



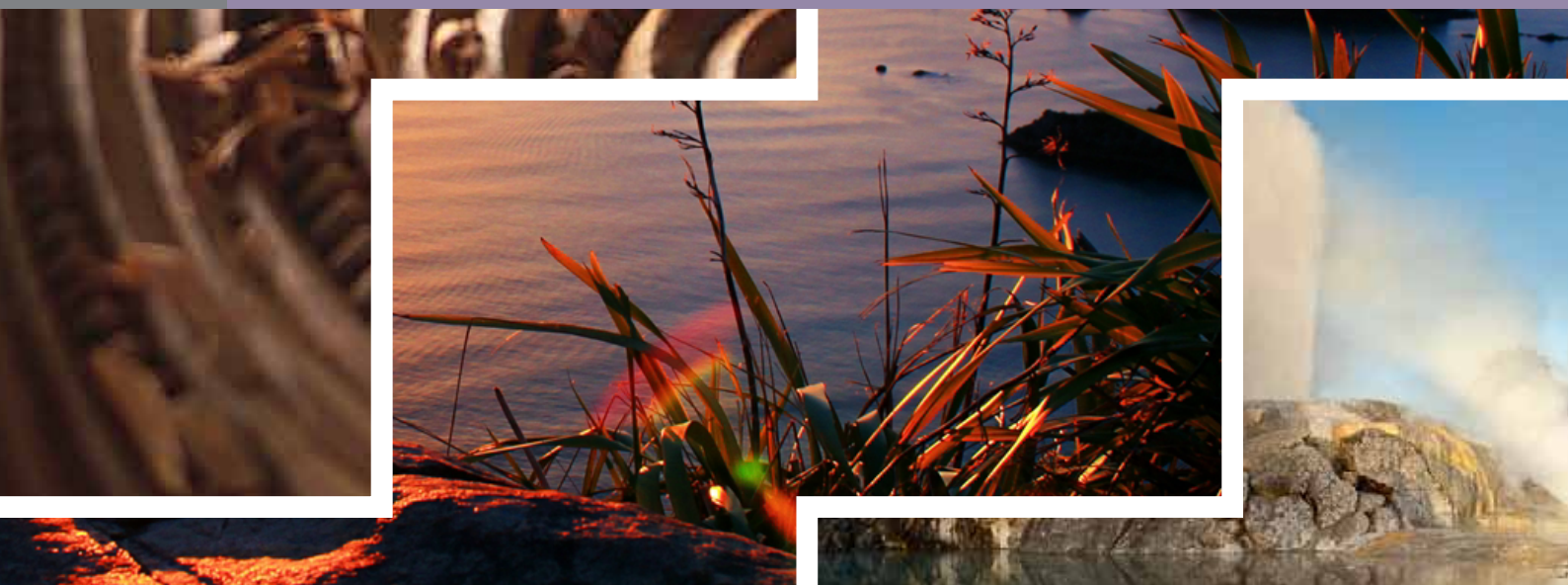
# MĀORI ECONOMIC DEVELOPMENT STRATEGY

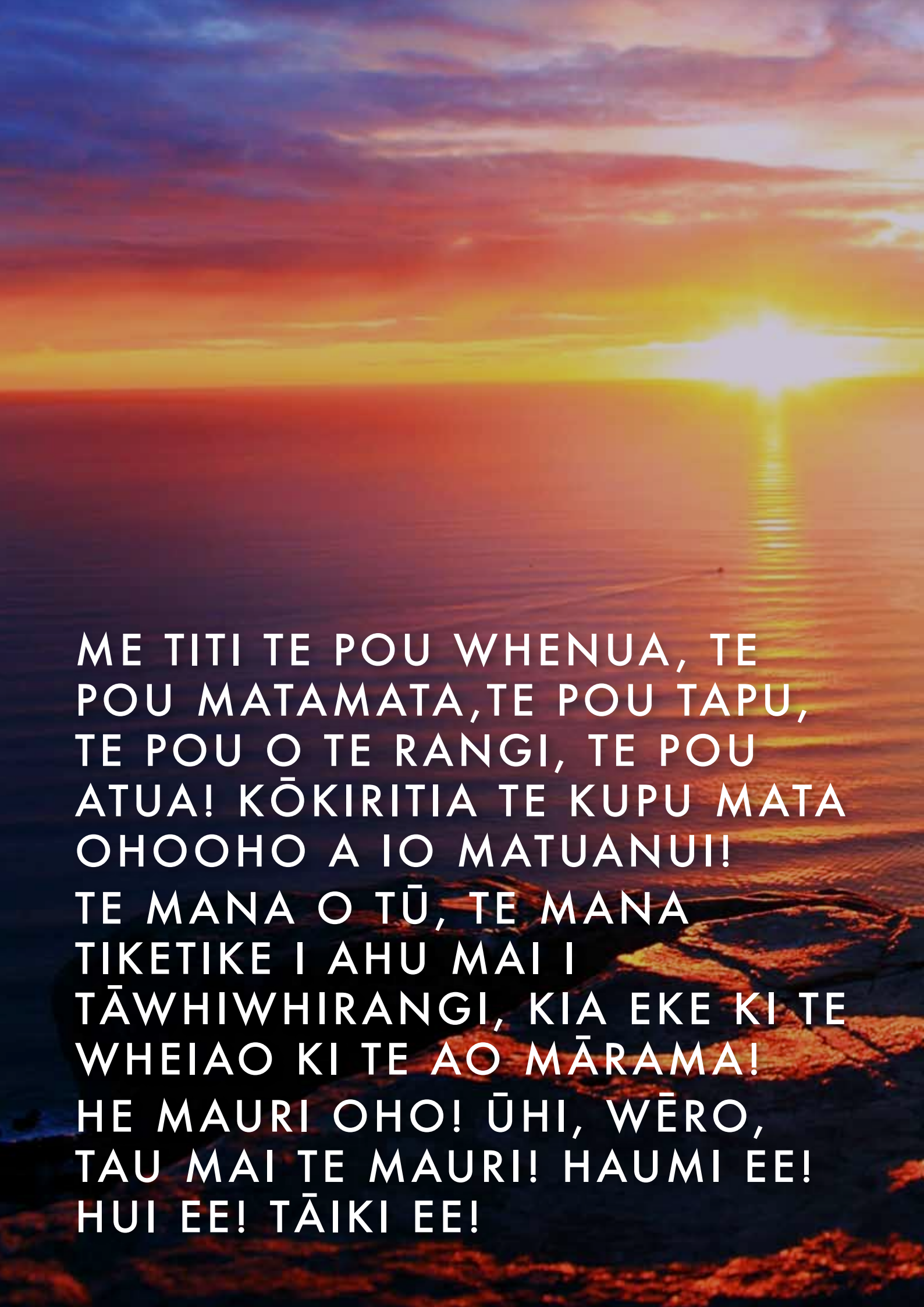
**HE MAURI OHOOHO**

*Our People. Our Wealth. Our Future.*

MAI I MAKETU KI TONGARIRO, MAI I NGA KURI A WHAREI KI TIHIRAU

*Supported by Bay of Connections Economic Strategy, in partnership with Te Puni Kōkiri*



A dramatic sunset or sunrise over a body of water. The sky is filled with vibrant colors of orange, red, and purple, with the sun low on the horizon creating a bright glow and a reflection on the water. In the foreground, dark, jagged rocks are visible, partially submerged in the water.

ME TITI TE POU WHENUA, TE  
POU MATAMATA, TE POU TAPU,  
TE POU O TE RANGI, TE POU  
ATUA! KŌKIRITIA TE KUPU MATA  
OHOOHO A IO MATUANUI!  
TE MANA O TŪ, TE MANA  
TIKETIKE I AHU MAI I  
TĀWHIWHIRANGI, KIA EKE KI TE  
WHEIAO KI TE AO MĀRAMA!  
HE MAURI OHO! ŪHI, WĒRO,  
TAU MAI TE MAURI! HAUMI EE!  
HUI EE! TĀIKI EE!





