KPMG

The Aotearoa Circle

Mā te Kaitiakitanga ko te Tōnuitanga
Prosperity Through Guardianship

Te Tiriti o Waitangi Approaches to the Seafood Adaptation Strategy Guidance Document

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1. Introduction

1.1 Purpose and Approach

This Guidance Document (**Guidance**) is designed to provide guidance and practical advice to organisations in the seafood sector on how to incorporate Tiriti-based approaches into their practice to support the successful implementation of the Seafood Sector Adaptation Strategy (**Adaptation Strategy**) and its associated toolkits. It acknowledges the pivotal role of mātauranga Māori (Māori knowledge) and te ao Māori (the Māori world) in the Aotearoa New Zealand's seafood sector's establishment, development, and sustainability. By providing practical steps to implementing Tiriti-based approaches, this Guidance aims to provide seafood sector organisations, commercial entities and stakeholders in general with the knowledge required to support the successful implementation of the Adaptation Strategy and its associated toolkits in a way that gives effect to te Tiriti.

1.2 Guidance Overview

The objectives of this paper are to:

- Provide a background overview of the special relationship between Māori and the Moana (ocean);
- Present the Case for Change, highlighting the importance of engaging with this document;
- Highlight the relevant seafood sector Waitangi Tribunal recommendations shared in various reports;
- Provide best-practice Tiriti-based approach guidance to support the implementation of the Adaptation Strategy and its associated toolkits; and
- Provide best-practice guidance on how to engage genuinely and appropriately with Māori.

2. Background & Context

This section will explore the deep and enduring connection Māori have with the moana (ocean), examining the importance of the moana in Māori life, culture, and identity. It will also delve into the protection of this connection through Te Tiriti o Waitangi (the Treaty of Waitangi) and how te Tiriti serves as a foundational document affirming Māori rights over their marine resources. Further, this section will provide an overview of the legal and political history of Māori within the seafood sector, illustrating how various developments from the signing of te Tiriti until present day have influenced and, at times, undermined these rights. This will contextualise the ongoing efforts and challenges faced by Māori today in maintaining and asserting their rights and protecting their relationship with the moana.

2.1 Māori and the Moana – A Deep Connection

The relationship between Māori and the moana is one of profound depth and significance. For centuries, the moana and its resources have been central to Māori life and an important aspect of te ao Māori (the Māori world), providing sustenance, food security, and a means of trade, as well as shaping the Māori cultural and spiritual identity. The moana is considered a living entity imbued with mauri (life force), and its health and vitality are directly linked to the well-being of communities.

The moana is deeply woven into Māori whakapapa (genealogy), with many iwi (tribes) tracing their lineage back to the tīpuna (ancestor) navigators who undertook epic ocean voyages across the Pacific Ocean. These ancestors used sophisticated celestial navigation techniques, observing stars, ocean currents, and bird flight patterns to guide their journeys across vast expanses of water to arrive in Aotearoa New Zealand as part of the Great Fleet, which included waka such as Tainui, Te Arawa, Mātaatua, Tokomaru, Aotea, Kurahaupō, and Takitimu. These waka (canoes), were expertly crafted using traditional knowledge passed down through generations, allowing for long-distance travel and exploration. The arrival of Māori in Aotearoa via the Great Fleet of waka is a fundamental aspect of Māori heritage.

Upon their arrival in Aotearoa New Zealand, Māori developed sophisticated fishing techniques and sustainable practises that ensured the abundance of marine life. These practises included the use of traditional tools such as hīnaki (eel traps), pā kahawai (fishhooks), and the construction of elaborate fishing weirs. Communities implemented seasonal and customary restrictions, including rāhui (temporary closure), to manage fish stocks and protect marine ecosystems. Such measures reflect a deep understanding of, and commitment to, kaitiakitanga (guardianship). Fishing and seafood gathering were integral to life, providing essential sustenance, and forming the basis of trade and social relationships within and between iwi. By the early 19th century, just before the signing of He Whakaputanga (the Declaration of Independence) in 1835, Māori had already forged a robust seafood sector grounded in traditional knowledge and practises.

The moana also plays a vital role in Māori creation narratives and legends, with numerous pūrākau (stories) that highlight its sacredness and influence. Atua (gods) such as Tangaroa, the god of the sea, and other creation narratives further illustrate the spiritual connection to the ocean. These narratives embody principles of stewardship and the interdependence between humanity and the natural world, serving as moral and practical guides for interactions with the moana. Through these stories, respect and reverence for the moana are passed down through generations, emphasising its critical role in cultural continuity.

2.1 Māori and the Moana – A Deep Connection

Rituals and ceremonies related to the moana underscore its cultural and spiritual significance for Māori. Karakia (prayers) are performed before embarking on voyages, fishing, or gathering seafood to seek protection, ensure safety, and give thanks to the atua. These rituals reflect the respect and reverence held for the moana and the resources it provides. By honouring the sea through ceremony, Māori acknowledge their role as kaitiaki (guardians) and reinforce the spiritual connections that bind them to the natural world.

The influence of the moana permeates Māori art and cultural expression. In whakairo (carvings), raranga (weavings), and tā moko (tattooing), symbols and patterns inspired by the ocean are prominent. These artistic forms are not merely decorative but deeply symbolic, conveying stories, genealogy, and spiritual meanings related to the moana. The incorporation of oceanic motifs in art serves as a continuous reminder of the importance of the moana in Māori life and identity. Through these expressions, the cultural and spiritual bonds with the moana are maintained and celebrated, underscoring its integral place in both traditional and contemporary Māori culture.

Traditional Māori concepts and proverbs speak to both the importance of the moana and the role of Māori in protecting it. The concept of kaitiakitanga emphasises the inherited, whakapapa-based responsibility to protect and sustain the natural environment, including the moana, for future generations. The Māori whakatauki (proverb), *'Toitū te marae a Tāne, toitū te marae a Tangaroa, toitū te iwi' – 'If the land and sea are preserved, the people will thrive'* – reflects beliefs regarding stewardship and the intergenerational obligation to protect the moana for those who come after. These aspects within te ao Māori highlight that for Māori, the moana is not merely a resource, but a sacred taonga (treasure) that nurtures and sustains life and connects deeply to their cultural and spiritual identity.

Recognising and respecting the deep Māori connection to the moana is essential not only for preserving their cultural identity but also for ensuring the sustainable management of marine resources for future generations. This connection is further underscored by both the explicit wording and principles enshrined in Te Tiriti o Waitangi, which serves as the foundational document affirming Māori rights and responsibilities over their lands and resources, including the moana.

2.2 Te Tiriti o Waitangi

Te Tiriti o Waitangi, one of Aotearoa New Zealand's founding documents, was signed in 1840 between representatives of the British Crown and various Māori chiefs from across the country. Te Tiriti was intended to establish a framework for governance, the protection of Māori possessions, and equal rights. It aimed to bind the Crown and its agents to actively protect Māori interests, ensuring that they could exercise rangatiratanga (chieftainship) over their resources. However, these intentions were not always realised, and the promises of te Tiriti were often ignored or violated. Te Tiriti is composed of three articles, each outlining different guarantees and obligations essential to its framework:

- **Article One** outlines the transfer of kāwanatanga (governance) to the British Crown. This was intended to establish a government to maintain peace and order in a rapidly changing society influenced by increasing European settlement. It is important to note the ongoing discussion regarding the interpretation of this article, with many Māori advocating for a view of shared governance rather than cession of sovereignty.
- **Article Two** guarantees to Māori full, exclusive, and undisturbed possession of their lands, estates, forests, fisheries, and other properties (taonga). It also provides the Crown with the exclusive right to pre-emptively purchase land that Māori were willing to sell. This article is pivotal as it acknowledges Māori tino rangatiratanga (self-determination / absolute sovereignty / autonomy) over their resources and important taonga.
- **Article Three** provides that Māori would have the same rights and privileges as British subjects. This meant Māori were intended to receive the benefits of British citizenship, including protection by the Crown and access to education and healthcare.

The protection of Māori interests in the moana and fisheries was a significant component of te Tiriti's guarantees. Both the Māori and English versions of te Tiriti specifically reference fisheries. In the Māori version, Article Two guarantees the protection of Māori rangatiratanga (chieftainship) over their lands, villages, and all their taonga (treasured things), which included fisheries. Similarly, the English version promised to protect Māori in the "full exclusive and undisturbed possession of their ... fisheries." The explicit mention of fisheries within te Tiriti reflects the deep and enduring connection that Māori have with the moana, as previously outlined earlier. Despite the foundational promises of te Tiriti, which aimed to honour and protect this special relationship, the ensuing years saw these guarantees frequently unmet, leading to significant challenges for Māori.

2.3. The Legal and Political History of Māori within the Seafood Sector

Te Tiriti were profoundly influenced by a series of legal and political developments affecting the interaction between Māori and the seafood sector. Initially, te Tiriti promised protection of Māori rights to their fisheries and marine resources. However, these rights were undermined through numerous legislative and policy changes over the subsequent decades, leading to substantial impacts on Māori communities and their ability to carry out their fishing practises.

In order to further understand these developments following the signing of te Tiriti we have developed *The Legal and Political History of Māori within the Seafood Sector Briefing Paper* (the **Briefing Paper**) and accompanying Timeline (the **Timeline**). The Briefing Paper breaks these developments down into a series of significant periods, charting the transition from Māori initial possession and unhindered cultural practises to the contemporary fisheries governance and industry structures that exist today.

The Briefing Paper also addresses the impact of restrictive legislation and the imposition of European property concepts into the 20th century which often disregarded Māori sovereignty and customary rights, resulting in long-term grievances and tensions. The Timeline accompanies the Briefing Paper and provides an informative high-level overview of the aforementioned developments throughout history.

To gain a more fulsome understanding of the events following the signing of te Tiriti, it is highly recommended that readers engage with the Briefing Paper or Timeline which are available separately.

3. Case for Change

The following section lays out the case for change for organisations, businesses, and stakeholders within the seafood sector. It highlights the profound and enduring contemporary relationship between Māori and the moana, emphasising the role of kaitiakitanga and the combination of traditional and modern conservation practises. Recognising and affirming Māori rights over marine resources creates opportunities for sustainable and economically beneficial practises. The section underscores the cultural, legal, and economic benefits of adopting Tiriti-based approaches, advocating for a partnership that respects Māori knowledge and values, to ensure the enduring sustainability and vitality of Aotearoa New Zealand's marine resources.

