



He kai kei aku ringa
The Crown-Māori Economic Growth Partnership



Report

Māori Economic Development Advisory Board
To the Ministers for Economic Development and Māori Development

December 2014 to December 2015



Ka tangi te tītī — *The migratory bird that searches the globe for economic opportunities, it is connected to the home, but with a global view.*



Ka tangi te kākā — *The bird of the forest resources the domestic market.*



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Introduction/mihi

The Māori economy is strong and growing – but more effective, joined-up support from the Crown is needed

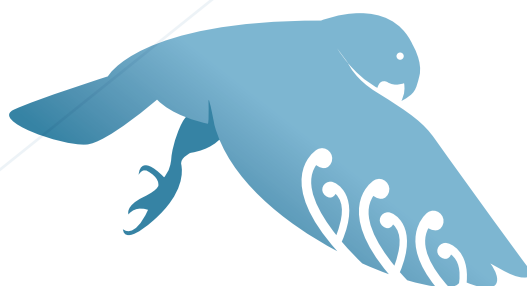
The Māori economy is continuing to grow and strengthen, both at home and on the international stage (ka tangi te tītī, ka tangi te kākā). Māori, iwi, hapū and whānau across Aotearoa are achieving higher levels of education, developing new skills, starting new businesses and expanding existing enterprises.

Across the Māori economy, collaboration is increasing as Māori recognise the benefits of bringing together like-minded businesses to further develop economies of scale. We are seeing examples of successful collaboration between iwi and between Māori businesses across sectors and regions.

To accelerate this growth, the Crown needs to do more to achieve a whole-of-government approach, aligning policies and services in support of the Māori economy. In our previous report, we noted efforts to promote cross-agency collaboration in support of Māori economic development.

While this collaboration continues to pose a challenge, we welcome the multi-year, cross-agency He Kai Kei Aku Ringa work programme developed by the Ministry of Business, Innovation and Employment (MBIE), Te Puni Kōkiri, the Treasury, New Zealand Trade and Enterprise, Callaghan Innovation and the Ministry for Primary Industries. There are close linkages between this work programme, the Business Growth Agenda and the Better Public Services targets.

As this report sets out, there is much activity that is positive and consistent with the goals of He Kai Kei Aku Ringa, the Crown–Māori partnership. Nonetheless, alongside many successes, significant progress is still needed to improve economic and social outcomes for all Māori.



(Left) Peter Edwards, Marine Scientist
(Ngāti Toa, Ngāi Tahu, Te Ātiawa, Ngāti Kahungunu)

Where Māori resource owners want to improve the productivity of their assets, government can play a vital support role



While the value of the Māori asset base – including Māori land, forests and fisheries – continues to increase, there is still a significant proportion of Māori owned and controlled assets that could be further developed for greater productivity. In some cases, this situation reflects the wishes of owners. However, where owners are seeking to develop their assets, the Māori Economic Development Advisory Board (the Board) sees a critical role for government, working with resource owners, to empower owners to improve asset productivity and profitability.

Collaboration has the potential both to support the aspirations of Māori asset owners, and to harness the inherent value of their resources for the wider New Zealand economy. It will require supportive legislative and regulatory regimes (such as the proposed Te Ture Whenua Māori reforms), as well as support for capacity and capability development, like Te Pūnaha Hiringa – the Māori Innovation Fund.

Te Ture Whenua Māori reforms will create the foundations for greater land productivity for Māori, but a parallel discussion between the Crown and Māori is needed to determine the tools needed to build on those foundations. It will be important to think about the kind of future lease arrangements that could facilitate access to – and long-term development of – Māori land, while preserving ownership over that land for future generations.

Also needed are tailored business support mechanisms such as the Māori Business Facilitation Service, and strengthened Māori engagement in government programmes such as regional economic development. Business support services and funding programmes need to avoid prescriptive or inflexible approaches to be more accessible to Māori, who may find application processes difficult to navigate.

Building investment capacity and capability is key to realising our aspirations as Māori to grow our assets. This will mean developing investment models that best suit collectively owned assets and Māori land tenure.

The skills and education of our people are at the heart of Māori economic development – and Māori are leading successful skills initiatives

Recent research continues to highlight that the largest contribution to the Māori economy comes from the Māori workforce earning salary and wages. Maximising the productivity and profitability of our physical assets is critical, but it is our people who remain our biggest asset and greatest strength. We must expand efforts to nurture and grow our people's skills and education right across the learning pathway, from early childhood through to tertiary, ultimately matching these skills with the needs of current and future employers.

This is a difficult and challenging area, since many factors impact on learning – but with the right education and skills, whānau are able to make positive choices for their future, ultimately achieving the success they have defined for themselves, and driving a cycle of positive change. Aspirations for the skills and education of Māori also align closely with the objectives of Whānau Ora.

A number of iwi and Māori organisations are already leading successful skill development initiatives in partnership with private sector employers, such as the He Toki ki te Rika Māori trade training programme in Ōtautahi, and the Whenua Kura Māori leadership in agriculture programme being implemented by Ngāi Tahu in partnership with Lincoln University and Te Tapuae o Rēhua.

The Queenstown Resort College's Tai Tokerau campus in Paihia, Northland, is an example of a powerful partnership approach to improving skills and employment outcomes for Māori. A concept generated by New Zealand Māori Tourism, this initiative aims at 60 per cent Māori students on the roll for its diploma course, and 25 per cent Chinese students, to encourage cross-cultural engagement. Students from low socio-economic backgrounds can apply for scholarships, and the college offers residential accommodation and pastoral care, as well as a nine-month paid internship as part of the diploma course. An agreement with the University of Otago means students need to complete only one more year of study after the diploma course to achieve a degree.

We also see opportunities to bring these two parts of the Māori economy together more closely – developing our people and their skills by linking more closely with our land and productive sectors, connecting our tāngata with our whenua. In this way, the education and skill development opportunities created within our businesses – and across the Māori economy – can be leveraged to empower our people. The Board will continue to advise ministers and government agencies on these opportunities and promote strategies to progress them.



We plan to increase our direct engagement – with regional economic development work that benefits Māori, and with the private sector

The Board intends to take a more direct approach to engaging directly with regional Māori economies through regional hui. We will use the co-design principles learned through the Te Hono bootcamps at Stanford University, encouraging local communities to define their pathways to success. Communities' ownership of their goals and success measures is critical to this approach.

Our challenge to the government and ministers is to engage with these communities and their aspirations, supporting them to achieve their goals. We see this as an opportunity to put the principle 'Māori led, government enabled' into practice.

