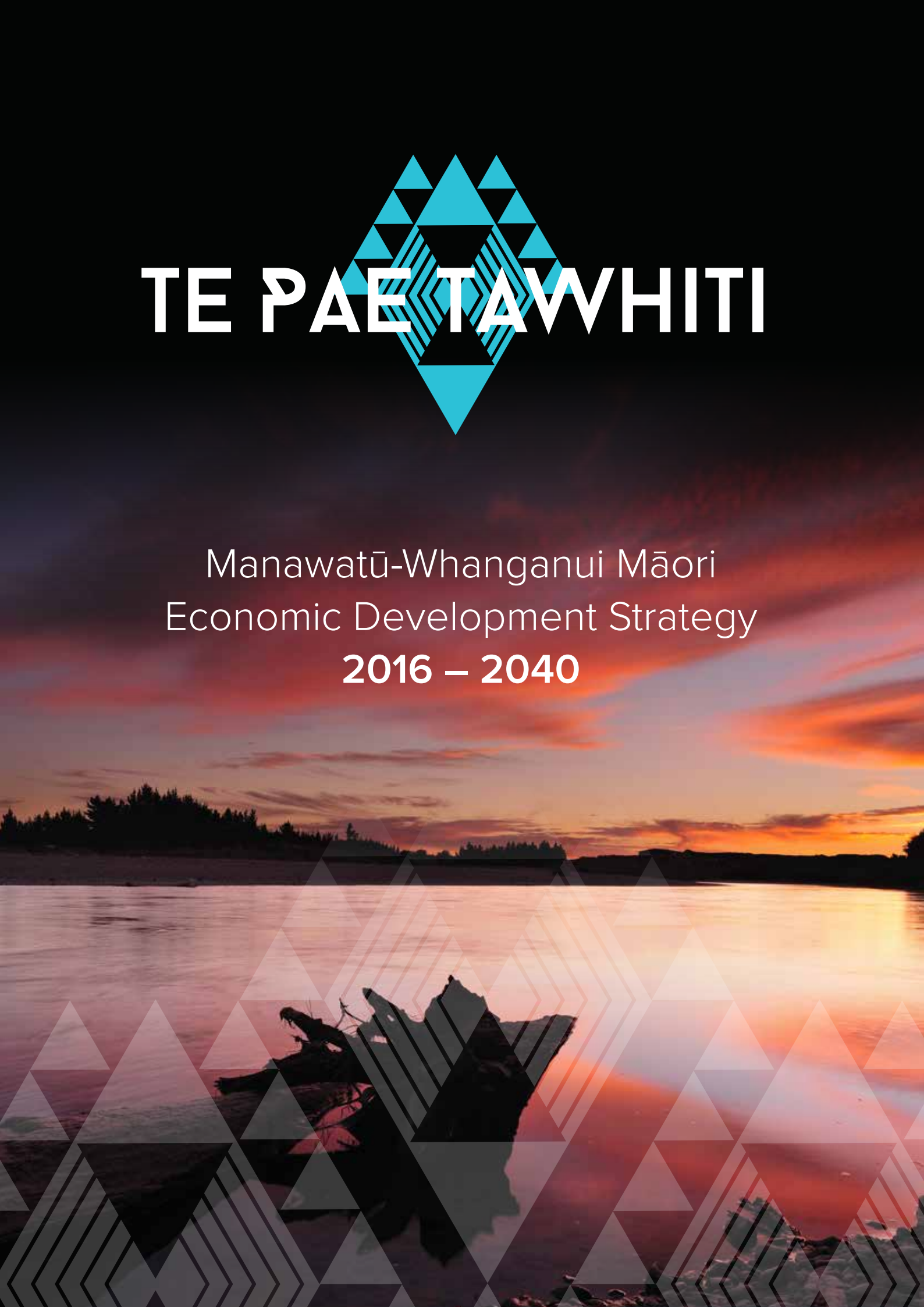
TE PAE TAWHITI

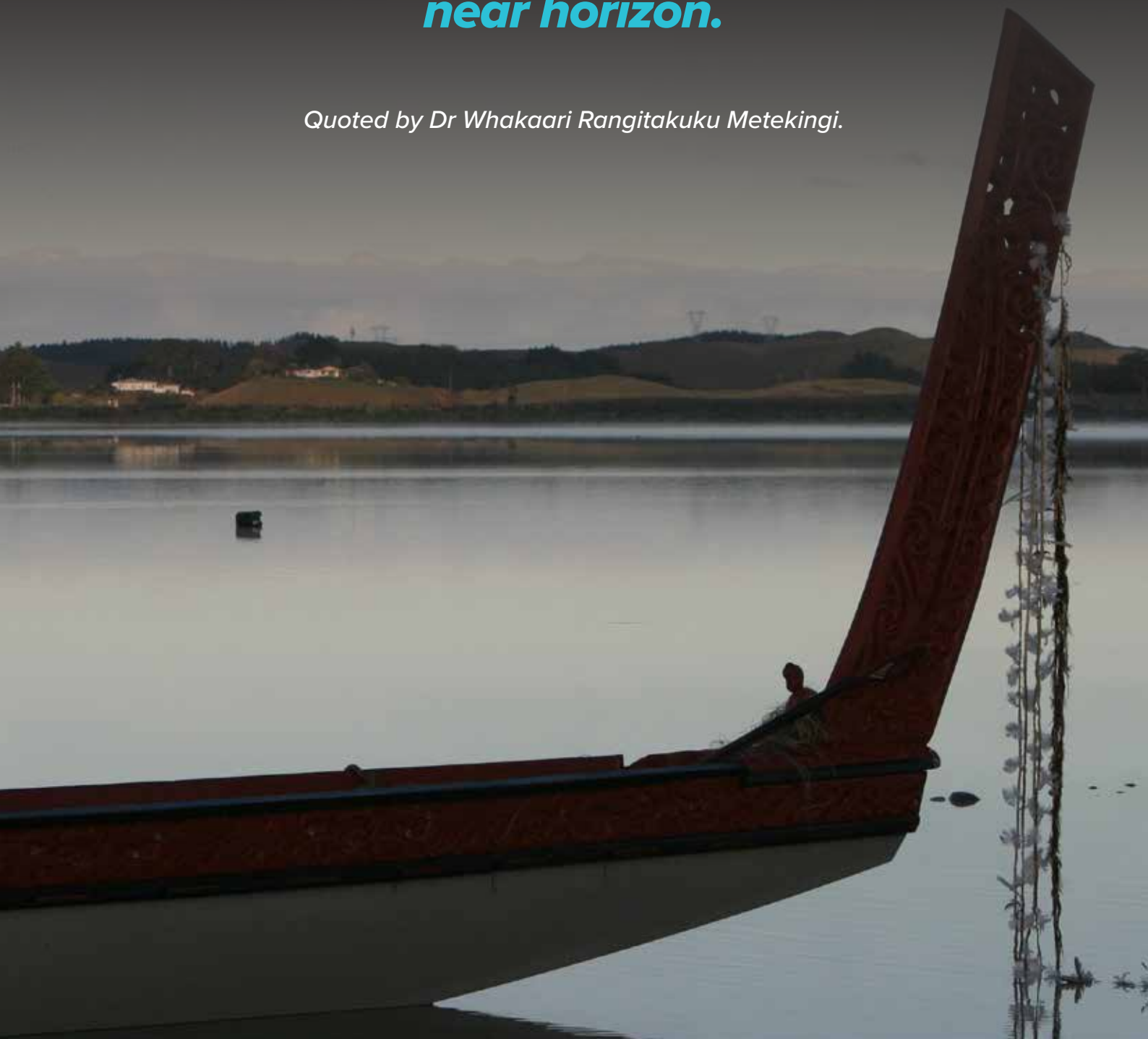
Manawatū-Whanganui Māori
Economic Development Strategy
2016 – 2040



Ko te pae tawhiti,
whāia kia tata, ko te pae tata,
whakamaua kia tīnā.

Seek out the distant horizons,
while cherishing those on the
near horizon.

Quoted by Dr Whakaari Rangitakuku Metekingi.



Preliminaries

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Disclaimer

Contents

List of Tables

List of Figures

Abbreviations

AFL
Aotearoa Fisheries Limited

ART
Te Āti Awa ki Whakarongotai, Ngāti Raukawa, Ngāti Toa Rangatira

BGA
Business Growth Agenda

GHA
Glenn Hawkins & Associates Limited

HRC
Horizons Regional Council

MBIE
Ministry of Business, Innovation and Employment

MESG
Māori Economic Strategy Group

MPI
Ministry for Primary Industries

TPK
Te Puni Kōkiri

TE PAE TAWHITI

FOREWORD

Tēnā koutou,

Te Pae Tawhiti is a strategy for Māori economic development across the Manawatū-Whanganui region, inclusive of Ngā Rauru Kītahi (Southern Taranaki), Rangitīkei (Rangitīkei-Marton), Horowhenua (Levin-Ōtaki) and Tamaki-Nui-A-Rua (Dannevirke regions). *Te Pae Tawhiti* recognises the distinctiveness of our region and incorporates the ideas, priorities and aspirations that our people identified and expressed during hui with them over these past few months. In that respect Te Pae Tawhiti reflects the vision of iwi, hapū and whānau for a future where economic growth can be realised as a conduit to the sustainability and wellbeing of whānau, lands, waterways, marae, language and future generations.

In realising this vision, three factors stand out as being vital to successful Māori economic development in the region. The first, *creating alliances*, is encapsulated in the whakataukī by Sir Apirana Ngata: *"Ehara taku toa i te toa takitahi, engari taku toa i te toa takitini."* This proverb articulates the belief that our strength will not come from working alone, but from our working together. Te Pae Tawhiti recognises the importance of regional alliances – between iwi, between industry, between councils, between marae, and between government – while still exercising our autonomy and self-management. Our biggest competitors are in the global marketplace; if we are to succeed in this arena, we need alliances that deliver economies of scale, collective value and impact.

The second success factor, *alignment*, is captured in another whakataukī: *"Mā whero, mā pango, ka oti ai te mahi"* – when two threads come together, the work will be done. The two threads in this case are Māori and Government. The Māori Economic Strategy Group has seen real evidence of alignment over the last twelve months between Māori and Government as the Manawatū-Whanganui Regional Growth Study and Economic Action Plan have evolved. We are confident that the same spirit will be maintained in the implementation of Te Pae Tawhiti.

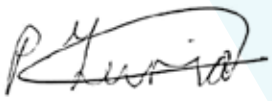
The third success factor, a *future focus*, is expressed in the phrase: *"Mō ngā iwi, mō ngā mokopuna, mo te ao whānui"* – for our people, for our mokopuna, for the wider world, a whakataukī linked to the Economic Action Plan. Unless the priorities that we pursue now are sustainable, our efforts may be a cost rather than a benefit. Essentially Te Pae Tawhiti has future generations in mind. Our actions today should benefit our mokopuna tomorrow.

For our part, the Māori Economic Strategy Group has assumed the role of custodian of Te Pae Tawhiti at least until an appropriate longer term institution is established to carry the strategy forward.

ai te maunga ki te moana, mai i uta ki tai, ka toa takitini, te iti me te rahi, kia puāwai ngā hua hei oranga mō te katoa – ngā mokopuna, taiohi, kuia, koroua, pākeke mai. Hei āpōpō, hei te atatū, ka timata ai ngā mahi e whakatinana ai ngā hiahia o roto o tēnei mahere rautaki.

Nā mātau, ngā kaikawe o tēnei kaupapa, ka tukuna hei whāinga mō koutou, mō tātau anō hoki.

Mason Durie KNZM

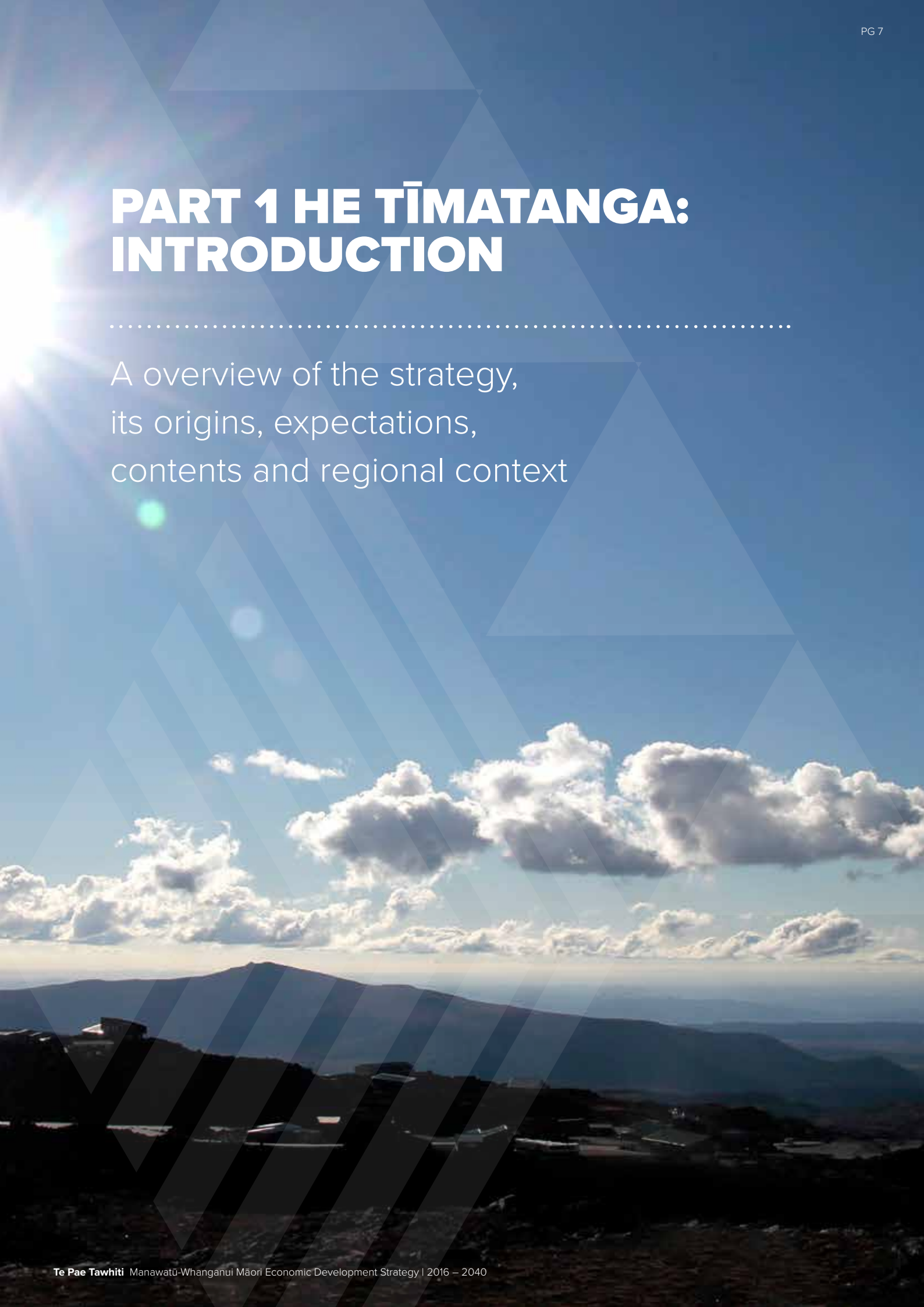


Pahia Turia

Mavis Mullins

PART 1 HE TĪMATANGA: INTRODUCTION

A overview of the strategy, its origins, expectations, contents and regional context



Overview

This document sets out an intergenerational strategy for Māori economic development in Manawatū-Whanganui over the next twenty four years (2016-2040). Its purpose is to provide direction and support for Māori to pursue economic development as whānau, hapū, iwi, enterprises and communities, individually and collectively, within and across Manawatū-Whanganui. Te Pae Tawhiti is premised upon the notion that collaboration through alliances among Māori across Manawatū-Whanganui could accelerate growth for the benefit of Māori and non-Māori in this region.

Te Pae Tawhiti comprises five overarching goals, 10 priorities, and 10 pathways, all of which are underpinned by six values. A summary of Te Pae Tawhiti is presented in Table 1.

Table 1 Strategic elements of Te Pae Tawhiti

Strategy		Elements
Goals – Ngā ihi o te rā	1	Oranga tangata (Human potential)
	2	Oranga whānau (Successful whānau)
	3	Oranga whenua (Thriving environment)
	4	Oranga mauri (Flourishing mauri)
	5	Oranga mō āpōpō (Future wellbeing)
Priorities – Ngā tihi taumata	1	1. Ahuwhenua (Land utilisation)
	2	Kaimoana (River and seafood)
	3	Mahi tāpoi (Tourism)
	4	Mīere (Honey)
	5	Te ngāhere (Forestry and plant-based products)
	6	Pakihi matahiko (Māori ditigal enterpise)
	7	Te piringa whānau (Whānau cooperatives)
	8	Whai ōhanga (Entrepreneurship and innovation)
	9	Oranga kaumātua (Older Māori vitality)
	10	Hanga whare (Housing)
Pathways – Ngā ara taumata	1	1. Te hononga (Regional Māori alliance)
	2	Te taituara (A centralised support organisation)
	3	Takitini (Alignment with iwi and government plans)
	4	Mahi tahi (Partnerships with government and industry)
	5	Ngā kaihoe (Human capability and capacity)
	6	Mātauranga (Data and knowledge)
	7	Te pūtea tautoko (Financial capital)
	8	He tautoko (Non-financial assistance)
	9	Te hau hapori (Community hubs)
	10	He whare (A place to operate)

Values – Ngā pūtake

1. Manaakitanga (we will act with generosity and goodwill for one another)
2. Rangatiratanga (we will manage and control our own economy)
3. Whanaungatanga (we will work cooperatively with whānau, hapū and iwi in the region)
4. Kaitiakitanga (we will exercise guardianship over our environment and natural resources)
5. Wairuatanga (we will respect our culture and traditions and allow our spirituality to be a source of commonality)
6. Kotahitanga (we will work together for the good of all our peoples)

Why this strategy was developed

Te Pae Tawhiti was developed in order to articulate a distinctively Māori view of economic development within Manawatū-Whanganui and to contribute to regional growth in terms that accord with Māori aspirations and values. Māori who were involved in the Manawatū-Whanganui Growth Study published in July 2015 were concerned that Māori perspectives were not adequately reflected in the growth study. In light of that experience, Te Pae Tawhiti has been developed by Māori for Māori and others who wish to be part of the process of realising Māori potential in the region.

Following the release of the Growth Study, the Accelerate25 Lead Team (the governance group overseeing the growth study), with the help of government officials and independent consultants, set about working on an action plan to advance the Growth Study. Māori on the Accelerate25 Lead Team had reservations about whether Māori would be properly engaged and reflected in the action plan. As a consequence, the MESG was formed (Sir Mason, Pahia Turia and Mavis Mullins) and they commenced discussions with Te Puni Kōkiri about producing a profile of the Manawatū-Whanganui Māori economy (Eaqub, Ballingall, Henley, & Hutchings, 2015). Horizons Regional Council contributed initial funding for the project scoping and for a council analyst with iwi networks and knowledge to be part of the project team.

During their early deliberations about this project, the MESG concluded that more than a profile of the regional Māori economy was needed, rather a long range strategy for Māori would be a more important outcome of this work. Thus, the Māori strategy (Te Pae Tawhiti) has been produced. As a strategy, Te Pae Tawhiti takes into account the Growth Study, but is not bound by it. Instead, Te Pae Tawhiti is guided by Māori aspirations and preferences.

The MESG wanted Māori engaged more actively and broadly so regional growth policy and actions were inclusive of Māori. Thus, the engagement with Māori on Te Pae Tawhiti involved hui with Māori across the region, with the results of this engagement helping ensure Māori had 'place-holders' in the regional economic action plan (Te Pae Tata), which was launched by Accelerate25 on 12 August 2016. This engagement informed a Māori strategy for the region (Te Pae Tawhiti), launched on 3 November 2016.

How this strategy was developed

This strategy was developed by the MESG comprising Sir Mason Durie, Pahia Turia and Mavis Mullins, with input and advice from Te Puni Kōkiri and Horizons Regional Council. The MESG was assisted in this process by GHA (Glenn Hawkins & Associates Limited), a Māori chartered accounting and management consulting company based in Rotorua.

The project team comprised GHA management consultants Dr Jason Paul Mika, Kateriina Selwyn, Matiu Taurau, Tatiana Kiwi-Scally, GHA associate and independent economist Ian Dickson, and Horizons Regional Council analyst Kara Dentice. GHA partner Glenn Hawkins and consulting manager Shontelle Bishara provided oversight. As contract manager, Senior Advisor, Hayden Potaka, of Te Puni Kōkiri played a key role in facilitating initial engagement with iwi and Māori stakeholders.

TE PAE TAWHITI

Te Pae Tawhiti was developed through a structured process of research, analysis, dialogue and engagement with Māori across Manawatū-Whanganui and with central and local government officials. In summary, Te Pae Tawhiti was shaped by a five-stage process:

Stage	Description	Activity
1	**Stakeholder engagement**	Extensive engagement with Māori on economic development
2.	**Strategy framework**	An outline of the strategy's content, process and outcomes
3.	**Strategy prepared**	Writing the strategy using existing data, hui, and MESG advice
4.	**Strategy validation**	Obtain feedback and support from Māori on the strategy
5.	**Finalise strategy**	Finalise the strategy for publication and dissemination

A Manawatū-Whanganui Māori economic profile

Martin Jenkins & Associates Limited (MartinJenkins) were engaged by Te Puni Kōkiri to complete a Māori economic profile of Manawatū-Whanganui. The profile covers demographic, economic, social, and cultural indicators of Māori in the region. MartinJenkins consultants Jason Leung-Wai, EeMun Chen and Tim Borren prepared the profile. The purpose of the profile was to provide an evidence base for the Manawatū-Whanganui Māori economic development strategy, which has been incorporated into Te Pae Tawhiti (see Part 3 Today).

The geographic area Te Pae Tawhiti covers is consistent with the Manawatū-Whanganui Growth Study region (see Figure 1). The region comprises seven territorial authorities: Ruapehu, Whanganui, Rangitīkei, Manawatū, Palmerston North, Horowhenua and Tararua. The Horizons Regional Council area also includes small parts of Stratford, Waitomo and Taupō. These latter three territorial authorities are not included in the MartinJenkins analysis.

Structure of the report

This report is organised into seven parts:

1. An introduction to the strategy, its process and content;
2. A description of Māori economic development and regional growth;
3. A profile of Māori in the region as we are today in terms of people, culture and resources;
4. A profile of Māori as we may be tomorrow in terms of regional growth and opportunities;
5. An outline of the strategy: its context, imagery, stakeholders, and our vision;
6. The four key elements: overarching goals, strategic priorities, pathways, and values; and
7. A brief discussion on implementation considerations.