## FOREWORD

KI NGĀ MANA, KI NGĀ REO, KI NGĀ KĀRANGARANGA MAHA, MAI I NGĀ KURI A WHĀREI KI TIHIRAU, MAI I MAKETŪ KI TONGARIRO, TĒNĀ KOUTOU KATOĀ. HE HOKINGA MAHARA KI NGĀ TIPUNA KUA WHETURANGITIA KI TE AO WAIRUA, HAERE, HAERE, OKIOKI ATU RĀ. NEI RA TE MIHI MAIOHA KI NGĀ RANGATIRA O NGĀ IWI, O NGĀ POARI, O NGĀ UMANGA, O NGĀ WHĀNAU E KAHA NEI KI TE WHAKANUI I NGĀ RAWA, KI TE MANAAKI I TE TANGATA, KI TE WHAKANUI I TE MANA MĀORI KI ROTO I TĒNEI ROHE. KOUTOU NGĀ KAIHOE O TE WAKA WHAI ORANGA, TE WAKA WHAI RAWA, TE WAKA WHAI MAHI, HE MAURI OHOOHO E WHAKAPIRIPIRI NEI I A TĀTOU I RUNGA I TE WHAKAARO KOTAHĪ, TŪTURU WHAKAMAUA KIA TINA, HAUMI EE, HUI EE, TĀIKI EE.

### MĀORI ARE MAJOR STAKEHOLDERS AND CONTRIBUTORS TO ECONOMIC GROWTH IN THE WIDER BAY OF PLENTY AND WAIARIKI REGION.

The current value and future potential of the Māori economy in this role can be recognised across all sectors, from health and education, forestry, energy, aquaculture, and horticulture, to freight logistics, and sport and recreation.

The focus of 'He Mauri Ohoooho: Māori Economic Development Strategy' is to provide a point of co-ordination for the already significant economic activity underway at local, regional, iwi and trust levels, and provide a vehicle for enhancing or developing new ideas and collaborations. This strategy is a step towards localising directions provided by 'He kai kei aku ringa: National Strategy for Māori Economic Development'.

Creating a Māori Economic Development Strategy is ultimately about increasing jobs, improving wealth and enhancing wellbeing for Māori. The strategy has been developed in partnership with Te Puni Kōkiri under the Bay of Connections economic development framework, the industry-led growth strategy for an area that includes Eastern Bay of Plenty, Rotorua, Taupō and Western Bay of Plenty.

One of the challenges of the project has been to capture actions that support economic opportunities as well as those that focus on capacity building and skill development. Communities recognise that all levels of society will contribute to economic development in the region and we are grateful for the guidance of the strategy's Māori Advisory Group and the Bay of Connections Governance Group through this process.

We have identified six strategic priorities that will contribute toward the vision of Māori creating wealth, jobs and prosperity across the region. The strategic priorities are Strategic Leadership, Collective Asset Utilisation, Business Networks, High Value Business Growth, Capital and Investment and Education and Skill Development.

He Mauri Ohoooho provides the foundation for creating conversations about Māori Economic Development within our region and developing connections and relationships between Māori entities and other parts of the economy. Like all of the Bay of Connections strategies, the Māori Economic Development strategy is fully committed to working with existing key stakeholders and new investors to ensure the goals of the strategy are implemented.

*Richard Jones & Anthony Olsen,  
Co-chairs of Māori Advisory Group*

**TAKE  
ACTION  
NOW** 



## ACTION PLAN SUMMARY

THE MĀORI ECONOMIC  
DEVELOPMENT STRATEGY FOR THE  
BAY OF CONNECTIONS REGION HAS  
SIX PRIORITIES THAT WILL CONTRIBUTE  
TO THE VISION OF MĀORI CREATING  
WEALTH, JOBS, AND PROSPERITY  
ACROSS THE REGION.

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### AN ACTION PLAN FOR A PROSPEROUS FUTURE

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The Māori Economic Development strategy aligns with He kai aku ringa and the other Bay of Connections strategies. The required actions are in the action plan on page 25.

The priority areas are:

1. Strategic Leadership
2. Collective Asset Utilisation
3. Business Networks
4. High Value Business Growth
5. Capital and Investment
6. Education and Skill Development

The goal that Māori individuals and households in the Bay of Plenty meet or exceed the New Zealand average on key wealth and wellbeing measures by 2030 (income, employment, health, education) will be achieved by focussing attention and action on these strategic priorities.

The next stage of the strategy will involve work with stakeholders and Māori at sub regional and sectoral levels to develop more specific plans in each of these. This reflects strong feedback about the need for action and our view is this initially requires groups with mutual interests to come together and develop more focus. Then the range of actions can be built over time through success.

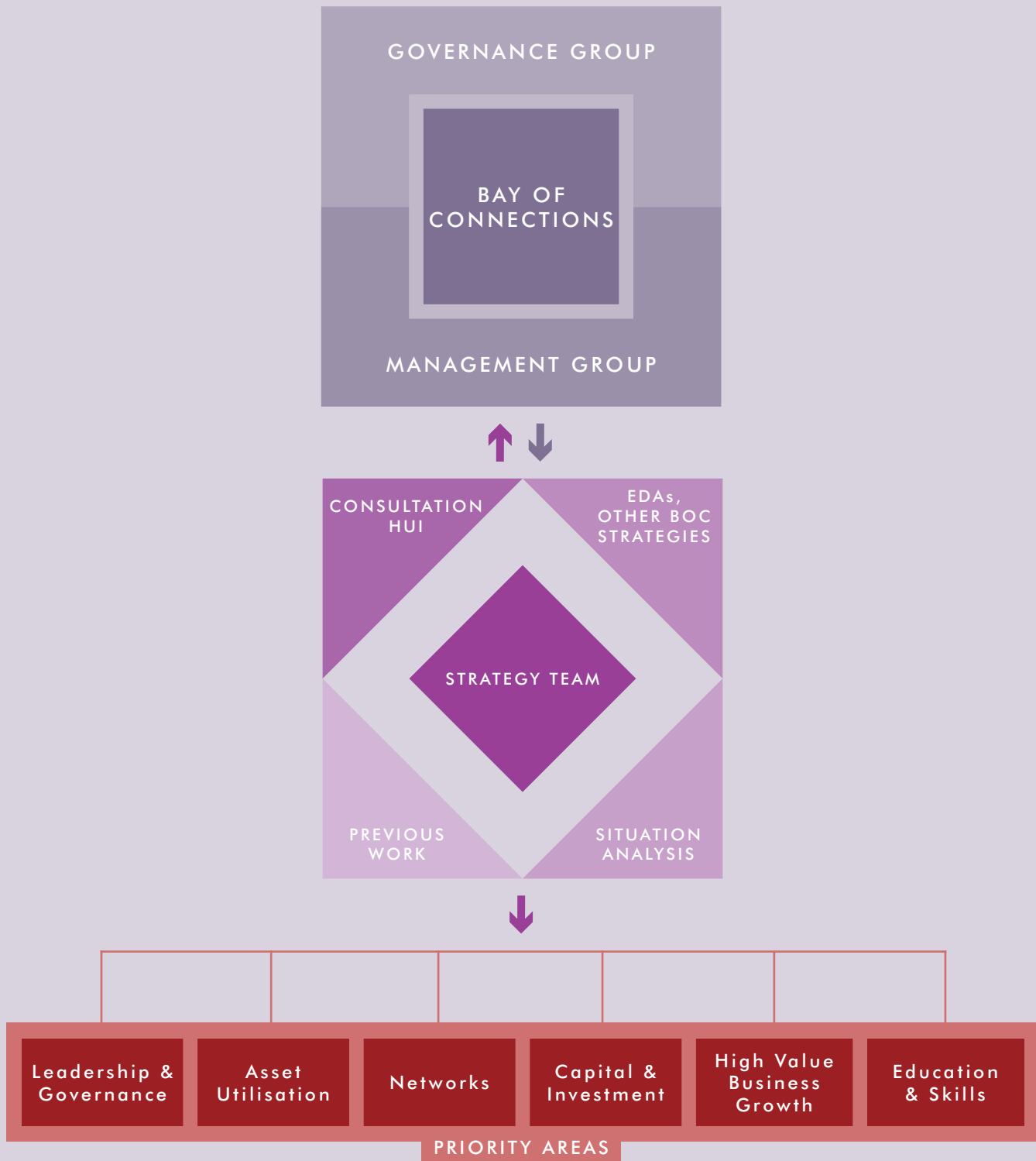
There will be significant learning about the distinctive value of a regional Māori economic development strategy through the process of implementation; about what works and why. The strategy will evolve and reflect key learnings that occur in the doing of this work.

The action plan has some short term goals as well as transformational goals over the long term. The short term goals are focussed on establishing a leadership team and have it operating effectively. In the short term the focus should also be on developing a comprehensive knowledge base on natural assets and the potential use of these assets.

