



The Mana Kai Initiative

*The Purpose and Values of
Aotearoa New Zealand's food system*



FUTURE SHAPERS



Mā te
Kaitiakitanga
ko te
Tōnūtanga
Prosperity
Through
Guardianship

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Executive Summary



A letter from our co-chairs

Pīrere haere te tāriroriro ki rō te ao o te whenua ki te ao māra kai. Hei whakatīrara i ngā parirau i te mātauranga o ngā tikanga tuku iho hei whitawhita, hei hua ake te hīnātore i rō te hirikapo. Aupiki, auheke ai te mātauranga ki ngā iwi puta noa atu i te motu whānui o Aotearoa e hāngai pū ana ki te māra kai me ōna painga maha. Ēnei mātauranga he mea tuku iho nō tērā whakatupuranga, ki tēnā whakatupuranga, heke iho ki tēnei whakatupuranga. Heoi anō, me tuku mihi ki a koutou e ngā kaihapai o ēnei mahi ahūwhenua, e whai haere ana i aua mātauranga, kei te mihi ake, koutou hoki e ngākau nui ana ki tēnei mahi, ki tēnei kaupapa o te Mana Kai, tēnā toro mai ki a mātou. He iti tēnei kaupapa mō ngā whānau, mō ngā iwi, mō ngā hunga katoa puta noa atu I te motu whānui o Aotearoa.

The Tāriroriro bird is flying into the physical realm where there is land and abundance of food. The Tāriroriro bird is feeding on the food so he can grow his wings with the knowledge that the elements of our food system are connected by whakapapa. This knowledge is not just for this one Tāriroriro bird but it's a koha to New Zealand and all New Zealanders. This knowledge has been handed down from many generations before us here today, however it is up to all of us to keep it alive.

We want to give thanks to everyone that has been involved in this Kaupapa (Mana kai) and that has brought to our attention the different voices, to find a framework that captures the purpose and values of our New Zealand food system. In conclusion, if you see that you want to be a part of the Tāriroriro's journey to grows its knowledge and spread its wings in the food system that we collectively aspire for Aotearoa, now is your chance.



Rangimarie Hunia

Chair



Matthew Prichard

Deputy Chair

Secretariat services provided by



Funding provided by



Kōrero Partner



The core of our kōrero

Aotearoa New Zealand has a unique food system for a developed nation which creates complexities when taking a whole of food system perspective. Like most nations, the food system has a key role to play in nourishing the community and underpinning cultural, health and wellbeing outcomes. The challenge comes from the fact that, unlike most developed nations, our food system is also the key contributor to our economic prosperity and has historically drawn extensively on te taiao (land, soil, water, oceans, air, and biodiversity) to create this wealth. Successfully balancing the needs of our environment, with the health and cultural needs of the community and the need to create the wealth that enables us to function as a society makes the challenges facing our food system unique but also means the opportunities from getting the outcomes right are significant.

Now is the time to explore the future of our food system given the trials the pandemic has presented it with and the solutions it has provided. Other challenges the food system has been dealing with include the cost pressures that have intensified following the start of the Ukraine war and increasing impacts of severe climate events. The whole food system has demonstrated remarkable resilience in a period of unprecedented disruption from the multiple challenges that have been faced, but the challenges have also highlighted its shortcomings. The system has

generated record export returns while at the same time leaving thousands of people without access to affordable, healthy nutrition. We need a deeper understanding of the long-term impacts that food production and collection are having on te taiao. Using the disruption faced as a reason to take the time to think comprehensively about the food system we aspire to have in New Zealand and the actions that will accelerate change towards the desired outcome, makes sense at time when there is greater openness to accepting change.

From the outset Mana Kai has taken a Te Ao Māori led approach to our work. One of the earliest but most significant decisions of the Leadership Group was choosing to take a uniquely Aotearoa based approach to our work rather than following the conventional pathway taken by most food systems strategy initiatives around the world. We worked with Che Wilson to put together the Mana Kai Framework using a Te Ao Māori worldview and used this as the basis of our consultation with stakeholders across the whole food system. The most significant implication of taking this approach, and the greatest departure from conventional food systems work, has been the placing of the protection and regeneration of the environment as the first priority in the framework. We believe that only in ensuring the strength and resilience of te taiao, will we ever be able to create a food system that can deliver the abundance we seek to meet

both our domestic needs and to create the economic prosperity that underpins the functioning of our society.

Our work has identified that there is common ground in our aspirations for the future of Aotearoa New Zealand's food system to collectively develop and accelerate solutions from. We invited contributors to share their vision for the whole food system and found many recurring themes in the feedback we received. The critical importance of producing food in a way that respects nature and over time contributes towards the regeneration of the environment was a strong theme. Many contributors highlighted the importance of the role that food plays in enhancing the health of our people and our communities. The dual role that the system plays in also making a material contribution to our national economic prosperity was featured in many visions. It is from this common ground of protection of the environment, lifting the outcomes for our communities and creating sustainable economic prosperity that the Mana Kai Initiative has focused its work.

Our work also recognises the tensions that exist across Aotearoa New Zealand's food system reflecting the different perspectives, experiences and understanding people bring to their roles within the system. These tensions are inherent in the system and, consequently, were inherent within the Leadership Group of the Mana Kai Initiative. It was in seeking out the

diversity of perspectives to identify and understand the key tensions that exist around issues such as the affordability of food, the impact our export food system has on the country, the application of modern technologies, including gene-editing, and the impact our food production systems have on te taiao, that we identified the areas where intervention could help to shape the outcomes our food system delivers.

Progress will come faster if many participants across the whole food system play their part. The actions that have been developed are intended to enable anybody with an interest in enhancing the outcomes our food system achieves to see a role that they or their organisation can play in contributing to the food system we collectively aspire to create. We are very clear that the solutions to the challenges we face will come from across the whole food system, they are not solely the responsibility of the Government or of food producers. While both Government and food producers recognise that they have an important role to play, they do not have the financial resources, the human capacity or the grassroot connections to do everything themselves. The ability to work collaboratively beyond traditional silos, with people, groups and organisations bringing their capabilities, resources, and knowledge to initiatives with a common ambition will create change faster than any organisation acting on its own.

The Mana Kai Initiative has never been about creating new structures and initiatives but about exploring how we can better connect people with aligned visions and existing initiatives to enable them to move faster and create greater impact. From our discussions it is very clear that there

are already many initiatives underway to enhance the outcomes that our food system achieves. We have seen our role as suggesting actions that have the potential to connect up existing projects, that could bring alternative perspectives to the table to extend the ambition or can assist in removing constraints to enable an initiative to scale up faster. While we do suggest a pathway for Mana Kai beyond the release of this paper on the purpose and values of the food system and the associated action plan, we fundamentally believe that the power of the initiative is in providing people with a pathway to opt into collaborative action with organisations that have aligned visions and aspirations.

The Government has a key role to play in the future of the food system given its wide involvement in many aspects of the systems operation and regulation. Our work has highlighted participants across the food system at local, regional, and national level are looking to find ways to work more collaboratively with Central government agencies based in Wellington as well as seeking ways to engage more substantively with regional and local council bodies. They recognise that the Government has the unique ability through its resources and regulatory functions to significantly lift the likelihood of success of an initiative, but they also note that Government does not have all the answers and there are vital elements to delivering sustained change that exist outside the boundaries of Government. We encourage Government agencies to continue to seek to collaborate with participants across Aotearoa New Zealand's food system and to use Mana Kai as the basis for developing a comprehensive, whole of government

perspective to setting and evolving food system related policies and interventions.

This paper only captures a range of views on the purpose and values of Aotearoa New Zealand's food system. While the Mana Kai process has been designed to hear perspectives from a wide range of people, persons and organisations with understanding and involvement right across the food system, it is recognised that we will not have heard every perspective, or every good idea people have about where our aspirations should sit for our food system and actions and initiatives that can assist in moving it forward. The Leadership Group consider that the publication of this paper marks the beginning of a journey that we want to invite everybody to join us on as we collaboratively work to create a food system that delivers the goal we collectively aspire to; a comprehensive kai system committed to feeding all New Zealanders the food they need in a manner that protects and enhances their mana – *Mana Kai*.

The Mana Kai Framework



The Mana Kai Framework

The food system we aspire to

Kai plays a significant role in all aspects of life in Aotearoa New Zealand.

It is central to the connections that we each have to our cultures and our communities, and particularly important in many facets of Māori tikanga.

Food is responsible for much of our financial prosperity as a nation, given the significant returns we derive from exporting products to consumers around the world.

It also enables other forms of prosperity that allow each of us and our communities to thrive – economically, physically, socially, emotionally, spiritually, culturally.

It has shaped our natural environment as we have sought to extend the range and reach of the food products that we grow. However, use of the land, water, soil, oceans, air and other elements of our national natural capital has had an adverse impact, at times significant, on the quality of those resources.

It creates an obligation to protect and restore te taiao, while ensuring we can continue to produce food for ourselves, and those beyond Aotearoa's shores.

Kai influences the health outcomes we are reaching as a society as the food that we put into our bodies, either through choice or necessity, has a significant impact on the levels of non-communicable disease that we record, as well as the growth and development of our children and their ability to reach their full potential.

Kai has the ability to enhance mana or diminish it through the choices we have available to us based on the accessibility and affordability of food.

When we get kai right it brings health, wellbeing, joy and prosperity to our people and our communities, while ensuring that our natural environment is a position to thrive for generations to come.

Despite these fundamental impacts that kai has on our lives, Aotearoa New Zealand has no overarching national strategy relating to food, something that governments of many countries around the world have been developing in recent years. Without some kind of national food strategy or framework, there is no alignment between participants across our food system that encourages us to seek balance between the environmental, social, health and economic outcomes that our food system delivers to the country.

The COVID-19 pandemic has cast a spotlight on some of the areas in our society requiring urgent attention and change while also providing an environment where change is being more readily accepted. For Aotearoa New Zealand the spotlight fell on the level of inherent food insecurity in our country, with many New Zealanders finding themselves having to seek support to access sufficient kai to feed themselves and their families during the lockdowns we experienced. The pandemic also highlighted the impact that global crisis can have on our choices as individuals and as a community, underlining the importance of leaning into and playing our part in mitigating the impacts of man-made climate change before we again lose the freedom of choice that we place so much value on in our society.

We initially set out with the goal of building a broad coalition of parties from across the food system to partner with government in the development of a national food strategy for New Zealand. What we have learnt over the last two years is that while

there is much common ground in aspirations that participants across the food system hold for the system's future that there is still work needed to build understanding and trust between those involved in the food system, as well as deepening relationships with Government, before we as a country are ready to step into the development of a comprehensive national food strategy. We are hopeful that this mahi will provide a valued steppingstone on that journey for many working within New Zealand's food system.

Where we have arrived, with the presentation of this paper on the Purpose and Values of Aotearoa New Zealand's Food System together with the associated Mana Kai Priority Action Areas Plan, is the articulation of the ambitions we have for our food system, the Mana Kai Framework. The framework, of which the values base has been developed through a Te Ao Māori lens, embraces the aspirations we heard from participants involved in the many and varied activities that make up the New Zealand food system.

