# TE OHU KAIMOANA PROPOSED THREE-YEAR STRATEGY

# 2027–2030

# CONTENTS


3 Foreword

4 Strategic Framework 2027–2030

5 Ko ngā poupou arataki — Our pou

6 Pou Tuatahi — Lead

7 Pou Tuarua — Enable

8 Pou Tuatoru — Champion

9 Pou Tuawhā — Legacy




# OUR WAY FORWARD

## Te Ohu Kaimoana Proposed Three-Year Strategy 2027–2030



**Pahia Turia**
Tumu Whakarae
Chair



**Brianna Boxall**
Te Mātārae Taupua
Interim Chief Executive

The Māori Fisheries Settlement is more than an agreement reached between Māori and the Crown. It is the legacy of generations who stood firm in the protection of our rights, our relationship with Tangaroa, and the place of Māori in the future of Aotearoa's fisheries.

Those who fought for the Settlement understood that its significance would extend far beyond their own lifetimes. What they secured was not simply a share of the fisheries economy, but a foundation upon which iwi could exercise greater influence, build prosperity and determine their own futures.

Te Ohu Kaimoana carries a responsibility to protect and strengthen that legacy.

At Rukutohorā in 2022, the 30-year commemoration of the Settlement, we were reminded of the journey of the tohorā — descending into the depths of the moana, seeking understanding and emerging with new wisdom. It was an invitation to look beyond what we already know, to challenge ourselves and to consider what the next chapter of Māori fisheries might require of us.

That invitation remains as relevant today as it was then.

The world in which the Settlement was secured is not the world we navigate today. Political, environmental, economic and technological changes are reshaping fisheries and our relationship with the moana. Some present challenges to the rights and opportunities secured through the Settlement. Others offer new ways to advance the vision and aspirations of those who fought to secure it.

Our responsibility is not simply to preserve what has been entrusted to us, but to ensure it remains strong, relevant and capable of creating opportunity for generations yet to come.

This requires us to look beyond the immediate challenges of today. To anticipate change rather than merely respond to it. To be courageous in our leadership, grounded in our whakapapa and guided by the aspirations of iwi. And to recognise that the enduring strength of the Settlement lies not only in the assets and rights it protects, but in the people, knowledge and collective determination that give it purpose.

This Three-Year Strategy reflects how we believe Te Ohu Kaimoana can best fulfil that responsibility over the coming years. It sets out a direction that seeks to strengthen our contribution to iwi, while ensuring the Settlement continues to deliver enduring value and opportunity for future generations.

But the future of Māori fisheries cannot be shaped by Te Ohu Kaimoana alone. The perspectives, knowledge and aspirations of iwi are essential to ensuring that the direction we take is both meaningful and enduring.

We invite iwi to consider this proposed strategy, to challenge our thinking and to help shape the priorities that will guide our work.

Ngā manaakitanga,



**Pahia Turia**
Tumu Whakarae | Chair



**Brianna Boxall**
Te Mātārae Taupua | Interim Chief Executive

TE OHU KAIMGANA

Our Direction
2027–2030

## KO TE WHAKAKITENGA OUR VISION

Māori fisheries delivering enduring value, influence and opportunity for the future

## KO TE KAUPAPA OUR PURPOSE

To protect and grow the legacy of the Māori Fisheries Settlement for generations to come

## KO NGĀ MĀTĀPONO OUR VALUES

**Whakapapa**

Protecting our whakapapa rights and in turn fulfilling our obligations and responsibilities to Tangaroa and our people.

**Rangatiratanga**

Encouraging and supporting autonomy, leadership and participation of our people.

**Kotahitanga**

Connecting and bringing our people together. Being united and acting in the interests of our people.

**Manaakitanga**

Uplifting, supporting and protecting the rights and aspirations of our people.

**Kaitiakitanga**

Protecting and ensuring the sustainable utilisation of Tangaroa for today and for the generations to come.

**Hihiritanga**

Embodying the adaptability, imagination and innovation of our tupuna to guide us in our challenges and new opportunities in the future.

**Māia**

Our courage is anchored in our whakapapa, our confidence is born of our connection to each other and our capability is motivated by the potential of our futures.

