, we have enthusiastically taken up the wero (challenge) to integrate and align with te ao Māori across a wide range of activities both in science and across the wider organisation.

Our progress from 2018 to 2022 included significant and meaningful work in relation to our Te Tiriti o Waitangi commitment, enabling rangahau (researcher), building Māori capacity and capability, and building AgResearch cultural capacity.

## Te Tiriti o Waitangi commitment:

- Ongoing engagement with the Te Arawhiti framework by our Senior Leadership Team
- Engagement and collaboration with local mana whenua (Ngāi Te Ruahikihiki) for the development, building, and opening of Tuhiraki
- Māori Language Week videos by Senior Leadership Team
- Indigenous seed collection storage area within the Margot Forde Gene Bank has been tided, and protocols for arranging visits to the area have been agreed by the Margot Forde Gene Bank staff and our site services team
- Engagement of Pou Tikanga (mātauranga Māori experts) for providing guidance on tikanga Māori, te reo Māori, and kaupapa Māori research
- Intellectual Property (IP) protections clause for mātauranga Māori developed and introduced within AgResearch contracting templates.

## Enabling rangahau:

- Māori research plan developed and endorsed by the AgResearch Board
- Māori partnership plan developed and endorsed by the AgResearch Board
- Kai a te Rangatira wānanga series
- Ongoing development of Te Ara Hourua – Vision Mātauranga tool
- Monthly pan-CRI te ao Māori opportunities meeting with Scion, Manaaki Whenua, and Plant and Food Research.

## Building Māori capacity and capability:

- Career development for Māori staff with Rata Education
- Implementation of the monthly Ngā Wānanga a te Whānau Māori development series
- Growth and progression of Te Puāwaitanga (Māori summer internship programme)
- Signed Memorandum of Understanding (MoU) with the Pūhoro STEMM Academy.

### Building AgResearch capacity:

- Making meaning with mātauranga pilot wānanga series
- Ongoing development of the Kia Manawanui cultural competency programme and organisational baseline
- Implementation and development of a community of practice, Ngā Manu Kai Miro
- AgResearch Wai262 online wānanga.

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A succinct but inclusive consultation process was run in late-2023. This ensured that our Te Ara Tika refresh was enriched by the diverse experiences and insights of our people and Māori partners.

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# The Five Pou

Te Ara Tika's mataora (life cycle) and whanaketanga (evolution) contains specific objectives and five pou (pillars).

## CULTURAL INTELLIGENCE

AgResearch is committed to building people who are culturally intelligent in relation to Te Tiriti o Waitangi and Te Ao Māori to be effective partners.



**KIA MANAWANUI**  
Our Māori cultural development programme

## PLACE OF BELONGING

AgResearch is an attractive and engaging environment that looks and feels bi-cultural.



## RESPECTING KNOWLEDGE SYSTEMS

AgResearch values mātauranga Māori focused research in line with a Kaupapa Māori research approach alongside science.



## OUR COMMITMENT TO TE TIRITI O WAITANGI

AgResearch commits to upholding Te Tiriti o Waitangi in its organisational capability and systems to be effective partners.



## PATHWAYS TO LEADERSHIP

AgResearch supports pathways for Māori to engage in science and research from internships through to senior leadership positions.





## KIA MANAWANUI

Our Māori cultural development programme

### CULTURAL INTELLIGENCE

Our 'Cultural Intelligence' pou focuses on understanding what it means to be Tangata Tiriti (a person of the Treaty) by building a personal and professional relationship with te ao Māori and tangata whenua, understanding the history of how Aotearoa New Zealand was formed, and understanding Māori aspirations for self-sovereignty.

The 'Cultural Intelligence' pou is closely associated with our 'Te Tiriti O Waitangi commitment' pou and is sponsored by our People and Culture Director, Research Operations Director and Research Capability Director.

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#### KEY ACTIONS:

- Role model culturally competent senior leadership through alignment to Te Arawhiti Capability Framework, a framework that AgResearch has benchmarked against six components to build organisational capability.
  - Implement Kia Manawanui, an organisational wide, bicultural competency programme. This provides our people with an understanding of the minimum required skills and competencies. In the spirit of collaboration, Manaaki Whenua shared the programme they developed and confirmed that AgResearch could adapt it.
  - The prioritisation of people leaders' attendance at bi-cultural training (62 of our 74 leaders have now completed Te Tiriti o Waitangi training).
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## PLACE OF BELONGING

Our 'Place of Belonging' pou strives to make AgResearch an attractive and engaging environment that looks and feels bicultural. This pou places prominence on creating a place of belonging for everyone.

