

# He kai kei aku ringa

**Growing food with  
our own hands:** Māori  
economic development  
highlights 2012–2016

Māori Economic Development  
Advisory Board





## Ministry of Business, Innovation and Employment (MBIE) Hīkina Whakatutuki Lifting to make successful

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# He kupu whakataki – from the Chair

E ngā mana, e ngā reo, e ngā kārangarangatanga maha, tēnā tātou katoa.



We have come a long way in the four years since He kai kei aku ringa, the Crown-Māori Economic Growth Partnership, was launched and the Māori Economic Development Advisory Board (the Board) established. The name 'He kai kei aku ringa' comes from the image of we as Māori growing food with our own hands. In short, it is about taking ownership for ourselves and charting our own destinies.

He kai kei aku ringa is the national Māori economic development strategy. It provides a vision for a productive, innovative, export-oriented Māori economy driven by whānau, communities, business and iwi throughout the country. The last four years has been a dynamic period for Māori, both in the labour market and in business. The range of initiatives being undertaken by Māori is very diverse and, accordingly, so is the range of work being carried out by the public sector to support these initiatives.

Over the last four years Board members have engaged with many Māori initiatives and we are aware of many more that are under way. By taking a collaborative approach between Māori and the public sector, the Board has been a party to creating pathways to higher living standards for Māori.

There are five areas in particular that I would like to highlight. For me, these achievements define the work of the Board over the last four years.

## **Tuatahi: Te Mahi Tahī – Improving Crown-Māori Engagement**

It is heartening to see the improvement in the quality of engagement between Māori and the Crown. There is now a recognition that if Māori do not achieve their potential, New Zealand will not reach its potential.

As a result, we are seeing a more collegial approach develop. Ministers and government agencies are engaging with the Iwi Chairs Forum, Māori businesses, local government, hapū, whānau and communities.

We have worked closely with Crown officials and seen the information flows improve as a result. Māori economic development is now on the radar at all relevant agencies. It's a maturing relationship that acknowledges that Māori are significant players in national economic development.

One significant development has been the establishment of the Iwi-Crown Economic Taumata. Working alongside the Board, the Taumata is a forum where matters of economic significance to iwi can be discussed directly with Ministers.

## **Tuarua: Ngā Hononga ki te Ao Whānui – 'Māori Go Global' – Building Cultural Pathways to Commerce**

Māori are increasingly going global. Throughout our history, we have been an outward-looking, entrepreneurial people. Our ancestors traversed the vast Pacific Ocean seeking new lands and new resources. In the 1800s our tīpuna owned ships and plied the trade routes across the Tasman.

Through our participation in international trade missions, we are now continuing this tradition. Māori Ministers and business people are integral members of trade missions and Prime Minister's missions. We are also involved in hosting visiting delegations.

As Māori we bring an added cultural dimension to the table, that can help with making connections with other cultures and gives us a point of difference. Our distinctive and unique cultural image attracts attention and generates a wider interest in who we are and what we have to offer.

We now have an understanding of international markets and are forging enduring trade and investment relationships, that will lead to greater productivity and returns.

## **Tuatoru: Ngā Iwi me ngā Rohe – Iwi and the Regions**

'RED' is the new black. By RED I am referring to Regional Economic Development. Iwi and Māori business are concentrated in the regions. To scope opportunities and foster cooperation, Māori in some regions have decided to create economic development plans to guide their development. Northland,

the Bay of Plenty, Gisborne, Hawke's Bay and Manawatū-Whanganui have all completed Māori economic development plans and others are underway.

We are recognising the importance of the regions for iwi and Māori business. Iwi participation is growing and they can be at the forefront of regional development. The RED programme will be core to achieving Māori economic aspirations.

The series of regional He kai kei aku ringa hui that we conducted through 2016 brought hundreds of whānau, hapū and business voices to the table. The aim of the hui was to listen to people in the regions talk about their business and employment issues, their successes and their barriers to further achievement. Many more people attended Māori Economic Development hui, RED hui, Matariki X and the Māori Mānuka conference to name just a few.

Iwi are opening up and confident. There is more transparency, sharing and communication. This lifts the confidence of whānau, iwi and incorporations. Trusts and Incorporations are an important economic powerhouse. The spread of economic information is generating excitement. There is a lot of talk about stewardship of Māori assets and a realisation of the opportunities this may afford us.

## **Tuawhā: Te Tupu o Ngā Kaipakihi – The Rise of Māori Entrepreneurs**

There are more and more successful Māori entrepreneurs coming through, people like Steve Saunders, Ian Taylor, Harry Burkhardt, Grant Straker, Shay Wright, Robett Hollis, Jason Witehira and Dr Lance O'Sullivan. Our wahine toa are also playing lead roles in our communities and key organisations – the likes of Mavis Mullins – the first Māori inducted into the New Zealand Business Hall of Fame, Rangimarie Hunia (Ngāti Whātua o Ōrākei), Rachel Taulelei (Kono) and Pania Tyson-Nathan (NZ Māori Tourism).

One of the exciting things about the emergence of these entrepreneurs is seeing their engagement with iwi and the wider Māori community. These people have worked hard to succeed, but are also determined to work hard for Māori economic development.

**Tuarima: Te Huri i te Kaupapa Kōrero  
– Changing the Dinner Table Conversations**

A core aim of He kai kei aku ringa was to normalise the sharing of economic stories and aspirations. When we started, we wanted Māori economic development to become the topic of conversations around the dining table. It was about creating a movement.

He kai kei aku ringa has provided a forum for people to talk about economic opportunities. Economic forums have become part of the hui landscape. Business talk has become commonplace. Hui that discuss how we can have better jobs and businesses are well attended or like the mānuka honey conference in 2016, oversubscribed.

Better jobs and businesses have become the subject of dinner table conversations among whānau because He kai kei aku ringa has raised the profile of Māori success. Economic development is becoming a movement that is unstoppable.

These are just a few of the highlights – within the pages of this document are many more positive stories. Together, all these developments have raised the profile of Māori in the economy and increasingly alerted whānau to Māori successes and how our incomes and living standards can be lifted by better education and skills, profitable businesses and well-organised iwi.

Taken together, this gives me the confidence to state that He kai kei aku ringa has made a difference over the last four years. There is still a long road ahead of us and room for further improvement. We are taking the long view – He kai kei aku ringa is an enduring strategy that looks ahead to 2040, with regular updates along the way.

We should never be satisfied with where we have got to, but should always be striving for the next summit. But we have built a solid foundation and I am confident that we will see the pace of Māori economic development lift to a new level in the coming years.

In signing off this report I hand over the reins as Chair to Robin Hapi and welcome new Board members Harry Burkhardt, Awerangi Tamihere, Steve Saunders and Shay Wright. I acknowledge all the work of our continuing Board members – Professor Linda Smith, Pania Tyson-Nathan, Debbie Ngarewa-Packer and Hilton Collier – and all the other committed and passionate people who have lent their energies to the He kai kei aku ringa movement – the economic renaissance of Māori.

Noho ora mai



Ngāhiwi Tōmoana

*Chair, Māori Economic Development  
Advisory Board, 2013-2017*



# An overview of He kai kei aku ringa – rewind to 2012

To provide some context for the achievements of He kai kei aku ringa over the past four years, it is insightful to turn back the clock to 2012, to see what the Board was saying then. Here are some excerpts from He kai kei aku ringa: Strategy to 2040 (2012):

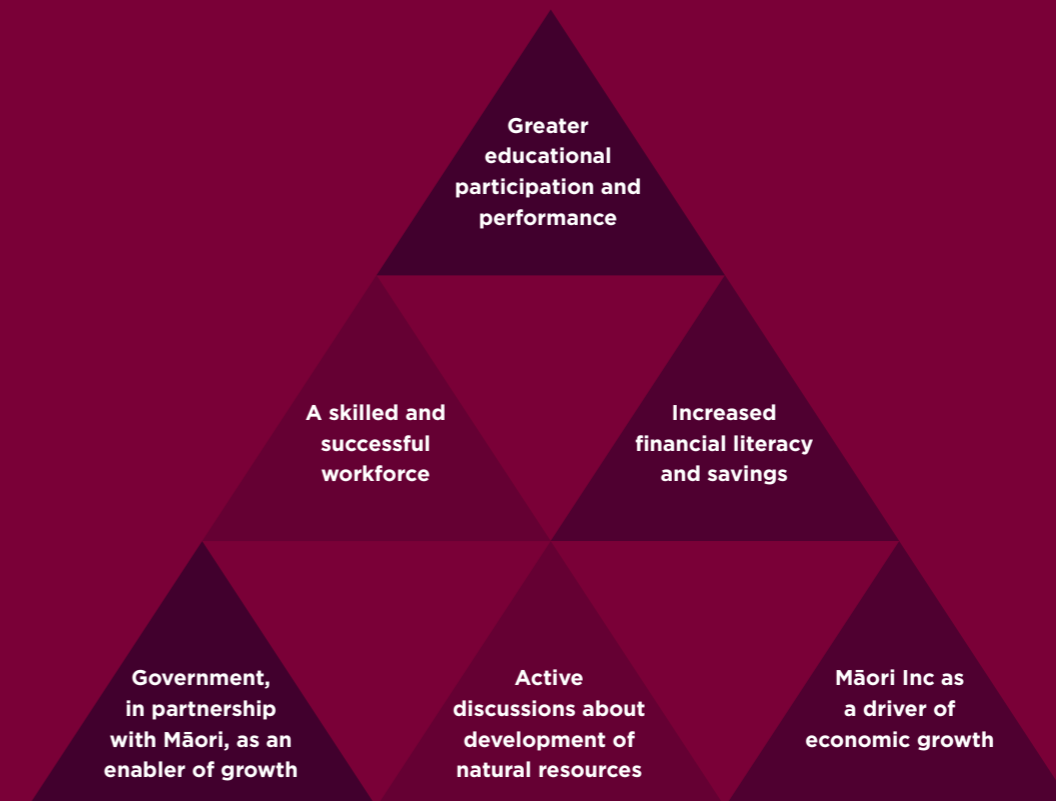
“Growing a more productive, innovative and internationally connected Māori economic sector will deliver prosperity to Māori, and resilience and growth to the national economy. This will be achieved by lifting per capita income and improving export performance, which will lift the Māori contribution to the New Zealand economy and improve quality of life for Māori and all New Zealanders.”