Building and supporting existing networks such as Poutama Trust, Te Manawa Pou Tahi (Tauranga), and Takiwai (Rotorua) will also be important. Bay of Connections (BOC) strategies and Economic Development Agencies (EDAs) will be needed to ensure that they act as enablers to support economic development.

The transformational change needed is in the actions around education, one of the key foundations for further economic development for Māori in the Bay of Plenty.

## OVERVIEW OF STRATEGY DEVELOPMENT AND STRUCTURE





*Waiho i te toipoto, kaua i te toiroa.  
Let us keep close together, not wide apart.*

THE MAURI OHOOHO  
PROVIDES THE  
FOUNDATION  
FOR CREATIVE  
CONVERSATIONS...

Photo: Chris Williams



## TŪHONO WHENUA: RED MEAT COALITION LIMITED

Tūhono Whenua: Red Meat Coalition Limited was established to help Māori entities move forward in the sheep and beef industries through partnership and collaboration. It is one of the numerous projects of Tūhono Whenua - an integrated approach to increasing economic performance in Māori agri-business. Tūhono Whenua: Red Meat Coalition is supported by the Poutama Trust, Te Tumu Paeroa and Federation of Māori Authorities.

The focus of the Red Meat Coalition is on better sustainable returns for owners, with those returns ideally given back to the land. The Coalition includes two work streams – “One Farm” and “Value Chain”.

The “One Farm” approach encourages Māori entities to collaborate and act as “one family business.” It looks to provide ideas for growth, collaboration and achievement of scale and assesses the success of parties, sharing their learnings and accomplishments amongst the participants. The second work stream looks to improve Māori engagement and participation further along the “Value Chain.”

Business Networks – Kia Hono

SUCCESS  
STORY





## MĀORI MATTER

# ...THE MĀORI ECONOMY HAS A LOT TO CONTRIBUTE...

# 29%

Of the collective asset base in New Zealand is in the wider Bay of Plenty. The majority of that asset base is in agriculture and forestry

# \$8.6

BILLION

Māori asset base in the wider Bay of Plenty

# \$1.2

BILLION

Contribution to GDP contributing 11 percent to the wider Bay of Plenty GDP in 2010

# 77

THOUSAND

Māori live in the wider Bay of Plenty



## INDIGENOUS NEW ZEALAND CUISINE

Established in 2012 by Poutama Trust, Indigenous New Zealand Cuisine (INZC) is a cluster of 32 of New Zealand's leading Māori food and beverage entrepreneurs. The business is supported by the Trust to allow collaboration and efficiencies through joint sales and marketing.

INZC is a not-for-profit organisation that assists with domestic and international marketing and sales of cluster products, with a focus on connecting Māori suppliers. The business fosters high-value growth by leveraging economies of scale in marketing activities. In the future it hopes to also consolidate members' ordering and spending on packaging, bottling, labelling, distribution and storage.

INZC has a combined turnover of close to \$90 million. A number of businesses have benefitted from inclusion in the group, with close to half of the producers exporting their products around the world. A key objective is for all INZC members to grow into export markets in the future.

For further information go to [www.inzc.maori.nz](http://www.inzc.maori.nz)  
High Value Business Growth – Kia Piki

SUCCESS  
STORY



# ...ACROSS A NUMBER OF INDUSTRIES...



TOURISM

*Photo: Chris Williams*



FISHING



ENERGY



AGRICULTURE

*Photo: New Zealand Story*



EDUCATION

*Photo:  
Waiariki Institute  
of Technology*



HEALTH & COMMUNITY SERVICES

*Photo: Chris Williams*



FORESTRY



AQUACULTURE



## INFRATRAN NEW ZEALAND

InfraTrain New Zealand (currently in the process of being renamed) is the Industry Training Organisation for New Zealand's civil infrastructure industry. It offers the Wahine Toa and Tama Toa First Line Management programmes, which enable Māori men and women to achieve a Level 4 National Certificate in Business.

The programmes were developed by InfraTrain as part of its Te Poutama Kaiahumahi (Māori Trade Training) initiative, which is supported by Te Puni Kōkiri. Wahine Toa focuses on empowering Māori women working in the infrastructure industry with project management and leadership skills, taking into account a woman's perspective in business and Māori tikanga. This programme was realigned as Tama Toa for Māori men, using different tutors and training material.

This style of management training is a first for the infrastructure industry. Māori men and women are trained by Māori men and women in a unique noho marae environment. The programmes benefit not only the participants, but also their place of work, iwi, hapū and whānau.

Education and Skill Development – Kia Ako

SUCCESS  
STORY





# ...BUT THERE IS EVEN MORE POTENTIAL.

MĀORI ECONOMIC DEVELOPMENT IS PARTICULARLY IMPORTANT TO THE WIDER BAY OF PLENTY; OUR SITUATIONAL ANALYSIS HAS DEMONSTRATED THAT MĀORI ARE ALREADY CENTRAL TO THE ECONOMIC DEVELOPMENT OF THE REGION, BUT THERE ARE ALSO PARTICULAR FEATURES OF THE REGIONAL MĀORI ECONOMY THAT ARE INHIBITORS TO GROWTH.

To achieve its long-term potential, the wider Bay of Plenty economy must make the best use of all available resources. Māori can make an even greater contribution to the future growth of the region as they make up a large proportion of, and own a significant asset base across, key sectors in the wider Bay of Plenty economy, and comprise nearly half all of the young people in the region.

## 24%


Government contribute  
24% to Māori  
household income

## \$116

Māori earn \$116  
per week less than  
non-Māori in the  
wider Bay of Plenty

## 44%

Of the wider Bay of Plenty  
population under  
15 are Māori



THE MAURI OHOOHO RECOGNISES A BROAD VISION FOR MĀORI ECONOMIC DEVELOPMENT WILL SUPPORT MĀORI AND OTHER REGIONAL STAKEHOLDERS ACHIEVE IMPROVED ECONOMIC PERFORMANCE AND OUTCOMES. IT AFFIRMS MĀORI APPROACHES TO ECONOMIC DEVELOPMENT THAT INTEGRATE MĀORI VALUES AND REFLECT OUTCOMES FOR ORANGA (WELLBEING), RAWA (WEALTH) AND MAHI (EMPLOYMENT):

## WHAI ORANGA

ENHANCING WELLBEING FOR THE COMMUNITY RECOGNISING THE KEY PURPOSE DRIVING THE MOTIVATION TO IMPROVE LEVELS OF WEALTH AND PROSPERITY

## WHAI RAWA

WEALTH CREATION WILL BE SUPPORTED BY INCREASING THE LEVEL AND QUALITY OF MĀORI PARTICIPATION IN LOCAL, REGIONAL, NATIONAL AND INTERNATIONAL ECONOMIES

## WHAI MAHI

JOB CREATION REPRESENTS A KEY STRATEGIC OBJECTIVE FOR MĀORI ECONOMIC DEVELOPMENT. JOB CREATION IS A KEY PATHWAY FOR DISTRIBUTING THE BENEFITS OF INCREASED ACTIVITY IN THE MĀORI ECONOMY TO PEOPLE IN COMMUNITIES. INCREASING THE NUMBER OF JOBS AND IMPROVING THE QUALITY OF JOBS (MORE JOBS AND BETTER JOBS) IS A GOAL SHARED BY BOTH THE BAY OF CONNECTIONS AND MĀORI COMMUNITIES.



# OUR VISION

MAURI OHO, MAURI MAHI, MAURI ORA

MĀORI CREATING WEALTH, JOBS AND PROSPERITY ACROSS THE REGION

# OUR GOAL

MĀORI INDIVIDUALS AND HOUSEHOLDS IN THE BAY OF PLENTY MEET OR EXCEED THE NEW ZEALAND AVERAGE ON KEY WEALTH AND WELLBEING MEASURES BY 2030 (INCOME, EMPLOYMENT, HEALTH, EDUCATION).

# OUR VALUES

THE FOLLOWING VALUES EMERGED DURING THE PROJECT AND REFLECT UNIQUE ELEMENTS THAT INFLUENCE MĀORI APPROACHES TO ECONOMIC DEVELOPMENT.

These values ensure that a Māori worldview underpins the Māori Economic Development Strategy; they have informed all aspects of the strategy and action plan.