3.1 Māori and the Moana – Moving Forward

The relationship between Māori and the moana remains as profound and significant today as it has been for centuries. This enduring connection is evident in the numerous ways that the moana continues to influence Māori life and identity in contemporary Aotearoa New Zealand. The intergenerational stewardship practises encapsulated in the principle of kaitiakitanga are still actively upheld, ensuring that the moana and its resources are managed sustainably and respectfully. Māori communities continue to implement customary restrictions and conservation measures, reflecting their deep commitment to maintaining the health and vitality of the moana, including both customary commercial and customary non-commercial fishing.

Today, Māori are leading efforts to incorporate traditional knowledge systems with modern scientific approaches to marine conservation. This blend of traditional and modern methods showcases a holistic understanding of marine ecosystems, fostering innovative solutions to contemporary environmental challenges. Collaborative projects, such as marine reserves and habitat restoration initiatives, often involving Māori, emphasise their role as guardians of the moana.

The recognition and affirmation of Māori rights over their fisheries and marine resources, as guaranteed by Te Tiriti o Waitangi, have provided a legal foundation for Māori to actively participate in and benefit from the seafood sector.

This has led to the establishment of robust Māori-owned enterprises that play a vital role in the national economy. These enterprises are unique in their commitment to integrating cultural values with commercial success, ensuring that economic activities do not compromise environmental sustainability or the cultural significance of the moana.

Māori involvement in the seafood sector today is characterised by a deep respect for traditional practises and a forward-looking approach to business development. Māori-owned companies are at the forefront of innovation, exploring new markets, developing high-value products, and adopting sustainable technologies. These efforts have resulted in significant economic contributions and job creation, directly benefiting Māori communities and enhancing their economic resilience.

The cultural and spiritual importance of the moana continues to be celebrated and expressed through contemporary Māori art, literature, and public ceremonies. Modern adaptations of traditional rituals and the incorporation of oceanic themes in artistic works serve as powerful reminders integral role of the moana in Māori life. Educational programmes and community initiatives aim to pass down this knowledge and appreciation to younger generations, ensuring that the profound connection to the moana is preserved and nurtured.

The contemporary relationship between Māori and the moana is one of deep reverence, active stewardship, and innovative engagement. The moana continues to be a source of cultural identity, spiritual significance, and economic opportunity for Māori, reflecting a timeless connection that remains central to Māori life today. This relationship not only sustains communities but also contributes to the broader goal of ensuring the sustainable management of Aotearoa's marine resources for future generations.

For businesses and organisations within the seafood sector, there is a compelling case for change. By integrating mātauranga Māori and key concepts such as kaitiakitanga and rangatiratanga, the industry can benefit from a more sustainable, equitable, and innovative approach to marine resource management. Collaborative efforts and Tiriti-based approaches that honour and incorporate Māori rights, knowledge and practises can lead to a thriving seafood sector that supports economic growth while preserving the cultural and environmental integrity of the moana. Through partnership and respect, we can build a legacy of prosperity and environmental kaitiakitanga for all.

3.2 Commercial Benefits of Implementing Tiriti Approaches

Understanding and implementing Tiriti-based approaches is crucial for companies, commercial entities, and stakeholders in the seafood sector. By respecting and integrating mātauranga Māori into their operations, businesses can unlock numerous commercial benefits, while contributing to the revitalisation and preservation of Māori culture. This approach not only enhances equity and sustainability within the seafood industry, but also fosters a thriving, successful seafood sector that respects cultural heritage and Māori kaitiakitanga practises.

These benefits include enhancing understanding of Māori culture, compliance with legal and regulatory requirements, boosting economic growth and market position, fostering sustainable practises, and building strong community relationships.

Key benefits of accessing and implementing Tiriti-based approaches

Benefit	Description
Economic Benefits	Partnership with Māori stakeholders can create new economic opportunities and partnerships with organisations that have a significant involvement in the seafood sector. Customers are becoming increasingly aware of the environmental and cultural impact of their purchases. Businesses that show a commitment to sustainability and respect for indigenous knowledge and practises can attract a loyal customer base. Working together can result in mutually beneficial outcomes, including access to resources, shared knowledge, and innovative approaches.
Cultural Revitalisation and Preservation	By engaging with and embracing this Tiriti Guidance, sector participants can have a better understanding of Māori culture, traditions, and rights. This fosters meaningful relationships and mutual understanding with Māori sector partners, contributing to the revitalisation and preservation of Māori culture.
Legal and Regulatory Compliance and Risk Management	The principles of te Tiriti are embedded across Aotearoa New Zealand legislation, regulations, and policy, such as the Resource Management Act 1991, the Māori Fisheries Act 2004, and Biosecurity Act 2023. All seafood sector participants should be aware of and comply with these regulations, recognising that this is the **minimum standard** for operating legally and ethically within the sector. Beyond compliance, there is an opportunity to aspire towards deeper engagement and partnership, embodying the spirit of te Tiriti in all aspects of business, not only to protect businesses from potential fines or legal repercussions, but to also foster meaningful that contribute to the well-being of the sector.
Sustainable Future for the Sector	Applying Tiriti-based approaches can help businesses adopt more sustainable practises that benefit the environment and ensure the longevity of resources. This approach reduces reliance on fossil-fuel-based supply chains and minimises environmental impact, contributing to a sustainable future for the sector.
Social License to Operate	A greater social licence to operate and increased support from Māori and the wider community can enhance businesses' reputation, build trust, and fortify community relations. These factors are essential for long-term success and stability within the industry.

Commercial Benefits of Implementing Tiriti Approaches

Economic Benefits

Seafood plays a crucial role in Aotearoa New Zealand's economy, significantly contributing to export earnings and employment. Māori are drivers in the seafood sector and contribute meaningfully to its economic health. Māori hold a $39.69 billion primary sector asset base, representing 31.5% of their total assets, which includes $3.097 billion in fishing assets. The contribution of Māori entities to Aotearoa New Zealand's GDP has grown from $17 billion (6.5%) in 2018 to $32 billion (8.9%) in 2023, with an estimated $3.5 billion contributed by the seafood sector. Māori own approximately 27% of all fishing quotas by volume and value, underscoring their significant role in the seafood sector economy.

By partnering with Māori, businesses can access a wealth of traditional knowledge and sustainable practises that drive innovation and enhance productivity. These partnerships promote the development of improved products, systems, and processes that are both environmentally sustainable and economically viable. Implementing a Tiriti-based approach can help businesses access investment opportunities aligned with Māori economic development goals. Joint ventures with Māori entities can attract investment from both public and private sectors, further promoting economic growth and profitability for the overall sector and supporting sectors.

Cultural Revitalisation and Preservation

Cultural revitalisation and preservation are essential for maintaining the legacy and identity of Māori communities. By adopting Tiriti-based approaches, seafood sector organisations can support the revitalisation and protection of Māori culture, language, and traditions. This involves recognising, respecting, and integrating mātauranga Māori into business operations and decision-making processes. This is a space where Māori lead, and the seafood sector listens, supports, and aligns with iwi (and hapū) aspirations.

Partnering with Māori on community-led initiatives, such as cultural education programs, traditional ecological practises, and the protection of sacred sites, can enhance understanding and appreciation of Māori heritage. Additionally, promoting Māori language learning and usage within the workplace and supporting cultural events and ceremonies can strengthen cultural ties and ensure that Māori language and voices are respected and heard. By acting as stewards of both the environment and the cultural heritage of the communities they engage with, seafood sector organisations honour the spirit of te Tiriti while enriching their corporate practises with diverse perspectives and values.

Commercial Benefits of Implementing Tiriti Approaches

Legal and Regulatory Compliance and Risk Management

The seafood sector is subject to various laws and regulations, including the Resource Management Act 1991, Fisheries Act 1996, Biosecurity Act 2023, and the Māori Fisheries Act 2004, the Exclusive Economic Zone and Continental Shelf (Environmental Effects) Act 2013, and the Marine and Coastal Areas (Takutai Moana) Act 2011. These pieces of legislation acknowledge and protect Māori fishing rights, emphasising the importance of Māori participation in resource management. For detailed information on Māori involvement in the seafood sector, refer to section 2.3 and the Briefing Paper.

In practise, current legislation incorporates te Tiriti-based approaches and principles in several ways:

- The Resource Management Act 1991 (RMA) acknowledges the special relationship between Māori and their ancestral lands and waters, incorporating te Tiriti principles to ensure Māori voices are considered in environmental decisions and fostering Māori-led aquaculture ventures.
- The Fisheries Act 1996 operationalises Māori fishing rights through the quota management system, providing commercial fishing quotas and supporting customary fishing practises aligned with traditional methods.
- The Biosecurity Act 2023 mandates that Māori are consulted on biosecurity-related issues, particularly those impacting their resources and environment. This act requires the inclusion of mātauranga Māori and cultural values in biosecurity practises and policies, ensuring measures are both culturally appropriate and effective. Additionally, it recognises the need to protect taonga species (species of special significance to Māori), acknowledging their cultural, spiritual, and economic value.
- The Māori Fisheries Act 2004 allocates commercial fisheries assets to Māori iwi, ensuring they have a tangible share in the fishing industry and supporting Māori economic development and cultural connections to the sea.
- The Exclusive Economic Zone and Continental Shelf (Environmental Effects) Act 2013 regulates the environmental effects of activities within New Zealand's Exclusive Economic Zone, recognising the importance of considering Māori interests and consultation in decision-making processes.
- The Marine and Coastal Areas (Takutai Moana) Act 2011 protects customary interests and rights over marine and coastal areas, affirming Māori connections and authority, supporting efforts to recognise and secure customary marine titles and rights.

By adopting a Tiriti-based approach, seafood sector participants can enhance their understanding and compliance with these regulations. Recognising the principles of te Tiriti within their operations ensures that seafood organisations are well-aligned with New Zealand's legislative framework, thereby mitigating legal risks and fostering ethical practises within the sector.

