



# The impact of Kānoa-administered government investment in Ōpōtiki



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# 1.0 EXECUTIVE SUMMARY

The Ōpōtiki District has become a focal point for substantial government investment, aimed at revitalising the local economy and fostering employment opportunities. This commitment encompasses financial support channelled through the Ministry of Business, Innovation and Employment's (MBIE) Regional Economic Development and Investment Unit, known as Kānoa. This report outlines the effect of government funding administered by Kānoa, detailing its contributions to both economic and social advancements within the Ōpōtiki region. This analysis pertains to a specific subset of projects that received funding between 2019 and 2022.

Ōpōtiki encountered a range of socio-economic challenges, including heightened levels of deprivation, unemployment, elevated rates of young individuals not engaged in education or employment (NEET), and significantly low yearly earnings. To assist in addressing these complexities, the government has set a significant milestone, aiming to achieve \$3 billion in aquaculture sales by 2030 ([Ōpōtiki District Council](#), n.d). Notably, the region's waters, internationally recognised for their exceptional nutrient density, present an avenue for potential economic growth to alleviate deprivation in Ōpōtiki.

## Methodology

This mixed-methods study incorporated qualitative interviews, a survey, a document analysis, and focus groups (both online and via an in-person wānanga). Contribution Analysis is used as a theoretical framework to determine from the qualitative data the contribution of the funding.

## Key findings

Below is a summary of the key findings related to the contribution of the Kānoa-administered government funding scheme to economic and social outcomes within the funded projects of the Ōpōtiki region. The findings on the most significant contribution of the funds indicate that the Kānoa-administered government funding was essential for the big infrastructure projects in Ōpōtiki. These projects hold immense importance for the town's development, and their realisation owes much to this funding. In the absence of governmental support, these projects might not have come to fruition or could have fallen under the jurisdiction of private entities with potentially lesser concern for community needs. Moreover, Kānoa-administered funding also aided smaller projects, although their completion would likely have been prolonged without government backing.

Given Ōpōtiki's low incomes, small population, and modest property values, funding these major undertakings solely through (council) rates would have necessitated a substantial increase. The requirement of a 1% tax increase to generate \$100,000 underscores the financial constraints, particularly in a community with limited resources.

## What outcomes were realised in Ōpōtiki as a result of the Kānoa-administered regional investment?

Overall, the Kānoa-administered government funding has had a positive impact on Ōpōtiki. The funding has helped improve regional infrastructure, education, and economic development opportunities despite the increasing population growth and demand for affordable housing (Statistics New Zealand, [2023](#)). Some examples include:

- The construction of the harbour and the mussel factory development with Whakatōhea Māori Trust Board. This has resulted in direct employment of local residents (with over 200 employees in the mussel factory), as well as indirect employment in adjacent industries such as construction, horticulture, and aquaculture.
- The development of a Te Whānau-ā-Apanui-centred economy, through a number of investments including strawberry nurseries and supply, papaya leaf, aquaculture, and technology development. Te Whānau-ā-Apanui has employed over 200 people, and the general increase in regional employment resulted in the creation of vocational training pathways.
- The installation of efficient water heating and irrigation systems, which has enabled Māori landowners to convert their properties to high-value horticulture.
- The refurbishment of Te Whānau-ā-Apanui and Whakatōhea marae, providing a hub for community and hapū social, cultural, and spiritual needs.
- The development of IT infrastructure and capacity for Whakatōhea, which allows the iwi to integrate multiple datasets across all workstreams and activities.
- The development of educational pathways from high school (Ōpōtiki College's Exploration and Activation to Thrive programme) into training initiatives and regional employment opportunities.
- The development of Crown-iwi partnerships, as well as iwi-community partnerships – for example, the Whakatōhea Māori Trust Board is developing a successful mussel and aquaculture industry in collaboration with the council and community. Whakatōhea is actively engaging with research groups to support mussel industry activities and the future possibilities of the aquaculture industry.
- The development of digital infrastructure and the Digi hub in the town, with more people providing services, and more investment and in-kind support, around it.

A key desired outcome for iwi and councils, both in the short-term and in their longer-term intergenerational vision, is to develop 'cumulative' positive outcomes for rangatahi. Investing in rangatahi in Ōpōtiki has the potential to create long-term generational impacts, breaking the cycle of disadvantage and creating a more prosperous and equitable future for the district. This is already being seen in the educational outcomes for young people in the district, with a higher number of students achieving NCEA qualifications and a reduction in stand-downs.

While the Ōpōtiki community has reaped benefits from the Kānoa-administered government funding, continued capital investment is still required. There is a risk that some projects have not quite reached the threshold for self-sustainability, given their dependence on already

stretched local resources to get them to this point. Senior Land Trust members in Te Whānau-ā-Apanui indicated their projects were close to becoming self-sustaining but required a small additional outlay of funding to enable this. They noted that, if projects can become self-sufficient, they have the potential to actualise significant social, cultural, and economic benefit.

### **At what stage of the funding life cycle were these outcomes realised?**

The benefits of the Kānoa investment have been realised at different stages of the funding life cycle, depending on the specific outcomes, maturity, and complexities of the projects. In general, funding in the pre-construction phase enabled community organisations to allocate resources for business planning and project management. Funding for "shovel-ready" infrastructure projects enabled construction, the provision of equipment and labour, as well as meeting the short-term, fixed and variable expenses of operating costs.

An upward trend in employment is the first indicator of increased industrial development in Ōpōtiki. However, other macro-level economic indicators do not yet show change and it will require a longer timeframe to demonstrate a significant, sustainable change for the better. It is also important to note that the indicators used to evaluate success of the Kānoa-administered government funding are not sensitive to the broader outcomes identified by iwi (such as stronger collectives and relationships; improved assets and infrastructure; increased economic wellbeing; and healthy environment and thriving communities (Figure 2) that would lead to long-term benefits and generational change.

Similarly, social outcomes such as building resilient communities and enabling Māori to reach their full potential are longer-term, intergenerational outcomes and will require a much longer timeframe to demonstrate their impacts. Short-term social outcomes include lower NEET statistics,<sup>1</sup> improved life skills (e.g., driver licence), trade skills (e.g., builders, electricians, plumbers), and local industry skills (e.g., orcharding, aquaculture). Indicators around housing quality and availability were also considered important by research participants. In the long-term, it is important to grow a larger population base with technical and tertiary education in key industries such as aquaculture and agriculture, and to diversify these industry types.

### **Is there evidence of unintended consequences?**

As outlined above, the Kānoa-administered government funding has had a positive impact on the Ōpōtiki region and it has also led to some unintended consequences. These include increased housing pressure (through iwi members moving back to the area), external investment in housing pushing up prices (partly due to the employment of workers and contractors from outside the region), and additional pressures on social support services in Ōpōtiki.

There have also been positive consequences that were not originally anticipated. For example, the investment has enabled Whakatōhea to effectively handle intricate information streams from various iwi interests. This led to the realisation of a more interconnected iwi ecosystem,

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<sup>1</sup> NEET refers to young people not in education, employment or training.

fostering enhanced coordination and collaboration across cultural, economic, educational, and health endeavours.

### **Challenges faced by funding recipients**

Recipients of Kānoa-administered government funding faced several challenges including:

- **Financial:** Community-based iwi entities found the financial burden of developing business cases, writing proposals, and implementing projects difficult due to a lack of capacity. Further, there are ‘threshold effects’ for many investments, with some projects requiring further funding to make them self-sufficient.
- **Operational:** There were several operational challenges related to coordination with landowners to provide land access; weather conditions impacting supply chain and construction productivity; and a lack of funding for land development, impacting the supply of water for irrigation and aquaculture. In addition, there were challenges associated with rural locations, such as limited access to resources and trade labour.
- **Relational:** Trust issues between some Land Trusts, government, and those administering the funding have led to some people having a lack of understanding of the benefits of the fund and lack of support for projects.
- **Institutional:** Staff turnover within Kānoa, which meant a lack of project-specific knowledge periodically slowed progress while new staff ‘came up to speed’. This also led to inconsistent information flow to, or between, the iwi-based organisations and MBIE.
- **Administrative:** The complexity of iwi portfolios made it difficult to manage and coordinate funding from different sources.

The Ōpōtiki District Council also faced challenges in the administration of the Kānoa-administered government funding, including short-term funding cycles, siloed funding, lack of local involvement, contracted outcomes and outputs that were difficult to achieve within set timeframes, and a lack of coordination. These challenges made it difficult to plan and implement long-term projects, deliver effective training programmes, and build a successful hub.

### **Which projects benefited the most and least from the investment and why?**

The projects that benefited most from the Kānoa-administered government funding were predominantly community-based and community-driven, as these directly affected the financial wellbeing of community members living in an area of high deprivation. These projects included educational and developmental initiatives for rangatahi, as well as infrastructure projects that benefited local businesses and created local jobs.

The research team also found that some commercial or research companies which used the Kānoa-administered government funding to supplement their existing resources may not have generated as much benefit as small, community-based organisations. It should be noted that small, community-based organisations find the administration and project management workload more burdensome than larger commercial companies, due to limited organisation capacity to undertake such activities. It would be helpful to address this inequity going forward.



## **What investment approaches were most effective for Māori?**

The Kānoa-administered government funding has been very beneficial to Māori in the Ōpōtiki region. The funding has helped create jobs, improve infrastructure, and support Māori businesses and community organisations. The focus of the funding on economic growth, employment, and education has been particularly important given the poverty and unemployment challenges that Māori face in the region.

However, as was described above, iwi faced institutional, administrative, relational, financial, and operational challenges. Representatives of iwi entities in Ōpōtiki suggested investment approaches that can help to address these challenges. Whakatōhea rūnanga members suggested investing in Māori-owned businesses and community organisations, Māori land, and Māori education and training. In addition, it is important to involve Māori in the investment process from the beginning, use culturally appropriate tools and methods, and provide ongoing support. Realising the full potential of Māori requires resourcing, supporting, and building Māori collectives. Rūnanga, Tiriti settlement bodies, and Trust groups are examples of Māori collectives that need to be invested in. Building relationships with key stakeholders is also important, with strong partnerships between council, business, local non-government organisations (NGOs), and Māori collectives being key in achieving the best outcomes for Kānoa-administered investment.

## **What project implementation practices were most effective for Māori?**

Whakatōhea rūnanga members identified several project implementation practices that were effective for Māori. These include having a steady representative from Kānoa, having a single body overseeing all iwi-led or partnered projects, support from local government at the start-up stage, and the provision of ongoing support from Kānoa. In terms of collaboration with iwi, the survey participants indicated that project implementation worked well when hapū and marae collectively drove projects and had ownership of its direction from the start. In terms of engaging with the wider community, all study participants answered that their projects regularly updated the hapū with project reports, worked closely with landowners, and used local people and independent experts. These collaborative implementation practices were identified as the most effective ways of working for Māori.

## **To what extent are the outcomes of Kānoa-administered investment sustainable and how can it support long-term social and economic development?**

The Kānoa-administered government funding has is likely to support long-term social and economic development in Ōpōtiki. It can continue to create jobs, boost economic growth, improve quality of life, and protect the environment. Marae upgrades and education and training pathways are important for building resilience in Ōpōtiki. The current set of outcome measures for Kānoa-administered funds do not completely align with iwi aspirations for the investment. Enhanced outcome measures could be developed by operationalising the [He Ara Waiora framework](#) (The Treasury, 2021) and mapping these to the local context. Large infrastructure projects require long-term commitment from funders and government to see them through to completion, as there is no other funding available to develop these economic opportunities.

