

TE WHARE OHAOHA



Waikato Region
Māori Economic Development
Action Plan Refresh
A 12 Month Plan

He Kupu Whakataki naa Te Minita Whanaketanga Maaori

Ka maatakitaki iho au i te riu o Waikato
Anoo nei hei kapo ake maaku ki te kapu o taku ringa
Kia whakamiri noa i toona aratau e tia nei he tipu pua hou
Kia hiwa ake i te tihi o Pirongia, inaa hei toronga whakaruruhau moona, ki tooku tauaawhiritanga!
Anaa! Te ngoto i toona ngaawhaa i oona uma!
Kiihai i arikarika a Maungatautari, a Maungakawa
Ooku puke maunga ngaa taonga tuku iho
Hoki ake nei au ki taku awa koiira me oona pikonga
He kura tangihia o te maataamuri
E whakawhiti atu ai i te Koopuu-mania-o-Kirikiroa Me oona maara kai, te ngaawhaa whakatipu o te whenua
moomona
Hei kawe ki Ngaaruawaahia te huinga o te tangata
Araa! Te pae haumako, he okiokinga moo taku upoko
Hei tirohanga atu maa raro i ngaa huuhaa o Taupiri
Kei reira raa te orokohanga o te tangata
Waahia te tuunga o te whare, te whakaputanga o te Kiingi.

Tuukaroto Tawhiao Matutaera Potatau Te Wherowhero, 1872

Kia whai korooria ki te Atua i oona manaakitanga ki te mata o te whenua, he whakaaro pai ki ngaa tangata katoa. E poroporoakii ana i te hunga kua ngaro nei i te poo, e ngaa ruuruhi, ngaa koroheke kua tiiraha ki ngaa marae maha o te motu, e haere, okioki atu raa. Kei ngaa whakaihu waka kua para te huarahi ki mua i a taatou, koutou katoa e haapaitia nei i te oranga tonutanga o te iwi Maaori, teenaa koutou, teenaa koutou, teenaa koutou katoa.

Pai Maarire.

Foreword from the Minister for Maaori Development

It gives me great pleasure to welcome the refresh of the Waikato Region Maaori Economic Action Plan and Agenda – Te Whare Ohaoaha – which provides a foundation for Maaori Collectives, Whaanau Enterprise and Rangatahi Maaori to work towards a common agenda for regional Maaori economic development.

The plan captures the potential of the current and emerging Waikato Maaori economy through a Te Ao Maaori (Maaori worldview) and Te Ao Hurihuri (contemporary worldview) lens. The plan provides a roadmap towards developing prosperous communities across the region. In this respect, economic development is synonymous with the social advancement, environmental sustainability and building cultural wealth for the peoples and communities of our region.

The Waikato region sits at the heart of what is commonly referred to as “the golden triangle”. It links our largest population who reside in Auckland to the provinces and is a gateway to the rest of Aotearoa. The real contribution of the Waikato region is yet to be realised as we consider a relatively young and growing Waikato Maaori population.

I understand that the actions detailed in this report contribute to the Waikato Plan by identifying trends in regional Maaori demography, endorsing targeted investments to the region, promoting the health and appropriate use of natural resources, and advancing opportunities to achieve a wider spread of economic growth with flow-on benefits to community, whaanau and individual wellbeing.

I am pleased to see that in the year since the initial strategy was launched progress has already been made in support of the economic aspirations of Maaori in the region. This has resulted in the development and participation in a range of research, education and networking initiatives, relationship brokerage, multi-stakeholder projects within technology and tourism sectors, and promotion of innovation from within Te Ao Maaori and Te Ao Hurihuri.

I congratulate those of you who have contributed to Te Whare Ohaoaha and the way you have worked together to arrive at this point with Te Whare Ohaoaha. The collaborative approach you have taken will stand you in good stead for its implementation.

Me anga whakamua, kia kotahi anoo te kookiri, hoea!

Let us look ahead, and ready our paddles in unison - go forth!



Nгаа manaakitanga
Hon Nanaia Mahuta
Minister for Maaori Development

Acknowledgements

The historical relationship between Iwi in the Waikato Region is woven throughout whakapapa in a spiritual korowai. Tribal connections are celebrated through the rhythms of the Whenua and the Awa. Māori across the Waikato region have been promoting sustainable economic development strategies in the region for generations.

Within this spirit the overarching approach of this report was to refresh the actions and sharpen the focus on our pou – Māori Collectives, Whānau Enterprise and Rangatahi – for the next 12 months and empower Māori throughout the Waikato Region to explore their economic potential. Although the challenge at hand is complex, we have had the support of our kaumatua throughout this journey to help us build and understand Te Whare Ohaoha and ensure our foundational values system is robust. The rafters of our whare drive, connect and provide structure in support of our pou. Leadership remains at the front on the paepae reflecting reciprocity, debate, song, cooperation and collaboration; a shared vision and a clear strategy provide the basis from which Māori in the Waikato Region can pursue their goals for wellbeing through economic success. As we reacquaint and plan as Māori and as New Zealanders, we begin to weave into our korowai new threads of unprecedented possibility.

We are sincerely grateful for the support of Tūwharetoa, Te Arawa River Trust, Raukawa, Maniapoto, Waikato Tainui, Te Hūmeka, Whānau Businesses, Māori collectives, and Rangatahi participants.

A very special acknowledgement to our kaumātua Matua Tame Pokaia, Matua Kingi Turner, and Matua Pokaia Nepia for your support, guidance, and inspiration.

Mahia te mahi hei painga mō te iwi.

We strive every day to do the work for the betterment of the people.

- Te Puea Herangi

*Mahia te mahi hei
painga mō te iwi.*

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Executive Summary

Since the Waikato Region Māori Economic Action Plan and Agenda was launched in February 2018 the political focus on regional economic development has changed considerably. The aim of this refresh, Te Whare Ohaoha, is to contribute to the 2018 Plan through relevant and measurable economic goals of Māori in the Waikato Region; foster a sense of shared direction and purpose; and communicate where Waikato Region Māori are moving to and how Māori aspirations will be pursued in the year ahead.

*The aim of this refresh
Te Whare Ohaoha is to
give voice to measurable
economic goals of Māori in
the Waikato Region*

Te Whare Ohaoha

This is a framework for Māori Economic Development in the Waikato Region – developed from a Te Ao Māori and Te Ao Hurihuri point of view with the intention of guiding a concerted approach for mobilising resources and improving the economic health and wellbeing of our people and our communities.

Te Whare Ohaoha utilises an illustrative framework to describe the pou (pillars) for Māori economic development in the Waikato region; celebrates the completion of over a third of 2018 actions; and outlines deliverables and timelines for achieving short-term Māori economic outcomes. Fifteen actions have been identified for the 2019 with the aim of coordinating opportunities to improve the collaboration between, and capability and capacity of Waikato Region Māori Collectives and Whānau Enterprises. The creativity and innovative potential of rangatahi and individuals will be cultivated through inter-personal & inter-organisational connection, preparation for the future and improving access to business support. Actions beyond 2020 will be informed by timely research on the application of investing for social impact and social procurement.

Courageous and adaptive leadership

Te Whare Ohaoha promotes bold and courageous actions that inspire Regional Leaders and Organisations, Māori Collectives, Whānau Enterprise and Rangatahi to work together for common benefit.

Appropriate leadership style for the execution of Te Whare Ohaoha will vary across the three pou, requires consideration of context, and will manifest in different functions and forms¹ throughout the region. Those recognised as responsible for actions may not necessarily be the leaders, but an integrated collective accountability is key to the success of actions overall. Te Whare Ohaoha inspires an adaptive leadership that is grounded in a values-base and promotes bold and courageous actions to improve co-governance of regional actions for greater impact on marginalised communities, and the region as a whole.