“Our vision for Māori economic development is he kai kei aku ringa – literally, to provide the food you need with your own hands – whereby whānau, hapū, iwi and enterprises are actively seeking opportunities to sustainably develop their own resources (human and natural) to improve Māori economic performance.”

We were looking for transformational change for Māori in economic performance and socio-economic outcomes and transformational change in the entire national economic direction.



In a nutshell, we said that the six goals to achieve He kai kei aku ringa were:



And lastly, we spoke about “three transformational changes” that needed to happen:

1. Government and Māori working together to consider new models of compulsory schooling that better meet Māori needs.
2. Government and Māori accelerating discussions on the development of natural resources.
3. Building relationships and managing logistics in export markets, particularly China.

As you read through the pages of this document, I hope that you will agree that we have made significant progress on all of these fronts.

## **Te Whakawhanaketanga Ohanga ā-Rohe – Regional Economic Development**



### **Overview – Regional Growth Programme**

Iwi and Māori businesses are concentrated in the regions. The Regional Growth Programme marries up their aspirations with those of the broader community – central and local government, the private sector, non-governmental organisations (NGOs), iwi/Māori – to take a coordinated grassroots approach to economic development.

The Regional Growth Programme focuses on regions that have large Māori populations and lower than average growth rates. Māori in these regions have taken up the challenge by creating Māori economic development plans to guide their development.



Improved information is available to these regions through regional growth studies and the release of the 2015 Regional Economic Activity Report. Following on from the development of growth studies, action plans have now been launched in Northland, Bay of Plenty, Gisborne, Hawke's Bay, Manawatū-Whanganui and Southland.

Important projects that have emerged from the Regional Growth Programme to date include:

- › the Ōpōtiki Harbour development project – a feasibility study for a new commercial wharf and harbour work to allow for the development of a 3800-hectare commercial mussel farm
- › Kaikohe GROW programme and Northland College Mānuka programme.
- › Project 1000, Hawke's Bay, a job placement programme (see spotlight in Employment section).

**Progress since 2012:**

- › 42,000 more Māori in work
- › \$8m available for growing Māori enterprise through the Māori Innovation Fund since it was established in 2014
- › Iwi representation in the governance of Regional Growth Strategies
- › **2016:** Ka Hao (the Māori Digital Technology Development Fund) went live.

**42,000**

▶ more Māori in work

**\$8m**

▶ available for growing Māori enterprise through the Māori Innovation Fund since it was established in 2014

### Māori economic growth strategies

In the last four years regional groupings of iwi, with the support of Te Puni Kōkiri, have developed growth strategies that combine social and economic goals. They complement the wider regional growth strategies funded through the government's Regional Growth Programme. A number of regional strategies have been completed to date:

- › Bay of Plenty iwi have created and adopted **He Mauri Ohooho**, whose goals are to have members and whānau of the participating iwi meet or exceed the national averages for income, employment, health and education by 2030.
- › **He Tangata, He Whenua, He Oranga**, the Tai Tokerau iwi development strategy, sets out the following guiding values: rangatiratanga; wairuatanga; whanaungatanga; manaakitanga; and kaitiakitanga.
- › Iwi in Manawatū-Whanganui recently completed and launched **Te Pae Tawhiti**, an intergenerational strategy for economic development to 2040.
- › Kimihia He Oranga is a grouping of 11 East Coast iwi who have developed the **Tairāwhiti Māori Economic Development Plan**. They have also been closely involved in the development of **He Huarahi Hei Whai Oranga**, the region's overall economic growth strategy that seeks to grow Māori participation in key sectors such as tourism, apiculture, ICT, agriculture, horticulture and infrastructure.
- › Following the East Coast Economic Potential Study completed in 2014, Matariki – the Hawke's Bay Regional Economic Development Strategy and Action Plan was released in July 2016. Iwi came together to form Te Kāhui Ōhanga o Tākitimu, which was heavily involved in developing the strategy and action plan.

### Iwi development strategies

Iwi have also created their own development plans, with a mix of social and economic goals. Post-settlement iwi use these plans to guide development and determine priorities for the income they receive from their investments and businesses.

Even small iwi without settlements can develop strategies using their own resources and by engaging skilfully with local businesses, and central and local government. In 2013 central North island iwi Ngāti Rangī, which has only 2000 members, released the Ruapehu Whānau Transformation Plan (see spotlight).

#### He Kai Kei Aku Ringa regional hui 2016

In 2016 Māori across Aotearoa were consulted about their economic development aspirations and priorities as part of refreshng He kai kei aku ringa. More than 500 people attended eight regional hui. Participants represented a cross-section of the community, including iwi, hapū, trusts and incorporations, small and medium businesses, and local and central government.

#### SPOTLIGHT: Ngāti Rangī – the Ruapehu Whānau Transformation Plan

The Ruapehu Whānau Transformation Plan developed by Ngāti Rangī identified opportunities in five interconnected focus areas: education, employment, housing, health, and social development. As a result of the plan, iwi members now have access to an iwi-backed employment broker (Ruapehu Recruitment – see Employment section) and a new community learning and technology hub in a previously unused facility at Ruapehu College.

### Seven common themes emerged from the hui. They were:

#### 1. Kotahitanga/Collaboration

Participants believed Māori work best and most productively in collaboration – to develop scale in businesses and leverage existing resources.

#### 2. Te oranga o ngā whakatipuranga/ Intergenerational wellbeing

Economic development has to benefit all in a community and at different levels – iwi, hapū, whānau, individual.

#### 3. Mahi/Employment

Employment is driven by education, training and upskilling those already in work.

#### 4. Hangarau/Technology

Fast-changing technology is an essential element in Māori economic development, especially research and development, and the assistance needed to innovate with technology.

#### 5. Rangatahi/Future leaders

Connecting with young people and providing them with the opportunity to contribute to economic development if they are to lead in the future.

#### 6. Whanaketanga ā-umanga/Enterprise growth

All business growth is important but it is the development of small and medium-sized enterprises that will power business and employment growth.

#### 7. Aronga whakamua/Action

Action needs to follow consultation.

Hui participants also want the goals of He kai kei aku ringa to be clearer and more specific. They want them described in language that is able to be understood at a community level.

They said that He kai kei aku ringa needs to be clearer about the leadership needed to reach the goals and the Māori entities that will play key roles in achieving them.

#### SPOTLIGHT: Coordinating schools, business and the public sector – the Northland Regional Growth Programme

The Northland Regional Growth Programme is about ensuring better alignment between schools, and the communities and regional economies in which they operate. A priority is ensuring that students at risk of not achieving are identified and receive assistance. A senior government employee – known as the Senior Regional Official – is responsible for coordinating the activities of all the public sector agencies in Kaitiāia and Kaikohe and the surrounding regions. There is also a range of community projects, funded by government and the private sector, that aim to improve the productivity of Māori resources, particularly land, and to provide opportunities for the long-term unemployed, in order to break intergenerational dependency.



# Whai Mahi - Employment

## Overview

Employment is the beginning of higher living standards for whānau. First a job and then a better job is the pathway to higher incomes for Māori. For some the pathway involves starting a business and then building that business into a better business.



**Employment opportunities have increased for Māori over the last four years. More Māori are in the workforce and fewer are unemployed. More Māori (25%) are now in skilled jobs and incomes have risen. Over time, if these trends are sustained, the social issues that currently affect so many Māori can be addressed much more effectively.**

The number of our young people aged 15-24 years who are not in employment, education or training (NEET) remains of concern, although the trend is positive, there now being 1200 fewer Māori NEETs than there were in 2012.

Clearly the numbers have been given a positive impetus by the direction of the economy over the past four years. As it expands, opportunities for employment and higher incomes also expand.

Two examples of positive developments in the employment space are Project 1000 and Ruapehu Recruitment (see spotlights).