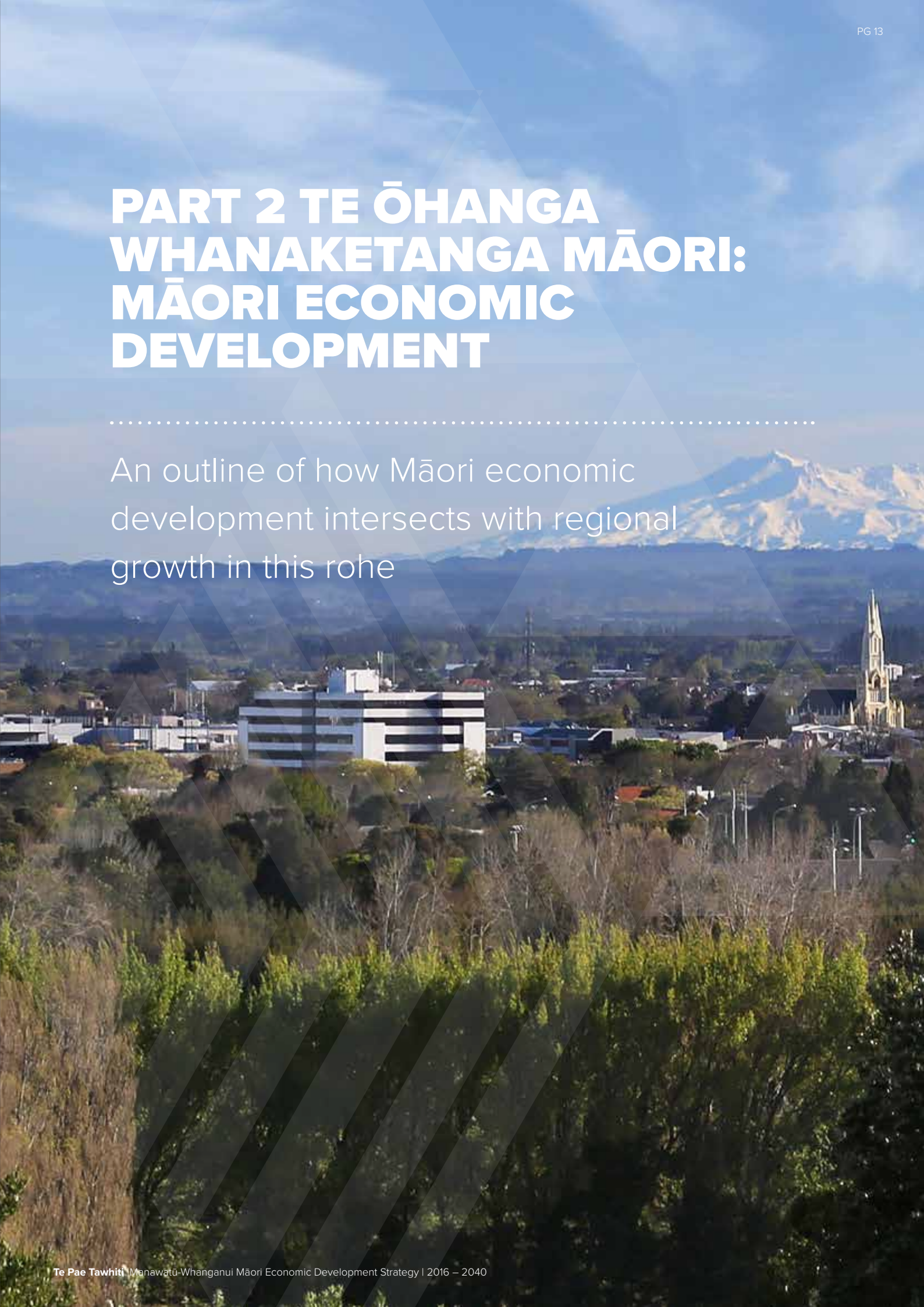
Figure 1

Manawatū-Whanganui territorial authority boundaries

Source: Eaqub et al (2015, p. 24)

PART 2 TE ŌHANGA WHANAKETANGA MĀORI: MĀORI ECONOMIC DEVELOPMENT

An outline of how Māori economic development intersects with regional growth in this rohe



MĀORI ECONOMIC DEVELOPMENT

What is Māori economic development?

Māori economic development is traditionally viewed alongside rather than separate to Māori social and cultural development (Cross et al., 1991; Davies, Lattimore, & Ikin, 2005; Loomis, Morrison, & Nicolas, 1998; R. N. Love, 1998). For Māori, this means that economic development ought to contribute to Māori social and cultural aims, enhancing what it means to be Māori (Davies et al., 2005; Durie, 2005; Harmsworth, 2009; Hui Taumata Steering Committee, 2005). Moreover, Māori economic development has an intergenerational outlook with long range planning horizons of a generation (25 years) or more (Awatere et al., 2015; Mika, 2015). This longer term approach influences Māori thinking and investment decisions (Moore, 2011).

Typically, economic development has a short term focus on opportunities that are likely to maximise income, wealth and employment, with human and environmental considerations viewed as constraints to be managed within regulatory and legal limits. For Māori generally, and Māori in Manawatū-Whanganui in particular, economic development is part of an integrated approach to Māori development, encompassing the balancing of social, cultural, economic, environmental and spiritual wellbeing. Economic development which harms people and the environment, and benefits some and not others, results in an unfair sharing of costs and benefits arising from economic development, which is neither sustainable nor equitable.

The Māori and New Zealand economies are closely related: when Māori prosperity improves, non-Māori are also better off; when the Māori economy underperforms, the national economy is also adversely affected (McLeod, 2009). And just like the New Zealand economy, a large part of the Māori economy relies on commodity exports because many of our enterprises operate in agriculture, forestry, and fishing (MEDC, 1999). As a result, the Māori economy is highly sensitive to international market conditions (Allen, 2011; NZIER, 2003).

Primary industries are a dominant feature of the Manawatū-Whanganui economies, likewise with Māori authorities in the region. Thus, international trade is important to the regional Māori economy and there are measures we can take to guard against the negative consequences of global market conditions. One is to invest in research and development to enable us to constantly innovate in what we do, how we do it and what we offer the world. Another is to diversify the products, activities and sectors in which our enterprises operate. A further measure is to diversify international markets in which we trade.

What is the Māori economy?

The Māori economy may be distinguished from the national economy on the basis of differentiated aspirations and expectations, communally (heritage) and individually (non-heritage) owned assets, and a range of institutions that exist to accommodate a Māori view of economic development (for example, Māori land trusts and incorporations and treaty settlement entities) (Davies et al., 2005; Mika, 2013; NZIER, 2003; Parker, 1999, 2000).

In technical terms, the Māori economy comprises the assets and income of Māori enterprises, Māori wages and salaries earned in the general and Māori economies, and Māori housing (Harmsworth, 2005; Nana, Stokes, & Molano, 2011a; NZIER, 2003). This definition also includes Māori providers of social services oriented to Māori needs (Davies et al., 2005). These providers are mainly constituted as not-for-profit charities (Cram, Pipi, Keefe-Ormsby, & Small, 2002; Nana et al., 2011a).

This latter group—Māori social enterprises—are an important feature of the Māori economy

because they contain within them significant Māori managerial and organisational capability and they focus on addressing Māori needs using social entrepreneurship methods. Whānau Ora collectives are an illustration of how Māori providers are collaborating to improve whānau circumstances, wellbeing and wealth. Whānau Ora is also consistent with an integrated Māori view of economic development.

How big is the Māori economy?

In 2010, the Māori economy was estimated to be worth $36.9 billion, up from $16.5 billion in 2006 (Nana et al., 2011a). Nana et al (2011a) attribute the $20.4 billion increase to better data, different assumptions, appreciation in values of capital goods and real growth. The $36.9 billion figure comprises the value of commercial assets held by Māori enterprises (see Table 3). More recent data suggests the Māori economy is now worth around $42.6 billion (Nana, Khan, & Schulze, 2015).

Table 3 Māori commercial assets, 2010

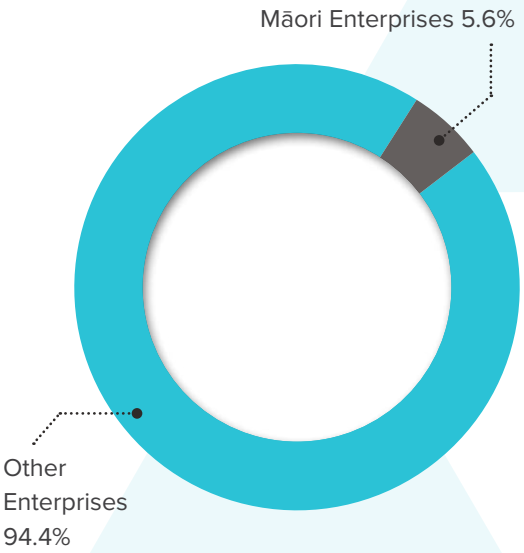
Māori enterprises	Entities	NZD billions	Percent
Māori self-employed	**12,920**	**$5.40**	**15%**
Māori employers	**2,690**	**$20.80**	**56%**
Māori collectives	**5,906**	**$10.60**	**29%**
Total	**21,516**	**$36.80**	**100%**

Source: Adapted from Nana et al. (2011a); Totals differ because of rounding errors.

While the Māori economy is growing it is still relatively small. Research suggests that the total value of all goods and services produced by Māori enterprises in 2013 was worth $11 billion (5.6 percent of Gross Domestic Product), compared to $184 billion (94.4 percent) by all other enterprises in New Zealand (Nana et al., 2015) (see Figure 2) (Nana et al., 2015). Because of the small-scale of the Māori economy relative to the national and global economies, collaboration among Māori enterprises is essential to achieving scale and impact in the market place (Joseph et al., 2015; Mika, 2012; Nana, Stokes, & Molano, 2011b). When viewed from a regional perspective, the case for collaboration in growing the Māori economy in Manawatū-Whanganui becomes more compelling.

Māori international business and trade seems to be regaining momentum on the strength of Māori commodities and cultural tourism, the value of which, while growing, is comparatively modest (Henare, 1998, 11 June; NZIER, 2003). In 2008, New Zealand's exports generated around NZ$26.9 billion in foreign exchange, representing about 30 percent of New Zealand's Gross Domestic Product (GDP), which was 10 percent below the Government's target of exports at 40 percent of GDP (Allen, 2011). A recent attempt to estimate the value of Māori exports puts the figure at $2.9 billion in the year to March 2010 (about 5.5 percent of New Zealand's total exports) (Nana, 2013). Māori have much ground to make up if they are to achieve parity with non-Māori exporters in industries and sectors as well as capturing a share of 'knowledge' based exports (Nana et al., 2011b).

Figure 2 Māori enterprises' GDP contribution compared with non-Māori enterprises, 2013



Source: Nana et al (2015, p. 13)

Three important implications arise for Te Pae Tawhiti from Māori international business and trade: to what extent are Māori enterprises in Manawatū-Whanganui engaged in international trade, what do they generate in terms of revenue from this activity, and what can we do to grow this?

Key drivers of the Māori economy

A number of factors seem to be driving Māori economic growth. Among these are: treaty settlements, which add renewed confidence, capability and resources to tribal economies; Māori authorities which are focused on productivity gains, aggregation, and pursuing international trade; and whānau, hapū and iwi embracing self-employment, entrepreneurship, innovation and trade as diverse ways of engaging in commercial development. These and other factors are captured in Te Pae Tata as foundations for regional Māori economic growth (Henley, Hutchings, & Nash, 2016).

The Manawatū-Whanganui Regional Growth Study recognises that Māori have an important contribution to make to regional growth. Yet, the vast majority of the region's wealth still sits with non-Māori. Māori, however, express a collective desire to grow their share of the region's wealth for the good of all. Treaty settlements are an important catalyst for Māori economic development, but the means to achieve Māori economic growth rests with Māori small and medium enterprises, Māori entrepreneurs and innovators, Māori authorities and Māori social entrepreneurs. Iwi are, for the most part, focused on growing intergenerational wealth, rebuilding enduring tribal institutions, growing capacity, and maintaining a conservative investment approach.

Key constraints of the Māori economy

Three main issues constrain the Māori economy, nationally and regionally: (1) poverty and its damaging effects; (2) expectations upon Māori enterprises to balance cultural and commercial imperatives; (3) educational outcomes and its effect on life quality and capacity to contribute. These are significant challenges common across iwi in the region and provide further impetus for us to collaborate.

First, the ongoing scale of the socioeconomic deprivation Māori experience relative to non-Māori (MSD, 2012; Te Puni Kōkiri, 1999) has complex causes that are resistant to easy solutions. Poverty can be intergenerational, disempowering and destructive. The situation is likely to be worse in isolated Māori communities struggling to meet the basic needs and expectations of their members ("Maori and Pacific people still the poorest," 2014). As the Māori economy grows and treaty settlements take effect, our people and others are asking what are Māori doing about this (Hanita, Te Kanawa, & Rihia, 2016).

Second, Māori enterprises, particularly tribal enterprises, will increasingly face growing expectations to be sustainable, demonstrate social responsibility, contribute to cultural development, and improve Māori socio-economic conditions. These expectations are not new to Māori enterprises, with the need to contribute to multiple objectives, social and economic, a consistent theme

throughout Māori economic history (Dyall, 1985; Moon, 1993). The challenge for Māori enterprises is to find contemporary ways of balancing cultural and commercial imperatives so that they are able to contribute to Māori wellbeing, protect the environment and grow their enterprises (Awatere et al., 2015).

Third, a large group of young Māori in the region are achieving less than favourable educational outcomes. This impacts their earnings, quality of life, and the capacity of rangatahi to realise their potential, which is our potential. As the Growth Study shows, convergence in educational attainment between Māori and non-Māori, increases the Māori share of jobs and incomes (Eaqub et al., 2015).

Iwi approaches to economic development

As a consequence of the distinctive view Māori have of economic development, new ideas on the Māori economy, based on Māori aspirations (what Māori want) and Māori models of success (what works for Māori) are being explored by researchers, practitioners and policy makers alike. Within a major research programme, initially called 'Te Pae Tawhiti' (Carter, Kamau, & Barrett, 2011), and later renamed 'He Mangōpare Amohia' (Smith, Tinirau, Gillies, & Warriner, 2015), researchers explored Māori development models based on the experiences of four iwi - Ngāti Awa, Ngāti Kahungunu, Te Whānau-a-Apanui and Ngāpuhi. There are lessons within the research for this strategy, but limitations too.

Table 4 Critical success factors for Māori economic development

Critical success factor	Description
1. Capability and capacity building	• The core role of leadership • Recruiting talent • Increasing land owner participation • Supporting hapū-based kaitiakitanga practices • Improving capability and capacity of Māori governance and management
2. Relationships and collaboration	• Maintaining relationships • Collaboration and collectivism • Building international relationships for economic return • Increasing opportunities for general interaction amongst iwi members • Maintaining and developing partnerships with outside organisations • Co-investing and collaborating with others
3. Decision-making and knowledge systems	• The need for an integrated policy approach • Improving knowledge systems • Increasing knowledge around alternative food and energy security systems

4. Business and asset development	• Supporting existing businesses • Growing new businesses • Increasing supply chain integration and participation • Building stronger business units • Realising the potential value of land assets
5. Employment	• Successful transition from school to work • Creating jobs in priority sectors
6. Wealth creation	• Maximising returns from assets • Increasing savings and financial management • Increasing generated wealth flows into local economies

Source: Smith et al (2015, p. 126)

This research tells us that capability building, relationships, knowledge, and enterprise and asset development are important factors in Māori economic development (see Table 4) (Smith et al., 2015). Jobs and wealth are important means and ends of Māori economic development. We need capable people leading, governing, managing, and working on and in our enterprises. We need knowledge and information systems that contribute to effective decision-making. And we need to support new and existing Māori enterprises to grow and develop.

One of the challenges not fully addressed in He Mangōpare Amohia is how do we collaborate on economic development not just within our own iwi, but across iwi boundaries? In other words, how do we see and do economic development with a regional lens? This can be deeply challenging for iwi who are still engaged in treaty settlements, as the settlements process can cause unfavourable relations among us. We also acknowledge that many of our iwi may have varying capacities and different priorities. These are considerations that this strategy and subsequent actions must address.

Collaboration and Māori economic development

In a recent Ngā Pae o Te Māramatanga funded project (also called Te Pae Tawhiti), researchers looked at how collaboration, good governance and active management could improve the economic performance of Māori enterprises that administer collectively-owned assets, principally Māori land (Joseph et al., 2015). The research centred on Ngāti Pikiao, an iwi located between Rotorua and Maketū in the Bay of Plenty, with additional case studies of collaboration in other Māori and non-Māori enterprises and sectors.

The following lessons are centred on collaboration and are of importance to us:

- Collaboration is assisted by a compelling reason for change, usually a crisis or an opportunity;
- A willingness to collaborate and a shared strategy on how we can work together as a collective;
- A ‘backbone’ organisation which provides the organisational infrastructure to collaborate;
- Continuous and open communication to maintain trust and confidence;
- A series of mutually reinforcing activities (getting ‘runs on the board’ early and often);
- A shared approach for defining what counts for success and measuring results;
- Geographic closeness and similar outlooks are good for building relationships and trust;
- Data on our current capacities and opportunities to understand the collective picture;

- Good governance provides strong leadership that builds collaboration and trust;
- Clear roles and responsibilities to avoid relationship tensions;
- Adaptive management processes that allow enterprises to respond to change;
- An appropriate legal form, which enables collaborative action and enhances rangatiratanga;
- Tikanga-infused ways of managing our differences to achieve common goals.

The research shows that collaboration can improve Māori enterprise capability and performance. This increased capacity and capability enables Māori enterprises to actively manage their assets, rather than outsourcing this role to others. By collaborating, Māori enterprises are also better equipped for expansion and market growth.

We believe the most relevant features of this research for our purposes are these:

- A compelling reason for change which is accepted by all iwi across Manawatū-Whanganui;
- A shared strategy on how we can collaborate across and within our iwi boundaries; and
- A 'backbone' organisation to provide us with the practical capability to collaborate; and
- Continuous and open communication on what we're doing and why, and how well we're doing.

In effect, we have to want to collaborate. We need to collectively decide how we will collaborate and on what things we will devote our collective energies, capacities and resources and who will do this.

MANAWATŪ-WHANGANUI MĀORI ECONOMIC DEVELOPMENT

A history of Māori economic development

Māori have been engaged in economic development in Manawatū-Whanganui since the ancestors of present iwi settled in the rohe over many centuries. The priority for Māori in pre-European times had been on the survival of our people, using available resources, knowledge and materials to produce what the people needed (Mika & O'Sullivan, 2014). Tribal economies were built on the productive capacities of whānau and hapū, drawing on the lands, water, flora and fauna (Best, 1996; Buck, 1987; Firth, 1973). Economic development, the use of natural resources and social organisation were regulated by Māori cultural values and practices (Waa & Love, 1997; Warren, 2009).

Contact with Europeans from 1769 brought new challenges and opportunities for Māori economic development. In particular, between 1769 and 1850 tribal economies flourished through entrepreneurial rangatira who recognised the value of and seized upon European technologies and foods to sustain their people and early European settlers (Davis, 2006; M. Love & Waa, 1997; Mika & O'Sullivan, 2012; Petrie, 2006; Schaniel, 1985). Early Māori economic development extended to international trade including supplying Australian and Pacific Island markets with surplus goods using Māori ships, flourmills and tribal productive capacities (Petrie, 2002, 2006).

Māori economic activity and international trade collapsed, however, between 1850 and 1900 (Hawkins, 1999; Petrie, 2006). This is attributed to the effects of large scale land-loss during the New Zealand land wars forcing Māori into the wage economy, now the main source of Māori incomes (Belich, 1998; Hawkins, 1999; NZIER, 2003; Walker, 1990). Tribal economies, and the Māori economy as a whole, are only now recovering. But with only five percent of New Zealand's landmass still in Māori ownership, and access to traditional sources of Māori economic activity, including marine and coastal fisheries closed off to Māori over many years, Māori economic progress has been tough (Coleman, Dixon, & Mare, 2005; Mahuika, 2006; NZIER, 2003; PwC, 2013; Rose, 1997).

Diverse approaches to local Māori economic development

The Māori economy has been revitalised by a cultural renaissance from the 1970s (Walker, 2004), recognition of Māori customary rights in law and policy, treaty settlements and the resources and institutions that flow from them, and the growth of Māori enterprises – collectively and individually owned (Mika, 2015). Māori in Manawatū-Whanganui have had an active part in this cultural and economic revival, with some stunningly successful development stories. Some developments have been instrumental in protecting Māori land from further alienation (for example, Atihau-Whanganui Incorporation), revitalising te reo, marae and education for entire communities (for example, the Whakatupuranga Ruamano), and mobilising community members for bottom-up development (for example, Hinengākau Vision 2020 strategy). There are important lessons for us on how we are to proceed with development under Te Pae Tawhiti, which is worth reflecting on.

Whakatupuranga Ruamano (1975-2000)

Whakatupuranga Ruamano is a local example of a tribal strategy with transformational effects for the people and communities of the Te Āti Awa ki Whakarongotai, Ngāti Raukawa, Ngāti Toa Rangatira

(ART) Confederation by and for whom it was composed. The Waitangi Tribunal (1999, p. 12) succinctly describes the strategy:

> *The Raukawa trustees, a body representing the tribal confederation of Te Ati Awa, Ngāti Toa Rangatira, and Ngāti Raukawa (the ART confederation)... began a tribal planning experiment entitled Whakatupuranga Ruamano, or Generation 2000. The purpose of this experiment was to prepare the ART confederation for the twenty-first century. The programme called for the establishment of a new TEI [Tertiary Education Institution], a trustee for the Māori language, and an academy of Māori arts.*

Four principles that maintained their focus were:

- The people are our wealth—develop and retain;
- The Māori language is a taonga—halt its decline and revive;
- The marae is our principle home—maintain and respect it;
- Self-determination.

(Luke, 2014, p. 10)

In 1975, the Confederation had no one under age 30 that was fluent in te reo Māori. Today, an estimated 26 percent of Māori who affiliate to Ngāti Raukawa have some level of te reo (Luke, 2014). In 1984, the Raukawa trustees established Te Wānanga-o-Raukawa as its institute of higher learning. Moreover, two kura and three kohanga reo have been established in Ōtaki.

An early part of Whakatupuranga Ruamano involved seminars on raising the education aspirations of rangatahi, elevating Pākehā understanding of kaupapa and tikanga Māori, and deepening iwi knowledge of itself. After six years of running these seminars monthly, the iwi and community resolved in April 1981 to establish Te Wānanga-o-Raukawa (Mika, 2009). The Raukawa trustees presented proposals to government on establishing a learning centre, and by 1984 Te Wānanga-o- Raukawa was incorporated. Te Wānanga-o-Raukawa was formally recognised as a 'wānanga' by Order in Council in 1993 under the Education Amendment Act 1990.

Te Wānanga-o-Raukawa is shaped by its whakataukī *"E kore au e ngaro, he kākano i ruia mai i Rangiātea"* and kaupapa expressed as values handed down by previous generations, which are:

1. Manaakitanga (generosity)
2. Rangatiratanga (chieftainship)
3. Whanaungatanga (family)
4. Kotahitanga (unity)
5. Wairuatanga (spirituality)
6. Ūkaipōtanga (home)
7. Pukengatanga (knowledge)
8. Kaitakitanga (gudianship)
9. Whakapapa (genealogy)
10. Te reo (language).

(Winiata, 2012)

Whakatupuranga Ruamano is an example of how a common desire for change underpinned by Māori values, practices and institutions can result in transformational outcomes across iwi boundaries. Te Wānanga-o-Raukawa is an enduring testament of the results of intertribal collaboration.

Te Aho: The woven strands

Te Aho is a community-based Māori strategy for regional development within the communities of the ART Confederation of iwi from Rangitīkei to Whitireia (Luke, 2014).

Following their completion of a report on Māori enterprises for the Kapiti Coast & Horowhenua Joint

Economic Forum in 2007, Te Arahanga o Ngā Iwi, a Māori economic development agency based in Ōtaki, set about facilitating a Māori strategy for the region, which became Te Aho (Luke, 2014).

Te Aho as a strategy operated from 2009 to 2014, and involved clusters of Māori enterprises, community organisations, sector groups, iwi and hapū, kaumātua and rangatahi, meeting to define Māori wellbeing and develop and identify strategies to achieve this. Te Aho's vision was:

> *A Māori community with strong whānau, skilled individuals and organisations, plentiful and healthy natural resources supported by the wider society; living within kaupapa and tikanga.*

(Luke, 2014, p. 11)

Te Aho as a strategy entailed five woven strands:

1. Developing whānau as the core of Māori society and crucial as change agents;
2. Enhancing skills for successful Māori economic transformation;
3. Strengthening relationships that are accepting of diversity, long term and nurtured;
4. Creating knowledge through research and development to support economic development;
5. Involving community so the community understands and supports Te Aho.

Four groups were assembled to progress the strategy: Iwi authorities; Te Rōpū Pakihi Māori business network; Māori education providers; and a kaumātua forum. The groups engaged in regular hui and were supported by a project team led by Daphne Luke and Whatarangi Winiata as chair. Projects and groups attracted their own funds. Coordination and participation was a largely voluntary effort. Te Aho's focus shifted toward defining and expressing Māori wellbeing.

The Te Aho strategy contrasts Western and Māori world views to economic development. The Western world view originates from the scientific revolution in the middle ages (1500-1800), which promoted reason, evidence, science, technology and maths as key to explaining the universe and unlocking human wellbeing. Māori on the other hand, formed their own understandings of the world through observation, explanations which satisfied them, storing knowledge in their minds, sustained by kaupapa tuku iho (inherited values) and tikanga (practice of values) (Luke, 2014). As the original explorers of the Pacific, Māori took with them "their intelligence and energy, their most valuable cargo, [which] took no space at all in their ocean sailing waka" (Luke, 2014, p. 13).