- Rangatiratanga - Self-determination
- Wairuatanga - Cultural advantage
- Whanaungatanga - Connectivity
- Manaakitanga - Collectivity
- Kaitiakitanga - Intergenerational Sustainability

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## RANGATIRATANGA EXPRESSED THROUGH SELF-DETERMINATION

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Rangatiratanga can be expressed through self-determination in terms of leadership and participation. Greater involvement in business and economic development activities ensures the inclusion of Māori values and aspirations within decision-making processes, enhancing the wellbeing of those involved and the people they are making decisions for. Participants in the hui promoted the principle of self-determination as a foundation for community generated economic development.

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## WAIRUATANGA EXPRESSED THROUGH CULTURAL ADVANTAGE

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Wairuatanga can be represented by the distinctive identity or spirit associated with an activity or a place. It conveys a sense of being Māori in unique ways across a range of physical and spiritual dimensions that are distinguishable from other peoples and provides opportunities to express cultural advantage. Māori expressed the need to recognise and foster cultural advantage within the Māori economic development strategy.

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## WHANAUNGATANGA EXPRESSED THROUGH CONNECTIVITY

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Whanaungatanga can be expressed through the relationships that are developed between whānau, businesses and their communities. The stronger and more cohesive these relationships, the more vibrant and enriching these communities are. It was clear from the consultation process that these relationships can make a positive contribution to the development of the Māori economy in this region and opportunities to leverage them should be encouraged.

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## MANAAKITANGA EXPRESSED THROUGH COLLECTIVITY

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Manaakitanga can be expressed through the responsibility to provide hospitality and protection to whānau, hapū, iwi, the community and the environment. Manaakitanga informs a collective ethic towards engagement in the economy and the distribution of benefits arising from that participation. Opportunities for Māori to live as Māori, to access quality education, to have good health, to have employment opportunities and to have liveable incomes, supports their ability to express manaakitanga.

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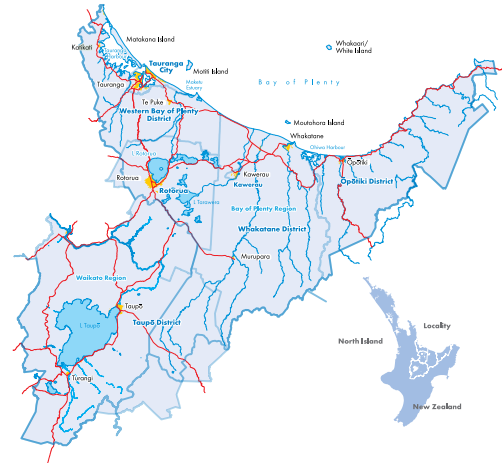
## KAITIAKITANGA EXPRESSED THROUGH INTERGENERATIONAL SUSTAINABILITY

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Kaitiakitanga relates to actions that ensure a sustainable future for all people. Underpinning our existence is the need to protect and enhance Māori knowledge and practices, to strengthen whānau, hapū and iwi and to create sustainable futures. This requires investment of time and resources and is not just related to the protecting the environment but extends across all the domains to ensure that Māori culture, whānau and businesses flourish in the future.



# WHAT IS BAY OF CONNECTIONS?



## BAY OF CONNECTIONS

The goal of the Bay of Connections strategy is to grow employment. The strategy has identified thirteen key sectors of potential growth and development, of which strategies have already been launched for aquaculture, forestry and wood processing, energy and freight logistics. Through this work, the Bay of Connections recognised that Māori are likely to be key players in growing the regional economy and a more focused Māori Economic Development Strategy was prioritised.

## ALIGNMENT WITH HE KAI AKU RINGA

This Strategy will support the Central Government-led Māori Economic Development Strategy and Action Plan, He kai kei aku ringa, that is designed to boost Māori economic performance and benefit all New Zealanders.

He kai kei aku ringa has identified that growing a more productive, innovative and internationally connected Māori economic sector will deliver prosperity to Māori, and resilience and growth to the national economy. Six goals were set out to lift the Māori contribution to the economy. These goals are:

- Greater educational participation and performance
- Skilled and successful workforce
- Increased financial literacy and savings
- Government, in partnership with Māori, enables growth
- Active discussion about development of natural resources
- Māori Inc as a driver of economic growth

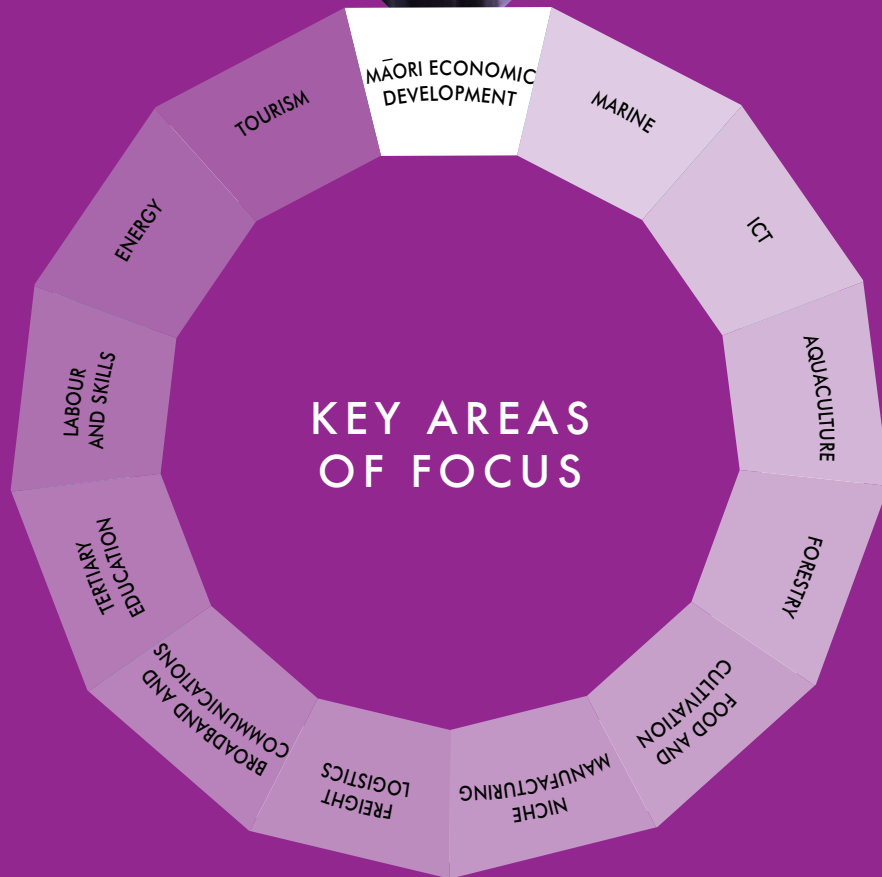
Underneath each goal a series of recommendations has been made. In developing the strategy we have taken these into account to ensure that the Bay of Connections Māori Economic Development Strategy and Action Plan aligns with the national strategy and action plan.

## STRATEGY DEVELOPMENT

The regional Māori Economic Development Strategy was developed under the Bay of Connections framework, in partnership with Te Puni Kōkiri. The strategy was guided by an advisory group consisting of representatives from key agencies and Māori communities across the wider Bay of Plenty region, and a development team that includes BERL, the University of Waikato and Tahana Limited.

The strategy development consisted of three main tasks; a comprehensive situational analysis, an examination of the best available data (summarised in the Māori Economy, page 22), a wide ranging general consultation (summarised in Consultation Hui, page 19) and specific meetings with a range of stakeholders (particularly Māori organisations and others involved in economic development in the region). The strategy summaries and actions reflect those inputs.





MANY OF THE BAY OF CONNECTIONS  
FOCUS AREAS ARE INTRINSICALLY  
LINKED TO THE SUCCESS OF THE  
MĀORI ECONOMIC STRATEGY.

As we further develop the various strategies and  
action plans, they will all be linked to varying  
degrees. This integrated approach will ensure we get  
the best results across all industries the  
Bay of Connections is involved with.





## CONSULTATION HUI

MORE THAN 200 PEOPLE ATTENDED  
FOUR HUI ACROSS THE WIDER  
BAY OF PLENTY TO CONTRIBUTE  
TO THE MĀORI ECONOMIC  
DEVELOPMENT STRATEGY FOR  
THE BAY OF CONNECTIONS.