## 2.0 INTRODUCTION

This report documents the contribution of the Kānoa-administered government funding scheme to the achievement of economic outcomes for a selected sample of funded projects from 2019-2022 in the Ōpōtiki region. This section provides the social, economic, and geopolitical context to Ōpōtiki and the methodology used for the study. The findings are presented by the evaluation questions.

### 2.1 Context

Located in the eastern Bay of Plenty, Ōpōtiki is home to a range of industries including forestry, tourism, aquaculture, and agriculture. However, its remote and isolated location disconnects it from cities and can make it difficult to access markets. Further, the region has a high deprivation index compared to the national average and a relatively high benefit-dependent population which includes young people not in education, employment or training (NEET) (Statistics New Zealand, [2018](#), [2023](#)). The government has invested heavily in Ōpōtiki, with the aim of boosting the town's economy and creating jobs. Some of the most significant investments have been in infrastructure, such as the construction of a new wastewater treatment plant and a new sports complex. The government has also invested in tourism and education and it is currently developing an aquaculture park.

The Kānoa-administered government funding scheme, overseen by the Ministry of Business, Innovation and Employment (MBIE) was launched in 2018. Kānoa-administered government funding is comprised of nine funding streams: The Provincial Growth Fund; The COVID-19 Response and Recovery Fund; Infrastructure Reference Group; The Strategic Tourism Assets Protection Programme; New Zealand Upgrade Programme: Regional Investment Opportunities; COVID-19 Worker Redeployment Initiative; He Poutama Rangatahi; The Māori Trades and Training Fund; and The Sector Workforce Engagement Programme. A total of \$4.5 billion has been allocated under the funding stream nationally. Of this, \$198 million has been approved and \$148 million drawn down by applicants in Ōpōtiki under the COVID-19: Infrastructure Investment, Provincial Growth Fund, Regional Growth Initiatives, Regional Investment Opportunities, and Regional Strategic Partnership Fund (RSPF) funding streams.

Applicants for Kānoa-administered government funding had to demonstrate how their projects aligned with one or more of the six key outcome areas of the scheme:

1. Enhance economic development opportunities: This includes supporting projects that create jobs, attract investment, and grow businesses.
2. Create sustainable jobs: This includes supporting projects that create jobs that are long-term, well-paying, and environmentally sustainable.
3. Enable Māori to reach full potential: This includes supporting projects that help Māori to achieve their economic, social, and cultural goals.

4. Boost social inclusion and participation: This includes supporting projects that help to reduce inequality and promote social cohesion.
5. Build resilient communities: This includes supporting projects that help communities to withstand shocks and stresses, such as natural disasters or economic downturns.
6. Help meet New Zealand's climate change targets: This includes supporting projects that reduce greenhouse gas emissions and help New Zealand to transition to a low-carbon economy.

The funding was allocated to projects that were considered to have the greatest potential to achieve these outcomes. The Kānoa-administered funding scheme has invested in the Ōpōtiki region by providing \$148 million worth of loans, grants, and equity capital to applicants from 2019-2022. This study investigates the impact of the Kānoa-administered government funding from 2019-2022. In particular, the study focuses on the impact of the funding on local Māori communities and businesses.

## 2.1.1 The Ōpōtiki District

The Ōpōtiki District comprises 13 clean, healthy rivers emptying into 160 kilometres of coastline ([Ōpōtiki District Council](#), n.d). An estimated 10,000 people reside in the Ōpōtiki District in 2023. Around half live in the main township of Ōpōtiki (Statistics New Zealand, [2020](#)). The economy is primarily agricultural (38% beef and dairy), a third (29%) forestry, and 1% horticulture (mostly kiwifruit). The median income for working-age people in the Ōpōtiki District was \$22,400 in 2018, compared with \$31,800 nationally. In addition, 7.3% of working-age people were unemployed ([Ōpōtiki District Council](#), n.d), compared with 4.6% nationally (Statistics New Zealand, [2020](#)).

The importance of iwi Māori in the region is reflected in its ethnic make-up, with 64% of the population reporting a Māori ethnicity in the 2018 census (Statistics New Zealand, [2018](#)) and around 88% of the school population recorded as having a Māori ethnicity in both 2018 and 2022 ([Education Counts](#), 2023). There are two significant iwi presented in the Ōpōtiki District: Whakatōhea and Te Whānau-ā-Apanui. Māori belong to the land, having strong emotional ties and kaitiaki of that land in perpetuity.

### 2.1.1.1 The context in which Whakatōhea operates

**Na Whakatōhea ā Whakatōhea e whakaōra: We will drive our own destiny.**

Whakatōhea is a strong, united iwi with a long-term, holistic vision. The iwi has a major presence in the Ōpōtiki township, has retained its traditional land-base, and has a good relationship with the council. The iwi's social, cultural, and economic services and interests are integrated. Whakatōhea has been building back from decades of little or no investment from central government.

Whakatōhea has significant poverty-related social and economic challenges. Interviewees reported historically high rates of unemployment and NEETs, gang presence, and substance abuse issues among some whānau. A lack of affordable and healthy housing in Ōpōtiki has placed significant pressure on the health and wellbeing of all people in the area. However, the iwi has made steady and positive progress in reducing poverty-related social harms (e.g., substance abuse) and improving housing, employment, and educational outcomes.

Whakatōhea's long-term vision is "Ko te kai Hoki i Waiaua" – To be "the food bowl that feeds the world".<sup>2</sup> Achieving this vision necessitates allocating resources to enhance health, education, vocational training, as well as social and economic well-being. The Whakatōhea Māori Trust Board has undertaken a resolute commitment to enhance the quality of life for its community through a comprehensive set of six 50-year strategic objectives focused on governance and leadership, shared services, economic empowerment, cultural and environmental preservation, educational enrichment, and enhancing social health services.

### **E roi Te Whakatōhea i te roi a Tinirau, Whakatōhea are united by kinship.**

There are approximately 17,000 Whakatōhea iwi members comprising six hapū. Ngāi Tamahaua, Ngāti Ira, Ngāti Ngāhere, Ngāti Patumoana, Ngāti Ruatākena, and Ūpokorehe (Whakatōhea Pre-Settlement Claims Trust. (n.d.). Like their neighbours, Te Whānau-ā-Apanui, Whakatōhea have protected much of their land (6692ha) from the early colonial-government and more recent Crown-led whenua raupatu (illegal confiscation of land), giving them a strong foundation for future prosperity.

Interviewees from Whakatōhea reported having good relationships with community providers, government, non-government organisations, and local businesses. The Whakatōhea Māori Trust Board provides and partners with an extensive range of social, cultural, environmental, and educational services. Whakatōhea's strong focus on education is captured by their strategic aim: 'Whakatōhea tohea te ako' – Whakatōhea pursue education'. This objective encompasses alternative education, youth mentoring, employment, housing services, and involvement of organisations with commercial interests. Regardless of any distance or disconnection, Whakatōhea, as a Trust Board, as hapū, and as marae, view all as whānau.

### **Te Whakatōhea herekore, Whakatōhea knows no bounds.**

Despite the social and economic challenges that are present in Ōpōtiki and across the region, Whakatōhea as an iwi are in a relatively strong position. The iwi has a strong Trust Board and an established post-settlement entity with a 50-year holistic vision, Mata Whānui. Their key values centre around Manaakitanga, Rangatiratanga, and Kaitiakitanga of Whakatōhea taonga, te reo Māori, history, tikanga, and iwi identity.

Ōhiwa Harbour has immense cultural significance and is recognised as an important repository of the mauri of Whakatōhea. Whakatōhea has been involved in aquaculture initiatives for 23 years and owns 54% of the mussel factory. Being the majority shareholder in this asset makes sense given where their mauri resides. The Whakatōhea Māori Trust Board

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<sup>2</sup> <https://www.whakatohea.co.nz/>

also has commercial interests in farming (primarily dairy), kiwifruit, forestry, and fisheries. The Kānoa-administered government funding directly contributed to many of these areas, in particular aquaculture, training, and marae funding, although there were indirect effects on other Whakatōhea areas of interest. The following projects received Kānoa-administered government funding and were led by, or had other groups partnering with, Whakatōhea.

**Table 1: Whakatōhea projects that received Kānoa-administered government funding**

Project Name	Sector	Approved Funding
Whakatōhea Mussel Farming and Production Facility (Equity)	Aquaculture	\$14,700,000
Whakatōhea Mussel Farming and Production Facility (Equity)	Aquaculture	\$6,000,000
Whakatōhea Mussel Farming and Production Facility (Grant)	Aquaculture	\$850,000
Whakatōhea Mussel Farming and Production Facility (Loan)	Aquaculture	\$5,800,000
Accelerating Aquaculture Development in Whakatōhea Rohe Moana	Aquaculture	\$950,000
He Poutama Rangatahi o Whakaatu Whanaunga Trust (HPR-3)	Training Skills / Employment	\$798,631
Youth to Employment & Education Y2	Training Skills / Employment	\$819,652
Renovation of Whakatōhea Marae - Waiaua Marae	Regional Projects	\$84,411
Renovation of Whakatōhea Marae - Opape Marae	Regional Projects	\$160,163
Renovation of Whakatōhea Marae - Terere Marae	Regional Projects	\$500,000
Whakatōhea Māori Trust Board Ōpōtiki Harbour Development Project Director	Regional Projects	\$150,000

### 2.1.1.2 The key context in which Te Whānau-ā-Apanui operates

**Mai i Taumata-ō-Apanui ki Pōtaka**

**Ko Whanokao te maunga**

**Ko Mōtū te awa**

**Ko Whakaari te puia**

**Ko Apanui te tangata**

**Ko Te Whānau-ā-Apanui te iwi.**

Around 16,689 people are affiliated to Te Whānau-ā-Apanui as reported in the 2018 census ([Te Whata](#), 2023), across 13 hapū including Haraawaka, Hikarukutai, Hinetekahu, Kahurautao, Kaiaio, Kauaetangohia, Nuku, Pararaki, Rutaia, Tapaeururangi, and Tutawake. The iwi lands are 'situated along the narrow coastal strip between the Raukūmara Range and the eastern Bay of Plenty' ([Te Rūnanga o Te Whānau-ā-Apanui](#), n.d.).

Te Whānau-ā-Apanui hapū and marae are fiercely independent and have retained most of their lands in multiple Land Trusts and collectives. Te Rūnanga o Te Whānau Trust (Iwi Trust) represents the interests of Te Whānau-ā-Apanui and comprises several subsidiary companies: TWA Holdings Limited, TWA Fishing Limited, TWA Health & Social Services



Limited, TWA Holiday Park Limited, Cyberwaka Limited, and Cyberwaka Enterprises Limited. Te Rūnanga o Te Whānau Trust is the mandated Treaty negotiation body.

Development of Te Whānau-ā-Apanui land is led by the multiple Land Trusts, partnerships, and limited liability companies. The following projects received Kānoa-administered government funding and were led by, or had other groups partnering with, Te Whānau-ā-Apanui.

