



COVERSHEET

Ministers	Hon Willie Jackson Hon Barbara Edmonds	Portfolio	Māori Development Economic Development
Title of Cabinet paper	He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 Action Plan	Date to be published	15 August 2023

List of documents that have been proactively released		
Date	Title	Author
December 2022	He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023	Offices of the Ministers of Māori Development and Economic Development
14 December 2022	He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 DEV-22-MIN-0315 Minute	Cabinet Office
December 2022	Appendix One: He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 Refreshed Strategy	MBIE, Te Puni Kōkiri
17 November 2022	Briefing: 2223-1467 He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023	MBIE, Te Puni Kōkiri
June 2023	He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 Action Plan	Offices of the Ministers of Māori Development and Economic Development
27 June 2023	He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 Action Plan MCR-23-MIN-0018 Minute	Cabinet Office
May 2023	Appendix One: He Kai Kei Aku Ringa 2023 Action Plan	MBIE, Te Puni Kōkiri
30 May 2023	Briefing: 2223-3448 Final Cabinet He Kai Kei Aku Ringa Strategy 2023 briefing	MBIE, Te Puni Kōkiri
May 2023	Redesigned He Kai Kei Aku Ringa 2023 Action Plan	MBIE

Information redacted

YES / NO (please select)

Any information redacted in this document is redacted in accordance with MBIE's policy on Proactive Release and is labelled with the reason for redaction. This may include information that would be redacted if this information was requested under Official Information Act 1982. Where this is the case, the reasons for withholding information are listed below. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it.

Some information has been withheld for the reasons of confidential advice to government, privacy of natural persons.



BRIEFING

He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023

Date:	17 November 2022	Priority:	High
Security classification:	In Confidence	Tracking number:	2223-1467

Action sought		
	Action sought	Deadline
Hon Stuart Nash Minister for Economic and Regional Development	<p>Agree to the He Kai Kei Aku Ringa Refresh 2023</p> <p>Agree to take another Cabinet Paper in June 2023 seeking agreement to the action plan for the He Kai Kei Aku Ringa Refresh 2023</p> <p>Initiate Ministerial consultation on the attached Cabinet Paper</p>	21 November 2022
Hon Willie Jackson Minister for Māori Economic Development	<p>Agree to the He Kai Kei Aku Ringa Refresh 2023</p> <p>Agree to take another Cabinet Paper in June 2023 seeking agreement to the action plan for the He Kai Kei Aku Ringa Refresh 2023</p>	21 November 2022

Contact for telephone discussion (if required)				
Name	Position	Telephone		1st contact
Melanie Porter	Deputy Secretary, Te Waka Pūtahitanga	Privacy of natural persons	Privacy of natural persons	
Grace Smit	Deputy Secretary, Strategy, Finance & Performance, Te Puni Kōkiri	Privacy of natural persons	Privacy of natural persons	
Shar Amner	General Manager Māori, Te Kupenga	Privacy of natural persons		
Gretchen Sciascia	Manager, Economic Policy, Te Puni Kōkiri		Privacy of natural persons	
Jason Clarke	Manager, Te Kupenga	Privacy of natural persons	Privacy of natural persons	✓
Morgan Hodgson	Senior Policy Advisor, Te Kupenga	Privacy of natural persons		

The following departments/agencies have been consulted

Treasury, Ministry for Primary Industries, New Zealand Trade and Enterprise, Callaghan Innovation, Ministry of Education, Ministry of Housing and Urban Development, Ministry of Foreign Affairs and Trade, Ministry for the Environment, Te Arawhiti, Reserve Bank of New Zealand, Ministry of Social Development, Department of Internal Affairs, Ministry for Women, Te Kawa Mataaho Public Service Commission, Statistics New Zealand, Ministry for Pacific Peoples.

Minister's office to complete:

Approved

Declined

Noted

Needs change

Seen

Overtaken by Events

See Minister's Notes

Withdrawn

Comments



BRIEFING

He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023

Date:	17 November 2022	Priority:	High
Security classification:	In Confidence	Tracking number:	2223-1467

Purpose

This briefing seeks your agreement to the 2023 refresh of He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership (the refresh) and asks you to forward the attached Cabinet paper to your Ministerial colleagues for comment.

The briefing also provides you with additional content on this refresh to support your discussion with Cabinet.

Executive summary

This paper provides you with the details of governance, strategy, action plan, and accountability, for the 2023 refresh of He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership.

Governance

To achieve the vision and objectives of the refresh we need to appropriately mobilise the system. We are proposing utilising existing architecture as much as possible. This includes:

- Māori Economic Development Ministers (MEDM) will receive regular progress updates and will provide oversight of the refresh.
- Lead Ministers Nash and Jackson, will oversee the implementation of the refresh, receiving regular advice from our officials on progress, as well as regular independent advice from MEDAB.
- Māori Economic Development Advisory Board (MEDAB) will provide free and frank advice to lead Ministers.
- MEDM Deputy Chief Executives' will act as the key reporting vehicle for alignment of government actions with the refresh's vision and objectives.

Confidential advice to Government

Strategy

This includes the vision - He Kai Kei Aku Ringa, literally to provide the food you need with your own hands. This vision is fulfilled when:

- Māori experience a transformational change in economic prosperity.
- Māori experience a transformational change in wellbeing.
- New Zealand experiences a transformational change in national economic prosperity.