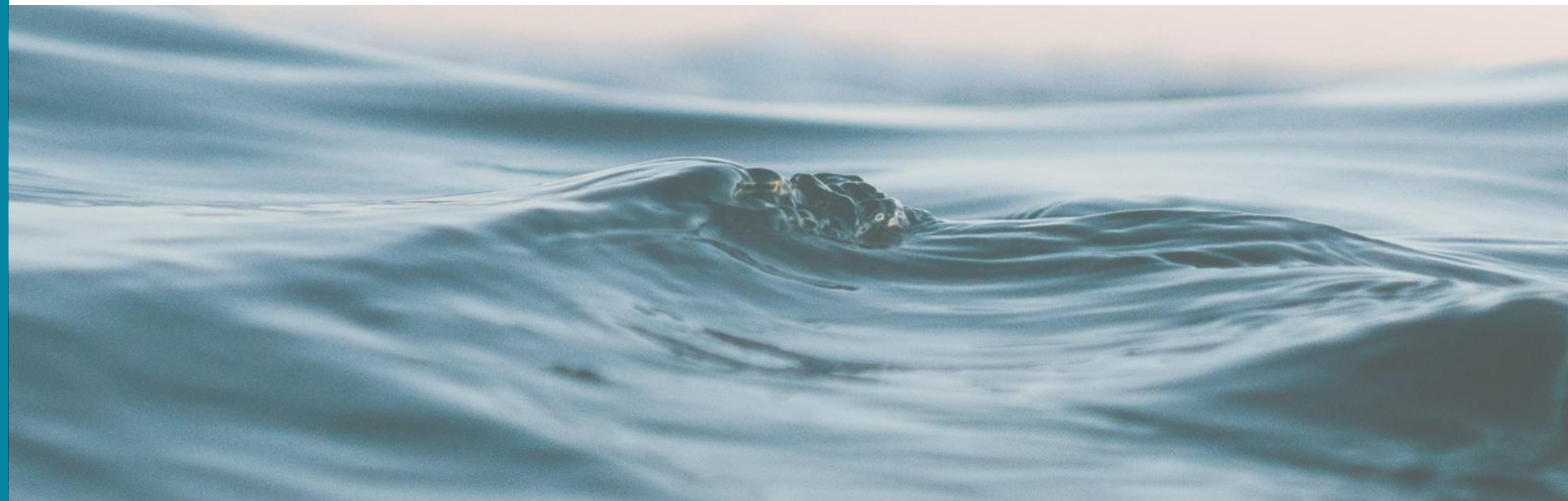
Commercial Benefits of Implementing Tiriti Approaches

Sustainable Future for the Sector

Adopting Tiriti-based approaches that integrate Māori concepts such as kaitiakitanga does provide significant commercial advantages for the seafood industry. These approaches promote sustainable harvesting techniques and resource stewardship, essential for maintaining a resilient supply chain and long-term viability. Moana NZ currently exemplifies how these methods are already delivering real commercial and ecological benefits. By incorporating mātauranga Māori, traditional practises such as rāhui and mātaitai reserves, alongside customary fishing tools, can be utilised for effective resource management, preventing over-exploitation and allowing ecosystems to replenish.

For Māori, the relationship with the marine environment is deeply rooted in cultural heritage and traditions. Kaitiakitanga highlights the importance of sustainable practises and holistic management of marine resources, embodying the belief that humans are stewards of the environment and responsible for preserving it for future generations.

By ensuring the sustainability and longevity of marine resources, these Tiriti-based approaches not only secure the ongoing availability of resources but also contribute positively to Aotearoa New Zealand's environment and economy. Implementing these practises can help the seafood industry maintain the health and resilience of marine environments, ultimately ensuring a more resilient and sustainable supply chain.



Commercial Benefits of Implementing Tiriti Approaches

Social license to operate

Consumers and stakeholders are increasingly demanding transparency, ethical behaviour, and sustainability from businesses, reflecting a broader societal shift towards responsible consumption and corporate governance. Organisations that meet these expectations may benefit from enhanced consumer trust, regulatory compliance, and positive publicity. Implementing Tiriti-based approaches in the seafood sector can help organisations shift the concept of social licence from a transactional approach to a relational one, ensuring ongoing trust and support from stakeholders and the wider community through long-term, trust-based relationships.

Seafood sector participants can use this Guidance to build a foundation of trust by engaging with Māori communities early and meaningfully, demonstrating respect for Māori values and perspectives. This can lead to the establishment of strong relationships and a sense of shared purpose and mutual benefit.

To maintain this social licence, seafood sector organisations should ensure ongoing regular communication and partnership with Māori stakeholders. This engagement strengthens trust while ensuring the business is responsive to evolving community needs and expectations, thereby reducing the risk of potential conflicts. Implementing regular meetings, joint planning sessions, and feedback mechanisms can help actively engage Māori stakeholders.

Seafood sector organisations with established community connections can further enhance their social licence by adopting measures that align with Te Tiriti principles. By participating in and supporting initiatives that contribute to Māori economic development or environmental sustainability, companies can enhance their reputation and potentially attract local and international partners with shared values. A strengthened social licence can lead to greater brand reputation and loyalty and contribute to a more resilient business model.

4. Waitangi Tribunal Recommendations

The Waitangi Tribunal has contributed significantly to the understanding and implementation of Te Tiriti o Waitangi within various sectors, including the seafood industry. Recommendations from various Waitangi Tribunal reports provide further context and guidance on best practises. This analysis will offer an overview of how some themes have been implemented, highlighting insights into the collaborative and respectful management of marine resources and examples of what this has looked like in practice.

Various Waitangi Tribunal reports have made recommendations in this area, including but not limited to the:

- **Muriwhenua Fishing Report 1988;**
- **Stage 2 Report on the National Freshwater and Geothermal Resources Claims (Wai 2357/2358)**
- **Ngāi Tahu Sea Fisheries Report 1992;**
- **Te Whānau o Waipereira Report (Wai 414) 1998);**
- **The Porirua ki Manawatū Report (2015);** and
- **Flora and Fauna Report Wai 262.**

4.1 Recommendations

The Waitangi Tribunal recommendation themes discussed include:

- Increased Māori participation in Fisheries Management
- Protection and recognition of Māori customary fishing rights
- Integration of traditional ecological knowledge
- Co-management and co-governance arrangements
- Protection of biodiversity and ecosystems

Increased Māori Participation in Fisheries Management

The Muriwhenua Fishing Report (1988) laid the groundwork for the Sealord Deal and broader Māori fisheries settlements. It was the result of the Wai 22 claim brought by five iwi from the Muriwhenua area in Northland. It stated (at page 220 of the Muriwhenua Report):

> "The Treaty guaranteed to Maori the full, exclusive and undisturbed possession of their fisheries for so long as they wished to keep them. 'Their fisheries' means their business and activity in fishing, including the places where they fished and their property right in fishing.
>
> As a property right it was not limited to the business as it was or the places that existed but had every facility to expand.
>
> It was not intended to exclude non-Maori from fishing. The expectation was that non-Maori fishing would not unduly impinge upon Maori fishing interests without a prior arrangement or agreement, or unless those interests were clearly waived.
>
> The Treaty envisaged that agreements would be sought. In the Muriwhenua circumstance, public commercial fishing should not have been permitted without a prior agreement

Various Waitangi Tribunal reports have stated:

> "The principle of partnership requires that Māori be consulted and have a say in decisions affecting their taonga, including fisheries."

This principle underpins the expectation of co-management and shared governance in fisheries management.

Example in the present context: Te Ohu Kaimoana is an organisation dedicated to advancing the interests of iwi in the marine environment, particularly in fisheries. It allocates fisheries assets to iwi organisations and supports sustainable fisheries management.

Protection and Recognition of Customary Fishing Rights

The Tribunal in the Ngāi Tahu Fisheries Report 1992 reiterated (at page 270 of the Ngāi Tahu Report):

> "The Crown's duty is not merely passive but extends to active protection of Māori Treaty rights, including their rights to fisheries." This reinforced the principle that the Crown must take proactive steps to ensure Māori fishing rights are upheld."

Te Weehi Claim to Customary Fishing Rights (1987) found that

> "The Treaty guaranteed to Māori the full, exclusive and undisturbed possession of their fisheries, so long as they wished to retain them."

This quote affirms that customary fishing rights are not merely historical but are ongoing and enforceable under the Treaty.

Example in the present context: Mātaitai Reserves are customary fishing reserves established under the Fisheries Act 1996 to protect areas of significance for customary food gathering.

4.1 Recommendations

Integration of Traditional Ecological Knowledge

The Aotearoa Tēnei Report (Wai 262, 2011), along with the Muriwhenua Fishing Report and Porirua ki Manawatū Report, stated (at page 569 of the Wai 262 Report):

> "It is the partnership with Māori that gives the Crown Research Institutes an advantage, because linking with communities that have a deep empathy with natural phenomena is really science plus. In the end, mātauranga Māori is not any kind of 'competition' for Western science. Rather, the two systems of knowledge are complementary, and New Zealand can benefit from that. As Professor Durie suggests, 'the interface between Māori knowledge and science provides an opportunity for an expanded understanding of ourselves and the world around us'. As he goes on to say with specific respect to Māori involvement in science (but with, we suspect, a broader application).
>
> Full understanding requires the capacity to learn from quite different systems of knowledge and to appreciate that each has a validity of its own within its own cultural context. Science is one such system, Māori cultural knowledge is another. Further, mātauranga Māori is a taonga giving rise to Treaty obligations on the Crown, as well as Māori. For their part, Māori must show a willingness to maintain and transmit mātauranga Māori in accordance with article 2 of the Treaty ('so long as it is their wish to retain the same'). And the Crown has an obligation to actively protect that mātauranga Māori from loss. As the Privy Council has said in the context of te reo Māori, where a Government has previously acted to suppress, its obligation now to protect is all the greater".

Examples in the present context: Rāhui and tapu (sacred / prohibited / restriction) are mechanisms that were and continue to be used to protect and restore fish stocks and areas based on traditional practices. For clarity, this refers to traditional rāhui imposed and those deemed under section 186A Fisheries Act 1996. The Sustainable Seas National Science Challenge, launched in 2014, is one of the initiatives that upholds commitments to Te Tiriti o Waitangi, facilitating shared information, resources, opportunities, and decision-making.

4.1 Recommendations

Protection of Biodiversity and Ecosystems

Ko Aotearoa Tēnei Report (Wai 262, 2011) stated:

> "The Crown must recognise Māori relationships with taonga species and ecosystems, and ensure that Māori have a meaningful role in their protection and use"

The Comprehensive and Progressive Agreement for Trans-Pacific Partnership Report – Plant Variety Rights Regime (Wai 2522, 2020) report addressed Māori concerns about genetic resources and biodiversity under international trade agreements:

> "The Tribunal welcomed Cabinet's decision to not only implement the relevant findings and recommendations of the Tribunal's 2011 Ko Aotearoa Tēnei report but go further and provide additional measures to recognise and protect the interests of kaitiaki in taonga species".