He mana kai e toitū ai te ora o te ao

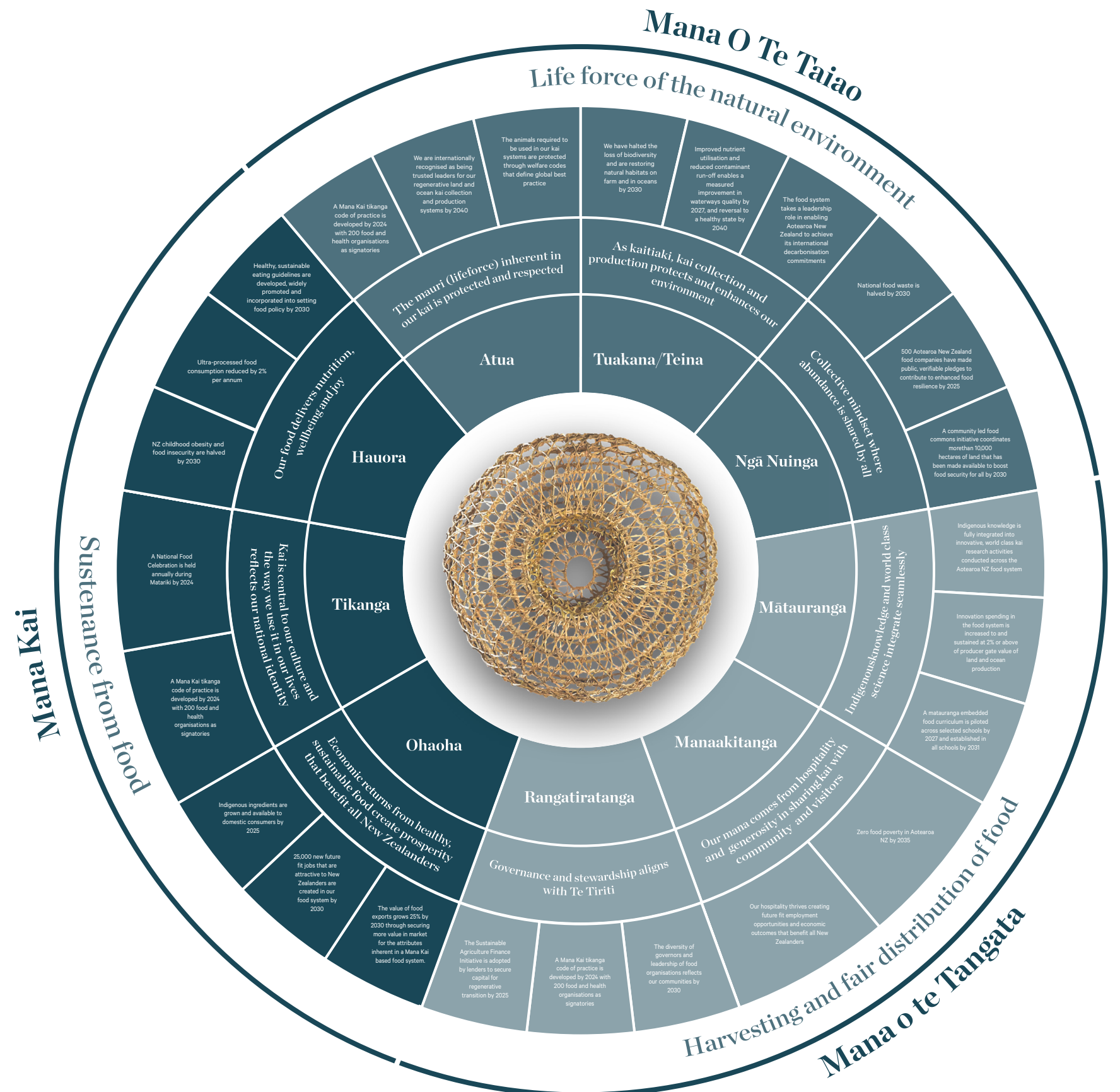
It is through mana kai that we gain long term sustenance for planet and people

I commit to a food system where

This framework is offered to all New Zealanders, with the recognition that we will not all agree with every goal and objective that we have included. There are clear tensions between participants in the food system, depending on the role a person, people or organisation plays. What became clear for us during our conversations was that underlying these tensions was a lot of common ground on the aspirations people hold for the food system and the bottom lines that it must be designed to deliver on. One of those bottom lines is Te Tiriti o Waitangi and its increasing role in shaping our values base as a nation and how we interact with each other.

Our hope is that participants in the food system can find their points of alignment with the ambition inherent in the framework and the values that it has been built on. We also hope they are willing to commit to playing their part in creating a food system where those values inform the many decisions being made each day, so we can aspire to a food system that is sustainable, inclusive, accessible, affordable, nutritious, and prosperous. If there is not an action or goal that aligns with how a participant in the system interprets the framework, we encourage people to initiate their own goals and actions, and, importantly, seek out collaborators from across the food system. So your aspirations contribute to transitioning Aotearoa New Zealand towards the goal we collectively aspire to; a comprehensive kai system committed to feeding all New Zealanders the food they need in a manner that protects and enhances their mana and the mana of the environment, Mana o te Tangata, Mana o Te Taiao, Mana Kai..

The sections of this paper explain the process we have followed in creating the Mana Kai Framework, the Te Ao Māori framing that was developed, the outputs of the kōrero that were held, more detailed explanations of the thinking that underpins the framework (which encompasses the initial Mana Kai framing together with goal and objectives the leadership group have developed), together with an overview of the priority action areas and the next steps for the Mana Kai Initiative.



The process we have followed

The Leadership Group of the Mana Kai Initiative have followed a process designed to listen and reflect the views of the diverse communities interested in Aotearoa New Zealand’s food system. To understand why the food system is important to them, where it is delivering and where it needs to do better to meet the needs of all our communities.

Throughout this initiative we have continuously sought to think about Aotearoa New Zealand’s food system in the broadest possible terms, as a whole food system, which encompasses not only those involved in the collecting and growing, processing and distribution of food but with any connection to food, which ultimately encompasses every New Zealander as an eater of the food that the system delivers.

The process had two goals:

- (1) To identify and articulate a broad understanding of the purpose and values of the food system in Aotearoa.*
- (2) To identify opportunities for collaborative action that will have a measurable impact in moving the system towards the purpose and values that have been articulated.*

The Mana Kai Initiative is the consequence of an action recommended by The Fenwick Forum, held by The Aotearoa Circle in June 2020, in the immediate aftermath of the first pandemic lockdown. The Forum was held to identify priorities to enable New Zealand to build back better in the areas of food, energy, and transport as we adapted to life with COVID-19. The Forum called for the development of a National Food Strategy to respond to the level of food insecurity across our community, that had become very apparent during lockdown, but to respond to this challenge in a way that enhanced our natural environment and accelerated our response to climate change.

The Guardians of the Aotearoa Circle initiated a project to work towards the development a National Food Strategy for New Zealand. KPMG was appointed to act as the project’s secretariat and the initial leadership group was assembled with Rangimarie Hunia agreeing to take on the role of Chair and Matthew Prichard, Deputy Chair. At this time, The Agricultural Marketing and Research and Development Trust (AGMARDT) provided financial support to the project.

Chair & Deputy

Chair Rangimarie Hunia	Chair, Te Ohu Kaimoana
Deputy Chair Matthew Prichard	Executive Chair, KPMG New Zealand/ Director, World Vision NZ

Current Members

Angela Clifford	Chief Executive, Eat New Zealand
Professor Boyd Swinburn	Professor of Population Nutrition and Global Health, University of Auckland
Chris Kerr	Policy Director, Strategy and Insights, Ministry for Primary Industries
Emeline Afeaki-Mafile’o	Executive Director, Affirming Works
Jenny Webster-Brown	Director, Our Land and Water National Science Challenge
Lee-Ann Marsh	General Manager, AGMARDT
Martin Workman	Chief Advisor, Ministry for the Environment
Paul Harvey	Formerly Global Director Food Service, Fonterra
Robert Hewitt	Chairman, Silver Fern Farms Co-operative/ Farmlands
Tric Malcolm	Pou Ārahi, Kore Hiakai Zero Hunger Collective

Alternates

Justine Gilliland	Trustee, AGMARDT (Alternate to Lee-Ann Marsh)
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Past Members

Grant Bryden	Director at Ministry for Primary Industries (MPI)
Peter Gordon	Head of Food, Homeland
Mark Robinson	Head of Fonterra Farm Source - Southland & Otago
Whaimutu Dewes	Chairman, Sealord

The process we have followed continued

The first phase of the project focused on determining an approach to develop a National Food Strategy. Global food strategy initiatives were reviewed, and learnings noted. This highlighted the opportunities for Aotearoa from a food strategy, but also the complexities given our food system not only exists to feed our people but has important cultural significance and is a key driver of economic wealth for the country.

Following, this research, The Leadership Group made two key decisions:

(1) That the best chance for the project to have a material positive impact on Aotearoa's food system was to approach the work through a Te Ao Māori lens; and

(2) That it was not in a position to develop a comprehensive national food strategy, considering this to be work that should be undertaken by Government, but could make a significant contribution to enhancing food system outcomes by articulating the purpose and values of the system and identifying actions that would help to create the food system that we collectively aspire to.

The Leadership Group engaged Che Wilson (Ngāti Rangī-Whanganui, Tūwharetoa, Mōkai Pātea, Ngāti Apa, Ngā Rauru) to develop a Te Ao Māori framing for Aotearoa's food system, Mana Kai. Che is a recognised expert in tūpuna wisdom as well as having extensive management and governance experience related to te taiao and Aotearoa's food system.

The Mana Kai framing we developed became the basis for a series of dialogues conducted between November 2021 and January 2022 facilitated by DNA Design, KPMG, and members of the Leadership Group with representatives from across the whole food system. The dialogues sought to understand people's perspectives of Mana Kai, key issues facing our food system and what the Aotearoa food system that they aspire to be part of would look like.

More than 30 dialogue sessions were held with over 120 organisations represented. We captured more than 1,500 specific quotes from the dialogues that were held.

In addition to the formal dialogues, interested parties were also able to complete an online survey which provided further insight into attributes of the food system.

Between the dialogues and the online survey tool, more than 250 people directly engaged in the consultation process.

The dialogues confirmed broad support from across the food system for the vision described in the initial Mana Kai framing, with a high degree of consistency amongst contributors on the key attributes of a successful food system. Subsequent to the dialogues, the Leadership Group has been working to synthesise the feedback received and has used this to add goals and objectives to each element of the original Mana Kai framing, to create the Mana Kai Framework as an articulation of the purpose and values of Aotearoa's food system. The results of the process are set out in this paper.

The Leadership Group has also worked to prioritise an initial list of around 80 potential actions to create the Mana Kai Priority Action Areas. The prioritisation has meant that, intentionally, there are not proposed actions in the plan for each objective with focus being placed on those actions with the greatest potential to fundamentally accelerate transformation of Aotearoa's food system towards a one that delivers Mana o te Taiao, Mana o te Tangata, Mana Kai. The approach that was used to determine the actions in the plan is explained in more detail later in this report.