Te Aho sets out a method of planning and measuring Māori wellbeing based on the notion that the survival of Māori as a people is to be achieved when Māori find kaupapa tuku iho "uplifting, rewarding and preferred" and give expression to "kaupapa tuku iho through tikanga selected by the community" (Luke, 2014, p. 16). Te Aho adopted the 10 kaupapa, which are the founding principles of Te Wānanga-o-Raukawa, around which 36 indicators of Māori wellbeing were identified.

In terms of expression of these kaupapa tuku iho through tikanga, Te Aho involved over 3000 hui, functions and events, and many projects (Luke, 2014). Some of this activity includes: Te Aho annual summit; Te Haa o Te Reo resource; Māori education provider forum; rangatahi, iwi authority and kaumātua fora; Māori tourism initiatives; Māori business mentoring; Māori business awards; Horowhenua Lake and Hokio Stream restoration; and Kia Māori 24/7.

The Te Aho experience tells us that a distinctively Māori world view exists, it is empowering, identified as kaupapa (values) and expressed as tikanga (practice), which may be planned, activated and measured in terms of Māori wellbeing. Te Aho also tells us that sustaining kaupapa and tikanga is a collective and individual choice that requires an ongoing commitment of cultural, human, social, financial and spiritual capital (Mika, 2015).

Whānau Ora: Te Tihi

Te Tihi o Ruahine Whānau Ora Alliance (Te Tihi) is a Whānau Ora collective that covers the Manawatū, Rangitīkei, Palmerston North and Tāmaki Nui a Rua districts. The alliance takes its name from Te Tihi o Ruahine (the peak of Ruahine) as all members can

be seen from the top of the Ruahine Range. The Ruahine Range is part of the whakapapa and identity that distinguishes Te Tihi from other Whānau Ora collectives.

Source:

Members of Te Tihi are:

- Te Roopu Hokowhitu Charitable Trust;
- Ngā Kaitiaki o Ngāti Kauwhata Incorporated;
- Rangitāne o Tāmaki Nui a Rua (Te Kete Hauora);
- Best Care (Whakapai Hauora) Charitable Trust;
- He Puna Hauora;
- Te Wakahuia Manawatū Trust;
- Māori Women's Welfare League – Kauwhata Branch, Rangitāne o Manawatū Branch; and
- Raukawa Māori Wardens.

Te Tihi is committed to realising the aspirations of Whānau Ora and brings together iwi, hapū and marae, iwi and Māori health and social service providers, and branches of two national Māori organisations. As a result, Te Tihi has diverse views that collaboratively create an approach to Whānau Ora that are not only whānau-centred, but are also aware of the realities for iwi, hapū, marae, whānau and hapori Māori.

Ngā mātāpono me ngā uara (the principles and values) of Te Tihi are familiar and compelling as kaupapa and tikanga for the alliance, its members and services. These kaupapa are:

- Kotahitanga (unity of purpose)
- Pūkengatanga (cultural and identity)
- Kaitiakitanga (fulfilling our duties as kaitiaki)
- Wairuatanga (fostering spiritual essence)
- Whanaungatanga (strength of the individual is in the whole)
- Manaakitanga (recognise and enhance the mana of others)
- Whakapapa (our connections and responsibilities to each other)
- Rangatiratanga (exhibiting chiefly qualities)
- Tino rangatiratanga (self-governance of each organisation)
- Ūkaipōtanga (our place of belonging).

Te Tihi demonstrates that regional, intersectoral and intertribal collaboration is possible when established around a common cause—whānau wellbeing. Moreover, Te Tihi is supporting whānau-centred economic development through social entrepreneurship programmes. This is a source of regional growth which initially fell outside regional growth, but through Te Pae Tata finds its way in. Therefore, for Māori, economic development and whānau development go hand in hand because regional Māori economic development should make a difference to whānau wellbeing.

Whanganui Iwi Vision 2020

In November 2005, a group of iwi and community organisations in and around Taumarunui completed a whānau and hapū development project with resources from Te Puni Kōkiri. The combined planning efforts culminated in the production of a 420-page volume entitled 'Whanganui Iwi Vision 2020.' The vision statement reads:

> *Whehea te muka, he taura whati, whiria he taura mau waka. Tēnei rā te taura whiri a Hinengakau e whiri nei i a tātou, kia mau! Kia ū! Kia taea ai te ao!*

(Hinengakau Development Trust, 2005, p. 2)

Organisations involved in the Vision 2020 project were: Ngāti Haua, Hinengākau Development Trust, Hinengākau Maatua Whāngai, Whanganui River Guides, Taumarunui Community Kōkiri Trust, Tawata Whānau Trust, Y-Ora Trust, Maraekowhai Trust.

Vision 2020 was an opportunity for whānau, hapū and iwi of Whanganui to express their aspirations and identify opportunities, social, cultural and economic, that they could pursue to succeed as Māori in their region and beyond. Vision 2020 was premised on realising Māori potential rather than remedying deficits.

A major outcome from extensive hui in the Taumarunui district by Hinengākau Development Trust and the Whanganui River Māori Trust Board was the desire among attendees to "further meet and collaborate together in good faith so as to progress, strategise and plan a collective approach to eliminating barriers to success" (Hinengakau Development Trust, 2005, p. 3). This desire for good faith-based cooperation among iwi is echoed today in hui we conducted for Te Pae Tawhiti.

In terms of economic development, a number of ideas were proposed:

- Formalised support for Māori business development;

- Formation of Whanganui Māori regional tourism organisation;
- Whanganui River Guides, building waka, guided tours and training for guides;
- Resettlement of papakāinga along the river and building suitable amenities;
- Pest control and eradication, establishing a company which became a preferred supplier;
- Training and development in a wide range of trades and vocational areas;
- Sport and recreation, culture, arts, music and entertainment; and
- Iwi participation with local government in the regional partnership programme.

The focus of these initiatives was sustained benefits for Māori, with Māori being the catalyst for their own development, drawing on Māori knowledge, Māori leadership and Māori potential (Hinengakau Development Trust, 2005). Strengthening whānau and effective leadership, governance and resources were identified as key strategies for iwi to effectively participate in the economy (Hinengakau Development Trust, 2005).

Ruapehu Community Learning Centre and Technology Hub

Ngāti Rangi Trust, through the Ruapehu Whānau Transformation Plan, has developed a community learning centre and digital technology hub called Te Pae Tata. Based in Ohakune, Te Pae Tata is available to everyone in the region and is a one-stop-shop that offers learning opportunities in advanced technology as well as providing a platform for people to collaborate innovatively on work that has a positive and long lasting impact on the community. As a one-stop-shop, it is also home to Ruapehu REAP (rural education provider), Ngāti Rangi Kaihono Whānau Services and Ruapehu Recruitment, who are all committed to supporting whānau in areas of education, employment and social wellbeing.

The purpose of Te Pae Tata is to grow Ruapehu learners, creators and leaders through learning opportunities, with a particular focus on enabling and preparing tamariki for careers in Information and Communications Technology (ICT), engineering and science. A further key purpose of Te Pae Tata is to connect the local community with higher learning opportunities (Levels 4-10 on the New Zealand Qualifications Framework), thereby increasing their attainment levels and enabling them to participate at the higher end of the labour market. In the absence of tertiary provision in the local rohe, Te Pae Tata provides an effective solution to connect the community to higher learning opportunities with any tertiary provider.

Te Pae Tata is built to accommodate a range of groups from tamariki, secondary school students and adults. The structure of the technology side of Te Pae Tata includes a full time tutor who delivers technology classes and programmes tailored to three main groups – tamariki, rangatahi and pākeke. These three main groups are split into three different programmes tailored to a certain skill level. The three programmes – Megabytes (tamariki), Gigabytes (rangatahi) and Terabytes (pākeke – focus on computer science basics, the exploration of technology and professional development through technology.

The facilities of Te Pae Tata include a conference room and meeting rooms, a break out area, printing facilities and other shared facilities. The success factors of Te Pae Tata are that: it brings together different groups within the community to be part of this positive kaupapa; it provides for career and skill development; and associated opportunities.

Linking Māori to the local labour market: Ngāti Rangi

One of the main concerns for Māori in Manawatū-Whanganui (and the rest of New Zealand) is the level of unemployment of Māori people, especially young people. Ngāti Rangi recognised this and established a recruitment company, Ruapehu Recruitment Limited. Ruapehu Recruitment services the entire Ruapehu district, connecting local people with local employment with a particular focus on assisting uri and local Māori. The company has established strong relationships with employers. In its first year of operation, Ruapehu Recruitment has successfully matched around 80 people to local jobs. This illustrates how effective a Māori intermediary can be in connecting jobseekers with employers.

The driver behind developing the technology hub and Ruapehu Recruitment was for the iwi to be in control of initiatives that have a positive impact on the community and the wellbeing of their people.

Source: Te Pae Tata Ruapehu Community Learning & Tech Hu

Source: Te Pae Tata Ruapehu Community Learning & Tech Hub

MĀORI PERSPECTIVES ON REGIONAL GROWTH

Who we talked to

Engaging in dialogue with Māori across the expansive Manawatū-Whanganui was an important step in this strategy. The MESG and the project team engaged extensively with Māori in the region on the proposal to develop a Manawatū-Whanganui Māori economic development strategy. While we initially set about covering the region in a logical and efficient manner, it became evident that the widespread desire among Māori to talk meant a widening of the scope to include as many groups as we could get to. A two-part series of engagement hui took place in April to develop the basis of a draft strategy, and again in August-September to obtain further feedback on the draft.

As a consequence, the following is an indicative list of Māori with whom we met:

- Ngāti Raukawa
- Rangitāne Ki Manawatū
- Ngāti Uenuku
- Whanganui Māori Regional Tourism Organisation
- Te Manu Atatu Māori business network
- Ngā Hononga Marae Trust
- Ngāti Kahungunu Ki Tamaki Nui a Rua
- Rangitāne Ki Tamaki Nui a Rua
- Te Reu whānau lands group
- Ngāti Rangi
- Te Ranga Tupua
- Hinengakau Development Trust
- Te Tihi o Ruahine Whānau Ora Alliance
- Southern Iwi Alliance
- Te Wānanga-o-Raukawa
- Mokai Patea

See Annex 1 for a list of people with whom the project team has engaged.

In addition to iwi and Māori groups, the project team met with officials and consultants involved in the regional growth programme. This included Henley Hutchings, MartinJenkins, MBIE, Ministry for Primary Industries, Te Puni Kōkiri and Horizons Regional Council. These hui were important for us to share what we had learned from the project and the work officials and consultants were engaged in to advance regional growth and a regional economic action plan.

Hui with Māori groups were guided by five main questions: (1) How do Māori view economic development and regional growth? (2) What opportunities do Māori identify or are working on? (3) What challenges do Māori face in realising these opportunities? (4) What would enable Māori to pursue economic development locally and regionally? (5) What involvement did Māori have in the Growth Study and what would they like it to be in future?

What we heard

There is a sense of optimism and existing economic activity that Māori are involved in across the region. They are either already active in enterprise and development or have identified opportunities where they would like to be active. Many of these opportunities recognise entrepreneurship, and innovative thinking or new industries, instead of traditional investment opportunities. Iwi are looking for detail around these opportunities to give them confidence to invest and get things going.

Each hui had excellent discussion around where iwi want to see the region go in the short and long

term future. Training and education pathways, job creation and demographic changes in the Māori population are all viewed as motivating factors to pursue economic development, whilst collaboration amongst iwi, land trusts, government agencies are considered necessary to the success of Māori economic development across the region.

Above all, there is a recognition that Māori hold a lot of potential but also realise that there are gaps that need to be addressed.

Lack of involvement in the Regional Growth Study

Māori did not feel adequately consulted, involved, or reflected inside the Growth Study or action plan, but wanted to be. As a consequence, there was a risk of the regional economic action plan not accurately reflecting a Māori view of economic development for Manawatū-Whanganui. Māori have a distinctive view of economic development, one predicated upon an intergenerational outlook on human development and environmental sustainability. This view had not been evident in the Growth Study to that point.

To illustrate the difference in thinking, while the Growth Study views underutilisation of Māori land as an issue, Māori regard retaining some land in its natural state as an effective way to protect the land from environmental damage and alienation. Other impediments limit land development including land-locked areas, difficult terrain, and the relatively small amounts of quality Māori land not already in productive use.

Factors impeding Māori economic development

Iwi want to develop economically but the priority for many is concluding treaty settlements. Treaty claims substantially consume tribal resources for long periods before and after settlement. Presettled iwi feel disadvantaged in terms of their capacity to participate in and contribute to Māori economic development, yet wish to be included in the strategy development process. Other inhibitors to regional economic development that Māori identified included access to finance, lack of collaboration, and fixed mindsets. There is an appetite among Māori to overcome these challenges through collaboration, aggregation and diversification of economic activity, but strong leadership, facilitation and exemplars were identified as important preconditions.

Constraints to Māori investment

Whilst there was an awareness of the importance of making smart investments to get scale, it was recognised that Māori are constrained from investing significantly in economic development, for several reasons. These include: a focus on treaty settlements; limited prexisting capital and capability; and investment in social, cultural and environmental development. As a consequence, social, cultural and environmenal outcomes for Māori are improving, yet economically, improvements seem less evident. We are awaiting the economic analysis by Te Puni Kōkiri to further assess this.

In spite of this, Māori are actively pursuing economic development by seizing on pockets of entrepreneurial opportunity (e.g., Ngāti Rangi's recruitment agency and ICT training), cultural tourism with overseas visitors and investors (e.g., Rangitāne Marae), and land development.

Opportunities identified by Māori

Māori identified a wide range of economic opportunities, with many of these falling outside or to the side of the eight main opportunities identified

in the Growth Study for the region. Māori are not perturbed by this because they will continue to pursue opportunities that are consistent with their view of economic development, but it would be useful for Māori economic interests to be more accurately reflected in the regional Economic Action Plan. Māori are actively pursuing opportunities that fit with a Māori view, including surf clams, land aggregation, employment and training, entrepreneurship and innovation, nutraceutical crops, glass eels and social enterprises.

Māori interests in tourism most directly align with the Growth Study. Māori are concerned expanding tourism on the Whanganui River and Tongariro Crossing without adequate investment in infrastructure would risk causing environmental damage. Groups were open to alternatives like Māori coinvesting in new tourism infrastructure and microenterprises, but were concerned about planning, capacity, risks and timing of such efforts.

Regional alliances

Of those who spoke at recent engagement hui, none were averse to the idea of a regional iwi alliance for economic development. The focus of discussion was on why and how an alliance might work. A shared vision, sharing of resources, and a knowledge broker was viewed as important. Other ideas centred on the need for a coordinating agency and governors, and whether a virtual sharing of resources might work. The use of cooperatives was suggested as a suitable structural arrangement going forward.

More recently, at a hui of Māori who attended the launch of the action plan in Whanganui on 12 August 2016, a regional alliance among iwi, in the context of reasons for collaborating and what that might look like, was discussed. The hui was attended by around 50 iwi and hapū leaders, including Māori Development Minister, Hon Te Ururoa Flavell.

One group noted that Māori are used to alliances, with Te Tihi Whānau Ora collective an example of this. Under this alliance, the members agree that each party maintains their autonomy as iwi, they talk about issues and concerns early, they agree not to take legal action against other members, and finances are totally transparent.

Factors critical to Māori economic development success

A common expectation held by those that we talked to is that economic development ought to benefit whānau and hapū in ways that build Māori human capability to do business at all levels. Investments in social entrepreneurship training was a common activity among several groups across the region.

Māori we spoke with asked for the Māori economic development strategy to identify actionable opportunities as well as plan for long term development. Moreover, Māori have asked that the strategy is owned and controlled by Māori, does not override the mana of iwi, and is adequately resourced to ensure that it is more sustainable than numerous previous attempts at regional development. Māori want to be certain that the Māori economic development strategy will endure beyond government funding. To this end, there was a distinct call for an entity to be formed that has the capacity to lead Māori economic development.

Māori asked about assistance to help develop economic opportunities. The types of assistance cited as essential to advancing economic opportunities included microfinancing, business mentoring, collaborative marketing, data collection and use, and a strong and sustained commitment from the government agencies.

More important than the commitment from external parties was the commitment and buy-in from Māori

themselves. This commitment is to come from individuals but also land trusts and iwi who were identified as key enablers in regard to the provision of resources and leadership. Additionally, Māori have asked to be consulted through the development of the strategy and wish to contribute ideas to this. Thus, there was an expectation that resources to enable Māori economic development would follow and that the dialogue with Māori on the strategy and regional growth would be ongoing.

The need for data was stressed by one group. Its importance was couched in terms of a stocktake of individual responsibilities, collective strengths, experts among us, and a backbone infrastructure for coordination and cohesion. The benefits of cooperation are evident in our whakataukī "Nāku te rourou, nāu te rourou, ka ora ai te iwi." Aligned to the strategic alliance concept was the requirement for a physical place where iwi could come together to share ideas.

What we did

Aided by the engagement with Māori, the MESG advocated strongly for increased visibility for Māori within the regional Economic Action Plan. The need for 'place holders' in the regional Economic Action Plan around which to anchor Māori views, aspirations and opportunities was accepted as an essential missing element of the regional Economic Action Plan by the Lead Team, officials and consultants leading this work. It was to the MESG and their project team that the Lead Team turned for advice on what those placeholders might be.

For its part, the MESG proposed elevating 'growing the Māori economy' from being an 'enabler' to the ninth economic opportunity in the regional Economic Action Plan. This would demonstrate the importance of the Māori economy to the region, recognise untapped Māori potential, provide for a Māori view of economic development, and ensure that Māori economic development receives adequate attention, impetus and resources from government, private sector and Māori. A 'placeholder' of this order would allow Māori to lead Māori economic development, catering to the diversity of Māori economic opportunity, support a focus on human development, and provide for environmental protection.

The proposition was accepted by the Lead Team, and Māori content was prepared for the regional Economic Action Plan which the MESG named Te Pae Tata (the near horizon). The intention of Te Pae Tata is to position Māori as an integral rather than peripheral part of the Manawatū-Whanganui Economic Action Plan. Te Pae Tata expresses Māori desire to contribute to regional growth as partners, investors, facilitators, entrepreneurs, innovators, and kaitiaki. Te Pae Tata provides scope for Māori to focus on Māori-specific opportunities while participating across the other eight opportunities in the action plan.

The MESG remains focused on completing a Māori economic development strategy for Manawatū-Whanganui. Within this strategy MESG seeks support for various institutional arrangements that we consider necessary to sustain the Māori economic development strategy. One is the formation of an alliance of all iwi in the region, irrespective of treaty settlement status, to provide direction and leadership of the strategy. Another is a subsidiary company or companies which actively coinvests in and develops Māori commercial ventures. This model would be inclusive of all iwi (pre and post-settlement) and promotes active investment by Māori, government and others in Māori commercial ventures. A third initiative is the formation of a Māori economic development agency to provide enterprise development and facilitation services to Māori entrepreneurs, innovators and enterprises across the Manawatū-Whanganui.

What this means for economic development

Several issues affect the ability for Māori in the region to actively engage in economic development, namely: finance; capability; risk; collaboration; and benefits to whānau.

Access to finance is an issue for regional Māori economic development. There is land to develop but many land owners lack the funds to be able to invest in developing some of the opportunities. Iwi have spoken about their desire to move away from raising finance against the value of the land. Other financing options need to be investigated. Further funding needs are the support services like mentoring, governance training, and assistance to establish the right plans, processes, management systems and structures that will be vital to ensuring Māori succeed in the long term.

The success of Māori economic development in the various strategic opportunities is dependent on educating and retaining a labour force skilled in those industries. Iwi recognise the need for a pathway to employment to be included in a resulting strategy.

Iwi groups are or will be responsible for assets received from treaty settlements amassed as a result of a long, hard-fought process and may be sceptical about the risk posed by investing. A key enabler will be de-risking investment opportunities. Although iwi are positive about Māori economic development, they recognise that collaboration and partnership are key factors to its success. Without partnership and collaboration, there is a threat that duplication of work may take place, or some groups are left out of strategic opportunities because they lack the capability.

Māori want to prioritise opportunities that provide tangible returns to whānau. Economic development is about growing wealth and opportunities so our people have better wellbeing and a better quality of life. Therefore, opportunities that show definitive returns to whānau - including but not limited to higher incomes and increased Māori employment - should be prioritised. Another tangible return to whānau would be reconnecting with the whenua. Working on and with the land is an obvious way to fostering this connection again.

PART 3 ONAIĀNEI: TODAY

A snapshot of our people, place and enterprise within the Māori economy of Manawatū-Whanganui.

TĀNGATA

What is meant by tāngata

“Our people are our wealth” is a kaupapa that has regional roots. In this part of the strategy, we profile iwi and their changing demographic conditions.

Iwi

There are 19 iwi whose rohe are within the Manawatū-Whanganui Growth Study area. These iwi are listed below:

Table 5 Iwi in the rohe

Iwi	
Rangitāne o Manawatū	Ngāti Maniapoto
Ngāti Rangi	Uenuku
Tama Ūpoko	Ngāti Apa
Tupoho	Te Atihaunui-a-Pāpārangi
Te Iwi Mōrehu	Hinengākau
Ngāti Tamakōpiri	Muaūpoko
Ngāti Whitikaupeka	Ngāti Raukawa
Ngāi Te Ohuake	Rangitāne o Tāmaki Nui a Rua
Ngāti Hauiti	Ngāti Kahungunu ki Tāmaki nui a Rua
Ngā Rauru Kītahi	Ngāti Maru
Ngāti Tūwharetoa	

Marae in Manawatū-Whanganui

The Manawatū-Whanganui region has an abundance of marae (see Table 6). These marae represent a substantial source of cultural capital upon which hapū may draw strength, inspiration and collective strength in the pursuit of Māori economic development.

Table 6 Marae in the rohe

Marae		
Aohanga	Ngāpuwaiwaha	Te Ao Hou
Aorangi	Ngatokowaru	Te Aroha
Ātene (Kakata)	Opaea	Te Hiiri o Mahuta
Hia Kaitupeka	Oruamātua (Te Riu o Puanga).	Te Hotu Manawa
Hikairo	Otāhuhu	Te Ihingārangi
Hiruhārama (Patiarero)	Otoko Pā	Te Ihupuku
Huia	Pahiatua	Te Koura
Kai Iwi	Pakaraka	Te Pou o Rongo
Kaipo	Paranui Pā	Te Pou o Tainui
Kaitihiku	Paraweka	Te Rena
Kaitoki	Parewahawaha (Ōhinepuhiawe)	Te Rongoroa
Kaiwhaiki Pā	Parewānui	Te Tikanga

Whilst great care has been taken to ensure all marae are listed, we apologise for any omissions or inaccuracies.

Kauangāroa	Parikino Pā	Te Wairoa-Iti
Kauriki	Petania (Ngapuke)	Tini Waitara
Kauwhata	Poupatatē	Tirorangi
Kererū	Pungarehu	Tirorangi Pā
Kikopiri	Pūtiki Pā	Tūkorehe
Koriniti ūā (Otukopiri)	Raetihi (Te Puke)	Wai-o-Turi
Mākirikiri	Raketapauma	Waipapa
Mana Ariki	Rānana (Ruakā)	Wehiwehi
Mangamingi	Rātā (Te Hou Hou/Potaka)	Whakawehi
Maniaiti	Tahuparae	Whānau Maria
Matahiwi (Ohotu)	Taipake	Whangaehu
Matau	Takaputiraha	Wharauroa
Maungārongo	Takirau	Whenuakura
Mō te Katoa	Taumata o Te Rā	Whitikaupeka
Morero	Tauranga Ika	Whiti Te Ra
Motuiti Pā	Te Ahu a Tūranga i Mua	Winiata (Mangaone)

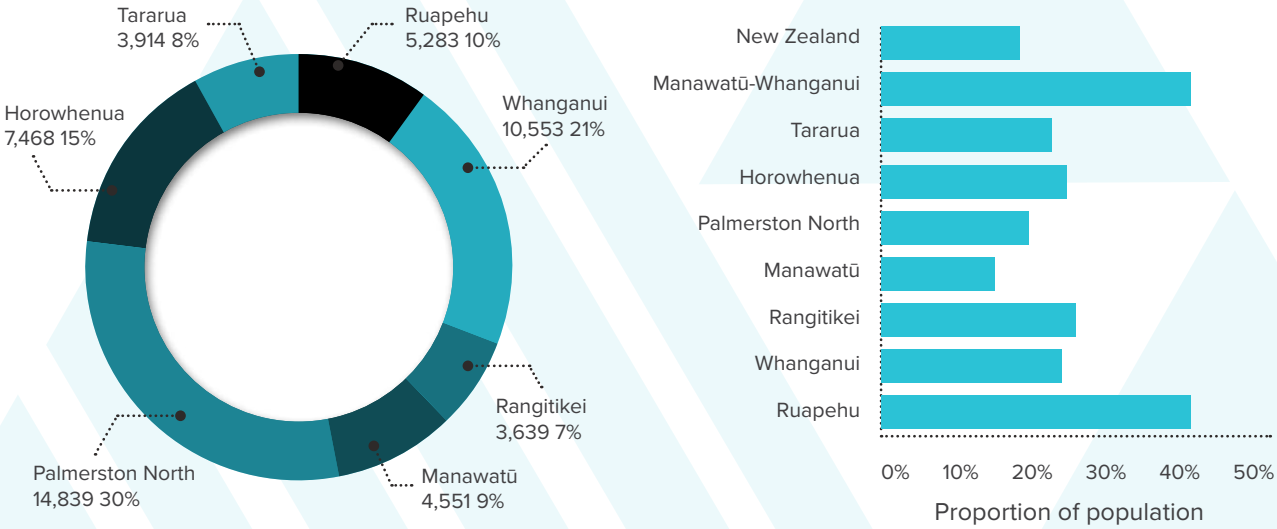
Whilst great care has been taken to ensure all marae are listed, we apologise for any omissions or inaccuracies.