**An iwi-backed employment broker - Ruapehu Recruitment**

Ruapehu Recruitment, which grew out of the Ruapehu Whānau Transformation Plan, is an iwi-backed employment broker that was set up to address unemployment in Raetihi, Ōhākune and Waiouru. A partnership with the work brokerage service of the Ministry of Social Development, in its first year the agency was responsible for more than 70 placements and has become the preferred local recruiter for some of the largest employers in the district.

It has established a relationship between Ngāti Rangi and Ruapehu Alpine Lifts, the local skifield operator, which employs up to 700 people in peak season. Local Māori have for the first time become regular employees.

**298,600**  
 ► Māori employed in 2016, this was an increase of 42,000 people since 2012

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**11.6%**  
 ► The Māori unemployment rate reduced from 13.9% in March 2012 to 11.6% in December 2016

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**\$5,000**  
 ► Increase in incomes for those in work since 2012

**SPOTLIGHT: A thousand jobs for whānau - Project 1000**

Project 1000 brings together businesses, iwi, local authorities, training providers, and central government to support the creation of 1000 new jobs over three years for local people who are not currently participating in the Hawke's Bay economy. This programme provides skills training and job-matching to get local people into sustainable jobs. In the first seven months, 200 new jobs have been created, with 69 per cent of those employed being Māori.

“Our people, especially rangatahi, make up a large number of the unemployed in

the Bay and Project 1000 will provide a pathway to greater skills and employment. Work is essential if whānau are to prosper,” said Ngāhiwi Tōmoana, Chair of Ngāti Kahungunu Iwi Incorporated.

“We facilitated hui in Wairoa, Masterton and Hastings to bring together iwi Māori and representatives of local businesses and local government. We believe Project 1000 is a good example of building trust and partnership.” This relationship continues to evolve.



# Whai Pakihi – Enterprise

## Overview

In the world of Māori enterprise, exciting developments are happening all over the motu. Māori are increasingly leveraging the collective assets held by trusts, incorporations and post-Treaty settlement entities. These assets are growing as more settlements occur. We are talking here about an asset base that today exceeds \$15 billion in value.



**Small and medium-sized Māori businesses are also in a positive space. There are increasing numbers of businesses owned by Māori individuals and whānau, who earn more on average than wage and salary earners. In 2015, more than half of all Māori small and medium-sized enterprises increased their profits. Over the last five years, Māori small-to-medium enterprises have had a very healthy survival rate of 86 per cent.**

Māori are now significant investors and have partnered with New Zealand and international investors to increase production and exports. To support Māori seeking investment partners, He kai kei aku ringa is funding the development an investment guide to assist international investors realize the opportunities investing with Māori businesses offer.

While traditional businesses remain important to Māori success, it is vital Māori participate in fast-growing sectors with higher wages and high rates of returns to investors and business owners. The most important of these is participation in the digital economy as employees and investors (see spotlight).

**Investment**

Investment in people is vitally important if Māori businesses are to engage with the wider world and understand and seize opportunities. There has been exciting recent developments in young Māori business leadership including the Young Enterprise Scheme, which sees high school students paired with business mentors, and TupuToa, which provides internships for Māori and Pasifika while studying (see spotlights).

Recognition for business leadership and achievement is also vital in rewarding achievement and providing role models for future achievers. A range of awards now recognise our rising stars and established business leaders.

**Boosting Māori participation in the digital economy – Ka Hao**

Ka Hao, the Māori Digital Technology Development Fund managed by Te Puni Kōkiri and MBIE, has the objective of creating high value jobs and opportunities for Māori in the burgeoning digital economy. It provides \$30m over five years for skills and pathways into digital employment, the growth of businesses in this field and the provision of language and culture using digital technology. The first round of Ka Hao in 2016 saw 170 applications received, demonstrating both need and interest from Māori in developing digital and technology enabled futures.



**Te Uru Rangi Māori Technology Scholarships**

Te Uru Rangi means stargate or portal to the future. In 2015, He kai kei aku ringa, through Te Puni Kōkiri, Callaghan Innovation and NZTE, worked with Enspiral Dev Academy to train Māori who have a passion for web development, want a career in the ICT sector, and are keen to shape the digital economy in Aotearoa. Scholarship recipients are co-funded through an intense 19-week course, then connected with major employers such as Xero, Fronde, Powershop, Datacom, Carnival Labs and TradeMe for employment.

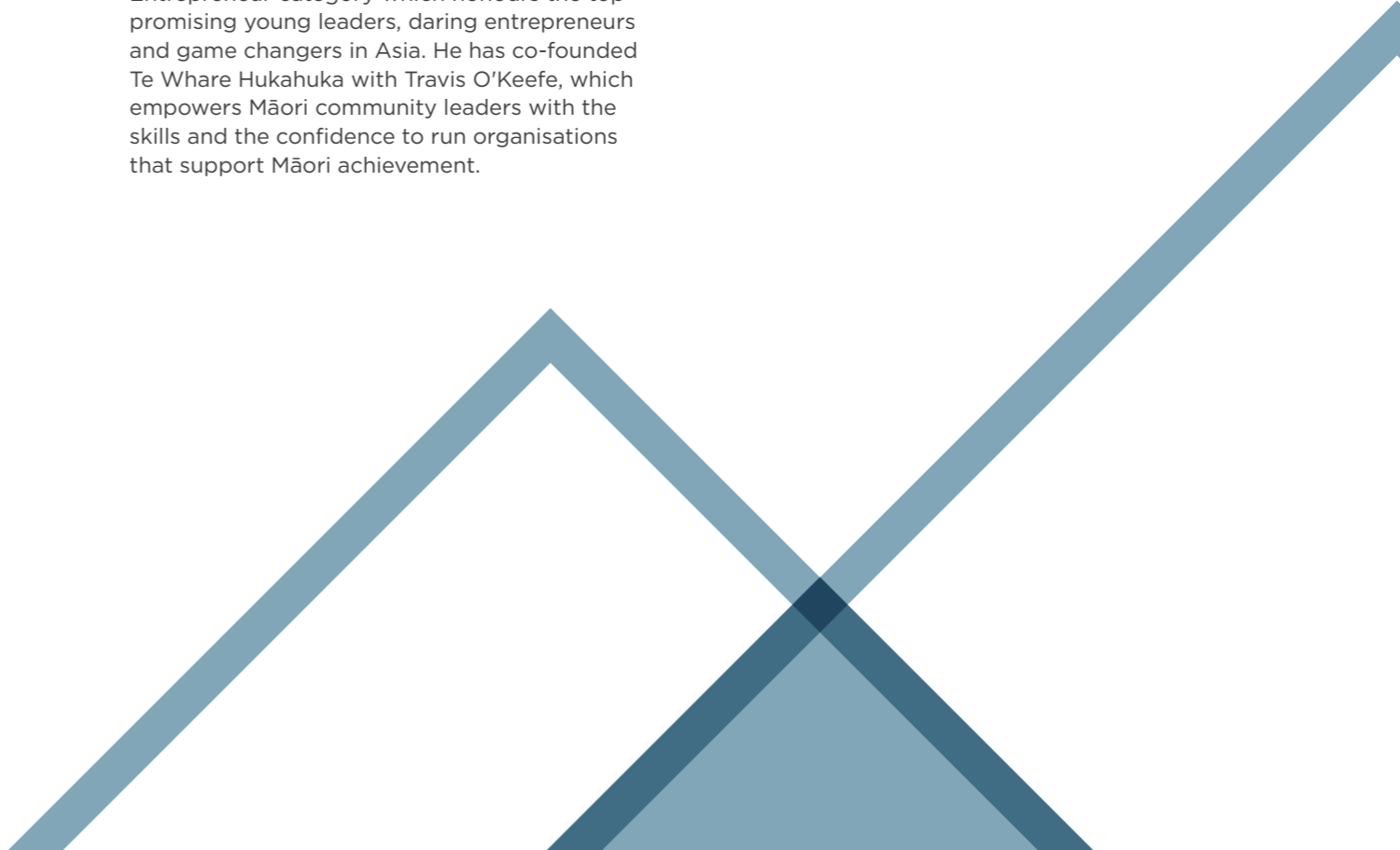
Joshua Vial of Enspiral Dev said, “The entry of Māori into the industry will bring different ways of approaching problems, greater creativity, and different styles of communication and relationship building”.

**Building Young Entrepreneurs**

In 2006, Shay Wright (Te Rarawa, Ngāruahine) was in Year 12 at Kaitaia College. He took part in the NZ Business Challenge which inspired him to begin his own social enterprise. Fast forward to 2017 and Shay has been named on the Forbes 30 Under 30 Asia list in the Social Entrepreneur category which honours the top promising young leaders, daring entrepreneurs and game changers in Asia. He has co-founded Te Whare Hukahuka with Travis O’Keefe, which empowers Māori community leaders with the skills and the confidence to run organisations that support Māori achievement.

**650 Māori**

► In its first three years, Te Whare Hukahuka has already upskilled 650 Maori community leaders through governance training with funding from He kai kei aku ringa.



**SPOTLIGHT: Building Māori and Pasifika corporate leaders - TupuToa**

The TupuToa - Māori and Pasifika pathways programme is about enabling Māori and Pasifika people to join the ranks of management, an area where they are currently under-represented.