The diverse range of backgrounds and experiences that the members of the Leadership Group brought to the table has fostered some very lively and challenging conversations over the last two years. The tensions inherent in our food system have been clearly apparent within the Leadership Group and has meant at times we have had to take some time go backwards to move forward. Our work as a group has been underpinned by some common aspirations around the ability of our food system to feed every New Zealander affordable, nutritious food, to contribute positively to regenerating our environment, to lift the health outcomes of our population and to continue to make a substantive contribution to the economic prosperity of the country.

The common ground the Leadership Group has found has enabled us to complete and offer the Mana Kai Framework to the country. We hope others in the food system will discover what is possible through engaging and collaborating with those that sit beyond the sectors of the system that they usually operate in.

Why was now the right time for a korero on the purpose and values of our food system?

COVID-19 disruptions, the proportion of children living without enough healthy food, unsustainable rates of adult obesity, food affordability, poor freshwater quality, greenhouse gas emissions are all wake-up calls that our food system is failing to reflect our values and national aspirations.

The health, environmental, social equity and economic outcomes that Aotearoa New Zealand is achieving have come into sharp focus in the last two years as we have responded to the COVID-19 pandemic. Increased awareness of both the challenges and opportunities in front of us have catalysed calls for work to be done on securing a more equitable future for Aotearoa New Zealand's food system.

New Zealand exports high quality food to the world. However, there has also been clear evidence over the last two years that many more people in our community lack adequate food security, with many people having to seek food support for the first time in their lives since the start of the first lockdown (while detailed statistics are not available, agencies working with vulnerable communities suggest there could have been as much as a 33%

increase on the 15% of the population that was food insecure at the start of the pandemic). The pandemic has also highlighted the extent of food insecurity amongst our children, where schools being closed left many of our young people unable to access the food support they receive through the system.

An unintended consequence of our dependence on the wealth food export generates for the country is that it places our domestic consumers in a position of having to compete for supply and, as a consequence, having to match the export price for products. For the New Zealand community, increasing costs of living, in particular high housing costs, without similar increases in income, further limit the available household income for food expenditure. These broad economic challenges are compounded by inconsistent knowledge about healthy eating, poor mental health outcomes, and exposure to advertising of unhealthy foods. As a result, one of the ways that food insecurity manifests itself in New Zealand is in the form of obesity, diabetes, and other non-communicable diseases.

The volume growth that has been achieved by our food producers has increased export returns, but this has placed pressure on ecosystems and undermined their ability to sustain themselves, and consequently, the food producing activities we depend on to thrive. Manaaki Whenua has previously estimated that we are losing 192 million tonnes of soil per year,

which they attributed to a variety of causes including the farming systems that we use. Farming and fishing activities have impacted our environmental resilience. In respect of biodiversity over 80% of native land vertebrates are classified as threatened, while just 40% of freshwater lakes and rivers are consistently swimmable. Agricultural activities account for 48% of Aotearoa New Zealand's gross greenhouse gas emissions.

Human health and environmental concerns that connect back to the food system have come to the fore globally in recent years. This has led to initiatives around the world seeking to rethink how food systems operate to deliver better human and planetary health outcomes.

The Government's food system sector vision, Fit for a Better World, calls for food producers to move rapidly to lower carbon emissions, restore the health of our water, reverse the decline in biodiversity, while at the same time feeding our people and creating prosperity that benefits all New Zealanders.

The choices we're currently making about how we produce, process, market, consume and dispose of our food is a key factor in contemporary human, economic, environmental and community health challenges. At the same time, we have extensive traditional knowledge, and have developed global expertise and innovation that we can apply to address the challenges we face.

Mana Kai: A te ao Māori framing for Aotearoa New Zealand's food system

Three Te Ao Māori concepts underpin the Mana Kai framing for Aotearoa New Zealand's food system.

He mana kai e toitū ai te ora o te ao

It is through mana kai that we gain long term sustenance for planet and people

Atua

Spiritual Connection

Atua is the metaphysical energy of the unseen. This word is often translated as god or gods but that is an inadequate translation. Atua are the foundation of all things Māori. Their names reflect elemental expression in the natural world and atua are reflected in all other things including the human body.

There are numerous Atua for food sets and if regions are renown for specific food, localised Atua are also part of a tribal narrative. This is important as it links to the quality and richness of our food and emanates pride, especially when we taste our kai abroad.

The connection of food to Atua is what gives food its mana. It is through this component mana that humans source our primary mana from the whenua. In the Māori worldview, it is the connection to the mana of the Atua, of whenua and how food is produced or gathered that adds to the quality which is referred to as 'te makuru' or succulence or abundance (in this context) of kai.

Tuakana/ Teina

Acknowledging our junior role to the natural world

The Māori worldview also acknowledges that humanity are the teina (junior) of creation and as a result it is our responsibility to respect and pay deference to all other things, both animate and inanimate.

This concept of tuakana (senior) and teina is key to the Māori social order. This social order extends past humanity to the natural world and is why Māori refer to other parts of the universe as our tuakana, mātua (parents) or tūpuna – our relations. This links directly to our whakapapa (genealogy) where everything in the universe has a whakapapa and humanity are at the end of the pecking order.

This focus is principally about relationships and how we interact with nature, knowing that maintaining universal equilibrium is a fine balance. This differs to conventional wisdom that humanity has domain over all things.

Ngā Nuinga

Ensuring enough for all

Ngā Nuinga – Abundance with the Māori worldview focuses on there being enough for everyone and though, based on location, allocation of resources may differ, it is those groupings responsibility to share access and trade to ensure the notion of abundance is maintained. This has been the practice of Māori Trusts and Incorporations through their charitable activities since their inception to help mitigate the shareholder dividend-whānau benefit split.

It is through an abundance mindset that mana is given a chance to increase and as a result ensures a responsibility to share and trade rather than resources staying just with a select few.

What is Mana?

Mana is a concept that originated in the Pacific and is central to Māori culture. It is widely understood in Aotearoa and fundamental in guiding how we value each other and the world around us. For Māori, interaction and relationship with the natural world and humanity is reliant on mana and is the way to maintain and develop relationships.

Mana originates from the natural world. It is the energy, power, presence, and essence that has a divine origin and is imbued in all things, both animate and inanimate. It is mana that gives humanity the ability to act in a specific way to help maintain its relationship with the natural world and ourselves. It is through this interplay that we witness the increase or decrease of mana.

In the context of our work on Aotearoa New Zealand's food system, mana is represented in food as the ability to host and care for people. This can increase or decrease the mana of individuals, whānau, communities and the nation. The fact that New Zealanders are struggling to provide quality food to all New Zealanders is a mana issue. This contributes to poverty of spirit as well as material poverty that has impacts and consequences for the whole nation. A food system with low mana is a failing system.

What is Mana Kai?

Mana Kai is the responsibility of humanity to care for the environment so that the environment and its food can care for us.

Mana Kai has both physical and metaphysical components. These components result in both quality food, the importance of giving back to the environment and having a sustained spiritual connection to the natural world.

Therefore, a Mana Kai framing highlights that we have an important responsibility to provide sufficient kai for our own people alongside exporting food to global trading partners.

Mana Kai framing

The Mana Kai framing consists of three parts:

Mana o te Taiao – Natural energy of nature;

Mana o te Tangata – Harvesting and fair distribution of food; and

Mana Kai – Sustenance from food.



Mana o te Taiao
Natural energy of nature



Mana o te Tangata
Harvesting and fair distribution



Mana kai
Sustenance from food

Mana Kai Framing

Mana o te Taiao

Mana o te Taiao, in this context, focuses on the environmental factors that impact on the production of food, both in the wild and through human assistance (ie: agriculture, horticulture, fishing etc). Mana o te Taiao also factors into the framing the need for humanity to change behaviour to ensure we tackle current environmental issues, particularly climate.

The Atua component is that Taiao (or nature being both the whenua and the moana) is the physical manifestation of Atua and the fact that you can see and touch the environment means you are able to see and touch the Atua. This takes the concept of Atua being present in both the seen and unseen worlds to a different level of consciousness.

The Tuakana-Teina relationships within the Mana o te Taiao also means that through our shared genealogy we are related to the environment and must treat those who are part of our whanaunga, part of our family, in a way we would expect to be treated. With this familial relationship we are able to also communicate with our whanaunga and through observation, they will communicate back to us.

It is through the communication with and treatment of the Mana o te Taiao that we give back to our senior whanaunga. This is often seen through offerings that you will see when fishers fish by te maramataka (lunar calendar) and give back to Tangaroa or Māori winemakers and fruit growers have their own places to make offerings to the forest or Māori farmers and hunters maintain seasonal practices aligned to the act of gratitude.

Ngā Nuinga is a conscious act that ensures gratitude for what is given from the natural world is respected. It is practised so that people continually show their appreciation of Mana o te Taiao and what it provides.

Mana o te Tangata

Mana o te Tangata, in this context, is about how we care for each other and the importance of fair distribution of food.

Mana o te Tangata focuses on the need to care for and have a food system that provides for all humanity rather than continue to perpetuate a food system that fails to meet the needs of all.

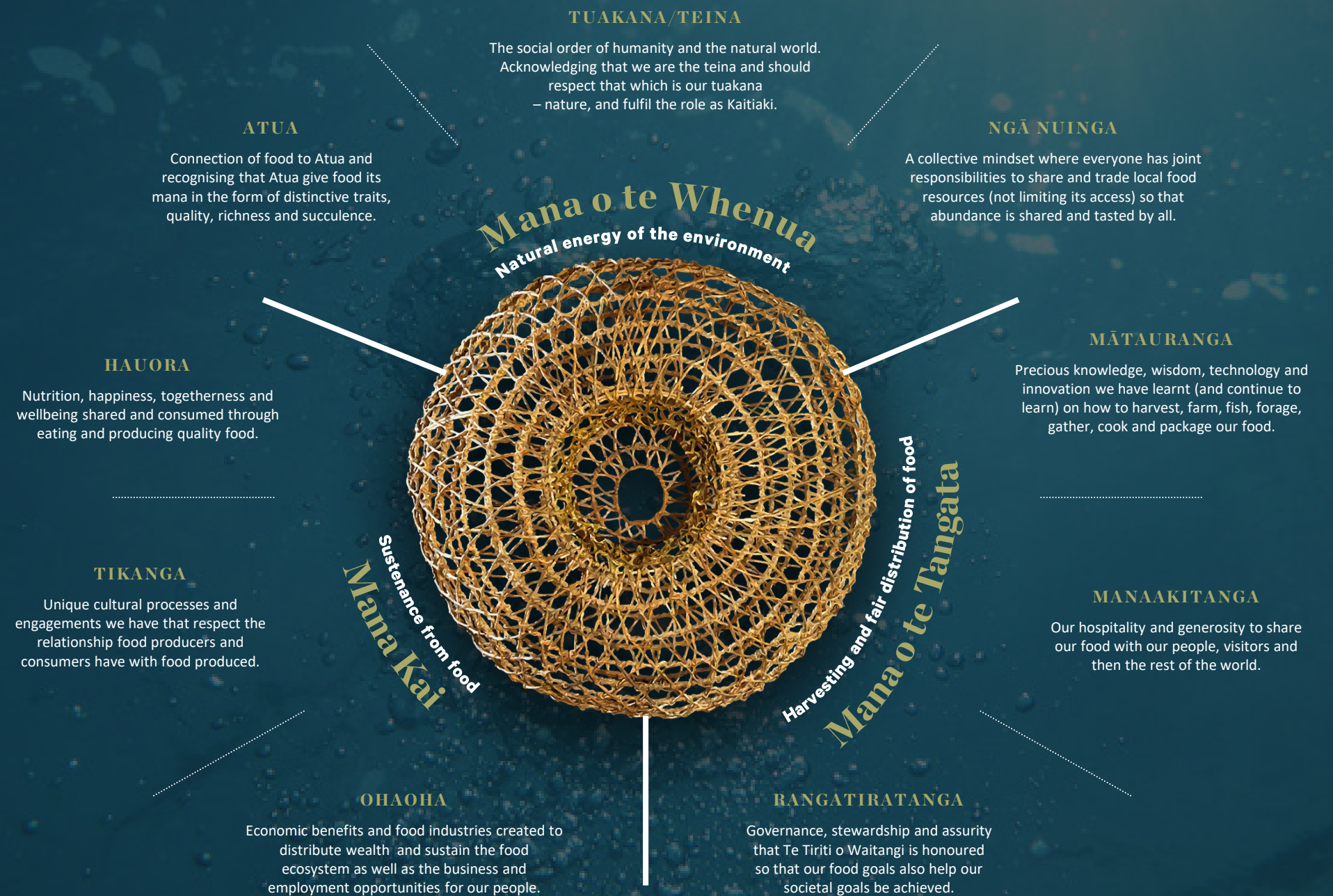
Mana o te Tangata enables Aotearoa to align with the Sustainable Development Goals of the United Nations. In this way Mana Kai necessitates that societal goals and food goals are the same and not different. This will require a whole of system approach rather than only a food system approach.