Flowing from the Treaty's Words" – Principles of the Treaty of Waitangi (Hayward, 2004). This chapter, published by the Waitangi Tribunal, outlines the Crown's obligations under the Treaty in relation to environmental protection

> "The principle of active protection requires the Crown to take positive steps to ensure that Māori interests in their lands, waters, and other taonga are not adversely affected."

Example in the present context: Marine Protected Areas (MPA) can be found across Aotearoa New Zealand's coastline. They can involve Māori in the establishment and management, incorporating traditional knowledge to ensure the protection and restoration of marine biodiversity and ecosystems. For example, the Tāwharanui Marine Reserve located in the Hauraki Gulf. It is noted, MPA is one mechanism but there have been concerns in particular cases over a lack of meaningful coordination with indigenous and other local parties. They do not always allow Māori to maintain a reciprocal relationship with the moana.

Co-management and Co-governance Arrangements

The Tribunal in the National Freshwater and Geothermal Inquiry Wai 2357/2358 found that, where matters of core interest to the Māori Treaty partner overlap with the Crown's authority to legislate, the principle of partnership can require a collaborative agreement in the making of law and policy. In our view, the law relating to freshwater taonga is one such matter (page 17 of the Wai 2358 Stage 2 Report on the National Freshwater and Geothermal Claims).

The Central North Island Tribunal, also found (page 17 of the Wai 2358 Stage 2 Report on the National Freshwater and Geothermal Claims):

> "The obligations of partnership included the duty to consult Maori on matters of importance to them, and to obtain their full, free, prior, and informed consent to anything which altered their possession of the land, resources, and taonga guaranteed to them in article 2. The Treaty partners were required to show mutual respect and to enter into dialogue to resolve issues where their respective authorities overlapped or affected each other".

Example in the present context: The Waikato River Authority and Te Arawa Lakes Trust are both examples of collaborative governance arrangements, ensuring that Māori perspectives and knowledge are fully incorporated into the management of these important tāonga.

In summary across the Waitangi Tribunal recommendations in this section, the Waitangi Tribunal over time has called for a meaningful integrated approach to resource management that respects and upholds Māori rights and knowledge. It has recommended significant reforms to existing legal and policy frameworks to ensure that Māori participation is meaningful, their customary rights are protected, traditional knowledge is valued, and collaborative governance structures are established to safeguard biodiversity and ecosystems.

5. Te Tiriti-Based Approaches

This section provides best-practice examples of Te Tiriti-based approaches that can be integrated to support the effective implementation of the Adaptation Strategy and its associated toolkits. These are approaches that have been influenced through the content in this Guidance.

By incorporating and integrating these practises, seafood sector organisations and businesses will not only align with legal and ethical good practise, but also benefit from enhanced relationships, sustainability outcomes, and commercial opportunities.

5.1 Understanding Te Tiriti-Based Approaches

Tiriti-based approaches are grounded in Te Tiriti o Waitangi, which include but are not limited to Partnership, Participation, and Protection. These principles guide the ways businesses and commercial entities can engage respectfully and effectively with Māori communities and ensure that Māori rights and interests are upheld. The 1987 Lands Case (New Zealand Māori Council v Attorney-General) was a landmark Court of Appeal decision that defined key principles of Te Tiriti o Waitangi. These have subsequently been interpreted in different judicial cases in the course of New Zealand's history. Tiriti-based approaches guide how Te Tiriti is interpreted and applied in law and policy. Some key principles include:

Partnership emphasises working together in good faith and equity, creating mutually beneficial relationships.

Active participation ensures that Māori are actively involved in decision-making processes, particularly those affecting their communities and taonga.

Protection requires taking proactive steps to safeguard Māori interests, cultural heritage, and natural resources.

The principles create a framework of collaboration, respect, and shared responsibility, underpinning the commitment to upholding the spirit of Te Tiriti o Waitangi and promoting sustainable and equitable outcomes.

5.2 Integrating Te Tiriti o Waitangi

Integrating the Tiriti o Waitangi into organisational practises is an effective method for developing a respectful and inclusive environment that acknowledges and honours the unique status and rights of Māori as tangata whenua (people of the land). By embedding the principles of Te Tiriti into various aspects of the organisation, businesses and institutions can create stronger and more equitable relationships with Māori communities. This best-practice approach not only aligns with any existing legal or ethical obligations but also contributes to a more cohesive and diverse workplace. Below are ways in which organisations can integrate Te Tiriti across their People, Governance, and Strategy areas. This is not a mandatory or legal requirement but this section highlights best-practice approaches.

People

- **Cultural Training:** Offer regular cultural competence training for employees, enriching their understanding of Te Tiriti o Waitangi, Māori values, mātauranga, and practises.
- **Diversity in Hiring:** Focus on recruiting and retaining Māori staff, ensuring representation at all levels of the organisation.
- **Support and Development:** Provide professional development opportunities tailored to Māori staff.
- **Inclusive Policies:** Develop HR policies that respect and integrate Māori cultural practises, such as additional time-off for important cultural events (e.g. extended bereavement leave) and supporting the use of te reo Māori in the workplace.

Governance

- **Partnerships:** Establish formal partnerships with iwi and Māori organisations, ensuring their representation on the board or advisory committees.
- **Decision-Making:** Integrate Māori perspectives and values into decision-making processes, considering the principles of Te Tiriti including but not limited to Partnership, Protection, Participation.
- **Cultural Advisors:** Engage cultural advisors or appoint Māori leaders within the organisation to guide and oversee the integration of Te Tiriti within the organisation.
- **Policy Review:** Regularly review governance policies to ensure they align with Te Tiriti and respond to the evolving needs and aspirations of Māori stakeholders.

Strategy

- **Strategic Framework:** Embed the principles of Te Tiriti into the organisational vision, mission, and strategic planning documents.
- **Collaborative Goals:** Work collaboratively with Māori communities to set goals that reflect their priorities and aspirations.
- **Resource Allocation:** Allocate resources to initiatives that support Māori development, including education, health, and economic opportunities.
- **Monitoring and Evaluation:** Develop metrics to assess the organisation’s performance in honouring Te Tiriti, and establish mechanisms for regular reporting and accountability to Māori stakeholders.

It is important to remember that integrating Te Tiriti o Waitangi into organisational practises is a multifaceted endeavour that can vary significantly depending on an organisation's capacity and willingness to embrace these principles. This integration can be seen as a journey where some organisations may fully embed Te Tiriti at every level, while others might start with more modest steps due to limitations in resources, understanding, or commitment. The depth and breadth of integration will depend on the organisation's ability and appetite to adopt Te Tiriti-based practises, and it is important to recognise that progress can be incremental. Ultimately, even small steps toward incorporating Te Tiriti principles can make a meaningful difference, fostering a more inclusive, equitable, and collaborative work environment that honours the unique status and rights of Māori as tangata whenua.

5.3 General Tiriti-Based Approaches

The following section outlines general Tiriti-based approaches designed to guide seafood sector organisations in implementing the Adaptation Strategy and its toolkits in a manner that honours Te Tiriti o Waitangi. Te Tiriti has been interpreted in various ways, including through judicial decisions on the Treaty Articles. These interpretations have led to the development of Treaty principles, which are now commonly used and form the basis for the Waitangi Tribunal's considerations and findings. Recommendations from the Waitangi Tribunal can be found in Section 4 of this Guidance Document. To support the successful execution of the Adaptation Strategy, a series of toolkits have been developed for inshore, aquaculture, and deepwater sectors. Each toolkit includes technical strategies, projects, outcomes, and associated actions for relevant actors within the seafood sector. To ensure these toolkits and projects align with Te Tiriti o Waitangi, broad Tiriti-based approaches have been created to provide supportive considerations. These approaches apply across all three toolkits, with specific examples, based on hypothetical scenarios, demonstrating how they can be implemented. Again these are not mandatory but best-practice examples of Tiriti-based approaches:

Partner and Collaborate	
Toolkit Application	Begin by identifying the relevant toolkit strategy that supports partnership and collaboration with Māori.
Example In-shore toolkit application to Strategy 1: Climate research (National Climate Research Plan and Climate Research Prioritisation Report)	The seafood sector partners with Māori throughout the climate research process. This includes: • Co-designing the research scope and priorities. • Including Māori representatives in decision-making. • Ensuring Māori interests are protected and their knowledge (mātauranga Māori) is integrated. • Sharing outcomes with all stakeholders to ensure transparency and cultural relevance.
Partner and Collaborate Approach	With the toolkit strategy in place, the approach to partnership is structured to support equitable collaboration: • Form joint ventures with Māori businesses and iwi organisations. • Share resources, expertise, and decision-making authority. • Acknowledge and apply Māori contributions throughout the process. • Embed cultural values and sustainability principles in all strategic decisions.
Example Scenario	The deepwater sector seeks to co-develop a sustainable fishing strategy. They engage iwi early in the process, and once a solid relationship has formed, iwi Māori feel comfortable to share mātauranga Māori and ecological insights, while the company brings in technology and market access. Together, they: • Set sustainable quotas. • Use eco-friendly fishing practices. • Ensure cultural values shape the strategy. • This partnership results in both economic benefits and environmental stewardship, grounded in mutual respect and shared governance.

5.3 General Tiriti-Based Approaches

Consult and Engage	
Toolkit Application	Start by identifying the relevant tools within the Deepwater and Aquaculture toolkits that align with strategic goals. These tools provide the mechanisms for engagement, knowledge integration, and partnership with Māori stakeholders.
Example Deepwater toolkit application to Strategy 2.2: Innovative Value Adding (Identifying 'winning' species)	Māori are actively involved in forecasting and monitoring species likely to thrive under changing oceanic conditions. Traditional knowledge is integrated to guide species selection and management. Resources support Māori leadership and culturally aligned monitoring measures are developed.
Example aquaculture toolkit application to Strategy 1: Fit for purpose feeds	The sector partners with Māori to co-design a national climate research plan. Engagement includes Māori businesses, iwi, and community groups through a structured engagement plan. Māori contributions are acknowledged throughout, and outcomes are shared equitably to ensure cultural relevance and impact.
Consult and Engage Approach	With the toolkit applications defined, the engagement approach is built to support and enhance these applications: • Establish formal advisory groups with Māori representation. • Maintain open communication through regular updates and feedback loops. • Ensure Māori values and knowledge systems are embedded in decision-making processes. • Allocate resources to support sustained Māori participation and leadership
Example Scenario	Actors in the seafood sector are considering a new initiative to protect endangered deepwater species. These actors start by holding regular meetings with local iwi to discuss the project's goals and gather insights from their deep-rooted knowledge of the ocean. The organisation establishes an advisory group including iwi representatives to ensure continuous dialogue. They also implement a feedback system where iwi as well community can share their thoughts and concerns at any time. Through this ongoing engagement, the organisation adapts its strategies that encompass Māori values, fostering a strong, trust-based relationship and ensuring the initiative meets the needs of all stakeholders.