**Table 2: Te Whānau-ā-Apanui projects that received Kānoa-administered government funding**

	Sector	Approved Funding
Raukokore Irrigation Feasibility and Design Study	Water Storage / Management	\$950,600
Te Kaha-nui-a-Tika (Grant)	Agriculture / Horticulture	\$370,000
Te Kaha-nui-a-Tika (Grant)	Water Storage / Management	\$800,000
Te Kaha-nui-a-Tika (Loan)	Agriculture / Horticulture	\$2,000,000
Te Kaha-nui-a-Tika (Loan)	Water Storage / Management	\$6,000,000
Te Kaha Group Holding Limited Partnership	Training Skills / Employment	\$1,278,000
Te Kaha Group Holding Limited Partnership	Training Skills / Employment	\$1,400,000
Raukokore/Waihau Bay 200ha Kiwifruit Development	Agriculture / Horticulture	\$5,000,000
Raukokore-Waihau Bay Community Irrigation Design and Build	Water Storage / Management	\$10,600,000
Macadamia trees: Raukokore/Waihau Bay: 20 Hectares	Agriculture / Horticulture	\$894,161
Te Kaha Nursery Expansion	Agriculture / Horticulture	\$982,705
Whare Rauora	Training Skills / Employment	\$213,000
Pahaoa Marae Development Plan (Renovations/maintenance and upgrades)	Regional Projects	\$497,610
Hei Kura Mo Maru – Redevelopment of Wairuru Marae	Regional Projects	\$205,700
Supreme group Marae Renovation Cluster - Maungaroa Marae	Regional Projects	\$443,042
Supreme group Marae Renovation Cluster - Kutarere Marae	Regional Projects	\$347,754
Supreme group Marae Renovation Cluster - Omaio Marae	Regional Projects	\$339,833

## 3.0 METHODOLOGY

This mixed-methods study incorporated qualitative interviews, a survey, focus groups (both online and via a place-based wānanga), and a document analysis. This research grouped the funded projects in Ōpōtiki in the following clusters:

1. Projects administered by various applicants including the Ōpōtiki harbour development (administered through the District Council), the Whakatōhea Mussel factory, and the Ōpōtiki College Board of Trustees.
2. Projects administered through Whakatōhea and Te Whānau-ā-Apanui which includes several initiatives to develop and refurbish marae facilities and education and wellbeing-related projects.

The original sample section included commercial projects and projects run through the Ōpōtiki District Council, Whakatōhea, and Te Whānau-ā-Apanui. While the research team endeavoured to contact organisations that are listed in the Appendices for online interviews, many of those contacted did not reply despite multiple engagement attempts and reach-outs to potential contacts. For Ōpōtiki, the research team managed to interview members of the Ōpōtiki District Council online and projects that fall under the directorship of Whakatōhea and Whānau-ā-Apanui were captured through an in-person wānanga. This report draws on several projects within the following organisations and groups: The Ōpōtiki District Council, Whakatōhea Māori Trust Board, Whānau-ā-Apanui: Te Kaha Group Holdings Ltd, and Te Kaha Group Landowners General Partnership.

The qualitative data collection was supplemented by an online survey, sent to all successful applicants (with funded projects) using the SurveyMonkey platform. Despite several reminders, including a reminder and an anonymous survey link distributed by Kānoa, the total sample was 29 applicants,<sup>3</sup> of whom 10 responded. Given the small number of responses, this data has been used as another source of qualitative information which we have integrated throughout this report. This report also integrates data from secondary sources such as progress reports, government publications, and results reporting data to supplement the findings of the primary data.

### 3.1 Theoretical framework

To address the difficulties of undertaking a traditional impact assessment, which measures the attribution of the Kānoa-administered government investment to the Ōpōtiki region, this study utilises Contribution Analysis, which investigates the regional outcomes derived from the funding, as noted by the funding recipients. Unlike an impact assessment, Contribution Analysis can assess the cause-and-effect relationships in a system with a multitude of potential causal factors through interrogating a hypothesised Theory of Change (Mayne, 2001,

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<sup>3</sup> The survey was sent to 29 respondents.

2019; Morton 2015). The Contribution Analysis approach can be summarised as the process of testing a hypothesised Theory of Change through gathering evidence.

This study has been structured in a way that documents the evidence addressing the research questions which emerged from the construction of the project-based Theories of Change (refer to Appendix 1). The report highlights the differences to the original assumptions from the primary data gathering throughout the report.

### 3.1.1 The research questions

The research questions seek to understand the outcomes of the Kānoa-administered regional investment in Ōpōtiki. The questions focus on the following:

1. What outcomes were realised in Ōpōtiki as a result of the Kānoa-administered regional investment?
  - a. At what stage of the funding life cycle were these outcomes realised?
  - b. Is there evidence of unintended consequences?
2. Which projects benefited the most and least from the investment and why?
3. What project implementation practices were most effective for Māori?
4. To what extent are the outcomes of Kānoa-administered investment sustainable and how can it support long-term social and economic development?

The findings section is structured according to these questions.

## 3.2 Limitations

The study is limited by the low survey response rate and the limited count of participants who consented to interviews. These limitations could potentially introduce a selection bias, meaning that the study's findings might not accurately reflect the views and experiences of the broader population that received Kānoa-administered funding. The study has drawn on comprehensive insights garnered from key individuals across a range of projects, as well as substantial administrative data for all projects in the region that received Kānoa-administered investment. However, due to the low response rate, the generalisability of the study findings should be interpreted with caution.



## 4.0 ANALYSIS

The research questions were answered through the conceptual lens of Contribution Analysis, used to assess the outcomes derived from the Kānoa-administered government investment. It utilises a logic model that can be used to understand the Theory of Change that is intended by the investment. Logic models depict a programme's intended activities, outputs, and outcomes and they are dynamic. According to Contribution Analysis, the intended Theory of Change and the corresponding logic model should be tested for validity after primary data collection and revised accordingly. Figure 1 illustrates the original Theory of Change and logic model for Ōpōtiki.

Figure 1: The original Theory of Change and Logic Model for Ōpōtiki



Figure 1 was derived through conducting a document review of several funded projects, for which separate logic models and Theories of Change were created. Appendix 1 includes the logic models (inclusive of the Theories of Change) for the selected projects in Ōpōtiki. From the document review, the research team identified three categories of project applications (commercial, asset upgrades, and social development, including education and wellbeing initiatives). The three case-based Theories of Change are about:

- growing the local economy through sustainable business, industry, and employment for the commercial projects
- building community connection and resilience through developing, renovating, and upgrading infrastructure
- empowering rangatahi to realise their goals and creating sustainable pathways to education and employment for the Whakatōhea and Whānau-ā-Apanui projects.

The initiatives were mapped to the following long-term outcomes:

1. Enhance economic development opportunities
2. Create employment
3. Build resilient communities
4. Enable Māori to reach their full potential
5. Boost social inclusion and participation
6. Help meet the region's sustainability goals.

The primary data collection revealed that, while the theorised outcomes for the Ōpōtiki regional investment remain, there was an added emphasis on eradicating intergenerational benefit dependency through community connections and working towards a common goal of facilitating community wellbeing. Further, the research team found that the outcomes overlapped in a holistic manner, meaning that funding targeted towards commercial projects, such as the mussel factory (partly owned by the Whakatōhea Māori Trust Board) not only contributed towards employment outcomes, but also wellbeing-related outcomes through other services funded by the organisation. These included improved safety, education, and mental and physical health through services such as parenting support, support with mental health, drug and alcohol rehabilitation, youth services, and general community and family support services (Whakatōhea Māori Trust Board, n.d).

As noted by the (iwi) survey respondents, the funding predominantly contributed to:

- Enhancing economic development opportunities
- Creating employment
- Helping meet the region's sustainability goals.

Other significant outcomes which were identified include:

- Enabling Māori to reach their full potential
- Boosting social inclusion and participation
- Building resilient communities.

Figure 2 illustrates the refreshed logic model which reflects the findings from the primary data collection and more accurately reflects the research participants' perspectives of the contribution that the Kānoa-administered government funding has made within the community.

**Figure 2: The revised Theory of Change and Logic Model for Ōpōtiki**

**Theory of Change:** *The Kānoa-administered government funding accelerates economic growth in the Ōpōtiki region improving the wellbeing of residents, families, whānau, hapū, and iwi.*



The central outcome which was important to the research participants was **'Stronger collectives and relationships'**. The new logic centres relational activities and the need for strong collectives and partnerships which have shared long-term visions, plans, and histories; these 'turbo-charge' any investment in the region and dramatically improve the success of any initiatives. Most participants agreed the funding directly contributed to **'Improved assets and infrastructure'**, which is illustrated as the second outcome. Leveraging off these strong collectives are the improvements to existing assets delivered by the Kānoa-administered investments, these largely being land, water, built structures, and the infrastructure connecting these. These improvements drive the third outcome **'Increased economic wellbeing'** of the district through education, training, employment, and wage growth. This contributes to and enables the fourth outcome: **'Healthy environment and thriving communities'** for all peoples.

Figure 2 also includes indicators for each outcome level. It should be noted that the indicators used to measure the success of these outcomes are designed to track changes that take place over many years, not just the immediate results. This is because the wellbeing of people across generations is influenced by a wide range of factors, many of which take time to manifest. For example, the quality of education and support that rangatahi receive today can have a significant impact on their health and wellbeing in the future. However, the effects of education are not immediate, and it can take many years for these benefits to be realised.

## 5.0 FINDING

This section summarises the findings from the primary and secondary data collection grouped by the research questions.

### 5.1 What outcomes were realised in Ōpōtiki as a result of the Kānoa-administered regional investment?

Overall, the Kānoa-administered regional investment is helping to make Ōpōtiki a more prosperous and sustainable region through investing in infrastructure and creating jobs, which ultimately contributes to increased wellbeing. The aquaculture industry is a major contributor to the local economy and is expected to continue to grow in the years to come. Without the government investment into significant infrastructure, such as roads, ports, and processing facilities, this growth could not have occurred, as the size of the investment required was too large for local council given their low ratings base of around 3,000 properties and rates affordability (Ōpōtiki District Council, 2021), low median incomes (\$22,400 in 2018 compared with \$31,800 nationally), and high deprivation levels<sup>4</sup> (8.9 compared to 5.4 nationally). Additionally, due to Ōpōtiki's low incomes, small population, and low property values, raising enough money through property taxes to fund these major projects would have required a significant increase in taxes. The fact that a 1% tax increase is required to generate \$100,000 highlights the financial constraints faced by this community, which has limited resources.