¹ Te Kanawa, R., Hanita, J., Mahutariki, K., & Rihia, J. (2017). Māui Rau: From signal to action. KPMG.

Leveraging regional assets

People are our most valuable asset. Te Whare Ohaoha leverages physical and financial asset to unlock the potential of our human capital to realise both individual and community wellbeing, and productivity gains.

Data on the value of Waikato regional assets have narrowly promoted the physical and financial capital underpinning productivity. Human capital is often underrepresented in the data despite being the highest potential value-creating asset in the drive for improved regional productivity. The implications of an undervalued Māori workforce in combination with underutilised assets are significant, and understated in relation to overall regional GDP.

Shift from deprivation to abundance

Education and training are significant enablers necessary for accessing new experiences and opportunities such as starting businesses, accessing higher value jobs, building financial security and further investing in intergenerational whānau wellbeing.

Education is the main deprivation driver in the Waikato Region – its presence in and impact on all aspects of life are profound. Te Whare Ohaoha promotes coordinated funding and resource; sharing lessons learned and celebrating success; collaboration, co-governance and co-design to amplify the impact of regional development efforts; creating opportunities for learning at all levels; investing in skill development and access to new experiences; and focusing on health and wellbeing to lift the quality and consequently productivity of Māori human capital. Retaining human capital in the Waikato Region will remain an ongoing challenge.

A values-based approach

The values guiding Te Whare Ohaoha are:

- **Whanaungatanga:** fostering complementary relationships built on shared experiences which promote collaboration
- **Manaakitanga:** developing an underlying care and respect for the wellbeing of others
- **Mahitahi:** working together in partnership to achieve a shared purpose

Inherent in Te Ao Māori is an economic development approach that looks to the multi-faceted nature of wealth and wellbeing. While Waikato Region Māori have a strong asset base, and a young and talented workforce, the Waikato Region is yet to unlock the full potential of value-add and wellbeing dividends of the Māori asset base. This requires a strong values-based approach to regional development that prioritises whanaungatanga (complementary relationships), manaakitanga (respect and care for others) and mahitahi (cooperative partnerships).

Background to Te Whare Ohaoha

In 2014 Te Puni Kōkiri alongside Waikato Means Business (Waikato Regional Council) and Waikato Tainui co-invested in a project to engage BERL to complete an analysis on Waikato Māori in the Economy. This report provided the foundation for the development of the Waikato Region Māori Economic Development Action Plan and Agenda (“the Action Plan”). The Action Plan was launched in February 2018 and focused on economic activities for years one to three while the Long-term Agenda promoted a 10-year vision. Together, these Plans provide an opportunity for Māori in the Waikato Region to work with and among fellow stakeholders to lift the overall economic performance of the region’s financial and physical, human, social, cultural and natural capitals, with the intention of raising the living standards and intergenerational wellbeing of Waikato Māori.

The conditions in the Waikato region continue to evolve - the Provincial Growth Fund is now in its second year; the inaugural Regional Economic Development Agency Te Waka is now established; and 2/3 of 2018 actions require review against up-to-date data. As such, a Māori Economic Working Group (Working Group) was established comprising representatives of government, Iwi and the Waikato Regional Economic Development Agency to identify what is required to lay the foundation for positive region-wide Māori economic outcomes. Te Puni Kōkiri has sponsored a refresh of the Action Plan, and Te Waka, Te Hūmeka and the Iwi of the Waikato Region have committed to supporting this kaupapa over the next 12 months. A short-term horizon for the refresh is based on two factors; 1. The recent shift in national priorities to spur provincial and Māori economic development, and 2. 2018 census data (yet to be finalized) will inform the 5-year strategic review in 2020.

The aim of the refresh, Te Whare Ohaoha, is to identify, endorse and anchor measurable economic goals of Māori in the Waikato Region in shared purpose, framework and direction. The Working Group acknowledge that much like flotilla, a concerted approach to regional development is imperative if we wish to improve the wellbeing and therefore overall contributions of Waikato Region Māori to regional productivity. **Te Whare Ohaoha continues to support the strategic outcomes of the Long-term Agenda.**

By drawing on the traditional Wharenui to frame economic development for the Waikato Region, the model illustrates the significance of our foundation which represent values of Whanaungatanga (relationships), Mahitahi (co-operation), and Manaakitanga (respect), and an engagement approach grounded in Tauutuutu (reciprocity). Three pou (pillars) that hold up the whare, signify the main economic units that are projected to contribute significantly to value-adding activities across the region. These are Māori Collectives, Whānau Enterprise, and Rangatahi. Stimuli for human-centric economic development are represented by the rafters (heke) of the Wharenui – collaboration, capacity, creativity, capability, connection, and cultivation. These interconnected socio-structural features are necessary levers for fostering the enduring economic success of our people in an ever-changing environment.

The Working Group recognise the importance of grounding all actions in up-to-date data and seeking guidance from representative sample groups of the regional population. As such, the Group acknowledges the individuals who have represented their whānau, business, hapū, trust and iwi, and in so doing have provided invaluable contributions to the design, leadership and implementation of the Waikato Region Māori Economic Agenda to date.



Pūniu River Care Inc Matariki Community Planting Day.

Contribution to The Waikato Plan

Developed in 2017 through the collaborative might of the Waikato Mayoral Forum, local and central government, Iwi/Māori, and the private and community sectors, the Waikato Plan lays the foundation for integrated regional development over the next 30 years. It focuses primarily on 5 regional priorities:

- 1. People – planning for population change**
- 2. Connections – connecting communities through targeted investment**
- 3. Iwi/Māori – partnering with iwi/Māori**
- 4. Environment – addressing water allocation and quality**
- 5. Economy – advancing regional economic development**

Te Whare Ohaoha contributes to The Waikato Plan through the Iwi/Māori priority area.

The actions developed for the three pou (pillars) of Te Whare Ohaoha – Māori Collectives, Whānau Enterprise, and Rangatahi – support the achievement of the other four priority areas of the Waikato plan by identifying trends in regional Māori demography; endorsing targeted investments to the region; promoting the health and appropriate use of wai and whenua (water and land) resources; and advancing opportunities to achieve a wider spread of economic growth with flow-on benefits to community and individual wellbeing.