As well as the final five objectives:

1. A low emissions, circular Māori economy as a prerequisite for wellbeing.
2. Māori identity in the economy empowers Māori success.
3. Increased economic activity that delivers across multiple bottom lines.
4. Māori are empowered to chart their own course for the future.
5. Addressing the needs of today whilst building foundations for the future.

We have consulted on this strategy across several government agencies and Māori and have received broad agreement.

Action Plan

The action plan will build on the Government's economic plan, including:

- Whenua: Regional Strategic Partnership Fund and Pokai Ao.
- Employment: Supporting training and employment opportunities for Māori.
- Business: Increasing Māori and Pacific businesses' access to and participation in public sector procurement.
- Finance: Providing a whole of government response to the access to capital for Māori issue identified by the Reserve Bank's research and the NICF. MEDM agreed that the Treasury, with support from Ministry of Business, Innovation and Employment (MBIE) and TPK, will lead this work and provide a response at Waitangi 2023.

Accountability

Progress will be measured with a series of indicators that will be developed alongside the action plan. Officials have identified existing indicators across three data sets: Māori Economic Resilience Strategy (MERS), Tātauranga Umanga Māori – statistics on Māori business, and Ngā Tūtohu Aotearoa (Indicators Aotearoa) – wellbeing data for New Zealanders. Further indicators may be developed alongside the action plan.

Next Steps

This paper seeks your agreement to forward the Cabinet Paper (Annex Two) to your Ministerial colleagues for comment. Subject to agreement from your Ministerial colleagues, the Cabinet paper will be considered at Economic Development Committee (DEV) on 14 December 2022, and Cabinet Business Committee (CBC) on 19 December 2022. The refresh will then be launched in February 2023, with the action plan supporting the refresh taken to Cabinet in June 2023.

Recommended action

The Ministry of Business, Innovation and Employment and Te Puni Kōkiri recommend that you:

- a **Agree** to the He Kai Kei Aku Ringa Refresh 2023
Agree / Disagree
- b **Agree** to take another Cabinet Paper in June 2023 seeking agreement to the action plan for the He Kai Kei Aku Ringa Refresh 2023
Agree / Disagree
- c **Initiate** Ministerial consultation on the attached Cabinet Paper
Initiated / Not initiated

Shar Amner
General Manager Māori, Te Kupenga
Te Waka Pūtahitanga, MBIE

..... / /



Melanie Porter
Deputy Secretary
Te Waka Pūtahitanga, MBIE
17 / 11 / 2022

Gretchen Sciascia
Manager, Economic Policy
Te Puni Kōkiri

..... / /



Grace Smit
Deputy Secretary, Strategy, Finance & Performance
Te Puni Kōkiri
15 / 11 / 2022

Hon Stuart Nash
Minister for Economic and Regional Development

..... / /

Hon Willie Jackson
Minister for Māori Development

..... / /

Background

1. He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership Strategy to 2040 Report was developed by the Māori Economic Development Advisory Panel, chaired by Ngāhiwi Tomoana. The report was released in 2013.
2. With support from the Māori Economic Development Advisory Board (MEDAB), officials have been refreshing this strategy in 2022. On the advice of MEDAB, refreshing the strategy has included identifying new objectives based on He Ara Waiora (a Māori wellbeing framework) to ground the refresh in te ao Māori.
3. You agreed to a draft discussion paper to facilitate discussions with Māori on the refresh in September 2022 [Briefing 2223-0630 refers.] Discussions with Māori took place through one-on-one interviews with a Māori reference group of key Māori leaders¹, pākihi Māori (Māori businesses), as well as workshops with whānau (Annex Five). Discussions were also held with key agencies across government and across your Regional and Economic Development portfolio (Annex Five). These groups were broadly supportive of the vision, focus areas and objectives of the refresh.
4. We propose that the He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership Refresh 2023 (the refresh) is now ready for Ministerial consultation ahead of consideration by Cabinet. This paper provides you with a feedback summary, outlines the final details of the strategy and seeks your agreement to initiate Ministerial consultation on the Cabinet Paper (Annex Two).

He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023

5. He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 (the refresh) is a strategic framework which aligns government activity to Māori aspirations for economic prosperity and wellbeing, and an action plan which addresses any gaps across existing activities.
6. The vision of the refresh is He Kai Kei Aku Ringa, literally to provide the food you need with your own hands. This vision is fulfilled when:
 - Māori experience a transformational change in economic prosperity.
 - Māori experience a transformational change in wellbeing.
 - New Zealand experiences a transformational change in national economic prosperity.
7. There are five key objectives of the refresh, with each objective related to a He Ara Waiora principle (bolded below). The five objectives are:
 1. **Te Taiao**: A low emission, circular Māori economy as a prerequisite for wellbeing.
 2. **Mana Tuku Iho**: Māori identity in the economy empowers Māori success.

¹ Ngāhiwi Tomoana, Jamie Tuuta, Rachel Tualelei, Tania Pouwhare, Robin Hape, Ezekiel Rauī, Ezra Hirawani, Kendall Flutey, Harry Burkhardt, Sacha McMeeking, and Chrissie Hape.