The Board will seek opportunities to reinvigorate and strengthen the connection between He Kai Kei Aku Ringa and the private sector, at both national and regional levels. We acknowledge the significant contribution to the Māori economy made by Māori trusts and incorporations, and the Māori small and medium enterprise (SME) sector. We will continue to leverage their skills, expertise, knowledge and networks to promote economic prosperity. We want to use He Kai Kei Aku Ringa to create opportunities for Māori and the wider private sector to work more closely, for the benefit of both.

Direct engagement to promote collaboration is producing success. A regional example is the Peppers Carrington Resort, which sits on 3000 acres of land on the north end of the Karikari Peninsula, 40 kilometres from Kaitiāia. The resort offers lodge and villa accommodation, fine dining, a vineyard, a golf course and five kilometres of beach. In 2013, the resort was bought by the Chinese company Shanghai Cred Real Estate, with the owners declaring their plans to invest in the resort and build another 800 villas. A large workforce – including building companies, contractors, support trades, labourers and transport – is required for construction of the villas and supporting infrastructure. Reception, catering, cleaning and grounds maintenance staff will be needed when the resort is completed. Tourism businesses will be in demand to provide services to resort visitors, and local infrastructure will need to be developed, including water and electricity supply, roading, and a likely expansion of services at the Kaitiāia airport.

MBIE has begun discussions with Shanghai Cred on opportunities to support the resort project. Shanghai Cred is eager to employ as many local people as possible. The regional economic development programme will help coordinate training for locals to become construction staff for the build, and hospitality staff for the operations of the resort. Shanghai Cred is also an active investor in the recently announced Queenstown Resort College's Tai Tokerau campus. College trainees will work as paid interns at the Peppers Carrington Resort during their course, with some employed by the resort once they graduate. Investment by Shanghai Cred will help to pay the college tuition costs of local Māori students.

Renewing the push strategy

In our previous report, we recommended the Crown adopt a 'push strategy'. Underpinning this strategy is the belief that government agencies need to actively market their services to Māori, in a single 'push' led by MBIE. In this way, the potential of Treaty settlements and collectively owned primary assets can be realised.

In our view, the push strategy is as relevant as ever. It is a part of the 'Māori led, government enabled' principle that we emphasise in this report, and goes hand in hand with the increase we would like to see in agencies' ability to engage with Māori.



Students at Digital Natives Academy – www.DigitalNatives.org.nz

Photo credit: Potaua Biasiny-Tule

We will continue to build collaboration and celebrate success in Māori economic development

Finally, as success breeds success, the Board will continue to celebrate and promote Māori economic development across multiple arenas, with ministers, central government, local government and regional communities, as well as with Māori themselves.

Central to success will be greater clarity on the roles of each sector – Māori, government, and the private sector – and strengthening linkages between them. We are seeing good instances of collaboration *within* each of these sectors; for example, increasing economic partnerships and collaboration between iwi, such as the Iwi Collective Partnership, as well as within industries, such as the Mīere coalition. These collaborations are about developing assets and channels to market, to take product to overseas consumers, and contribute directly to the export goals of the Business Growth Agenda. There is also increasing cooperation within government, including the Cross-Agency Governance Group of Deputy Chief Executives, which oversees government’s work towards He Kai Kei Aku Ringa, and the multi-year He Kai Kei Aku Ringa work programme noted above.

Improved relationships and understanding will allow everyone, and government in particular, to increase our understanding of the opportunities, bringing together our combined levers to achieve improved outcomes. Building and strengthening relationships *across* sectors is the challenge we face together.

Ngāhiwi Tomoana

Chair, Māori Economic Development Advisory Board

Previous commitments

In our past reports, commitments were made to a number of initiatives under the maru of He Kai Kei Aku Ringa. This section provides updates of the progress on these initiatives.

Te Pūnaha Hiringa – the Māori Innovation Fund

- ▶ The first Te Pūnaha Hiringa funding round has shown high demand from Māori collectives – and the Board believes there is also demand from Māori SMEs.
- ▶ We are pleased to see an additional \$1 million to support a second funding round for Te Pūnaha Hiringa.

Te Pūnaha Hiringa – the Māori Innovation Fund was established through Budget 2014 to assist Māori collectives to gain the understanding and knowledge needed to realise the economic potential of their assets.

High levels of interest, and the large number of applications to Te Pūnaha Hiringa, demonstrate strong support for the concept and a widespread need for this type of funding. Te Pūnaha Hiringa is targeted to the needs of owners of collectively owned assets; however, in the Board's view, there is also high demand for the fund from Māori SMEs. The Board feels it is important to note the original intentions of the fund, which included increasing the number of Māori businesses accessing *mainstream funding* for business – that is, funds available to the broader business population – and growing the Māori asset base. There is a broad need to ensure appropriate support is accessible to Māori, and Te Pūnaha Hiringa is one part of the answer.

Te Pūnaha Hiringa includes a Commercial Advisors Scheme, so collectives can access mentoring and support to identify opportunities, develop business cases and obtain professional advice. The 41 successful applicants to the Commercial Advisors Scheme cover a wide spectrum of the Māori economy, including large entities with a strong track record of successful economic enterprise, through to a number of smaller collectives early in their economic development journey. The common theme among successful applicants is their well-defined aspirations.

While it is too early to measure the impact of Te Pūnaha Hiringa, we are confident the collectives funded will see significant benefits. We will monitor the level of interest in the fund and, over time, the success of the investments made through the fund. We are pleased an additional \$1 million in funding has been reallocated to support a second round of applications.

Innovation pipeline

- ▶ An undertaking has been made to streamline the innovation pipeline, but more can be done to create seamless access to innovation supports for Māori business.

The idea behind Te Pūnaha Hiringa – increasing Māori businesses' access to mainstream supports – is also behind our push for greater clarity about the innovation pipeline, or the supports and services designed to help businesses innovate. Although work has been undertaken to consider how the innovation pipeline can operate more effectively, we believe more is required to improve the integration of the different parts, and identify any systemic barriers to Māori engagement.

Research, including the Business and Economic Research Limited (BERL) report *The Māori Economy, Science and Innovation*, has identified significant potential value from improving the Māori economy's engagement in research and development. Consistent with the He Kai Kei Aku Ringa approach, this will require collaboration between Māori, the wider private sector, and government – with each sector having a key role to play. To fully capture the value of government investment across the innovation system, including the Māori Innovation Fund, projects need to move seamlessly through a more integrated pipeline of services and supports.



Whānau Education Action Plans

- ▶ The Ministry of Education has exceeded its goal to develop 1500 Whānau Education Action Plans with whānau.

In 2013, a ‘goal one workshop’ on greater educational participation and performance, the first of He Kai Kei Aku Ringa’s six goals, was facilitated by MBIE and the Ministry of Education. At the workshop, the Ministry of Education made a commitment to increase their target of 500 Whānau Education Action Plans to 1500.