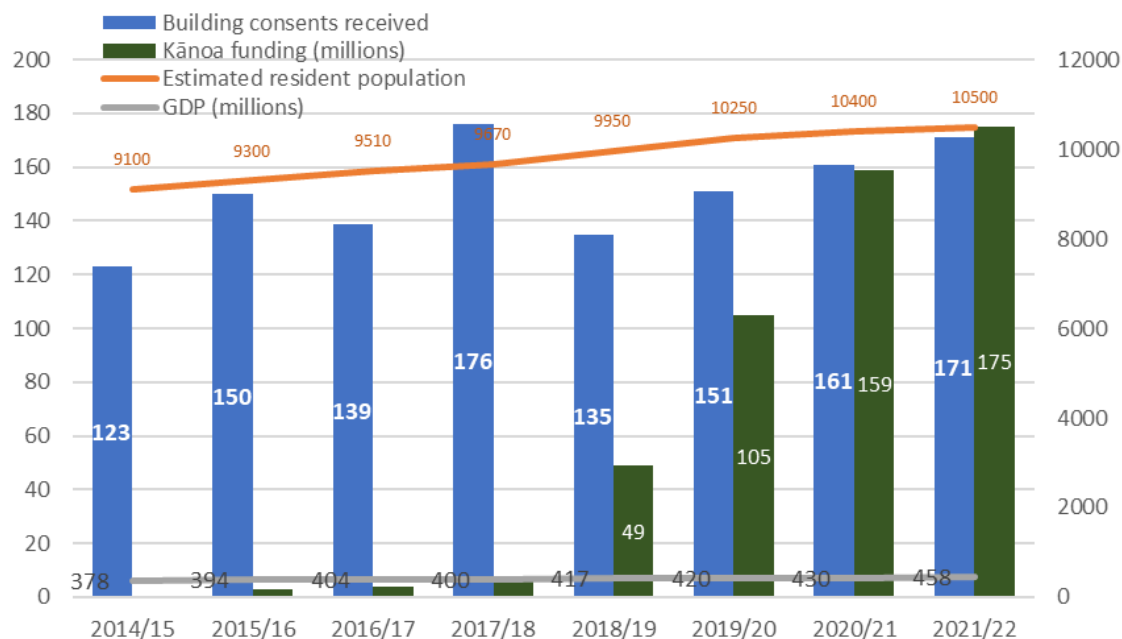
Figure 3 summarises some key metrics for the Ōpōtiki district, none of which show any discernible relationship to the Kānoa-administered funding. The single biggest driver of Gross Domestic Product (GDP) and building consents (another indicator of economic activity) is the steady rise in the estimated resident population. The only pattern visible is an initial damping of building consent applications around the beginning of the COVID-19 pandemic in 2019/2020 and a gradual increase afterwards.

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<sup>4</sup>Refer to: <http://webrear.mbie.govt.nz/theme/deprivation-index/map/timeseries/2018/opotiki?accessedvia=bay-of-plenty&right-transform=absolute>



**Figure 3: GDP and building consents as a function of estimated resident population<sup>5</sup>**



### 5.1.1 Several short-term outcomes were achieved through the funding

As noted by wānanga participants, the Kānoa-administered government funding contributed to some immediate benefits. For example, the funding was used to install irrigation systems. This had benefits for Māori landowners as they could convert land to high-value horticulture. The funding also contributed to a reliable drinking water supply. The Kānoa-administered government funding also contributed to roadworks in driveways and assisted Whakatōhea Marae in purchasing materials and to contract local suppliers to undertake the required refurbishments. This had economic benefits regarding contracting local suppliers, as well as social and cultural benefits. The funding to complete the refurbishments was extremely important as the marae is the heart of iwi and hapū life. A safe and well-equipped marae ensures hapū-specific culture and language flourishes, while supporting broader educational and community needs.

The Kānoa-administered government funding has also made a substantial investment in the Ōpōtiki Harbour Development project, which is scheduled to be completed in 2024. This has created ongoing employment opportunities for the local residents through employing residents in the construction and aquaculture industries. Benefits to the region include economic growth through increased exports, growing local aggregate and concrete industries, sustainable employment through enabling diverse aquaculture ventures, and increasing tourism within the region. However, the issues associated with a shortage of building materials raising the costs

<sup>5</sup> The data is retrieved from: <https://ecoprofile.infometrics.co.nz/>

of construction, has delayed some of the economic benefits in the medium-term ([Ōpōtiki District Council](#), 2023).

## 5.1.2 Whakatōhea's holistic approach

Whakatōhea has a broad portfolio of activities and interests. Currently, most workforce training and employment opportunities are largely in the aquaculture (mussel) and horticulture (kiwifruit) industries. With iwi oversight of educational and vocational pathways, Whakatōhea are better able to match and predict changing workforce requirements as they aim to expand and diversify these pathways into further trades and environmental sciences. Whakatōhea have a holistic and future-focused vision for training pathways. This is evident in the deliberate inclusion of residential construction pathways at high school and through to tertiary training programmes. They are also supporting and advocating for orchards to build Recognised Seasonal Employer (RSE) housing to take the pressure off local housing stock.

Programmes supporting the workforce and training development programmes are also being developed by Whakatōhea. These revolve around pest management (environment), food sovereignty, and security. In the long-term, these will enable sustainable development of iwi agriculture and aquaculture resources.

As noted by the survey participants, the funded projects increased the capacity for Kaitiakitanga (guardianship and protection) in the following ways:

- Refurbishment of marae has made it easier for the hapū to maintain the facilities.
- The hapū have safe and user-friendly infrastructure at the marae for their whānau and community.
- Independent, experienced directors have passed on their skills to the local directors and observers.

Supporting this holistic approach, Information Technology (IT) infrastructure and capacity for Whakatōhea has been developed as a direct result of Kānoa-administered government funding. This has allowed the iwi to integrate multiple datasets across its workstreams and activities to provide planning and report insights to the iwi and for their education, training, and commercial activities.

*We developed better [IT] systems to track and analyse that data to identify education, training and employment pathways for Whakatōhea (Survey participant).*

### 5.1.3 Supporting Te Whānau-ā-Apanui's economic development efforts

For Te Whānau-ā-Apanui, Te Kaha Landowners Group (TKG) reported that the “journey to achieving the project has benefited hundreds of people”, directly employing over 200 people. These impacts are intergenerational, with activities being undertaken to support the next generation of rangatahi into future employment. For example, local kura are developing employment and training pathways that are mapped onto local opportunities and requirements. Interviewees noted that the growth of the local industry presents a range of career pathways for rangatahi: “Taking kiwifruit as a career for example, you have workers, supervisors, planners, and scientists”.

Te Whānau-ā-Apanui believe in paying living wage and subsidies those on the local training schemes, to ensure that training participants have a mix of paid work, training, and completion of qualifications from level 3 up to diploma level, while ensuring they can make ends meet.

The TKG has performed strongly; for example, winning the Ahu Whenua trophy in 2020 (for Horticulture). Interviewees stated that they had held discussions regarding additional financial support from commercial interests and some government agencies outside of Kānoa, but that none of this support has eventuated to date. Participants considered that this emphasises the potential of the region, as well as the difficulty in attracting the final investment that moves the projects to a self-sustaining financial position. If the project achieves its stated goals, they report it will “open up 200 hectares of land to economic development”, with the consequent improvements in the broader wellbeing of all those within Te Whānau-ā-Apanui boundaries.

Due to the investment of government funding administered by Kānoa, additional investments have been investigated and considered viable, including strawberry nurseries and supply, papaya leaf (existing and interested international markets), aquaculture (including a mussel spat farm), and the technology development (e.g., integrated sensors, weather stations, real-time data, and automated control technology like gates and irrigation). A range of organisations, including government funding streams outside of MBIE and debt-free Māori land trusts, support these opportunities. However, significant capital investment is still required to realise them and create a sustainable Te Whānau-ā-Apanui-centred economy.

While iwi visions and aspirations are intergenerational and infinite (i.e., they are of that land and will be there forever), there is a sense of urgency to some iwi projects and especially so for Te Whānau-ā-Apanui, with Trust members reporting being fatigued at the unpaid time and resources they are giving, with concerns about succession within some Trusts and the Rūnanga.

## 5.1.4 Improving outcomes for rangatahi

A key outcome sought by iwi and the council are cumulative positive outcomes for rangatahi across the Ōpōtiki District. This represents both a short-term goal, and a longer-term intergenerational vision that will see the peoples of Ōpōtiki flourishing. Whakatōhea have been developing educational pathways from high school and into training initiatives and regional employment opportunities over many years. They reported increasing retention of Year 13 boys at school (traditionally a group with high leaving rates). Prior to the PGF and Kānoa-administered government funding, the iwi had secured modest contracts and funding opportunities. The Kānoa-administered funds, coupled with supplementary COVID-19 healthcare contracts, educational initiatives, social services, and training schemes, translated into a substantial investment in enhancing iwi capacity and capability to realise their strategic objectives. Hapū-led initiatives, such as kōhanga reo and Māori language immersion programmes, are being expanded to include a whare kura at Ōpōtiki College. This will provide a Māori language pathway from kōhanga to kura for all students in the District, preparing them for a world away from Whakatōhea.

The figures below are from Te Rourou: One Aotearoa Foundation's [OHI Data Navigator](#),<sup>6</sup> which in turn draws from [Statistics New Zealand Integrated Data Infrastructure](#) (IDI) for all young people aged 12-25 years usually resident in Aotearoa. For the purposes of this study, individual and household indicators sensitive to changes year-on-year were chosen. Together these statistics show improving economic and social outcomes for rangatahi and their households over the last four years. While it is difficult to attribute these changes to the differing project-related funding tranches from the Kānoa-administered investment, much of what drove these changes would not have occurred without this funding. Improved employment opportunities, increased wages, investment into schools and multiple Māori educational pathways, increasing housing stock (through high school and tertiary training initiatives), and a growing sense of pride in the township are all part of the PGF and Kānoa-administered government funding ([Allen + Clarke, 2022](#)).

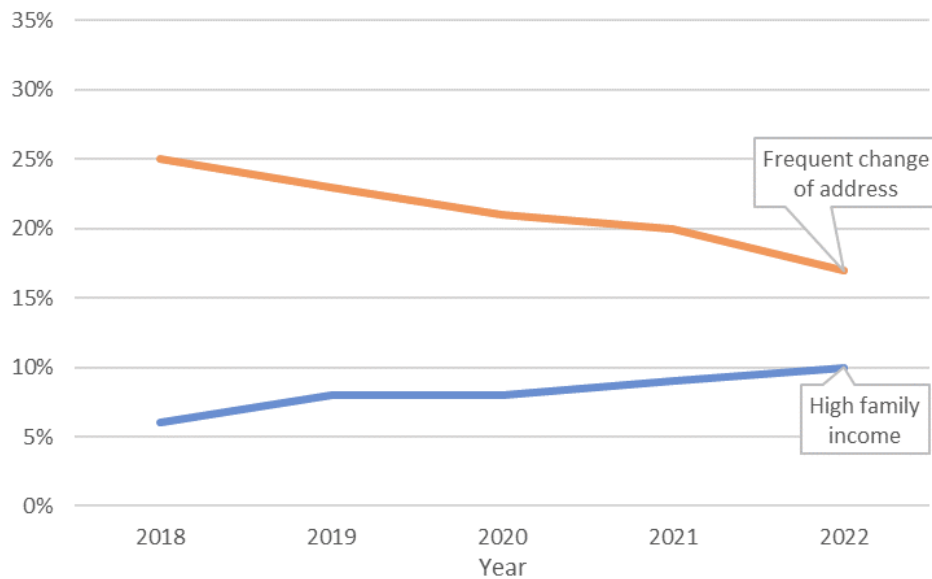
Figure 4 shows clear improvements in some key household indicators, with reductions in the number of young people who have changed address more than three times in the past five years, from 25% in 2018 to 17% in 2022, and an increase in the number of households (with a young person residing within) with a high family income from 6% in 2018 to 10% by 2022.

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<sup>6</sup> Note the link requires authorisation to access the content.