5.3 General Tiriti-Based Approaches

Cultural Competence	
Toolkit Application	Start by identifying the relevant toolkit strategy that supports cultural competence.
Example Deepwater toolkit application to Strategy 3.2: Diversifying Species	A Deepwater company: • Engages Māori marine scientists to identify climate-resilient species aligned with traditional practices. • Develops agile, culturally aligned fisheries management strategies. • Designs marketing strategies that reflect Māori values by collaborating with Māori artists and storytellers to authentically represent the cultural and environmental significance of the products.
Cultural Competence Approach	With the toolkit strategy in place, the organisation builds a cultural competence approach to support and enhance implementation: • Provide tailored cultural competence training for all staff, from leadership to frontline roles. • Integrate tikanga Māori into daily operations, including karakia at meetings, how they interact and include Māori leaders and decision-makers and recognition of Māori events. • Foster an inclusive environment that honours Māori values and traditions in both internal culture and external communications.
Example Scenario	A national fisheries company launches a cultural competence initiative aligned with its diversification strategy. It begins by consulting Māori marine experts to guide species selection and management. Simultaneously, the company rolls out role-specific training programs to deepen staff understanding of Māori culture. Daily operations begin to reflect tikanga Māori, and marketing campaigns are co-developed with Māori creatives to ensure authenticity and cultural integrity. This integrated approach strengthens both internal cultural awareness and external brand alignment with Māori values.

5.3 General Tiriti-Based Approaches

Environmental Stewardship	
Toolkit Application	Begin by identifying the relevant toolkit strategy that supports cultural competence.
Example In-shore toolkit application to Strategy 5: Climate Innovation	A fossil fuel transition plan is developed in collaboration with Māori researchers and practitioners. This includes: • Exploring alternative fuels (e.g., biofuels, solar, wind) through a kaitiakitanga lens. • Assessing environmental and cultural impacts specific to each location. • Running pilot projects with Māori stakeholders to ensure cultural appropriateness. • Embedding mātauranga Māori in monitoring and evaluation frameworks. • Respecting Māori intellectual property and acknowledging their contributions throughout.
Example Aquaculture Toolkit – Reduced Emissions from Feed Ingredients and Production	An agribusiness integrates Māori knowledge into sustainable feed practices by: • Engaging with iwi, hapū, and whānau to understand environmental values. • Incorporating these values into feed ingredient sourcing and production. • Aligning operations with Māori environmental stewardship principles.
Environmental Stewardship Approach	To support toolkit implementation, organisations adopt a stewardship approach that includes: • Promoting sustainable fishing and aquaculture practices informed by both mātauranga Māori and environmental science. • Participating in ecosystem restoration projects (e.g., replanting sea grasses, wetland rejuvenation). • Supporting community-led environmental monitoring and biodiversity conservation. • Recognising the link between environmental health and Māori well-being
Example Scenario	A regional fisheries organisation partners with iwi/hapū to co-develop sustainable fishing guidelines. They launch coastal restoration projects and support community-led monitoring to track progress. Simultaneously, they collaborate on a fossil fuel transition plan, piloting alternative energy sources assessed through a Māori cultural lens. These efforts ensure that environmental practices are both scientifically sound and culturally grounded, enhancing long-term marine sustainability and Māori well-being.

Appendices

Appendix 1: Glossary

Glossary

Atua	God(s)
Hapū	Sub-tribes
He Whakaputanga	The Declaration of Independence
Hīnaki	Eel Traps
Iwi	Tribe(s)
Kai Moana	Seafood
Kaitiaki	Guardian
Kaitiakitanga	Guardianship
Karakia	Prayer
Kanohi ki te kanohi	Face-to-face
Kaupapa	Topic / theme / purpose
Kawanatanga	Governance
Mana	Authority / prestige / spiritual power
Marae	Māori communal meeting place
Mātauranga Māori	Māori Knowledge
Mauri	Life Force
Moana	Ocean
Pā Kahawai	Fishhooks
Pūrākau	Stories
Rāhui	Temporary Closure
Rangatiratanga	Chieftainship
Raranga	Weavings
Tā Moko	Tattoo / Tattooing
Taonga	Treasure
Tapu	Sacred / Prohibited / Restricted
Te Ao Māori	The Māori World
Tiriti o Waitangi	Treaty of Waitangi
Tikanga	Customary Practises / Protocol
Tino Rangatiratanga	Self-Determination / absolute sovereignty / autonomy
Tīpuna	Ancestor(s)

Appendix 2: Engagement Strategy & Guidance

Implementing Tiriti-based approaches within the seafood sector relies on a foundation of effective Māori engagement. A strong engagement strategy recognises and values the significance of Māori perspectives, rights, and mātauranga. This section provides guidance on establishing and maintaining meaningful engagement with relevant Māori stakeholders, essential for achieving sustainable and equitable outcomes. It utilises, incorporates, and expands upon Te Puni Kōkiri's Māori Engagement Framework (previously managed by Te Arawhiti).

By considering and integrating elements of this engagement strategy, organisations can make progress toward a Te Tiriti-based approach, enhancing the effectiveness and meaningful implementation of their proposed projects, policies, and decisions alongside Māori.

Considerations before progressing

Before developing an engagement strategy, consider the following:

Understanding the Organisation's Position within the Sector: Recognise the organisation's position, the community or entity it represents, and its role within the seafood sector. Awareness of these aspects allows for a more informed engagement process, acknowledging the influences and relationships involved.

Understanding Roles and Expertise: Recognise the distinct roles, responsibilities, and areas of expertise of each party. This ensures respectful engagement and values each party's contributions, fostering effective and productive collaboration.

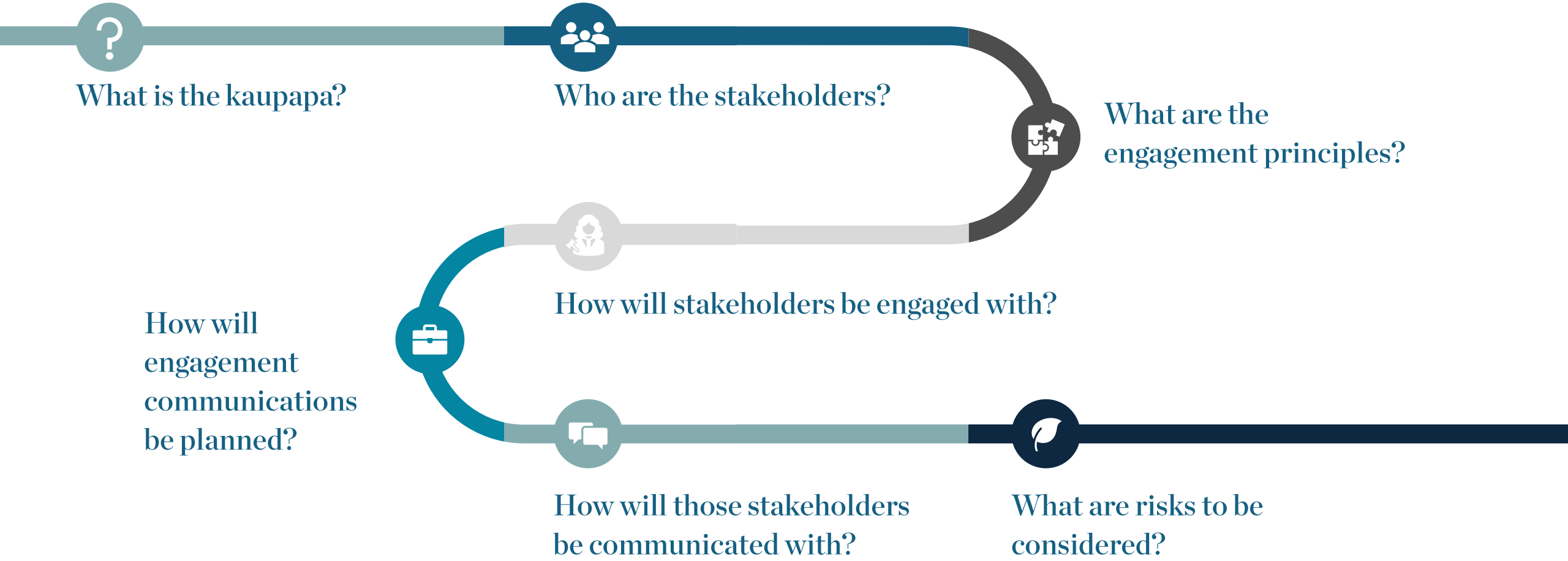
Valuing Mātauranga Māori: Mātauranga Māori includes cultural beliefs, values, practises, and knowledge passed down through generations. Acknowledge who owns this knowledge and approach it with respect. Ethical engagement with mātauranga Māori ensures traditional knowledge is honoured and utilised appropriately.

Fostering Mutually Beneficial Partnerships: Focus on creating meaningful value for both the business and Māori stakeholders. Aim for mutual benefit by collaborating towards shared goals, fostering economic and cultural benefits, and enhancing the mana (authority/prestige/spiritual power) of both parties.

Adopting Diverse Engagement Approaches: Recognise that there is no single way to engage with Māori. Each iwi (tribe), hapū (sub-tribe), and whānau (family) may have different protocols, preferences, and cultural considerations. Tailor the approach based on the specific community being engaged with, demonstrating flexibility and openness to diverse methods.

Once those factors have been considered, the following page highlights some practical steps in establishing a meaningful engagement strategy.

Engagement strategy



What is the kaupapa?

The first step in a successful engagement process is to clearly understand and define the kaupapa, or reason for engaging, and the goals to be achieved. By dedicating time to consider the kaupapa and its breadth, it may become apparent that it spans multiple sectors such as cultural, environmental, social, and economic. This initial understanding will facilitate the next step, which includes identifying the target audience and their relevant interests.