Four hui were held early in 2013 in Eastern Bay of Plenty (Whakatane), Western Bay of Plenty (Papamoa), Taupō and Rotorua. The hui were designed to gain specific input into the strategy, particularly in relation to potential areas of immediate action. Attendees were provided an overview of the Māori economy, as summarised in the previous section, as a key input to their discussions.

The key themes that emerged from the four hui were:

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### LEADERSHIP AND GOVERNANCE

Leadership is an important aspect of Māori economic development and needs to be clearly identified to ensure appropriate implementation. This may come in the form of lead organisations. Similarly, supporting better governance practices were also seen as a key component of improving the growth and returns on assets. In conjunction with any move to increase capacity in this space, a targeted programme of up skilling of trustees should also be implemented.

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### CULTURAL RETENTION AND SOVEREIGNTY

A strong desire for self-determination, to control their destiny and level of participation in the economy was evident. Such desire for control was equally matched by a need for activities to be supported in a culturally appropriate manner. Although participants did not articulate specifics of how this might work, participants indicated this needed to be considered as a part of any strategy.

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### SUSTAINABILITY

An enhanced sense of community and increased direct return to individuals from the development of collective assets were seen as important for wellbeing and sustainability. Intergenerational learning and succession planning was linked to the changing demographic and a possible skills shortage highlighted the issue of sustainability for businesses.

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### EDUCATION

Education was seen as a positive step for improving Māori contributions to the economy. Improving financial literacy, management expertise, commercial acumen and governance capability were identified as key areas necessary to improve Māori economic performance. Interventions to improve job skills and levels of technical expertise are required for rangatahi (future workforce) and existing employees (current workforce). This includes aligning skill development to key Māori industries to enhance opportunities for value adding across the entire value chain.

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### CONNECTIVITY

Networking, through formal and informal structures provides opportunities for greater collaboration to create the scale necessary to engage with larger markets.

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## EFFICIENCY

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Many participants indicated that increasing efficiency from current activities would help support economic growth. Such efficiency gains can come from a variety of areas including an increased investment or connection to research and development, more exposure to best practice and access to expertise in the relevant field.

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## INVESTMENT

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Improving access to capital would help to support development. A range of options to source increased capital were suggested including:

- Central and Local Government funding pools
- Unlocked capital from existing trusts and incorporations
- Banks via better lending criteria for Māori institutions
- Venture capital / foreign investment

Capturing increased parts of the value chain, increased entrepreneurial activities and value add roles were seen as viable investment targets. However any such investment must be linked to increased productivity, it should also be targeted around any set strategic objectives related to any central regional plan. This is to ensure efficiency may be gained across industries through collaboration.

The hui outputs were a key contributor to the development of He Mauri Ohoooho; the Vision, Goal and Value statements, as well as the strategic priorities.





## THE POINT OF THIS STRATEGY

THIS STRATEGY AND ACTION PLAN IS DESIGNED TO SUPPORT BETTER OUTCOMES FOR MĀORI IN THE WIDER BAY OF PLENTY, AND CONTRIBUTE TO THE BAY OF CONNECTIONS AND ITS SECTOR STRATEGIES.

### BAY OF CONNECTIONS

There is already significant activity supporting Māori Economic Development across the wider Bay of Plenty region: by iwi and hapu, trusts, businesses and individuals, as well as by EDAs, councils and government organisations such as Te Puni Kōkiri. Through its Māori Economic Development Strategy, the Bay of Connections seeks to improve outcomes for everyone by supporting these initiatives through a regional framework for coordination, facilitation and prioritising additional effort and resource.

Like all Bay of Connections strategies, the goal is to complement existing efforts and work with stakeholders to identify those areas where additional common effort has the best chance of delivering results. If successful, the strategy and action plan will provide a mechanism by which people and organisations can work together to deliver better outcomes for their people.



## WHAT WILL SUCCESS LOOK LIKE?

### SUCCESSFUL MĀORI PEOPLE

- Creating more jobs for Māori in the future labour market in the wider Bay of Plenty
- Māori household income is lifted by \$116 per week to be on par with the average weekly household income in the wider Bay of Plenty.
- Increase Māori educational attainment from NCEA Level 3

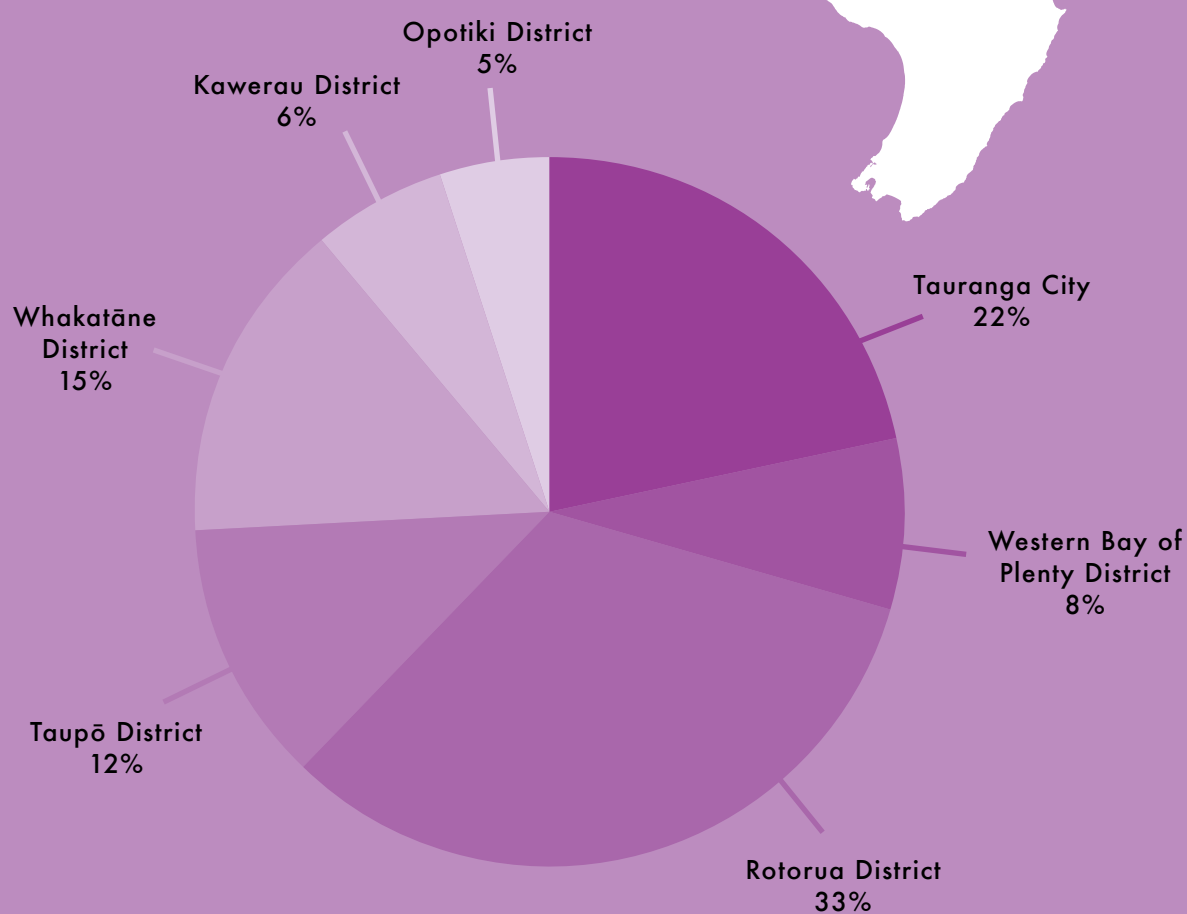
### THRIVING MĀORI BUSINESS

- Creating a thriving Māori business network
- Creating investment opportunities for Māori Inc in the wider Bay of Plenty
- Māori businesses increase exports

### IWI/COLLECTIVES LEADING ECONOMIC GROWTH

- Creating investment opportunities for Māori Inc in the wider Bay of Plenty
- Increased productivity of Māori assets

# THE MĀORI ECONOMY



*Distribution of Māori GDP by  
Bay of Plenty District, 2010*

## MĀORI ECONOMIC CONTRIBUTION TO THE BAY OF PLENTY

Māori make a significant contribution to GDP through forestry, health and community services, manufacturing, tourism, education and agriculture, and have a substantial share of the fishing industry.