**Figure 4: Household with rangatahi outcomes across the Ōpōtiki district <sup>7</sup>**



School outcomes for young people in Ōpōtiki district were also trending in a positive direction, with Figure 5 showing that the proportion of youth achieving NCEA levels 2 and 3 rose from 23% and 13%, respectively, in 2018 to 33% and 17% by 2022. Another key measurement of engagement has been the reduction in expulsions or stand-downs in the past year from 5% in 2018 to 1% by 2022.

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<sup>7</sup> High family income = Either parent having gross income of greater than \$80,000 in the most recent complete tax year; Frequent change of address = Young people with more than three address changes in the past five years.

**Figure 5: School outcomes across the Ōpōtiki district<sup>8</sup>**

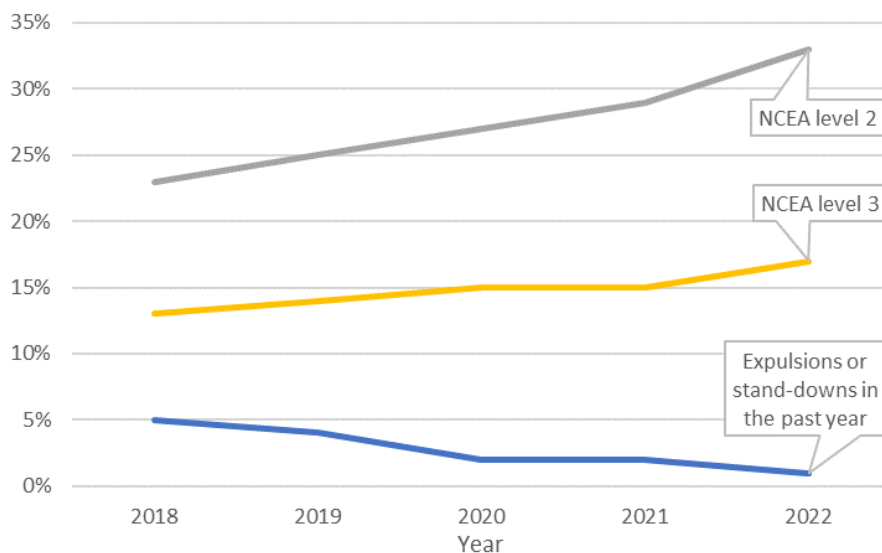
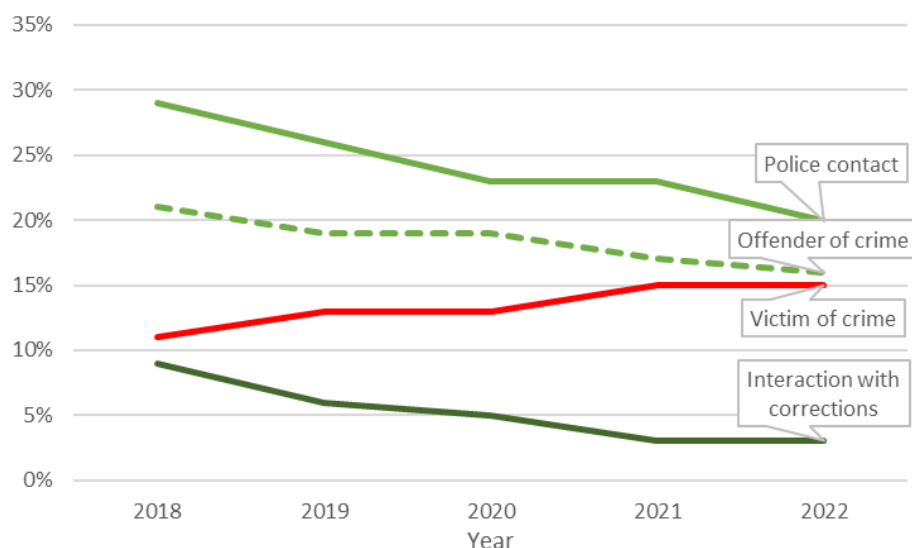


Figure 6 shows how interactions with the Care and Protection or Justice systems within the Ōpōtiki district have changed over time. Some caution needs to be exercised in the interpretation of these figures as they may reflect changes in practice or policy by organisations in this space (e.g., Police, Justice, Oranga Tamariki), the impact of COVID-19, and, in the case of those recently moved into the region, an interaction history outside of Ōpōtiki. The percentage of rangatahi having had a contact with a Police officer reduced from 29% in 2018 to 20% in 2022, any interaction with Corrections reduced from 9% in 2018 down to 3% by 2021,<sup>9</sup> and the proportion registered as an “offender” of a crime dropped from 21% in 2018 to 16% by 2022. The percentage who have ever registered as a “victim” of a crime increased from 11% in 2018 to 15% by 2022.

<sup>8</sup> NZQA level 2 or higher gained; NZQA level 3 or higher gained; Ever experienced expulsion or stand-down from school.

<sup>9</sup> There will be a plateau effect with the potential for numbers to reduce decreasing closer the figures get to 0%.

**Figure 6: Interactions with the Care and Protection or Justice systems across the Ōpōtiki district <sup>10</sup>**

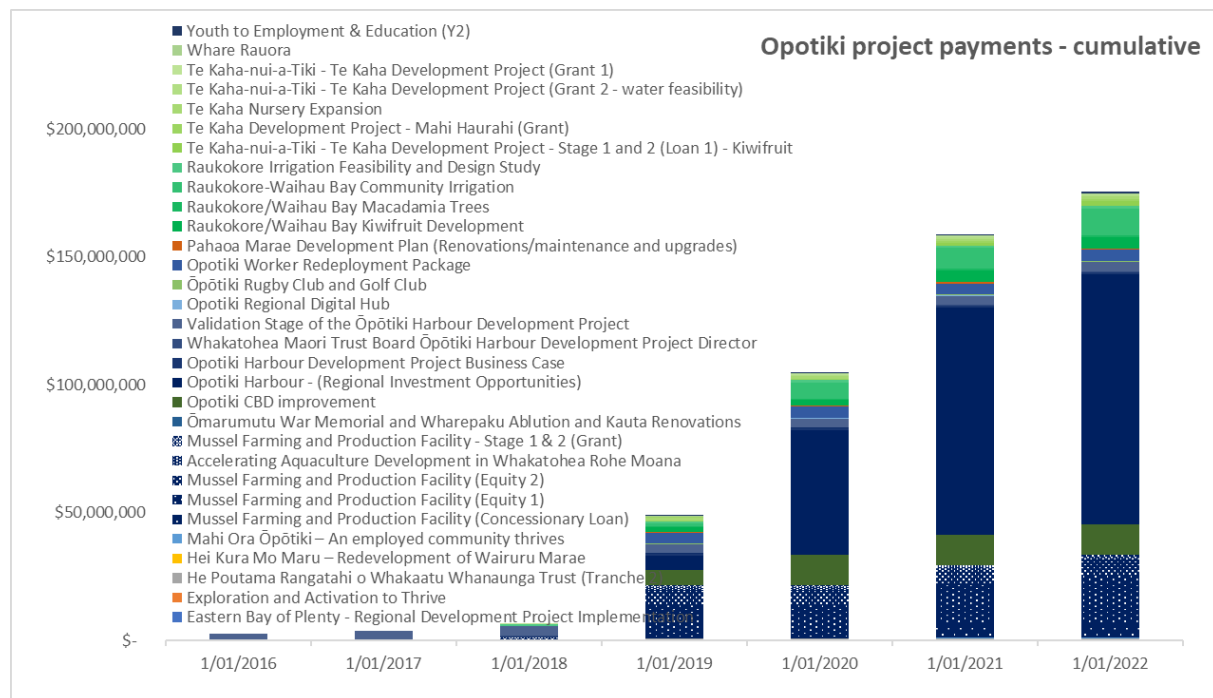


## 5.2 At what stage of the funding life cycle were these outcomes realised?

There are a wide variety of projects which received Kānoa-administered government funding from 2017 onwards. The scope of this study included projects funded between 2019 and 2022, however the impact of earlier funding will have contributed to the economic and social wellbeing of the district. Funded projects include Ōpōtiki District Council projects such as the harbour development, city centre improvement including community facilities, the development of a camping ground, educational initiatives, wellbeing initiatives, and COVID-19-related employment packages. Figure 7 illustrates the disbursement of funding over time for the various types of projects. The COVID-19-related tranches of funding can be seen with 42% of the drawdowns occurring in the period between mid-2020 and mid-2021. \$20 million of the funding included in Figure 7 was equity funding for the mussel farming and production facility.

<sup>10</sup> Police contact record - details of a young person taken by a Police officer; Any interaction with Corrections; Ever registered as a "victim" of a crime; Ever registered as an "offender" of a crime.

**Figure 7: Funding over time for the different types of projects**



As well as multiple projects with amounts less than one million dollars, some large projects can be seen as larger blocks of colour: the Ōpōtiki harbour development investment comprises a total of \$102,210,470, of which nearly \$97,639,301 was drawn down as equity and the remainder as grants, including two mussel farming and production facility grants (\$18,900,000 and \$6,000,000) and a Concessionary Loan (\$5,800,000), Ōpōtiki city centre improvement (\$11,900,000), Raukokore-Waihou Bay Community Irrigation (\$10,600,000), the Ōpōtiki Worker Redeployment Package (\$4,321,000), the validation Stage of the Ōpōtiki Harbour Development Project (\$3,671,169), three Te Kaha Development project grants (\$1,700,000, \$330,000 and \$610,946), and a loan (\$2,000,000).

The benefits of the Kānoa-administered investment have been realised at several stages of the funding life cycle, depending on the specific outcomes, maturity, and complexities of the projects. In general, funding in the pre-investment phase enabled community organisations to allocate resources of business planning and project management. Funding for the ‘shovel-ready’ infrastructure projects enabled construction and the provisions of equipment and labour, as well as meeting the short-term, fixed and variable expenses of operating costs. While short- and longer-term employment was the first indicator of increased industrial development in Ōpōtiki, this trend is not illustrated in the latest census information and will require a longer timeframe to demonstrate a significant, sustainable change for the better. Similarly, the longer-term social outcomes, such as building resilient communities and enabling Māori to reach their full potential are longer-term, inter-generational outcomes and will require a much longer timeframe to evaluate. One wānanga respondent commented that projects, such as TKG water infrastructure, had a catalyst effect, with very little additional resource required to see much larger benefits.



Many of the projects for which Te Whānau-ā-Apanui secured funding have long lag times before major outcomes are seen. Participants reported a 20-year lag in kiwifruit profitability, with at least three to five years before any return is seen at all. On a year-on-year basis, some industries are more vulnerable to market forces than others. For example, plant nurseries have a seasonal or yearly lag as they “have to buy stock to propagate before being able to sell”. Carrying these speculative costs can leave organisations vulnerable to external market forces, especially early in their set-up or development phase.

With the long-term vision of iwi in mind, the benefits of any investment into the region are cumulative and holistic, making the measurement of these benefits difficult within the existing framework. More appropriate indicators of the success of the funding would focus on short-term indicators of these longer-term generational outcomes, such as the education, training, and wellbeing of children and young people and the environments all people exist within. Job and wealth creation would then only be relevant as a component of the health and wellbeing of households.

