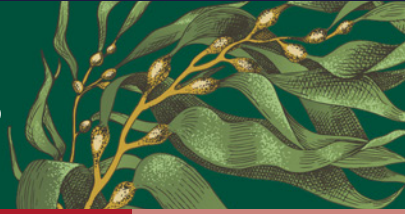


# Sector Leadership Priorities



## Seaweed sector leadership success

### Aspirational success



Seaweed sector leadership provides a trusted sector voice to influence externally, and cooperate internally, to achieve a common sector vision.

## Success components

Effective leadership will:



Help deliver strategy



Provide inclusive participation



Enable clear decision making

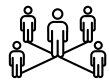


Contribute to regulatory change



Ensure science effectively contributes to industry growth

## Main user groups and needs



**Cross sector**

- » A sector vision and strategy, and priorities
- » A voice/sector representation to government and the public
- » Knowledge sharing
- » Agreement on standards and specifications and international collaboration to guide sector globally including international rules and regulation harmonisation
- » Identify markets
- » Workforce and capacity building
- » Shared investment/funding pathways
- » Focus on entire value chain (including value chain integration)
- » Government funding to support ANZSA until self sustaining
- » Meeting EBM principles, community well-being, and cultural enhancement



**Māori participants**

- » Opportunities for Māori to exercise mana motuhake
- » Benefit sharing and kaitiakitanga frameworks
- » Mātauranga incorporation in sector decision making
- » Following of Māori tikanga and kawa



**Regulators**

- » Sector representation for collaboration on strategy and prioritisation
- » Sector representation for agreement on standards and specification, and international collaboration to guide sector globally, including international rules and regulation harmonisation



**Seaweed farmer**

- » Technology and research development
- » Access to relevant information
- » Access to wild or hatchery sourced seedlings



**Processor**

- » Infrastructure and supply chain development



**Wholesaler / Retailer**

- » Certification
- » Understanding of pre-competitive boundaries



**Researchers**

- » National research strategy and priorities
- » Access to water space and biomass for experiments
- » Access to commercial scale processing facilities



## Current state of sector leadership

### Relevant areas and purpose

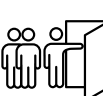
Leadership Area	Relevance to NZ seaweed sector
<b>Kaitiaki / Treaty</b>	Implementation of Wai 262 findings is still a work in progress, best-practice and guidelines are emerging.
<b>Sector cooperation</b>	Aotearoa New Zealand Seaweed Association (ANZSA) has been recently established to provide a united voice for the sector across government agencies, aquaculture, wild harvesters, processors and marketers and research providers.



## Main leadership barriers to seaweed sector vision



Aotearoa New Zealand's seaweed sector currently faces challenges that are driving potential investors and sector participants away. These challenges will only be addressed and overcome once a clear vision of the sector's aspirations, needs, and value proposition is developed and shared by stakeholders including government and Māori. Effective sector leadership is needed to drive this process and create clear pathways for Māori inclusion and participation. Regulatory clarity and change is required to underpin this.



The sector's current emergent phase is characterised by many perceived opportunities and much enthusiasm, but a lack of coordination and clarity among participants regarding where future success lies. A shared vision and pathway is lacking, although the newly formed sector association, Aotearoa New Zealand Seaweed Association (ANZSA) will address this need.



Photo credit: Paul South, Cawthron



## Required leadership responses

Urgent responses - 2022/2023

Intent	Required leadership response	Entity
<b>De-risking investments</b>	» Engage with government to identify appropriate mechanisms to de-risk sector and encourage private investment.	MPI, MBIE, ANZSA
<b>Regulatory changes</b>	» Partner with government and regulators. » Facilitate the development of effective and appropriate consenting processes. » Prioritising key regulatory issues and establishing working groups and advisory panels. » Ensure effective EBM is enabled.	MPI, DOC, MfE, ANZSA
<b>Priority setting</b>	» Strategic plan and sector vision (across science, regulation, workforce etc.). » Prioritise key issues and opportunities. » Government funding to support ANZSA until self sustaining	ANZSA
<b>Market identification</b>	» Identifying markets where our species and products have a competitive advantage.	ANZSA, NZTE, Industry, Research Organisations
<b>Enabling Māori participation</b>	» Ensure Māori partnership, inclusion, and benefit sharing at all stages of sector development. » Include Te Ao Māori tikanga and kawa in decision making. » Implement Wai 262 best practice for research relevant to seaweed and its commercialisation. » Identify specific species opportunities for coastal whānau, hapū and iwi.	Māori (whānau, hapū and iwi), Research Organisations, MPI, MBIE
<b>Networking</b>	» Create forums for stakeholders to engage and share knowledge.	ANZSA
<b>Public engagement</b>	» Ensure the public and communities are part of the sector development journey.	ANZSA



## Medium-term leadership responses

2023/32

Intent	Required leadership response	Entity
<b>Research and development</b>	» Develop a national science research strategy. » Support research and innovation.	ANZSA
<b>De-risking investments</b>	» Secure government support to enable investment in infrastructure. » Develop collective investment mechanisms to enable shared risk taking (e.g. hedge funds, consortiums etc.).	MBIE, MPI, Treasury private equity firms
<b>Opportunity identification</b>	» Participate in spatial planning to identify areas for future sector development.	MPI, DOC, MfE
<b>Effective EBM</b>	» Ensure implementation of EBM at appropriate scales	MPI, DOC, MfE, ANZSWA, industry, Māori



**For more information on this project, visit:**

[www.sustainableseaschallenge.co.nz/our-research/building-a-seaweed-economy](http://www.sustainableseaschallenge.co.nz/our-research/building-a-seaweed-economy)



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