Mana Kai

Mana Kai is already explained above, so the point noted here is that the connection of Atua, like Tangaroa with the ocean and Rongo for cultivated food, is an essential part of how we pay deference to the environment, for what it provides and our relationship as food producers, distributors and eaters with the food we produce, distribute and eat.

As an example, a farmer will have a respect for the land that may not be seen by environmentalists, but it is a respect based on them knowing their land and their localised climatic factors and the relationship they have with special places on their farm. This all contributes to Mana Kai. It may even be said that those closest to the food production have a certain level of respect for animals because they may be part of the slaughter process for animals. This also contributes to Mana Kai because there is a consciousness associated with the mana of living things and knowing that you are taking a life, a respect and connection between Tuakana-Teina moves past theory because you want to make the death a quick and humane death.

The initial Mana Kai framing is shown around a Taruke (or Crayfish pot), a traditional Māori wickerwork trap used to catch many varieties of kai moana (most commonly the koura or crayfish). Made with natural materials – the pakaika (aerial root) of the keikei and aka pirita (supplejack). It symbolises the Mana Kai framing, an interwoven, circular ecosystem, with all elements connected and none with priority over others. It also celebrates the harmonious relationship of using natural resources to help harvest other kai, the gathering of knowledge for our food system Kaupapa.



What we heard during the dialogues

Across more than 30 dialogues and almost 70 further online submissions we sought and listened to the views of people with diverse interests in particular aspects of Aotearoa New Zealand's food system. Whether their work or focus was connected to the health and nutrition of our population, ensuring the sustainable use of the environment, farming, growing or collecting food, further processing of food products, distribution of food to vulnerable communities, hosting guests in a restaurant or exporting to the world's most affluent consumers what was apparent was the importance that they attached to our national food system and the need for it to work effectively for all who live in New Zealand¹.

¹ We describe all those that live in New Zealand as New Zealanders in this paper, although we recognise that they are not all New Zealand citizens, consequently our working definition of New Zealanders includes citizens, permanent residents, migrant workers, international students, refugees and others that are currently living in Aotearoa New Zealand

Visions for the future of our food system

We invited contributors to share their vision for Aotearoa New Zealand's food system and received many aspirational contributions. While each vision was unique, analysis of all the statements highlighted consistent recurring themes across all the contributions.

“Food sovereignty and food security – fairness and hauora encompassing kaitiakitanga.”

The majority of statements highlighted the critical importance of producing food in a way that respects nature and over time contributes towards the regeneration of our environment. Many visions aspired for a system that functions in way that places greater priority on the role that food plays in enhancing the health of our people and our communities. This was often connected with the aspiration that nutritious food is accessible and affordable to the whole population.

“Sustainable for both human and planetary health, equitable so everyone can afford healthy kai.”

Aotearoa New Zealand has more complexity in its food system than many countries. The system not only seeks to feed the nation but it is also a material contributor to the country's economic wealth, with food exports forecast to amount to \$52.2 billion in the year to June 2022. This dual role for the food system was reflected by many contributors in their vision statements, where they highlighted that the food system also has a role to create economic benefit through supplying export markets.

“Sustainable utilisation of our natural resources for both nutrition of people and societal and economic benefit.”

Recurring Themes from the Korero

While every contributor shared generously their unique experiences, insights, and knowledge of the food system there were a series of recurring themes that reverberated from the kōrero; perspectives that the Leadership Group have carefully considered in articulating the food system we aspire to and the action roadmap to get there.

While the responses to food insecurity across our community are well intentioned and done entirely for the right reasons, we have historically implemented a food insecurity policy (in providing people with ‘temporary’ food support) rather than a food security policy. The pandemic has highlighted the urgent need to take a holistic, systems-based response to food security in Aotearoa New Zealand that is designed and delivered in a way that enhances an individual’s mana, even when they find themselves in a position of needing to ask for help.

“We have enshrined food insecurity into our food system, this comes at the expense of mana.”

A key challenge facing those working in and around Aotearoa New Zealand’s food system is a lack of available data on the challenges and opportunities that the food system faces, particularly when considering health outcomes and food insecurity. It was highlighted that there is a lack of data tests available to those designing and implementing policy initiatives as we do not have a comprehensive understanding of the full extent of the problems that we face.

A number of dialogues highlighted the importance of improving the level of knowledge across the community in relation to healthy eating. The suggestion was made that we have sufficient food available in New Zealand, we need to focus on educating people on how to better use the food that is available to improve their nutritional outcomes.

“More food does not necessarily solve our problems, education on good nutrition is critical.”

A number of contributors highlighted that the food we grow in New Zealand today is likely to evolve in coming years in response to changes in environmental regulations and changing consumer demand. As a consequence land use change will need occur in the coming years and while some of this will be in response to an economic opportunity much of it will be required by regulation. Concern was expressed that the structures and incentives necessary to support this required land use change are not in place and this could over time compromise the productive capacity of our food system with a risk that our economy is adversely impacted.

Contributors to the kōrero expressed concern that our community in Aotearoa New Zealand is unable to access the best food we grow as it is largely sent to export markets who have the capacity to pay more than our producers could generate in the domestic market. The suggestion was made that Aotearoa New Zealand in effect has two food systems, a highly efficient export system and a domestic food system which has demonstrated its fragility over the last two years, relying on a mix of domestically grown food and imported food which may not always meet the same production or nutritional standards that we expect our domestic producers to meet.

“The best food goes to export as we can’t afford to pay for it.”

The importance of continuous innovation across the food system was highlighted in many of the dialogues. Concern was expressed that the current level of innovation, whether this relates to the health outcomes achieved, mitigating the environmental impacts of food production, or delivering on the expectations of our future consumers, is failing to meet the needs of the food system. It was

highlighted that much of the work is being undertaken in silos with no organisation having a remit to take a whole of system perspective on the most important issues to be researched to accelerate innovative outcomes that benefit the whole food system.

Numerous kōrero highlighted the fact that our food system is leaving some of the most vulnerable in our community behind. It was noted that this outcome is the result of a wide range of factors, not all of which are able to be solved by working on the food system, as they relate to factors as diverse as income inequity, housing costs and inadequate access to the health and education system. While we recognise that addressing these macro issues is critical to improving the outcomes of the food system, the Leadership Group have made the decision to limit the actions from the Mana Kai initiative to those directly related to the food system. We do, however, support actions taken by other agencies and organisations to address the other macro level issues that are impacting food system outcomes.

“Many of the real problems facing our food system are actually societal issues outside the system.”

Diverse, different and sometimes competing priorities were inherent in our dialogues

While there were common themes across the kōrero, there was also great diversity in the perspectives that our contributors offered on the food system. Inherent within these diverse opinions were significant tensions reflecting the expectations that individual contributors had about the way that the system should function and the outcomes that it should deliver.

“There is currently a lack of commitment to use food as a preventative tool to preserve the health of kiwis.”

The Mana Kai Framework’s foundation in Te Ao Māori values means it differs in approach from most food system work conducted around the world, placing priority on meeting the needs of the environment on the basis that this provides the environment with ability to deliver abundance that the meet the needs of humans. While there was plenty of agreement that more needs to be done to ensure the protection and regeneration of the environment, there was concern from some contributors that not placing the highest priority of human needs will fail to drive the necessary change in thinking around the role that food should play in our society.

“Aotearoa produces good food, but local consumers are not always willing or able to pay the price the producer needs to make a profit.”

Food is not affordable vs food is affordable but other challenges limit access. With food price increases already becoming apparent at the time of the kōrero, differing opinions were expressed in relation to food affordability. Some contributors believed structural issues with the system make food prices unaffordable for our most vulnerable communities, with particular focus being given to indirect taxes levied on food and the costs and margins associated with food retail channels. Others believed that the unaffordability of food is less connected to food prices and more a result of New Zealand being a low wage, low productivity, high cost of living economy noting many around the world with stronger economic systems are able to afford our food even with the challenges faced during the pandemic.

“The countries we sell to will use trade rules to transform their economies – their choices will impact us.”

Export focus brings prosperity vs export focus bring problems. Many contributors highlighted the significant contribution that our food producers make to the country’s wealth by growing and selling food to the world. It was highlighted that meeting the needs of premium markets has seen farmers and growers raise quality standards and strive to find efficient, sustainable ways to grow food, which also benefits domestic consumers. Other contributors balanced this by emphasising the impacts that our export focus has on the cost of food for New Zealanders. It was also noted that dependence on export revenues means we focus on meeting the needs of offshore regulators and consumers, some of whose requirements may not be palatable to New Zealanders (for example, requiring the use of certain chemicals for plant protection), resulting in some loss of sovereignty.

“We have a heavy reliance on producing foods that could be subject to disruption in coming years, however, are making limited investment into future food solutions.”

An organic, healthy, sustainable system vs a technology enabled, healthy, sustainable system. While there was broad agreement that New Zealand’s food system should be underpinned by a strong focus on delivering healthy outcomes for both environment and people there were distinctly different views around the preferred pathway to achieving this. The wide range of perspectives ranged from a belief that we should accelerate efforts to pivot the food system towards readopting traditional Mātauranga wisdom, organic, regenerative and other nature positive production systems to those that suggested we should be making greater investment in innovation into disruptive technologies, digital solutions and emerging biotechnology opportunities to deliver on the aspiration of a healthy, sustainable food system.