## 5.2.1 Challenges encountered by iwi

Reflecting on their experiences with Kānoa, representatives from both Whakatōhea and Te Whānau-ā-Apanui noted the high staff turnover within Kānoa. While high staff turnover reflects broader post-pandemic trends,<sup>11</sup> and study participants reported that the people they had worked with were good, “they kept changing and with no warning”, with a consequent lack of institutional knowledge. For iwi, this has meant information flowed through in an ad-hoc manner.

Iwi typically have very complex portfolios across education, social, health, and commercial domains, with an equally complex mix of grants, loans, equity, settlement money, and other government funding. While Whakatōhea had a much clearer vision and oversight of this complexity, Te Whānau-ā-Apanui did not have the same oversight or project management resourcing; there were different and competing visions across different blocks, with differing levels of competition and collaboration between them. Some Te Whānau-ā-Apanui wānanga respondents reported that existing trust issues between some Land Trusts, government, and the funding process meant that the benefits of the fund were not well understood by iwi members and the support provided was not as extensive as hoped. Some of this distrust stems from historical trauma and whenua/pene raupatu (land illegally taken from iwi by force or by the pen) experienced by iwi Māori. This has meant that some projects have lost funding as projects have changed or key partners shift and change. Regardless of these obstacles, Māori Land Trusts like TKG want to see other groups succeed and have gifted significant resource to the community to ensure that projects and the community flourish. While this is a burden they have taken willingly, it is an inequitable and expensive position to be in.

Te Whānau-ā-Apanui also noted the significant financial burden needed to both develop business cases and write proposals, but also to implement projects. These costs are typically

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<sup>11</sup> The Lawson Williams 2022 NZ Staff Turnover Survey reports that the national average rate of staff turnover in New Zealand in 2022 was 20.5%, compared to pre-COVID turnover of 16-18%.



related to applying for consents that require the assistance of external consultants, none of whom are local. Some of these costs were reportedly associated with navigating overly strict and inappropriate regulatory barriers (e.g., the denial of consent due to the presence of a “bat habitat over 15 kilometres away”).

While not directly related to the Kānoa-administered government funds, some of the challenges experienced by the research participants were:

- Coordination with landowners to provide land access: Landowners must be coordinated with to provide access to their land. This can be a challenge, as there may be multiple landowners involved and each may have different needs and concerns.
- Weather conditions impacting supply chain and construction productivity: Remote sites can be challenging to work in, as they are often subject to extreme weather conditions. This can impact the supply chain and construction productivity. For example, if a storm damages a road, it may prevent deliveries from reaching the site. This can delay construction and increase costs.
- Inequitable burden: smaller land-holder groups have to carry a higher burden as the cost to build infrastructure is the same regardless of the economic resources available.
- Exceeding budgetary allocations: There have been some challenges in terms of operating within an allocated budget, due to the escalating costs of raw materials.
- Challenges with rural locations: There was limited access to resources and trade labour in rural locations. Basic infrastructure, such as a petrol stations, did not exist so whānau had to take additional risks in storing and transporting large quantities of fuel.
- Additional accounting costs: One marae found the regulatory need to register for GST to hire trades people financially burdensome.
- Meeting the threshold effect for many investments: Some projects require further funding to make them self-sufficient, especially given the lack of large local financial resources and a higher perception of financial risk by external investors.

## 5.2.2 Challenges encountered by the Ōpōtiki District Council

The Ōpōtiki District Council is working to attract and retain businesses and investment; grow the tourism industry; develop the District’s workforce; and improve the District’s infrastructure. These priorities are aimed at addressing the economic challenges facing Ōpōtiki and creating a more prosperous future for the District. The following challenges encountered by the Ōpōtiki District Council predominantly relate to the administration of the Kānoa-administered government funding:

- Short-term funding cycles and ‘siloes’ funding: The construction of the community hub has been hampered by the short-term funding cycle, which has made it difficult to plan and implement this long-term project. A more flexible application and funding approach would have helped the Council with the pipeline planning process.



- Insufficient resources for workforce development: The government funding for the project did not recognise the overheads involved in workforce development. This has made it difficult to deliver effective training programmes.

The Council also encountered several challenges that relate to the wider operational environment:

- Lack of local involvement: There has been a lack of local involvement in the construction of the hub as out-of-district contractors were employed, which has missed an opportunity to train and employ local people.
- Unrealistic employment expectations: It was reported that the construction company had unrealistic expectations about the skills and abilities of local workers, which led to disappointment and frustration.
- Lack of coordination between the construction of the harbour structures and the marina: This has been a major issue, leading to delays in the completion of the project. It has had negative impacts on the local community.
- Need for collaboration: The success of the community hub will depend on collaboration between the government, businesses, and the community. For example, the design of the harbour structures needs to factor in the needs of the community.

### 5.3 Is there evidence of unintended consequences?

Interview participants from the Ōpōtiki District Council stated that there has been increased regional business confidence in the Ōpōtiki region, especially with the harbour development. Similarly, according to a survey participant, landowner trustees are increasingly engaged in their land and the future of their rohe, with a focus on encouraging people to return by offering employment opportunities:

*The small investment in the irrigation infrastructure gives confidence to external investors to partner with the landowners and underpins significant future investment in high-value horticulture (Survey participant).*

Other than the restrictive funding cycle and the additional GST registration-related accounting costs faced by one marae, the survey participants did not identify any negative unintended consequences directly related to the funding.

In the hui with Whakatōhea, several unintended consequences of the Kānoa-administered government funding were identified. Participants stated that the additional infrastructure investment, especially around housing, had encouraged external investors to purchase housing stock as it came up for sale over the last few years. While this trend is consistent nationwide, it has increased pressure on local whānau due to rising cost of rentals, and limited availability of housing to rent.



An additional note was made around the employing of workers and other expertise from outside of the region to progress the harbour development, which, while not aligning with the intended outcome of increasing local employment opportunities, still increases regional economic activity and may bring opportunities to upskill the local workforce. Whakatōhea expressed some concerns around this employment practice, reflecting the importance iwi place on ‘keeping things local’. This a tension that needs to be considered from the beginning when funding large and complex infrastructure projects. The lag between developing some of the necessary skills to complete the tender meant that the infrastructure construction was undertaken by those external to Ōpōtiki at a cost to local employment and training opportunities.

## 5.4 Which projects benefited the most and least from the investment and why?

While firm conclusions are limited by the small number of participants in the study, there is some evidence that the projects which benefited most from the Kānoa-administered government funding were those with broad support or partnerships across council, business, iwi, hapū, and other Trusts.

There is also some indication that project success was correlated with advance planning. Several interviewees spoke of how many projects within the Ōpōtiki District were visionary and borne of years of planning. The research team heard stories of how council staff “ran cake stalls for years” to raise money for the library, which then moved swiftly once the funding became available as all the thinking and planning had been done.

Projects that were predominantly community-based and community driven appeared to have the most direct influence on the financial wellbeing of community members living in a high deprivation area by reducing income-related poverty through employment. Further, projects with a small-budget infrastructure component could be completed faster, contributing to immediate benefits for the community (e.g., marae upgrades enhanced the quality of community facilities; enabling digital connectivity provided immediate benefits for business).

Many marae had health and safety issues that limited the numbers and ability to care for their hapū and manuhiri. Investment into Whakatōhea and Te Whānau-ā-Apanui marae for improving digital connectivity, buildings, and infrastructure has had much broader effects. Hapū members are benefiting from the increased connectivity with iwi members outside of the region and the ability to better welcome, cater, and care for larger numbers of people in safer, warmer, and improved facilities. This ability to manaaki people is seen in regular local school, kura, and kōhanga use, and as a regional asset for the broader community for meetings, events, and regional emergencies. Importantly, marae are living, dynamic, and responsive, able to meet social and environmental challenges as and when they occur. In conjunction with other initiatives such as energy security initiatives (e.g., energy literacy, solar panels, and off-grid energy storage solutions), marae are essential to the resilience of the entire Ōpōtiki region.





Youth development and educational initiatives, such as He Poutama Rangatahi and Youth to Employment and Education, actively work towards building the resilience of rangatahi by encouraging them to obtain driver licences, NCEA qualifications, and to thrive within their community. Funding these youth development projects is likely to reduce the number of NEETs in the long run, especially if the investment is complemented through projects which directly target these rangatahi for employment opportunities.

The Ōpōtiki Harbour Development project uses a social procurement model which is targeted at supporting local employment opportunities. The Ōpōtiki District Council has made process changes to its procurement materials, which now require contract tenders to specify how they will benefit local employment and thereby, local businesses through their supply chains. This process was effective in ensuring that local businesses were involved in the project and that local jobs were created. Some of the local businesses that benefited from the social procurement process include Delta Contracting, Hayes Engineering Limited, and Eastern Bay Concrete. The Council also emphasised the need to continue funding schools and work-readiness programmes, as Ōpōtiki is a high deprivation area with issues relating to intergenerational benefit dependency. Further, organisations such as Whakatōhea Māori Trust Board utilised the Kānoa-administered government funding to employ local community members who, in turn, could provide community-based support services to the members of the community.

While it is difficult to accurately identify which projects benefited the least, the study can provide an indication to the types of organisations which may not benefit as much as small community-based organisations:

- Commercial or research companies which use the Kānoa-administered government funding to supplement their existing resources.
- Companies that do not need the Kānoa-administered government funding and find the administrative workload burdensome and not cost-effective.
- Companies which do not socially invest in the development of Ōpōtiki through prioritising developing and employing local people and businesses.

Both iwi reported that the large infrastructure projects brought in external contractors and workers from large urban areas, such as Hamilton and Auckland, meaning significant investment and employment outcomes were taken from Ōpōtiki. Therefore, the intended benefit to the District was not as large as it could have been. While the Council has been successful in contracting companies which employ local people (as previously mentioned), not all companies have done so. The counterpoint is that it is important to recognise that lacking this external expertise could have resulted in projects not meeting their stipulated timelines or remaining uncompleted. While contracts and monthly reports to MBIE do stipulate the need to document social procurement outcomes, this might not exert enough pressure on businesses to prioritise hiring local workers, particularly when there is no reliable way to confirm the implementation of such practices. Moreover, justifying the employment of non-local workers may impose an excessive reporting burden. On this matter, one interviewee noted that Kānoa should consider other social procurement funding models, such as requiring that 5-10% of

spending under the allocated funding grant goes to Māori business. This is particularly relevant for larger projects.

## 5.5 What investment approaches were most and least effective for Māori?

From discussions with the Council and the Whakatōhea Māori Trust Board, it is evident that there are several factors that have contributed to the economic development of Māori in the region, including the strong Māori culture and identity, the natural resources in the region, and the support of government and other stakeholders. However, there are also several challenges that Māori face in the region, including poverty, unemployment, and a lack of access to capital. Therefore, the Kānoa-administered government funding has been extremely beneficial to Māori within the community. As noted by the survey participants, the funding has had the following impacts on Māori:

- Māori in the area have a greater appreciation of what can be achieved when they work together and apply for funding.
- There has been a positive impact on the area, with some younger people returning to the district and new businesses starting up.
- The marae and carpark are now accessible and usable all year round.

The research team found that those they spoke to as part of the study did not mention much of a difference in outcomes between equity and grants. However, loans were mentioned. For some large projects, such as the Mussel Farming and Production Facility, which was funded by a combination of grants, loans, and equity, the mix of funding was not the defining feature of the project's success. This may be because of the commercial momentum of such a significant venture, which had multiple invested, resourced, and active stakeholders.