To create a Whānau Education Action Plan, a champion works with the whānau to help capture their education goals and aspirations, what is happening in reality, what the opportunities are, and what actions need to be taken towards goals. Action Plans are reviewed regularly, and successes are celebrated. The target of 1500 Action Plans has been exceeded, with just over 1700 completed by iwi champions working through 11 iwi, and another 500 completed by community groups and the Ministry of Education’s Parents, Families and Whānau team, bringing the total to 2200.



‘NCEA and the Whānau’ is another education initiative tailored specifically to Māori. It involves interactive workshops designed especially for Māori whānau to help whānau understand the National Certificate of Educational Achievement (NCEA), talk about their aspirations for their children, help their children make good subject choices, and give practical tips for NCEA success. These workshops are supported by the Ministry of Education and the New Zealand Qualifications Authority, and are run locally by trained champions at schools or other community hubs in the lead-up to NCEA exams. Over two years, 462 NCEA and the Whānau workshops have reached 7209 whānau. The NCEA helps equip Māori learners for successful employment outcomes.

Māori financial capability

- ▶ Te Māngai Penapena Pūtea, the Financial Literacy and Savings Partner Working Group, has rolled out four pilot financial capability programmes.
- ▶ Following evaluations, ministers will receive advice about scaling up the programmes and rolling out new ones.

Over the past year, MBIE has been working with Te Māngai Penapena Pūtea – the Financial Literacy and Savings Partner Working Group – to build Māori financial capability. This collaborative effort contributes to goal three of He Kai Kei Aku Ringa – increased financial literacy and savings. It also responds to a report from the partner working group to the government on ensuring that financial capability services are meeting the needs of whānau.

The members of Te Māngai Penapena Pūtea include Te Rūnanga o Ngāi Tahu, Ngāti Whātua Ōrākei Whai Maia, Waikato-Tainui Te Kauhanganui Inc. (recently withdrawn), Māori Women’s Development Inc., the Commission for Financial Capability, Te Tumu Paeroa, Bank of New Zealand, University of Waikato, and the Westpac Massey Fin-Ed Centre. MBIE and Te Puni Kōkiri also provide support to the partner working group.

MBIE provided funding to the partner working group to develop, pilot and evaluate financial capability programmes that are specifically targeted to Māori. The pilots include:

- a programme through Whānau Ora (piloted by Ngāi Tahu)
- a marae-based programme (piloted by Māori Women’s Development Inc.)
- a programme for land trusts (piloted by Te Tumu Paeroa)
- a programme through Kura Kaupapa (piloted by the Commission for Financial Capability).

The pilot programmes are currently being evaluated, and advice on the potential for scale-up and broader roll out is being provided to ministers.

Te Māngai Penapena Pūtea also released its *Whānau and Low-Income Savings Report* in April 2015. This looks at options for whānau and low-income household savings schemes as a way of supporting whānau to achieve financial independence. The report identifies several areas the Crown, iwi and other interested parties or stakeholders could influence to encourage positive savings behaviour by whānau and low-income households. Officials are currently considering the recommendations in the second report.

Goal five and six workshops

- ▶ The Board has done preliminary work to organise further He Kai Kei Aku Ringa goal workshops, and looks forward to taking these forward with agencies in 2016.

The Board has done initial work preparing for further workshops with agencies on goal five – active discussions about development of natural resources – and goal six – Māori Inc as a driver of growth. These are yet to be held, and we recommend that officials work with us in early 2016 to progress them. We expect the workshops to generate ideas and actions that the Board and agencies will commit to advancing together.

In the meantime, we are aware of a number of developments relevant to these goals. These are discussed in the sections below.

Natural resources

- ▶ We encourage Crown–iwi discussions to continue on a range of natural resources, to clarify iwi rights and interests and create certainty for stakeholders.

In the natural resources area, the Freshwater Iwi Leaders Group, operating under the mandate of the national Iwi Chairs Forum, is continuing direct discussions with senior ministers on the recognition of iwi rights and interests in freshwater. Similar iwi leaders groups on climate change, oil and minerals, and conservation are also engaging directly with government.

We encourage ministers to keep engaging with iwi to address their rights and interests in natural resources. As highlighted in He Kai Kei Aku Ringa, this engagement has potential to release significant value for iwi and for New Zealand, creating certainty for all stakeholders, and ensuring iwi have equitable access to the development opportunities offered by our rich natural resource assets.

Export

- ▶ The Minister for Māori Development, with a delegation including a Board member, led a highly successful trade mission to China.
- ▶ In November 2015 the Minister for Māori Development announced a \$1.6 million boost to New Zealand Trade and Enterprise's Māori business strategy to grow more Māori exporters and mobilise capital to unlock Māori assets.
- ▶ The economic agencies are working at joining up to create a seamless 'value chain' of government business support services.
- ▶ Te Uru Rangi Māori technology scholarships are building the ICT skills of Māori and connecting them with an industry that holds great potential.
- ▶ Developing Māori business leaders through Te Hono bootcamps is building important capability and commercial linkages.



China trade mission

In November 2015, Minister Flavell led his first major Māori trade mission to China. Board member Pania Tyson-Nathan participated in the 25-strong delegation of exporters, officials and Te Kāreke. The mission was widely considered a huge success by participants, Chinese counterparts, New Zealand exporters at the Qingdao seafood festival and other targeted events, and in-market contacts. The objectives of the visit were to develop relationships with the Chinese government, foster Māori–Chinese trade and cultural connections, gain an understanding of business opportunities for Māori exporters in China, and create networking opportunities for trade mission delegates. The visit was hosted by the Chinese State Ethnic Affairs Commission (SEAC) and included official calls, business meetings and events in Beijing, Jinan, Qingdao, Shanghai, Guangzhou and Hong Kong over eight days.

A number of factors made this visit stand out. The hospitality from Chinese government, invariably generous, was at times extended to the full delegation. Māori cultural elements (mihi, waiata, karakia, kapa haka) resonated with Chinese officials and business contacts. Ambassador John McKinnon noted he had never seen Chinese hosts respond with waiata, and such genuine warmth and enthusiasm to a delegation, attributing this to the Minister's ability to draw on his culture in a sincere and thoughtful way to create a special connection with Chinese hosts and contacts.

The calibre of the business delegates, the significance of the business they lead, and the fact that many were already acquainted with China enhanced the value proposition of the visit. The visit was anchored with seafood companies around the Qingdao seafood festival, but with enough flexibility to support the aspirations of other sectors and Māori business interests.

Growing Māori exports

New Zealand Trade and Enterprise is responsible for growing New Zealand businesses internationally and mobilising capital for growth. Its Māori business strategy has progressed in the last six months to support goals four and six of He Kai Kei Aku Ringa, which relate to export, internationalisation, and leveraging Māori culture as a unique selling proposition for New Zealand. The Māori business strategy aims to ensure Māori businesses and iwi understand and can engage with New Zealand Trade and Enterprise's services and programmes designed to boost international growth. Creating more businesses of international scale around intellectual property, technology, and primary and natural resources will have broad benefits for the Māori economy.

