

# Manawatū Food Action Network – Kai Security Strategy Lead

Job Description

## Position Details

Job Title:	Manawatū Food Action Network (MFAN) – Kai Security Strategy Lead
Reporting to:	MFAN Operations Support Subcommittee
Location:	Palmerston North
Hours:	30hrs
Wages:	\$28-\$30
Date:	Fixed Term - March 2021 to Feb 2022

## Background Information

Environment Network Manawatu (ENM) is an incorporated Society which was established in 2000 as an umbrella organization for voluntary environmental groups in the Manawatu. The aim of ENM is to promote a network of community groups to realise a vision of an enhanced Manawatu environment. ENM provides coordination and communication services to the wider network and receives a Strategic Priority Grant from PNCC as well as other funding to employ a small team of part-time staff.

ENM's Management Committee provides direction and oversight of activities on a strategic level in line with the Kai Security project goals, the ENM Coordinator on a day-to-day level.

## ENM Employment Principles

ENM is committed to being a good employer applying good faith principles and providing a quality working environment, as well as fair, transparent and consistent employment processes.

## Our Organisational Values

We are part of the environment;  
Trust and Integrity;  
Accountability.

## Manawatū Food Action Network Background

The overall objective of Manawatū Food Action Network (MFAN) is to empower and enable community to take charge of their food security and resilience. This will positively contribute

to mental and physical health, create more connectivity and skills and decrease dependency on handouts via foodbanks, etc. MFAN's current primary purpose is to work on increasing the city-wide food resilience in alliance with the Ora Konnect 4412 Kai Security Squad (A Copy of the Action Plan is attached at Appendix A). The work will be done in close collaboration with the tangata whenua Rangitāne o Manawatū and a wide range of service providers and community organisations who together make up Ora Konnect, and in particular those in the Kai Security Squad. The coming together of different parties is at a very fluid stage and will require good networking, coordination and leadership skills to give effect to the objectives of the Ora Konnect Kai Squad.

The MFAN Kai Security Strategy Lead will complement the direct 'on the ground/grassroots' action of the MFAN Coordinator in a strategic/policy, coordination/leadership and stakeholder-management role. They will help with the scaling up of initiatives, advocacy, funding and removal of barriers to success. The two roles should be seen as the two sides of the same coin, or yin and yang. While complementary, they require two very distinct skill sets and operate in different, but overlapping settings. It will be vital for the MFAN Kai Security Strategy Lead and MFAN Coordinator to work closely together towards the desired overall outcomes.

Further context to how the roles will complement each other can be gained by explaining the scope of the current MFAN Coordinator's role:

The MFAN Coordinator is responsible for the coordination of the emerging Manawatū Food Action Network, and the role has been shaped based on the outcome of the 10-week Post Covid-19 Food Action Network re-initiation phase (April – June 2020) and consequent dialogue with multiple stakeholders. The MFAN's focus will be on food security and food resilience in Palmerston North City and the Manawatū catchment. The MFAN Coordinator will work with Environment Network Manawatu (ENM) groups and also across other sectors (social, health, etc.) as appropriate.

The focus of the MFAN Coordinator role is on community engagement, capacity building, networking and enabling. The role will continue to evolve organically as more interested groups and individuals engage and seek support.

## Purpose of the position

The Manawatū Food Action Network (MFAN) - Kai Security Strategy Lead is responsible to create the conditions (political support, stakeholder support, funding, tangata whenua engagement...) under which grassroots development can happen with speed. The coordinator will work with a wide cross section of stakeholders who can make a difference in the space. The need for this role was identified as the alliance of participating organisations started to grow beyond the initial network, and in particular as a result of conversations with the Ora Konnect 4412 Kai Security Squad. This role will need to reach across sectors and facilitate the understanding of different approaches.

## Responsibilities

The focus of this role is on cross-sector coordination and strategy development to leverage existing strengths into new areas of practice:

1. Advocacy for grassroots needs and opportunities – this role will facilitate a cross-sector understanding of the opportunities at grassroots level to take more ownership and create food resilience on a local level.