Overview of Waikato Regional Economy

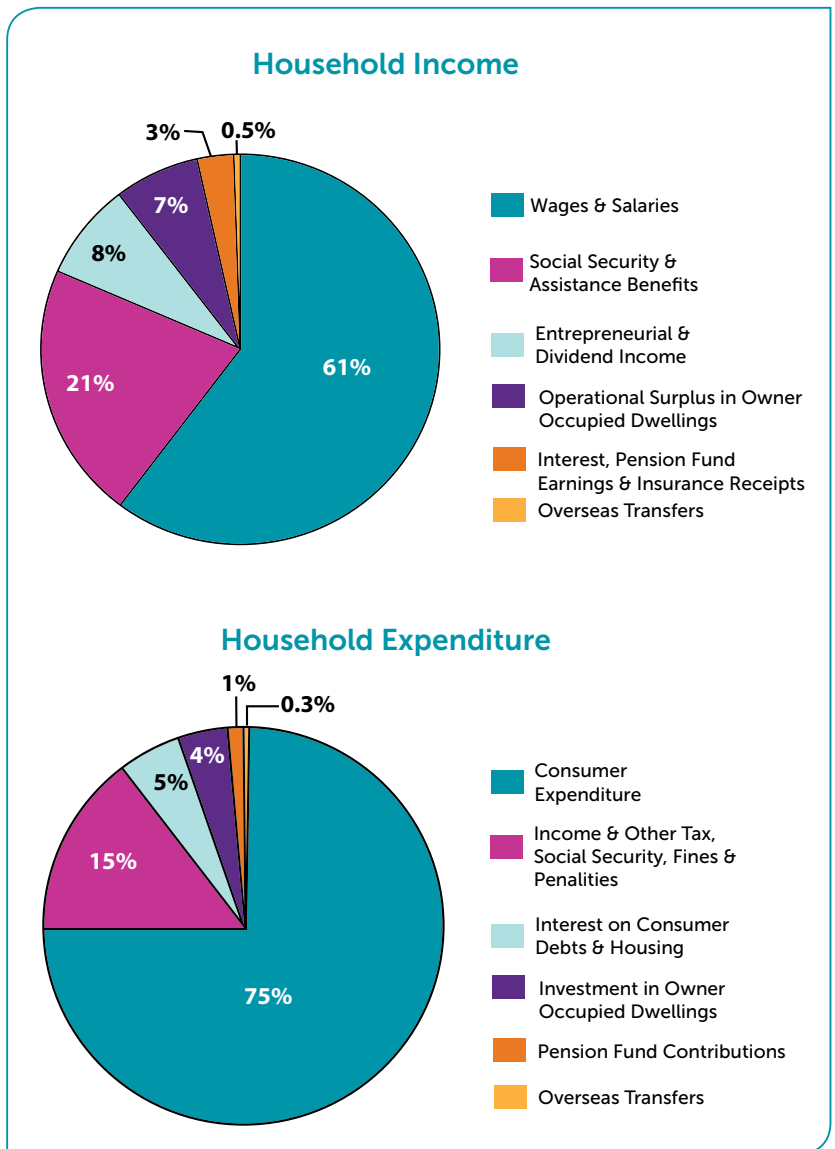
Contextualising Māori success – Relationships, health and income have the strongest association with the life satisfaction of Māori. Whanaungatanga is a fundamental element of Māori culture and places importance on collectivism and interdependence with others. The value of culture comes from the importance of cultural knowledge, values, and behaviours that allow individuals to connect with each other². Economic wealth is a mechanism by which overall life satisfaction and wellbeing may be improved. **The ideal state for Māori is to see, hear and know their whānau are thriving.**

Purpose, qualification, employment – 64% of Māori in the Waikato region over the age of 15 years have a formal qualification. Individuals with higher qualification are more likely to report higher sense of purpose and life satisfaction. **Trades training, certifications and qualifications are key enablers for higher value employment and enterprise opportunities and provide a buffer during events that impact on work such as recession.**

Household economic indicators – 61% of Waikato Region Māori household incomes comprise paid employment from wages and salaries. The government contributes 21% to household income as is consistent with national Māori income figures.

Māori households in the Waikato region spend majority of their income (75%) on consumer goods and services. Income and other tax, social security contributions, fines and penalties make up the second largest expenditure, 15% of household income³.

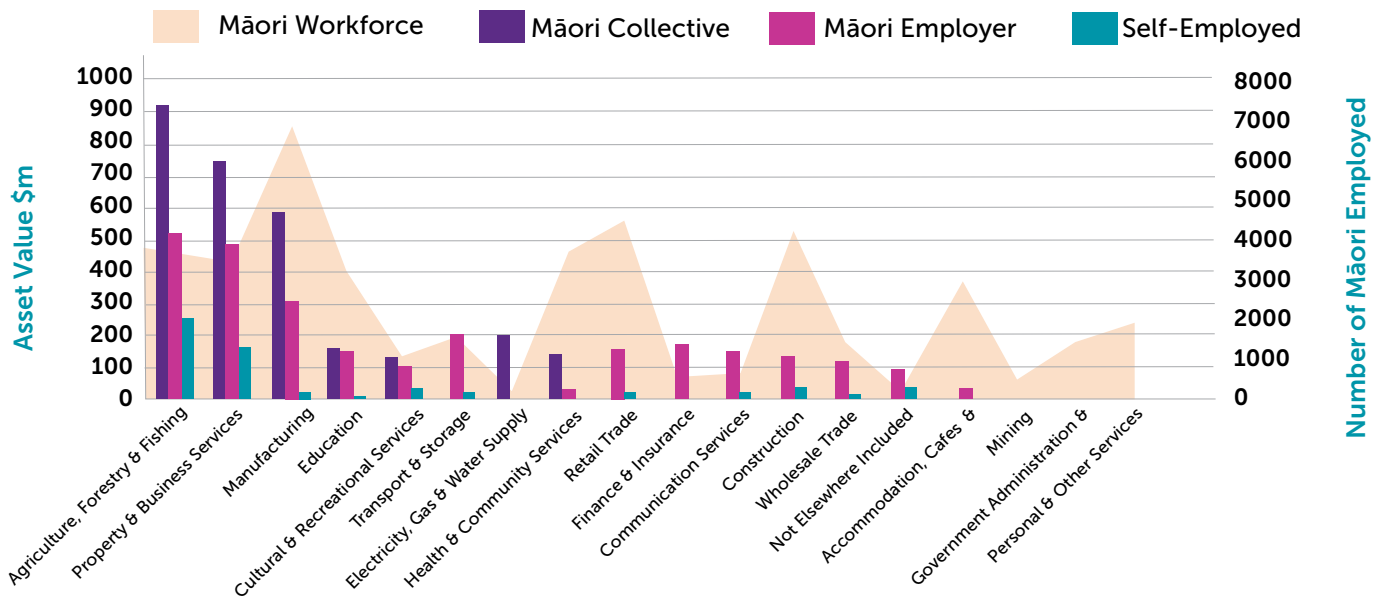
Overall, **Waikato Region Māori are at a savings deficit, which has implications on both short and long-term debt positioning.** Māori individuals who are unable to make contributions to insurances and savings such as through pension funds and other investments are at greater risk of long-term financial insecurity, which can impact negatively on whānau.



² Statistics New Zealand. (2015). *Ngā tohu o te ora: The determinants of life satisfaction for Māori 2013*. Retrieved from www.stats.govt.nz

³ Te Puni Kōkiri. (2014). *Māori Economy in the Waikato Region*. Wellington.

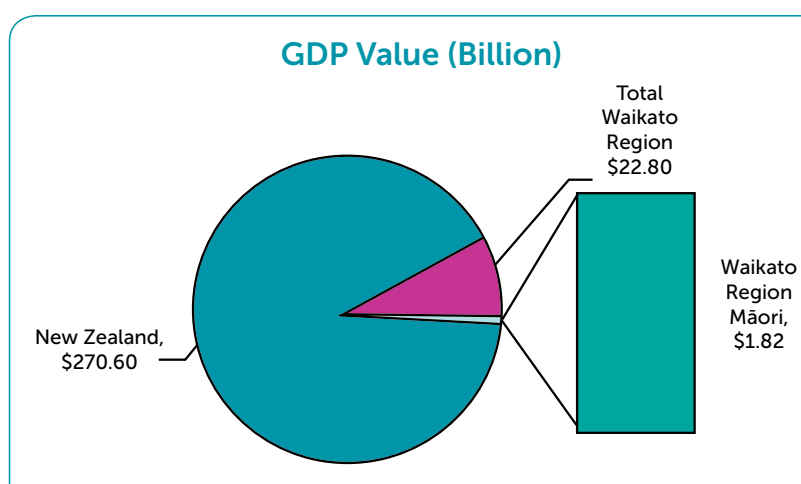
Waikato Region Māori Asset Base



Waikato Region Māori Asset Base –The graph shows the spread of Waikato Region Māori asset base across almost all industry. Overall, Waikato Region Māori are asset rich in Agriculture, Forestry & Fishing, Property & Business Services, and Manufacturing with a strong presence of Māori entrepreneurs, employers and collectives participating in those industries. A notable outlier is the substantial collectively-owned energy asset with **relatively low asset value to workforce ratio**, and high median income; possibly suggesting opportunity and/or capability deficit. This hypothesis may allude to opportunity and/or capability deficit across other industry in which Māori own productive assets.