Our people

The Manawatū-Whanganui region had a total population of 234,350, of which 50,250 (21 percent) identified as Māori. The majority of the Māori population in the region lived in Palmerston North City (30 percent), followed by Whanganui (21 percent), then Horowhenua (15 percent).

The region has a higher proportion of Māori than nationally. Māori are increasing as a proportion of the region's population and are significantly younger than the non-Māori population. Figure 3 shows the Māori population in Manawatū-Whanganui by district in 2015.

Figure 3 Māori population in Manawatū-Whanganui region by district 2015

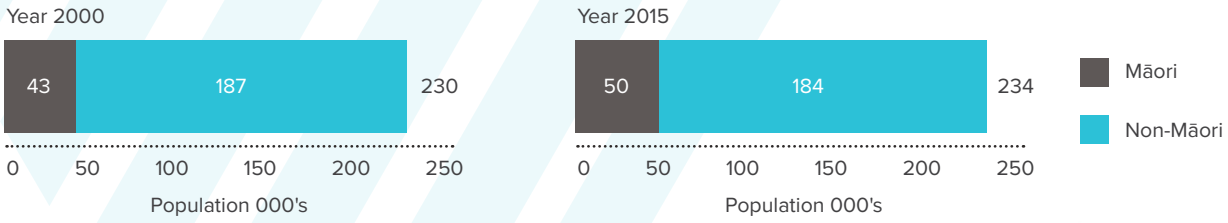


Source: Subnational population estimates, Statistics New Zealand

Population growth

The Māori population in the Manawatū-Whanganui region is growing at a faster rate than the non-Māori population (see Figure 4). For Māori, 10-year population growth rates are higher than for the last five years. For non-Māori the five-year growth rate is higher than for the last 10 years.

Figure 4 Māori share of population in Manawatū-Whanganui region and growth rates

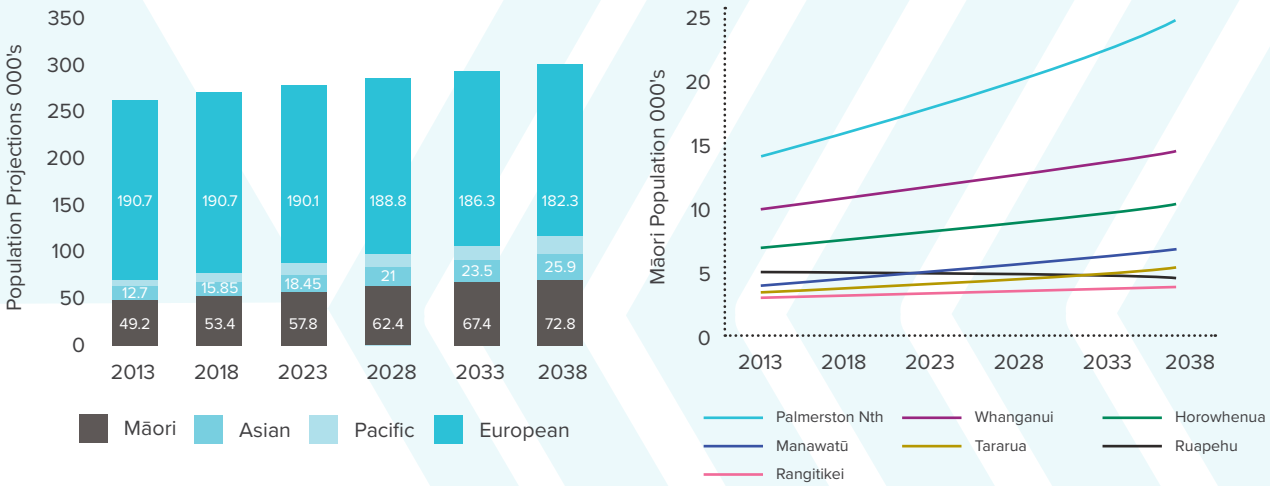


Source: Subnational population estimates, Statistics New Zealand

Population projections

Statistics New Zealand's medium growth projections to 2038 suggest that the Māori population in Manawatū-Whanganui will grow to 72,800 while the European and Other Ethnic population is projected to fall (see Figure 5). At the territorial authority area level, the Māori population in Palmerston North is projected to grow at the fastest rate.

Figure 5 Māori population projections for Manawatū-Whanganui, 2013 – 2038

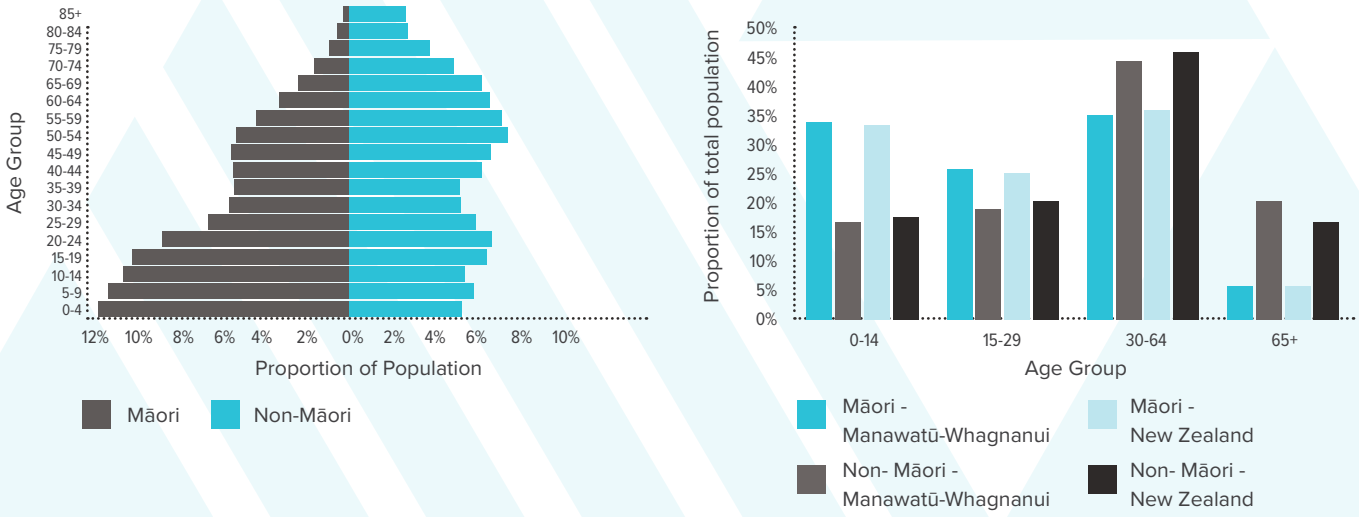


Source: Subnational ethnic population projections, Statistics New Zealand

Age profile

A major factor driving the faster growth of Māori in the region, and indeed nationally, is the lower age profile and higher birth rates in the Māori population (see Figure 6). A third of Māori in Manawatū-Whanganui are under the age of 15, compared to only 16.5 percent of non-Māori. Less than six percent of Māori are aged 65 plus compared to 20.3 percent of non-Māori.

Figure 6 Age breakdown in Manawatū-Whanganui, Māori and non-Māori, 2015



Source: Subnational population estimates, Statistics New Zealand

The Māori population is significantly younger than the non-Māori population in Manawatū-Whanganui. Close to 53 percent of the Māori population is under the age of 25 compared to only 30 percent of the non-Māori population. This is similar to the pattern nationally, although Manawatū-Whanganui has a slightly older non-Māori population, particularly in the 65+ age groups. The age profile of Māori is a significant opportunity for the region considering the declining population, particularly in the prime working age cohorts (Eaqub et al., 2015).

TE AO MĀORI

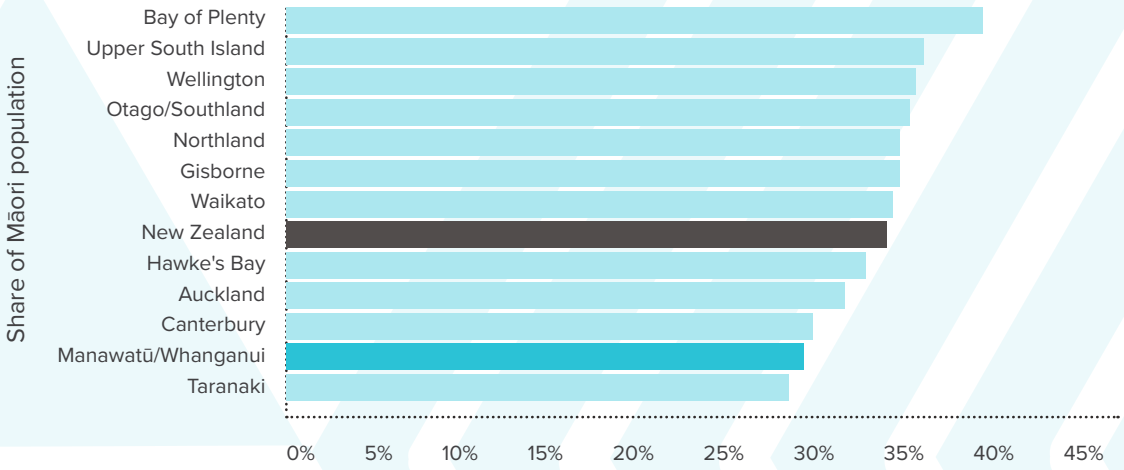
What is meant by te ao Māori

Te ao Māori refers to Māori society and what it means to be Māori. This section profiles cultural aspects of te ao Māori, perceptions of whānau wellbeing, connections to marae, hapū and cultural activities, Māori language and culture, treaty settlements and digital technologies. Together, these trends are indicative of the following outcomes: Māori heritage; Māori social institutions; Māori cultural vibrancy, Māori communities are culturally strong; and whānau wellbeing and resilience are strengthened (Leung-Wai, Chen, & Borren, 2016).

Perceptions of whānau wellbeing

Māori in the Manawatū-Whanganui region have a lower perception of whānau well-being than Māori nationally (Figure 7). In Manawatū-Whanganui, 29.7 percent of Māori thought things were getting better, while nationally this percentage was 33.5 percent.

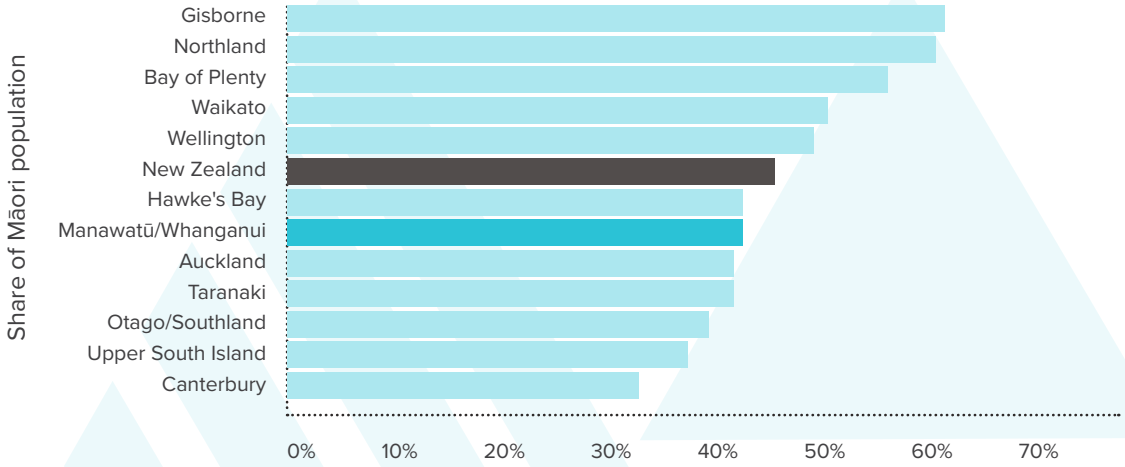
Figure 7 Things are getting better for whānau, 2013



Source: Statistics New Zealand customised dataset, Te Kupenga

Almost 44 percent of Māori in the Manawatū-Whanganui region believe it is ‘very’ or ‘quite’ important to be engaged in Māori culture (see Figure 8). This is lower than the national average of 46.3 percent. Gisborne Māori were the highest at 61 percent and Canterbury Māori were the lowest at 32 percent.

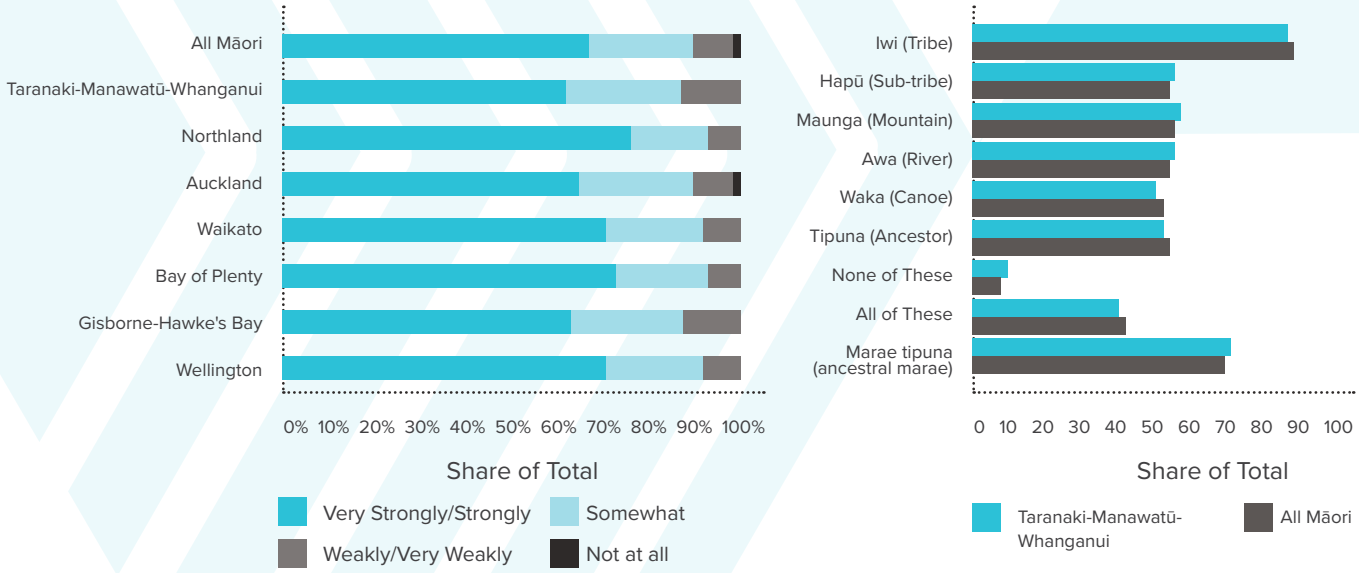
Figure 8 Importance of being engaged in Māori culture, 2013



Source: Statistics New Zealand customised dataset, Te Kupenga

Slightly fewer Māori in Taranaki/Manawatū-Whanganui than nationally felt 'very strongly' or 'strongly' connected to ancestral marae as tūrangawaewae.

Figure 9 Connections to ancestral marae and knowledge of tribal identity



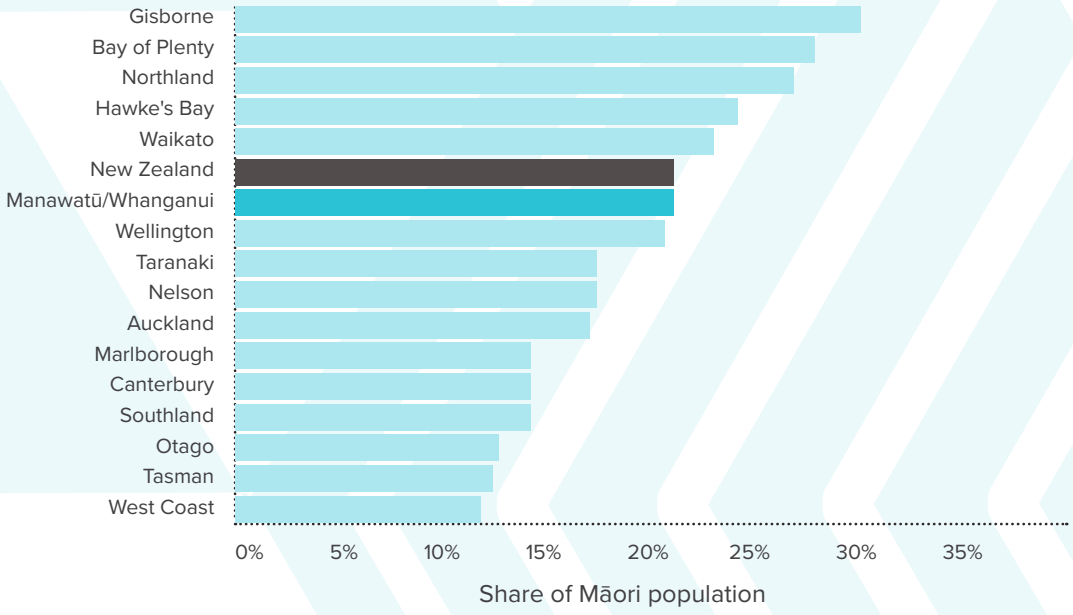
Source: Statistics New Zealand

In relation to Māori identity, more Māori in the Taranaki/Manawatū-Whanganui region than nationally knew their hapū, maunga, awa and marae tīpuna. Yet, less Māori in the region knew their iwi, waka, or tīpuna than nationally.

Māori language

According to the 2013 census, 9,110 Māori (21 percent of all Māori in the Manawatū-Whanganui region, Figure 10) could speak te reo. This was just below the national average of the proportion of Māori in New Zealand who can speak te reo. Māori are slightly less likely to be taught in Māori in schools in the Manawatū-Whanganui region than Māori nationally. The number of students being taught mainly in Māori (>50 percent) has declined between 2005 and 2015.

Figure 10 Ability of Māori to speak te reo by region, 2013



Source: Census 2013, Statistics New Zealand

Marae participation

Māori in the Manawatū-Whanganui region had the lowest participation in unpaid work for, or through, their marae, hapū or iwi in the last four weeks (14.2 percent), than all other regions. However, in relation to waiata, haka, mihi, or taking part in Māori performing arts and crafts about once a month, Māori in the region were more likely to do so (36.3 percent), than nationally (33.5 percent).

Treaty settlements

All iwi within the Manawatū-Whanganui region are either engaged in treaty settlement negotiations with the Crown, have agreed to settlements in principle, or have received full and final settlement (Eaqub et al., 2015) (see Table 7).

Table 7 Treaty settlements in Manawatū-Whanganui

Claimant	Financial settlement	Year settled
Ngā Rauru Kītahi	$31 million	2003
Ngāti Apa	$16 million	2008
Ngāti Toa Rangatira	$70.6 million	2012
Whanganui Iwi (Ngāti Rangi, Tama Ūpoko, Hinengākau, Tupoho, Tamahaki)	$81 million + $30 million for the establishment of Te Korotete, $0.2 million per year for 20 years for Te Pou Tupua, and $0.43 million for the establishment of Te Heke Ngahuru	2014
Rangitāne o Manawatū	$13.5 million	2015
Rangitāne o Wairarapa and Rangitāne Tāmaki nui-ā-Rua	$32.5 million	2016
Ngāti Kahungunu o Tāmaki nui a Rua Wairarapa		Agreement in Principle
Tūwharetoa Hapū Forum		Negotiations

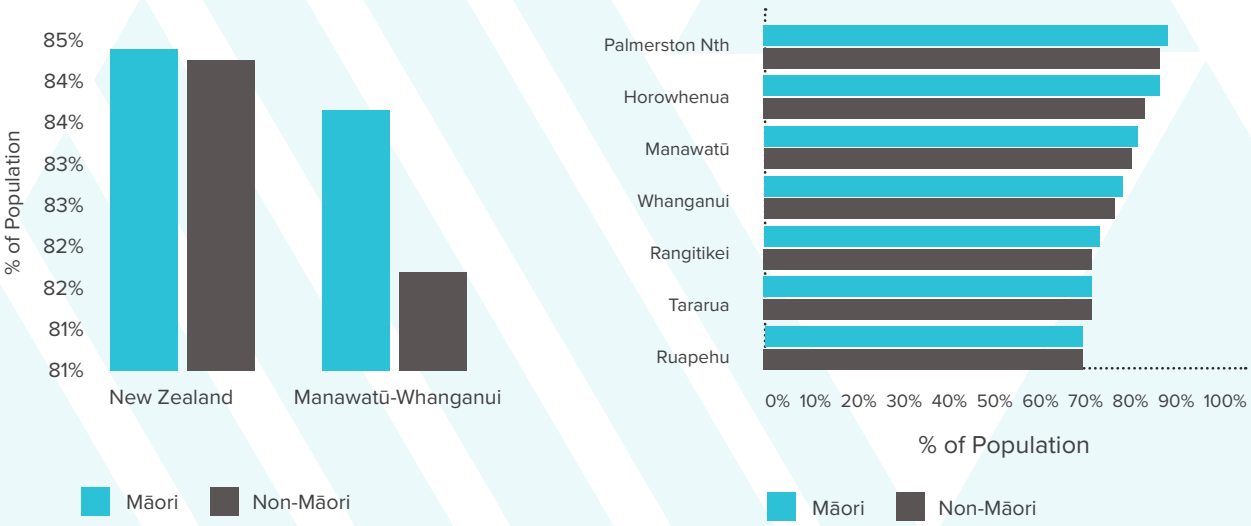
Source: Office of Treaty Settlements; Deeds of settlement.

The majority of iwi in Manawatū-Whanganui have yet to reach comprehensive settlements. Table 6 shows the status of settlements in Manawatū-Whanganui. Several iwi are at varying stages of the treaty claims process. For instance, Muaūpoko Tribal Authority is presently seeking a mandate to negotiate its treaty claims.

Digital connectivity

Māori households had greater access to a mobile phone across New Zealand and in the region than non-Māori households. At the territorial authority level, Māori households in Palmerston North City had the greatest access to mobile phones. Again, Māori households had greater access than non-Māori households.

Figure 11 Household access to a cell phone/mobile phone, 2013



Source: Statistics New Zealand

In relation to the internet, New Zealand Māori and non-Māori had greater household access than Māori and non-Māori in Manawatū-Whanganui. Around 65 percent of Māori had household internet access in Manawatū-Whanganui.

WHENUA

Māori land

There are approximately 190,000 hectares of Māori owned freehold land consisting of 2,156 land lots of varying sizes in Manawatū-Whanganui. Of the 190,000 hectares, 127,000 hectares (two-thirds) has land use capability falling into classes 6 (67,000 ha) and 7 (60,000 ha) (Eaqub et al., 2015).