- a. Close working relationship with MFAN Coordinator;
  - b. Engagement with supporting organisations; and
  - c. Interaction with local and central government agencies.
2. The Kai Security Strategic Lead shall lead the work of the Ora Konnect Kai Security Squad under the framework of Whānau Ora and be responsible for facilitating the development and implementation of plans in continuation of the Action Plan attached at Appendix A. This includes managing the meetings of the Kai Security Squad, setting agendas, minutes, attending the hui and those of Ora Konnect, developing the communication plan, driving the projects and such like. The Whānau Ora Framework is made up of:



**Kōtahitanga** - Whānau Cohesion



**Hauoranga** - Healthy Whānau Lifestyles



**Rangatiratanga** - Whānau Self-Management



**Pūkenga Rawa** - Economic Security & Wealth Creation



**Pāporitanga** - Participation in Society



**Tuakiritanga** - Confident Participation in Te Ao Māori



**Tiaki Taiao** - Responsible Stewards of Living and Natural Environments.

3. Strategy development – based on a sound understanding of all participating parties' goals and drivers around food resilience, the Coordinator will develop overarching strategies in consultation with participating organisations to leverage existing assets, skills and relationships.
4. Project Planning and Reporting for the network – based on the agreed strategy, the Coordinator will help develop project plans and report progress against plans. Project can be driven by champions from different organisations on behalf of the collective. Good relationships and influencing skills will be required.
5. Helping to identify potential funding resources – The coordinator will develop a good understanding of available funding sources.
6. Helping with funding applications – The coordinator will help with funding applications as appropriate.

## Key Relationships

- |          |   |
|----------|---|
| Internal | <ul style="list-style-type: none"><li>• ENM Staff</li><li>• ENM Member Groups</li><li>• MFAN Operations Committee</li><li>• ENM Management Committee</li><li>• Volunteers</li></ul>   |
| External | <ul style="list-style-type: none"><li>• Rangitāne o Manawatū</li><li>• Ora Konnect 4412 Kai Security Squad (and the organisations represented in this group);</li><li>• Wider Ora Konnect Alliance Members</li><li>• Other Relevant Groups</li><li>• Funding Agencies</li></ul> |

## Required Skills

- Familiar with Te Ao Māori;
- Strong relationship builder across organisations;
- Facilitation skills – good listener, facilitator;
- Strategic thinker – ideally with cross-sector experience;
- Able to build strong alliances and collaborations;
- Good planning and project management skills;
- Can help to balance individual, organisational interests and the greater good;
- Good communicator, written and oral skills; and
- Passionate about growing kai sustainability and resiliency.



**Project Plan for 4412**  
**KAI SECURITY**

**Project Details**

<p><b>Project Team:</b></p>	<ul style="list-style-type: none"> <li>• Sponsor - Ora Konnect</li> <li>• Lead – Danielle Harris (Whakapai Hauora) and Joann Ransom (PNCC)</li> <li>• External: Kainga Ora (Keith Hilson\$ Angela Williams), Food Action Network (Helen Lehndorf), Te Wakahuia (Del Te Oka), Anj Butler (Highbury Whānau Centre)</li> <li>• Internal: PNCC (Norelle Ward).</li> </ul>
<p><b>Project Description</b></p>	<p>To develop Food Security in the 4412 Community.</p> <p>The time is right due to post COVID-19 recession and falling incomes. Also, the excellent opportunity with Kainga Ora developing hundreds of houses in the 4412 community over the next decade. Need to balance urgent need of getting food in bellies with longer term ‘step change’ activities.</p> <p>Success would be where our people:</p> <ul style="list-style-type: none"> <li>• were not worrying about where the next meal would come from,</li> <li>• had enough food to last ALL week,</li> <li>• eating nourishing, healthy quality food,</li> <li>• had the knowledge, education and skills to grow food, minimize waste, cook using seasonal produce, share surplus etc.</li> <li>• there was no need for food banks; and</li> <li>• whānau were achieving whanau ora in this space.</li> </ul>
<p><b>Source</b></p>	<p><b>Where did this programme or project come from?</b></p> <p>Strategy development workshop with Ora Konnect members facilitated by Te Tihi.</p> <p>Ora Konnect is an initiative for the South Western Suburbs of Palmerston North: Takaro, Cloverlea, Highbury, Westbrook, Awapuni North, Awapuni West, Awapuni South and West End.</p> <p>Ora Konnect uses Whānau Ora and Collective Impact as the approach, which argues that no single intervention or entity can solve the complex challenges that our whānau and communities face. It takes multiple entities from different sectors to work together on a joint common agenda to achieve sustainable outcomes.</p>