The key things to undertake in this step are the following:

1. **Define the Objectives:** Clearly define the purpose and goals of the engagement, and identify what is intended to be achieved through the engagement process.
2. **Identity Broader Impact:** Consider how your kaupapa extends across various sectors such as cultural, environmental, social, and economic. This broad perspective will help identify areas where objectives align with those Māori stakeholders.
3. **Be Considerate:** Remember that Māori stakeholders may experience engagement fatigue due to numerous engagements. Be mindful and respectful of their time and resources, ensuring interactions are meaningful and beneficial for both parties.

The following are some examples of reasons of why Māori stakeholders should be engaged with:

Economic Development and Opportunities	Partner with Māori enterprises to create economic opportunities and support indigenous aquaculture ventures.
Partnership and Collaboration	Establish partnerships to co-manage marine resources, integrating mātauranga Māori with modern practises.
Compliance with Te Tiriti o Waitangi	Involve Māori in decisions affecting their Customary Commercial and Non-Commercial Fishing Rights, aligning with Te Tiriti o Waitangi obligations.
Enhancing Social License	Build trust and gain community support by respecting Māori values and including their voices in industry decisions.
Cultural Innovation and Knowledge Sharing	Engage in meaningful use of mātauranga Māori alongside Māori to enhance marine ecosystem management with innovative, culturally respectful strategies.
Addressing Environmental Concerns	Partner with Māori to address environmental impacts with culturally appropriate, sustainable solutions.

Who are the stakeholders?

There are numerous stakeholders within Te Ao Māori, each with distinct and sometimes overlapping interests. The next step in the engagement process is to identify your relevant Māori stakeholder(s).

The relevant Māori stakeholders will depend on the kaupapa (purpose) and its effects on Māori communities. For example, if planning a business relationship with a single entity, engagement would occur with that entity. For initiatives that impact Māori beyond local areas, it is necessary to reach out to broader Māori groups or representatives.

In the context of the seafood sector, examples of stakeholders include:

- **Fishers:** Local fishers relying on specific fishing grounds for their livelihoods.
- **Whānau:** Those with customary fishing rights and those engaged in kai moana (seafood) gathering.
- **Te Rūnanga o Ngāi Tahu:** Manages extensive fisheries interests in the South Island.
- **Hauraki Māori Trust Board:** Represents 12 iwi in aquaculture management in the Coromandel/Hauraki region.
- **Taranaki Iwi Fisheries Ltd.:** Represents multiple iwi in the Taranaki region for sustainable fisheries and environmental stewardship.
- **Te Wai Māori Trust:** Focuses on advancing Māori interests in freshwater fisheries nationwide.
- **Te Ohu Kai Moana (The Māori Fisheries Trust):** Advocates for Māori interests in fisheries management under the Māori Fisheries Act 2004.
- **Moana New Zealand:** A leading Māori-owned seafood company operating nationally, committed to sustainable practises and the economic and cultural well-being of Māori communities.

Te Kāhui Māngai (Directory of Iwi and Māori Organisations) provided by Te Puni Kōkiri is a useful tool to assist in identifying relevant Māori stakeholders. It offers basic information about iwi, hapū, and marae as identified by the Fisheries Act 2004, including mandated and recognised iwi organisations. It also provides information on iwi authorities and groups that represent hapū for purposes of the Resource Management Act 1991. This tool can facilitate completing this step in the engagement process.

4.3.1 Stakeholder Mapping

Stakeholder mapping is essential as it helps to visually represent and understand the various stakeholders' relationships, interests, and impact. This step is crucial for prioritising stakeholders and strategising engagement efforts to ensure that all relevant parties are appropriately included in decision-making processes. By clearly mapping stakeholders, potential areas of collaboration, conflict, and opportunities to align initiatives with stakeholder expectations and needs can be identified.

Stakeholder mapping involves categorising the identified stakeholders based on their influence and interest in the kaupapa (purpose). It generally includes four key steps:

1. **Identify Stakeholders:** List all the stakeholders identified in the previous step and include a small description of each stakeholder.
2. **Analyse Stakeholders:** Assess each stakeholder's level of interest and influence.
3. **Prioritise Stakeholders:** Place stakeholders on a matrix to prioritise who to engage with closely.
4. **Engage Strategically:** Develop an engagement strategy that matches each stakeholder's position on the matrix.

A stakeholder mapping exercise example and template is available in the Māori Engagement Strategy Template (Appendix 1).

What are the engagement principles?

Establishing clear engagement principles is essential for developing an effective engagement strategy. These principles create a framework for interactions, ensuring consistency, accountability, and cultural appropriateness. Implementing such principles builds trust, promotes mutual understanding, and enhances collaboration, ultimately leading to more effective and sustainable outcomes.

The engagement principles guide the process and ensure that actions align with the values and expectations of all parties involved. Your engagement strategy should include principles relevant to your specific context.

Here are some example principles to consider:

Respect

Description: Honour Māori culture, values, mātauranga, customs, and rights.
Approach: Engage with humility and an open mind; ensure all interactions respect Māori customs and protocols.

Partnership

Description: Foster genuine partnerships based on mutual trust, respect, and Te Tiriti o Waitangi.
Approach: Recognise Māori as equal partners and co-creators in projects and decision-making processes; strive for shared outcomes that benefit both parties.

Inclusiveness

Description: Ensure that the voices of all relevant Māori groups, including iwi, hapū, and whānau are heard and considered.
Approach: Engage broadly and inclusively to capture the diversity of perspectives within the Māori community.

Transparency

Description: Maintain open and honest communications at all stages of the engagement process.
Approach: Share information freely and ensure Māori have access to all relevant data and insights to make informed decisions.

Long-term Commitment

Description: Commit to ongoing engagement and relationship-building.
Approach: Recognise that trust and effective partnerships are built over time and require consistent effort and attention.

How will stakeholders be engaged with?

A key point to remember is an engagement is not a one-off activity but an ongoing process that can occur multiple times over an extended period. Regular and consistent engagement helps build trust, improve collaboration, and achieve long-term sustainability and mutual benefits for all parties involved. Engagement with Māori is not merely procedural, it is about building enduring relationships based on trust, which evolve over time and are strengthened through shared outcomes and respectful dialogue.

Choosing the appropriate method is essential to ensure interactions with Māori stakeholders are effective and culturally appropriate. This step involves identifying engagement activities that align with the kaupapa and the interests and needs of the previously identified Māori stakeholders. By selecting suitable methods, effective communication, cooperation, and trust can be promoted, which are crucial for achieving successful engagement outcomes. The kaupapa and the earlier stakeholder mapping exercise will guide the selection of engagement methods and activities. The following tables illustrate a range of engagement methods identified in Te Puni Kōkiri's engagement framework that can be utilised for engagement purposes. Additionally, these tables provide examples of relevant objectives, approaches, and activities for each engagement method.

Inform	
Objective	Keep Māori stakeholders informed about project developments and operations.
Approach	Provide balanced and objective information to help stakeholders understand issues, alternatives, opportunities and potential solutions.
Activities	Regular updates on activities, environmental impacts, and market trends through newsletters, websites, and reports.

Consult	
Objective	Seek feedback from Māori stakeholders on drafts, proposals, and initiatives.
Approach	Actively listen to Māori concerns and aspirations and explain how their input influenced decisions.
Activities	Regular meetings, surveys, and participation in public consultations to gather feedback.

Collaborate	
Objective	Work together with Māori stakeholders to identify and address issues.
Approach	Both parties contribute to the development of proposals while retaining decision-making capabilities.
Activities	Collaborative problem-solving sessions, joint research projects, and shared resource management strategies.

Co-Design	
Objective	Form a partnership with Māori to jointly design processes and develop solutions.
Approach	Make shared decisions and support Māori-led initiatives.
Activities	Co-creating sustainable fishing practises, jointly developing aquaculture projects, and integrated business models.

Empower	
Objective	Empower Māori stakeholders with the ability to make key decisions regarding seafood operations.
Approach	Support implementation of decisions to bolster Māori leadership.
Activities	Assigning governance roles, management, and operational decision-making authority, and providing capacity-building support.

How will engagement communications be planned?

A well-considered engagement plan is essential for ensuring that interactions with Māori stakeholders are timely, respectful, and effective. Early and thoughtful engagement increases the likelihood of successful collaboration and outcomes, thereby enhancing the project's quality and relevance.

It is generally recommended to engage with Māori stakeholders as early as possible in the project lifecycle. Initiating engagement at the earliest stages demonstrates respect, builds trust, and establishes the foundation for a successful partnership.

Early Engagement Benefits

The benefits of early engagement include:

- **Trust and Respect:** Early engagement builds trust and demonstrates respect for Māori perspectives creating the foundation of a genuine and respectful relationship.
- **Ensuring Informed Participation:** Early involvement ensures that Māori are informed and able to participate effectively.
- **Enhancing Project Quality and Relevance:** Allowing Māori stakeholders to contribute their insights and knowledge from the outset can greatly enhance the quality and relevance of the project.
- **Identifying and Assessing Concerns Early:** Engaging early helps identify and address any potential concerns or issues, paving the way for smoother collaboration and better outcomes for all.

Also, when determining engagement timeframes, it is essential to consider the following factors to ensure engagement is effective:

- **Māori Stakeholder Capacity:** Acknowledge existing commitments and potential limitations of Māori stakeholders to participate fully.
- **Community Activities Awareness:** Be aware of other activities and events occurring within Māori communities that may impact their availability.
- **Realistic Timeframes:** Establish realistic and respectful timeframes that facilitate genuine and productive interactions.

To plan for successful engagement with your Māori stakeholders, consider the following steps:

1. **Identify Key Milestones:**
    - Outline the main stages of your project where engagement with Māori stakeholders is needed.
    - Examples include initial planning, proposal development, implementation, and monitoring.
2. **Determine Frequency of Engagement:**
    - Decide how often you will engage with stakeholders at each stage.
    - Regular check-ins, progress updates, and feedback sessions should be scheduled.
3. **Allocate Time for Each Engagement:**
    - Ensure enough time is allocated for each engagement activity to allow for meaningful participation.
    - Factor in sufficient notice periods for stakeholders to prepare and respond.
4. **Coordinate with Stakeholders' Schedules:**
    - Align your engagement activities with stakeholders' availability, considering their commitments and community events.
5. **Document Engagement Activities:**
    - Keep detailed records of engagements, including dates, participants, discussion points, and outcomes.
    - This documentation will help track progress and ensure accountability.

For more information and example of this step, please see the Māori Stakeholder Engagement Strategy Template (Appendix 1).