“Healthy and affordable food needs to be embedded into local urban planning to ensure we think about the role that food plays within our communities.”

Top-down mandates will change the system vs grassroots initiatives will drive change. Many contributors highlighted that the requirements and demands that individuals and communities place on the food system differ materially and this should influence our thinking in how we seek to enhance the resilience and operation of the food system. It was suggested that initiatives will be more impactful if they are scaled and responsive to grassroots needs at the local community level, enabling individual communities to be closely involved in designing and implementing the solutions that will work best for them. However, for other contributors the scale of the challenges and the need to drive action led them to suggest that there needs to be a greater level of centralisation in the approach to addressing challenges we face at the national level and delivering the necessary programmes in a consistent and efficient manner.

“At the moment, companies that donate food do not cover the costs of handling the food they supply – the food recovery system only survives on volunteer mahi.”

Government is responsible for social equity vs corporates have a role to play in social outcomes.

One of the biggest changes arising from the global pandemic has been a broader understanding of the extent to which inequity is inherent in our society, be this connected to race, wealth, education, or a range of other factors. The increased recognition of the issues we face as a society has also raised questions about who is ultimately responsible for addressing these problems, which have historically sat with government. While many contributors still believe government should take a lead in addressing food inequity there were others that felt, and in some cases believed strongly, that corporate entities within the food system should be playing a substantive role in delivering enhanced food outcomes for society as a whole. They noted that this is not about another corporate social responsibility programme, but deep targeted actions to enable an organisation to deliver on a purpose that is aligned to the Mana Kai framework.

“Comparing ourselves to global benchmarks can encourage complacency – in these times of change our rankings could move very quickly.”

Our agricultural practices are world leading vs our agricultural practices are damaging the whenua and moana.

It was not surprising given the diversity of contributors to the kōrero that people held very different perspectives on the impact that the food system has had on the natural environment. Some contributors pointed to a broad range of global studies that highlight the comparative advantages of our largely free-range production systems, particularly in relation to the emissions intensity of the food we grow in comparison to many global producers. There were as many contributors, however, that highlighted the declines that have been reported in respect of quality of water, soils, biodiversity and oceans in recent decades, connecting of these reductions to food producers failing in their duty to protect the environment as they have sought to boost volumes and profitability.

Responsibility for health outcomes lies with producers and marketers vs responsibility sits with consumers and eaters.

One tension in many discussions was where responsibility lies for ensuring optimal health outcomes are delivered to all New Zealanders. It was widely accepted that the food people eat can have material consequences on the health outcomes they achieve, however there was a range of views over whether this was a matter of personal responsibility or an obligation that falls on the producers and marketers of food. It was noted that the majority of the community is largely disconnected from food and is currently showing little evidence that they are shifting consumption patterns to respond to health or climate issues we face. However, it was also flagged that any attempt to override self-responsibility with regulation comes with a range of challenges, not least that many regulations are one size fits all, which places greater burden on the small operators that are predominately geared to serve the local market.

In respect of these tensions the optimal settings for Aotearoa New Zealand’s food system, to enable it to balance the health and cultural needs of the community, the environment, tangata whenua and the economy, will sit somewhere between the two extremities of the tension. An underlying theme to many of these tensions is whether the food system can balance delivering the outcomes that New Zealanders need it to create verses delivering the economic returns organisations involved in the supply of food require to justify the investment they make and the risk they assume.

The overwhelming view from the kōrero was that we need to act now to change some of the settings that have evolved over the last 150 years as they are no longer optimal for any of individual or organisation participating in the food system. The Leadership Group’s conclusions on the settings we should aspire to for the food system – the values that the system should seek to adopt – are explored in the following pages.

The values that underpin our food system explored

It was noted during the dialogues that the Mana Kai framework requires all organisations to think about what they are contributing to our national table, along with the way that food is being grown and delivered to the table. For our food system to work effectively for all, each of the values that form the Mana Kai Framework need to be present and balanced in thinking and actions. If one is prioritised over others, it will not be possible to achieve the balance between our communities, our health, our environment, and our prosperity that the framework envisages. Just as the Taruke only works effectively in catching crayfish when it is complete and strong, our food system will work most effectively when all the values influence the decisions and actions that individuals and organisations take.

We heard and recorded more than 1,500 specific comments during the dialogues on the values that contributors believed should be inherent in our food system and the aspirations that people hold for the future. While many of these comments covered more than one of the nine values inherent in the Mana Kai framework, the following pages reflect on the kōrero we heard during the dialogue sessions that were held and subsequent discussions that the Leadership Group have held to attach goals and objectives to each of the values in the Mana Kai framework.

Tuakana/Teina

Mana o Te Taiao

The Mana Kai Framing

The social order of humanity and the natural world. Acknowledging that we are the teina and should respect that which is our tuakana (nature) and fulfil the role as Kaitiaki.

The Korero we heard in our reflections

Inherent within the Mana Kai framework is a perspective that by looking after the natural world we will be in a better position to grow the food we need to secure the long-term health and prosperity of our community. It is no surprise that this was a central theme of much of the kōrero during the dialogue sessions. While it was recognised that the majority of food producers recognise and take practical steps to protect their environment, there is a need for a wider rebalancing to occur within our food production systems. There is a need to move from protecting the environment to minimise the speed of degradation towards promoting and regenerating all aspects of natural environment that food production connects with (our land, soils, water, biodiversity, climate, oceans).

The discussions canvassed a wide range of issues. There was significant focus on the need to provide farmers, growers, and fishers with greater clarity on future regulatory developments. The level of regulatory change and the time being taken for decisions to be made was highlighted as a constraint on producers making investments now to protect and enhance their environment, because of the real concern

that an investment may be made redundant by a later change in regulation. It was suggested that clarity in future regulatory pathways will accelerate the ability of producers to turn their desire to regenerate their land into practical action, whether in the climate response, water enhancement or broad renewal of natural biodiversity.

It was highlighted that the real cost of food, that takes account of our use of nature, could increase as we transition towards regenerative systems. Ensuring the abundance of nutrient dense, natural food we will be able to grow through partnering with nature is then accessible and affordable to all is critical in fulfilling the vision of Mana Kai. As food producers in Aotearoa operate with minimal subsidy, the methods available in other countries to provide government funding to cover costs associated with the use of nature are not available to us, thus it was highlighted that processors and exporters have a key role in designing pricing mechanisms that incentivise better farming practices, land use optimisation and nature positive innovation.

Contributors also raised the importance of transparent and globally recognised measures to demonstrate the progress that our food systems are making in regenerating nature. There was discussion around the role that animals will play in the food system moving forward and the importance of ensuring that animals are incorporated into our thinking when we, as teina, are seeking to design and operate production systems that respect and maintain balance with nature.

This value sits at the top of the wheel because our interaction and respect with nature influences all the other values. The importance of knowledge and using this to educate our community about how to grow food and use it in a way that enhances our physical and mental wellbeing. The ability to grow with abundance and then share this with whanau, the community, visitors and customers around the world in a way that demonstrates hospitality but also contributes to our prosperity. It is our leadership in respecting the natural world that will underpin the food system we aspire to have in Aotearoa.

Our Goal

- As Kaitiaki, kai collection and production protects and enhances our environment.

Our Objectives

- We have halted the loss of biodiversity and are demonstrably restoring natural habits on farm and in the oceans by 2030.
- Improved nutrient utilisation and reduced containment run-off enables a measured improvement in waterways quality by 2027, and reversal to a healthy state by 2040.
- The food system takes a leadership role in enabling Aotearoa New Zealand to achieve its international decarbonisation commitments.

Atua

Mana o Te Taiao

The Mana Kai Framing

Connection of food to Atua and recognising that Atua gives food its mana in form of distinctive traits, quality, richness and succulence.

The Korero we heard in our reflections

This element of the framework was probably the one that presented most challenge to both the Leadership Group and participants in the dialogues. Discussions regularly touched on the consequences of removing mana from food and the impact this has on both the people that share the food and those that receive it. As discussed earlier, inherently in Te Ao Māori, mana exists because of atua, however the connection of the framework to spirituality was challenging for some contributors.

The leadership group made the connection to the mauri (lifeforce) that is inherent in our food and as a consequence exists throughout our food system. It was noted that respecting the mauri and enabling it to pass through our system without impairment, through careful handling and the application of knowledge, from farm to plate is critical in ensuring quality food is available to every New Zealander.

This requires us to think carefully about the level of processing that is undertaken on the food we grow and import into the country. Sometimes adding an attribute through processing can lift the financial return but can reduce or destroy the mauri of the food. We should be challenging ourselves as to whether such value-add strategies our

worthwhile. We need to think about the education we provide to people around the use of food for nutrition and health. It also means that we need to make more effort to connect with the joy that food can bring to our lives, which is instilled by nature and the passion of the people that grow the food.

The inclusion of Atua as a value in the framework enshrines interconnectedness into the Mana Kai vision for the food system. It forces us to look for the ‘ands’ rather than ‘ors’ and think about the impacts of an action on the system as a whole rather than the silo of the food system which an individual or organisation feels most comfortable in.

It was noted that the purpose of our food system is really simple at the most basic level: source, feed and nourish. At times we are guilty of trying to make things more complicated for a whole range of societal, political and economic reasons. The message from much of our discussion around this theme is that there is a significant opportunity that can be gained from working collaboratively across the food system, but this is often challenging because of the complications individuals and organisations have introduced around their involvement in the food system. If we can return to common understanding of the purpose of the food system and recognise our goal is to act in a way that preserves the mauri inherent in food, there is a huge opportunity to be gained through joining up and enhancing initiatives that benefit every New Zealander.

Our Goal

- The mauri (lifeforce) inherent in our kai is protected and respected.

Our Objectives

- The Mana Kai Pou is developed and adopted by 2023 with 200 food and health organisations as signatories.
- We are internationally recognised as being trusted leaders for our regenerative land and ocean kai collection and production systems by 2040.
- The animals required to be used in our kai systems are protected through welfare codes that define global best practice.

Ngā Nuinga

Mana o Te Taiao

The Mana Kai Framing

A collective mindset where everyone has joint responsibility to share and trade local food resources (not limiting its access) so that the abundance is shared and tasted by all.

The Korero we heard in our reflections

Ngā Nuinga talks to the community's responsibility to ensure that sufficient nutritious and culturally significant food is accessible and affordable to all New Zealanders, something many contributors suggested is not currently being achieved by the domestic food system in Aotearoa New Zealand.

It was suggested that while we have a highly efficient export orientated food system, this often appears that it largely disconnected from the domestic food system which has demonstrated its fragility over the pandemic period. Although some food processors highlighted that they supply the same products, to the same quality specifications at the same prices to New Zealand based customers as they do to any customer globally. Thus there was a view that part of the issue with the food outcomes we achieve lies in the supply chain between processors and customers.

Contributors suggested a range of reform options for the domestic food system with the goal of improving food access for all across New Zealand, these included solutions for the storage of surplus crops, reforms to our existing supermarket retail model as well as tax and price interventions. However, it was also noted that the food system had

demonstrated significant agility and resilience over the last two years to be able to continue to make food available to the majority of the population suggesting evolution is required to existing models rather than fundamental change.