Launched in October 2016 as an initiative of Global Women, TupuToa (which is open to both men and women) recognises that New Zealand will be a more productive and successful country if the potential of all New Zealanders is realised. By having a more diverse

managerial workforce, companies will have a better understanding of their customer base.

TupuToa aims to identify those with management potential early in their university careers and place them in long-term internships that will lead to employment on the completion of study. The programme will expose participants to mentoring opportunities and help them to form networks with other Māori and Pasifika managers.



**“I want to give my son the best life possible and the tech industry can help me do that. My dream is to move home to the East Coast, work as a freelance web developer, and send my son to full immersion Māori schooling.”**

*Rena-Deane Goldsmith, Ngāti Porou*

# Hono ki te Ao – Global connections

## Overview

Māori businesses are at the forefront of sustainable exporters in the primary sector. Māori businesses, particularly land-based collectives, have been exporting products such as sheep meat, beef, kiwifruit, seafood and timber for many years. More recently, honey products and processed dairy products are also being exported in growing quantities.



**Māori eco-tourism companies sit at the core of the country’s vibrant tourism proposition and are also major earners of overseas currency. New areas of technology-driven entrepreneurial activity have also emerged, as well as an increase in manufactured goods.**

The ability of Māori exporters to weave a rich story around products and services that is linked strongly to cultural values such as whakapapa and kaitiakitanga will continue to command a high premium in international markets.

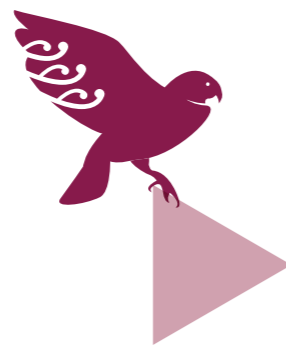
Abundant opportunities remain to unleash the commercial potential of Māori assets and to grow the number and value of Māori export businesses.

**Te Taurapa Tuhono – New Zealand Trade and Enterprise (NZTE)**

Te Taurapa Tuhono is responsible for growing New Zealand businesses internationally and mobilising capital for growth. In 2011 Te Taurapa Tuhono had one major Māori customer and one Māori customer manager. As part of their commitment to He kai kei aku ringa and growing Māori businesses internationally, NZTE invested heavily in growing a Māori customer base and team.

Today they have seven Māori customer, investment and coalition managers, 42 Māori businesses as part of their focus on 700 companies nationwide, and are assisting a further 100 Māori businesses who are at an earlier stage in their exporting adventure. They are also supporting six coalitions of Maori exporters to realise the export potential of their products. The coalitions are: Moana New Zealand (seafood); Haukai (retail food producers); Miere (manuka honey); Ihi (wine); Kiwifruit and Forestry.

According to Tina Wehipeihana-Wilson, Tumu Whakarae of Māori Business at Te Taurapa Tuhono, “Our strategy relates directly to He kai kei aku ringa goals to increase exports, internationalisation and bring Māori culture to the fore as a unique selling proposition for New Zealand.



**“We never imagined Kia Kaha would create the glue and electricity in our organisation that it did.”**

*Peter Chrisp, CEO NZTE.*

“It aims to ensure Māori businesses and iwi understand and can engage with NZTE’s services and programmes designed to boost international growth. Creating more businesses of international scale around intellectual property, technology, primary and natural resources, and know-how will have broad benefits to the Māori economy.”

Trade missions play a critical role in developing in-market knowledge and trade relationships. Since 2010 NZTE and the Ministry of Foreign Affairs have delivered more than a dozen Ministerial-led and other trade missions to China, Malaysia, Japan, Korea and USA involving Māori businesses and Te Puni Kōkiri, and countless inward trade missions. They have also ensured that Māori participation is at the heart of mainstream trade missions, with the unique Māori culture being represented on the world’s stage as a defining element of New Zealand’s presence in these missions.

Other highlights include the development of Te Aukaha investment readiness workshops; the appointment of a Māori specialist to the NZ Story team to put more Te Ao Māori in to the NZ Story and provide a greater depth to toolkits, images, video and stories; and the establishment of the He Kai Kei Aku Ringa Award for Excellence in Māori Business as part of the International Business Awards. Past winners of this award include Miraka and Ngāi Tahu Tourism.

In 2012, Te Taurapa Tuhono (NZTE) developed its Kia Kaha Māori economy and culture programme to engage staff in the emerging power of Māori business, but also ensure they

had the cultural basics right when engaging with Māori. They developed an innovative app ‘Te Kete Tikanga Māori’ and made a commitment for every staff member to attend a two-day noho marae.

**Miraka**

Taupō-based company Miraka won the inaugural He kai kei aku ringa Māori Excellence in Export award at the 2015 NZ International Business Awards. Established in 2011, Miraka is a predominantly Māori-owned business that manufactures milk products for export to 23 countries throughout Africa, the Middle East, Asia, the Pacific and Latin America. It is also the first company in the world to use renewable electricity and steam to run milk-powder processing operations.

**\$485m**

► In 2015, Māori Authorities exported goods worth \$485 million to 65 countries.

**\$44m**

► Māori small and medium enterprises exported goods to 53 countries worth \$44 million, up 15% from 2014.

**SPOTLIGHT: Connecting to the world – QRC Tai Tokerau**

The value of global links is demonstrated in the case of QRC Tai Tokerau, a new hospitality management college in Northland that was aiming for 60% Maori enrolment, but has already achieved 90%.

Pania Tyson-Nathan, who is Chief Executive of NZ Māori Tourism and a member of MEDAB, saw an opportunity for Northland Māori to move up the employment value chain and gain a foothold in the management of the hospitality industry.

“Most of our people working in the industry did so at the lower end. To make the most of the growth of tourism we also need to take part in the management and ownership of the hospitality and tourism industries” she said.

“Increasingly visitors to New Zealand are after authentic Māori experiences and Northland is well placed to offer this. Many rangatahi have grown up on or around marae so already understand manaakitanga, have a good grasp of local stories and history, so we want to build on their existing skill base”.

“QRC Tai Tokerau will accentuate their talents, skills and knowledge to provide a talented and passionate tourism workforce.”

New Zealand Maori Tourism facilitated the relationship between the Queenstown Resort College, which owns and operates QRC Tai Tokerau, with Shanghai CRED, one of Shanghai’s largest property developers, and the owner and operator of the luxurious Peppers Carrington Resort on the Karikari Peninsula in the Far North.

As a result of the meeting, Shanghai Cred and QRC agreed to co-invest in the QRC Taitokerau which includes scholarships and paid internships for students.

This will help QRC Tai Tokerau to provide skilled staff to cater for the growing number of tourism businesses in Northland and others throughout the country.

“There are a number of fantastic tourism experiences in Northland, and that is only going to grow as investment in regional infrastructure increases. With new hotel builds and tourism growth in the region, QRC Taitokerau is in a position to provide skilled graduates who want to participate in the hospitality and tourism sectors. Some 57% of the first two cohorts have completed paid internships off-shore, providing them with great exposure and opportunity” Pania said.

**SPOTLIGHT: Ngāi Tahu Tourism**

With more than 400 staff and over a million customers annually, Ngāi Tahu is one of the largest tourism operators in New Zealand. Its international revenue has grown by 33% in each of the last three years, with profits returning to its owners, the 53,000 iwi members.





# Auahatanga - Innovation



## Overview

Māori businesses are generating greater income and return on investments through innovation. Te Pūnaha Hiringa, the Māori Innovation Fund introduced in 2015, provides assistance to businesses owned by Māori collectives to investigate diversification strategies and research new products. It also gives them access to commercial advisors and governance training.

### Vision Mātauranga

The Vision Mātauranga Capability Fund enables Māori enterprises to partner with R&D institutes. It supports projects that incorporate indigenous innovation, environmental sustainability, improving health and social wellbeing, and the exploration of indigenous knowledge. These projects that have been funded over the last couple of years show the range of work the fund carries out:

- › Developing a land-use opportunity database and decision-support system for the Ngāti Porou rohe to better inform researchers and Ngāti Porou about options to create enduring prosperity and enhance Ngāti Porou mana and identity.
- › Ngāti Porou, Ngāi Tāmanuhiri, GNS Science and the Gisborne District Council are working on a project to understand the natural hazards of their region and how their communities can develop further resilience to those hazards.
- › The better management of finfish using mātauranga and modern scientific tools within Customary Protection Areas (CPAs) in Canterbury, Otago and Southland has the potential to address the decline of key customary species in coastal fisheries. This project will see of the Te Rūnanga o Ngāi Tahu Mahinga Kai unit work alongside University of Otago staff and community members.

### Ngāti Hauā Iwi Trust - Involving our people in strategic asset planning

Ngāti Hauā received two grants in the 2016 round of Te Pūnaha Hiringa: Māori Innovation Fund – one for investment advice and one for strategic advice for its commercial arm. This

has allowed them to develop a statement of investment policies and objectives; determine investment for their Tumuaki Endowment Fund; purchase land as part of their long-term strategy; determine a structure for the Ngāti Hauā group; and support their decision to enter into a 50/50 joint venture with another Ngāti Hauā tribal entity in the Miro Limited Partnership.