How will those stakeholders be communicated with?

A well-defined communications plan and clear key messages will help facilitate effective and consistent interactions with Māori stakeholders. A robust communications plan ensures that all stakeholders receive the necessary information in a timely manner, fostering transparency and mutual understanding. Clear messages help convey the project's objectives, benefits, and any concerns in a straightforward and respectful way, ensuring that the communications are meaningful and well-received.

The relevant steps required to create a communications plan are to:

1. **Identify Communication Objectives:**
    - Determine the main goals of your communications with Māori stakeholders (e.g., providing updates, seeking feedback, building relationships, etc.).
2. **Define Target Audiences:**
    - Identify the specific groups or individuals within Māori communities that you need to communicate with (e.g., iwi leaders, hapū, kaumātua, whānau, Māori organisations, etc.).
3. **Select Communication Channels:**
    - Choose appropriate channels to reach your stakeholders effectively (e.g., kanohi ki te kanohi (face-to-face) meetings, emails, newsletters, social media, community events, etc.).
    - Ensure the channels are culturally appropriate and accessible to your stakeholders.
4. **Establish Communication Frequency:**
    - Decide how often you will communicate with each stakeholder group (e.g., weekly, monthly, quarterly).
    - Regular and consistent communication helps build trust and keeps stakeholders informed and engaged.
5. **Determine Responsibilities:**
    - Assign specific team members responsible for managing communications with each stakeholder group.
    - Ensure they understand the cultural sensitivities and expectations of Māori stakeholders.
6. **Create a Communication Timeline:**
    - Develop a timeline that outlines key communication activities and milestones.
    - Ensure that all key messages and updates are scheduled and delivered in a timely manner.

By developing a comprehensive communications plan and crafting clear key messages, you can ensure consistent and respectful communication with you Māori stakeholders. A Communications Plan example is available in the Māori Engagement Strategy Template (**Appendix 3**).

What are the risks to be considered?

Conducting a thorough risk analysis is vital to identify, assess, and mitigate potential risks that may impact your engagement project and its interactions with Māori stakeholders. By understanding these risks early, you can develop strategies to address them proactively, ensuring the project remains on track and fosters positive relationships. Effective risk management helps to build trust, maintain transparency, and achieve positive outcomes. The risk analysis template and risk and mitigation strategy template are available in the Māori Stakeholder Strategy Template (Appendix 1).

The necessary steps required to conduct a Risk Analysis are the following:

1. **Identify Potential Risks:**
    - List all possible risks that could affect the project, including cultural, environmental, social, economic, strategic and operational risks.
    - Consider specific risks related to engaging with Māori stakeholders, such as miscommunication, cultural misunderstandings, or conflicts over resource use.
2. **Assess the Impact and Likelihood:**
    - Evaluate the potential impact of each risk on the project and its stakeholders.
    - Determine the likelihood of each risk occurring, considering historical data and stakeholder input.
3. **Prioritise Risks:**
    - Rank the risks based on their impact and likelihood to determine which ones require immediate attention.
    - Focus on high-impact and high-likelihood risks first.
4. **Develop Mitigation Strategies:**
    - For each identified risk, develop appropriate mitigation strategies to minimise its impact and likelihood.
    - Include proactive measures, contingency plans, and clear communication protocols.
5. **Assign Responsibilities:**
    - Allocate specific team members to monitor and manage each risk.
    - Ensure they have the necessary resources and authority to implement the mitigation strategies.
6. **Monitor and Review:**
    - Regularly review and update the risk analysis throughout the project lifecycle.
    - Engage Māori stakeholders in the risk management process to ensure their perspectives and concerns are addressed.
    - Consider how risks will be monitored and what the signals/information streams are that will alert whether the risk level is changing.

Feedback and Review

For successful engagement, feedback is essential. Reviewing the engagement strategy throughout the project lifecycle and after its completion is crucial to assess its effectiveness. Collect feedback from Māori stakeholders and team members at regular intervals to identify strengths and areas needing improvement. This can be done through surveys, hui (meetings), interviews, and direct communication.

Regularly evaluate whether the engagement objectives are being met and make necessary adjustments to address any challenges or gaps. This iterative review process enhances the quality of engagement and demonstrates a commitment to genuine partnership and continuous improvement. Transparent documentation of these reviews helps build accountability and trust, reinforcing positive relationships and successful project outcomes.

Engagement should also be seen as a learning and development opportunity. By regularly collecting feedback and reviewing the engagement strategy, the team can gain insights into effective approaches and areas needing adjustment. This ongoing process provides valuable opportunities to enhance cultural competency, understanding, and skills among team members.

Encourage the team to view engagement with Māori stakeholders as a significant learning journey that fosters personal and professional growth. Equip them with the knowledge and experience needed for future successful collaborations, helping to nurture a more informed, respectful, and effective team, ultimately contributing to more sustainable engagement practises.

Appendix 3: Māori Engagement Strategy Template

The following template should read alongside the information provided in section 4 of the Guidance Document.

Before You Start

Before progressing with the next steps in developing the engagement strategy, it is important to have a good understanding of the following key points regarding Māori engagement.

Understand Your Organisation's Position Within The Sector

It is important to recognise your organisation's position, the community or entity you represent, and your role within the seafood sector. Such an awareness allows you to approach the engagement process with a greater recognition of the influences and relationships involved.

Understand Roles and Expertise

Recognising the distinct roles, responsibilities, and areas of expertise of each party is essential. This acknowledgement ensures that engagement is respectful, and that each party's contributions are valued, fostering effective and productive collaboration.

Value Mātauranga Māori

Mātauranga Māori encompasses cultural beliefs, values, practises, and knowledge passed down through generations. It is critical to acknowledge who owns this knowledge and approach it with the utmost respect. Ethical engagement with mātauranga Māori ensures traditional knowledge is honoured and utilised appropriately.

Ensure Mutually Beneficial Partnerships

It is important to focus on creating meaningful value for both your business and your Māori stakeholder(s). Aim for a mutually beneficial exchange by collaborating towards shared goals, fostering economic and cultural benefits, and ensuring that the mana (authority / prestige / spiritual power) of both parties is enhanced by the process.

Diverse Engagement Approaches

There is no single way to engage with Māori. Each iwi (tribe), hapū (sub-tribe), and whānau (family) may have different protocols, preferences, and cultural considerations. Be sure to tailor your approach based on the specific community you are engaging with, showing flexibility and openness to diverse methods.

What is the kaupapa?

The first step in a successful engagement process is to clearly understand and define the kaupapa, or reason for engaging, and the goals to be achieved. By dedicating time to consider the kaupapa and its breadth, it may become apparent that it spans multiple sectors such as cultural, environmental, social, and economic.

What is the kaupapa?

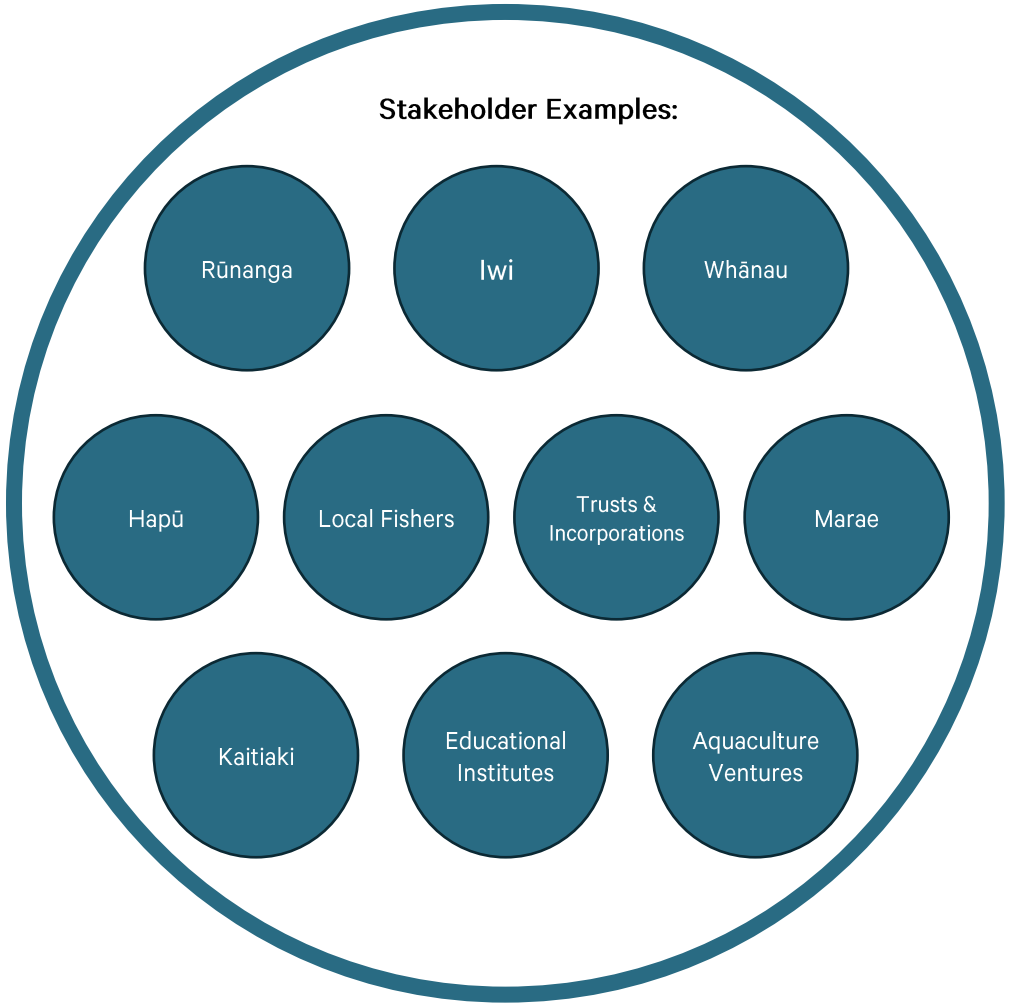
What areas are relevant to the kaupapa?	
Area	**Yes/No?**
Cultural	
Legal	
Social	
Economic	
Environmental	
Research	
Education	

Kaupapa Examples	
Partnership and Collaboration	Establish partnerships to co-manage marine resources, integrating mātauranga Māori with modern practises.
Compliance with Te Tiriti o Waitangi	Involve Māori in decisions affecting their customary fishing rights, aligning with Te Tiriti o Waitangi obligations.
Enhancing Social License	Build trust and gain community support by respecting Māori values and including their voices in industry decisions.
Cultural Innovation and Knowledge Sharing	Utilise mātauranga Māori to enhance marine ecosystem management with innovative, culturally respectful strategies.
Economic Development and Opportunities	Partner with Māori enterprises to create economic opportunities and support indigenous aquaculture ventures.
Addressing Environmental Concerns	Collaborate with Māori to address environmental impacts with culturally appropriate, sustainable solutions.