The distribution of Māori in the workforce shows an interesting spread with significant groupings of Māori human capital in Manufacturing, Retail Trade, Primary Industry and Construction. **Waikato Region Māori are under-represented in high-value positions of employment across all industry.**

Regional economic indicators⁴ – Productivity in Waikato has stagnated in recent years, achieving only 0.1% productivity growth since 2017, which suggests capital investment to lift productivity is lacking or lagging⁵. In the same period, Waikato Regional GDP contributed 8.4% (\$22.8 billion) to National GDP (\$270.6 billion). In comparison with all other regions, Waikato GDP per capita remained below average at \$50,068 in 2017. Waikato Region Māori contribute approximately \$1.82 billion to the regional economy. The employment rate across Waikato had increased 4.4% from the year 2016 to 70.1% in 2017⁶.



Retail sales have increased in the same year by only 1% and confidence levels have dropped. Consenting across the region has steadily grown to \$2billion despite the tail off of residential building consents in the 12 months prior. The government is expected to invest \$1.4billion into infrastructure across the Waikato/Bay of Plenty regions between 2018-2023⁷, which will spur some economic activity. **The region will be faced with the challenge of intensifying and sustaining economic activity across the region beyond government investment years.**

Drivers of Waikato Deprivation – Waikato has a higher than average deprivation than most other regions with 48% of Waikato region data zones measured within bounds equivalent to deciles 7-10 for residents of those areas⁸. People who live in areas of high deprivation are more vulnerable to environmental risks and Māori are more likely to live in these areas⁹. The strongest drivers of deprivation in the Waikato region are education, access and income. **Education is the most prevalent type of deprivation in Waikato at 14.2% worse than the national median.** There is significant variation in deprivation and abundance levels between the districts of the Waikato region. This may indicate the need for council-level leadership to address district-specific challenges to wellbeing.

⁴ Ministry for Business, Innovation and Employment. (n.d.). *Regional Economic Activity Web Tool*. Retrieved from www.webrear.mbie.govt.nz

⁵ Te Waka. (2018). *Quarterly regional economic update - December 2018*. Hamilton.

⁶ Statistics New Zealand. (2017). *Labour Market Statistics: September 2017 quarter*. Retrieved from www.stats.govt.nz

⁷ Te Waka. (2018). *Quarterly regional economic update - December 2018*. Hamilton.

⁸ McMillan, R., & Exeter, D. (2018). Socioeconomic Deprivation in the Waikato Region. Using the Index of Multiple Deprivation to understand drivers of deprivation. *Waikato Plan Discussion Paper*. Hamilton.

⁹ Atkinson, J., Salmond, C., & Crampton, P. (2014). *NZDep2013 Index of Deprivation*. Wellington: Department of Public Health, University of Otago.

2018 Waikato Regional Economic Indicators



Population est.
468,800



Non-Māori Median
Income



Māori Median
Income

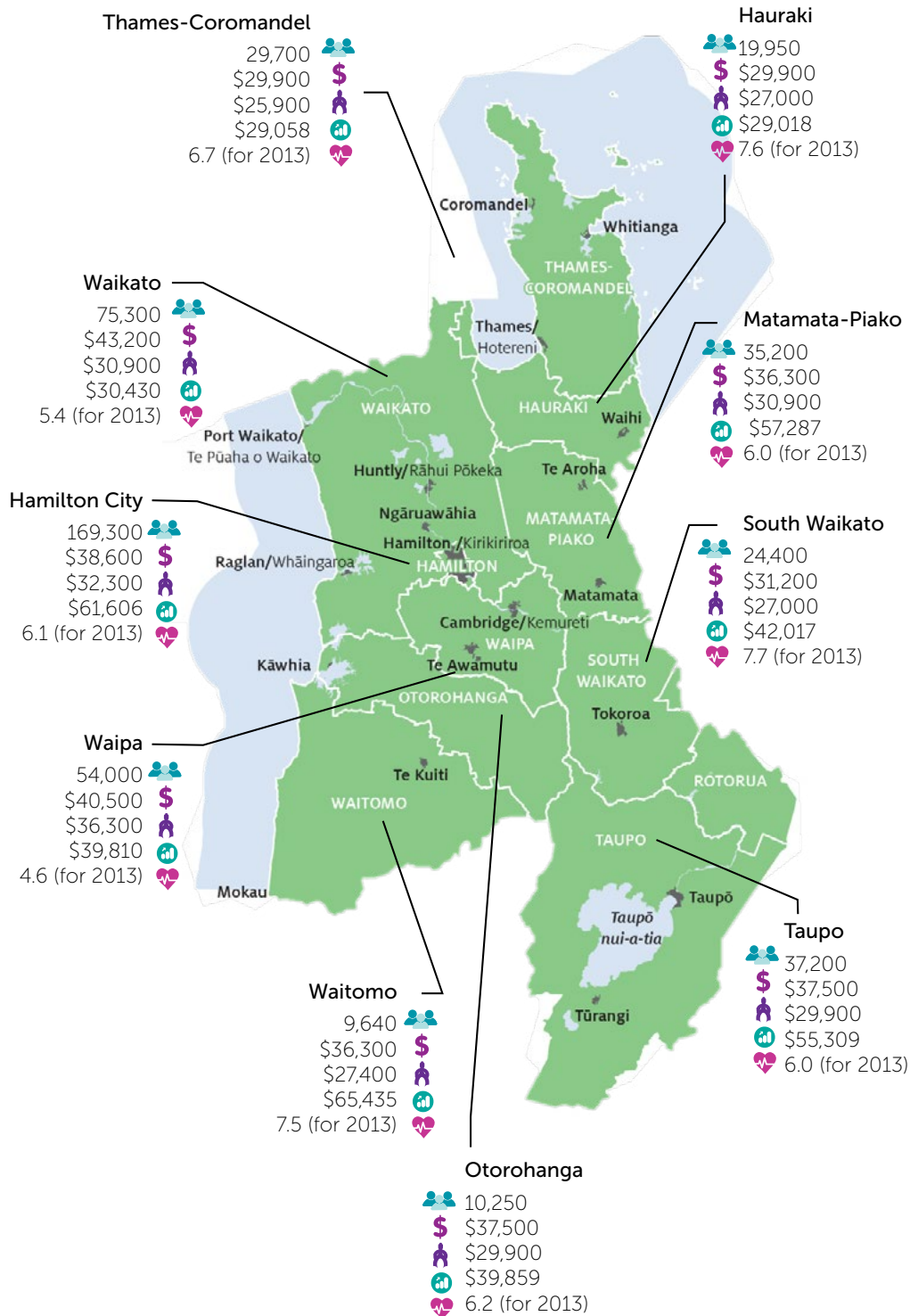


GDP per Capita
\$51,011



Deprivation Index*
5.7 (for 2013)

*10 = Extreme Deprivation





Tainui Waka Tourism. Photo credit Atawhai Edwards.

2018 Action Plan Stocktake

Since the Action Plan was launched in February 2018, the Working Group has had the opportunity to work alongside stakeholders to support and promote actions and initiatives that begin to stimulate economic performance across the region. It is important to take the time to both celebrate success and share lessons learned to prepare for the year ahead.