New Zealand Trade and Enterprise currently works with around 95 Māori companies. Thirty of these are Focus 700 (F700) companies that gain access to New Zealand Trade and Enterprise's full range of services and programmes, 65 are Foundation companies, and 65 more companies are in the 'prospects pipeline'.

In 2015, two senior customer managers and one coalitions manager were appointed to ramp up service delivery to Māori exporters and companies seeking investment. This has enabled greater regional outreach and engagement with Māori companies, which are a mix of post-settlement governance entities, iwi assets, entrepreneurs and Māori-invested exporters.



Māori companies are significant participants in New Zealand Trade and Enterprise coalitions. Two of the 14 active coalitions are Lobster Exporters NZ and the Haukai Indigenous Cuisine cluster under Poutama Trust. Support is also provided to other Poutama export clusters, including Mīti and Mīere. Poutama Trust and New Zealand Māori Tourism are particularly active in the export and investment space, working alongside government.

Māori, like other customers, are heavy users of New Zealand Trade and Enterprise's services suite, including the international network, market research, trade shows and in-market promotions, Beachheads, International Growth Fund, and strategy services, with increasing interest in finding capital partners. The services suite aligns with Te Pūnaha Hīringa – the Māori Innovation Fund, and Te Puni Kōkiri's Māori Business Facilitation Service in particular, creating a pipeline of business support services and programmes that Māori exporters can access.

In November 2015, Minister Flavell announced a \$1.6 million boost to New Zealand Trade and Enterprise's Māori business strategy to grow more Māori exporters, and mobilise capital to unlock Māori assets. This increased investment will see five new positions dedicated to Māori business growth, including a Māori investment manager and a China-based business development manager.

A better connected NZ Inc

Agencies have made good progress creating a seamless value chain of government services. An example of collaboration is Port Nicholson Fisheries, a Māori-owned lobster exporter. The Ministry for Primary Industries is mapping the national lobster resource; Te Puni Kōkiri is supporting the development of its three-year business plan to merge the lobster operations of Aotearoa Fisheries and Port Nicholson Fisheries, making them the third largest exporter of lobster; and New Zealand Trade and Enterprise is supporting the establishment of the merger team and market and brand development.

Te Puni Kōkiri, Callaghan Innovation and New Zealand Trade and Enterprise hold regular meetings to share information on common customers and work towards a single growth plan for each. The approach is effective, but needs to be powered up.

Developing Māori business leadership

- ▶ Māori business leaders are developing key skills through Te Hono bootcamps.
- ▶ Under He Kai Kei Aku Ringa, a range of Māori business organisations support Māori students to take part in the Young Enterprise Scheme.

Te Hono bootcamps

MBIE, Te Puni Kōkiri, Callaghan Innovation, the Treasury, New Zealand Trade and Enterprise and the Ministry for Primary Industries actively support Te Hono bootcamps, where a new style of Māori business leadership is being fostered, to improve collaboration in the primary sector. In July 2015, 20 Māori in a total class of 52 participated in the fourth Te Hono Bootcamp at Stanford University. Participating alongside other New Zealand business leaders makes Te Hono a more powerful learning experience for Māori, building the trust and confidence needed for commercial collaboration.

Young Enterprise Scheme

The Lion Foundation Young Enterprise Scheme is an experiential programme where students set up and run a real business. Each Youth Enterprise Scheme company creates their own product or service and brings it to market. Under He Kai Kei Aku Ringa, this programme has been supported for the past three years, with Te Ohu Kaimoana, Te Tumu Paeroa, New Zealand Māori Tourism, Te Puni Kōkiri and the Federation of Māori Authorities encouraging entrepreneurship amongst Māori students.

Boosting Māori participation in the digital economy

- ▶ We welcome the Māori ICT Development Fund and look forward to seeing it operationalised quickly.
- ▶ Te Uru Rangi Māori technology scholarships are supporting Māori into the technology sector.

The digital economy or ICT sector is the fastest growing sector in New Zealand, with significant skill shortages. Being future focused, it provides great potential for Māori to attain high-skilled jobs and launch high-value businesses. The two projects below align with the second He Kai Kei Aku Ringa goal – a skilled and successful workforce.

Māori ICT Development Fund

Māori have established a stake in ICT through Te Huarahi Te Tika Trust, its subsidiary the Hautaki Trust, and other private investment. The recent announcement of the Māori ICT Development Fund Advisory Group, associated with the \$30 million ICT fund announced in 2014, is welcome progress. This fund, in conjunction with other related investments and strategies, has the potential to further transform the Māori ICT landscape. We encourage ministers to resolve the outstanding issues to ensure this fund is able to be operationalised as soon as practicably possible.

Te Uru Rangi Māori technology scholarships

In August, Minister Flavell launched the Te Uru Rangi web development scholarship to assist Māori into the web development industry and connect them with a job in the technology sector. Te Uru Rangi – which means stargate, a portal to the future – is a collaborative partnership between Enspiral Dev Academy, Te Puni Kōkiri, New Zealand Trade and Enterprise and Callaghan Innovation. The Enspiral Dev Academy is a nine-week intensive, full immersion bootcamp, where students learn by doing. The goal of the programme is to graduate 100 Māori through the programme, and into the tech industry, within three years.

On launch day, Ngāi Tahu committed \$25,000 to Te Uru Rangi scholarships, to advance Ngāi Tahu people into the programme. New Zealand Trade and Enterprise, Callaghan Innovation and Te Puni Kōkiri have joined together to invest \$60,000 to launch Te Uru Rangi, and will seek further support from the \$30 million Māori ICT Development Fund under development, as well as partnership with iwi.



Investment

- ▶ Māori businesses need capital partners to realise the potential of their assets.