3. **Mana Tauutuutu:** Increased economic activity that delivers across multiple bottom lines.
4. **Mana Āheinga:** Māori are empowered to chart their own course for the future.
5. **Mana Whanake:** Addressing the needs of today whilst building foundations for the future.

Underlying Principles - He Ara Waiora

8. The refresh is underpinned by the principles of He Ara Waiora (Annex Three), the Māori wellbeing framework developed by Māori thought leaders Ngā Pūkenga² with support from the Treasury. The inclusion of He Ara Waiora was advised by MEDAB to ground the refresh in te ao Māori.
9. He Ara Waiora (Figure 1) draws on tikanga and demonstrates the inter-relationship between the elements of waiora (wellbeing), as depicted by the takarangi (connecting spiral pattern) that is overlaid on the framework. He Ara Waiora helps us to apply an indigenous lens when considering wellbeing.

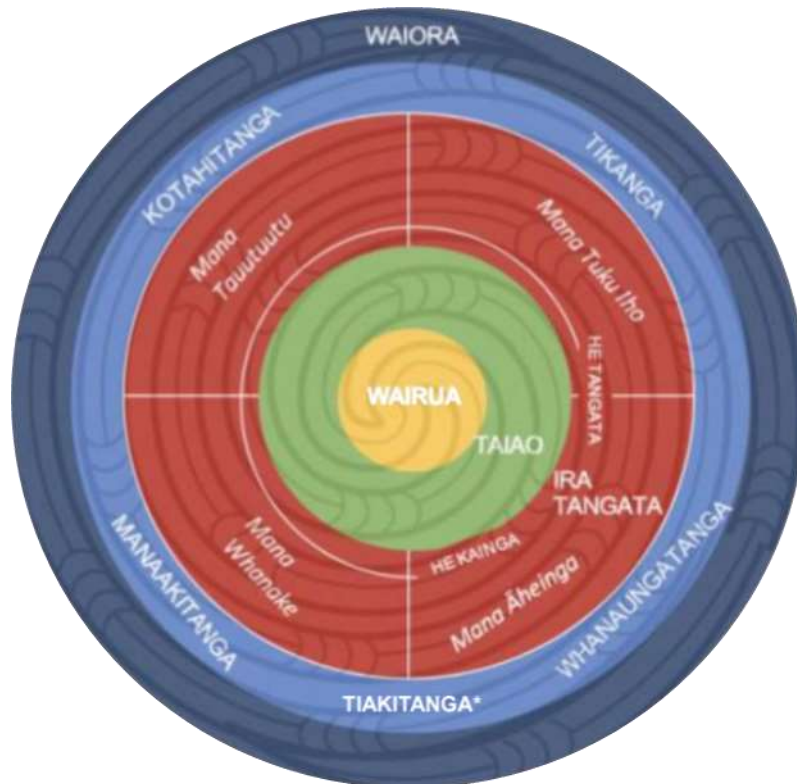


Figure 1 - He Ara Waiora

10. The framework (Figure 1) is made up of ‘ends’ (conditions required for wellbeing), and the ‘means’ (processes by which these should be achieved). The He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 uses the ‘ends’ to inform the

² The original Ngā Pūkenga included: Associate Professor Mānuka Henare, Dame Naida Glavish, Dr Charlotte Severne, Mavis Mullins, Paula McKenzie, Professor Piri Sciascia, Professor Rawinia Higgins, Rangimarie Hunia, Rikirangi Gage, Rukumoana Schaafhausen and Temuera Hall.

proposed outcome areas to better achieve wellbeing for Māori and to reflect the aspirations Māori have for themselves.

Alignment with Māori Aspirations

11. Discussions with Māori took place through one-on-one interviews with a Māori reference group of key Māori leaders³ and pākihi Māori (Māori businesses), as well as workshops with whānau. These groups were broadly supportive of the vision, focus areas and objectives of the refresh. Participants reported that they were pleased to be asked for their input and felt that their responses were valued.
12. Across these discussions participants offered insights into the proposed objectives for the refresh, these are summarised according to objective below:
 - *A low emissions, circular Māori economy as a prerequisite for wellbeing* was supported by participants. We heard that “practicing kaitiakitanga [of the natural world] is intrinsic to the way Māori operate”. Participants identified that environmentally sustainable businesses are a point of difference and a rich area for Māori business innovation.
 - *Māori identity in the economy empowers Māori success*, this was strongly supported by participants with the caution to “culturalise our commerce, not commercialise our culture”. Participants noted the value of storytelling for Māori, and that this offers a strength to Māori businesses. Stories of successful Māori and Māori businesses are useful for whānau to identify pathways to achieve their aspirations.
 - *Increased economic activity that delivers across multiple bottom lines*. Participants noted that Māori are already incentivised to be socially, culturally, and environmentally responsible, but more emphasis needs to be on how the Crown values this. Participants noted a desire for the multiple bottom lines to be considered through government policy and practice.
 - *Māori are empowered to chart their own course for the future*. Participants noted the importance of strong relationships to facilitate Māori to chart their own course. This includes workplaces offering adequate education, support, and mentoring. Participants noted the need for accessible learning to support whānau to be successful in the regions. Participants also noted the importance of consistent signals from Government. For example, if Māori had certainty about the value of forestry, they would invest in more downstream processing capacity.
 - *Addressing the needs of today whilst building foundations for the future*. One participant noted that “everyone wants businesses to scale up but not all want to. We focus on the next generation development.” This speaks to a need for policy that supports the future Māori seek for themselves. Education and training pathways were identified as a key area for investment, with more te ao Māori approaches to learning.
13. Participants also offered their views on how they would like to see the refresh implemented; this includes:
 - The refresh is visible and accessible to whānau and is used across government agencies to provide consistency across the system.