We also heard that the current approaches used to respond to food insecurity in our society, while well intentioned, ultimately impacts the Mana of those receiving the assistance provided. Our response to food insecurity should seek to share abundance in an equitable way that retains mana through providing alternative channels that are available to all that need them while being economically sustainable.

The majority of contributors suggested that food affordability was a key factor impacting the outcomes the food system is currently delivering to the wider community. Many felt a key to reducing affordability issues was placing more effort into managing and reducing food waste, with a particular focus on ensuring that there is an ability for all food grown in the country to be harvested, stored, and made available to consumers through an enhanced food recovery and redistribution system. A wide range of ideas were expressed on funding; from a small levy on food sales, through committed government money to greater contributions from organisations looking to mitigate the financial and carbon cost of food waste.

Another theme of discussion was the importance of connecting people to where food comes from and whenever possible enabling people to become involved in producing some of their own food. This starts in our schools where much has already been done to provide students food related experiences, but it was noted that the opportunities available are not consistent across the country.

Examples were provided of the wide range of community food initiatives that are doing excellent work in their local areas, but it was noted that these organisations would be able to do so much more if there was a mechanism to connect them to knowledge and resources in a more efficient and cost-effective way.

Our dialogues occurred at the end of 2021, which was before the full impact of the current round of food price inflation had become apparent. Based on our understanding of the pressures on the food system at the time of finalising this paper, we believe that the challenge of ensuring our food system delivers Ngā Nuinga has become a greater priority today than it was when we conducted our discussions.

Our Goal

- A collective mindset to sharing abundance with all.

Our Objectives

- National food waste is halved by 2030.
- 500 Aotearoa New Zealand food companies have made public, verifiable pledges to contribute to enhanced food resilience by 2025.
- That there are community food security plans for local food systems in place, incorporating additional land for food commons, and being implemented across the majority of local government entities by 2030.

Leadership Group Perspectives

Martin Workman

“Te Taiao underpins the resilience of our food system in Aotearoa New Zealand. Our water, soil, climate, air and seas are fundamental to healthy kai and thriving people, now and into the future. Manatū Mō te Taiao - The Ministry for the Environment vision is to create a flourishing environment for every generation, and sustainable and resilient food systems are key to achieving this.”

Rob Hewett

“New Zealand food producers and exporters produce high quality food that many consumers globally aspire to eat. These consumers have a complex value set around food and the means of its production, including how well all New Zealanders are looked after by its own food system. If we have food poverty in this land of plenty, how can we in good conscience send our nutrition offshore, and how good do our international consumers feel about eating it? As a society, we need to ensure our people have first-but-equal opportunity to access this high-quality nutrition. Mana Kai is a means of bringing all aspects of New Zealand food supply chain together to do just that – in a way that all members are proud to play a role.”

Lee-Ann Marsh

“Working within the food and fibres sector I’ve seen first-hand some of the challenges and opportunities facing Aotearoa New Zealand’s food system. This includes the impacts of climate change on our farmers and growers as well as their commitment to a regenerating environment. In the past our sector may have been able to focus on one piece of the food system puzzle, just as others would have focussed on theirs. But with increasing complexity, the time has come for us to consider the system as a whole and supercharge collaboration. AGMARDT has been an early supporter of the Mana Kai initiative and the launch of this powerful, enabling framework is a key milestone. We believe this is the start of a transformative journey for us all.”

Mātauranga

Mana o Te Tangata

The Mana Kai Framing

Precious Mātauranga – knowledge, wisdom, technology and innovation – we have learnt (and continue to learn) on how to harvest, farm, fish, forage, gather, cook and package our food.

The Korero we heard in our reflections

Mātauranga talks to the application of critical knowledge in developing a stronger, more resilient food system for Aotearoa New Zealand. While drawing on the traditional knowledge and wisdom of Tangata Whenua it also requires us to seek out and utilise leading-edge, world-class science to create a food system that does things in a distinctive and unique way for the benefit of our communities and those that we sell our products to.

A theme across the dialogues was that we should be active in seeking out and using the learnt knowledge that exists in our Māori communities. Māori have lived in partnership with the whenua and moana of this country for many generations and have unique understanding of how it can be used sustainably in an intergenerational manner. It was noted that work needs to be done within both the Māori community and the wider science sector to build on the steps taken in recent years to facilitate the effective sharing of knowledge and the integration of indigenous wisdom into modern production systems so that all can benefit from the outcomes generated.

However it was also highlighted that given the complexity of our food system and the increased expectations of regulators, the community, and consumers there remains knowledge that we will need to acquire. This will require our science system to be active in going out and developing or

sourcing the technologies and innovation that will enhance our traditional knowledge. Achieving this will require us to be fully connected into the global science system through strong relationships and partnerships.

It was noted that innovation surrounding the food system is increasingly drawing on advanced biotechnology, including gene-editing which is currently not permitted to be used in Aotearoa New Zealand. The leadership group believe that we should be prepared to discuss the benefits and risks of using any available technology to enhance the resilience of our food system, but that such a discussion should initially take place through a Te Ao Māori lens. It was also stressed that having a broad conversation on this and similar issues does not presuppose any outcome but would help to build the knowledge of all.

It was noted that the regulatory framing for the sector would be strengthened by transparently integrating indigenous knowledge and modern science to frame a stable, consistent, and clear set of rules under which farmers, growers and other food producers are able to operate. This would also provide a pathway that future regulatory issues could pass through to ensure an optimal outcome being reached for Aotearoa in relation to each matter.

Contributors to the dialogues also highlighted some recurring issues around innovation in our food system today; the silo's that many of our key sectors continue to operate in, the underinvestment in innovation across the food system and the challenges driving rapid uptake of much of the science developed. It was highlighted that there is a review of the Government science sector currently in progress and this presents an opportunity to take a more holistic perspective to mission led science

across the food system to ensure that work in the production space is joined up with research being done on nutritional outcomes for society, food insecurity and consumer drivers.

Another theme across our conversations was the need to invest in embedding knowledge about food and the role it plays in our society more widely across the community, but particularly the next generation. It was highlighted that while some schools do a fantastic job in integrating food system issues into their curriculum others need more support to be able to provide experiences that will substantially lift knowledge and understanding. There is the opportunity to embed the connection between growing, harvesting and eating into learning from early childhood education so that knowledge of the food system becomes inherent across our community.

Our Goal

- Indigenous knowledge and world class science integrated seamlessly.

Our Objectives

- Indigenous knowledge is fully integrated into innovative, world class research activities conducted seamlessly across the Aotearoa New Zealand food system.
- Innovation spending in the food system is increased to and sustained at 2% or above of the producer gate value of land and ocean production.
- A Mātauranga embedded food curriculum is piloted across selected schools by 2027 and established in all schools by 2031.

Manaakitanga

Mana o Te Tangata

The Mana Kai Framing

Our hospitality and generosity to share our food with our people, visitors, and then the rest of the world.

The Korero we heard in our reflections

The key perspective from the dialogues was that Manaakitanga describes the role that food plays in how we engage with and show respect to people, from our own community and from around the world. The view was expressed by many contributors that there is insufficient evidence that our food system is consistently showing hospitality and generosity, leaving too many in our community without food choices and without mana.

The point was made that such outcomes risk undermining the story we tell in export markets and put the premiums we receive on our exports in jeopardy. It was widely accepted that we must ensure that we feed each and every New Zealander properly which does mean that we have to make some changes in how our food system is currently operating so it is inclusive to all.

Hospitality and generosity through food lifts the mana of those receiving food and of those giving the food. The practice of Pātaka within iwi or hapu was given as an example of the way that communities use food to ensure hospitality and generosity is delivered around key collective endeavours, such as tangihanga. Very often food is reserved from commercial use (for instance a percentage of fishing quota is not used for commercial purposes but reserved for use by the community) so that food

is available when the community needs it. Suggestions were made that as a community we need to ensure that every member of our society has a channel through which they can access food that preserves and enhances their mana; that we as a society need to think about reserving some of the food, we produce to support the needs of all in our community.

The quality of the food that we grow in Aotearoa New Zealand was widely recognised by contributors. However, it was also noted that the quality of our produce places it high demand by consumers around the world, and as a consequence it can be priced beyond the financial capacity of much of our own population. There is a need for different economic models to be explored to enable some of the high-quality food we grow in Aotearoa to be made available to consumers in our domestic food. It was clearly articulated by some contributors that the obligation for funding this should not fall solely on the shoulders of our farmers and growers. We need to look for solutions that offer all participants in the food system a beneficial outcome.

The discussions also highlighted the important role that the hospitality sector plays in providing food to our community and to our visitors and doing this with a sense of welcome and generosity. The last two years have been very challenging for the hospitality sector with pandemic related rules constraining their ability to operate, causing a significant loss in capacity and capability and many operators have closed. Rebuilding the hospitality sector will take significant time but its recovery is critical to offering Manaakitanga to our community and to visitors to Aotearoa New Zealand.

It was highlighted during the dialogues that there are already many initiatives in place that seek to address food insecurity in our community. Many of these initiatives are constrained by a shortage of resources, an inability to access the food they need or more demand than they are able to cope with. The work these organisations do is of critical importance, but it was recognised that there must be better ways for the system to work if we are to deliver real food security to every citizen of Aotearoa New Zealand.

True Manaakitanga, rather than being a central aspect of our national response to food insecurity, will enable a food secure Aotearoa to be realised.

Our Goal

- Our mana comes from hospitality and generosity in sharing kai with community and visitors.

Our Objectives

- Zero food poverty in Aotearoa New Zealand by 2035.
- Our hospitality thrives creating future fit employment opportunities and economic outcomes that benefit all New Zealanders.

Rangatiratanga

Mana o Te Tangata

The Mana Kai Framing

Governance, stewardship and assurity that Te Tiriti o Waitangi is honoured so that our food goals also help our societal goals to be achieved.

The Korero we heard in our reflections

The leadership of the food production sector has largely shaped the food system we have in Aotearoa New Zealand today. The sector has over the decades had leaders that have been able to co-ordinate farmers and growers to work collaboratively to invest in innovation, to influence regulatory outcomes and to build the infrastructure necessary to process and export food to the world.

The voice of the productive sector has at times dominated the many other voices across the food system who through the lack of platforms to enable co-ordination and less connection have often not had seats at key decision making tables and have largely gone unheard. Leadership which welcomes, listens, and responds to all those engaged in Aotearoa New Zealand's food system will be critical to transitioning our current food system towards the system envisioned in the Mana Kai Framework. It was noted that although at times parts of our food production sector take different approaches to key issues, they have demonstrated an increased ability to collaborate on the most significant issues the industry is currently facing.

The dialogues explored where responsibility should lie for the functioning of the food system, with some considering this primarily falls on producers, distributors, and retailers to work within a market construct to deliver the outcomes we believe the system should deliver. Other contributors suggested that consumers and communities should take a lead in defining the system, with government having the role of enabling those outcomes to occur through its regulatory function.

Food producers highlighted that they view themselves as part of a food system that is working in the way that it was designed to and while they have a clear role to play in improving the system, there would be no equity in a solution that made them solely responsible for driving the change in the system. The point was made that solutions need to be built on broad cross section partnerships rather than a lens that the farmers and growers will sort all the problems.