Māori will need capital partners to unlock the potential of their land and other assets. New Zealand Trade and Enterprise has the government mandate to mobilise capital for growth, and in November 2015, appointed a Māori investment manager dedicated to mobilising capital, improving investor readiness, developing better intelligence and data, and improving opportunity matching for Māori. Under goal six, recommendation 20, of He Kai Kei Aku Ringa – develop opportunities for Crown–Māori co-investment – the Board can play a lead role



Nuku ki te Puku

Callaghan Innovation has been building its Māori engagement strategy and team throughout 2015, which supports goal four, recommendation 12, of He Kai Kei Aku Ringa – to build linkages between Māori, the innovation system, Crown research institutes, and collectives. Highlights for the year include:

- **Inspire event** – an interactive workshop attended by over 100 Māori on innovation and design thinking, with experts from Stanford University and a panel with some leading lights of Māori innovation.
- **Nuku ki te Puku** – This group of Māori kai innovators conducted a research mission to the United States in June, followed by a mission to Europe in November. The group includes representatives from angel investment, apples, seafood, red meat, wine, kiwifruit, honey, supermarket retail, Callaghan Innovation and Plant and Food Research. The missions centred around food and information technology and included visits to tech incubators, large corporates, research centres, major food shows and Stanford University, plus visits to market retailers and wholesalers..
- **Putting Māori inside the innovation system** – Companies often struggle to engage with the innovation system. One of the most successful initiatives at Callaghan Innovation this year was to place Māori inside the system to learn about the resources and expertise available to support Māori innovation. Executives from Kono and Ngāti Porou were the first to take advantage of this initiative, and found it valuable for building their innovation strategies.

In the coming year, the Board plans to focus more strongly on improving Māori outcomes, and engagement with the science and innovation system.

Putting more Māori in the New Zealand Story

A country’s reputation (brand) is key to its economic success. What overseas buyers and consumers know about New Zealand, and their perceptions of what New Zealanders are capable of, will either add or hinder our growth ambitions. The New Zealand Story provides the overarching story and narrative to support the success of New Zealand businesses on the world stage. Māori offer a unique cultural dimension to the New Zealand Story and need to feature more strongly.

With growing commercial might, particularly in the primary sector, the story of Māori business needs strengthening. Board members and senior officials have contributed throughout the development phase of the New Zealand Story to get it to this stage. We recommend the Board plays a stronger role in defining the Māori content of the New Zealand Story, working in partnership with the New Zealand Story team. This aligns with goal six of He Kai Kei Aku Ringa – Māori Inc as a driver of economic growth. Recommendation 25 under this goal is ‘Make the most of the Māori value proposition in export markets’. Ministerial-led Māori trade missions and hosting of inward delegations, which use the power of Māori to create pathways to commercial relationships, are integral to the New Zealand Story.

2015 International Business Awards – He Kai Kei Aku Ringa award for Māori excellence in export

- ▶ The inaugural award for Māori excellence in export went to Miraka – one of a number of Māori export businesses blending cultural values with business acumen.

As part of the 2015 New Zealand International Business Awards, the inaugural He Kai Kei Aku Ringa award for Excellence in Māori Exporting was presented to Māori milk processing company Miraka – a new, innovative and exciting Māori business, with clearly articulated Māori values and principles.

The judging panel was impressed with Miraka’s well-articulated Māori-centric story; its deep connections to its local community, suppliers and partners; and its strong-minded and fully integrated approach to international business.

Future role of the Māori Economic Development Advisory Board

- ▶ Complex Māori economic development issues need a collaborative approach from government – and although agency collaboration is improving, more is needed.
- ▶ The Board can help agencies strengthen their relationship with Māori, iwi, hapū, and whānau, particularly at a regional level.

“He Kai Kei Aku Ringa envisages successful Māori economic development as a partnership – not just between government and Māori, but also with iwi, hapū, whānau, Māori enterprises and the wider private sector, all playing key roles.

Challenges we observe implementing He Kai Kei Aku Ringa include the complexity of the Māori economy, and the breadth and depth of the Strategy and Action Plan. For government agencies in particular, aligning activity around the goals of He Kai Kei Aku Ringa has proven



difficult. Many agencies have Māori-specific goals or strategies in their statements of intent. We support these commitments, but think more is needed to create the cross-agency collaboration to address complex issues. In our view, the problem is not a lack of resource to engage on the Crown's behalf, but rather a siloed agency-by-agency approach.

We recommend government agencies also focus on strengthening their relationship with Māori, iwi, hapū, and whānau, particularly at a regional level, as well as with Māori enterprises in the private sector. Government services should be better aligned to better meet the needs of Māori. To be successful, He Kai Kei Aku Ringa must respond to and support the aspirations of the people and the businesses in the regions, since these are at the core of the Māori economy. To build the strong relationships necessary, we recommend this progress along two separate but linked pathways:

1. Develop Māori business and assets.
2. Develop people – education and skills.

Collaboration lies at the heart of He Kai Kei Aku Ringa. We acknowledge the recent progress to improve coordination across government, including through the joint leadership of the Minister for Economic Development and the Minister for Māori Development, and the establishment of the Cross-Agency Governance Group for He Kai Kei Aku Ringa, made up of deputy chief executives of the economic agencies and the Ministry of Education. As above, a multi-year, cross-agency He Kai Kei Aku Ringa work programme has been established, and Māori economic development has been established as a cross-cutting theme in the government's flagship Business Growth Agenda.

We believe the Board has continuing, important roles building connections between key players, and monitoring the implementation of the He Kai Kei Aku Ringa Strategy and Action Plan. We look forward to working further with all key stakeholders, taking a more direct approach to engagement, and purposefully building greater collaboration.

Connections with ministers and senior officials

- ▶ Stronger relationships with ministers, and the opportunity to share the Board's expertise, is a key focus for us going forward.

One core role of the Board is providing advice to ministers on Māori economic development issues and opportunities.

Strengthening the Board's engagement with both Ministers Joyce and Flavell, particularly with Minister Flavell in his joint portfolios of Māori Development and Associate Economic Development, is an immediate priority for the Board.

Building relationships with a wider range of stakeholder ministers is also important, and will be a short-term focus for the Board. Relevant ministers include the Ministers of Education, Primary Industries, Tourism, Local Government, and Tertiary Education, Skills and Employment.

In our most recent report we noted the Board's intention to increase its engagement with public sector chief executives by meeting monthly with the chief executives of MBIE and Te Puni Kōkiri, and quarterly with the chief executives of the other agencies involved in delivering He Kai Kei Aku Ringa.

In reality, these engagement opportunities have proven difficult to coordinate. However, closer working relationships between the Board and agency leaders remain critical to our aspirations and our ability to effectively support agencies engaging with Māori stakeholders. We will continue to seek opportunities to strengthen these relationships, and to share our expertise across a breadth of Māori economic development issues, including the primary sector, tourism, iwi development, and education.

Partner working groups

- ▶ Te Māngai Penapena Pūtea, the Financial Literacy and Savings Partner Working Group, has had significant success, but we need to learn lessons from the other partner working groups that have not continued.
- ▶ We recommend considering regionally specific partner working groups that look at sectors, regions or locations, aligning to government's regional economic development work.

Several partner working groups were established around the launch of the He Kai Kei Aku Ringa Strategy and Action Plan. Partner working groups bring together Māori and wider private sector players around areas of shared interest.