According to Rukumoana Schaffhausen of the Trust, “This was a huge milestone for us – partnering with our whānau to invest in the berry industry will ultimately create jobs for whānau and a valuable export industry on our land.”

The Māori Innovation Fund also supported Ngāti Hauā’s Commercial Arm – Te Waharoa Investments Ltd – to fund strategic advice services in relation to the assets of the Ngāti Hauā Group, and to develop a land management strategy. Through online surveys and a series of design-thinking workshops, Ngāti Hauā brought together their Trustees, Kāhui Kaumātua, landowners, rangatahi and whānau to develop a Ngāti Hauā Iwi Trust Strategy Framework Roadmap.

Rukumoana said, “It was the most amazing thing to hear directly the dreams and aspirations of our whānau”.

**“It was the most amazing thing to hear directly the dreams and aspirations of our whānau”.**

*Rukumoana Schaffhausen, Ngāti Hauā Iwi Trust.*

### Spotlight: Forming a Pounamu Institute - Ngāti Waewae

The Māori Innovation Fund is providing assistance to Waewae Pounamu to investigate the formation of the pounamu institute. Waewae Pounamu, a company owned by Ngāti Waewae on the West Coast of the South Island, produced pendants for the All Black squad at the 2015 World Cup and NZ’s Olympians at Rio de Janeiro.

Waewae Pounamu is partnering with the Chinese Government-owned Jade Culture and Research Association. The aim is to provide skill training for the Waewae Pounamu carvers to reach master carver status.



**Callaghan Innovation**

Callaghan Innovation plays an important role in encouraging innovation by Māori businesses and developing entrepreneurs. The Matariki X events bring together Māori business owners and entrepreneurs who share their experiences of developing businesses with those who are developing businesses of their own.

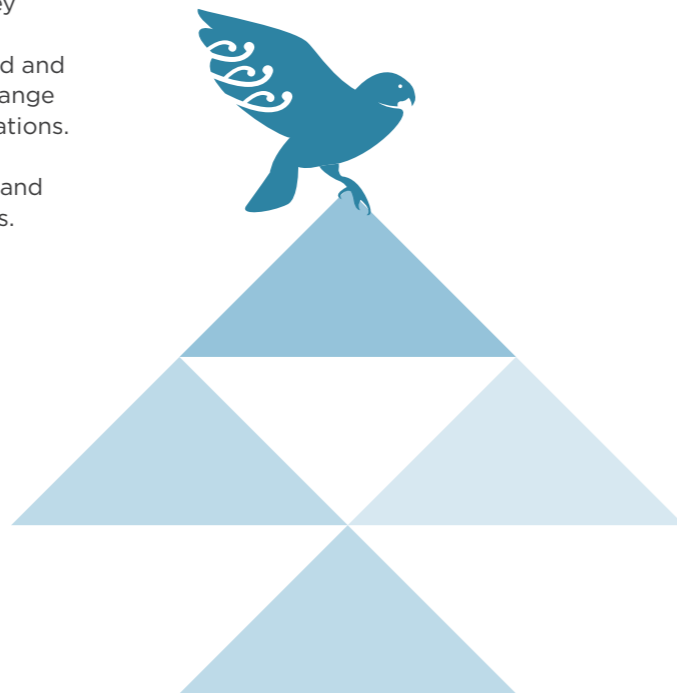
It has a wide range of programmes and activities focused on increasing Māori business activity based on innovation. A key part of this activity is helping to expose companies to international markets. It has also, with NZQA, begun Āmua Ao, a project that will take 90 high school students to Silicon Valley over a three-year period.

Callaghan also encourages and supports collaboration between companies. It supports a network of Māori food and beverage companies, a cluster of organisations focused on the Māori health and social services sector and a Māori digital technologies cluster.

Last year Callaghan brought together key business leaders to look at new ways of improving the management of Māori land and held design-thinking workshops with a range of iwi and Māori businesses and organisations. Callaghan has signed memorandums of understanding with several major trusts and incorporations to work on joint initiatives.

One of the most successful collaborations to date has been Nuku ki te Puku. This group of Māori kai innovators includes representatives from angel investment, apples, seafood, red meat, wine, kiwifruit, honey, supermarket retail, Callaghan Innovation, and Plant and Food. They conducted research missions to the USA and Europe in 2015 which centred around food and information technology and included visits to tech incubators, large corporates, research centres, major food shows, Stanford University, and market retail and wholesale visits.

Other highlights include establishing a Māori Innovation Hub at Gracefield Innovation Quarter as a shared working space for Māori businesses; establishing a Māori Founder Accelerator to rapidly grow 10-12 businesses; and secondments of Māori executives in to Callaghan to better understand the science and innovation system and how it can support innovation growth.



**SPOTLIGHT: Precision Seafood Harvesting**

The winner of Callaghan Innovation's inaugural Māori Innovation Award in the NZ Hi-Tech Awards was Precision Seafood Harvesting. The company, a collaboration between NZ's largest seafood companies, Sanford, Sealord and Aotearoa Fisheries Ltd (AFL), has invested in the development of a revolutionary harvesting technique that allows fish to be landed without harming them. This means that by-catch and undersized fish can be released

unharmd back into the environment. AFL is wholly owned by Māori and Sealord is half owned by AFL.

Together the companies have invested \$26m in the project, a figure matched by Plant and Food Research, to help bring the technology to commercial viability. The technology is expected to add \$100m in returns to the partners by 2020.



**Ngāti Ruanui creates foundation for education success**

Te Rūnanga o Ngāti Ruanui Trust has opened up an exciting new world of achievement for rangatahi with the development of 2NuiCODE; a grass-roots programme to introduce and inspire Ngāti Ruanui rangatahi to the digital world using science, technology, engineering and maths.

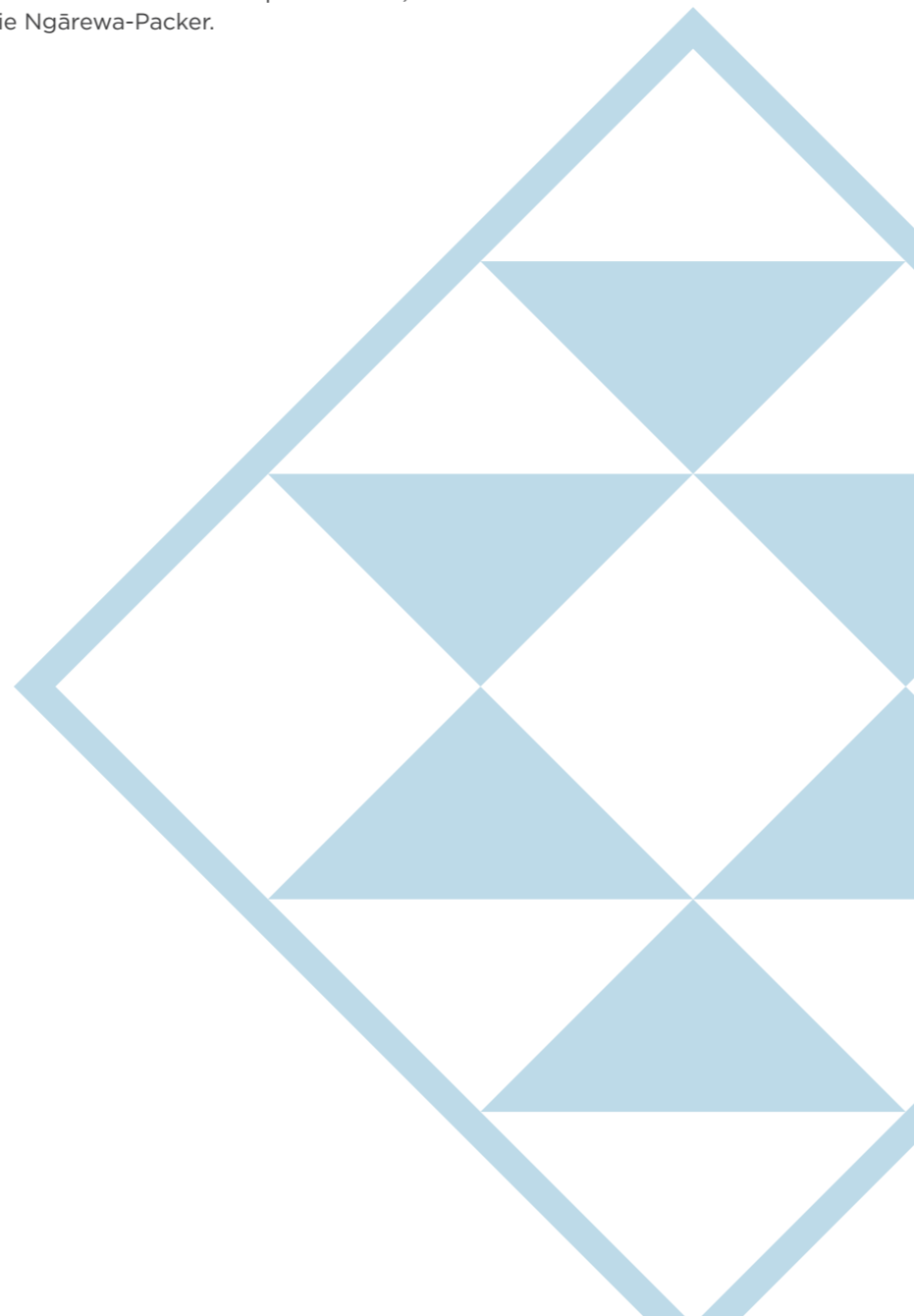
This ground-breaking innovation commenced in 2013 when Debbie Ngārewa-Packer attended an indigenous leadership summit at Stanford University. Utilising her networks and building a relationship with Callaghan Innovation, Debbie quickly identified that Ngāti Ruanui rangatahi could be exposed to this and started to develop a program to suit. The 2NuiCode program was launched in September 2015. Starting with a school holiday program, 2NuiCode has quickly moved to weekly classes to accommodate the ongoing interest.