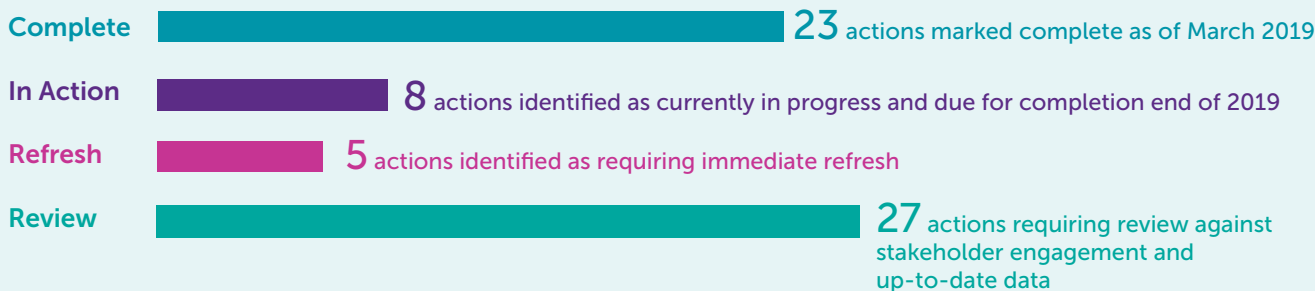
The following stocktake provides an overview of the status of actions identified in the Waikato Region Māori Economic Development Action Plan and Agenda. As in the initial Agenda, the status of actions are presented in relation to four corresponding kete; Skills & Resources, Education, Business Support and Communication.

Action status is determined through a series of brief reviews with the leaders, champions, and project managers of the various initiatives linked to 2018 actions. The brevity of this overview, together with the complexity of economic development as a whole, means that this stocktake is high level. This perspective allows us to identify key challenges to Māori economic development in Waikato and enable a sharper focus on priority actions; that is, activities that will have immediate and direct economic impact for Māori across Waikato over the next 12 months leading into 2020.

Summary

A total of 63 actions featured in the 2018 plan were aligned with the four kete in the Long-term Economic Development Agenda.

2018 Action Status



Highlights

Across the region, Māori Collectives, Māori business, Whānau and Rangatahi have developed and participated in a range of research, education and networking initiatives, built and brokered relationships, collaborated on multi-stakeholder projects within technology and tourism sectors, and stimulated and supported the possibilities for innovation from within Te Ao Māori (the Māori world) and Te Ao Hurihuri (the changing world). The kete that dominate the completion statistics for 2018 were *Skills & Resources* (43% of completed actions) and *Communication* (42% of completed actions). **The priority actions for the year ahead are located at the intersect of the *Business Support, Education, and Skills & Resources* ketes.** This is due to the continuation of the Provincial Growth Fund and establishment of Te Waka.

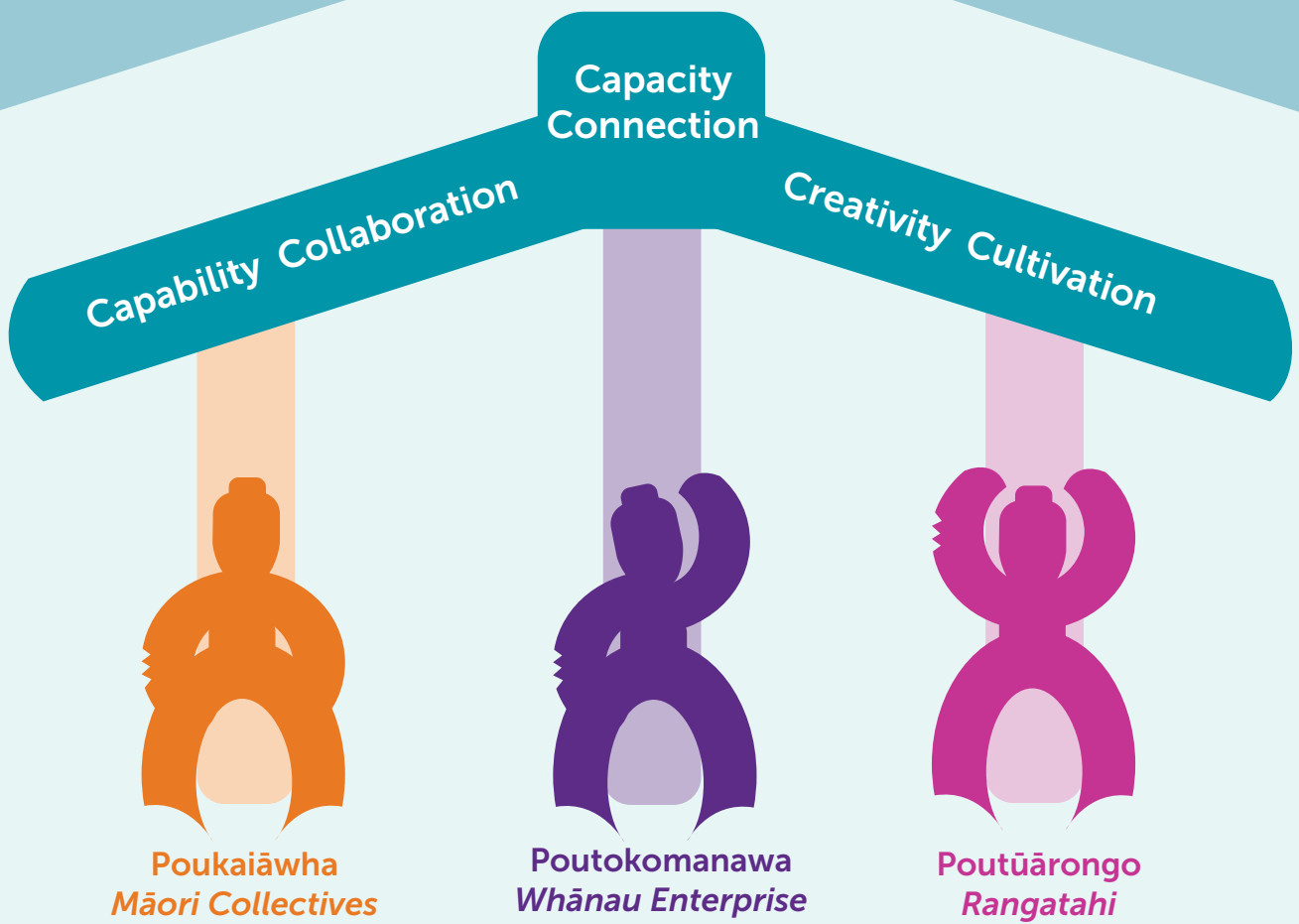
Key Learnings

Our learnings provide the greatest value to the Action Plan Refresh. Along the way, the Working Group have learned to be specific and realistic. For example, 100% of rangatahi leaving secondary school and entering the workforce or tertiary education with a minimum of NCEA L3 is not realistic.

Up-to-date data is extremely useful in identifying opportunities for economic development, but not all that is valued is measured; the value of cultural and human capital is grossly underestimated as contributing to regional economic health. The Waikato Region is geographically vast and representation of Collectives, Enterprise, the Workforce and Rangatahi in the provinces is vital for innovation and effective widespread regional economic development. It is important to share the responsibility of supporting initiatives and projects across many individuals and organisations to minimise the effects of changes in human capital. And finally, resourcing is limited – the onus is on all Waikato Region stakeholders to connect, collaborate and innovate to spur sustainable and enduring regional impact for the future economic resilience of the region as a whole.

Landscape of Wairere Falls bushwalk trail'. The Waikato Story. www.waikatostory.nz

TE WHARE OHAOHA



Mahitahi • Manaakitanga • Whanaungatanga

Leadership & Oversight

Ngā Pou o te Whare, Waikato Plan Leadership Forum, Te Waka

Tauutuutu - Reciprocity

Te Whare Ohaoha

Te Whare Ohaoha draws on the traditional Whareniui model to frame economic development for the Waikato region. The model illustrates the significance of te tuāpapa (the foundation); three pou, poukaiāwha (front post), poutokomanawa (centre post) and poutūārongo (ridge post); and ngā heke (the many rafters) of the whareniui as interconnected structural features necessary for supporting our people in an ever-changing environment.