However, only Te Māngai Penapena Pūtea – the Financial Literacy and Savings Partner Working Group – has continued. This group has had strong support from industry, iwi and government agencies (including resourcing from Te Puni Kōkiri) and has developed several reports, as well as supporting targeted financial literacy training with assistance from MBIE.

The partner working group model still holds considerable value for He Kai Kei Aku Ringa, through strengthening the relationships between government (both central and local), Māori (including whānau, hapū, iwi, and Māori enterprises), and the wider private sector. We need to take on board the lessons from the previous partner working groups, including the reasons why most failed to maintain support from the participants, which included a lack of clear purpose and terms of reference, as well as a lack of funding.

The Board recommends that ministers and the relevant chief executives consider regionally specific partner working groups. These could focus on particular sectors or, more generally, on a region or geographic location. The partner working groups could also align with and support the Regional Growth Studies and Regional Economic Action Plans being developed under the government regional economic development programme.

Regional hui and co-design workshops

- ▶ Six regional hui will be run in 2016 with local Māori business leaders, entrepreneurs, and other relevant stakeholders, to identify and activate regional economic development opportunities.
- ▶ We recommend strong co-design elements to these regional hui, to define the particular economic challenges of each region, and work on them collaboratively.

The Māori economy spans many sectors, with a strong presence in primary sector industries – but the same complexities found in the wider New Zealand economy are also present in the Māori economy.

Exploring these complexities at a regional level will enable more specific, targeted action to support economic development. Regional and sector leadership will also encourage local ownership of actions, and assist government agencies to target resources more effectively (Māori led, government enabled).

The regional hui will align with Regional Economic Action Plans so each region develops a clear view of its greatest challenges, greatest opportunities and what it will do to address these. Hui will include local Māori business leaders, iwi, entrepreneurs, key employers in the region, local and central government, and other relevant stakeholders.

There are now three cohorts of Māori economic leaders who have attended the Te Hono Bootcamp at Stanford University and in New Zealand, and been exposed to the co-design process (including all but one of the Board members). The Te Hono bootcamps were made possible by significant investment and support from the government, iwi, and the wider private sector – and are themselves an example of a successful government, Māori, and private sector partnership. We will encourage Te Hono Bootcamp alumni who have undertaken co-design leadership to take a leading role in these workshops. This will leverage the investment made in the bootcamps to support local economic development actions.

Māori economic growth strategies

- ▶ Government's regional economic development work is highlighting opportunities for Māori economic development, and needs to ramp up.

Two regions have developed Māori-specific economic growth strategies – He Mauri Ohooho in the Bay of Plenty, and He Tangata, He Whenua, He Oranga in Northland. We understand the Minister for Māori Development has also asked Te Puni Kōkiri to explore Māori economic development strategies in the Manawatū-Whanganui and East Coast regions to align with the government's regional economic development programme.

Our experience with the mainstream regional economic development programme is that, while it has highlighted the potential for Māori economic development to contribute to broader economic development, it has not yet embedded change deeply. Linking in with the regional hui, we recommend developing a series of in-depth, Māori-specific regional economic development strategies. These strategies would capture the outcomes from the co-design workshops, clarifying agreed responsibilities and desired outcomes.

This approach will align with and support the mainstream regional economic development work. For example, the recently launched Toi Moana Bay of Plenty Economic Action Plan recognises the importance, difference, and potential of iwi and Māori economic development, as well as identifying tangible actions like expanding mānuka honey production, investing in sea farming in Ōpōtiki, 'wrap around' training and employment supports, and alternative land use such as the Toitū Te Waonui afforestation initiative. Similar opportunities for alignment will exist for the Northland, East Coast Bays, and Manawatū-Whanganui Action Plan processes, all of which have all identified exciting opportunities for Māori.

Ownership and leadership by regions and sectors will be critical to realising regional opportunities, and will need coordinated and flexible government support. We expect this will challenge many traditional government policy approaches, but the Board believes better outcomes will be delivered when government is flexible towards community aspirations, rather than expecting communities' aspirations to meet government frameworks.

We encourage agencies to keep identifying opportunities for Māori within the existing regional economic development programme, while increasing engagement with Māori and identifying other regions with the aspiration and potential to develop.



Sector strategies and coalitions

- ▶ Government agencies can get in behind Māori groups developing sector strategies for commercial success.

A number of industry groups have developed, or are in the process of developing, sector strategies to guide the growth of their respective industries. In particular, Poutama Trust runs the successful Haukai Indigenous Cuisine cluster, there are coalitions for Mīere, Mīti, Ika and Miraka, and there is an ICT cluster under development.

Poutama is strong at bringing coalitions together. Te Tumu Paeroa and the Federation of Māori Authorities have also developed land-based coalitions for honey, meat and horticulture. Building off the Te Hono bootcamps, a wool (Wūru) coalition has formed with Māori and non-Māori companies, which will move Māori up the value chain for wool. More formal coalitions such as the Iwi Collective Partnership have been operating for some time. These strategies are an exciting example of Māori initiating and leading development of their economic futures within these sectors. We encourage relevant agencies to continue working with these groups to support ongoing development and expansion of their strategies.

Research and development

- ▶ Stronger integration of the government-funded science and research sector – plus greater engagement with Māori – will increase the positive outcomes we are seeing from Māori research and development.

The Board welcomes the recently announced National Science and Research Investment Strategy and looks forward to engaging with relevant agencies, Crown research institutes and research providers.

We are excited by positive Māori research and development outcomes from government investment in science and research. We are aware of exciting current projects, and believe significant additional value can be generated through stronger integration within the government-funded science and research sector, and greater engagement between the sector and Māori. This will require new ways of thinking and new models to be developed.



Treaty settlements

- ▶ Treaty settlements help support iwi economic development, and we encourage the government to keep prioritising them.
- ▶ One of the highest impact things we could do is accelerate the commercial growth of the next 55 Treaty settlements in the pipeline.

The Crown and iwi have continued to advance and agree historical Treaty settlements, including by progressing Whanganui River settlements, as well as historical land-based settlements in Taranaki, Tauranga and Te Hiku, among others. While the quantum returned to iwi through settlements will continue to be a small proportion of the true value of what has been lost, settlements do provide a foundation for iwi to rebuild an economic base, contributing not just to iwi but to the local, regional and national economies. While Ngāi Tahu and Waikato-Tainui are two high profile examples, numerous other iwi are making smaller, but no less important, contributions to economic growth through their own settlements.

One of the highest impact economic things we could do is to accelerate the commercial growth of the next 55 settlements in the pipeline, using the combined commercial wisdom of the last 20 years of settlements.

We encourage government to continue prioritising the completion of historical Treaty settlements as one contribution to Māori economic development.