In July 2016, 2NuiCODE took a delegation of 26 rangatahi to San Francisco, the home of high-tech research and enterprise as an opportunity to show our rangatahi where a career in ICT could take them.

Joseph McBride (Ngāti Ruanui, Ngaa Rauru Kiitahi, Ngāti Toa Rangatira), one of the founding students of 2NuiCode, has been an example of how a new way of thinking can determine a new future. Joseph was originally determined to become a mathematics and health Teacher. He had organised his subjects accordingly and set about achieving his goals. He was fortunate enough to participate in this delegation. This is where his career change was confirmed. Joseph said “we were engaging in life-changing ideas from innovation in agriculture to medical technology and being exposed to the latest technologies on the market. It took me to another level that I want to continue to pursue”. Joseph is now enrolled in the first of three years of study toward a Bachelor of ICT.

Ngāti Ruanui remains on course to expand the horizons for rangatahi building on the original 2NuiCode. Ngāti Ruanui is working with collaboration partners to awaken even bigger and more exciting futures.

“There is less than 1% of Maori studying ICT, only 2.5% Maori employed in the ICT sector, yet the ICT sector provides double the median income. This is an opportunity to not only have fun in the digital world but make a concentrated effort to grow our own. It the job of Ngāti Ruanui to provide the opportunities for the young shoots to grow and develop and make the world a better place to be”, said Debbie Ngārewa-Packer.



**SPOTLIGHT: Plant Variety Rights Act 1987**

The Ministry of Business, Innovation and Employment (MBIE) has begun a review of the Plant Variety Rights Act 1987. The plant variety rights regime allows plant breeders to apply for exclusive rights over the commercialisation of new plant varieties.

MBIE will be looking at the recommendations the Waitangi Tribunal made in Ko Aotearoa Tēnei, the Wai 262 report, as part of the review. This includes recommendations to ensure “discovered” varieties cannot gain PVR protection, and to give the Commissioner of Plant Variety Rights powers to refuse a plant variety rights application if it would affect kaitiaki relationships with taonga species.

It’s still early on in the review, and MBIE is currently developing its plan for engaging and consulting with Māori in the review. As part of this development process, MBIE has held technical, targeted workshops with Māori experts to:

- › build a collective understanding about the scope of issues that are likely to be of interest to hapū, iwi and the Māori community in the review, and
- › discuss how MBIE can best engage with the wider Māori community on these issues.

MBIE intends to engage formally with Māori and the wider community on the review in late 2017 or early 2018.



# Te Whenua me Ngā Rawa Taiao - Land and Natural Resources

## Overview

Over the last four years Māori land businesses owned by trusts and incorporations have been focusing on increasing production, trying to extract more value from what they produce and diversifying into higher-value product areas.

Land suitable for horticulture is producing good returns for kiwifruit orchardists and Māori have also been part of the dairy boom. Dairy farm owners in the central North Island have also worked together to move up the value chain to become processors and exporters of milk powder and other products.

**The role of the Ministry for Primary Industries**

The Ministry for Primary Industries (MPI) is playing a significant role in the drive for greater productivity in Māori land-based businesses. MPI manages a number of funds that Māori land-based businesses can access in order to grow their businesses and has a dedicated Maori Agribusiness programme.

The Māori AgriBusiness: Pathways to Improving Productivity programme, which can include funding, is dedicated to improving the productivity of Māori primary sector assets. It does so by bringing currently undeveloped primary sector assets into production, lifting the performance of existing land-based businesses and helping businesses to develop added-value products that fetch higher returns.

Through the Sustainable Farming Fund, MPI has supported or is supporting a range of projects. The projects will:

- › provide a range of management tools to Māori farming businesses
- › increase the skills of those who manage and govern kiwifruit orchards
- › provide a best practice guide for kōura farming and
- › assist landowners on the East Cape collaborate on their entry into the honey industry.

The Primary Growth Partnerships Fund invests in long-term innovation. A current project with a Māori business is Whai Hua, the development of dairy milk products that enhance the capacity of the immune system. The products will target health-conscious consumers in Asia and New Zealand.

MPI is also one of the participating agencies in the Regional Growth Programme.

In addition to the funds managed by MPI, Te Puni Kōkiri also provides the Whenua

Māori Fund, which supports investigations by landowners into more productive use of their land.

**Ātīhau-Whanganui Incorporation**

Ātīhau have grown their assets from \$40m to \$100m over recent years by diversifying their land – based portfolio into high-value businesses and innovating to extract greater value from red meat, dairy, wool and mānuka honey. “We focussed on lifting our own governance capability and operational capability by employing great people to drive a focused business strategy,” said Chair, Mavis Mullins.

“We sought out partners with the same values and drivers who were interested in innovating and moving up the value chain, and understood what that meant.”

**SPOTLIGHT: The collective might of Māori land assets**

**Te Tai Tokerau Forestry Collective**

Māori land assets are a significant contributor to the forestry sector and to Northland's economy. Maori Trusts and Incorporations in the North have collaborated to form Te Taitokerau Maori Forests Inc. The idea behind the Collective, which is supported by government ministries MPI and Te Puni Kōkiri, is to create economic scale and thereby attract investment.

The Collective, which comes under Te Tai Tokerau Northland Economic Action Plan, is also part of a wood processors working group, and an MBIE-funded science challenge that is looking at best practice in land use, including forestry.

The land held by the Collective, a mix of Māori freehold and iwi-owned Treaty settlement assets, currently totals 32,000 hectares. This total is sure to grow as other Māori trusts across Northland come on board.

**SPOTLIGHT: Te Hono - Developing a new style of Māori leadership**

Māori in the agribusiness sector have accelerated their enterprise and leadership development by being part of Te Hono. The brainchild of John Brakenridge, CEO of New Zealand Merino, Te Hono aims to move New Zealand primary producers from being “price takers” to being “market shapers”, by sustainably leveraging our natural environment and products, and our ability to innovate.

With support from public sector agencies, Māori agribusiness leaders have been taking part in the annual Te Hono “boot

camp”, a week-long event at Stanford University in California that exposes the participants to new ways of thinking and opens up new opportunities for them to collaborate on their return home.

These bootcamps have catalysed the establishment of Waka Aotearoa, a group of key influencers representing 350+ farms. They are leading transformational change within the pastoral farming sector to provide a gold standard for animal welfare, water and environmental protection based on tikanga Māori.



*Te Hono Maori Stanford Bootcamp 2013 - Powering up business leadership*

**Wakatū Incorporation**

Based in Nelson, Wakatū has approximately 4,000 shareholders who descend from the original Māori landowners of Te Taihū – the Nelson, Tasman and Golden Bay regions. They manage a diverse portfolio including vineyards, orchards, residential property, large retail developments, office buildings, marine farms and waterspace. They have a food and beverage business called Kono. Wakatū has grown from a \$11 million asset base in 1977 to a current value of over \$260 million.

**Parinihi ki Waitōtara Incorporation**

With over 9,500 shareholders/owners, Parinihi ki Waitōtara Incorporation (PKW) is the largest landowner, corporate dairy farmer and Fonterra milk supplier in Taranaki. The Incorporation is worth more than \$300 million and has diversified its investment portfolio into forestry, commercial property and lobster processing and export.

**Sector strategies and coalitions**

In order to extract more value from products, Māori primary producers are engaged in a number of sector strategies and coalitions. Large Māori businesses like Tainui Group Holdings and Ngāi Tahu Group Holdings have joined together to make investments and diversify their businesses.

**Māori Excellence in Farming Award**

The 2016 winner of the Ahuwhenua Trophy, the BNZ Māori Excellence in Farming Award was, for the first time in the award's 83-year history, from the South Island. The Rakaia Incorporation's property, Tahu a Tao at Ashburton, which runs a herd of 830 cattle, has been farmed since the nineteenth century.

**Geothermal resources**

Māori landowners are investors in a high proportion of New Zealand's geothermal generating capacity. As there is currently no

demand for additional geothermal generation, landowners have been seeking other uses for their resource. GNS Science, MBIE, Te Puni Kōkiri and regional growth agencies have supported landowners in their investigations for alternative uses of the geothermal resource.