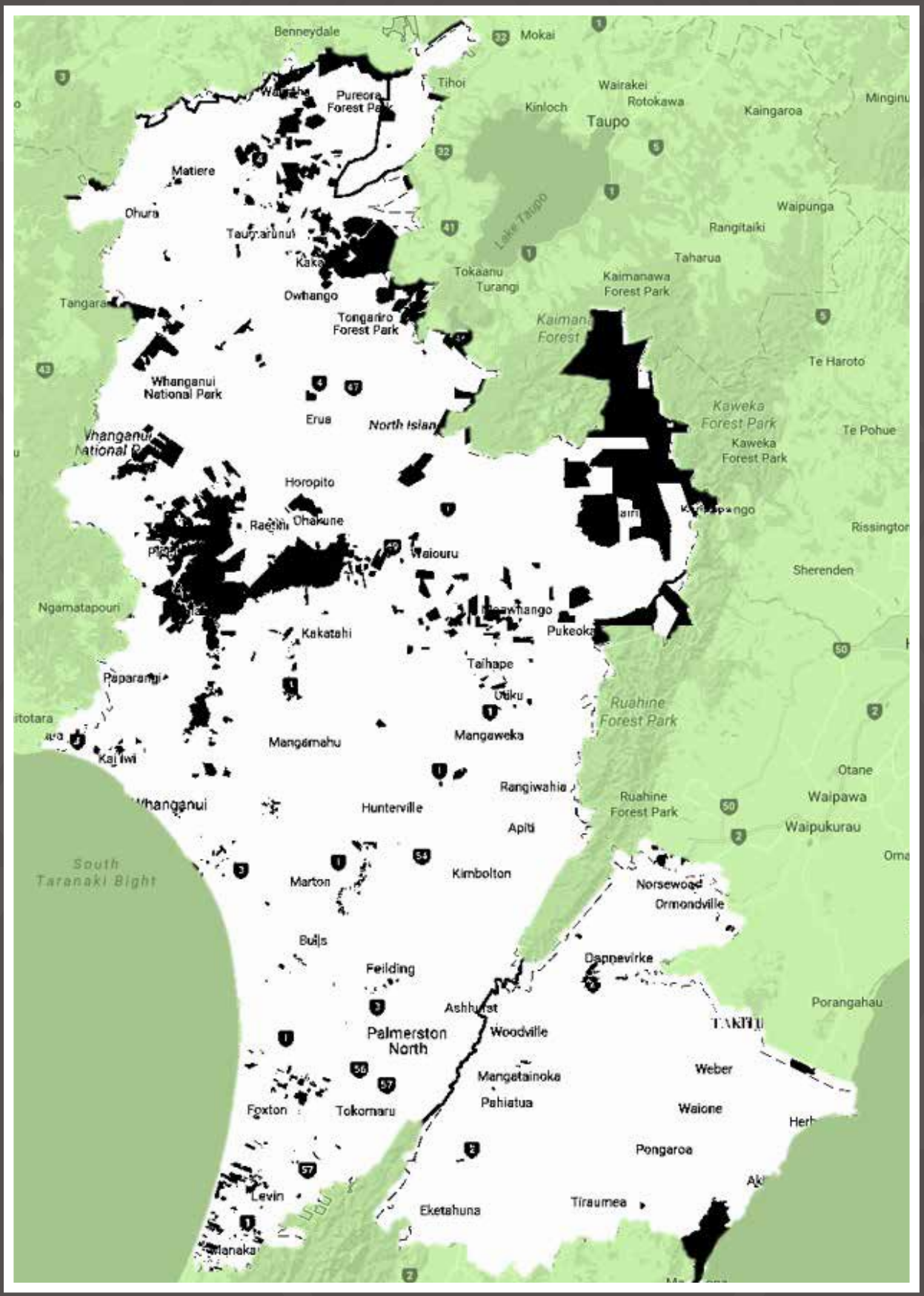
Figure 12 below depicts the location and size of the Māori land blocks (shaded black) in the region. The map is based on the latest information available from Māori Land Online at the time of printing and is indicative of the size and locations of Māori land blocks in the rohe rather than an accurate and complete map.

Two different examples of Māori land use are identified in this strategy in the Manawatū-Whanganui region: a large aggregation of Māori land blocks administered by Atihau-Whanganui Incorporation; and the Te Reu Reu blocks.

The Atihau-Whanganui Incorporation is a significant Māori land-based enterprise, with land holdings covering 101,000 acres in the Waimarino district. The incorporation was originally formed in 1970 by a Māori Land Court order allowing the owners to resume ownership and manage their lands previously vested in the Aotea Māori Land Council in 1903. Eighty-three percent of Atihau-Whanganui lands are farmed, principally for sheep and beef, some dairy and forestry. Atihau-Whanganui applies sustainability principles into its farming operations, integrating biophysical protection and socio-economic objectives. The challenge for Atihau-Whanganui is how to sustainably extract further value from its land-based activities.

Te Reu Reu have been managing their lands since 1830. With a purchase of the block, Te Reu Reu lost the land and were left with 4010 acres as reserve lands. The land comprises 118 blocks with 5,800 owners, some of which is administered by Te Tumu Paeroa (the Māori Trustee) and others by land owners. The land is fragmented, but given the quality of the land (Classes 1 and 2, which are suitable for arable cropping, horticulture, pastoral grazing and tree crops), the challenge is not what can or cannot be done with the land, but how to consolidate the land and to bring people together. The process of finding ways to work together are not new, with the whānau working from the official record of a 1914 hui of land owners who were seeking to work collectively on land developments.

Figure 12 Map of Māori land in Manawatū-Whanganui



Source: Māorilandonline.govt.nz; Google Maps

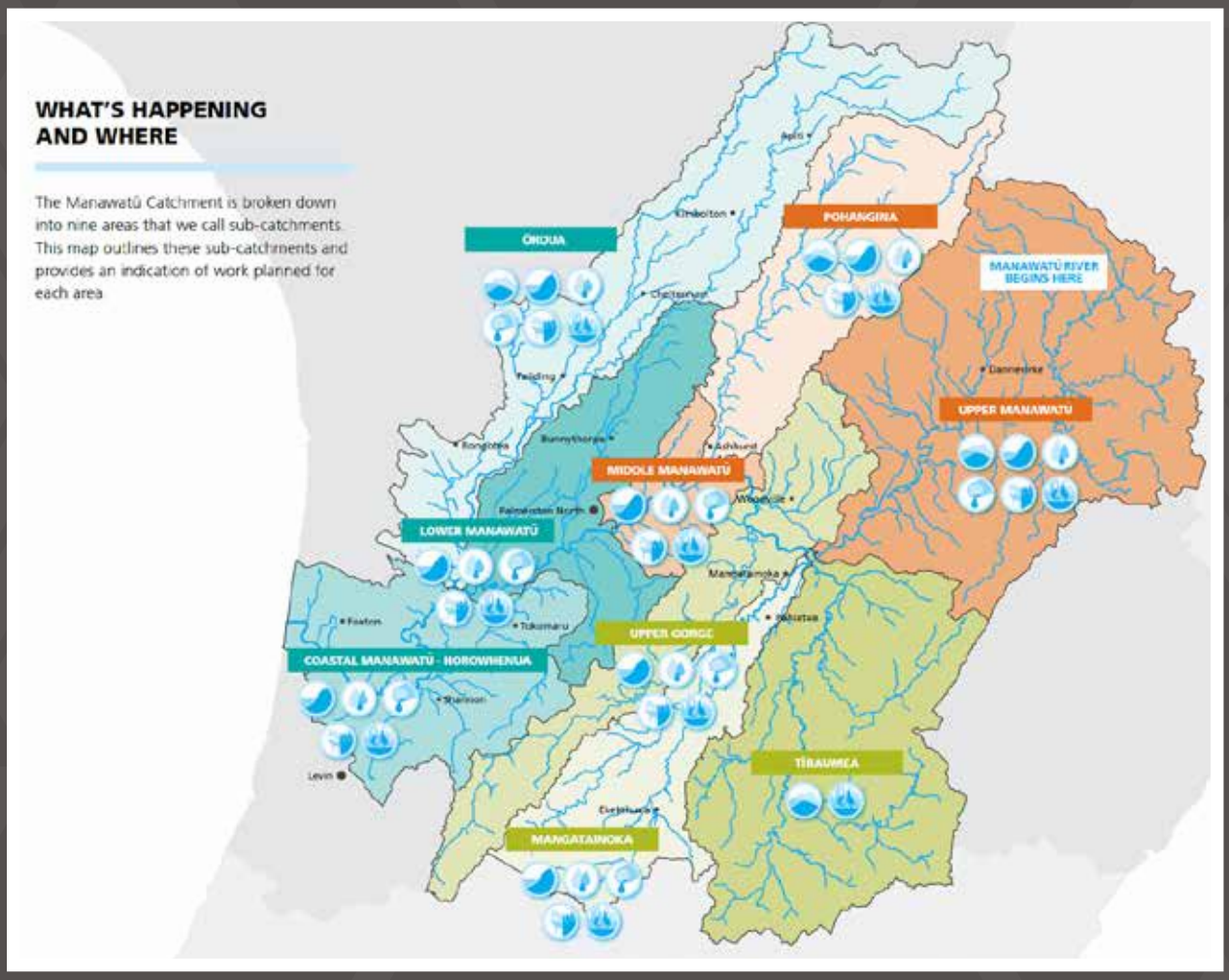
Wai

Te mana o te wai (water) is of extraodinary importance to Māori and non-Māori in Manawatū-Whanganui, but the spiritual, physical, social and cultural significance of wai for whānau, hapū and iwi is recognised by local and central government and the wider community alike (Horizons Regional Council, 2014). Hapū and iwi are committed to environmental protection and sustainable use of water (rivers, lakes, streams and coastal areas) throughout Manawatū-Whanganui and are deeply affected by the degradation of these fundamental natural resources. The connection to these lands and waters stems from the traditional role of hapū and iwi as kaitiaki and their contemporary roles as land owners and enterprise owners.

Māori are actively engaged in efforts to address water quality and degradation issues in lakes and rivers across Manawatū-Whanganui. This includes the following fora, agreements and actions:

- The Manawatū River Leaders' Accord established in 2010 to address the state of the river. Iwi are among 34 stakeholders who are committed to the task through an associated action plan (Horizons Regional Council, 2010, 2016);
- Te Awa Tupua (Whanganui River Claims Settlement) Bill, which gives effect to the Whanganui River Deed of Settlement signed on 5 August 2014, to which Horizons Regional Council has expressed its support (Gordon & McCartney, 2016);
- The Manawatū River Advisory Board which will form once the Rangitāne o Manawatū settlement is enacted to address the sustainable use and mana of the Manawatū River.
- Te Taiao Environmental Management Plan of Ngāti Rangi, which sets out environmental issues, aspirations and monitoring efforts of the iwi, including wai (Dentice & Bowen, 2016; Gabrielsen, 2014); and
- Ngā Pae o Rangitīkei, an iwi group that has initiated collective action with other stakeholders to improve the condition of the Rangitīkei River (Karl et al., 2012; Shenton, 2015).

Figure 13 Manawatū River catchment and sub-catchments



Source: Horizons Regional Council (2016, p. 5)

Environmental issues

Horizons Regional Council implemented the One Plan as a single planning document for natural resource management across Manawatū-Whanganui in 2014. Four key environmental challenges flow through the One Plan: (1) surface water degradation; (2) increasing water demand; (3) unsustainable hill country land use; and (4) threatened indigenous biological diversity (Horizons Regional Council, 2014). The regional council's approach is to encourage and benefit responsible resource use, whilst punishing irresponsible resource use (Horizons Regional Council, 2014).

A chapter is devoted in the One Plan to te ao Māori and the role of Māori in natural resource management. The chapter's purpose is to recognise Māori rights and council obligations under the treaty, in law, policy and practice. The One Plan sets out environmental issues of significance to Māori (see Table 8).

Table 8 Environmental issues of significance to Māori in Manawatū-Whanganui

Environmental issue	Description
Water quality and demand	• Management of water quality and quantity throughout the region does not provide for the special qualities significant to Māori. • Hazardous substances and nitrate run-off need to be better managed to avoid contaminants entering water. • Lakes and streams (for example, Punahau/Waipunahau Lake Horowhenua and Hokio Stream) have suffered degradation which continues and are considered culturally unclean • Access to and availability of clean water to exercise cultural activities such as food gathering and baptismal rituals have diminished • Marae groundwater bore supply is affected in some areas during seasonal drought. • Excessive groundwater abstraction can adversely affect water and existing groundwater users. • Water diversion from one catchment to another is considered culturally abhorrent. • Sewage disposed to water, in treated form or otherwise, is culturally abhorrent. Land-based treatment is preferred.

Land use and management	• More riparian retirement and planting is needed to protect river banks from erosion. Several iwi believe harakeke (flax) would provide the most desirable outcome. • Land management plans need to be encouraged to ensure consistent land management practices region-wide. • Adverse effects of land use continue to have a detrimental effect on traditional food gathering areas, native habitats and ecosystems. • The removal, destruction or alteration of wāhi tapu and wāhi tūpuna by inappropriate activities continues to have a detrimental effect on those sites and upon hapū and iwi.
Indigenous habitat and biodiversity	• The transfer of indigenous plants from rohe to rohe is considered culturally unnatural. • Indigenous flora and fauna continue to be under increased threat by human and pest activity.
Research	• Further research on preventing salt water intrusion into coastal aquifers is a necessity. • Biodiversity research needs more funding.
Monitoring and enforcement	Monitoring and enforcement of environmental standards, including those contained in regional plans, district plans and resource consents, are insufficient at times.

Source: Horizons Regional Council (2014)

The response to Māori perspectives on the environmental issues in Table 8 is set out in a number of kaupapa or policy statements. These statements seek to recognise the role of hapū and iwi in natural resource management, identify and provide for wāhi tapū, have regard to the mauri of water, and other environmental management methods (e.g., water allocation and usage).

WHAIRAWA

What is meant by Whairawa

Whairawa (Māori economic wellbeing) can be indicated by the extent to which Māori have the skills to realise economic opportunities, are earning income and returns that fulfil their lifestyle expectations, are active across all sectors of the economy, and Māori enterprises are identifiable, visible and prosperous. This part of the strategy examines Māori participation and outcomes in education, employment, housing, and business.

Education

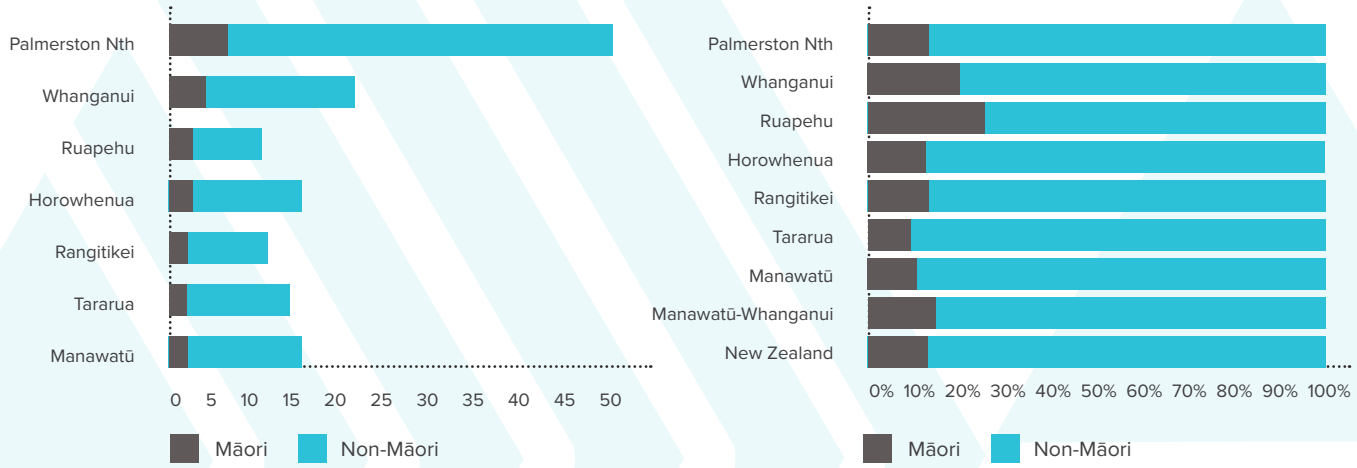
Key statistics for Māori in education in Manawatū-Whanganui follow:

- 95.2 percent of Māori children in the Manawatū-Whanganui region attended early childhood education (ECE) before starting school;
- The largest proportion of Māori children in ECE are in education and care (childcare centres or day-care) (42 percent), followed by kōhanga reo (27 percent);
- In 2014, 54 percent of Māori in the Manawatū-Whanganui region left with NCEA level 2 or above;
- In 2013, 37 percent of the Māori working age population in Manawatū-Whanganui had no formal qualifications, compared with 25 percent of the non-Māori working age population;
- About 8 percent of Māori in Manawatū-Whanganui had a bachelor degree or higher compared with 16 percent of non-Māori;
- In 2013, 9.9 percent of Māori in Manawatū-Whanganui had post-school qualifications in STEM (science, technology, engineering and maths), compared with 20 percent of non-Māori; and
- In 2015, 36.9 percent of schools in the Manawatū-Whanganui region had fair representation (i.e., at least one Māori parent on boards of trustees).

Employment

There are 108,500 people employed in the Manawatū-Whanganui region, of which 15,800 (14.5 percent) are Māori. Māori and non-Māori employment by local authority is shown in Figure 14.

Figure 14 Māori and non-Māori employment by local authority



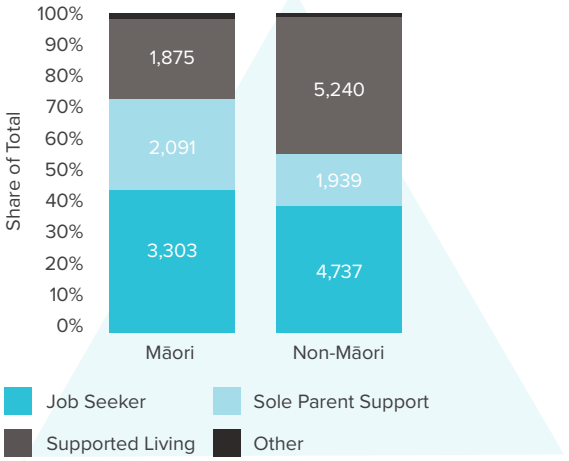
Source: Infometrics

Palmerston North City accounts for about 46 percent of employment in Manawatū-Whanganui and 44 percent of Māori employment. Whanganui accounts for 17 percent of employment in the region and 23 percent of Māori employment. Ruapehu has the largest proportion of Māori workers, with 24 percent of people employed in the district being Māori.

Māori unemployment is higher in Manawatū-Whanganui (12.9 percent) than for Māori in New Zealand (12 percent). Horowhenua has the highest Māori unemployment rate, with close to 18 percent of Māori unemployed. Lowest Māori unemployment is in Rangitīkei, where only 11.5 percent of Māori are unemployed. Māori in the Manawatū-Whanganui region are 1.9 times more likely to be unemployed than the total workforce.

In March 2016 there were 19,365 people on a benefit in the Manawatū-Whanganui regional council area (see Figure 15). Of these 7,358, or 38 percent, were Māori.

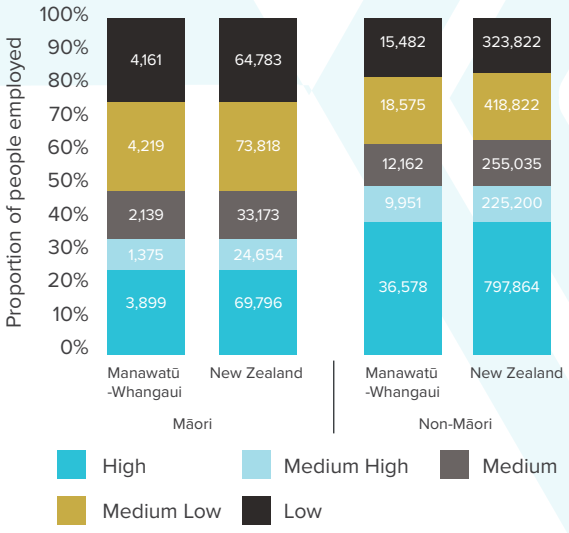
Figure 15 Beneficiary data, Māori and non-Māori, March 2016



Source: Quarterly benefit fact sheets, Ministry for Social Development

A quarter of Māori in Manawatū-Whanganui are employed in high skill categories (see Figure 16). A similar proportion of Māori in the Manawatū/ Whanganui region are employed in low skilled jobs (26 percent).

Figure 16 Māori and non-Māori employment by skill level, 2015



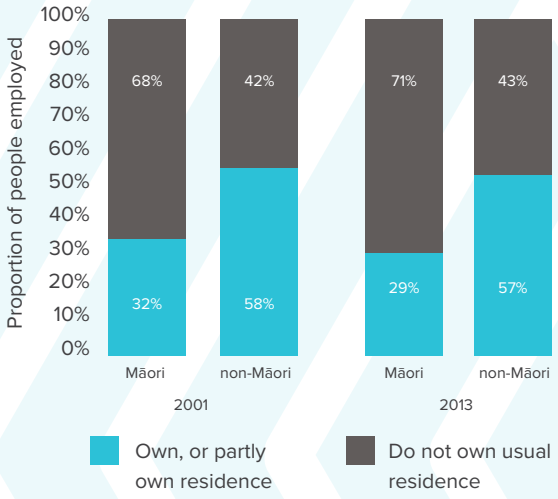
Source: Infometrics

The largest proportion of the Māori workforce in the Manawatū-Whanganui region are employed as labourers (22 percent). Māori in Manawatū-Whanganui are also underrepresented in the managers and technicians and trades workers occupation groups.

Home ownership

Twenty-nine percent of Māori in Manawatū-Whanganui own or partially own the residence in which they usually live (Figure 17) compared to 57 percent of non-Māori.

Figure 17 Māori home ownership in Manawatū-Whanganui, 2001 and 2013



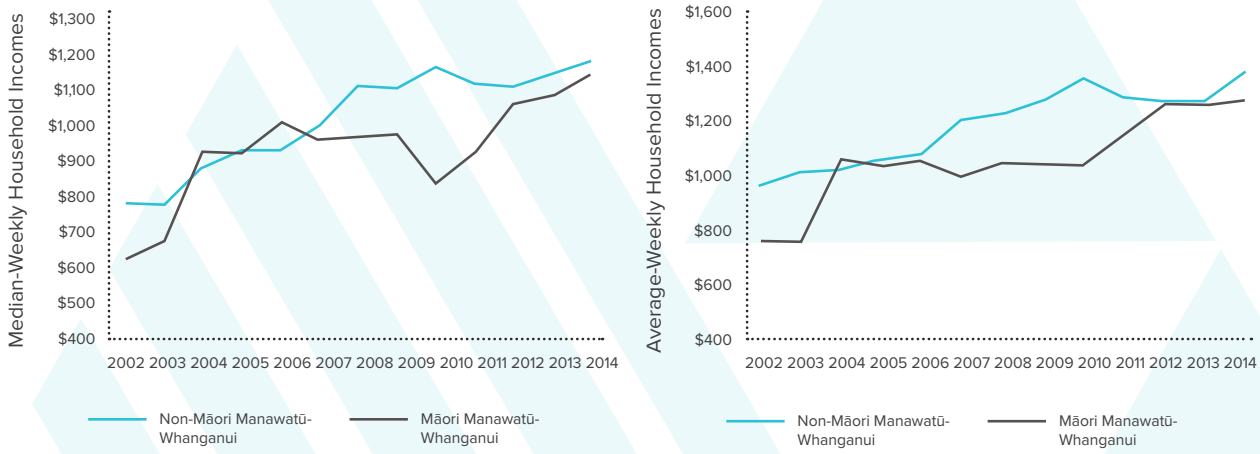
Source: 2001 and 2013 Census, Statistics New Zealand

The proportion of Māori in the Manawatū-Whanganui region who own or partially own their own residence has fallen between 2001 and 2013 from 32 percent to 29 percent. In 2013, 15.5 percent of Māori lived in crowded conditions in Manawatū-Whanganui, compared with 5.3 percent of non-Māori. The proportion of people in crowded housing is higher nationally, 20 percent of Māori and 8.8 percent of non-Māori.

Incomes

Between 2002 and 2014, the average and median household income for Māori in Manawatū-Whanganui has generally been lower than household incomes for non-Māori (Figure 18). At the national level, Māori household income is consistently about $200 less per week than non-Māori household income.

Figure 18 Household incomes in the Manawatū-Whanganui region, 2002 – 2014



Source: Source: Statistics New Zealand customised data held by Te Puni Kōkiri

The average weekly income for Māori in the Manawatū-Wanganui region in 2015 was $561. This is less than for Māori in New Zealand ($634) and for non-Māori in Manawatū-Whanganui ($675). It is well below non-Māori in New Zealand, who have an average weekly income of $824.