Ora Konnect aligns the kaupapa of Whānau Ora and Collective Impact to ensure whānau and the community voice are at the centre of everything we do. The members of Ora Konnect are:

Awapuni Pharmacy	Whakapai Hauora	Botanical Road Pharmacy	Te Tihi o Ruahine Whānau Ora Alliance
THINK Hauora	Cook Street Pharmacy	MDHB	The Palms
Ministry of Education	Oranga Tamariki	Palmerston North City Council	Vautier Pharmacy
Police	Radius Pharmacy	Te Wakahuia Manawatu Trust	The Hub Health Project
MSD	MidCentral DHB	Education	

### Initial Brainstorming – What do we know already and who can help us?

Angles to explore	Groups who could help	Experts who could help
<ul style="list-style-type: none"> <li>• Pataka Kai accessible – in Awapuni and Highbury,</li> <li>• Pataka Kai with fresh vegetables and protein,</li> <li>• Pataka kai – community pantries, sharing tables,</li> <li>• Community gardens: 3 aspects: allotments, educational and social, high density production,</li> <li>• Picking gardens and edible food scaping,</li> <li>• Community orchards: Ashhurst, Feilding, along the River,</li> <li>• Rongoa garden / foraging,</li> <li>• Education programme / skills workshops / mentoring,</li> <li>• Community fruit harvest,</li> <li>• Shared gardens for new Kainga Ora housing communities,</li> <li>• Privately owned 'old' gardens available for gardening,</li> <li>• Plant orchards on public land as part of the 'billion trees' project,</li> <li>• He maara kai (iwi food gardens)</li> <li>• Commercial kitchen for preserving</li> </ul>	<ul style="list-style-type: none"> <li>• ENM</li> <li>• Manawatu Food Action Network</li> <li>• Food Together</li> <li>• Pascal St Community Trust</li> <li>• Awapuni Community Gardens</li> <li>• Plant to Plate</li> <li>• Recap</li> <li>• Bhutanese refugees (Awapuni community gardens)</li> <li>• Supergrans – cooking skills</li> <li>• Commercial kitchens in churches and community centres</li> <li>• Library</li> <li>• Te Tihi,</li> <li>• TPK,</li> <li>• MPP,</li> <li>• Highbury Whānau Centre,</li> <li>• Just Zilch (supplies for food stores in Awapuni at Te Whakahuia and Highbury at Whakapai Hauora),</li> <li>• Plant &amp; Food</li> </ul>	<ul style="list-style-type: none"> <li>• Common Unity Project (Remakery)</li> <li>• Urban Farmers Alliance (regenerative urban farms in cities)</li> <li>• Geoff Kira (Massey) - Māori food resilience, kaupapa perspective,</li> <li>• Sita Venkateswar (Massey) – food resilience</li> <li>• Manawatu Food Alliance (education, networking)</li> <li>• Sharon Steven – permaculture, works in the Maori space</li> <li>• Massey - Erin Withers - doing his Masters in Food Security as it relates to Maori perspectives.</li> <li>• Environment Network Manawatū</li> <li>• Kelly Jarvis – Rongoa</li> <li>• Regina Te Whaiti-Rongoa</li> <li>• Min of Education</li> <li>• District Health Board</li> </ul>