**SPOTLIGHT: Te Ture Whenua Māori reform and the Māori Land Service**

With Māori land covering 5% of New Zealand's area, Te Ture Whenua Māori reforms are a significant opportunity to lift land productivity and boost regional economies. The reforms will enable more efficient decision making by land owners and provide better support for land development. They are centred on four core elements:

- › New legislation to make it easier for land owners to make decisions about their land.
- › The removal of impediments and inequities arising from other legislation (such as rating legislation and the Public Works Act).
- › A new Māori Land Service to provide practical support to Māori land owners.
- › The Whenua Māori Fund, which provides \$3.2 million per annum to support Māori land owners to improve the productivity of their land.

Significant progress has been made, with the Bill progressing towards enactment and the Whenua Māori Fund providing direct resources to land owners.

**SPOTLIGHT: Northland trusts reaping dairy dollars – the Rangihamama Dairy Conversion**

Two Northland trusts, with funding and advice from MPI, have combined in order to create a larger and more commercially effective farming operation. The two trusts, Ōmāpere Taraire E & Rangihamama X3A Ahu Whenua Trust, have transformed 278 hectares of Māori-owned land from grazing to high-productivity dairy farming.

The result of the collaboration between the Trusts and MPI is a fully functioning dairy farm that is a model for other landowners wanting to increase productivity. The new farm has increased total milk solid production from 180 tonnes to 230 tonnes over three years.



# Whai Mātauranga - Education and Skills



## Overview

When it comes to education, Māori are now starting earlier, staying longer, and leaving better qualified. There has been a step change in Māori educational achievement. NCEA achievement by Māori students in Year 12 has gone from 56.8 percent in 2011, to 74.9 percent in 2016 – an increase of over 5000 Māori students.



**Māori student achievement has been further enhanced through Communities of Learning | Kāhui Ako, which is a collaborative pathway where schools and early childhood services work together to lift student achievement. As at April 2017 there were 197 Communities of Learning covering 551,000 children and young people and 1,630 schools.**

The Ministry of Education has also pioneered the development of whānau education plans that help families to provide the support their children need to navigate the education system and reach their goals. There has also been greater experimentation with educational models – such as charter schools, introduced in 2011 – in order to deliver education more effectively to Māori students.

**Trades training**

The New Zealand Apprenticeship and Māori and Pasifika Trades Training have been expanded to meet the demand – 5000 apprenticeships will be added by 2020 and the number of trade training places doubled, from 1200 to 2400, in 2016.

**Financial literacy training**

In 2013, banks, iwi and public sector agencies combined to create a Financial Literacy Partner Working Group that aimed to improve the ability of individuals and whānau to manage money.

As a result of the working group’s efforts, MBIE has piloted projects to test how money management could work in a Māori context, with adults. This has in turn led to a series of TPK projects focused on integrating effective money management into Māori communities.

**74.9%**

▶ **Percentage of Māori entering the labour market with NCEA level 2 or above: 74.9% in 2016, up from 56.8% in 2011.**

**51.5%**

▶ **Percentage of Māori achieving NCEA level 3: 51.5% in 2016, up from 42.6% in 2012.**

**66%**

▶ **Percentage Māori in further education who are in higher-level tertiary courses: 66% in 2016, compared with 55% in 2012.**

▶ **Percentage increase in numbers of Māori in skilled work: 25% since 2012**

**SPOTLIGHT: Greater focus needed on driver’s licences for youth**

A driver’s licence is a basic requirement for more than 70% of jobs these days, but only 19% of MSD clients aged between 15 and 24 who are not in employment, education or training (NEET) have a restricted or full licence. This is a major barrier to this group moving into employment.

The problem is further compounded because traffic offences – often related to driving without a licence – are one of the most common entry points into the criminal justice system, making up almost half of all first-time offences. Māori make up just under 30% of NEETs nationwide, a number which rises to just under 50% in the East Coast, Northland and Bay of Plenty.

The Māori Economic Development Advisory Board advocates a much stronger focus on getting every young person licensed to drive. Ngāhiwi Tōmoana said, “In Ngāti Kahungunu we have around 7,000 people driving who are either unlicensed or have fines or issues with their licence. These people will find it hard to complete a job application, get to an interview and get to work. It is the single greatest entry point to the justice system. I believe every young person should leave school with a driver’s licence.”



# Ngā Iwi me ngā Kaporeihana – Iwi and Incorporations

## Overview

Iwi and their businesses will play a major role in lifting Māori living standards, directly through employing iwi members and indirectly through the dividends they pay their iwi owners, that can then be applied to assistance with education and skill development.

## With growing success, iwi are also receiving recognition in their wider communities for the contribution they make to local economies. They are also more confident about sharing information with their members.

There are more than 1100 Māori trusts and incorporations and post-settlement governance entities that own and operate businesses. Most are based on traditional land holdings. These entities have grown their collective asset base from \$12 billion in 2012 to over \$15 billion in 2016. They are now generating profits of more than \$500 million. These profits are used to provide services to their members or, in the case of trusts and incorporations, dividends to their owners.

### The development of post-settlement enterprises

Two trends have seen significant growth in the scale of businesses and investments owned and operated by Māori Authorities:

- › Every year since 2008 between \$100–\$200m in capital has been transferred from the Crown to iwi through the historical Treaty settlement process
- › Businesses based on traditional land are improving their productive capacity, expanding into a wider range of products, and seeking markets here and overseas that deliver higher prices.

The major Māori business success of the last 20 years has been the development of strong iwi-owned post-settlement businesses. Waikato-Tainui, Ngāi Tahu, Ngāti Whātua o Ōrākei and Ngāti Whakaue have built successful businesses using settlement cash and access to surplus Crown land. They

are using the profits from these businesses to contribute to iwi social and cultural development, and the success of their members in education and later careers.

Settlements have provided Māori with large amounts of capital. Unlike the traditional land resource, this capital can move to seek the highest returns. The most successful post-settlement businesses have been able to diversify their business interests into other sectors so they can manage risk and find faster-growing and more profitable businesses. Iwi now own stakes in bus companies, retirement villages and technology companies, and operate in both the domestic and export markets.

We are still in the midst of the Treaty settlement process and we will see funds continued to be transferred from the Crown to iwi over the coming years. Around fifty settlements have been completed and a further fifty will be required to complete the settlement process.

This means that we can expect \$100–200 million per annum to be transferred to iwi over the coming years. This will provide a capital base for commercial development and investment to an ever-increasing number of iwi.

The fisheries settlement made Māori major participants in the industry, owning half of Sealord and all of Aotearoa Fisheries (Moana). In recent years profits have been hard to achieve and Māori quota owners have often collaborated to achieve scale, obtain better deals with fishing companies and in international markets.

As yet Māori have not achieved major benefits from the more recent aquaculture settlement but there are plans for major investments if suitable infrastructure is available, including a 3,800 ha large mussel farm just off the coast near Ōpōtiki.

### Iwi as investors

Iwi-owned companies are now leading regional and national investors. In the last four years Ngāi Tahu has embarked on a major dairy development in North Canterbury using former forestry land. It has also, with Waikato-Tainui, bought a leading NZ passenger transport company, Go Bus, and Waikato Milking Systems. The latter is a major supplier of milking systems in NZ and exports to 30 countries.

These investments are part of both iwi's diversification strategies. Both also remain large property developers and investors, with each recently becoming the largest residential land developers in their respective regions.

In 2016, the iwi with the best investment record over the previous four years was Ngāti Whātua o Ōrākei, whose investments are concentrated in the Auckland property market. According to a December 2016 New Zealand Herald article, the value of Ngāti Whātua o Ōrākei's assets had increased from \$401 million in 2012 to \$939 million in 2016, a whopping 134% increase.

To support Māori seeking investment partners, He kai kei aku ringa is funding the development of an investment guide to assist investors realise the opportunities investing with Māori businesses offer.

### SPOTLIGHT: Hallmark Taniwha-Dragon Economic Summit

In February 2017 Ngāti Kahungunu organised and hosted the Taniwha-Dragon Economic Summit that brought together New Zealand companies and their Chinese customers and partners. The aim of the conference was to highlight successful relationships and help new relationships to be formed. The conference, which was oversubscribed, illustrates the role that Māori can play in forming and framing commercial debates.

Chinese investors attending included Shanghai Cred, Shanghai Fisheries, Xin Fa Marine, Lei Garden, Guangzhou Hanson Import and Export Trading, Shanghai Pengxin, Alibaba and Shanghai Real Estate Development Ltd. Local companies participating included Kono Ltd, Miraka, Bostock NZ, Scales Corporation, Xero, Fiordland Lobster, Air NZ, Arahura Holding Ltd and Tainui Group Holding.

Many of these contacts were facilitated by NZTE and the Ministry of Foreign Affairs and Trade through trade missions and working directly with New Zealand companies including Māori businesses. Ngāti Kahungunu estimates over \$200 million in commercial deals emanated from the summit.

# Ngā Aronga ki Ānamata – Future Directions



### A light on the hill

He kai kei aku ringa has served as an important light on the hill for Māori. We have seen the development of regional Māori economic development strategies. Now these are beginning to align with the government's Regional Growth Programme. We have seen an awakening in Māori whānau, enterprise and iwi – a determination to define and lead their own economic futures. It has been a story of moving from grievance to growth.