## MĀORI ECONOMY BY SUB-AREA

There are significant differences in the Māori economic profile and development opportunities across the wider Bay of Plenty. We have divided the region into three sub-regions:

- Central Sub-area: Rotorua, Taupō
- Western Sub-area: Tauranga City, Western Bay of Plenty
- Eastern Sub-area: Whakatāne, Kawerau, Opotiki District

Rotorua has been the biggest contributor to the Māori economy within the wider Bay of Plenty. In 2010, Rotorua contributed \$387 million to the total Māori GDP in the Bay of Plenty. This contribution came largely from activities in the forestry (\$64 million), property and business services (\$51 million), health and community services (\$50 million) and cultural and recreation services (\$46 million). These industries made up more than half of the total Māori GDP in Rotorua and eight percent of total GDP in the District in 2010.

The second largest contributor to the Māori economy within the wider Bay of Plenty was Tauranga City. In 2010, Māori contribution to Tauranga City was \$256 million or 22 percent of the total Māori GDP to the Bay of Connections. The five biggest activities from the Māori economy in Tauranga City were property and business services (\$48 million), health and community services (\$43 million), manufacturing (\$23 million), transport and storage (\$22 million) and construction (\$22 million). Compared to Māori in Rotorua District, the Māori economy within Tauranga City is concentrated in industries providing services and support to other business in the Bay of Plenty.

Whakatāne District made up 15 percent of the Māori economy in the wider Bay of Plenty. This contribution was largely from health and community services, education and property and business services. In the Kawerau District, Māori GDP (\$68 million) was mainly from the forestry industry (\$28 million). At \$58 million, Māori in the Opotiki District's contribution to the Māori economy in the Bay of Plenty is 5

percent. Agriculture contributed about \$11 million (19 percent of the total Māori valued-added in the District).

Agriculture (mostly dairy and beef farming) and horticulture are major export activities, providing significant employment throughout the region. The region's fertile soils support a variety of horticultural activities including kiwifruit orchards, market gardens and apple and avocado orchards, especially in the Eastern and Western sub-areas.

Māori have an increasingly strong collective asset base, concentrated in the Eastern and Central Bay of Plenty area, as well as Rotorua and Taupō in the agriculture, forestry and energy sectors.

The wider Bay of Plenty Māori asset base of \$8.6 billion comprise assets of trusts, incorporations and other Māori entities of \$3.2 billion, businesses of self-employed Māori of \$934 million and businesses of Māori employers of \$4.5 billion.

Sixty three percent of the Māori asset base is made up of businesses. The majority of the assets in Māori businesses are in finance and insurance assets (43 percent), agriculture, forestry and fishing (13 percent), property and business services (12 percent) and transport and storage (7 percent).

Within the collective asset base, agriculture is very important and accounts for 40 percent of the collective assets in the region. Further, it accounts for half of all agriculture owned collectively by Māori. Energy is also important in that wider Bay of Plenty Māori own 83 percent of all collective Māori energy assets. Forestry (25 percent of region assets and 33 percent of total industry), and processing (18 percent of region assets and 100 percent of total assets) are also significant industries from a wider Bay of Plenty perspective.

Māori also have interests in other significant natural resources across the region (oceans, lakes, rivers) that have not been recognised within the collective asset base. Access to these resources can contribute significantly to the economic potential of the collective assets and Māori rights and interests over natural resources should be protected and enhanced.

## THE OPPORTUNITY

ANALYSIS OF THE MĀORI ECONOMY  
DEMONSTRATES THAT IT IS ALREADY  
VITAL TO THE ECONOMIC PERFORMANCE  
OF THE WIDER BAY OF PLENTY AND  
THAT THERE IS POTENTIAL FOR THIS TO  
INCREASE MARKEDLY.

This potential lies in leveraging the distinctive features and advantages that the Bay of Plenty Māori economy has (e.g. in collective assets and trusts, Māori businesses, in primary industries such as forestry, agriculture and horticulture, in energy resources, and the relative youthful population) and addressing some of the distinctive challenges (lower levels of household incomes, entrepreneurial income, lower levels of employment).

The overall message from the statistics is clear; the future of the wider Bay of Plenty's economic performance is integrated with that of the region's Māori economy. The chance for both to achieve significant growth to realise goals is both real and significant.



*Photo: Chris Williams*



# ACTION PLAN

THIS ACTION PLAN ALIGNS WITH HE KAI AKU RINGA AND THE OTHER BAY OF CONNECTIONS STRATEGIES.

## 1. STRATEGIC LEADERSHIP – KIA ARAHI

This strategic priority will focus on identifying, recruiting and supporting the leadership of the Bay of Connections Māori Economic Development Strategy. As a 'living' strategy, the Bay of Connections Māori Economic Development strategy requires ongoing leadership from people who can provide vision, direction, inspiration and be advocates in the wider public arena. While the leaders are “champions” for the strategy, their first priority is to ensure that it serves its stakeholder communities, and evolves to meet their needs and what is learned over time. We need to identify strategy champions who will drive the ongoing Māori Strategy, getting buy in and collaboration within the region, but also with external stakeholders working towards a collective vision. They will drive the actions and celebrate successes.

**Management** – a focus on developing the skills and competence of those people who are managing Māori entities and businesses. Lastly, a focus on governance will enhance strategic decision-making within Māori entities by promoting key programmes and initiatives that support Māori governance best practice and training initiatives but also can support the wider strategy in terms of collaboration.

ACTION	OUTPUT	ENABLERS
<b>1.1</b> Identifying and engaging committed leadership	<ul style="list-style-type: none"> <li>A leadership team is appointed.</li> <li>Advisory panel established.</li> <li>Employment and outcome targets for the strategy are agreed and then monitored annually and strategy reviewed every three years.</li> <li>Governance and funding arrangements determined/agreed.</li> <li>Further sub-regional, sectoral and Māori organisation engagement has created leadership across these levels as well as more specific plans relevant to these.</li> </ul>	Iwi, BOPRC, TPK, Māori Business
<b>1.2</b> Celebrating success	<ul style="list-style-type: none"> <li>Raise awareness of Māori Economic Development in sub-regions.</li> <li>A regional forum is held presenting activity, progress and successes.</li> <li>Communication channels developed.</li> </ul>	Iwi, BOPRC, TPK, Māori Business
<b>1.3</b> Improving management capability and capacity	<ul style="list-style-type: none"> <li>Addressing the gap around management capability by identifying programmes to deliver education around management.</li> </ul>	EDAs, Tertiary education providers
<b>1.4</b> Increasing governance effectiveness	<ul style="list-style-type: none"> <li>Co-ordinate training and mentoring opportunities that are relevant to Māori organisations in the Bay of Connections.</li> <li>Case studies of best practice governance approaches undertaken and disseminated.</li> <li>Workshops to share and discuss best practice areas.</li> </ul>	Iwi, Tertiary education providers

## 2.

### COLLECTIVE ASSET UTILISATION - KIA TIPU

This strategic priority will focus on improving the long term economic benefit to Māori from the natural assets they collectively own. This incorporates both identifying and understanding the assets, and opportunities to allow asset owners to maximise the value and returns of those assets.

This area is concerned with collectively owned assets; generally natural assets such as land, ocean, fresh water and geothermal. Other significant assets, such as capital, people, businesses, are addressed through other priority areas.

ACTION	OUTPUT	ENABLERS
<b>2.1</b> Understanding the economic potential of the assets in the BOC region	<ul style="list-style-type: none"> <li>• BOC Māori Assets and Land Scoping Study.</li> <li>• Economic Potential Report.</li> <li>• Better analysis and benchmarking of specific opportunities and assets.</li> <li>• Success stories of collaboration in collective asset utilisation.</li> </ul>	Iwi, BOPRC, TPK, Māori Businesses
<b>2.2</b> Creating collaboration opportunities	<ul style="list-style-type: none"> <li>• Create opportunities for asset owners to collaborate with each other or industry to maximise the value of their assets with focus on key BOC strategy areas.</li> <li>• Collaborative project underway.</li> <li>• Collaborative opportunities identified.</li> <li>• Greater Māori participation in BOC Sector Strategies.</li> <li>• Working collectively as a BOP region coming together as industry and business.</li> <li>• Information about positive change in income measures for all Māori.</li> </ul>	EDAs, Iwi, FOMA
<b>2.3</b> Reporting & measurement of progress	<ul style="list-style-type: none"> <li>• Regular reporting processes and systems of progress against KPIs like asset growth.</li> </ul>	Iwi, FOMA, Statistics NZ

## 3.

### BUSINESS NETWORKS - KIA HONO

This strategic priority will focus on enhancing the connectedness of Māori organisations, to each other and to relevant non-Māori organisations.