Education and skills

- ▶ Education and skills is a challenging but critical focus area for the Board.
- ▶ Whānau Ora and He Kai Kei Aku Ringa both promote whānau wellbeing through skills and employment, so we recommend considering how they could be more formally connected.
- ▶ Iwi are successfully leading partnership arrangements to support rangatahi into training and employment.

Education and skills are key to developing whānau, a constant focus for the Board. We have been strengthened by the appointment of Professor Linda Tuhiwai Smith as an additional Board member. Linda has a wide range of skills, especially in the education sector, and has made a considerable contribution to the Board since her appointment.

Education and skill development is a broad kaupapa, ranging from early childhood education through compulsory schooling to tertiary and vocational training. It is a challenging area for the Board. In our past reports we have made a number of recommendations, and our focus on this area will continue.

We note the education sector has limited representation in the He Kai Kei Aku Ringa Cross-Agency Governance Group. However, the education sector is part of the Whānau Ora governance model, highlighting the close connection between Whānau Ora's aims and the goals of Māori economic development (including He Kai Kei Aku Ringa).

Consistent with the two pathways we have suggested for He Kai Kei Aku Ringa – one focused on the development of Māori business and assets, and the other on the development of our people – we recommend considering a more formal connection between the Whānau Ora programme (including a focus on education and skill development) and He Kai Kei Aku Ringa. This would require stronger leadership-level connections between MBIE and Te Puni Kōkiri.

An area of concern for the Board is the trend within New Zealand universities to close their Māori business schools. This seems counterintuitive, given the government and wider community focus on Māori economic development, and a need for increased understanding of Māori business. There is a clear need for more skilled governance and management to support current and future Māori businesses. We encourage ministers and relevant agencies to work with Māori and the Board to understand Māori businesses' governance and management needs, and to support capability development.

On a positive note, iwi themselves are taking a lead in skill development, both to support Māori rangatahi and to meet their business needs. Examples include the Whenua Kura partnership between Ngāi Tahu Farming, Te Tapuae o Rēhua, and Lincoln University, which provides a pathway for Māori to gain qualifications and employment on Ngāi Tahu farms. The He Toki ki te Rika programme in Christchurch is developing the skills of rangatahi in the trades, supporting them into employment through strategic partnerships with leading industry stakeholders. He Toki ki te Rika builds on the original Māori trade training programmes of the 1960s, 1970s and 1980s, and is a partnership between Te Rūnanga o Ngāi Tahu, Christchurch Polytechnic Institute of Technology and industry partners.



Future directions



Māori led, government enabled

- ▶ 'Māori led, government enabled' is the core principle for engagement, and government has invested in the 'government enabled' part.
- ▶ In our view, the next step for government is building capability and relationships to support the 'Māori led' part.

The Board supports the principle of 'Māori led, government enabled' as the basis for Māori–Crown engagement on Māori economic development. We want to work with agencies to ensure this principle underpins the future direction of Crown support for Māori economic development. Much effort has been put into the 'government enabled' part, through the development of the He Kai Kei Aku Ringa framework.

We now encourage agencies to take the next step, considering how they can support the 'Māori led' part by increasing their understanding of Māori aspirations, and strengthening engagement with Māori. To be effective, agencies need to invest in clarifying who their Māori stakeholders are, and the nature and status of their relationships with these stakeholders.

The Board is aware of the Iwi Chairs Forum's proposal for a Crown–iwi economic partnership group made up of senior ministers and iwi leaders. Such a group could provide a useful forum for ministers and iwi to explore iwi economic development aspirations. However, it would not replace the need to engage with other stakeholders in the Māori economy, such as Māori land owners, Māori farmers or Māori business owners. There are a range of natural partners to support this engagement, such as Te Tumu Paeroa, the Federation of Māori Authorities, New Zealand Māori Tourism, Māori Business Networks and others, as well as the Board. We encourage agencies to work with these groups to identify thought and action leaders among the target groups and then work with them to support engagement with Māori.

The effective engagement with Māori we advocate will often require a stronger commitment from agencies, and a more sophisticated process. The regional co-design hui we are planning will help strengthen agency engagement with Māori at a regional level.

Defining success, and monitoring and evaluation

- ▶ Holistic success measures for Māori economic development, designed with Māori, are part of rangatiratanga – and they will help build support for He Kai Kei Aku Ringa.

The Board believes more thinking is needed about how to define Māori economic success in a holistic way, including within He Kai Kei Aku Ringa. Contribution to GDP has been used as a default success measure, and the term 'Māori economy' is too generic for easy measurement. Māori themselves need to be involved in defining their own measures of success.

We are aware the Treasury has done some work in this area, developing a living standards framework that reflects Māori values. We support this approach and encourage agencies to follow, developing measures that reflect the diversity of Māori aspirations, with increased input from Māori.

Being able to determine and define success in our own terms is an important aspect of rangatiratanga. It will support monitoring and evaluation of He Kai Kei Aku Ringa by making sure progress is measured against appropriate indicators that are relevant to Māori. This will in turn engender further support for He Kai Kei Aku Ringa from Māori stakeholders.



He Kai Kei Aku Ringa refresh and national summit in 2017

- ▶ In 2017 we recommend launching a new He Kai Kei Aku Ringa Action Plan at a national summit that builds on the regional hui.

The He Kai Kei Aku Ringa Strategy sets goals for 2040, but the Action Plan has a five-year lifespan from 2012 to 2017. The Action Plan was established with the intention that it would be assessed for progress and renewed in 2017.

Progress has been made against many of the actions outlined in the He Kai Kei Aku Ringa Action Plan, and a number of other actions to support Māori economic development have also been advanced. While progress on the Action Plan has not been as quick as we would have liked, we still recommend refreshing the Action Plan in 2017 as originally envisaged. The refresh is an opportunity to take stock of both the Action Plan and overarching Strategy, evaluating how successfully they have promoted Māori economic development and improved wellbeing and outcomes for Māori whānau.