³ Ngāhiwi Tomoana, Jamie Tuuta, Rachel Tualelei, Tania Pouwhare, Robin Hape, Ezekiel Raui, Ezra Hirawani, Kendall Flutey, Harry Burkhardt, Sacha McMeeking, and Chrissie Hape.

- An action to develop metrics and reporting on transitioning to low emissions that informs and guides whanau and includes a te ao Māori perspective.
- An action to raise the visibility of leadership pathways through storytelling and leadership programs.

Alignment Across Government

14. This refresh has two parts. The first part is the strategic framework (vision and objectives) outlined in this paper. The second is the action plan to prioritise existing efforts across government and identify gaps where new actions may be required. The latter is due for completion in 2023.
15. The strategic framework provides direction for government activities. This will provide for agencies to align their economic prosperity and wellbeing activities for and with Māori. The strategic framework will be accompanied by indicators which provide trends to show whether government is on track to deliver the objectives. This will help to identify where additional intervention may be required to deliver an objective by 2040.
16. The action plan will help to organise the existing activities but will also identify where new or further effort is required. This will be accompanied by more granular measures for the action plan to help track how delivery is progressing. This will help to prioritise action by identifying which investments are having the most impact and which activities are lower impact.

Alignment activity

17. The Māori Economic Development Ministers (MEDM) agreed that the refresh needs to connect with other work across government. Ministers agreed the level of connection would be based on four categories:
 - New work, within the refresh (e.g., use of He Ara Waiora)
 - Existing work, within the refresh (e.g., MERS)
 - Aligned work, connected to the refresh (e.g., Māori Primary Sector Economic Plan)
 - Contextual work, that supports the objectives but is out of scope (e.g., MAIHI Ka Ora Māori Housing Strategy).

New Work

18. New work includes the use of He Ara Waiora to develop strategic objectives. He Ara Waiora presents a holistic, intergenerational approach to wellbeing. While derived from mātauranga Māori, many of its elements support improving the intergenerational wellbeing of all New Zealanders.
19. Within He Ara Waiora, Te Taiao (the environment) is a prerequisite to achieve wellbeing. This drives one of the key conclusions of the refresh: investing in a circular, low emissions Māori economy as a prerequisite for wellbeing. This aligns with the Government's priority of responding to climate change.
20. Further new actions will be developed as part of the action plan in 2023.

Existing Work

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21. MERS was launched in 2020 in response to the Covid-19 pandemic. This was in recognition of the prolonged recovery Māori usually face in economic downturns. The strategy coordinates cross-system investments to help resolve long term systemic issues and avoid entrenching inequity.
22. MERS and the He Kai Kei Aku Ringa refresh will align to achieve better economic outcomes for Māori. This refresh will provide high-level direction for MERS, and others, to coalesce around. This will be complemented by prioritising existing effort, identifying gaps, and identifying opportunities to partner with Iwi and Māori to develop and deliver initiatives.
23. As officials establish the refresh and action plan, MERS will shift away from cross-system accountability to avoid duplication. MERS will shift its emphasis to system-change through commissioning through community providers in a way that's whānau-centred. Te Puni Kōkiri (TPK) will provide data and insights to support MERS and the refresh.
24. Other existing work includes, but is not limited to, Te Whai Mahi – the Māori Employment Action Plan, Progressive Procurement and Aotearoa ki te Ao (Annex Six refers).

Aligned Work

25. The Māori Primary Sector Economic Plan, though fit For a Better World, will support the Māori food and fibre sector to prosper through the complex changes ahead through three areas:
 - Mahi tahi: providing integrated services and policies for Māori.
 - Pūtea penapena: investing in the development of emerging and new products and services, sectors, and supply chains, and generating demand for the unique advantages of the Māori food and fibre businesses.
 - Te waihanga: building the Ministry for Primary Industries' services to meet the aspirations of Māori.
26. The Māori Primary Sector Economic Plan acknowledges this refresh as the organising framework to drive an all-of government focus on Māori economic prosperity.
27. Aligned work also includes, but is not limited to, the Māori Climate Platform, the Māori Future of Work Advisory Group, Industry Transformation Plans, Kānoa, and the Data Investment Plan (Annex Six refers).

Contextual Work

28. The scope of the refresh was explicitly kept tight to remain tractable and enable delivery on the ground as soon as possible. At the same time, it is connected enough to ensure cohesion across government to support the Māori economy. For example, it acknowledges the importance of housing in improving the wellbeing and economic prosperity of Māori which is primarily delivered via MAIHI Ka Ora - Māori Housing Strategy.

Feedback from Agencies

29. There is broad comfort with the vision, objectives, and relationship to the original 2013 strategy. It was noted that it provides visibility of the Māori economy and the Māori workforce.

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30. Agencies asked for a stronger articulation of the next steps, particularly the development of the action plan and associated indicators. This was addressed and is now detailed more clearly in the Cabinet paper and this paper.
31. Agencies asked for a clearer articulation of how the te taiao objective will interact with the platform for Māori climate action (ERP action 2.1). This has been drawn out in the supporting material (Annex Six). The Māori Climate Platform is still under development, so this will be articulated further in the action plan.