		<ul style="list-style-type: none"> <li>• PNCC: <ul style="list-style-type: none"> <li>○ Kian– composting, worm farming, bio waste, waste minimization,</li> <li>○ Keegan - berm gardens,</li> <li>○ Georgina – Rongoa,</li> <li>○ Nelson Lebo – food resilience, permaculture guru,</li> <li>○ Jason – planting trees along river,</li> <li>○ Bevan Trotman- funding,</li> <li>○ Adam Jarvis – Eco Plan,</li> <li>○ Linda Moore – community libraries.</li> </ul> </li> </ul>
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### Project Planning

<b>Resources:</b>	<b>What will we need to complete this project?</b> <ul style="list-style-type: none"> <li>• A Steering Group who will oversee this initiative.</li> <li>• Steering Group to Include Whānau Representative.</li> <li>• A Project Coordinator who will do the research, develop the plan, coordinate the partners and facilitate activities.</li> <li>• Funding for the Coordinator’s salary.</li> <li>• Project funding for activities.</li> <li>• Funding for focus groups with 4412 Whānau to encourage their input into the project.</li> </ul>	
<b>Risk Management/ Barriers:</b>	<b>Risks: What could go wrong with the project?</b> <ol style="list-style-type: none"> <li>1. Plan not feasible – too ambitious.</li> <li>2. Plan not embraced by the community – no one cares.</li> <li>3. Key organisation’s don’t buy into the plan.</li> <li>4. Unable to secure funding.</li> </ol>	<b>Risk Mitigation: What can be done to minimize this risk?</b> <ol style="list-style-type: none"> <li>1. Critical to develop a project group who know about this work and learn from the expertise of others.</li> <li>2. Work closely / consult with / learn from Common Unity.</li> <li>3. Key organizations need to be at the table and ensuring the plan fits with their aspirations in a compelling way.</li> </ol>

	<p>5. Inability to resource Co-ordinator so momentum gets lost.</p> <p>6. What else?</p>	<p>4. Plan should not commit organisations beyond what they are mandated to do.</p> <p>5. Need to have some engagement process that enables whanau to feed into the plan.</p> <p>6. What else?</p>
<p><b>Evaluation:</b></p>	<p><i>How will we measure the success of the project? What will a good result look like? How will you know you have achieved your goals? How can your project be improved?</i></p> <p>Develop some high-level indicators, want to see systemic change over 10 years.</p> <ul style="list-style-type: none"> <li>• Egs: <ul style="list-style-type: none"> <li>○ Get the indicators from the Ora Konnect strategic planning workshop;</li> <li>○ Some health measures: <ul style="list-style-type: none"> <li>○ Number of meters under vege garden development</li> <li>○ # of food parcels distributed across the City? (lag indicator for late in the game – i.e. 10 years out)</li> <li>○ Use of Whānau Ora Outcomes Framework</li> </ul> </li> </ul> </li> </ul>	

<b>Key Deliverables:</b>	<b>What are we going to do?</b>	<b>By Whom:</b>	<b>Deadline:</b>	<b>Progress</b>
Develop a Project Team	Identify who else is working in this space and could add value.	Food Action Network (Helen)		
	Seek Council buy-in as a partner	PNCC (Jo)		
	Identify sympathetic Council workstreams which could contribute to this mahi.	PNCC (Norelle)		
	Create a steering group (sub-committee of Ora Konnect?)	Ora Konnect		