The key point taken from the discussions was that those that want to shape our national food system need to be prepared to stand up, become fully engaged in designing and delivering initiatives intended to improve the food system.

The point was also made that places need to be created at key decision making tables so that a diversity of voices and experience contributes to shaping the food system and the policies that frame it. This means those entrusted with the responsibility to make decisions may need to seek out the voices missing from the decision-making table. It was suggested that if those who eat our food or struggle to purchase food are valued in the food system, they will also be present within our decision-making processes.

It was highlighted that the food system needs governance that is prepared to take a long-term perspective and build strong partnerships, both within New Zealand and with key organisations around the world. This spirit of partnership needs to start at home and be founded on the principles of Te Tiriti o Waitangi, this requires an openness to substantive arrangements with Māori to deliver better food outcomes for all New Zealanders.

The point was made that there is a need to invest in lifting governance capability across the sector so that leaders are able to develop a wider understanding of the complexities of our food system and make decisions that create wider benefits for the food system. For the Mana Kai aspirations to be achieved it was

noted that increased capability in governance is critical, with particular focus on integrating foresight into strategic planning and the ability to build and accelerate collaborative initiatives. Achieving this will require further investment into capability development which organisations across the food system could look to progress collaboratively.

A further important point was made that we need leadership that recognises that not everybody in our food system is starting from the same place and as a consequence equality of outcomes does not mean that everybody in the system receives equal treatment. There are currently winners and losers in our food system, there is a need to highlight the pathways towards more equitable outcomes not equal starting places. The government has a key role to play in enabling actions that will move the system in this direction, but leaders from within the system prepared to stand up and lead will be very influential in enhancing outcomes.

Our Goal

- Governance and stewardship align with Te Tiriti.

Our Objectives

- The diversity of governors and leadership of food organisations reflects our communities and Te Tiriti o Waitangi by 2030.
- The Mana Kai Pou is developed and adopted by 2023 with 200 food and health organisations as signatories.
- The Sustainable Agricultural Finance Initiative is adopted by lenders to secure capital for regenerative transition by 2025.

Leadership Group Perspectives

Chris Kerr

“To successfully navigate the transition ahead, we must enhance the mana of our tangata. Our vision is for New Zealand’s food system to be a first choice employment option. To achieve this, we must increase job satisfaction by improving conditions and benefits, providing opportunities to upskill, and accelerating investment in technology and innovation. Simply put, we must offer and deliver rewarding and prosperous careers. Manatū Ahu Matua – The Ministry for Primary Industry’s is committed to championing these efforts to ensure the success of the food sector, the resilience of our communities, and the prosperity of our people, into the future.”

Angela Clifford

“The kupu (word) ‘Mana’ is central to the concept of Manaakitanga. How we look after each other and our visitors directly reflects on our own mana. Wherever we sit in our food system we must all ensure we uplift the mana of others by ensuring access to healthy, sustaining, culturally appropriate kai. Only then will we have a food culture we can be proud of and celebrate with the world.”

Jenny Webster-Brown

“A key lesson we have learnt as a National Science Challenge, is that Mātauranga Māori and (so-called) Western science both have the potential to show us how to produce food (and fibre) for Aotearoa without depleting the resources of te Taiao. When used together to identify a way forward, the research outcomes foster intergenerational, sustainable solutions that can be applied across the entire food system, uniquely tailored to the values of this nation. A mutual respect for the culture and perspectives embodied in each knowledge system is essential in this process; respect which is enshrined in the Mana Kai framework.”

Ohaoha

Mana Kai

The Mana Kai Framing

Economic benefits and food industries created to distribute wealth and sustain the food ecosystem as well as the business and employment opportunities for all our community.

The Korero we heard in our reflections

The export food system has demonstrated its strength and resilience over two years of the pandemic. New Zealand companies are forecast to generate \$52.2 billion of export earnings for the year to June 2022. The economic contribution that the food system makes underpins Aotearoa New Zealand's economy through the employment opportunities it creates, the investments it makes to lift productivity through innovation and the call it makes on support sectors across the country (from providers of financial services, through farm inputs to the construction sector) to enable it to operate.

Given the growth in export earnings over the last decade, it was not surprising that the alignment of the food system to meet the demands for food from export customers featured heavily during the dialogues. Very different perspectives were expressed from the critical role that the system plays in creating value and wealth for the country through to a perspective that the overt focus on export markets leaves communities across our country hungry and the environment degraded to meet the demands and expectations of other countries.

The argument was put forward that without our export food sector to underwrite investment into sustainable food production innovation we would put our domestic food resilience at risk. However, it was highlighted that future investment is currently at risk as a result of uncertainty around the availability of sufficient talented, skilled people, with the point being made that without labour certainty no investment is actually bankable.

This point was balanced by contributors who highlighted that the food production sector has significant work to do to make itself an attractive employer for talented people. The sector has historically underinvested in training, been quick to utilise lower cost transient labour and been unwilling to pay a sufficient wage to enable many working in the sector to buy the food they work to produce. Exploring the ability to offer decent, full-time jobs with attractive conditions and long-term prospects will enable the sector to attract the talent that it needs to grow into the future and ensure that the benefits it creates are more widely shared across the community.

Another feature of the discussions has been the substantial risks to progress if those with commercial conflicts of interest are at the policy development table. The example was given of the Health Star Rating system which after many years still has less than a third of products carrying ratings. The point was made that industry has considerable knowledge and needs to be included in the standard consultation processes and be heavily involved in the policy implementation, but policy development and decision-making is what we have Government for.

There was also discussion around the need to accelerate innovation across all aspects of our food production sector given how the food system is evolving globally. The sector should be focused on the holistic nature of its offering to the market, including its role in ensuring the resilience of the domestic food system. It was highlighted that this should include careful consideration and assessment of the opportunities inherent in native flora and fauna, with the goal of creating new markets that inherently respect the cultural importance of the indigenous ingredients. It was highlighted that opening of these markets needs to be done in away that protects the intellectual property inherent in the ingredients to ensure that we are not seen as giving something up but as creating new social and cultural benefit.

Our Goal

- Economic returns from healthy, sustainable food creates prosperity that benefits all New Zealanders.

Our Objectives

- The value of food exports grows by 25% by 2030 through securing more value in market for the attributes inherent in a Mana Kai based food system.
- 25,000 new future fit jobs, decent roles that are well paid, that are attractive to New Zealanders are created in our food system by 2030.
- Indigenous ingredients are grown and available to domestic consumers by 2030.

Tikanga

Mana Kai

The Mana Kai Framing

Unique cultural perspectives and engagements we have that respect the relationship food producers and consumers have with the food produced.

The Korero we heard in our reflections

There was much discussion during the dialogues as to whether we have got tikanga practices, unique cultural ways of doing things, surrounding the food system in Aotearoa New Zealand that we can draw on to reinvigorate and reconnect people to their kai in a deeper, more substantive way.

It was suggested that the tikanga we are looking for in respect of our diverse food system are the values that underlie the way each member of the community thinks about and engages with food. Those values will change depending on the community that each person identifies as being part of the of. It was highlighted that there are many cultural connections to food across the country, all of which offer the opportunity for us to learn about differing approaches that the communities that make up modern Aotearoa adopt to hospitality and nutrition. Food experiences can be a reason to encourage people to reconnect and engage with the communities that they belong to.

However other contributors argued that through a Te Ao Māori lens, tikanga must be seen as more than just values, suggesting that it is all aspects of the customary practice surrounding food across Aotearoa New Zealand. Those practices are broadly consistent across Tangata Whenua although the protocols and etiquette through which tikanga is implemented (the kawa or rules of each iwi, hapu or whanau) vary based on customary practice of that community.

The discussion however went beyond the way we use food and recognised that there is also knowledge in the way we farm, forage, harvest or prepare food from the land and ocean. In the same way these practices has developed through generations within the Māori community, there are also intergenerational practices that exist within the wider farming and fishing sectors and within families across the country. The knowledge passed from parent to child about the unique attributes of our environment or how best to prepare and serve a particular dish has been developed over decades and is critical to our ability to grow, distribute and gain the benefit from healthy, sustainable food across our society.

The suggestion was made that there is the opportunity to develop a tikanga code that provides organisations with guidance on what it means to harvest, produce, distribute, and consume food in a way that is consistent with our national identity and values.

There was also discussion around the need for a national food brand. In particular, the view was expressed that that there needs to be a time and place for the wider community to celebrate the unique aspects of our food system. To celebrate how we feed our community and provide food of quality and provenance to consumers around the world.

Our Goal

- Kai is central to our culture and the way we use it in our lives reflects our national identity.

Our Objectives

- The Mana Kai Pou is developed and adopted by 2023 with 200 food and health organisations as signatories.
- A National Food Celebration festival is held annually as part of our expression of Matariki by 2024.

Hauora

Mana Kai

The Mana Kai Framing

Nutrition, happiness, joy, togetherness and wellbeing are experienced through the gathering, sharing and eating of quality food.

The Korero we heard in our reflections

Hauora talks to the health and wellness of our community in the widest sense, with a particular focus on the health and wellbeing of our people. However, hauora is about more than just the western understanding of the health and wellbeing of society. It also encompasses the importance of joy and connection in the food system, the coming together of people to celebrate through eating great food with others.

There was a universal acknowledgement during the dialogues that there is a strong connection between food and health; a belief that good food will directly contribute to better health outcomes. The suggestion was made that ‘Good food equals good health’ needs to be made much clearer in the minds of the community, in much the same way that ‘Don’t drink and drive’ has become a widely accepted standard for keeping ourselves and wider society safer. It would be fair to say that during our discussions the connection between good food and health was so widely accepted that only limited time was spent discussing the consequences of not delivering better health outcomes to our communities.

The focus of the discussions was consequently on the actions that can be taken to lift the health outcomes of the community through how people engage and utilise food in their day to day lives. Our society must seek to use food as a key tool in lifting the health of each and every New Zealander, but particularly our children who have poor outcomes across many categories of non-communicable diseases.

In part this is about widely using tools that are already in place, for instance the health star rating system or healthy food guidelines, but it must also be about shaping new initiatives. One contributor pointed to a targeted action to increase understanding of the impacts that ultra-processed foods can have on health outcomes, connected to practical efforts to make people aware that they are eating these foods.

There was also discussion surrounding the lack of data available relating to the impacts that our current diet in Aotearoa New Zealand has on community health. It was noted by a number of contributors that we need to regularly measure the level of food insecurity across the country together with its consequences and link these to the health outcomes being achieved.

This information could help to inform the dietary advice that is provided to the community as well as other interventions, including introducing measures that can systematically result in a reduction in consumption of ultra-processed foods over time. Overall the food outcomes across our society will be shaped by providing people with the necessary knowledge to make informed decisions about what they eat and how they eat it and better access to that kai.

The overriding theme of the dialogue was quite simply, we have no alternative but to lift the health and wellness outcomes across our communities.

Our Goal

- Our food delivers nutrition, wellbeing and joy.

Our Objectives

- Aotearoa’s childhood obesity, malnutrition and food insecurity are halved by 2030.
- Ultra-processed food consumption reduced by 2% per annum.
- Healthy, sustainable eating guidelines are developed, widely promoted and incorporated into setting food policy by 2030.