Action plan

32. The refresh will be implemented through an action plan, which we will develop in partnership with Māori, and propose we seek Cabinet agreement to in June 2023. Our action plan will build on existing actions including those identified through the Government's Economic Plan, MERS, and any relevant Budget 2023 initiatives. This includes specific actions such as:
 - Whenua: Regional Strategic Partnership Fund with up to \$40 million for accelerating Māori economic aspirations.
 - Employment: Cadetship Programme, the Māori Trades and Training Fund, and the Māori Employment Action Plan.
 - Business: Progressive Procurement (an additional \$26 million to build Māori capability.)
 - Finance: Developing a whole of government response to the access to capital for Māori issue. MEDM agreed that the Treasury, with support from MBIE and TPK, will lead this work with a view to providing a response at Waitangi 2023.

Indicators and Monitoring

33. Success for the refresh includes meeting each of the five objectives by 2040. To measure progress towards achieving these objectives we have identified indicators across three existing data sets:
 - the Māori Economic Resilience Strategy dashboard (identified below by MERS).
 - Tātauranga Umanga Māori – statistics on Māori business (identified below by TUM).
 - Ngā Tūtohu Aotearoa (Indicators Aotearoa) – wellbeing data for New Zealanders (identified below by NTA).
34. Some key examples are outlined below, with a long list of potential indicators captured in Annex Four:

A low emission, circular Māori economy as a prerequisite for wellbeing.

 - Climate related actions Māori businesses took in the last 2-years (TUM)
 - Barriers for businesses not making climate change related investment in the last 2 years (TUM)

Māori identity in the economy empowers Māori success.

 - Family wellbeing (MERS)

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- Ability to be yourself (NTA)

Increased economic activity that delivers across multiple bottom lines.

- Climate actions businesses are planning in the next 5 years (TUM)
- Worker turnover rates in Māori firms (TUM)

Māori are empowered to chart their own course for the future.

- Māori enterprises investing in research and development (MERS)
- Number of Māori in training/apprenticeships (MERS)

Addressing the needs of today whilst building foundations for the future.

- Employment rate for Māori (MERS)
- Education equity (NTA)

35. Existing data provides an indicative baseline to measure the progress of He Kai Kei Aku Ringa from. However, some of the data is collected periodically or doesn't provide a breakdown by ethnicity. Other data is currently planned and not yet collected.
36. Officials will continue to identify and add indicators as they become available. We will also identify a bespoke set of measures to track the implementation of the action plan and, subject to your agreement, will ask Cabinet to consider these in June 2023.
37. Further data may need to be commissioned, or recommissioned, to track progress towards achieving the objectives (Annex Four refers). For example, there is limited data on Māori identity empowering success in the economy and further data will likely need to be commissioned. Data on the Māori economy and the environment was collected via a one-off module for the Business Operations Survey (BOS). Officials are exploring the options to develop an ongoing dataset.

Governance


38. To achieve the vision and objectives of the refresh we need to appropriately mobilise the system. We are proposing utilising existing architecture as much as possible. This includes:
 - Building a support structure for Māori Economic Development Ministers (MEDM). MEDM will delegate responsibilities for the refresh to the subgroups, listed below. They will receive regular progress updates and will provide oversight of the refresh.
 - Ministers Nash and Jackson as the lead Ministers responsible. The Ministers will oversee the implementation of the refresh and will receive regular advice from officials on progress, as well as regular independent advice from MEDAB. This will ensure the refresh is delivering on government priorities as well as Māori aspirations.
 - The continued involvement of the MEDAB as independent advisors on the refresh. MEDAB will provide free and frank insights to us and to our officials. This

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provides a valuable challenge for how we consider we are meeting our objectives.

- The development of a MEDM Deputy Chief Executives' group. This will be co-chaired by MBIE and TPK as the lead agencies. This will act as the key reporting vehicle for alignment of government actions with the refresh's vision and objectives. The group will provide regular progress updates to Ministers, including on risks to delivering on the objectives.

Confidential advice to Government



Next steps

41. Forward the paper to your Ministerial colleagues for comment between 22 November 2022 and 7 December 2022.

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42. Subject to Ministerial support, lodge the Cabinet Paper on 8 December 2022.
43. The Cabinet paper and HKKAR refresh 2023 are considered at Economic Development Committee 14 December 2022, and at Cabinet Business Committee on 19 December 2022.
44. Subject to Cabinet approval, the HKKAR refresh 2023 is launched in the first quarter of 2023. Options for this will be provided to you in a briefing early 2023.
45. Subject to Cabinet approval, the action plan for HKKAR refresh 2023 will be developed in the first half of 2023. Subject to your agreement, you will take another paper to Cabinet in 2023 to seek support for the action plan.

Annexes

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Annex Three: He Ara Waiora A3

Annex Four: Indicator Table

Annex Five: Engagement Partners

Annex Six: List of Connected Work Programs

Annex Three: He Ara Waiora A3



He Ara Waiora – brief overview

He Ara Waiora is a waiora framework built on te ao Māori knowledge and perspectives of wellbeing. Waiora speaks to a broad conception of human wellbeing, grounded in water (wai) as the source of life (ora). It recognises that all aspects of waiora are inter-related. Waiora is intergenerational in scope. It was developed alongside Ngā Pūkenga (an expert group of Māori thought leaders).