## KO NGĀ POUPOU ARATAKI OUR POU

### POU TUATAHI
LEAD

### POU TUARUA
ENABLE

### POU TUATORU
CHAMPION

### POU TUAWHĀ
LEGACY

Te Ohu Kaimoana has a core set of statutory functions and responsibilities that remain unchanged and will continue to be delivered as part of business as usual.

# KO NGĀ POUPOU ARATAKI OUR POU

## POU TUATAHI LEAD

Shape the direction of Māori fisheries

We proactively provide strategic leadership, advocacy and informed positions on the issues that shape the future of Māori fisheries.
We strengthen Māori fisheries knowledge and evidence to inform decision-making and deepen understanding of Māori fisheries and the Settlement.

**Measure of success**

Māori have greater influence over the future direction and policy of Aotearoa's fisheries, supported by stronger Māori fisheries knowledge and evidence, and greater understanding of the Māori fisheries Settlement.

## POU TUARUA ENABLE

Strengthen Māori capability and collective influence in fisheries

We enable iwi and Māori fisheries interests to develop the leadership, knowledge, connections and capability needed to participate effectively and influence outcomes, with a particular focus on rangatahi and emerging leaders.

**Measure of success**

Māori fisheries leadership and capability are stronger, connected and equipped to influence and participate across the sector, with the next generation supported to lead into the future.

## POU TUATORU CHAMPION

Embed Te Kawa as our approach to the care of the Moana

We give effect to Te Kawa o Te Moana by embedding a Māori worldview, kawa and tikanga in how we care for the moana, and supporting its expression through our own practice, the Kāhui and our wider influence.

**Measure of success**

Te Kawa o Te Moana is embedded within Te Ohu Kaimoana and increasingly recognised and applied as an indigenous approach to the care of the moana.

## POU TUAWHĀ LEGACY

Protect and grow the value of the Māori Fisheries Settlement

We act as kaitiaki of the Settlement, recognising its foundation in Te Tiriti and ensuring its assets, rights and benefits are protected, strengthened and positioned to create enduring intergenerational value.

**Measure of success**

The Māori Fisheries Settlement is sustainable and positioned to deliver enduring intergenerational, cultural and economic value for future generations.

# PŪ TUATAHI
# LEAD

**Shape the direction of Maori Fisheries**

We proactively provide strategic leadership, advocacy and informed positions on issues that shape the future of Māori fisheries. We strengthen Māori fisheries knowledge and communicate effectively to the right audiences, at the right time, to influence the narrative.

| Strategic commitment | What we will do | Timing |
|---|---|---|
| **Establish a Māori Fisheries Policy Agenda** | Develop and maintain a clear, evidence-based Māori position on the major policy and regulatory issues shaping the future of fisheries. | Mid 2027 — Establish<br>2029–2030 — Maintain annually |
| **Strengthen our influence at the decision-making table** | Build enduring relationships and mechanisms that enable Māori fisheries perspectives to influence Crown and sector decisions earlier, before policy positions become fixed. | Mid 2027–2030 |
| **Anticipate the future of fisheries** | Establish a forward-looking programme that identifies emerging legal, environmental, technological and economic issues, including opportunities arising from innovation. This programme will then develop positions for Te Ohu Kaimoana to champion on behalf of iwi before they become immediate Crown policy challenges. | Mid 2027 — Assess<br>Early 2028 — Build<br>Mid 2028 — 2030 — Embed |
| **Build and share Māori fisheries knowledge and evidence** | Strengthen Te Ohu Kaimoana's role as a trusted repository, generator and connector of Māori fisheries knowledge, research, data and expert evidence to support informed Māori positions and advocacy. | Mid 2027 — Establish<br>2028 — 2030 — Ongoing |
| **Communicate effectively and shape the Māori fisheries narrative** | Communicate the right information, to the right audiences, at the right time, so that Māori fisheries and the value of the Fisheries Settlement is better understood and we shape the narrative on issues that matter to Māori fisheries. | 2027–2030 |

**Measure of success**

Māori have greater influence over the future direction and policy of Aotearoa's fisheries, supported by stronger Māori fisheries knowledge and evidence, and greater understanding of the Māori fisheries Settlement.