Leadership Group Perspectives

Boyd Swinburn

“Food systems, if well designed, have enormous potential to deliver on human health, environmental sustainability, social equity and economic prosperity. Re-orienting our current food systems to achieve these goals is a transformation job which first demands a transformation in our thinking. The current paradigm of food as predominantly an economic commodity has driven our national economic prosperity, but it has also driven too many negativities. Mana Kai, with its te ao Māori lens, gives us a new holistic and inspiring paradigm upon which governments, businesses, communities and citizens can act to help with this vital re-design of our food systems.”

Tric Malcolm

“Food insecurity is experienced by people but driven by systems. Our dream is that Aotearoa might find a way to balance sufficient incomes with a realistic cost of living, will value and uplift connecting to others and being community in such a way that it will help lead us to a space where sharing what we have is normal and brings abundance to all.”

Actions to accelerate towards the food system we aspire to

Mana-ā-Riki – The small actions and contributions of many create mana for all

Numerous ideas for actions were raised during the dialogues. The majority of these ideas related to scaling or accelerating existing initiatives and highlighted that transitioning Aotearoa New Zealand's food system towards that envisaged in the Mana Kai Framework will come from the efforts of many. The Leadership Group saw the opportunity for the prioritised Mana Kai actions being to connect organisations with similar values and aspirations to bring scale, fill gaps and accelerate the transition of our national food system.

The Leadership Group agreed on some principles to guide their thinking as they discussed and developed the actions included in the Mana Kai Priority Action Areas Plan. These included:

- Mana Kai is an inclusive way of thinking about the food system we aspire to. The initiative is open to all and as a consequence there should be no barriers to those who are aligned to the purpose and values of the Mana Kai framework from initiating further actions beyond those in the action plan and connecting them to Mana Kai.
 - The Mana Kai Plan should focus on a smaller number of actions that the Leadership Group consider have the ability to create significant momentum towards the food system we believe New Zealand deserves. The actions identified should augment existing initiatives rather than replicate or replace the work that is already underway across the country.
 - The actions included in the plan should be focused on areas where there is the potential for additional or greater collaboration amongst organisations to accelerate transformation, particularly organisations that would be unlikely to engage with each other without a targeted intervention. The aim, wherever possible, should be to supercharge what already exists.
 - There are nine elements to the Mana Kai Framework and 23 distinct objectives it was acknowledged that to ensure that the Mana Kai Action Plan drives action it had to be limited to a focused group of actions and as a consequence there is no need for there to be action for every objective.
 - The Leadership Group needs to be clear for each action included in the plan who are the sponsors responsible for taking the initiative forward and seeking to create the system change that the Mana Kai Framework articulates.
 - While the initial Mana Kai Priority Action Areas Plan includes eight initial actions it is recognised that the plan is not static and new priorities will emerge over time. As a consequence, additional Mana Kai actions will likely be developed and socialised across the food system over time
- The Mana Kai Initiative has been a broad collaborative initiative since its initiation, with representatives from a range of sectors participating, including government. As the initiative transitions into the action phase a key area of consideration in designing actions has been how the potential actions we have explored would enhance existing government programmes through the involvement of more organisations that are willing to collaborate in creating better food system outcomes for all New Zealanders..

The Mana Kai Priority Action Areas Plan

The eight actions included in the plan have been grouped under three focus areas: Taiao, Tangata and Mātauranga.

The Leadership Group have also identified the time horizon for each of the proposed actions, from actions that can be initiated immediately, through to those that have a longer period required for development of the collaborative goals and vision. The vision underlying each action is set out in the Mana Kai Priority Action Areas Plan, however, we have provided a brief summary of the actions below:

	The Mana Kai Pou	A Te Ao Maori code of principles for New Zealand's food sector.
	Community Food Platform	The establishment of a community procurement agency and network of food outlets to create sustainable food security through the provision of accessible, affordable and nutritious food.
	Elevate Food in Schools	An enhanced school food and nutrition programme.
	Mission Led Food Systems Science	Integrating a whole food-system approach to future mission-led scientific research.
	Healthy Sustainable Eating Guidelines	Creating and using accessible and Aotearoa-focused nutrition information.
	Ocean legacies	An exploration of opportunities for climate positive food and resilient oceans.
	Regenerating farming Pathways	Supporting pathways for regenerative food production.
	BioTech Conversation	A national conversation exploring the use of modern biotechnologies in our food system

What comes next for Mana Kai?

As the Mana Kai Initiative has progressed over the last two years, a key discussion amongst the members of the Leadership Group has been ‘what comes next for Mana Kai’ after the Purpose and Values paper and Priority Action Areas Plan have been prepared and shared with those working and participating in Aotearoa New Zealand’s food system.

At the core of the Leadership Group’s thinking has been a belief that the majority of participants in Aotearoa New Zealand’s food system will aspire to be part of the food system envisaged in the Mana Kai Framework and many are already taking actions to create this system. There has also been a strong belief that no individual or group of participants in the system will be able to generate the necessary system change on their own to fundamentally shift the outcomes achieved. Outcomes will be delivered by broad collaborations, often including uncomfortable partners, working together on the basis of shared aspirations for our country.

The Mana Kai vision for our food system will be achieved by a social movement of committed people and organisations working together in the areas they can influence with a common vision of the food system. To enable this movement, a partnership of organisations or individuals representing key stakeholders across the food system is required to ensure ongoing momentum and accountability. This partnership will form the centre of a loosely organised, large group of people and organisations seeking to achieve the common goal of a food system that preserves mana while gaining long term sustenance for planet and people.

To achieve this aspiration, there cannot be significant barriers for individuals and organisations to join the movement. A belief that the Mana Kai food system articulated in this document should be the food system we aspire to create to meet the needs of every New Zealander, as well as our environment and the consumers of our food around the world, is the threshold to join the movement.

Organisations that want to make a more specific commitment to action will be able to sign up to the Mana Kai Pou, contribute to one of the other action initiatives or commit to delivering on their own actions. We encourage organisations to make verifiable pledges and they are urged to report regularly on the progress they are making.

Some members of the Leadership Group have indicated that they keen to become part of some of the actions. The Aotearoa Circle, as the host organisation for Mana Kai, has a primary focus on the protection and enhancement of Aotearoa’s natural capital and it has consequently indicated a desire to continue to support the Ocean Legacies and Regenerating Farming Pathways actions.

To lead the next chapter of Mana Kai, the Leadership Group does not propose to create a formal entity, but to enable a Mana Kai movement. It is our belief that an exclusive approach would counter the creation of a broad social movement that enables as many people as possible to engage in creating significant system change. We believe that system change is critical as continuing to allow people to be left behind without the kai they need is, quite simply, a life-or-death issue Aotearoa, as developed country, cannot continue to tolerate.

We invite every New Zealander that aspires to a food system that is sustainable, inclusive, accessible, affordable, nutritious, and prosperous to join the Mana Kai movement and commit to working collaboratively to create a system that preserves and enhances the mana of every member of our community.

With thanks to our Leadership Group



Rangimarie Hunia - Chair
Chief Executive of Ngāti Whātua Ōrakei Whai Maia



Chris Kerr
Policy Director, Strategy & Insights, MPI



Martin Workman
Chief Advisor, Ministry for the Environment



Matthew Prichard- Deputy Chair
Executive Chairman of KPMG New Zealand



Emeline Afeaki-Mafile'o
Executive Director, Affirming Works



Paul Harvey
Director – Global Foodservice Business Unit. Fonterra



Angela Clifford
CE, Eat New Zealand



Jenny Webster Brown
Director - Our Land and Water National Science Challenge



Rob Hewett
Co-Chair of Silver Fern Farms, Chair of Farmlands



Prof. Boyd Swinburn
Professor of Population Nutrition and Global Health,
University of Auckland



Lee-Ann Marsh
General Manager, AGMARDT



Tric Malcolm
Pou Ārahi for Kore Hiakai Zero Hunger Collective

Former Members

Grant Bryden	Director at Ministry for Primary Industries (MPI)
Peter Gordon	Head of Food, Homeland
Mark Robinson	Head of Fonterra Farm Source - Southland & Otago
Whaimutu Dewes	Chairman, Sealord

Alternates

Justine Gilliland	Trustee, AGMARDT (Alternate to Lee-Ann Marsh)
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With thanks to our dialogue participants

Beef + Lamb NZ
Aged Care
AgResearch
Agritourism NZ
Air New Zealand
Aotearoa Food Rescue Alliance
AquaCulture NZ
Arable Research
AsureQuality
Auckland Council
AUT
Balance Farm Environment Trust
Callaghan Innovation
Calm the Farm
Cancer Society
Cawthorn
Cawthron
Champions of 12.3
Chefs Association
Chia Sisters
Christchurch City Council
Countdown
Dairy NZ
Eat New Zealand
Elaine Rush
Environment Canterbury
Environment Waikato

Farm Counsellors
Farmers and Growers
Farmers Market Association of NZ
Farming to Flourish
Federated Farmers
Fonterra
Food & Grocery Council
Food Innovation
FoodPrint
Foodstuffs
Freedom Farms
Garden to Table
Grandads Beef
Gravity Fishing
Hauraki District Council
Healthy Families Waitakere
Healthy Families Whanganui
Hort NZ
Hua Parakore
Hutt City Council
Innermost Gardens
Irrigation NZ
Iwi Collective Partnership
Ka Ora, Ka Ako
Ka Pai Kai
Kaianga Ora
Kaibosh

Kete Kai
Koi Tū
Leaft Foods
Lemongrass Productions
Livestock Improvement Corporation
Massey University
Meat the Need
National Science Challenge - A Better Start
National Science Challenge - Healthier Lives
National Science Challenge - High Value Nutrition
National Science Challenge - Our Land + Water
NIWA
Nourishing Hawke's Bay
NZ Food Waste Champions
NZ Nutrition Foundation
Open Farm Scheme
Otago Polytechnic
Otara Kai Village
Pāmu
Papatūānuku Kōkiri Mārae
Para Kore
Planalytics
Plant & Food Research
Quorum Sense
Rabobank
Ravensdown
ReGenerative Solution

Restaurant Association
Safer Farms
Sanford
Sealord
Silver Fern Farms
Southern Pastures
Sport Waitakere
St Vincent de Paul
T&G Global
Tasman District Council
Te Pā o Rākaihautū
The Food Show
The Good Fale
The Nutrition Bureau
Tindall Foundation
Todd Foundation
Toitū Tahua: Centre for Sustainable Finance
Tourism New Zealand
Trees for Bees
Venture Taranaki
Viabilities NZ Ltd
Wellington City Council
Wellington on a Plate
Whenua warrior
WWF
Zespri

A spherical woven basket, likely made of natural fibers, is the central focus of the image. It is positioned in the middle ground, floating in a deep blue body of water. The water is filled with numerous small, clear bubbles that catch the light, creating a shimmering effect. The background is a gradient of blue, from a darker shade at the top to a lighter, more vibrant blue at the bottom. The overall mood is serene and natural.

He mana kai e toitū ai te ora o te ao

*It is through mana kai that we gain long term sustenance for
planet and people*