Why use He Ara Waiora?
The Treasury's vision is '**lifting living standards for all New Zealanders**'. He Ara Waiora helps us to apply an indigenous and uniquely New Zealand approach to lifting living standards.

How is it intended to be used?
He Ara Waiora can be used in the following ways:

- To prompt deeper thinking and questions that can improve policy analysis – such as: does this initiative improve the ability of individuals, whānau, hapū, iwi and communities to determine and achieve their own aspirations?
- To guide policy and operational process – for example, by applying the principle of kotahitanga and driving to demonstrate collaboration amongst government agencies alongside iwi, Māori and communities to deliver meaningful wellbeing outcomes.
- To help public servants learn and apply a stronger understanding of some key Māori concepts that relate to wellbeing.
- To enable, over time, stronger evaluative thinking about the wellbeing impacts of government policies.

How to read the following diagram
He Ara Waiora talks about ENDS (what outcome domains are important) and MEANS (what approaches and processes we need to follow to achieve the ends).

ENDS – what is important for waiora


Wairua (spirit) is at the centre to reflect that it is the foundation or source of wellbeing. Values, beliefs and practices related to wairua are essential to Māori conceptions of health and wellbeing.

The wellbeing of **Te Taiao** (the natural world) is paramount and inextricable from human wellbeing. There are responsibilities and obligations to sustain and maintain the wellbeing of Te Taiao.

Te Ira Tangata (the human domain) encapsulates human activities and relationships.

People (**tangata**) and collectives (**kainga**) thrive when they:

- Have a strong sense of identity and belonging (**mana tuku iho**)
- Participate and connect within their communities, including fulfilling their rights and obligations (**mana tautuutu**)
- Have the capability to decide on their aspirations and realise them in the context of their own unique circumstances (**mana āheinga**)
- Have the power to grow sustainable, intergenerational prosperity (**mana whanake**).



MEANS – principles for how to approach the creation of waiora (wellbeing)

Kotahitanga means working in an aligned, co-ordinated way across the system and in partnership with business, communities, iwi and whānau.

Tikanga means that decisions have to be made in accordance with the right processes. This includes working in partnership with the Treaty partner.

Whanaungatanga means fostering strong relationships and networks, both through kinship and shared interests.

Manaakitanga means maintaining a focus on improved wellbeing and enhanced mana for all New Zealanders. It means supporting each other and demonstrating an ethic of care for our fellow New Zealanders. Distributional analysis is important to identify and address inequities.

Tiakitanga* means guardianship, stewardship (e.g. of the environment, or other important processes and systems that support wellbeing).

** Under discussion for inclusion in the framework*

Annex Four: Indicator Table

	Māori Economic Resilience Strategy Dashboard – System indicators for Māori economic resilience	Tātauranga Umanga Māori – Statistics on Māori business	Ngā Tūtohu Aotearoa (Indicators Aotearoa) – Wellbeing data for New Zealanders
<i>A low emission, circular Māori economy as a prerequisite for wellbeing.</i>		<ul style="list-style-type: none"> Climate related actions Māori businesses took in the last 2-years Barriers for businesses not making climate change related investment in the last 2 years Businesses that measured greenhouse gas emissions in the last 2 years Climate actions businesses are planning in the next 5 years Businesses' awareness of government policies and programmes to reduce New Zealand's greenhouse gas emissions Businesses' awareness of the potential impact of climate change Livestock numbers Wellbeing of Business Owners 	<ul style="list-style-type: none"> Net greenhouse gas emissions Material intensity, including recycling, landfill inflows, second-hand economy (indicator currently under development) Waste flows in waterways and coastal marine environments
<i>Māori identity in the economy empowers Māori success.</i>	<ul style="list-style-type: none"> Family wellbeing 	<ul style="list-style-type: none"> Number of businesses that have self-identified as a Māori business in the New Zealand Business Number 	<ul style="list-style-type: none"> Te Reo Māori Speakers Experiences of discrimination Ability to be yourself, by ethnicity Sense of purpose, by ethnicity Sense of control, by ethnicity Engagement in cultural activities Heritage assets Workplace accidents, by ethnicity

<p><i>Increased economic activity that delivers across multiple bottom lines.</i></p>		<ul style="list-style-type: none"> • Main reasons businesses undertook climate change related action • Climate actions businesses are planning in the next 5 years • Worker turnover rates in Māori firms • Wellbeing of Business Owners 	<ul style="list-style-type: none"> • Social support [from others] • Family wellbeing • Value of unpaid work (indicator currently under development)
<p><i>Māori are empowered to chart their own course for the future.</i></p>	<ul style="list-style-type: none"> • Māori enterprises investing in research and development • Number of Māori in training/apprenticeships 	<ul style="list-style-type: none"> • Barriers to innovation for Māori firms • Māori businesses that innovated • Filled jobs by business type (Māori) 	<ul style="list-style-type: none"> • Literacy, numeracy, and science skills of 15-year-olds • Educational attainment • Employment rate
<p><i>Addressing the needs of today whilst building foundations for the future.</i></p>	<ul style="list-style-type: none"> • Employment rate for Māori • Employment rate for wāhine Māori • Employment rate for tāne Māori • Employment rate for rangatahi Māori 	<ul style="list-style-type: none"> • Export revenue by Māori businesses 	<ul style="list-style-type: none"> • Spiritual health (indicator currently under development) • Education equity • Early childhood education participation • Intergenerational transfer of knowledge (indicator currently under development) • Employment rate • Hourly earnings • Not in employment, education, or training (NEET) • Underutilisation in employment • Unemployment • Workplace accidents