# POU TUARUA
# ENABLE

**Strengthen Māori capability and collective influence in fisheries**

We enable iwi and Māori fisheries interests to develop the leadership, knowledge, connections and capability needed to participate effectively, influence outcomes and advance their interests in fisheries and their relationship with the moana, with a particular focus on rangatahi and emerging leaders.

| Strategic commitment | What we will do | Timing |
|---|---|---|
| **Grow Māori leadership across fisheries and the marine environment** | Create opportunities for current and emerging Māori fisheries leaders, including rangatahi, to build the knowledge, skills, experience and connections needed to lead and participate effectively across fisheries and the marine environment. | Mid 2027 — Assess<br>Early 2028 — Build<br>Mid 2028 — Develop<br>2029 & 2030 — Embed |
| **Build fisheries capability across iwi** | Provide targeted opportunities for iwi and Māori fisheries interests to strengthen the technical, governance and strategic capability needed to participate effectively in fisheries. | Mid 2027–Assess<br>2028–2030 – Develop and embed |
| **Strengthen collective stewardship across Te Kāhui** | In the post-MFAA environment, we will strengthen connections, shared knowledge and collective leadership across Te Kāhui, supporting stronger stewardship of Māori fisheries interests through a period of significant change. | Ongoing |

**Measure of success**

Māori fisheries leadership and capability are stronger, connected and equipped to influence and participate across the sector, with the next generation supported to lead into the future.

# POU TUATORU CHAMPION

**Embed Te Kawa o Te Moana as our approach to the care of the Moana**

We give effect to Te Kawa o Te Moana by embedding a Māori worldview, kawa and tikanga in how we care for the moana, and supporting its expression through our own practice, Te Kāhui and our wider influence.

| Strategic commitment | What we will do | Timing |
|---|---|---|
| **Embed Te Kawa within Te Ohu Kaimoana** | Build kaimahi capability and integrate Te Kawa into our organisational policies, decision-making, advice and ways of working so that it becomes a practical framework for how Te Ohu Kaimoana operates. | 2027–Build<br>2028–2030–Embed |
| **Support Te Kāhui to give effect to Te Kawa** | Work alongside our Kāhui entities to build understanding of Te Kawa and support opportunities for its principles to be reflected in their own approaches, priorities and ways of working. | 2027–2028 |
| **Champion Te Kawa in the care of the moana** | Build recognition and application of Te Kawa as an indigenous approach to the care of the moana, and use it to influence the decisions, policies and practices that affect our relationship with Tangaroa and the marine environment. | 2027–Build<br>2028–2030–Embed |

**Measure of success**

Te Kawa o Te Moana is embedded within Te Ohu Kaimoana and increasingly recognised and applied as an indigenous approach to the care of the moana.

# POU TUAWHĀ
# LEGACY

**Protect and grow the value of the settlement**

We act as kaitiaki of the Settlement, recognising its foundation in Te Tiriti and ensuring its assets, rights and benefits are protected, strengthened and positioned to create enduring intergenerational, cultural and economic value.

| Strategic commitment | What we will do | Timing |
|---|---|---|
| **Protect the integrity of the Settlement** | Defend the rights, assets and benefits secured through the Settlement, recognising its foundation in Te Tiriti, and respond decisively where they are at risk. | 2027 — 2030 — Ongoing |
| **Strengthen the enduring value of the Settlement** | Identify and pursue opportunities that increase the value, resilience and benefits generated by the Settlement for iwi and future generations. | 2027 — 2030 — Identify and build<br>2028 — 2030 — Implement |
| **Future-proof the Settlement** | Anticipate emerging legal, political, environmental and economic changes and identify opportunities for innovation that position the Settlement to remain strong and relevant in a changing fisheries system. | 2027 — 2030 — Ongoing |
| **Finalise priority statutory responsibilities** | Discharge duties under MFA to support the final RIO to become a MIO. Also pending resolution of coastline disputes or clarification of entitlements, we will allocate and transfer fisheries settlement assets to MIO. | Complete by 2030 |

**Measure of success**

The Māori Fisheries Settlement is sustainable and positioned to deliver enduring intergenerational, cultural and economic value for future generations.



TE ȣHU
KAIMȣANA