Only 3 percent of Māori in the Manawatū-Whanganui region derive income from self-employment, slightly less than Māori nationally (4 percent) and well below non-Māori in the region and nationally (9 and 10 percent respectively). Further, the median income from self-employed Māori in the Manawatū-Whanganui is $480, which is less than for Māori nationally and non-Māori in the region ($499) and nationally ($690).

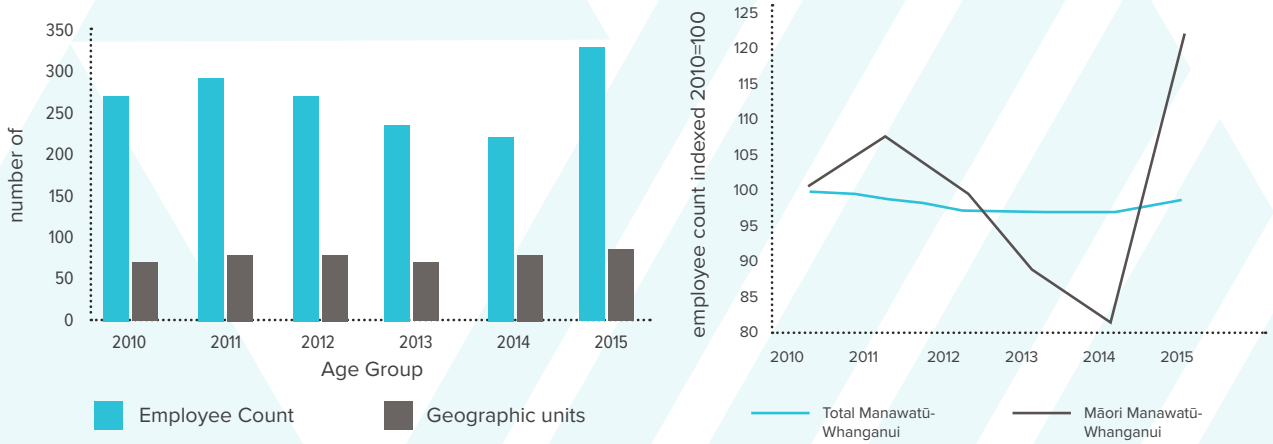
Nine percent of Māori in the Manawatū-Whanganui region receive an income from investments. This compares to 33 percent of non-Māori in the region. Forty percent of Māori (Manawatū-Whanganui) derive income from government transfers compared with 41 percent of non-Māori in the region.

PAKIHI

Māori enterprises

Within the economy, Māori enterprises include Māori authorities, large Māori-owned businesses, Māori small and medium enterprises, and Māori-in-business (self-employed). According to Statistics New Zealand's business demography statistics, Manawatū-Whanganui had 84 Māori businesses employing 330 people in 2015 (Figure 19). Note that this only includes enterprises with GST turnover greater than $30,000 so will likely not include micro-enterprises and whānau-based enterprises.

Figure 19 Māori businesses and employment, 2010 to 2015



Source: Business Demography Statistics, Statistics New Zealand

At 3.9 employees per business, the average size of a Māori enterprise is relatively small in Manawatū-Whanganui. The average size of a Māori business nationally is 7.8 employees, and is 20 employees in Auckland.

Māori authorities

The number of Māori authorities (mainly Māori land trusts and incorporations) in Manawatū-Whanganui was 108 in 2010 and rose to 123 by 2014. In 2014, Māori authorities in the region had 300 filled jobs. A selection of significant Māori authorities in the region are described in Table 9.

Table 9 Key Māori authorities

Organisation	Description	Size
Paranihi ki Waitotara	Based in Taranaki but has land assets in Manawatū-Whanganui. Owns 20,000 hectares of land. Range of business interests including dairy farming, crayfish, forestry and commercial property	$7.6 million net profit after tax (2014/15) $277 million in assets (30 June 2015)
Palmerston North Tenths Trust	Owns 13 hectares of Central Palmerston North land	$77 million
AFL Prepared Foods	Based in Palmerston North and is a subsidiary of Aotearoa Fisheries Limited Food processor specialising in the production of canned abalone and shelf-stable pouch meals	Aotearoa Fisheries Limited reported a net profit after tax of $16 million for the year ended 30 September 2015 Estimated to be worth at least $350 million
Atihau-Whanganui Incorporation	Manages 101,000 acres of land. Farms about 83 percent of the land for sheep and cattle, with some fairy and forestry interests	
Ngāti Apa Developments		The latest annual report on the Ngāti Apa website (2010/11) showed $14 million of funds under management.
Aohanga Incorporation	With more than 1700 shareholders, Aohanga Incorporation manages more than 7,000 hectares of land at Owahanga Station, southeast of Dannevirke. The Station comprises pastoral grazing land, forestry, native bush (with honey production), olives and scrub land.	The 2015 annual report shows an asset base of $13 million.

Source: MartinJenkins (2016)

Māori participation in ICT and the digital economy

According to MBIE, the ICT sector contributes five percent of GDP and employs 73,392 New Zealanders (3.2 percent of the workforce). New Zealand has well-developed telecommunications infrastructure. The computer system design sub-sector has shown strong employment growth, adding 1,630 jobs in 2012 across a range of occupation types. Sixty two thousand workers were employed in ICT occupations (as distinct from being employed by ICT firms) across the whole economy in 2012, 11,000 more than in 2003. Some traditional occupations and industries will disappear or change radically (as has occurred with the music industry), while new opportunities for value creation and economic growth emerge.

ICT is a catalyst for social and economic change, with challenges and opportunities for Māori (Tayawa Figuracion, 2015). The recent Māori in ICT report identifies key statistics in terms of Māori access, use of and participation in ICT as students, employees, and businesspeople. The report finds that:

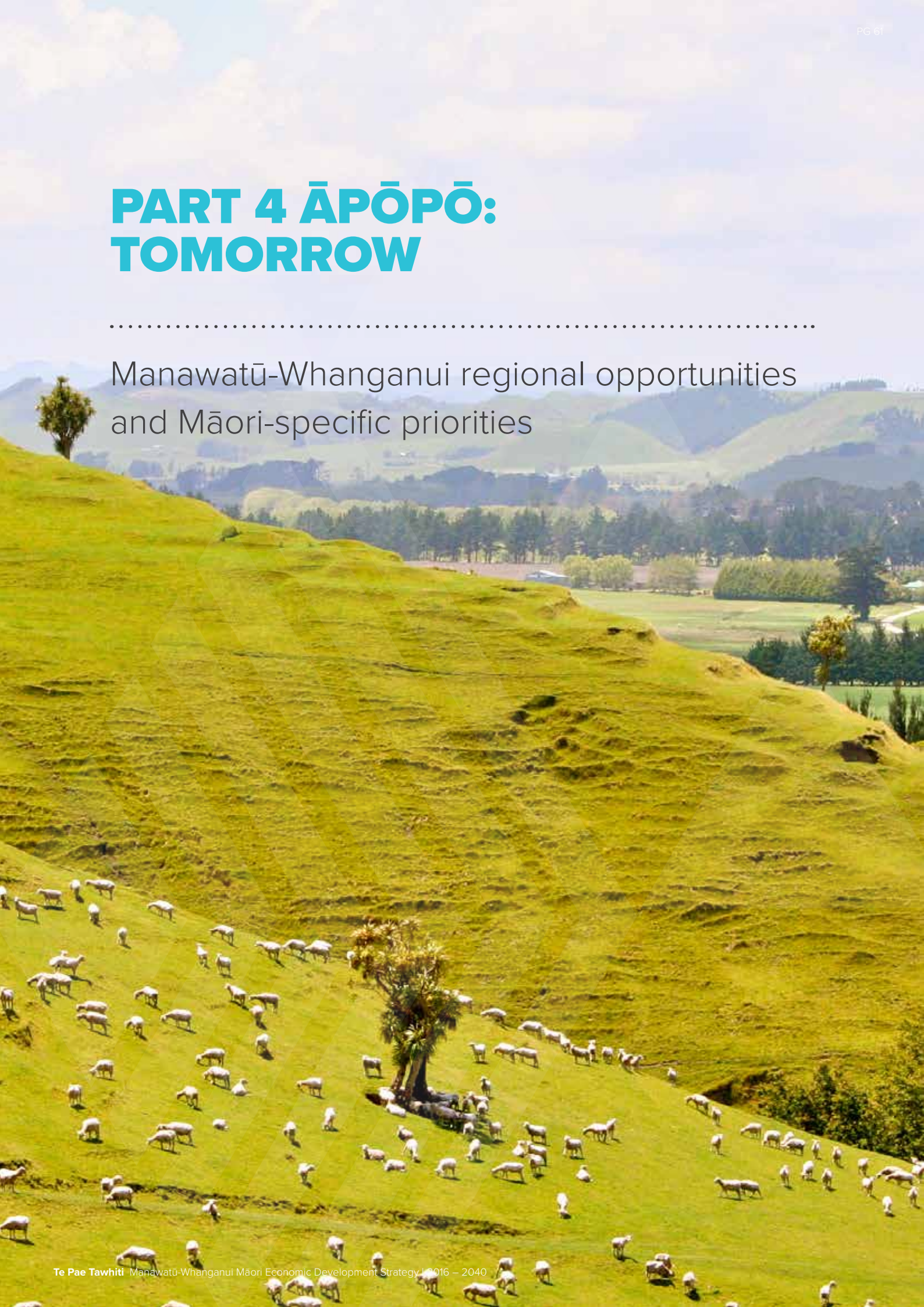
- Few Māori (about 1 percent of Māori tertiary students) are studying ICT;
- Two and half percent of Māori (7,800) are employed in ICT, mainly in lower skilled roles;
- Average Māori incomes from ICT jobs is $60,000, almost twice the Māori median income of $36,500;
- Māori have comparable use of mobile phones with the rest of New Zealand; and
- Sixty eight percent of Māori homes have internet access compared with 83 percent nationally.

He kai kei aku ringa economic panel chair Ngahiwi Tomoana in his mihimihi in the Māori in ICT report (Tayawa Figuracion, 2015) makes several salient points. Māori have been fortunate to have had inspirational leaders who were prepared to fight for a Māori stake in New Zealand's industries and sectors that rely on invisible and intangible property. Dr Huirangi Waikerepuru's fight for Māori language and broadcasting rights, Sir Graham Latimer's claim to Māori rangatiratanga over radio frequencies, and Mrs Rangiaho Everton's challenge for Māori management rights over spectrum. They have secured Māori 'a foot in the door' of ICT, yet it is over to the next generation to push the door wide open. The ICT sector clearly presents opportunities for Māori to express their identity, do great work, secure high paying jobs and start and run innovative Māori enterprises, and to be part of one of the most valuable industries in the history of global commerce.

In Budget 2014, the Government allocated $30 million over six years for a Māori ICT Development Fund to support: (1) Māori economic development by encouraging Māori participation in the ICT sector; and (2) access to Māori language and culture through ICT and digital literacy initiatives. The Māori ICT development fund will, among other things, focus on creating high value jobs and opportunities that advance Māori in digital technologies. There will be two initial funding priorities: first, improving digital skills and pathways for Māori in digital technologies; and second, growing digital technologies businesses.

PART 4 ĀPŌPŌ: TOMORROW

Manawatū-Whanganui regional opportunities and Māori-specific priorities



REGIONAL GROWTH

The Regional Growth Study

Regional growth is a priority for central, regional and local governments. Nationally, growth provides wealth, jobs and improves living standards for all, but regional growth studies show some regions are performing less well than others. The Growth Study released in July 2015 shows Manawatū-Whanganui is one of the slower growing regions in New Zealand. The regional economic growth programme provides government, private sector, iwi and others with an opportunity to identify what can be done to stimulate growth, investment, employment and incomes in this and other regions.

Within the regional growth programme and 'He kai kei aku ringa: Crown-Māori economic growth partnership,' the government is committed to raising Māori economic performance. The large Māori population and substantial youth component present scope to more fully realise the potential of Māori people, assets and capabilities in the region. Three ministers lead regional economic development: Hon Steven Joyce, Hon Nathan Guy and Hon Te Ururoa Flavell.

The Growth Study makes four important points about the region. First, slow growth in the region is attributed to reducing global demand for products we produce, the impact of automation on the narrow range of industries in which we specialise, and low cost offshore production of our competitors. The effects of these changes are amplified by the region's inability to respond quickly. Second, regional growth requires active intervention to extract productivity gains from existing sectors and add new sectors that best respond to the changing business environment. Third, the Growth Study deliberately avoids being labelled a regional strategy. Instead, the study is a process of identifying 'investible' and 'actionable' opportunities in which government, private sector and iwi can invest to accelerate regional growth. Fourth, convergence between Māori and non-Māori unemployment rates, employment levels and incomes would reduce Māori unemployed by 56 percent, or around 2,000 people, add 1,000 jobs, and increase Māori GDP by around $205 million (Eaqub et al., 2015, p. 55). A compelling case to achieve 'convergence' was not evident, except for a focus on settlements, land utilisation and educational attainment.

The Manawatū-Whanganui Growth Study identified eight opportunities and three enablers for growth, building on the region's strengths in agriculture (sheep, beef and dairy), transportation, tourism and food innovation and other areas. The Growth Study uses a mixed portfolio approach to identify eight opportunities:

- Tourism and visitor services
- Sheep and beef farming and processing
- Land use intensification
- Mānuka honey
- Fresh vegetables
- Poultry and grain processing
- Affordable care and lifestyle for older people
- Business process outsourcing (BPO) and food innovation outsourcing

The three enablers to economic growth were: (1) transport and distribution; (2) productivity of Māori land; (3) growing businesses.

Manawatū-Whanganui Economic Action Plan

On 12 August 2016, the Accelerate25 Lead Team launched the Manawatū-Whanganui Economic Action Plan (Henley et al., 2016). Developed by Henley Hutchings under the direction of a local

governance group comprising local council mayors, business leaders and iwi, the action plan constitutes a 'road map' to accelerate social and economic growth in the region to 2025 (eight years from now). Again, while not intended as a strategy, the action plan has elements of a strategy, as expressed in the following aspirational statement:

> *For a strong and more prosperous Manawatū-Whanganui by 2025 –*
>
> *for our people, for our mokopuna and for New Zealand*
>
> *Kia kaha ake, kia whaihua hoki te rohe o Manawatū-Whanganui a mua mai*
>
> *o te tau 2025 mō tātou, mō ā tātou mokopuna mō Aotearoa hoki.*

(Henley et al., 2016, p. 3)

The action plan sets out a pathway to convert opportunities into an action programme based on extensive work with project teams assembled around each opportunity. Three main aspects changed between the Growth Study and Economic Action Plan: (1) business process outsourcing was split into two areas; (2) the Māori land enabler became the 'realising Māori potential opportunity' (Te Pae Tata); and (3) skills and talent and digital connectivity were added as enablers. The action plan does not propose any specific institutional arrangements, but offers principles for the kind of organisation and resources needed to successfully implement the actions.

At the launch of the Manawatū-Whanganui Economic Action Plan at the Whanganui Memorial Hall on 12 August 2016, Minister's Joyce, Guy and Flavell, were on hand to lend the government's support to the next phase of the action plan - implementation. This included support for specific initiatives, but also broad political and policy support of government to economic and social development in Manawatū-Whanganui. Sir Mason Durie, in speaking for the Lead Team, indicated that the Lead Team and Horizons Regional Council would continue to oversee and facilitate implementation of the action plan.

The action plan distinguishes between Te Pae Tata and Te Pae Tawhiti. Te Pae Tata focused on realising Māori potential by building on Māori-specific economic activities already underway across the eight original opportunities in the action plan. Te Pae Tawhiti is the wider Māori economic development strategy for Manawatū-Whanganui.

Te Pae Tata positions Māori, alongside non-Māori, as leaders and partners in pursuing regional growth and prosperity for Manawatū-Whanganui. Te Pae Tata recognises the role and contribution of Māori as key participants in decisions and actions for regional growth, with iwi as key stakeholders. Te Pae Tata provides for Māori to participate in regional growth in diverse ways: as partners, facilitators, investors and as businesspeople.

Māori view economic development in a holistic way that reflects the integration of social, cultural, economic, environmental and spiritual wellbeing Economic success for Māori therefore encompasses the wellbeing of people, land, the wider environment, and future generations. Te Pae Tata expects that the Māori world view will be central to Māori enterprise development, with success being reflected in a positive difference to whānau wellbeing.

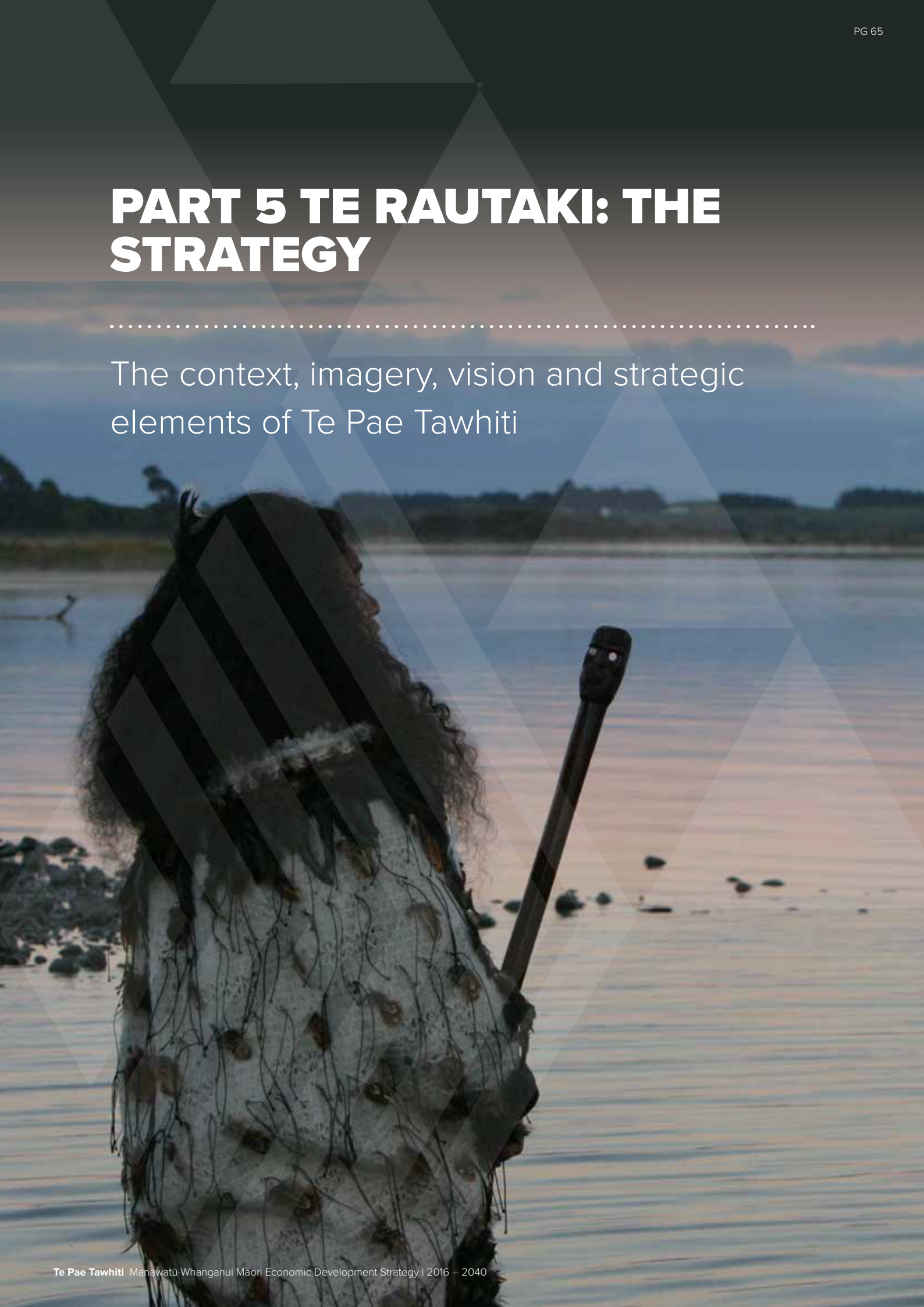
Te Pae Tata identifies opportunities that do not necessarily fall neatly into the other eight opportunities in the action plan but also notes that there are more immediate opportunities that are closely linked to the eight opportunities including (1) boutique tourism in and around the Whanganui River; (2) land and water use optimisation; (3) mānuka honey; (4) long term job-seeker placements

within Māori enterprises (social and commercial); (4) support for long term iwi development planning; and (5) promotion of a Māori Business Facilitation Service (MBFS) (Henley et al., 2016).

Realising Māori potential under Te Pae Tata depends on support and resources from a number of sources. These include support from the wider community, partnerships with government and industry, and drawing on our distinctive cultural assets, affiliations and connections. Realising Māori potential will also require opportunities which are grounded in market realities, improved digital connectivity for Māori communities and enterprises, Māori leadership and human capability, and access to capital for Māori enterprises and initiatives.

PART 5 TE RAUTAKI: THE STRATEGY

The context, imagery, vision and strategic elements of Te Pae Tawhiti



CONTEXT

Te Pae Tawhiti is a Māori economic development strategy for Manawatū-Whanganui. The name derives from a whakatauākī quoted by the late Dr Whakaari Rangitakuku Metekingi:

Ko te pae tawhiti, whāia kia tata,
ko te pae tata, whakamaua kia tīnā.

The whakatauākī lauds the benefits from taking hold of opportunities that are close to hand (te pae tata) while also pursuing more distant goals so they can become tomorrow's realities (te pae tawhiti).

The main focus of Te Pae Tawhiti is on economic growth that will contribute to gains for whānau, communities, marae, and future generations. But the contribution of economic growth needs to be seen as part of a parcel of strategies, all aimed at delivering gains for Māori. Other contributions will come from various national programmes including whānau ora (family wellbeing), Te Mātāwai (Māori language promotion), and community initiatives such as IronMāori and Te Matatini. Te Pae Tawhiti will not be a panacea for all conditions, but alongside other Māori initiatives will be able to join them in making substantial contributions to wellbeing.

A focus on the future is a further major contribution from Te Pae Tawhiti. Sustainable growth that can deliver benefits to future generations distinguishes Te Pae Tawhiti from Te Pae Tata. A future focus implies building a sustainable economy and ensuring that it is accompanied by environmental sustainability and continuing cultural integrity. The future focus also recognises the increasing relevance of a global economy and the opportunities as well as the risks that will arise from being part of a global market place.

Most important, however, Te Pae Tawhiti is a reflection of iwi aspirations and the aspirations of Māori communities across the region. While each iwi and each locality voiced hopes that were especially germane to them, there was a surprising degree of uniformity in the identification of priorities for the future. Without losing local autonomy, iwi leaders were keen to establish working relationships with other iwi within the region and with other agencies.