Key:

Consistently collected data	Inconsistently collected data	Data without an ethnicity cut	Data which is planned but not yet collected
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Annex Five: Discussion Partners

Public discussion partners

Whānau	<ul style="list-style-type: none"> • Rewi Haulage Ltd • Roof Bay of Islands • Farmcare Services • North Drilling • Open Ocean Whakatōhea Mussels • RiverCity Tree Services • MEA & AHAU NZ Ltd • Poipoia Ltd • Ag First/Taiao Connect
Māori Inc. / Pākihi Māori	<ul style="list-style-type: none"> • Futures Collective • Amotai • Te Awe Māori Business Network • Whariki • New Zealand Māori Tourism • Federation of Māori Authorities (FOMA) • Iwi Chairs / Iwi Asset Holding Company • Pou Tahua • Poutama • Te Tumu Paeroa • Manukau Urban Māori Authority (MUMA) • Tokona Te Raki: Māori • Te Ohu Kai Moana • MWDI
Rangatahi Māori	<ul style="list-style-type: none"> • Innov8HQ • Tuia Programme • Evolve Wellington • Puāwai - LinC (Leaders in Communities) • Ngā Rangatahi Toa • Te Ora Hou • Ara Taiohi

Government discussion partners

Collaborate	<ul style="list-style-type: none"> • Te Puni Kōkiri (Māori Economic Resilience Strategy; Progressive procurement) • Treasury (He Ara Waiora; Government's economic strategy)
Priority for engagement	<ul style="list-style-type: none"> • New Zealand Trade and Enterprise/ Ministry of Foreign Affairs and Trade (Aotearoa ki te Ao) • Ministry for Primary Industries (Māori Primary Sector Strategy) • Ministry for the Environment (Emissions Reduction Plan; National Adaptation plan; Māori climate platform)
Second priority for engagement	<ul style="list-style-type: none"> • Ministry of Education (Ka Hikitia) • Reserve Bank of New Zealand (Access to Capital for Māori Firms) • Ministry of Housing and Urban Development (MAIHI) • Callaghan Innovation • Ministry of Social Development
Third priority for engagement	<ul style="list-style-type: none"> • Te Arawhiti • Department of Internal Affairs • Ministry for Women • Productivity Commission • Workforce Development Councils • Te Tumu Paeroa

Annex Six: List of Connected Work Programs

<p>Māori Economic Resilience Strategy (MERS)</p>	<p>The Māori Economic Resilience Strategy (MERS) was launched in mid-2020, during the first Covid-19 Level 4 Lockdown period in recognition of the atypical recovery Māori usually face in economic downturns. The strategy was designed to coordinate and target cross-system investments in a way that would help resolve long term systemic issues and avoid entrenching existing disparity.</p> <p>MERS delivery has included:</p> <p>Leveraging core Government processes to improve data collection and understand system performance e.g., Employment, Education and Training (EET)</p> <p>Pilot commissioning initiatives that demonstrate system change e.g., iwi-led housing prototypes</p> <p>Data research, insights and analysis, economic resilience performance indicator reporting, and an outcomes framework for agencies to identify gaps and opportunities in the system e.g., enterprise, early-stage whenua Māori development</p>
<p>Te Whai Mahi - Māori Employment Action Plan</p>	<p>Improving Māori employment outcomes is central to achieving Māori economic prosperity and wellbeing. Te Whai Mahi is a key lever to achieve this.</p> <p>Te Whai Mahi sits under the Employment Strategy, it focuses primarily on the ways that the employment, education, and training (EET) systems can support Māori to achieve their aspirations. The actions in Te Whai Mahi aim to contribute to an employment system that is mana-enhancing for iwi, hapū and Māori and improves Māori employment outcomes.</p>
<p>Progressive procurement</p>	<p>In November 2020, Cabinet approved the implementation of a progressive procurement policy aimed at increasing the diversity of government suppliers and achieving broader economic and social outcomes. [CBC-20-MIN-0072 refers].</p> <p>The joint progressive procurement programme between Te Puni Kōkiri and the MBIE aims to spread the benefits of the Government's \$51.5 billion spend per year on procurement of goods and services to the wider community. This includes a target of 5 percent of government procurement contracts being awarded to Māori businesses.</p> <p>The percentage of government contracts awarded to Māori businesses has risen from 5.7 percent (between 1 July 2021 to 31 December 2021) to 6.6 percent (1 January 2022 to 30 June 2022). Government is currently considering increasing the target to 8%.</p>
<p>Aotearoa ki te Ao and Te Aratini</p>	<p><i>Aotearoa ki te Ao</i></p> <p>Improving the success of Māori firms is a key lever for improving Māori economic prosperity. Aotearoa ki te Ao provides a framework for improving business success in the international market.</p>