This is particularly aimed at Māori businesses; be they private firms or entities associated with Māori organisations, and ensuring they have access to the relationships and connections needed to add value to or generate new economic activity.

ACTION	OUTPUT	ENABLERS
<b>3.1</b> Enhancing connections amongst Maori organisations	<ul style="list-style-type: none"> <li>• BOP Māori business form for sharing progress on Māori Economic Development continues and enhancing linkages.</li> </ul>	BOPRC, TPK, Māori business networks
<b>3.2</b> Enhancing connections amongst Maori businesses	<ul style="list-style-type: none"> <li>• Membership of existing networks grow.</li> <li>• Increased opportunities result from networking.</li> </ul>	TPK, Māori business networks
<b>3.3</b> Growing connections across key sectors industries	<ul style="list-style-type: none"> <li>• Greater Māori participation in mainstream business activities.</li> <li>• Increased impact and influence of Māori in BOC to drive economic growth.</li> <li>• Māori actions incorporated into BOC strategies - Energy, Aquaculture, Forestry.</li> </ul>	Māori businesses



## 4.

### HIGH VALUE BUSINESS GROWTH – KIA PIKI

This strategic priority focuses on helping grow more high value, sustainable business opportunities for Māori, either through their existing business or new ventures.

This covers issues such as innovation, exporting and access to finance, aligned around supporting business opportunities that have the potential to create significant wealth for the company and the region. This may be through improving existing Māori businesses, encouraging new businesses, and enabling growth in businesses.

ACTION	OUTPUT	ENABLERS
<b>4.1</b> Growing Māori exporters	<ul style="list-style-type: none"> <li>Identifying, encouraging and supporting Māori businesses with potential to grow exports by compiling a database of Māori exporting businesses.</li> <li>Hands-on support and resource kit for potential exporters.</li> </ul>	NZTE, TPK, Export BOP
<b>4.2</b> Sharing innovation best practice	<ul style="list-style-type: none"> <li>Increase engagement of BOP Māori organisations with leading innovators in the region.</li> <li>Identifying and developing joint opportunities.</li> <li>Knowing who are Māori business owners and using each other.</li> <li>Investing in best practice, market research.</li> </ul>	Māori businesses and business networks, MBIE, Callaghan Innovation
<b>4.3</b> Supporting new ventures	<ul style="list-style-type: none"> <li>Increase support for Māori in the region undertaking entrepreneurial ventures (new business, business growth and development, moving into export).</li> </ul>	Callaghan Innovation, MBIE NZVIF, Enterprise Angels
<b>4.4</b> Facilitating access to finance	<ul style="list-style-type: none"> <li>Training opportunities relevant to BOC organisations and proactively encourage participation through collaboration.</li> <li>Review and collate available sources of funding for Māori businesses and entities.</li> <li>Identify whether there are real impediments/gaps including whether there is value in a regional VC fund for Māori.</li> <li>Creating wealth and transfer by active investment.</li> </ul>	NZTE, Callaghan Innovation, Enterprise Angels



## 5.

### CAPITAL AND INVESTMENT – KIA PAKARI

This strategic priority focuses on the capital and investment ecosystem around Māori aspirations.

This capital investment occurs at two levels, the first is the business level, where investment into high growth companies will result in increased activity. The second is into the region, or local community, to create an environment that supports business activity, but also the population that is employed into those businesses. Both of these types of investment may come from non-Māori sources or from Māori sources such as iwi organisations and trusts; there must be expertise both in accessing and managing investment capital. Direct investment by Māori into initiatives and communities means that Māori can demand more than just a dollar return on the investment. It can mean encouraging Māori employment and investment into areas that support regional and social outcomes as well.

ACTION	OUTPUT	ENABLERS
<b>5.1</b> Investor showcase or forum	<ul style="list-style-type: none"> <li>Create connections/relationships and build awareness of different options available for capital in the region and beyond.</li> <li>Aligns with passive to direct and regional development above.</li> </ul>	EDAs, Māori business networks, NZTE, Enterprise Angels,
<b>5.2</b> Connecting finance and investor expertise to support Māori business	<ul style="list-style-type: none"> <li>Information and understanding: business people know what's available, what it means and what's required.</li> <li>Develop financial skills – cashflow analysis, risk analysis and capital raising.</li> <li>Access: business people and entrepreneurs have access to investor funds and (just as importantly) expertise.</li> <li>Investor knowledge: investors – Māori and non-Māori – are aware of and can support Māori business opportunities.</li> </ul>	Māori business networks, Enterprise Angels, The Icehouse,

## 6.

### EDUCATION AND SKILL DEVELOPMENT – KIA AKO

This strategic priority focuses on the skills and qualifications of individuals to participate in the economy and to generate greater wealth and prosperity for Māori and the region. The most valuable asset Māori possess are their people. This goal area therefore focuses on rangatahi and workforce development.

Rangatahi - the Bay of Plenty region has a high proportion of Māori, particularly youth. In the future, Māori will account for a significant proportion of the workforce in the region and the focus should therefore be on rangatahi. Further, the current workforce is employed in industries that offer lower earning potential and relatively fewer skilled occupation opportunities. A focus on education and skills for young people, aligned to skill gaps and opportunities within the region, will make a major contribution toward achieving strategy outcomes.

ACTION	OUTPUT	ENABLERS
<b>6.1</b> Improving rangatahi educational success	<ul style="list-style-type: none"> <li>Support initiatives in place to improve NCEA attainment levels.</li> <li>Support financial literacy through potential programmes and areas of need; Core education and skill sets; transition to work programmes.</li> </ul>	Training organisations, EDAs
<b>6.2</b> Workforce development	<ul style="list-style-type: none"> <li>Align training to regional market needs. Linking into other sector strategies to offer work opportunities for educated and skilled people in the region.</li> <li>Discussions with sectors to identify specific needs now and in the future. Align iwi organisation needs and current capability of young people.</li> <li>Engagement with existing work transition and employer engagement programmes in schools.</li> <li>Input into, and collaboration with, major education developments e.g. via BOP Tertiary Partnership and key providers.</li> </ul>	MBIE, Iwi, EDAs, BOP Tertiary Providers (Awanuiarangi, BOP Polytech, University of Waikato, Waiariki Polytech), Priority One (INSTEP)



## IMPLEMENTATION

THE ACTION PLAN SHOULD NOT BE SEEN IN ISOLATION OF THE ALREADY ESTABLISHED SECTOR STRATEGIES AND ACTION PLANS. VARIOUS IDENTIFIED ACTIONS WILL BE ROLLED INTO THE ALREADY EXISTING SECTOR STRATEGIES.

Feedback indicated that while the strategy development phase has been strongly supported by agencies, recognition and space for Māori economic leadership must emerge in the implementation phase to ensure actions get targeted in the appropriate manner. Developing more collaborative relationships between agencies and key Māori economic leaders across the various sectors (entrepreneurs, SMEs, Trusts and Incs, Iwi, settlement entities) will ensure that the actions specified in the strategy translate into tangible outcomes in the community. A commitment from local and central government agencies to resourcing economic development initiatives and opportunities for Māori entities is central to advancing the Māori economic agenda.

The action plan should not be seen in isolation of the already established sector strategies and action plans. Various identified actions should be integrated into existing sector strategies. This strategy spans across various sectors and regions and will be difficult to implement on a similar basis as the sector strategies. We recommend the establishment of a Māori Economic Team to oversee the implementation of the Action Plan and that this team be funded through Bay of Connections and Te Puni Kōkiri for the interim with support from iwi and Māori economic leaders in the region.