As stewards of He kai kei aku ringa, the Māori Economic Development Advisory Board provides an important independent view, acting in an advisory role to Ministers, ensuring connectivity across the Māori system (both inside and outside government), and ensuring focus on the greatest economic opportunities for Māori.

It is not easy to draw a line between large government strategies and what it means to the lives of whānau at home. Much more effort must go into telling this story and investing in practical projects, with clear, measurable outcomes around employment and enterprise.

### Updating He kai kei aku ringa

Through the course of 2016 we undertook a scheduled review of HKKAR. This review considered, among other things:

- › feedback from a series of eight HKKAR regional hui
- › a stocktake of government programmes and services that support Māori economic development
- › engagement with iwi leaders, Te Hono Māori alumni, economic support NGOs and expert commentators, and
- › the alignment of HKKAR with the Business Growth Agenda, the Better Public Services programme, the Regional Growth Programme and Whānau Ora.

### What we heard from our people was:

- › the desire for more simple language in HKKAR so whānau and rangatahi could connect to it
- › the need for a truly whānau-centred approach and practical projects that make a difference on the ground
- › the need to take a regional lens, recognising the differences between regions, and the differences between urban and rural environments
- › the importance of collaboration and partnership, and the desire to be involved in designing and implementing policy and programmes
- › the importance of inspirational success stories, connectivity and shared learnings to help others grow
- › the need to align economic progress with social progress as a matter of urgency.

### Future focus areas

The updated He kai kei aku ringa strategy has five key themes: **Employment, Enterprise, Education, Rangatahi** and **Regions**. All of these are important, but the two areas we would like to see progressed as a matter of priority are:

#### Youth employment in key regions – addressing the issues of 'NEETs'

The lack of a driver's licence and drug-related issues are key barriers standing in the way of youth (and adults, too) being able to get a job. Both can be the beginning of a downward spiral, with Māori entering the justice system through what are often minor offences, and then being locked out of employment and building up a large balance of fines at a young age. The consequence is to seal Māori youth into a life of poverty and criminal convictions.

We need focused, targeted interventions that are iwi, whānau and community-based, that ensure every young person gets a driver's licence and the necessary support to be drug free. We think of it as a "Licence to Live, Work, Drive and Thrive".

### Growing enterprise

Māori whānau are full of entrepreneurial talent and ideas, but need help with the capability and resources to turn these into thriving businesses. We need a sustained programme of investment in small and medium enterprise (SME) capability to build resilient businesses.

We know that Māori businesses are more likely to employ Māori and give them a second chance if they stumble, so investing in SMEs not only benefits enterprises, but also employment. We believe the real gaps lie in moving from idea to start-up; the lack of seed funding; and staying in business through the first few years. Sectors such as tourism, ICT/technology, and construction present real and practical opportunities to grow Māori SMEs in regions.

Land-based collectives have real opportunities in high-value horticulture (for example, kiwifruit, berries and honey) and other primary industries. In addition, sustained and systematic investment in high-quality governance will lift the capability of leadership in Māori entities.

Unlocking central and local government procurement, particularly in construction and infrastructure, to create jobs, training and enterprise outcomes for our people represents a significant opportunity.

### More mahi to be done

In the early days of He kai kei aku ringa, we were struck by how Māori were struggling to engage with the support available, be it business support, careers advice or employment services. Much more work needs to be done in helping people navigate the system, build capability, and access funding and support available.

Effort has been made to align He kai kei aku ringa with key programmes such as the Business Growth Agenda, Better Public Services, Regional Growth Programme and Whānau Ora to avoid duplication and retain a focus on outcomes for whānau. To be successful, He kai kei aku ringa needs to remain agile and ambitious, because the landscape of Crown, business, iwi, Māori and whānau moves quickly. For this reason, in updating He kai kei aku ringa, we are asking Ministers of the Crown and government agencies to set measurable outcomes with Māori, and then set out action plans for how they will achieve progress towards these outcomes.

The use of data and public reporting of progress will be important. The Māori Economic Development Advisory Board will work hand in glove with the Iwi-Crown Economic Taumata. There is a need for the constant renewal of ideas and a long-term commitment to He kai kei aku ringa as an enduring strategy.

Lastly as He kai kei aku ringa moves into the next phase, we want to acknowledge all those who contributed to bringing it to life.

E rere taku manu i tō kōhanga ki te ao whānui, ki te ao whāroa e rere rangatira ai koe.

Agency and what they do	How do I contact them?	What funding support do they have?	This fund is suited to a business that is:				
			Pre Startup	Startup	Growing	Mature	Collective
<b>www.business.govt.nz</b> The best source of <b>online information</b> about how to start, stop or operate a business	› www.business.govt.nz	› None – but it can direct you to sources of funding and advice	●	●	●	●	●
<b>Te Puni Kōkiri</b> Advice and guidance for businesses at start-up point and growing businesses	› 04 819 6000 › www.tpk.govt.nz	› Māori Potential Fund › Whenua Māori Fund › Māori Digital Technology Development Fund		●	●	●	●
<b>Regional Business Partner network across NZ</b> Advice and guidance for <b>business growth</b>	› www.regionalbusinesspartners.co.nz	› Capability Vouchers – \$5,000 per company › Biz Mentors – business mentoring	●	●	●		
<b>New Zealand Trade and Enterprise</b> Grow your business <b>internationally</b>	› 0800 555 888 › www.nzte.govt.nz › Ask to speak to their Māori business team	› International Growth Fund › Coalition Funding for groups of companies			●	●	●
<b>Callaghan Innovation</b> Accelerate <b>commercialisation and innovation</b> in your business	› 0800 422 552 › www.callaghaninnovation.govt.nz › Ask to speak to their Māori business team	› R&D Student Grants › R&D Project Grants › R&D Growth Grants › Accelerators and Incubators		●	●	●	●
<b>Ministry of Primary Industries</b> Capability advice and funding to grow primary sector businesses	› 0800 00 83 33 › www.mpi.govt.nz/funding-and-programmes	› Māori Agribusiness Pathways › Sustainable Farming Fund › Primary Growth Partnership › Irrigation Acceleration Fund › Afforestation Grant Scheme			●	●	●
<b>Ministry of Business, Innovation and Employment</b> Two funds to support <b>capability Māori collectives and Māori R&amp;D</b>	› 04 472 0030 › info@mbie.govt.nz › www.mbie.govt.nz	› Māori Innovation Fund for collectives › Vision Mātauranga Fund for research › Tourism Growth Partnership › Science Investment Round			●	●	●
<b>Māori Land Online</b> Register of ownership of Māori land	› www.maorilandonline.govt.nz › 0800 377 774		●	●	●	●	●
<b>Landcare Research</b> Māori Land Visualisation Tool	› www.landcareresearch.govt.nz › 04 382 6649	› Māori Land Visualisation Tool	●	●	●	●	●

Agency and what they do	How do I contact them?	What funding support do they have?	This fund is suited to a business that is:				
			Pre Startup	Startup	Growing	Mature	Collective
<b>Agmardt</b> Primary sector market grants to support in-market development	› www.agmardt.org.nz	› Agri-business grants and loans			●	●	●
<b>Te Tumu Paeroa</b> Primary sector development advice and ventures	› 0800 943 682 › www.tetumupaeroa.co.nz	› Co-investment in primary sector ventures			●	●	●
<b>NZ Māori Tourism</b> Tourism support and advice	› 04 474 4682 › www.maoritourism.net				●	●	●
<b>Poutama Trust</b> Māori business advice, clusters and international advice	› 0800 476 882 › www.poutama.co.nz	› Business growth funding			●	●	●
<b>Federation of Māori Authorities</b> Supports <b>primary sector</b> Māori development through capability projects and advocacy	› 04 474 1480 › www.foma.org.nz				●		●
<b>Māori Womens Development Inc</b> Supports economic development of <b>Māori women</b> and their whanau	› 04 499 6504 › mwdi@mwdi.co.nz › www.mwdi.co.nz	› Business Loans	●	●	●		
<b>Enspirial Dev Academy</b> 10 week <b>web development</b> programme linked to employment	› 021 509 904 › hello@devacademy.co.nz › www.devacademy.co.nz	› Te Ururangi programme for Māori web developers and tech entrepreneurs	●	●			
<b>Start-up Weekend NZ</b> 54 hr <b>start up weekends</b> for developers, designers, product managers, start-ups	› www.startupweekend.co.nz		●	●			
<b>Inland Revenue</b> Online advice and workshops for tax	› www.ird.govt.nz/tools-for-business		●	●			
<b>Statistics NZ</b> Online <b>data, statistics</b> and tools for business	› www.stats.govt.nz › 0508 525 525		●	●			
<b>Work and Income</b> Advice, training, grants for beneficiaries starting out	› www.workandincome.govt.nz › 0800 559 009		●	●			
<b>Department of Conservation</b> Protecting NZ natural heritage	› 04 472 0030 › www.doc.govt.nz	› Ngā Whenua Rāhui Fund (DoC) › Mātauranga Kura Taiao Fund (DoC)					●
<b>Ākina Foundation</b> Advice and capability programmes for social enterprise development	› 04 384 6504 › info@akina.org.nz › www.akina.org.nz		●	●			●



**He kai kei aku ringa**

The Crown-Māori Economic Growth Partnership