	<p>Aotearoa ki te Ao, underpinned by the Trade for All agenda, ensures trade policy helps Māori to succeed internationally through four strategic pou:</p> <ol style="list-style-type: none"> 1. Grow Māori Exporter Opportunity and Success 2. Protect and support Mātauranga Māori/Traditional Knowledge Values 3. Strengthen International Indigenous Connections 4. Promote Indigenous Trade Missions and Exchange Opportunities <p><i>Te Aratini</i></p> <p>The inaugural Māori-led Indigenous Symposium at Dubai Expo 2021 – showcased Indigenous global economic, technological, and cultural advancements, highlighting the converging roles of culture, commerce, and conservation. Funded in part by the New Zealand government, Te Aratini was led by the Iwi Chairs Forum and was officially opened by Minister Mahuta in November 2021. Te Aratini has committed to attending Osaka Expo 2025, and a Māori and Pacific business and cultural delegation will travel to Japan from 16 – 23 November to explore opportunities leading up to, and during the Expo. The goal of this visit is to build relationships with key Japanese government and business contacts and to understand requirements for hosting Te Aratini during Expo Osaka 2025.</p> <p>Government agencies (MFAT, NZTE, TPK and MBIE) are currently working with the Iwi Chairs Forum and Ministers to identify options to support Te Aratini moving forward.</p>
<p>Rautaki mo te Taurikura – Māori Primary Sector Economic Plan</p>	<p>This is the Ministry for Primary Industries’ plan to support the Māori food and fibre sector to prosper through the complex changes ahead. The Plan, on the advice of Ngā Powhiri Taimatua (an independent advisory group), focuses on three areas to build momentum:</p> <ul style="list-style-type: none"> • Mahi tahi: partnering with others (Māori, central and local government agencies) to provide more integrated services and informed policies, that reflect the challenges and opportunities for Māori • Pūtea penapena: investing in the development of emerging and new products and services, sectors, and supply chains, and generating demand for the unique advantages of the Māori food and fibre businesses. • Te Waihanga: building Manatū Ahu Matua services to meet the aspirations of Māori will enable greater choices for the use of their whenua, moana, capabilities and resources.
<p>Māori Climate Platform</p>	<p>The Māori Climate Platform is still under development, with a Ministerial advisory committee recently appointed to engage with Māori and lead the design of the platform. The design will aim to support and complement what exists already.</p> <p>Climate change is affecting Māori in many unique and serious ways, with the wellbeing of the natural world essential for Māori wellbeing. These risks will disproportionately impact future generations.</p>

	<p>The Platform will help empower Māori through Aotearoa’s to lead their own climate action to deliver improved wellbeing of the natural world, while considering a te ao Māori perspective. It could inform actions in the refresh that deliver environmental wellbeing while supporting economic prosperity.</p> <p>The Māori Climate Platform is also intended to embed Te Tiriti across Aotearoa New Zealand’s climate response. It will invest in the foundations – like capability, capacity and knowledge - to activate community climate action and kaupapa Māori, tangata Māori solutions for climate resilience, and support Māori through the transition to a low-emission, climate resilient economy.</p>
The Māori Future of Work Advisory Group	<p>The Māori Future of Work Advisory Group has taken a long-term perspective of challenges and opportunities facing our labour market and economy.</p> <p>The Māori Future of Work Advisory Group has now developed the report <i>Maranga Ake, a call to action for Māori in the future of work</i>, which sets out a vision and recommendations for the Future of Work Forum. It includes priority actions to accelerate Māori leadership in sustainable, high value forms of employment and asset ownership.</p>
Industry Transformation Plans (ITPs)	<p>The New Zealand Government has committed to an industry policy which seeks to grow and transform sectors of the economy with significant potential to contribute to a high productivity, high wage, low emissions economy. Industries identified for the development of an Industry Transformation Plan are those with significant potential to contribute to a high productivity, high wage, lower emissions economy:</p> <ul style="list-style-type: none"> • Advanced manufacturing • Agritech • Construction • Digital technologies • Fisheries • Food and beverage • Forestry and wood processing • Tourism
Kānoa	<p>Previously known as the Provincial Development Unit, Kānoa was established in 2018 within MBIE to deliver the Government’s strategy of financially supporting economic development in regional New Zealand.</p> <p>To ensure this happens, Kānoa is dedicated to investing in our regions to help them build their economies and communities.</p> <p>One of the key funds distributed by Kānoa is the Provincial Growth Fund which includes the goal of enabling Māori to reach full potential.</p>
Data Investment Plan	<p>The Data Investment Plan is a 10-year prioritised plan to guide government investment in data. It was published by the Government Chief Data Steward in December 2021. The second iteration of the plan will be published in late 2022. It will include more in-depth coverage of Māori data needs. Following engagement with iwi-Māori there has been shifts in the prioritisation of data assets and the way data assets are defined, as well as a shift in scope beyond gaps in datasets towards some of the foundational elements and infrastructure needed to enable and support Māori to have better access to critical data.</p>

Access to Capital for Māori Firms	The Reserve Bank of New Zealand (RBNZ) released their issues paper Improving Māori Access to Capital in early 2022. The issues paper outlines some of the factors that may act as barriers between Māori and specific forms of capital in the financial system and identifies 5 potential pathways to address these barriers based on engagement with stakeholders. Confidential advice to Government
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