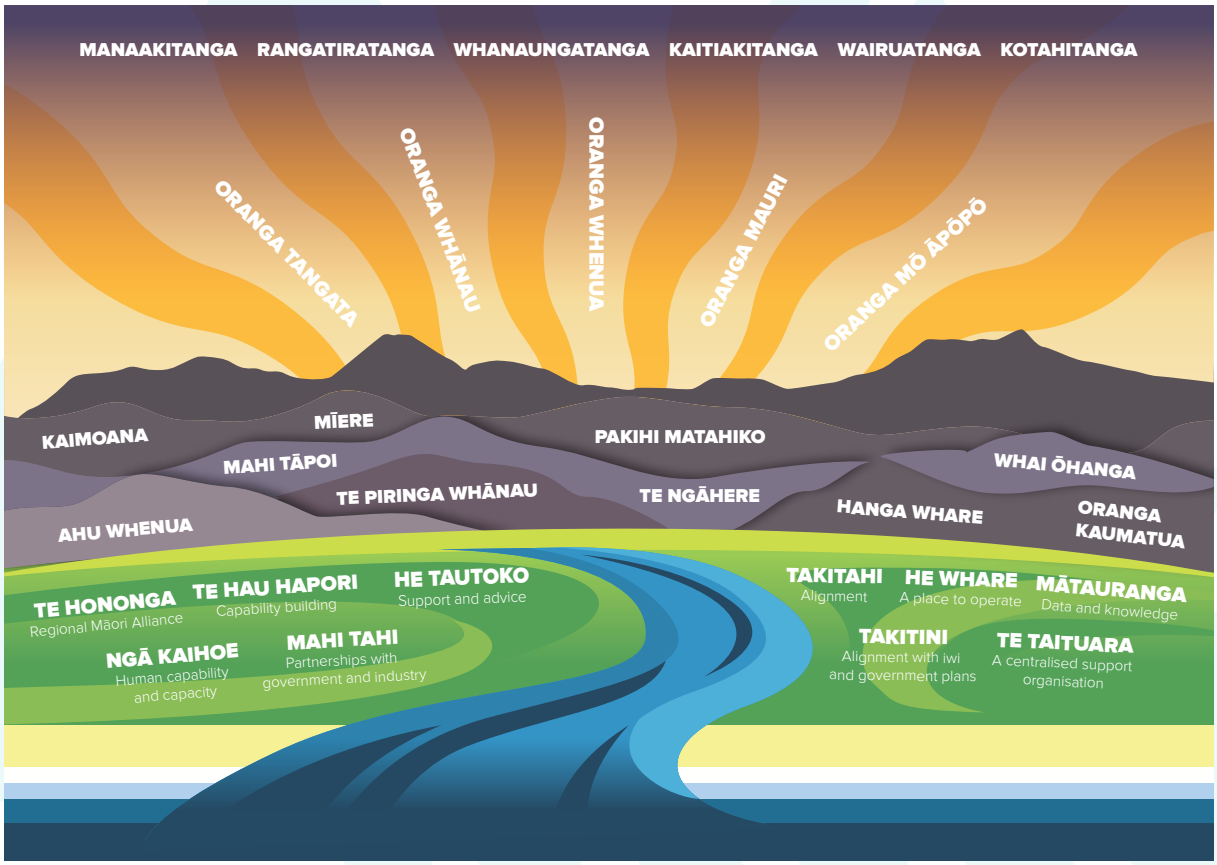
We have found that Māori in Manawatū-Whanganui are actively pursuing economic development utilising people, enterprises and lands in diverse ways. Māori economic development is grounded in indigenous thinking and experience, and with distinctive resources operating under unique constraints. Building Māori human capability to pursue entrepreneurship, innovation and business is important for Māori, but should not be at the expense of losing Māori land or causing harm to the environment or the people.

While a regional focus has been the main concern of Te Pae Tawhiti, Māori economic growth in Manawatū-Whanganui will also contribute to the wider Māori economy. Some regional priorities will have greater impact if they are part of a national Māori economic strategy. Mānuka honey is an example. A Māori brand for mānuka honey, strengthened by regional variants, has the potential to compete favourably in an already competitive global market. Similarly, a national Māori approach to growing and marketing products from the land, as well as marketing co-ordinated and diverse Māori tourism, will bring greater prospects of adding value to regional and local initiatives.

IMAGERY

The Manawatū-Whanganui region is bounded by mountain ranges and as the name implies, Te Pae Tawhiti suggests a distant horizon, a pae maunga (mountain range) above which energy waves from the sun are visible. The imagery lends itself to visualising the strategy as rays of sunlight, a multi-peaked mountain range with tracks leading to the summits and underlying foundations that give strength and stability.

Figure 20 NGĀ Te Pae Tawhiti imagery



Within the strategy, rays of sun (ngā ihi o te rā), symbolise overarching goals. The mountain peaks (ngā tihi taumata) reflect the strategic priorities; the tracks (ngā ara taumata) become pathways to success; and the foundations (ngā pūtake) contain the values that underpin the entire strategy.

VISION

The vision for Te Pae Tawhiti encapsulates the concerns, aspirations, hopes, and plans voiced by whānau and iwi during consultation hui across the region. In the vision increased wealth is not identified as an end point; instead the vision implies that economic growth is a means to an end. The vision emphasises the outcomes from a strong economy: human potential, whānau wellbeing, cultural integrity, environmental sustainabilty and collective strength.

Thus, the vision for Te Pae Tawhiti is that:

Our potential as Māori is realised, our identity, language and culture are secure, our people, enterprises and marae are flourishing, our spirituality, lands and waters sustain us, our dignity and wellbeing are enhanced, and our position as tangata whenua is valued.

STRATEGIC ELEMENTS

Te Pae Tawhiti strategic framework contains four key elements:

- Ngā Ihi o te Rā – Overarching goals;
- Ngā Tihi Taumata – Priorities;
- Ngā Ara Taumata – Pathways to success; and
- Ngā Pūtake – the underpinning values.

These are discussed in Part 6.

PART 6: TE PAE TAWHITI

The four strategic elements of Manawatū-Whanganui Māori economic development

NGĀ IHI O TE RĀ – THE OVERARCHING GOALS

The high level goals for Te Pae Tawhiti are:

- Oranga tangata—human potential: our people are healthy, prosperous and leading fulfilling lives;
- Oranga whānau—successful whānau: our families are secure, comfortable and able to participate in te ao Māori and te ao whānui;
- Oranga whenua—a thriving environment: our lands are productive and well maintained, our waterways are pristine and unspoiled;
- Oranga mauri —flourishing mauri: the mauri of our people, our lands, our culture and our marae are strong and sustainable; and
- Oranga mō āpōpō—the future: the wellbeing of our generations yet to come.

The overarching goals recognise the ultimate contributions of a flourishing economy. Creating wealth is not an endpoint, but an important pre-condition for wellness and sustainabilty. The goals will not be realised by Te Pae Tahwiti alone; they will depend on other initiatives such as Whānau Ora, community cohesion, wise leadership and the ongoing acquisition of knowledge. At the same time, and quite apart from economic returns, the implementation process has the potential to generate social and cultural strengths within iwi, whānau and communities.

NGĀ TIHI TAUMATA – THE PRIORITIES

Ngā Tihi Taumata reflect the voices of iwi and whānau throughout the region. Ngā Tihi Taumata comprises 10 priorities:

1. Ahuwhenua (Land utilisation)
2. Kaimoana (River and seafood)
3. Mahi tāpoi (Tourism)
4. Mīere (Honey)
5. Te ngāhere (Forestry and plant-based products)
6. Pakihi matahiko (Māori ditigal enterprise)
7. Te piringa whānau (Whānau cooperatives)
8. Whai ōhanga (Entrepreneurship and innovation)
9. Oranga kaumātua (Older Māori vitality)
10. Hanga whare (Housing)

See Figure 21 overpage for a summary graphic of the priorities and pathways.

MANAWATŪ-WHANGANUI – NGA TIHI TAUMATA

COMMERCIAL OPPORTUNITY
Medium to large scale commercial opportunities that typically bring income into the community.

MICRO OPPORTUNITY
Micro enterprises or employment opportunities that typically serve a local market.

SOCIAL ENTERPRISE
Opportunities designed to deliver social impact of differing scales that need some form of subsidisation.

Ahuwhenua (Land utilisation)

SHEEP DAIRY
There is opportunity for Māori in the region to increase the number of ewes on a sheep and beef farm and move into sheep dairy. This opportunity would be a more environmentally sustainable method of farming than that of cow dairy farming and would require large investment (either by one entity or co-investment by many organisations) to establish a milk processing plant.

MĀORI FOOD
With trends moving towards locally sourced whole foods, producing Māori food and other natural health products is a way to leverage off local resources, knowledge, capability and capacity.

SHEEP & BEEF
There is opportunity for Māori farms in the region to more actively collaborate within the red meat sector, creating employment, increasing capability and returns through scale and impact in the market.

EGGS & POULTRY
This opportunity involves Māori participating heavily in the farming of 100 percent free range and pasture raised eggs. Poultry farming will involve Māori raising domesticated birds such as chickens, ducks, turkeys and geese for the purpose of farming meat or eggs.

HORTICULTURAL PRODUCTS
The opportunity involves the propagation and development of added value horticulture including feijoas, saffron, hazelnuts, nutraceuticals and other Mānuka products

Kaimoana (River and seafood)

SURF CLAMS
The demand for shellfish is growing internationally and New Zealand's signing of new free trade agreements has opened up new markets into which we could sell surf clams. There is significant resource available to harvest - approximately 3,500 tonnes per annum. Indicative business case based on 4-year development on 2,500 tonne fishery requires $6 million investment in land-side plant and two fishing boats.

GLASS EELS
This opportunity ultimately involves intensively farmed New Zealand shortfin eels for export to high value consumers in Japan and China.

FRESHWATER CRAYFISH FARMING
Developing a freshwater crayfish aquaculture is very new to New Zealand with no farms currently producing large volumes of stock for commercial sale. There is opportunity for to develop freshwater crayfish farms in the Ruapehu area.

Mahi Tāpoi (Tourism)

MĀORI ECO-CULTURAL TOURISM
Māori see an opportunity at a local level for eco-cultural tourism in terms of the provision of small niche tourism offerings (e.g., accommodation and activities). This is an opportunity for Māori who want to be involved in tourism but may not have the resources to invest in the larger scale options. This opportunity would service the high demand for authentic experiences and bring to life the cultural identity of each iwi, hapū and marae.

WHOLESALE MARKET TOURISM
Wholesale market tourism is an opportunity that satisfies criteria for sustainable economic development and being regionally strategic. This opportunity involves combining tourism operators and offerings into a single tourism package for international markets. Manawatū-Whanganui has many assets that give Māori in the region a competitive advantage in establishing wholesale market tourism. This opportunity will encourage the collaboration and partnership between iwi and Māori that will allow all to achieve the common goal of higher economic returns to Māori, more employment for Māori and the opportunity to control and manage the commercial use of culturally significant areas.

Miere (Honey)

HONEY
Due to the high consumer demand and premium price of mānuka honey, the economic returns and employment opportunities in beekeeping and honey production are potentially significant. The need for trained beekeepers would help retain skilled workers and entrepreneurs in the region.

Te Ngāhere (Forestry, plant-based products)

FORESTRY
Significant holdings in forestry about to come on stream. Emphasis in increased participation of Māori in the forestry supply chain, with forestry-related enterprise development and employment for rural communities a significant motivator.

HARAKEKE
There is a growing awareness of how native plants and remedies have positive effects on health and wellbeing. Harakeke is a small but significant opportunity in the Manawatū-Whanganui region where we could create a harakeke brand and could potentially become part of the eco-cultural tourism offering.

NATURAL MĀORI HEALTH PRODUCTS
There are opportunities for the development of natural health remedies and nutraceuticals for example, derived from plant-based extracts and traditional indigenous knowledge.

Pakihi Matahiko (Māori digital enterprise)

MĀORI MEDIA
This is an opportunity to build on the region's Māori media, digital communications and education capacity to establish a Māori digital media centre of action that focuses on research, teaching and learning, and Māori digital media services to iwi and others. It could be a shared facility or entity that provides leadership, best practices, research, support and/or training. Through research, education and cooperation the industry will provide opportunities to move Māori into the digital economy.

Te Pīringa Whānau (Whānau cooperatives)

WHĀNAU-BASED ENTERPRISES
This opportunity involves the establishment of whānau-based enterprises such as whānau cooperatives, social entrepreneurship and microenterprise. Te Pīringa Whanau centres on what whānau can do to improve their wealth and wellbeing utilising the strengths, capabilities and assets of whānau. Social entrepreneurship is an approach to business that several whānau are already exploring, and hapū and iwi are supporting in the rohe.

Whai Ohanga (Entrepreneurship and innovation)

ENTREPRENEURSHIP, INNOVATION AND ENTERPRISE
This is a development priority that recognises the contribution that entrepreneurs and small and medium enterprises make to the Māori economy in Manawatū-Whanganui. Innovation is not just about creating new products but creating a viable new offering. Innovation happens in an environment that encourages innovative thought and action.

Oranga Kaumātua (Older Māori vitality)

OLDER MĀORI VITALITY
This development priority is about older Māori vitality and how this can be achieved as an enterprise and important social and cultural function of how we provide for kaumātua in our communities. Kaumātua homes and services that align with kaupapa Māori principles and practices are a priority for Māori, with planning required to assess the design and delivery options for this.

Hanga Whare (Housing)

HOUSING COMPONENTRY
Hanga whare is an idea to produce locally and produce housing materials to enterprises within and outside Manawatū-Whanganui. Social housing stocks administered by central and local government are being upgraded, some sold and some removed. Iwi have an opportunity to become a partner and investor in social housing ownership, construction, and materials manufacture and distribution.

AHUWHENUA – LAND UTILISATION

Ahuwhenua encompasses land-based Māori economic development priorities, including agribusiness, sheep and beef farming, dairying, and horticulture. Māori are interested in the opportunities presented by aggregating land blocks and farming them as consolidated entites so that there are greater economies of scale within farming ventures that are Māori owned and operated. Joint-venture land blocks would allow the development of market strategies that encompass a wider range of products and markets.

Sheep and beef

There is an opportunity for Māori farms in the region to more actively collaborate within the red meat sector, creating employment, increasing capability and returns through scale and impact in the market. The extent of Māori participation in sheep and beef farming has already been referred to earlier in this report. The question now is whether additional gains can be made through collaborative efforts. The 'one farm' approach, which promotes an integrated value chain, is currently being pursued by Māori farmers in the Bay of Plenty under the project name Tūhono Whenua – Red Meat Coalition. The purpose of the project is to create sustainable returns for Māori in the red meat sector through collaboration. Such an approach to Māori farming in the Manawatū-Whanganui region would seem to be consistent with the regional economic action plan and its focus on improving productivity and returns from this sector. Key initial steps will be establishing the conditions under which Māori owners might want to collaborate, how the 'one farm' would be established and governed ,and how Māori land legislation would impact on the process.

Horticulture

This priority involves the propagation and development of added value horticulture including feijoas, saffron, hazelnuts, nutraceuticals and mānuka products. This particular priority is especially relevant to both the production and marketing of mānuka honey products and the opportunities associated with using Māori knowledge to produce crafts and other beauty products from harakeke.

sheep dairy

Increasing the number of ewes on a sheep and beef farm and moving into sheep dairy is a potential opportunity for Māori in the region. It is a more environmentally sustainable method of farming than cow dairy farming and there is an opportunity to be the first movers or innovators in an industry that is beginning to gain traction in New Zealand and around the world. It would require large investment by one entity or co-investment by many organisations to establish a milk processing plant,given that a critical success factor is proximity to a processing plant.

Māori food

Food is and will continue to be a global focus as the world's production of food cannot provide for all of the world's inhabitants and the gap is expanding. Governments, including the New Zealand Government, have recognised the need, through technology and innovation, to increase the production of food without depleting the world's environmental resources.

With increased industrialisation of many sectors throughout the 20th century, the focus of the food

industry was increasingly on convenience and speed, resulting in an avalanche of cheap processed food. As a result, health problems have emerged on an unprecedented scale: diabetes, heart disease and hypertension. Functional foods (what foods can do) and food as 'medicine' are gaining traction and are expected to drive food production and consumer tastes in the future. An example is the increased popularity of mānuka honey which is said to possess distinctive health advantages.

With trends moving towards locally sourced whole foods where people are able to trace the origins of their kai, producing Māori food and other natural health products is a way to leverage local resources, knowledge, capability and capacity. Māori food has increasing market acceptability (Poutama Trust, 2014; Te Kete Ahumāra, 2014). This priority aligns with the kaupapa of Te Pae Tawhiti and has the potential to engage more local Māori in employment and and acquring knowledge about traditional foods. Marae kitchens are often underutilised and could be a basis for marae to staircase into business opportunities.

In 2015, Ngā Rauru Kītahi undertook a Social Ecological Entrepreneur (SEE) pilot project to investigate opportunities arising from food-related entrepreneurship in South Taranaki. Given its rural location, the iwi and region as a whole struggles with unemployment. Therefore, a key objective of the project was to find ways of creating new jobs and businesses in the region in an industry such as food and beverage that are less invasive on the environment than the region's more established industries of dairying and mining. The pilot team undertook a product development challenge, Kai Kākāriki. This project was about using watercress, puha or poroporo as a base ingredient and creating something new. As a spin off from the SEE project, Ngā Rauru Kītahi are in the process of developing a new product for the food and beverage sector with the support of the MBIE and Te Puni Kōkiri.

Eggs and poultry

This priority could lead to high Māori participation in farming 100 percent free range and pasture raised eggs. With significant positive environmental impacts and alignment with consumer trends towards purchasing free range and organic products, instead of caged animal products. Poultry farming will involve Māori raising domesticated birds such as chickens, ducks, turkeys and geese for the purpose of farming meat or eggs.

KAIMOANA – RIVER AND SEAFOOD

Māori are an integral stakeholder in New Zealand's fishing industry and seafood sector. Treaty settlements have cemented this position through the 55 mandated iwi organisations, which administer fisheries settlement assets, and new and existing Māori enterprises operating in this industry. All iwi in Manawatū-Whanganui have an interest in the business of fishing through our shared ownership of Aotearoa Fisheries Limited (AFL), but each iwi is also free to administer its fisheries assets in the way that it considers best. Iwi are also interested in fresh water fisheries as a traditional food source, a commercial fishery stock and an indicator of the health of streams, rivers and lakes. The notion of collaborating in fishing is one which other iwi have successfully pursued (for example, the Iwi Collective Partnership), and is an approach which iwi in Manawatū-Whanganui are presently contemplating in connection with surf clams; and glass eels.

Surf clams

The demand for shellfish is growing internationally and New Zealand's entry into recent free trade agreements has opened new markets for surf clams. Target markets include Thailand, Australia and the United States. Māori have assets that make investment into surf clams a feasible proposition: iwi-owned quota and capacity in the existing Prepared Food Factory Palmerston North for processing. More importantly, this activity is sustainable.

There are significant surf clams available for harvest

– approximately 3,500 tonnes per annum in FMA2 and FMA8 or about 78 percent of Total Allowable Commercial Catch (TACCs). An indicative business case has been developed and based on a four year development on 2,500 tonne fishery requires approximately $6 million investment in a land side plant and two fishing boats. The organisation would be earning a profit by year two and would break even after year four. This is a added value opportunity with high employment intensity for more than 50 full-time equivalent jobs. The export potential is estimated at approximately $15 million per annum. A Regional Council plan change may be required to see Surf Clams developed in the region.

Glass eels

The glass eels priority ultimately involves intensively farmed New Zealand shortfin eels for export to high value consumers in Japan and China. Te Ohu Tiaki o Rangitāne Te Ika a Maui Trust are currently pursuing the glass eels opportunity through the development of a sustainable commercial eels enterprise in New Zealand. The Trust has assembled a discussion document called “Project Tuna” which outlines the trust’s interests in developing an eels enterprise servicing predominantly affluent Asian markets.

Freshwater crayfish farming

Premium fresh water crayfish are found on the east coast of the lower South Island and on Stewart Island. Freshwater crayfish are found in a wide range of habitats including lakes, dams, canals and streams and are associated with both still and slow moving waters (Hollows, 2016). Developing a freshwater crayfish aquaculture is new to New Zealand with no farms currently producing large volumes of stock for sale. However, four farms in the South Island are currently in production selling freshwater crayfish on the domestic market (Hollows, 2016). This activity is common in the southern regions, however, there has been recent interest in setting up farms for freshwater crayfish farming in the Ruapehu area, which may provide an opportunity for Māori to investigate further.

MAHI TĀPOI – TOURISM

Wholesale market tourism

Iwi expressed a willingness to be involved in the tourism industry. Wholesale tourism could staircase iwi into tourism at scale. Wholesale market tourism is an opportunity that satisfies criteria for sustainable economic development within a regional strategy. This priority involves combining tourism operators and offerings into a single tourism package for international markets. Wholesale market tourism packages need to be supported by additional investment in tourism infrastructure, in particular, quality hotel accommodation and transport.

Manawatū-Whanganui has assets that offer Māori a competitive advantage in establishing wholesale tourism. The Palmerston North Airport brings direct access for tourists to the region. Natural, cultural and recreational assets provide diverse and entertaining package offerings to visitors. The willingness of iwi to participate in tourism is an exciting prospect with the potential for a major regional tourism industry.

An iwi-owned commercial development corporation could partner with existing or emerging tourism operators to develop coach tours, accommodation and tourism activities for the wholesale market. Wholesale tourism packages of three to five days duration with an entry point at Palmerston North Airport is one possible offering of the group. An iwi-owned co-op could become the “go-to” organisation for anyone wanting to co-invest in tourism in Manawatū-Whanganui.

This approach encourages collaboration between Māori and others, with a common goal of higher economic returns, more Māori employment, and control of commercial use of culturally significant areas. It would also present a chance for Māori to draw visitors to a broader range of activities and locations.

Eco-cultural tourism

Māori see opportunity at a local level for eco-cultural tourism in terms of the provision of small niche tourism offerings (e.g., accommodation and activities). This is an opportunity for Māori who want to be involved in tourism but may not have the resources to invest in the larger scale options. It also allows local Māori to control culturally sensitive areas that are used commercially. Eco-cultural tourism responds to the demand for authentic experiences and brings to life the cultural identity of each iwi, hapū and marae. Success in eco-cultural tourism could produce spin offs into other activities such as handcrafts, food, natural health and medicine. The economic impact would be small to medium, but there is a possibility to involve many individuals on a part-time seasonal basis.

The same assets will provide the region a competitive advantage through the diversified use of its many natural, cultural and recreational assets. There are already many Māori in the region who are willing to provide hospitality services from existing assets such as marae. The quality of the offerings will be important and support services could help the groups provide a high quality product. Selling food commercially from marae was identified as a possibility by some, but marae could be subjected to rates and compliance. However, these factors could be mitigated by ensuring the right support and training is provided and a collaborative approach from the marae is adopted. The implications of operating commercial enterprises from marae would need further evaluation.

MĪERE – HONEY

Beekeeping and honey production, especially mānuka honey, are priorities for iwi in the region. Some iwi have expressed interest and others are already actively involved in the industry, planting mānuka and establishing hives. This priority is consistent with iwi intentions to increase land utilisation with activities that have low environmental impacts.

Due to the high consumer demand and premium prices for mānuka honey, economic returns and employment gains are potentially substantial. One of the advantages is that trained beekeepers would help retain skilled workers and entrepreneurs in the region. In addition to mānuka honey, opportunities also exist with other strands of honey, as Ruatāhuna based company, Manawa Honey NZ, have demonstrated with their rewarewa honey. Whilst the other strands do not necessarily attract the same premium pricing as mānuka, there remains a segment of the market who do not want to pay the premium price and are quite satisfied with consuming lower grade honey. There is also an opportunity to use by-products to produce supplements and other health products.

As with other priorities, establishing a successful honey industry in the region may benefit from iwi, hapū and whānau forming a cooperative to ensure higher returns. Much of the Māori owned land in the region is hindered by fragmented titles, but bringing smaller blocks together could result in economic returns and employment. Collaboration between landowners could help the cooperative reach the scale and quality required to send high value products to local and overseas markets. Ascertaining quality is likely to become a significant aspect of the mānuka honey industry.

TE PAE TAWHITI

TE NGAHERE – FORESTRY AND PLANT-BASED PRODUCTS

Forestry

Te Ngahere encompasses development priorities that derive from planted forests and plant-based products. Māori involvement in forestry has cultural and spiritual, as well as commercial dimensions (Miller, Dickinson, & Reid, 2007). According to Miller et al. (2007), "Māori own over 400 000 ha of indigenous forests (6% of total indigenous forest) and some 238 000 ha of planted exotic forests (13% of total exotic forests)." They further report that forestry makes up 10 percent of Māori commercial assets, with treaty settlements likely to see Māori owning around 41 percent of planted forests (Miller et al., 2007). There are significant forestry holdings about to become ready for harvesting in the region. Māori wish to expand their participation in the forestry supply chain, with forestry-related enterprise development. Employment for rural communities is a significant motivator.

Two local and nearby Māori forestry enterprises (Lake Taupō Forest Trust and Lake Rotoaira Forest Trust) present useful examples of how Māori in the region are moving from a passive to an active role in managing their forest plantations (Asher, 2003). These tribal plantation forests are located within close proximity of the principal tribal resources: Lake Taupō and Lake Rotoaira. While operating as two independent enterprises, both trusts have a close working relationship being in close proximity, and with many common owners and a common manager (Asher, 2003). As a consequence of deals struck with the Crown to reduce lease terms to one rotation, Lake Taupō Forest Trust will own the trees from 2020, and Lake Rotoaira Forest Trust to follow in 2025 (Asher, 2003).