Leadership, Oversight & Tauutuutu

There are many stakeholders who are key to the oversight and leadership of this plan. Te Whare Ohaoha regard this area as the paepae where debate, coordination, and cooperation is determined to ensure the pou are well resourced and supported. Tauutuutu is the basis of engagement in this realm acknowledging the value of reciprocal action and developing sustainable processes of interaction. By engaging in tauutuutu, our leadership and oversight build high trust, rapport and confidence amongst themselves and with regional stakeholders, from which the desired outcomes of Te Whare Ohaoha will emerge.

Te Tuāpapa – The Foundation

The foundation of Waikato Māori economic development is a shared values system that guides our engagement process with and among others in the region. Characteristically, each value emphasises the role of people and their relationships as the building blocks for a prosperous region. These are:



Ngā Heke – The Rafters

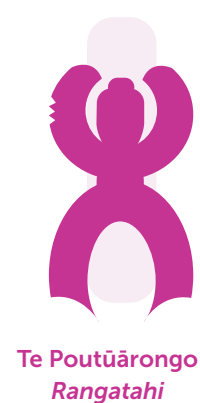
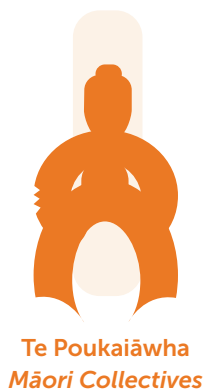
The rafters represent the essential socio-structural features for unlocking the human-centred development potential of Waikato Region Māori. These are:

Connection	<i>Identity, belonging and empathy towards others</i>
Capability	<i>Physical and mental ability, transferrable skills, confidence and know-how</i>
Creativity	<i>Freedom to express and experiment, challenging status quo, innovation in action</i>
Capacity	<i>Human resource constraints (time, scope), develop capability of others to create capacity</i>
Collaboration	<i>Translating connection into support, complementary relationships, co-governance</i>
Cultivation	<i>Nurturing others to be both adaptive and innovative in a changing world</i>

Strengthening each driver in relation to the three pou requires an investment in human capital – the region’s highest value asset – necessary for stimulating and realising the region’s economic potential now and in the future.

Ngā Pou o Te Whare – The Pillars

The pou (pillars) focus our attention around three levels of Māori economic development. These are Te Poukaiāwha: Māori Collectives; Te Poutokomanawa: Whānau Enterprise; and Te Poutūārongo: Rangatahi. Each pou has unique barriers and opportunities within the current climate, as will be explained in the following section.



Te Poukaiāwha: Māori Collectives

Māori collectives have been at the coalface of Māori development, are a significant source of opportunities for whānau and generators of financial wealth for the enablement of collective aspiration.



We must realise our role as kaitiaki of the environment, unlock collective social, cultural and spiritual benefits and create opportunities for enhancing the economic health of our people.

Snapshot and narrative

In 2012, Māori collectively owned assets in the Waikato region were worth approximately \$2.9 billion, that is 46% of the Waikato Region Māori asset base. This comprises assets of trusts, incorporations, rūnanga and other collective Māori entities. Research suggests collectively-owned assets are heavily concentrated in the Primary Industry (60%), Property Development (26%) and the Services Industry (14%) (Te Puni Kōkiri, 2014), with burgeoning interest in the regions Cultural Tourism Industry.

The Waikato region contained 100% of all nationally recorded Māori collectively owned processing assets, 75% of all Māori collectively owned energy assets, 73% of all property development assets and 21% of total agricultural assets. The Federation of Māori Authorities estimated there were 1,100 ahu whenua trusts in the Waikato region. The 20 largest ahu whenua trust groups administered an average of 2,200ha of land; while the majority (83%) of ahu whenua trusts in the Waikato region administer an average land area of 23ha. A third of all Waikato ahu whenua trusts administered land areas smaller than 5ha. The 8 largest Māori Incorporations in the region had between 1000-12000ha of land utilised for a diverse portfolio of economic activities, the largest assets held by these organisations were in the forestry sector. Allocated fishery assets in the Waikato region had been valued at \$76.8 million.



Pūniu River Care Inc. Te Maru o Ihoa - Mangatoatoa Pā.

Human capital, however, is the greatest asset to Māori Collectives. Māori Collectives view success as collaborative, inclusive and sustainable, where collectively-owned assets can be activated to realise not just economic dividends, but enable the fulfilment of their role as kaitiaki of the environment and unlock enduring social, cultural and spiritual benefits. Third party advocates currently play a pivotal role in mobilising resources throughout the region and connecting and advocating for Māori Collectives and Whānau Enterprises alike.

While collectively-owned asset are not producing the holistic return on investment as readily as initially expected, the concepts of *social procurement* and *investing for social impact* offer alternative frameworks for guiding collective action to create a thriving ecosystem. By participating in co-design, collaboration, co-governance and co-investment throughout the region, Māori Collectives maximise their contribution to their shareholders and beneficiaries which directly impact the communities that comprise the Waikato Region. Over the next 12 months Māori collectives are interested in embracing diversity, and call for a strengths-based collaborative approach to optimising the outcomes for the wider regional community.

High level outcome

Māori Collectives are mobilised and collaborating for common benefit.

Actions

Six Māori Collective-centred actions are proposed by the Working Group. These actions contribute to the Long-Term Economic Agenda to engage, educate, export and enable the flow on economic benefits of Māori collectives in their pursuit of holistic return on collective asset. Deliverables, metrics, responsibilities and timelines for each action are provided.

1 **Oversee an enduring, co-governed strategy for Māori economic development in support of a region-wide collective project.** To maximise the effectiveness of a common agenda and a limited resource, a co-designed, co-governed strategy for collaborative action will set a new precedence for enduring regional progress.

2 **Improve coordination of funding between Māori Collectives, government departments and other domestic and international investors.** The goal is to optimise the distribution of an already limited resource pool available to the region. This initiative will also encourage opportunities for collective-to-collective (C2C) and collective-to-business (C2B) investment and procurement.

3 **Promote Waikato Māori collectives in industry.** This includes profiling and telling the stories of existing Māori collectives that are contributing to economic development in the region. This initiative will build an awareness of priority growth areas within Waikato, such as Māori tourism, the Services Industries, and Whenua Māori Developments. Māori collectives may be inspired to grow their potential, connect with and learn from others experiences.

4 **Facilitate better governance of collective assets.** One of the most important elements for collective asset development is good governance that is bolstered with strong business knowledge of finance and strategy, audits and risk management. This initiative suggests a partnership with a Māori provider(s) to deliver professional business capability workshops for Māori managing Waikato-based collective assets.

5 **Research Project: Social procurement in a Māori context.** Social procurement provides a framework for creating goals and opportunities for longer-term capability building and transformational community contributions. It is important to build a comprehensive understanding for the implications, gaps and opportunities, and best practice approaches for utilising social procurement in a provincial Māori context.

6 **Foster strong and meaningful relationships between the organisations of Te Whare Ohaoha Leadership & Oversight.** An Iwi engagement wānanga aims to create new shared experiences that are grounded in a combination of settings that reflect the regions heritage and future. This action is about co-designing for strategic success with Iwi, and strengthening relationships in pursuit of the shared vision for the Waikato Region.