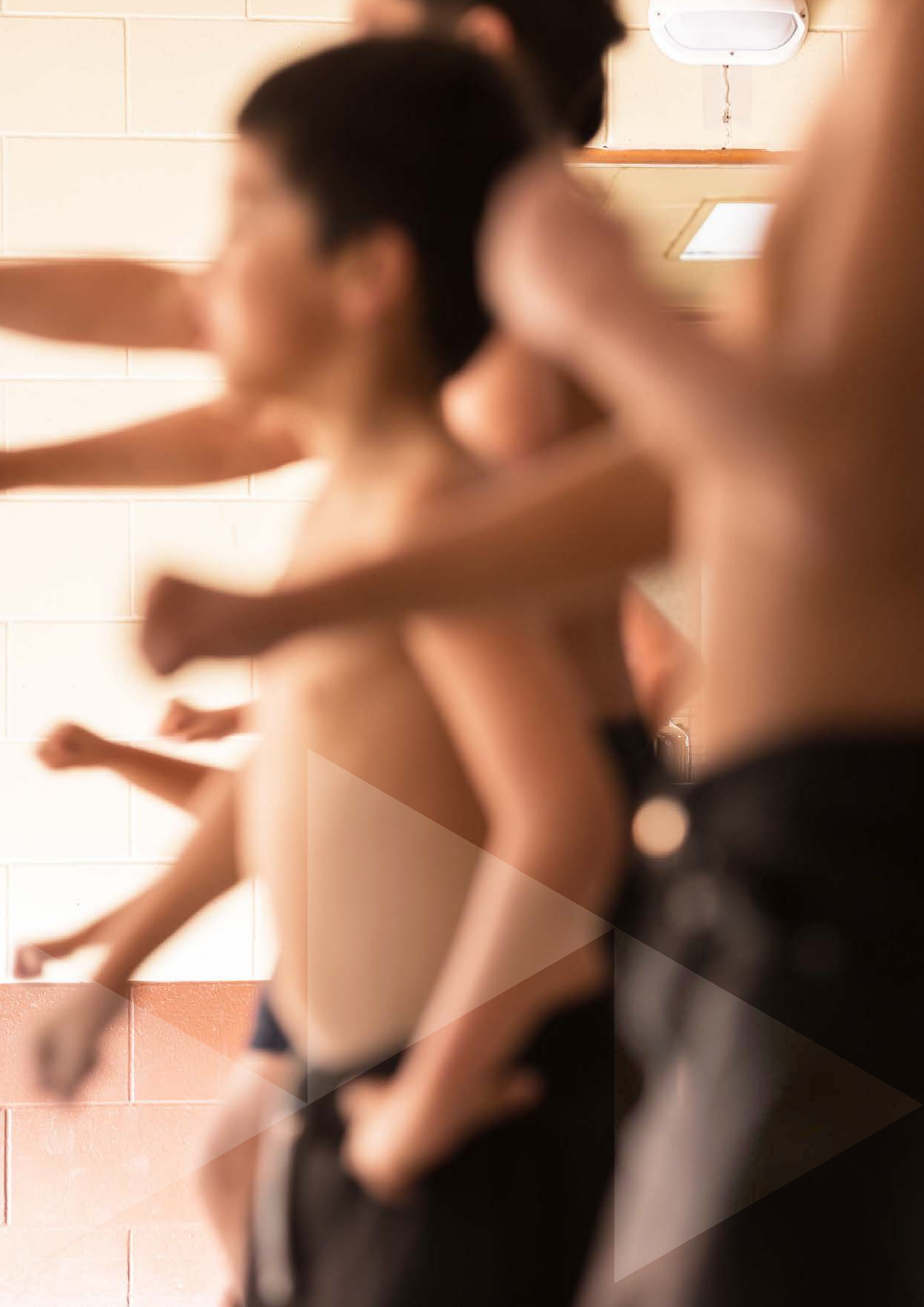
It will always be a challenge to balance the need for short-term progress on He Kai Kei Aku Ringa against the need for fundamental change to achieve the 2040 goals. Part of that challenge is maintaining the commitment to He Kai Kei Aku Ringa of stakeholders, including ministers and agencies. Maintaining commitment will require all stakeholders, and particularly lead government agencies, to keep a clear 'line of sight' between needed immediate actions and successes, and long-term aspirations. This should be a consideration for agencies and the Board as we approach the Action Plan refresh.

The Board recommends holding a national He Kai Kei Aku Ringa summit in 2017, as part of the Action Plan refresh. We envisage this being a signature event for He Kai Kei Aku Ringa, bringing together the learnings and discussions from the regional co-design hui and providing opportunities to showcase a range of international and domestic economic leaders and companies. As well as an opportunity to launch the He Kai Kei Aku Ringa Action Plan refresh, this could also take a format similar to a trade show, highlighting leading Māori companies and projects and connecting potential investment partners.

Recommendations

1. The most vital element in any strategy is how effectively it is executed. The Board has a key role, but ultimately the success of He Kai Kei Aku Ringa will be determined by the partnership that is developed between Māori and the Crown to deliver economic outcomes for Māori. Creating a better joined up New Zealand Story will be critical, as will strong, joined-up leadership from MBIE and Te Puni Kōkiri as the team overseeing He Kai Kei Aku Ringa.
2. Māori assets reside mostly in land and sea, but the future will be determined by our ability to engage in the digital economy and utilise science and innovation to drive future-based businesses. Strong commitment is required from all government economic agencies to join up. In addition to encouraging this ongoing work from agencies, the Board would like to make the following recommendations to ministers:
3. In our last report we recommended the Crown adopt a 'push' strategy to realise the potential of Treaty settlement assets and the land-based businesses of Māori collectives. This means agencies actively going out and engaging with Māori to support business growth and job creation in the regions and cities where Māori live. We are aware of progress, particularly under the regional economic development programme, but believe there is still some way to go. We recommend the Crown continue to pursue a push strategy at a system-wide level, creating tools and improvements to ensure business support services are more accessible to Māori. The Board would like to be involved in this work, which should place Māori at the centre of its design.
4. In our 2013 report, we spoke of the need to communicate with Māori about He Kai Kei Aku Ringa. We recommend a website to promote He Kai Kei Aku Ringa and the Māori economy, and to provide information and assistance to Māori in business. We are aware of the Māori business portal being developed through the He Kai Kei Aku Ringa programme, and would like officials to investigate whether the Board could also use it as a means of communication.
5. We recommend the Crown consider using the Board to more actively promote He Kai Kei Aku Ringa. The Queenstown Resort College is an example of how the Board can use their connections to facilitate a meeting of the minds between government, the private sector, and Māori. Another good example is the support the Board provides to the regional economic development programme, with individual Board members working alongside senior officials in each region.
6. We recommend that a goal six workshop be held in the first quarter of 2016. On the back of the recent trip to China, and Te Puni Kōkiri's intention to hold further Māori trade missions, we think it is an opportune moment. There is a critical mass of Māori and private sector leaders who have attended the Te Hono bootcamps. We think it is important that this momentum be maintained, and that we plan how the next generation of leaders can participate in such opportunities.
7. We recommend the six regional hui planned for 2016 include a strong co-design workshop element to identify and address the greatest challenges and opportunities for each region.
8. We maintain that it is important for the Board and government agencies to collaborate effectively in the governance, policy development and decision making of He Kai Kei Aku Ringa. Going forward, we aim to engage more frequently with ministers, chief executives and other senior agency leaders.









He kai kei aku ringa

The Crown-Māori Economic Growth Partnership



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Te Puni Kōkiri
REALISING MĀORI POTENTIAL



**MINISTRY OF BUSINESS,
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HĪKINA WHAKATUTUKI

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