Harakeke

There is a growing awareness of how native plants and remedies have positive effects on health and wellbeing. Harakeke is a small but significant opportunity in Manawatū-Whanganui where a harakeke brand could be created and become part of the eco-cultural tourism offering. Not only can harakeke be used to make health and beauty products, but it is also a versatile feedstock for fibre making as well. The impact in terms of increased employment is small but locally important and would be a source of income supplementation. The local skills, knowledge and cultural connection will form part of the story to market the harakeke and supplementary products. Investment in research and development to provide scientific backing for the possible health claims will be required to ensure the credibility of the Harakeke and other connected products.

Pakohe Papers Limited of Whanganui is example of how harakeke is being sustainably used to produce high quality paper products for stationery, printing and decorative purposes. Pakohe Papers is a family business, owned and operated by Marilyn (Ātihaunui a Pāpārangi) and Marty Vreede started in 2010. The enterprise is committed to protecting the environment and works with local weavers, and uses only the harakeke these weavers cannot use.

Natural Māori health products

There are opportunities for the development of natural health remedies and nutraceuticals such as those derived from plant-based extracts and for the recognition of traditional indigenous knowledge.

PAKIHI MATAHIKO – MĀORI DIGITAL ENTERPRISE

Māori media

Pakihi matahiko (Māori digital enterprise) is a priority that reflects an increasing global reliance on digital technologies. Pakihi matahiko provides an opportunity to build on the region's Māori media, digital communications and education capacity to accelerate Māori entry into the digital economy. Through research, education and cooperation with industry, there is scope to create pathways into advanced skills development and engagement in the ICT sector and the digital economy.

Media are part of a constantly evolving landscape given advancements in technology and increased uptake of digital devices. Broadband and fibre are becoming cheaper and more accessible. In 2015 the equivalent of 82 percent of the population had mobile internet connections. The way people are consuming media is also changing. Traditional sources such as television and newspaper are increasingly being substituted for internet, smartphones and self-service entertainment where consumers can choose what they want to consume. New emerging technologies like virtual reality will again change how people interact with the world around them. With consumers being able to choose the content they consume, inclusive and integrative content is recognised as a critical success factor. Gaming is an already enormous field that is continuing to grow. Local trends of an increasing Māori population and Māori economy suggest that the demand for Māori content created by Māori could increase.

One possible priority is to establish a Māori digital media centre of action that focuses on research, teaching and learning, and Māori digital media services for Māori, iwi and others across the region. This could be a shared facility or entity that provides leadership, best practice, research, support and training. There are region-specific advantages that a Māori digital media centre could seize upon. This includes existing programmes at Te Wānanga-o-Raukawa, Te Wānanga o Aotearoa, Massey University, and Ucol. It would also be well palced to gain synergies with Wellington-based film-making, gaming and related industries. There are also initiatives such as Ngāti Rangi's technology hub that could complement the centre. While use of the word 'centre' might infer an urban location, the quality of internet connectivity means suitable facilities for a Māori digital media centre could be established in more rural locations. This would permit whānau and hapū to live, learn and work within and around their marae, whenua and communities.

TE PIRINGA WHĀNAU – WHĀNAU COOPERATIVES

Te Piringa Whānau (whānau enterprise) includes whānau cooperatives, social entrepreneurship and microenterprise. Te Piringa Whānau centres on the opportunities whānau might have to improve their wealth and wellbeing utilising the strengths, capabilities and assets of whānau-wide ventures and joint ventures among whānau.

Social entrepreneurship is an approach to business that several whānau are already exploring, and hapū and iwi are supporting in the rohe. Specialist social entrepreneurship agency, the Akina Foundation, has delivered training and advice to a number of iwi, organisations and communities in Manawatū-Whanganui. Whānau Ora collective, Te Tihi o Ruahine, is exploring ways in which it might support whānau-based enterprises.

Within the region there are already a number of whānau enterprises in dairying, sheep and beef farming, tourism, and hospitality. Whānau cooperatives are distinct possibility that can enable whānau to pursue entrepreneurship in hospitality, tourism, niche products, and market-day sales and improve household incomes, wealth and wellbeing.

WHAI ŌHANGA – ENTREPRENEURSHIP AND INNOVATION

Whai Ōhanga (entrepreneurship, innovation and enterprise) is a development priority that recognises the contribution that entrepreneurs and small and medium enterprises make to the Māori economy in Manawatū-Whanganui. A range of Māori entrepreneurs, innovators and enterprise owner-operators are already actively engaged in commercialising new technologies, managing successful small enterprises, and supporting Māori entrepreneurs to flourish. Encouraging entrepreneurship, innovation and assistance for iwi and Māori is also about celebrating success. Māori business awards like those organised by Te Arahanga o Ngā Iwi in Ōtaki (Luke, 2014) and Te Manu Atatu, the Whanganui Māori business network (set to host its first awards in 2016) are examples of this.

Innovation is not just about creating new products, but creating a viable new offering. Innovation happens in an environment that encourages innovative thought and action. This can be encouraged within the region through a Māori business centre and incubator to enable Māori business development, provide more advanced education in Māori business, and leverage outside services and funding. Some iwi have instituted programmes to support tribal entrepreneurs, but there are likely to be more iwi and local and national economic development agencies who are willing and able to support Māori entrepreneurship, innovation and enterprise. Examples include the Whanganui Regional Māori Tourism Organisation, Te Manu Atatu—the Whanganui Māori business network, Te Au Pakihi—the Manawatū Māori business network members, Te Au Rangahau, Massey University's Māori Business & Leadership Research Centre, and Te Wānanga o Raukawa, among others.

ORANGA KAUMĀTUA – OLDER MĀORI VITALITY

The Manawatū-Whanganui Regional Economic Action Plan identifies well-designed aged care facilities in key locations as a significant opportunity for the region. While the population of older Māori has been relatively low, there are clear signs that the Māori population is ageing and that support for older Māori men and women will be increasingly relevant. An important consideration will be to provide a type of support that enables kaumātua and kuia to live well while also retaining a strong presence within the whānau. Moreover, and despite infirmities, the role of older Māori within marae and community will be important for younger generations. Kaumātua support, whether residential or home-based offers opportunties for community leaders and Māori providers to develop systems that align with kaupapa Māori principles while ensuring quality lifestyles, safety, and inclusion and support of older Māori vitality.

HANGA WHARE – HOUSING

Housing affordability and quality are concerns for Māori, but also present opportunities for Māori manufacturing of housing componentry. Hanga whare as a priority, focuses on the supply of housing materials to enterprises within and outside Manawatū-Whanganui. Social housing stocks administered by central and local government are being upgraded, some sold and some removed. Iwi have an opportunity to become a partner and investor in social housing ownership, construction, and materials manufacture and distribution. This would need to be thoroughly explored in terms of its technical, market and financial feasibility, but the possibility for housing componentry has been raised by Māori. It recognises both concern for future housing needs as well as the ways in which local initiative might contribute to provide for this ongoing need.

NGĀ ARA TAUMATA – PATHWAYS TO SUCCESS

Here we identify some of the pathways that are essential to Te Pae Tawhiti and to addressing the ten priorities for longer term Māori economic development in Manawatū-Whanganui.

Ngā Ara Taumata, include:

1. Te hononga – A regional Māori alliance to provide leadership, direction and oversight;
2. Te taituara – A central organisation to provide backbone infrastructure for the strategy;
3. Takitini – Alignment with iwi, government and industry strategies and plans;
4. Mahi tahi – Partnerships between Māori and government, industry and community;
5. Ngā kaihoe – Building capability and capacity to achieve intended results;
6. Mātauranga – Using multiple data sources to inform decision-making and action;
7. Te pūtea tautoko – Securing financial capital for small and large scale ventures;
8. He tautoko – Securing nonfinancial assistance (information, advice and support);
9. Te hau hapori – Forming community hubs for localised support, resources and action; and
10. He whare – Establishing a regional base for those involved in implementation.

Te hononga: A regional Māori alliance

The success of Te Pae Tawhiti requires the involvement and support of iwi within the region. To achieve this level of commitment, the alliance should enhance iwi identity, autonomy and capacity to pursue and achieve opportunities for economic development that are important to them. An iwi alliance, the 'front room,' strengthens the position of Māori to lead regional Māori economic development by adding shared leadership, governance and mana. An alliance of iwi should be inclusive, irrespective of treaty settlement status and resources, and should provide sufficient support to enable all iwi to participate. An iwi alliance would also reduce duplication and the cost of engaging outside expertise. Entering an alliance will not compromise tino rangatiratanga or mana whenua. Defining the precise model for a regional alliance would need to be a priority for Te Pae Tawhiti.

A further important consideration will be the possibility of fostering alliances between Māori economic initiatives across the nation so that economies of scale and global impact can be magnified. In the 'all Māori' model, regional efforts will constitute part of an integrated Māori economic alliance.

Te taituarā: A centralised support organisation

A backbone organisation is essential for strengthening regional alliances and developing enterprise, entrepreneurship and innovation. Te Taituarā, a centralised Māori economic development organisation is proposed to perform these dual roles. The organisation itself may exist as a virtual organisation, with an independent but small team of Māori enterprise developers hosted by one or more iwi, or as an integrated subset within mainstream local economic development agencies (e.g., the Central Economic Development Agency). Fundamentally, however, a Māori economic development organisation would operate according to the direction of the iwi alliance, apply Māori economic development principles and success measures, and facilitate access to all forms of enterprise assistance. The design of a sustainable business model for Te Taituarā is an important first step. The capacity such an agency would bring is important to the longevity of the alliance and its ability to implement Te Pae Tawhiti.

Along with consideration of He Whare, is the option of establishing a Māori economic development company to focus on developing and implementing ventures that require scalability - including tourism, forestry and sheep and beef. The company would facilitate assessment and co-investment by iwi, industry, government and others into economic development priorities that provide the level of financial and nonfinancial returns investors are seeking.

Takitini: Alignment

Our expectation is that Te Pae Tawhiti will align with iwi development aspirations, strategies and plans, as well as with the economic development strategies, policies and plans of central and local government and industry. Alignment of direction brings the possibility of shared objectives, outcomes and processes that are mutually beneficial for Māori and non-Māori. In practical terms, this means establishing a process, in which the alignment of Te Pae Tawhiti with the strategies of key stakeholders is an ongoing activity. At a national level key strategies for alignment include the Business Growth Agenda and He Kai Kei Aku Ringa. At the local level, Te Pae Tawhiti is connected with regional growth through the Economic Action Plan and Te Pae Tata within this. However, the alignment with iwi strategies and plans may require a more deliberate process of working with iwi to identify their strategies. Confidence in terms of the alignment between Te Pae Tawhiti and iwi plans and the prospect of strong alliances are expected outcomes.

Mahi tahi: Partnerships with government and industry

Getting the buy-in of national, regional and local government and taking advantage of the support services they provide will be key to the success of this strategy's implementation. Achieving Māori economic development in Manawatū-Whanganui will be beneficial for the region as a whole as well as for New Zealand. Some key agencies with which to engage on Te Pae Tawhiti include:

Table 10 Agencies and their roles in this strategy

Agency	Relevant role
Te Puni Kōkiri	Works within government and communities to support Māori collective success at home and globally.
Ministry of Business, Innovation and Employment (MBIE)	Drives a better-performing economy that delivers sustainable growth.
Callaghan Innovation	Provides services and support to help New Zealand businesses get innovative ideas to market.
Local Councils/ Economic development agency	Buy in from the local council will be important to seeing the development of many of the priorities – Ngā Tihi Taumata.
Department of Conservation	Development that is environmentally friendly will be more sustainable and more consistent with tikanga Māori.

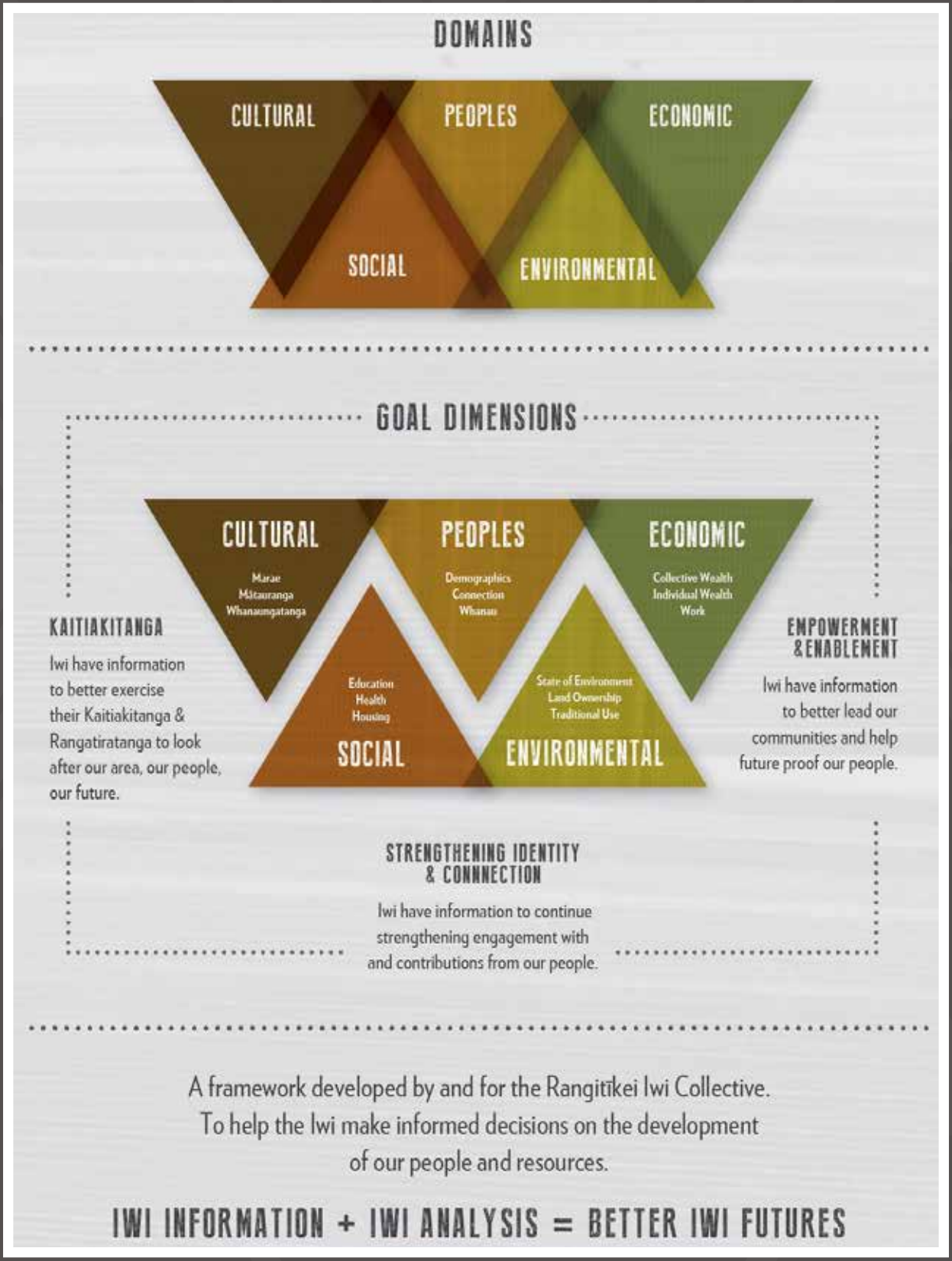
Ngā kaihoe: Human capability and capacity

Achieving the level of success in the opportunities identified in this strategy hinges on developing a pipeline of skilled people who can drive the initiatives forward. Education, especially for rangatahi, will be critical for building a workforce that can undertake the wide range of tasks necessary for each priority. A workforce that is drawn from iwi and local Māori communities will be more able to contribute directly and indirectly to the overall goals of Te Pae Tawhiti. Most importantly, without a capable and ready workforce, many of the priorities identified here are unlikely to be achieved.

Mātauranga: Data and knowledge

Data and knowledge are essential for Māori economic development. While there are multiple sources of data, Te Pae Tawhiti has largely relied upon official data analysed using standard economic methods. These official data are developed with government priorities in mind. Data designed, collected and analysed from a Māori perspective for Māori purposes can be challenging, but worthwhile. Te Kete Tū-ātea (Mikaere, 2016), an information framework for the Rangitīkei Iwi Collective, has shown this to be the case. The project developed an iwi information framework across the five iwi of Ngā Wairiki-Ngāti Apa, Ngāti Tamakōpiri, Ngāi Te Ohuake, Ngāti Whitikaupeka and Ngāti Hauiti, that sets out a pathway to measuring success through an iwi lens (see Figure 22). At consultation hui, the unavailability of relevant data for economic development was a consistent theme. Having a clear picture of Māori enterprise activity, opportunities available and resources and support needed ensures that the right interventions can be made to accelerate Māori economic success.

Figure 22 Te kete tū-ātea



A key task for Te Pae Tawhiti is to identify the kinds of data it requires, and how best to obtain, maintain and employ this in support of its goals, priorities and pathways.

Te pūtea tautoko: Financial capital

Finance for startups and growth of existing enterprises is a ongoing challenge for Māori enterprises. The pūtea tautoko pathway is about securing finance from Māori and non-Māori for investment in regional Māori economic development. However, as iwi in the region finalise treaty settlements and more resources becomes available, it is likely that iwi land trusts will be looking for appropriate opportunities to invest their money. Linking available resources with priority regional economic development could require:

- An iwi-led group to fund Māori specific large-scale projects;
- Iwi-specific venture capitalists investing in opportunities;
- Enterprise angels group supporting entrepreneurs; and
- Peer-to-peer lending service to support whānau development.

He tautoko: Nonfinancial assistance

He tautoko encompasses nonfinancial forms of assistance such as information, advice, facilitation and training for those charged with implementing Te Pae Tawhiti. These forms of support include government and nongovernment assistance. Te Taituarā and te hau hapori (below) would be important conduits for these forms of assistance.

Te hau hapori: Community hubs

A key message from hui with Māori across the region is the need for locally accessible support for economic development. An extension of Te Taituarā, the central coordinating organisation, could be community hubs through which financial and nonfinancial support for local Māori economic development priorities is channelled. Business hubs have become a globally popular way of incubating new and innovative enterprises. Several Māori business hubs exist, including private and public sector examples, but each needs to be designed to reflect local needs, circumstances and resources.

He whare: A place to operate

He whare is about identifying and securing a central place for the provision of information, advice and resources. Te taituairā could fulfill that role. Initially, the responsiblity for hosting te taituarā might be shared among regionally-based Māori organisations that have the necessary capacity and support. To date, Te Rūnanga o Ngā Wairiki Ngāti Apa has performed the ‘back office’ function in support of the MESG. However, as a sustainable business model for Te Pae Tawhiti is devised, a longer term office infrastructure may become necessary.

NGA PŪTAKE - THE UNDERPINNING VALUES

Te Pae Tawhiti is underpinned by the following values:

- Manaakitanga – we will act with generosity and goodwill for one another
- Rangatiratanga – we will manage and control our own economy
- Whanaungatanga – we will work cooperatively with whānau, hapū and iwi in the region
- Kaitiakitanga – we will exercise guardianship over our environment and natural resources
- Wairuatanga – we will respect our culture and traditions and allow our spirituality to be a source of our commonality
- Kotahitanga – we will work together for the good of all our peoples.

TE PAE TAWHITI

PART 7 IMPLEMENTATION

Some of the practical considerations to advance the strategy

IMPLEMENTATION CONSIDERATIONS

The implementation of Te Pae Tawhiti will require the development of an action plan and appropriate governance and management arrangements. This report is not primarily focused on implementation but some guidelines for action have already been identified.

For the most part, Ngā Ara Taumata, the Pathways, collectively contain the necessary actions to enable the realisation of the ten priorities. Shifting the focus from actions that are specific to iwi or marae or community to actions that reflect the opportunities across the wider region will be a necessary step. Concern that a regional approach will undermine local initiative has been raised as a potential barrier. But alliances do not require the abandonment of local ownership or local leadership. Instead, they should be able to enhance local initiative and increase benefits to local communities.

Much of the implementation process will depend on wise, distributed, and networked leadership, built around common goals and a common agenda. There are already examples of collective leadership within the region. Ngā Kahui Maunga for example is an alliance between the several iwi who have interests in tourism and recreational activities on Ruapehu. They have committed to a joint approach for negotiations with government, a collective obligation to maintain environmental sustainability, and a shared recognition of the benefits of extending tourism further downstream from the mountain.

Te Pae Tawhiti is but one Māori regional economic strategy. Other regions have also developed regional strategies and many iwi have their own plans for future development. Aligning Māori priorities at a national level could maximise their impact and lead to economies of scale that would not otherwise be attainable.

Ongoing support from central and local governments will be equally important in the implementation process. Both levels of governance have already demonstrated a capacity to work with Māori to grow the economy and can be expected to continue supporting the roll-out of Te Pae Tawhiti. An integrated approach to development favoured by iwi and whānau in the region will have implications for multiple sectors including conservation, primary industries, business, enterprise and innovation, Māori development, and some social policy sectors, especially education and housing.

Finally, while economic gains are the primary focus of the strategy, the implementation process provides an opportunity to increase social and cultural ‘wealth’ for iwi, whānau and communities. A local Māori workforce across all projects is highly desirable. That will need a mix of targeted education and training programmes so that Māori can participate at all levels of the process bringing with them distinctive cultural approaches and ethical practices that accord with Māori values.

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ANNEX 1: HUI PARTICIPANTS – INDIVIDUALS AND GROUPS

Adrian Dixon
Adrian Hurunui
Adrian Te Patu
Aiden Gilbert
Anahera Ngataierua Te Kere
Andre Taylor
Andy Gowland-Douglas
Anne-marie Broughton
Arapiu Seymour
Aroha Rudkin
Ataneta Paewai
Awatea Tupe
Awhinui Umanga Trust
Bill McDonald
Boyd Cribb
C Ruruku
Cedric Nepia
Charles Shadwick
Christine Kahu
Dame Tariana Turia
Daphne Luke
Daryn Te Uamairangi
Dave Pauro
David Turu
Dean MacFater
Dennis Emery
Di Rump
Dianah Ngarongo
Dixie Ballard
Doug Gartner
Duncan Iwikau
Edward Moana
Edwin Achford
Elaine Wheeler
Erena Most
Frana Chase
Francene Wineti
Georgina Cribb
Gloria Hauiti
Graham Bell
Graeme Everton
Grant Huwyler
Greg Keenan
Harete Hipango
Helena Wodley
Hemi Butler
Hera Smith
Herewini Tarawa
Hinekota
Hokio Ngatai Tinirau
Huitao Rakaupai
Ian Dowurn
Jamie Downs
Janie Teika
JM Ngataierua Te Kere Cash
John Maihi
John Manunui
John Wi
Kaike Kereopa
Kara Dentice
Karen Ngatai
Katarina Hina
Kaylene Kani
Kemp Dryden
Ken Mair
Keria Ponga

Kiri Wilson
Kiwi Kowhai
Lauren Gram
Lianne Simpkins
Lisa Chase
Lorraine Stevenson
Lynsay Poutama
Mahi Paurini
Maika Rauhina
Maki Ngarongo
Marakopa
Maree Tupe
Marie Haira
Mark Hargreaves
Mary Bennett
Maurice Takarangi
Mavis Mullins
Melody Te Patu
Monica Matamua
Morry Black
Nancy Tuaine
Neville Lomax
Neville Lomax
Nihi Houia
Oriana Paewai
Oriwia Wanakore
Pahia Turia
Palena Kingi Tupe
Panapa Pene
Paora Hitana
Paora Johnson
Paora Ropata
Paul Selby
Paul Tai
Peter Mackay
Peter Madden
Peter McGregor
Petera Hudson
Piri-hira Tukapua
Putiputi Ropata
Rachel Selby
Rangimaria Taite
Ray Rapana
Rick Pene
Robert Jonathon
Robert Ketu
Robert Warrington
Robin Hapi
Roly Fitzgerald
Ron Hough
Sha Amner
Sharon Pehi
Simon Hepi
Mason Durie KNZM
Soraya Peke
Stephen Paewai
Steven Towler
Tamati Ngata
Te Maari Gardiner
Te Mana Huwyler
Temia Mataira
Tira Pehi
Tom Jamison
Turoa Karatea
Vivien Rauhina
Warren Furner
Wayne Haupapa
Whatarangi Winiata
Willie Huch
Willis Katene

Ko te pae tawhiti, whāia kia tata,
ko te pae tata, whakamaua kia tīnā.

Seek out the distant horizons,
while cherishing those on the near horizon.

Quoted by Dr Whakaari Rangitakuku Metekingi.