### 5.5.1 Investment challenges experienced by Te Whānau-ā-Apanui

In the hui with Te Whānau-ā-Apanui, it was clear that the additional pressures of having to repay large loans by already stretched Land Trusts and owners could be the deciding factor between the infrastructure project succeeding and becoming self-sustaining or only realising a portion of its potential. In one instance, the water infrastructure had yet to be fully implemented, with just a few land holdings to be developed, with several Land Trusts drawing on their own reserves to continue progress. With a \$2 million loan due and the project not yet self-sustaining, there is a significant risk that some project stakeholders will withdraw, leaving the remaining stakeholders exposed and unable to continue. In this case, while there will be some benefit to the community from the infrastructure developed to date, the true potential will not be realised as other commercial and social projects are dependent on the success of this infrastructure.

## 5.5.2 Assisting the aspirations of iwi

There are significant differences in the needs and aspirations of iwi. Whakatōhea, while having multiple rural marae and communities, were largely centred around the township and were invested in multiple and diverse interests, including very large infrastructure projects like the harbour, mussel processing, and mussel farming. Te Whānau-ā-Apanui, on the other hand, had multiple groups at different stages of maturity. This posed a risk of individual project failure, as resources (financial, cultural, and human) could not be easily transferred between projects to provide support.

In a broader context, the government has the potential to allocate investments towards Māori-owned businesses and community organisations, Māori land initiatives, Māori education and training programs, Māori health and wellbeing initiatives, as well as adopting a social procurement strategy targeting 5-10% of local Māori businesses. These investments can help to create jobs, preserve land, close the economic gap, improve health and wellbeing, and support local businesses. There are also several other factors that can contribute to the success of investment approaches for Māori. These include:

- The involvement of Māori in the investment process: Māori are more likely to be successful when they are involved in the investment process from the beginning. This can help to ensure that the investment is aligned with Māori values and priorities.
- The use of culturally appropriate tools and methods: Māori have a unique culture and way of life. It is important to use culturally appropriate tools and methods when investing in Māori communities. This can help to build trust and rapport with Māori communities and ensure that the investment is successful.
- The provision of ongoing support: Māori communities often need ongoing support to make the most of investment opportunities. This support can be provided in a number of ways, such as through mentoring, training, and access to resources.

## 5.6 What project implementation practices were most effective for Māori?

A number of Kānoa's project implementation practices have been shown to be effective for Māori communities. These include:

- Consistency of representation from Kānoa – a familiar, long-term face representing Kānoa interests, even if that individual is located in a different government agency (e.g., Te Puni Kōkiri), and who is able to draw together the resources and interests of multiple agencies.
- Having a single body overseeing all iwi-led or partnered projects provided the greatest synergies, giving a shared long-term vision, connections, and pathways between projects, and the ability to shift resources and expertise/knowledge to where it is needed.

- Support from local government at the start-up stage, for example, rates abeyance for five years until the project becomes self-sustaining, with regulatory requirements such as consents having a different threshold, expertise, or evidence (e.g., local mātauranga Māori) for Māori land. The impact that the 2023 resource management reform will have on these requirements was not part of this study.
- Providing ongoing support in a number of ways, such as through mentoring, training, and access to resources ([Allen + Clarke, 2022](#)).

In terms of collaboration with local iwi, survey participants indicated that the hapū and marae collectively drove projects and had ownership of its direction from the start and will continue to have a role in governance. In terms of engaging with the wider community, participants answered that their projects regularly updated the hapū with project reports and worked closely with landowners and used local people and independent experts.

## 5.7 To what extent are the outcomes of Kānoa-administered government investment sustainable and how can it support long-term social and economic development?

It is difficult to predict the long-term viability of the projects that have benefitted from Kānoa-administered government funding. As funding has only been in place for a few years, it is too early to make an assessment about the sustainability of outcomes and the extent to which the investment will support long-term development. However, long-term financial commitment will benefit larger infrastructure projects until they become self-sustaining. This is especially important when the lead organisation does not have the resources to absorb financial shocks and unanticipated project pressures or is unable to secure bridging finance from commercial bodies. These projects carry more risk and are not typically structured to provide attractive short-term profits.

## 6.0 CONCLUSION

The Kānoa investment has had a substantial impact on Ōpōtiki. The funding has helped to create jobs, improve infrastructure, and support Māori businesses and community organisations.

The study found that the projects which benefited most from the Kānoa-administered government funding were those with broad support and partnerships and those projects that were visionary and backed by years of planning. Te Whānau-ā-Apanui water infrastructure, Whakatōhea mussel factory, and the Ōpōtiki library and harbour development are examples of this long-term vision and support. The Kānoa-administered government funding was used to support a variety of projects, including youth development, infrastructure, and commercial ventures. Community-based and community driven projects saw immediate benefits as they directly affected the financial wellbeing of community members. Small, community-based organisations may have benefited more than commercial or research companies, as they may have needed the funding more.

The study also identified some unintended consequences of the investment in Ōpōtiki, such as increased housing costs and pressures, driven by an influx of investor activity in the residential housing market. There were also unforeseen challenges in delivery, particularly the contracting of business from outside Ōpōtiki, due to limited local capacity to complete the required tendering processes. More positively, the capacity of Whakatōhea to manage complex streams of information from all iwi interests has been actualised as a result of the Kānoa-administered investment. For both Whakatōhea and Te Whānau-ā-Apanui, the funding has contributed to an increasingly 'joined-up' iwi ecosystem with greater coordination and collaboration across multiple cultural, economic, educational, and health activities.

The Kānoa-administered government funding has the potential to support long-term social and economic development in Ōpōtiki by creating jobs, boosting economic growth, improving the quality of life, and protecting the environment. Marae upgrades and education and training pathways are important for building resilience across the region. For some of the larger infrastructure projects, there needs to be a long-term commitment from government to see them through to completion to ensure that the benefits of the funding are sustainable.

Overall, the Kānoa-administered investment has had a positive impact on the Ōpōtiki district. This impact could be further enhanced by providing flexible funding and collaborating closely with local businesses and the community to understand their specific needs. This approach will ensure that the benefits of the funding are sustainable.

While many contracts included social procurement provisions, to ensure Kānoa-administered government funding primarily benefits provincial communities, 5-10% of spending under the allocated funding grant should go to Māori businesses, although defining a Māori business is problematic, given iwi are well-integrated into the economic, education, and health/welfare sectors of Ōpōtiki. This is particularly relevant for larger projects. Further, small community-based organisations face disproportionate administrative and project management burdens due to limited capacity. This inequity should be considered to ensure these organisations have a fair chance of success.

# 7.0 APPENDIX 1: CASE SUMMARIES

## ŌPŌTIKI: COMMERCIAL PROJECTS: ŌPŌTIKI HARBOUR DEVELOPMENT, THE ŌPŌTIKI MUSSEL FACTORY, TE KAHA-NUI-A-TIKI TE KAHA DEVELOPMENT PROJECT

THEORY OF CHANGE: GROWING THE LOCAL ECONOMY THROUGH SUSTAINABLE BUSINESS, INDUSTRY AND EMPLOYMENT

Ōpōtiki Harbour Development ACTIVITIES + BENEFITS	The Ōpōtiki Mussel Factory ACTIVITIES + BENEFITS	Te Kaha-nui-a-Tiki Te Kaha Development Project ACTIVITIES + BENEFITS	OUTCOMES
<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>Construction and logistics</li> <li>Community and iwi consultation</li> <li>Covid19 measures and contingency plans</li> <li>Marketing and planning for the 2023 opening.</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Benefits for the region have been identified including \$49 million in extra economic value from rock supplies and opportunity for an additional \$18-20 million in residential development enabled by the harbour.</li> <li>Employment</li> </ul>	<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>Renovations</li> <li>Developing and utilising infrastructure</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Increases mussel line rentals to Māori sea farm owners; nominal increase to Māori shareholders (5%)</li> <li>Significant stimulus to the aquaculture industry estimating 1,000 jobs</li> <li>Increases the farming yield per hectare from \$800/ha to \$1,200/ha through use of the grading facility and the value-added processing</li> </ul>	<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>Applied for Māori land development, capacity/capability development, a water distribution and storage scheme, nursery expansion work and a PGF loan for kiwifruit landowner development.</li> <li>Six ahu whenua trusts own successful and viable gold variety kiwifruit orchards (80h.a) in Te Kaha.</li> <li>Upgrading the local marae through the funding</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Providing seasonal employment</li> <li>Facilitating wellbeing</li> </ul>	<ul style="list-style-type: none"> <li>Enhance economic development opportunities</li> <li>Create employment</li> <li>Build resilient communities</li> </ul>
EXPECTED OUTCOMES AND METHODS			
<p>Higher employment and GDP in the region (Administration data)</p> <p>Businesses benefit from improved infrastructure (Source: interviews)</p>	<p>Increased Māori economic base, improved Māori knowledge/skills (Source: hui)</p>	<p>Increased capacity for manaakitanga, increased capacity for kaitiakitanga protection of Māori cultural resources, increased productivity of Māori land (Source: hui)</p>	<p>Higher economic wellbeing/ increased household wealth (Administration data)</p>

## ŌPŌTIKI: MARAE UPGRADES: HEI KURA MO MARU - REDEVELOPMENT OF WAIRURU MARAE; PAHAOA MARAE DEVELOPMENT PLAN; RENOVATION OF WHAKATOHEA MARAE

THEORY OF CHANGE: BUILDING COMMUNITY CONNECTION AND RESILIENCE THROUGH DEVELOPING, RENOVATING AND UPGRADING INFRASTRUCTURE

Redevelopment of Wairuru Marae ACTIVITIES + BENEFITS	Pahaoa Marae Development Plan ACTIVITIES + BENEFITS	Renovation of Whakatohea Marae (Whakatohea cluster of marae (Waiaua, Opape and Terere marae) ACTIVITIES + BENEFITS	OUTCOMES
<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>New carpark to decrease the risk of injury (people crossing the state highway to get to marae.</li> <li>new disability toilet and roof, carpark and footpath.</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Improved infrastructure</li> <li>Increased capacity to manaaki through ensuring marae kitchen and buildings meet health and safety standards.</li> <li>Safer marae and ability to use the marae as a Civil Emergency hub</li> </ul>	<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>Updated entrance way and carpark and installed 3 extra water tanks to increase storage capacity for quality drinking water.</li> <li>Renovated and maintenance of the whareniui verandah including installation of a disability ramp.</li> <li>Created 13 roles, 12 full-time 1 part-time. Employed all local contractors.</li> <li>Upgrading driveway, carpark and stormwater migration system</li> <li>Repairing windows and the emergency door with safety glass.</li> <li>Installed a water tank and safety enclosure around the califont and gas bottle</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Improved infrastructure</li> </ul>	<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>Groundwork</li> <li>Landscaping</li> <li>Building underground infrastructure</li> <li>Wiring</li> <li>General restoration work.</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>Improved infrastructure</li> <li>Increased capacity to manaaki through ensuring marae kitchen and buildings meet health and safety standards</li> </ul>	<ul style="list-style-type: none"> <li>Enable Māori to reach their full potential</li> <li>Create employment</li> <li>Boost social inclusion and participation</li> <li>Build resilient communities</li> </ul>
EXPECTED OUTCOMES AND METHODS			
<p>Increased seasonal employment (hui, survey)</p> <p>Improved health, safety and general wellbeing (hui, administration data)</p>	<p>Increased perception of feeling connected to the community through using its facilities (Source: hui)</p>	<p>Increased capacity for manaakitanga increased capacity for kaitiakitanga protection of Māori cultural resources, increased productivity of Māori land (Source: hui)</p>	<p>Marae high-speed internet and infrastructure upgrades, (Source: hui)</p>