Deliverable(s)	Metric(s)	Responsible	Q2	Q3	Q4	Q1
1. Enduring, co-governed strategy a. Determine enduring strategy for Maori economic development b. Lead, mobilise and facilitate authentic cultural tourism for the Waikato Region.	a. 3 wānanga to finalise Māori Economic development strategy for the Waikato Region b. 1 identifiable entity leading Iwi regional project focussed on Cultural Tourism.	a. Te Waka, TPK, Iwi Authority Representatives b. Tainui Waka Tourism, Waikato Plan Leadership Forum				
2. Identify relevant funding streams for Māori Collectives	Centralised online database for Māori Collectives	Te Waka				
3. Tell the stories of Māori Collective entities in Waikato	≥ 3 Māori collectives undertaking successful Provincial Growth Fund application ≥ 3 Māori collectives to be investment ready in the next 18-24 months 6 Māori Collectives are promoted in mainstream media with focus on wai and whenua	Te Waka, TPK, MBIE				
4. Provide finance strategy, audit and risk capability workshops	15 participants sponsored/ subsidised to participate in capability workshop	TPK, Māori provider to be determined				
5. Research project: apply social procurement in Māori context	1 publication on Māori social procurement outlining implications for Waikato Region	TPK				
6. Iwi engagement wānanga for leadership and oversight.	1 Iwi engagement wānanga	Waikato Plan Leadership Forum, Waikato Mayoral Forum, Te Waka, Māori Collectives				

Māori Collectives view success as collaborative, inclusive and sustainable.

Te Poutokomanawa: *Whānau Enterprise*

Whānau Enterprise is at the very heart of the regional economy and the embodiment of self-determination.



All of our businesses are connected with whānau, and that's not just our own blood whānau, it's our extended whānau.

Snapshot and narrative

In 2012, total Waikato Region Whānau Enterprise assets were estimated to be worth \$3.3 billion, that is 54% of the Waikato Region Māori asset base. This is made up of over 1400 Māori entrepreneurs worth \$0.7 billion, and 750 Māori employers with \$2.6 billion worth of asset mainly in Construction, and Agriculture, Forestry & Fishing (Te Puni Kōkiri, 2014). Alongside the hardworking employed and unpaid Māori workforce, Whānau Enterprise are significant contributors to whānau financial independence and wellbeing. Small to medium enterprise (SME) are the lifeblood of the regional economy.

The short-term goals of Whānau Enterprise depend largely on the phase of the business cycle they are in. Whānau Enterprise operating for 2-5 years report a focus on growth, sales, developing systems and processes to improve efficiencies over the next 12-months. Whereas for mature Whānau Enterprise, succession planning and ensuring the success of others coming through their business (trainees, employees, customers) are focus points. Connecting and networking with others in various forums was highlighted as crucial for identifying resources and potential customers. However, the conversion of connections and networks into sources of sales and resources is difficult.

Confidence in the wider economic system appears to be low as Whānau Enterprise are worried about the implications of global politics on import and export markets and therefore cost structures. Whānau are considering the potentially detrimental effects of local developments such as the Hamilton to Auckland Corridor Project on their flow of customers; rejection from funding bodies; limited capacity and the challenge of balancing whānau, employment and start-up activities; variations in health and productivity of employees; and navigating the cost-benefit of technological investments and IP protection.



Turner's Mussel Fritters. Photo credit: Rāwhitiroa Photography.

Whānau Enterprise call for access to business supports such as mentors and legal advice to prevent small but costly mistakes and aid whānau in the establishment of business structures that enable multiple and sustainable income streams. Whānau identified the need to act smarter in their approach to funding, and paying forward the support they have received when able.

One business's challenge is another business's opportunity – Whānau Enterprise have identified that other Whānau Enterprise may offer solutions to their emerging challenges. An important result of being visible regionally and having access to business support is an improved alertness to opportunities for Whānau Enterprise to collaborate for mutual benefit.

One business's challenge is another business's opportunity

High level outcome

Whānau are pursuing their aspirations for financial independence through enterprise.

Actions

Five Whānau Enterprise-centred actions are proposed to contribute to the Long-Term Economic Agenda to *engage, educate, export, and enable* the self-determination of whānau in Waikato. Deliverables, metrics, responsibilities and timelines for each action are provided.

1

Improved coordination of funding between whānau enterprise, government, local council, local and international investors and philanthropic funders. The purpose of this action area is to more effectively distribute an already limited resource pool; encourage opportunities for business-to-business (B2B) investment and procurement; improve start up survival rates; and enable whānau business to employ others.

2

Promote Whānau Enterprise in Waikato. This includes telling the stories of existing whānau enterprise that are demonstrating their aspirations for self-determination. This initiative will build an awareness of regional business growth areas such as Māori tourism, the Services Industries and whānau land and water developments, and celebrate upward whānau economic mobility.

3

Establish business support services to build the capability of whānau across all aspects of the business lifecycle – from ideation and establishment through to succession. Support services may range from 1:1 to 1:many to maximise the reach and impact of resources. This action is also about fostering complementary, leveragable relationships through shared learning. Inter-ethnic business network relations are vital for a vibrant, connected and innovative region.

4

Research Project: Social Impact Investment in a Māori Context. Impact investment provides a framework for creating goals and opportunities for meaningful community-wide investment. It is important to build a comprehensive understanding for the implications, gaps and opportunities, and best practice approaches for incorporating impact investment in a provincial Māori context.

5

Quarterly Engagement. Engagement keeps us connected, relevant and up-to-date. Engagement is an ongoing process and it is important to stay connected with the enterprise community to monitor and review the progress of initiatives.



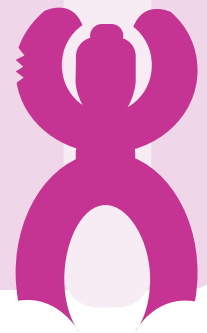
Tyler Wilson and one of his builders on site in Hamilton. Tyler owns T.Wilson Builders based in the Waikato. Photo credit: Rāwhitiroa Photography.

Tyler Wilson | twilsonbuilders@gmail.com

Deliverable(s)	Metric(s)	Responsible	Q2	Q3	Q4	Q1
1. Identify relevant funding streams for Whānau Enterprise	Centralised online database for Whānau Enterprise	Te Waka				
2. Tell the stories of Whānau Enterprise in Waikato	3 Whānau Enterprise promoted with focus on wai and whenua Mainstream promotion partners identified	Te Waka, MBIE				
3. Physical Whānau Enterprise business hub supported	40 whānau entering and utilising the resources per week	TPK, MBIE				
4. Research project: understand social impact investment for Maori entities	1 publication on social impact investment outlining implications for Whānau Enterprise and potential role of Māori Collectives as investors	TPK, Philanthropic Funders of Waikato Region				
5. Quarterly Engagement	4 Whānau Enterprise workshops to monitor current initiatives and facilitate training opportunities	Te Waka, Iwi Authorities				

Te Poutūārongo: Rangatahi

A capable, connected and confident rangatahi population is essential for economic prosperity of the region now and in the future.



The dream combo is to have good schooling, an active community, a connected whānau and access to opportunities no matter where you live in the region.

Snapshot and narrative

A third of the Waikato Māori population were under 15 years of age at the time of the 2013 census. At the same time, 60% of Waikato Region Māori were not considering post-school qualifications. The majority of those that were pursuing further qualification were studying Society & Culture (5%), Management & Commerce (4%) Engineering & Related Technologies (4%). The Natural and Physical Sciences (0.5%) and Information Technologies (1%) were the least represented areas of Māori higher learning. 65% of Waikato Region Rangatahi Māori aged 15-29 years were in the workforce with the majority in full-time employment (41%). Unemployment of this age group was at 11%.

40% of the births in Waikato were from Māori women. The median childbearing age for Māori women is 25 years, approximately 5 years younger than the national median age.

Despite having high schools and tertiary education providers in the region, more young people between 15-29 years left the Waikato region than migrated into over the period 2002-2013. There was an influx of younger people between 0-14 years during this same period indicating that Waikato was possibly attracting families with primary to intermediate children who would now be navigating high school.