Develop a Project Plan	Develop a Terms of Reference, Position Description, key deliverables, performance indicators, contract etc. to use to recruit a Coordinator.	Steering Group		
	Secure funding for a Coordinator to write the plan	Kainga Ora (Keith)		
	Recruit a Coordinator.	Steering Group		
	Identify what is currently working in the City that could be replicated in the 4412, and what is planned for or able to roll out in the 4412.	Coordinator		
	Identify examples in NZ and in similar countries which we could emulate.	Coordinator		
	Identify gaps and opportunities for workshop to prioritise, select etc.	Coordinator, Steering group, Partners		
	Develop implementation plan from the workshop outcomes including programmes, initiatives, timelines, partners, budgets.	Coordinator		
	Write the plan	Coordinator		Christmas
Financial	Develop a funding plan	Steering Group		
	Develop a budget bid for Council and other Avenues e.g. DHB, MSD to consider in its Long-Term Plan	Steering group		
	Identify some good indicators to monitor success	Steering group		

## Strategic Fit with PNCC

*NB if the activity is not in the plans it probably should be done.*

### PNCC Goals: 3 Connected and Safe Strategy and 4 Eco City Strategy.

#### Community Support Plan:

1. (Action) Broaden Council's community support focus to include building community, neighbourhood and organizational resilience, capacity and capability.
2. (Action) Work closely with contracted organisations to achieve Council outcomes and identify other opportunities for the organization and across the sector.
3. (Action) Work in partnership and collaboration with relevant Government agencies (at all levels), other funders and tertiary institutions.
4. (Partnerships – Iwi) Work closely with Rangitāne o Manawatū to deliver Council's community support activities to the City, particularly where the focus is outcomes for the Maori Community or improving the responsiveness of the wider community sector to Maori.

#### Healthy Community Plan:

5. (Overview) Working collaboratively with Government agencies, community organisations and businesses to achieve a coordinated approach to ensure the health of PN people improves overall
6. (Partnerships - Iwi) – Work alongside Te Tihi Whanau Ora Alliance, community and agency partners on the Ora Konnect Programme.
7. (Partnerships – Strategic) – Strengthen current strategic and working relationships with the Te Tihi Whanau Ora Alliance partnerships and the collaborative initiatives developed by the alliance.

#### Placemaking Plan:

8. (Action) Community organisations wanting to build spaces that people are proud of and will interact with.
9. (Action) Actively promote placemaking activities with a focus on building resilience in residential and village neighbourhoods.
10. (Partnerships – Iwi) Work in partnership with Te Tihi to promote and support placemaking as a component of Kainga Ora pathways.

#### Sustainable Practices Plan:

11. (Action) Work actively with community and business partners to change existing practices to deliver more sustainable outcomes which reduce resource use and waste on an ongoing basis.
12. (Partnerships – Iwi) Matauranga Māori is an important component of sustainable practices in Aotearoa. To foster this knowledge base and its development in a contemporary context the Council engages with Rangitāne to identify and pursue common environmental aspirations.

#### Manawatu River Plan:

13. (Action) Implement a series of activation projects.
14. (Action) Implement a series of 'development' projects.

15. (Smart City practices) Collaborate and co-create with key stakeholders and members of the public.

16. (Sustainable Practices) Promote native planting in acceptable locations where water quality and amenity enhancements are optimized.

**Active Community Plan:**

17. (Action) Provide and maintain City reserves, neighbourhood reserves, playgrounds and sports fields, Arena Manawatu, aquatic facilities, walkways, shared paths, sport and recreation facilities.

# Otago Daily Times

Wednesday, 23 September 2020

## Food security, ecological and economic benefits promoted in urban farming

By Charmian Smith

Life & Style



Organic market garden in Symonds St, Auckland. PHOTO: SUPPLIED

An urban farm sounds like a contradiction in terms but actually it may well be a way of the future, a new economic, ecological and social sector.

The model for urban farms uses small plots of city land, provides food security for locals by growing food intensively while improving the soil, benefiting the environment, and providing jobs, rather than relying on volunteers as the current model of community gardens does.

"We are really looking at transitioning a volunteer sector into a sustainable economic sector," Sarah Smuts-Kennedy, vision holder and one of the founders of OMG (organic market garden), an urban farm in Symonds St, Auckland, says.