**ŌPŌTIKI: EDUCATION, EMPLOYMENT AND WELLBEING INITIATIVES: EXPLORATION AND ACTIVATION TO THRIVE- HE POUTAMA RANGATAHI; YOUTH TO EMPLOYMENT AND EDUCATION (Y2); WHARE RAUORA**

**THEORY OF CHANGE: TO EMPOWER RANGATAHI TO REALISE THEIR GOALS BY CREATING SUSTAINABLE PATHWAYS TO EDUCATION AND EMPLOYMENT**

He Poutama Rangatahi and Exploration + Activation to Thrive ACTIVITIES + BENEFITS	Youth to Employment and Education (Y2) ACTIVITIES + BENEFITS	Whare Rauora ACTIVITIES + BENEFITS	OUTCOMES
<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• He Poutama Rangatahi supports communities to develop pathways for young people aged 15-24 into education or employment</li> <li>• Exploration + Activation /Ready to Thrive runs through Ōpōtiki College for year 11-13 students who are disengaged from school</li> <li>• Provision of mentoring to become employment ready, have exposure and experience in trade/ local industry</li> <li>• Confidence building and goal setting</li> <li>• Connecting with employers – internships and apprenticeships.</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Building resilience</li> <li>• Reducing the proportion of NEETs</li> </ul>	<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Engagement with Ōpōtiki College, adapted curriculum to NZQA approved alternative curriculum to help rangatahi more inclined towards practical apprenticeships and trades</li> <li>• Training in literacy and numeracy</li> <li>• Training in life-skills – drivers license, first aid, outdoor adventures.</li> <li>• Connecting with employers – internships and apprenticeships.</li> <li>• Flexible programme during Covid19 – maintaining engagement</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Building resilience</li> <li>• Reducing the proportion of NEETs</li> </ul>	<p><b>Activities:</b></p> <ul style="list-style-type: none"> <li>• Te Matarau Charitable Trust proposes to address meth addiction, as well as heal intergenerational trauma and increase cultural connectedness.</li> <li>• Rauora rangatahi focuses on intergenerational healing from meth within communities.</li> <li>• Collaborating with other iwi, nominated for kiwi local hero 2022 for Māori focused solutions.</li> </ul> <p><b>Benefits:</b></p> <ul style="list-style-type: none"> <li>• Building resilience</li> <li>• Reducing drug dependency</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Enable Māori to reach their full potential</b></li> <li>• <b>Create employment</b></li> <li>• <b>Boost social inclusion and participation</b></li> <li>• <b>Build resilient communities</b></li> </ul>
EXPECTED OUTCOMES AND METHODS			
Improved health, safety and general wellbeing (hui, administration data)	Increased seasonal employment (hui, survey) Progress against the quarterly report output-based measures (MBIE reporting)	Improved connectivity to whanau, hapū, iwi and marae Improved health, safety and general wellbeing (hui, administration data)	Reduced number of NEETs (Administration data) Increased perception of feeling connected to the community (Source: hui)

## 8.0 APPENDIX 2: RECRUITMENT MATERIAL



### Kānoa Impact Studies Evaluation

#### INFORMATION AND CONSENT FORM

You are invited to participate in an online interview and/or participate in a place-based hui because of your organisation's involvement in the Kānoa or the Provincial Growth Fund scheme. This evaluation is undertaken by *Allen + Clarke* for the Ministry of Business, Innovation and Employment (MBIE).

#### What is the research about?

The Kānoa Impact Studies evaluation focuses on the funded projects in the Ōpōtiki region and in the aquaculture sector. Data collection for the evaluation will commence between March and May 2023. Your participation will help us answer the following evaluation questions:

- To what extent has Kānoa regional investment in Ōpōtiki and aquaculture contributed to the anticipated economic, social, cultural and/or environmental outcomes?
- At what stage of the funding life cycle were these realised or not realised?
- Is there evidence of unintended consequences?
- Which projects benefited the most and least from the investment and why?
- What lessons can be learned about the investment approaches that are most effective for Māori?
- To what extent are the outcomes of Kānoa investment sustainable and how can it support long-term social and economic development?
- To what extent has the Kānoa investment funding contributed to industry-specific improvements and efficiencies in aquaculture?
- What features of the Kānoa investment scheme could be improved to ensure sustainable growth in aquaculture?





## **What is involved for those taking part?**

There are two primary data collection methods used in this evaluation: (1) a short on-line survey sent to all organisations in Ōpōtiki or for aquaculture-related projects who received funding via Kānoa or the Provincial Growth Fund and (2) focussed interview or hui.

If you agree to participate, the online interview will take about 40-60 minutes at a time convenient for you. Some organisations will be invited to participate in a hui in Ōpōtiki. We will provide more information about this closer to the date.

## **Do I have to take part in the evaluation?**

You do not have to take part in these interviews or hui. If you choose to take part and then change your mind later, you can pull out by contacting us (there is contact information below). You may stop taking part at any time. If you stop taking part, the information you have given us that has not been analysed will be deleted. Your decision to withdraw from the evaluation will not affect your current or future relations with the Ministry or *Allen + Clarke*.

## **How will your information be used?**

For our report, we will need to name and present the work of some organisations who received funding. These organisations will be used as illustrative case studies. We will always check the information we present on an organisation or project with those who provided us with the data for accuracy before completing our work. To receive a copy of all the information collected during the interview and the draft report, please contact Marie Nissanka (contact details below) and she will arrange a copy to be sent to you.

With your permission, we will record and take notes during the interviews and during the hui. These will be stored securely and remain confidential to the evaluation team. Your personal information will not be shared with anyone else.

## **Are there any risks and benefits of taking part?**

This evaluation has no known risks and there are no direct personal benefits from taking part in this evaluation.

## **Who can answer my questions about the evaluation?**

Marie Nissanka and Brendan Stevenson are leading the evaluation team and can answer any questions you have about the interview or the evaluation. Their contact details are:

- Marie Nissanka: [mnissanka@allenandclarke.co.nz](mailto:mnissanka@allenandclarke.co.nz)
- Brendan Stevenson: [bstevenson@allenandclarke.co.nz](mailto:bstevenson@allenandclarke.co.nz)



## Research Ethics

*Allen + Clarke* is a corporate member of the Aotearoa New Zealand Evaluation Association (ANZEA); and all of our Evaluation + Research Practice staff also belong to the Australian Evaluation Society (AES). Through these organisations *Allen + Clarke* is expected to follow high standards. If you would like more information about these standards, the booklet *Guidelines for the Ethical Conduct of Evaluations* is available at [www.aes.asn.au](http://www.aes.asn.au). We are ethically obliged to advise our client if we become aware of certain situations, such as someone being in danger, or corruption.

## Statement of Consent

Please select the boxes below, as appropriate:

- I consent to take part in the interview.
- The purpose and nature of this review has been explained to me and I have had the opportunity to ask questions.
- I consent to my interview being audio recorded and notes might be taken. These will be used to ensure the accuracy of information collected. This information will be stored securely and will only be accessible by the evaluation team.
- I understand that my personal details are confidential and will not be disclosed to anyone outside of the evaluation team.
- I understand that I have the right to request any information held about myself.
- I understand that information I provide will be presented in a way that does not identify me.
- I would like to receive a summary of findings via email.

My email address is \_\_\_\_\_

Signature \_\_\_\_\_ Date \_\_\_\_\_

Printed name \_\_\_\_\_



**Subject: Invitation to participate in the Kānoa Funding Recipient Survey**

Kia Ora

You are invited to participate in this short survey because of your organisation's involvement in the Kānoa or the Provincial Growth Fund scheme. The survey is part of an evaluation undertaken by Allen + Clarke for the Ministry of Business, Innovation and Employment (MBIE). Your contribution will provide valuable insights into the design of future regional funding initiatives.

If you were not directly involved in the project(s) after they had been funded, could you please forward this invitation to those who were managing the funded projects.

Completing this survey will take approximately 10 minutes.

By clicking this link you consent to Allen + Clarke using your responses to inform the evaluation. We will not collect any personally identifying information and your responses will be kept confidential to the research team at Allen + Clarke.

Please contact [evaluation@allenandclarke.co.nz](mailto:evaluation@allenandclarke.co.nz) if you have any questions.

Nga mihi, Brendan Stevenson

**Subject: Reminder to participate in the Kānoa Funding Recipient Survey**

Kia Ora

You were recently invited to participate in this short survey because of your organisation's involvement in the Kānoa or the Provincial Growth Fund scheme. The survey is part of an evaluation undertaken by Allen + Clarke for the Ministry of Business, Innovation and Employment (MBIE). Your contribution will provide valuable insights into the design of future regional funding initiatives.

If you were not directly involved in the project(s) after they had been funded, could you please forward this invitation to those who were managing the funded projects.

Completing this survey will take approximately 10 minutes.

By clicking this link you consent to Allen + Clarke using your responses to inform the evaluation. We will not collect any personally identifying information and your responses will be kept confidential to the research team at Allen + Clarke.

Please contact [evaluation@allenandclarke.co.nz](mailto:evaluation@allenandclarke.co.nz) if you have any questions.

Nga mihi, Brendan Stevenson



## 9.0 APPENDIX 3: SURVEY QUESTIONS

### Introduction

**Thank you for filling in the Kānoa Funding Recipient Survey. Please complete all questions and move through the survey by clicking the 'next' button. If you feel that any of the questions are not applicable to your organization or your project/s please select N/A or type N/A into the open textbox. The survey should take about 10 minutes to complete.**

\* 1. What organisation do you represent?

\* 2. How many projects did you receive funding for (excluding feasibility studies and businesses cases)?



**Project One**

\* 3. Please list the name of the first project that received funding from the Provincial Growth Fund (PGF) and/or Kānoa funding scheme

\* 4. What impact did your project have on these outcome areas?

	No impact	Some impact	A large impact
Enhance economic development opportunities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Create sustainable jobs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Enable Māori to reach their full potential	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Boost social inclusion and participation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Build resilient communities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Help meet Aotearoa's sustainability goals	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

What can you tell us about those impacts?

\* 5. How has the funding helped the project?

\* 6. At what stage is this project at?

\* 7. What have some of the challenges been?

\* 8. How many new jobs were created in the past 12 months?

**REPEAT QUESTIONS 3 TO 8 FOR THE NUMBER OF PROJECTS ENTERED**



## Overall impacts

\* 63. How have Māori in the area been impacted as a result of the projects?

\* 64. How have these funded projects increased the capacity for kaitiakitanga (guardianship and protection)?

\* 65. How did your projects collaborate with iwi and hapū?

\* 66. How did your projects engage with the wider community?

\* 67. Have you noticed any unintended consequences in one or more of your projects?

68. Are there any final comments you would like to make?

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