Our Lincoln research centre, Tuhiraki, is being held up as a physical exemplar because of both the cultural narrative throughout and the genuine relationship that has been developed with mana whenua, Ngāi Te Ruahikihiki. This is an aspiration for all AgResearch campuses.

The 'Place of Belonging' pou is sponsored by our Information Technology and Property Director, Communications and Strategy Director, and People and Culture Director.

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### KEY ACTION:

Embed the cultural narrative for Te Ohu Rangahau Kai and all our four main campuses: Ruakura, Palmerston North, Lincoln, and Invermay.

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## RESPECTING KNOWLEDGE SYSTEMS

Our 'Respecting Knowledge Systems' pou highlights the value of both AgResearch science and kaupapa Māori research approaches involving mātauranga Māori. This pou is also closely aligned with the 'Cultural Intelligence' pou.

The 'Respecting Knowledge Systems' pou is collectively sponsored by the Chief Scientist, Research Capability Director, and Māori Strategy, Research and Partnerships Director.

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### KEY ACTIONS:

- Embed te ao Māori across the research priority portfolio.
  - Facilitate a common language across our science and research community about kaupapa Māori research, and science and mātauranga Māori knowledge systems.
  - Mature AgResearch's Vision Mātauranga competency with Our Land and Water's Te Ara Hourua Vision Mātauranga tool by focusing on fit-for-purpose Vision Mātauranga content in targeted contestable funding applications from 1 March 2024.
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## OUR COMMITMENT TO TE TIRITI O WAITANGI

Our 'Te Tiriti Commitment' pou is the opportunity for the organisation to make a broader commitment to Te Tiriti o Waitangi in all that we do by focusing on our organisational capability and our systems to be effective partners. This is increasingly becoming an expectation of Māori organisations as a prerequisite to partnership.

This pou focuses on implementing the pan-CRI Māori data sovereignty principles at AgResearch, completing the Wai262 principles case study for the Margot Forde Gene Bank, and extending the learning to other important biological collections.

We support pathways for Māori to engage in science and research and continue to address this challenge by establishing pathways for Māori into AgResearch including Te Puāwaitanga (our Māori summer internship programme), lifting capability of existing Māori staff, and making AgResearch an attractive employer for Māori.

The 'Te Tiriti o Waitangi Commitment' pou is sponsored by the Chief Executive, the Māori Strategy, Research and Partnerships Director, and the Information Technology and Property Director.

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### KEY ACTIONS:

- Implement the Pan-CRI Māori Data Sovereignty principles within AgResearch.
  - Complete the Wai262 principles case study for Margot Forde Gene Bank and extend to other AgResearch biological collections.
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## PATHWAYS TO LEADERSHIP

Our 'Pathways to Leadership' pou continues to address the challenge of low numbers of Māori in the research, science, and innovation system by establishing pathways for Māori into AgResearch. These include Te Puāwaitanga (our Māori summer internship programme), lifting capability of existing Māori staff, and making AgResearch an attractive employer for Māori.

The 'Pathways to Leadership' pou is sponsored by our People and Culture Director and Māori Strategy, Research and Partnerships Director.

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### KEY ACTION:

Enable science pathways for Māori by leveraging Te Puāwaitanga, our strategic alliance with Pūhoro STEM, MET, and pan-CRI collaboration opportunities.

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# Implementation, measurement, and evaluation

The AgResearch Board fully endorses AgResearch’s continued focus on Te Ara Tika and it continues to be one of our key business areas of focus. Each Te Ara Tika pou has at least two members of the Senior Leadership co-ownership to ensure that the pou are implemented and measured through the relevant directorate business plans. However, all Senior Leadership Team members are collectively committed to Te Ara Tika.

The pou co-leaders are charged with progressing and tracking quarterly on Te Ara Tika with an annual update provided to the AgResearch Board.

Budget to implement these actions comes from a mixture of the Enabling Māori Strategic Science Investment Fund (SSIF) for science specific initiatives under the relevant pou, and the relevant directorate business budget.

Objective	Detail	FY25 target
Adopt a Tiriti-led approach	Enabling Māori Strategic Science Investment Fund (SSIF) allocation	\$5.15m
	Innovate to meet needs of whenua Māori and Māori agribusiness (aligned to research priorities)	> 40%
Te Ao Māori culture and capability	Strong participation in Kia Manawanui, our te ao Māori cultural development programme	> 50%
Maintaining strategic relationships with stakeholders and partners	Māori partnerships ‘emerging’ (co-designed evaluation tool: Te Mahuri)	> 70%
Delivering to stakeholder and partner expectation	Satisfaction with our service “very good” or “excellent”	> 70%
	Relationship with AgResearch “very good” or “excellent”	> 75%
Deliver “place of belonging” narrative	Gather and share our “place of belonging” narratives for each of our campuses	Palmerston North