Charmian Smith

OMG is under the umbrella of [www.fortheloveofbees.co.nz](http://www.fortheloveofbees.co.nz) which aims to regenerate the ecosystem via agriculture and the production of food.

"We want to break the myth that industrialised food production is the only way to feed the world," she said.

Now in its third season, OMG employs almost two FTE staff who are paid a living wage, and sells vegetable boxes each week to local subscribers.

It also trains interns in regenerative horticulture, an intensive growing system based on the health of the soil and its biology — the microbes, fungi and worms — which, in turn, grows healthy crops and encourages beneficial insects such as pollinators.

The farm was set up on a derelict inner-city section that had been acquired but not used for a city rail link. Occupying about 330sq m, it turns over about \$1400 a week selling vegetables, but this season plans to increase that to around \$2000 with the sale of seedlings, compost and education, she said.

A project like this needs seeding finance, but in three to 12 months it becomes self-sustaining, providing jobs, healthy food and repairing the soil system. It recycles local food scraps and organic waste into compost, acts as a heat sink to mitigate climate change and helps councils to meet their biodiversity responses, prevents runoff and generates food security within the local community, she said.

Not tilling the soil and using plenty of compost encourages soil microbes.

"The second thing, the diversity of plants is really critical — multiple species in close proximity to each other."

Plants produce sap or exudate through photosynthesis, which draws carbon from the atmosphere. Some of the exudates move into the soil to feed microbial communities which in turn feed others in a "poop loop", she said.

"Each plant produces a different kind of exudate that feeds a different kind of microbial community. If you have multiple species of plants in close proximity you have a massive variety of exudates going into the soil.

"We've discovered when you get a certain number of plants - we are looking at minimum five things in a bed, and up to eight, sometimes 12, that exponentially starts to repair the soil system.

"We say if you get the microbes to be really healthy and the plants to be diverse, the plants and the microbes will actually do that work for you and carbon cycles turn over very fast."

During Alert Level 4, the farm continued to feed its local subscribing families.

"This is the kind of resilience we need to be developing - local community resilience that gives us the capacity to develop food security, deal with our organic waste a local way, with no carbon emissions, so when you are walking to get your food and taking your food scraps to compost, the reduction in emissions is massive. There is no plastic other than what the consumers bring themselves," she said.

She is concerned that the Ministry for the Environment didn't fund any small-scale community compost hubs in the last funding round, but instead provided funds for anaerobic biodigesters.

"That is a massive concern to us because we should not be turning organic food scraps into heat and energy. We need to get them out of landfill — no question, but we need to be using those food scraps to be generating fertility and repair soils. It should be in law," she said.

However, lack of funding is not stopping them rolling out their urban farming system and training around the country. There are seven working urban farms in Auckland, Wellington, Christchurch and Rotorua listed on [www.urbanfarmersalliance.org.nz](http://www.urbanfarmersalliance.org.nz)

"We are having to look at how we operate. We've been trying to do everything for free but now we are going out into the market as a charity to get funding. We are currently, with no funding, supporting around 110 urban farmers around New Zealand, community composters and farms via the Urban Farmers Alliance."

Young people wanted to move into this sector, to farm and contribute to climate change mitigation, but also wanted to live in a city. There was no shortage of qualified applicants for a part-time job advertised recently, she said.

"We've modelled what is possible and now we need government support to roll this out around the country. With new green jobs being allocated funding we want to see a chunk of that come towards the urban farming sector.

"Eighty percent of our population live in cities and so we need to be looking at green infrastructure in cities, we need to be empowering our next generation to be able to actively make that green transformation happen in their own neighbourhood, but not through volunteer hours - I no longer want to hear about volunteer hours in the green sector. We need jobs."

- According to Ruth Zeinert, food resilience co-ordinator at the DCC, an urban farm has been talked about for Dunedin, but the council, she says, has no appropriate land free. However, a community compost hub was started at the Otago Polytechnic last year.