Who are the Māori Stakeholders?

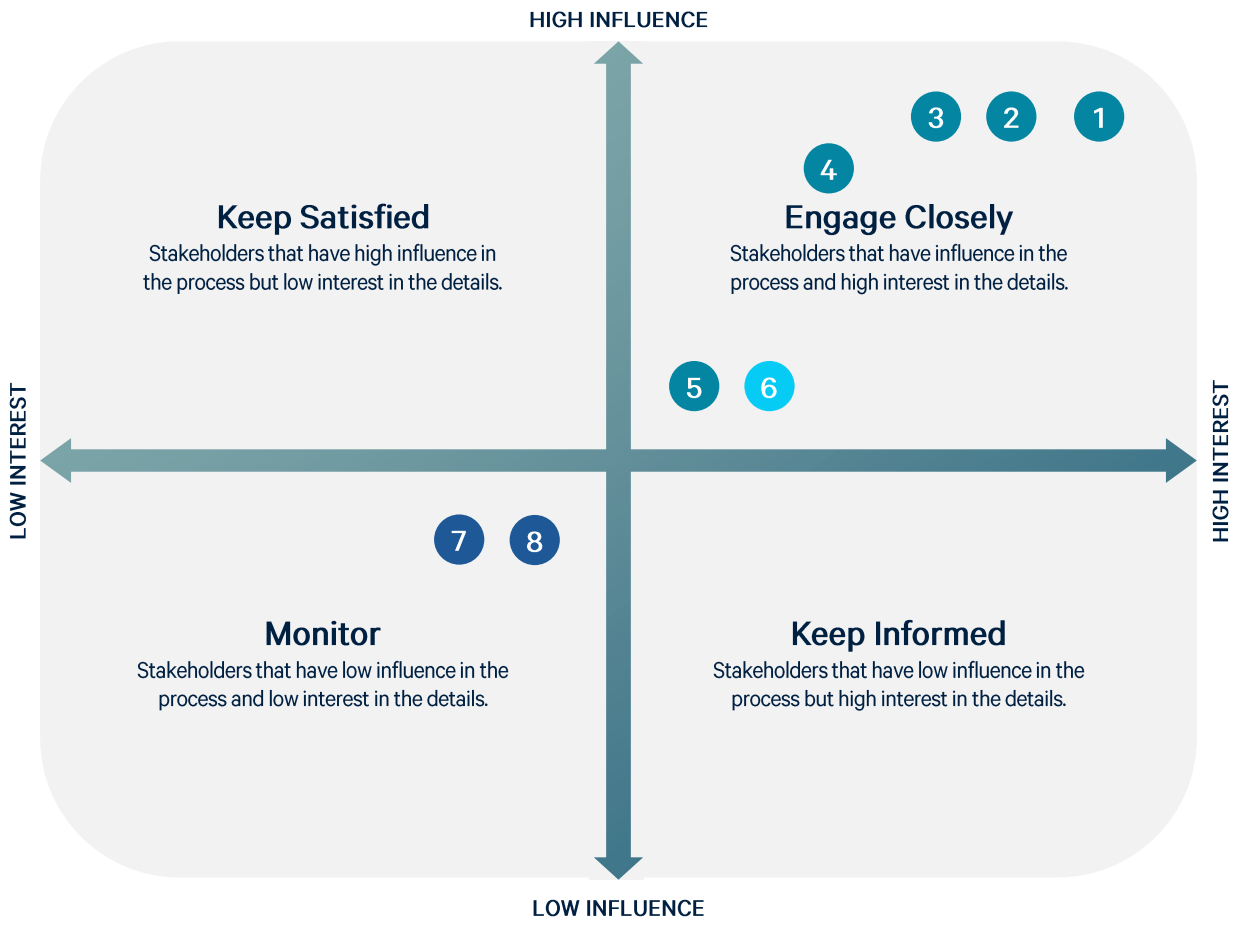
NOTE: It is important to remember that Māori stakeholder may wear many hats and represent many different interests.

Stakeholder	Who are they? (*Short description*)



Stakeholder Mapping Exercise

Based on the stakeholders identified and described, plot them on the stakeholder map below according to their respective levels of influence and interest.



	Identified Stakeholders
1	
2	
3	
4	
5	
6	
7	
8	
9	
10	
11	
12	

Engagement Principles

What are the engagement principles?		
1	*Principle	*Description
2		
3		
4		
5		

Some Examples	
Respect	**Description:** Honour Māori culture, values, mātauranga, customs, and rights. **Approach:** Engage with humility and an open mind; ensure all interactions respect Māori customs and protocols.
Partnership	**Description:** Foster genuine partnerships based on mutual trust and respect. **Approach:** Recognise Māori as equal partners and co-creators in projects and decision-making processes; strive for shared outcomes that benefit both parties.
Inclusiveness	**Description:** Ensure that the voices of all relevant Māori groups, including iwi, hapū, and whānau are heard and considered. **Approach:** Engage broadly and inclusively to capture the diversity of perspectives within the Māori community.
Transparency	**Description:** Maintain open and honest communications at all stages of the engagement process. **Approach:** Share information freely and ensure Māori have access to all relevant data and insights to make informed decisions.
Long-term Commitment	**Description:** Commit to ongoing engagement and relationship-building. **Approach:** Recognise that trust and effective partnerships are built over time and require consistent effort and attention.

Engagement Method

Based on the work completed earlier, select the appropriate engagement method for each stakeholder and outline the associated activities required for each stakeholders (i.e. in-person hui, wānanga, online catch-up, etc.).

Engagement Methods

- INFORM
- CONSULT
- COLLABORATE
- CO-DESIGN
- EMPOWER

Stakeholder	Method	Activities

Engagement Schedule

The following table is an engagement schedule example designed to provide a clear understanding of when to plan engaging with Māori stakeholders. Note, this table can be amended to provide an overview of when, where and how engagement is intended.

Stage	Engagement Activity	Timeframe	Participants	Notes
Initial Planning	Consult with iwi leaders	Early in project lifecycle	Relevant iwi leaders and representatives	Focus on understanding community needs
Proposal Development	Joint development sessions	Mid-project planning stages	Māori stakeholders, project team	Co-develop proposals, ensure cultural relevance
Implementation	Regular updates and feedback sessions	Throughout the implementation stage	All engaged stakeholders	Monitor progress, address emerging issues
Monitoring	Collaborative review meetings	Post-implementation, ongoing	Project team, Māori stakeholders	Evaluate outcomes, ensure sustainability

Communications Plan

The following Communications Plan example is designed to demonstrate how relevant Māori stakeholders can be communicated with, the frequency in which to communicate, the relevant channel, and the person responsible for carrying out these communications.

Activity	Audience	Channel	Frequency	Responsible Person	Notes
Project Overview Meeting	Iwi Leaders, Hapū	Kanohi ki te kanohi meetings	Initial stage	Project Manager	Ensure cultural protocols are observed
Monthly Newsletters	Whānau, Community Groups	Email, Printed copies	Monthly	Communications Officer	Share updates on progress and developments
Social Media Updates	General Public	Social Media Platforms	Bi-weekly	Social Media Coordinator	Promote engagement and gather feedback
Consultation Sessions	All Stakeholders	Community Halls, Marae	Quarterly	Engagement Coordinator	Address concerns and gather input
Feedback Surveys	Participating Stakeholders	Online	After major milestones	Project Analyst	Analyse feedback to inform future actions

Risk Management

The following risk identification table example aims to provide an understanding on how to identify and plan for all the relevant potential risks to the kaupapa and to the engagement with Māori stakeholders.

Risk	Impact	Likelihood	Priority	Mitigation Strategy	Responsible Person
Cultural Misunderstandings	Damaged relationships, project delays	Medium	High	• Conduct cultural competency training for project staff. • Consult with Māori cultural advisors to ensure protocols are followed.	Cultural Advisor
Environmental Impacts	Negative effects on ecosystems, community opposition	High	High	• Conduct thorough environmental impact assessments. • Implement sustainable practises and seek Māori input on environmental concerns.	Environmental Manager
Resource Conflicts	Disputes over resource use, legal challenges	Medium	High	• Engage early and regularly with Māori stakeholders to discuss resource management. • Negotiate mutually beneficial agreements.	Project Manager
Funding Shortfalls	Project delays or cancellations	Low	Low	• Develop a detailed budget and secure multiple funding sources. • Maintain transparency with stakeholders about financial status.	Financial Officer
Lack of Stakeholder Engagement	Reduced support, project failure	Medium	Medium	• Create a comprehensive engagement plan. • Offer multiple channels for stakeholder involvement and feedback.	Engagement Coordinator

Implementation, Feedback & Review

The following table is an example of how to present an implementation plan with opportunities to collect feedback from Māori stakeholders regarding the kaupapa and general engagement.

Activity	Objective	Timeline	Responsible Person	Notes
Kick-off Meeting	Align on project objectives and expectations	Project start	Project Manager	Include Māori stakeholders.
Engagement Sessions	Maintain consistent interactions as per the schedule	Throughout	Engagement Coordinator	Follow the engagement schedule.
Communication Dissemination	Ensure all stakeholders are informed and involved	Ongoing	Communications Officer	Use selected communication channels.
Risk Management	Monitor and mitigate risks	Ongoing	Risk Manager	Engage Māori stakeholders in risk reviews.
Progress Monitoring	Track project progress and address deviations	Weekly/Monthly	Project Manager	Use progress reports and monitoring tools.
Regular Check-ins	Ensure coordination and address issues	Weekly/Bi-weekly	Team Leads	Open lines of communication with stakeholders.
Adaptation and Adjustments	Make necessary adjustments based on feedback and changes	As needed	Project Manager	Maintain flexibility and responsiveness.
Feedback Collection	Gather and incorporate feedback from stakeholders	Monthly/Quarterly	Engagement Coordinator	Use surveys, meetings, and direct communication.
Final Review and Reporting	Evaluate project outcomes and lessons learned	Project end	Project Manager	Include detailed evaluations and feedback.

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