# CRITICAL SUCCESS FACTORS

The strategy and Action Plan is designed to deliver tangible outcomes. We suggest a portfolio of measures to track the success of delivering on the strategy and action in line with what success will look like. These should include two types:

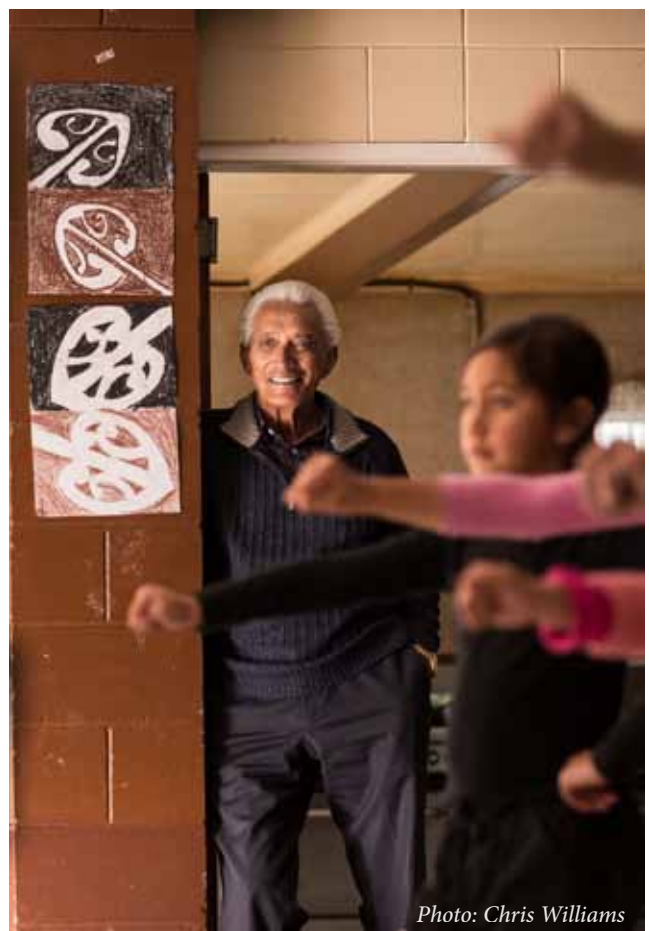
1. Outcome measures; quantitative indicators that demonstrate achievement of the strategic goal. These are generally, longer term, may be difficult to measure at the regional level or desegregate the specific impact of the strategy. Nevertheless, they represent concrete, 'measurable' elements of the vision and mission and ultimately what we collectively hope to achieve.
2. Process measures: indicators that demonstrate the strategy is achieving its own particular contribution to the broader goals. These may be more qualitative and subjective and do not necessarily mean an outcome of improved wealth and wellbeing has been achieved. However they provide a means to assess whether or not the strategy is on the desired path to impact.

## OUTCOME MEASURES (FOR EXAMPLE)

1. Wellbeing: health, quality of life indices (e.g. using OECD quality of life method)
2. Education (attainment, participation)
3. Wealth: GDP per capita, household, savings and investments
4. Employment: wages, labour force participation
5. Asset productivity
6. High value exports by Māori firms

## PROCESS MEASURES (FOR EXAMPLE)

1. Establishment of an owner of the strategy
2. Development of more detailed action plans; engagement reflected in other strategies (EDAs, Sectors, government agencies)



*Photo: Chris Williams*

3. Actions achieved in priority areas
4. Levels of awareness, understanding of and support for the Bay of Connections strategy among Māori, and other stakeholders
5. Increased linkages among Māori organisations; increased number of 'joint' activities and creation of new formal networks.



## WE ACKNOWLEDGE

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local and regional government, and business

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Enterprise Great Lake Taupō, and Toi-EDA

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Woods Creative

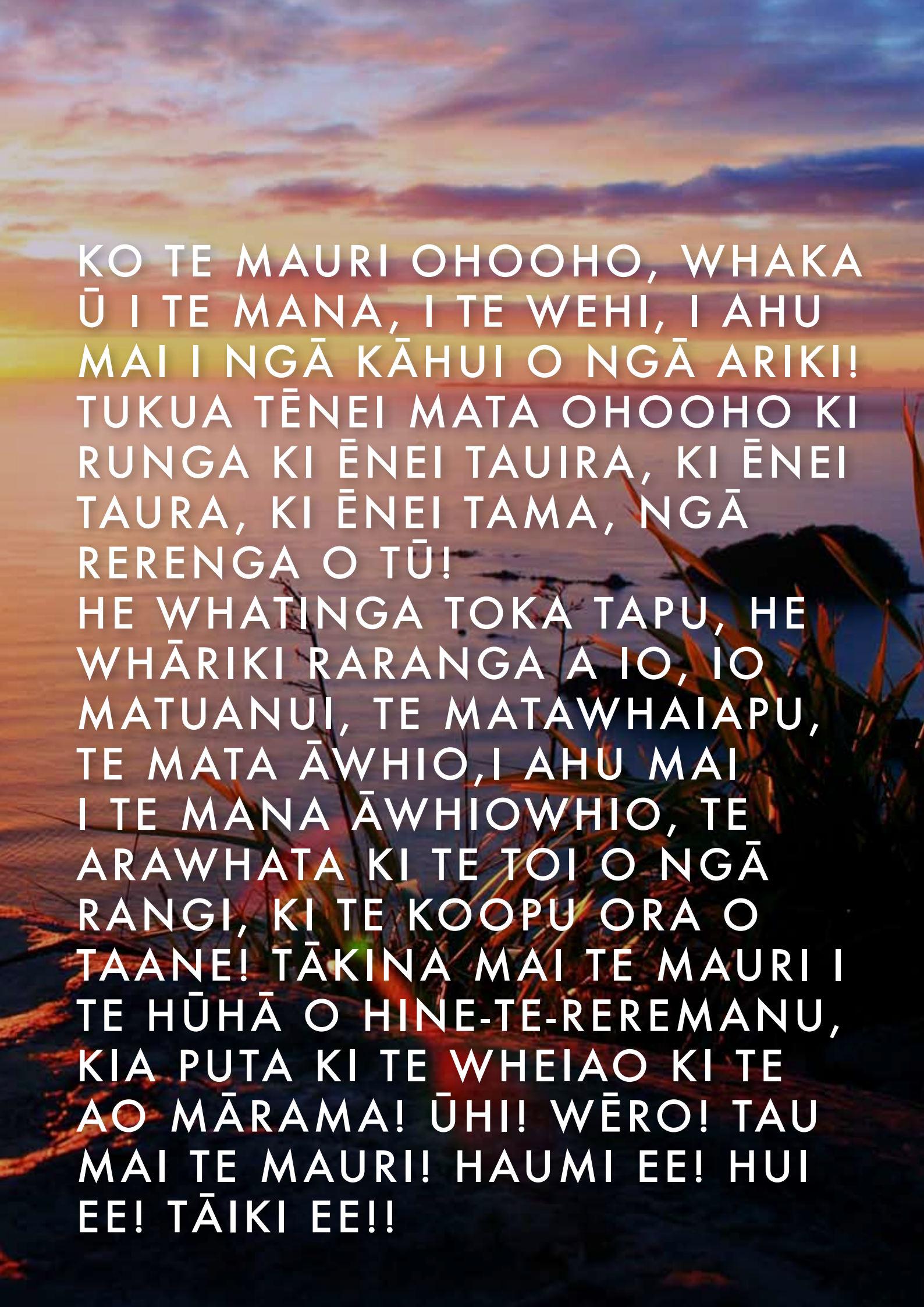
Fiona McTavish, Cheryl MacGregor  
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Waka Vercoe for providing the karakia







The background of the image is a serene sunset or sunrise scene. The sky is filled with soft, colorful clouds in shades of orange, pink, and purple. The sun is low on the horizon, creating a warm glow. In the foreground, there are dark silhouettes of reeds or grasses, some of which are in focus, adding texture to the scene. The water is calm, reflecting the colors of the sky.

KO TE MAURI OHOOHO, WHAKA  
Ū I TE MANA, I TE WEHI, I AHU  
MAI I NGĀ KĀHUI O NGĀ ARIKI!  
TUKUA TĒNEI MATA OHOOHO KI  
RUNGA KI ĒNEI TAUIRA, KI ĒNEI  
TAURA, KI ĒNEI TAMA, NGĀ  
RERENGA O TŪ!

HE WHATINGA TOKA TAPU, HE  
WHĀRIKI RARANGA A IO, IO  
MATUANUI, TE MATAWHAIAPU,  
TE MATA ĀWHIO, I AHU MAI  
I TE MANA ĀWHIOWHIO, TE  
ARAWHATA KI TE TOI O NGĀ  
RANGI, KI TE KOOPU ORA O  
TAANE! TĀKINA MAI TE MAURI I  
TE HŪHĀ O HINE-TE-REREMANU,  
KIA PUTA KI TE WHEIAO KI TE  
AO MĀRAMA! ŪHI! WĒRO! TAU  
MAI TE MAURI! HAUMI EE! HUI  
EE! TĀIKI EE!!

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