Rangatahitanga is about transitioning, growing, positioning and building an understanding of one's identity, interests and role in Te Ao Hurihuri (the changing world). Learning how to manage all of life's aspects is hard, as societal, peer and whānau pressures and obligations pull and push rangatahi in often conflicting ways. The definition of success, barriers and opportunities for rangatahi are diverse and largely contextualised by existing networks, phase of life and life experiences. Meeting day-to-day human needs is the driving force for many rangatahi. Few others have found their passions and are actively pursuing pathways that aid their professional development and enable contributions to their iwi, whānau, and/or community.



Te Rāwhitiroa Bosch runs his own photography business in the Waikato specialising in Māori specific events and kaupapa. Photo credit: Erica Sinclair Photography

Te Rāwhitiroa Bosch | rawhitiroa.bosch@gmail.com

Rangatahi are acutely aware that it is “who you know not what you know” that matters for accessing opportunities, which is in fact a barrier for many promising rangatahi to engage and contribute in more meaningful ways. Local developments such as the Hamilton to Auckland Corridor Project are viewed as a source of opportunity among rangatahi, however, not knowing how, when and who to talk to about participation is inhibiting.

Rangatahi promote inclusive solutions to raising the productivity of the region such as improving visibility and opening access to opportunities to participate in current and projected regional economic development initiatives; strengthening inter-personal relationships to establish a sense of community; creating opportunities to develop fundamental life skills; endorsing education as a platform; advocating for other rangatahi; and role modelling uplifting conduct.

High level outcome

Rangatahi Māori are contributing to their communities and developing their professional profile.

Actions

Four rangatahi-centred actions are proposed to contribute to the Long-Term Economic Agenda to engage, educate, employ and enable the young people of our region. Deliverables, metrics, responsibilities and timelines for each action are provided.

1

Facilitate and promote opportunities for rangatahi within Whānau Enterprise, Māori Collectives, community organisations, local council and government bodies and other businesses within the Waikato Region. This includes tapping into and amplifying cadetship and apprenticeship schemes and supporting regional strategies for aligning Waikato Rangatahi with employment, education and training opportunities.

2

Support rangatahi involvement in regional and national initiatives that promote Māori participation and leadership in a wide range of contexts and industry. This initiative is intended to provide opportunities for rangatahi to gain exposure to a variety of people, places and activities. A recent example includes the Māori Tech Showcase.

3

Promote initiatives that spur innovative and entrepreneurial thinking among rangatahi and ensure accessibility of enterprising rangatahi with business support services (physical and virtual), mentors and other aspiring rangatahi entrepreneurs around the Waikato region. Underlying this initiative is the fundamental need to ensure rangatahi are able to share their ideas, learn from and connect with others, and access resources and advice to turn their ideas into reality.

4

Research Project: The future of work. Projections based on past and current trends, including the accelerating rate of technological development and changing demographics, will help to inform rangatahi, employers, trainers, educators, whānau and collectives of the challenges and opportunities that the next few generations may face. It is important to build a comprehensive understanding for the implications, advantages and best practice approaches to preparing the workforce for the future of work.

Rangatahi promote inclusive solutions to raising the productivity of the region

Deliverable(s)	Metric(s)	Responsible	Q2	Q3	Q4	Q1
1. Waikato rangatahi are facilitated into internships across the region	50 rangatahi in employment or training	TPK, Employers				
2. Investigate establishment of NZ Māori Tech Alliance.	1 scoping project is completed to investigate the establishment of a NZ Māori Tech alliance ≥ 200 rangatahi exposed to a regional cross-sector initiative that promotes learning, celebrating Māori success and growth Database of over 200 rangatahi work and study interests Relationship brokerage for over 200 rangatahi to regional businesses, education and training providers	Te Waka, TPK, Iwi Authorities				
3. Implement rangatahi youth symposium	≥ 50 rangatahi (aged 13-18) participate in youth development symposium	TPK, Te Waka, Waikato Plan Leadership Forum				
4. Research: future of work project for Waikato Māori rangatahi	1 publication on the future of work outlining economic traditions of Waikato Region Māori, and projections for the next generation Key learnings incorporated into the 2019 Waikato Regional Labour Market Strategy	TPK, MSD, MBIE, Te Waka				

Summary of 2019 Actions

Our aspiration is a concerted approach to mobilising resources and improving the economic health and wellbeing of our people and our communities. Over the next 12 months we expect to have achieved the following:



Māori Collectives



Whānau Enterprise



Rangatahi

OUTCOMES

Māori Collectives are mobilised and collaborating for common benefit.

Whānau are pursuing their aspirations for financial independence through enterprise.

Rangatahi Māori are contributing to their communities and developing their professional profile.

ENGAGED

- 3** Māori economic development strategy wānanga
- 1** Iwi engagement wānanga

ENABLED

- 1** entity leading collective cultural tourism regional project
- 1** centralised online database for Māori Collective access to funding
- 3** Māori Collectives invested in (PGF)
- 3** Māori Collectives investment ready

EDUCATED

- 15** participants in business capability workshops
- 1** social procurement publication

EXPORTED

- 6** Māori Collectives promoted in mainstream media (wai & whenua focus)

EMPLOYED

(Social Procurement publication to influence the buying power of Collectives to procure "our own", post-12 months)

ACTIONS

- 4** Whānau Enterprise workshops

- 1** 1 centralised online database for Whānau Enterprise access to funding

- 40** whānau enter and utilise business hub resources per week
- 1** social impact investment publication

- 3** Whānau Enterprise promoted in mainstream media (wai & whenua focus)

(Social Impact Investment publication to outline implications for Whānau Enterprise and for Māori Collectives as investors)

- 50** Rangatahi (13-18 years) participate in youth development symposium
- 200** Rangatahi exposed to regional cross-sector initiative promoting learning, celebrating Māori success and growth

- 1** scoping project for Māori Tech Alliance

- 1** future of work publication, with learnings incorporated into the 2019 Waikato Regional Labour Market Strategy

- 200** Rangatahi relationships brokered with regional businesses, education and training providers

- 50** Rangatahi are employed or in training

By achieving these actions we are in good stead to respond to central government prioritisation of provincial and Māori economic development now, and prepare for the release of the latest 2018 census data and the 5-year strategic review in 2020.

Concluding Remarks

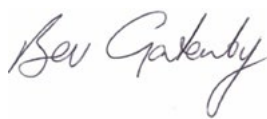
Māori have lived in the Waikato Region for almost 1,000 years. Our history shapes us and supports us every day as we go about our daily lives with our whānau, our marae, our hapū and our Iwi.

Our history also highlights the entrepreneurial aptitude of our ancestors who would engage in inter-regional and international trade. We are strongest when we are confident in our identity, can express ourselves through our language, and are actively contributing to our whānau, hapū and community.

Te Whare Ohaoha demonstrates a shift away from the deficit paradigm and promotes the significant role our people and assets play now and in the future of our region. Continually improving our regional development approach takes courage and an understanding of the changing landscape. As such, the aspiration to strengthen the whare by supporting Rangatahi, Whānau, and Māori collectives of the Waikato Region to realise their potential promises to be rewarding for their respective communities and individuals.

As we aim to develop successful collaborations across organisations, communities and people, we are reminded that each of us, in our own lives and associations, are critical enablers for Te Whare Ohaoha and beyond.

Further to the acknowledgements made to the leaders who have provided guidance from Raukawa, Maniapoto, Te Arawa River Iwi, Tūwharetoa, Waikato Tainui, Te Waka, Te Hūmeka, and Rangatahi and Whānau Enterprise representatives, we wish to thank the working group members for their ongoing involvement in the development and achievement of the short and long-term agenda and actions.



Rukumoana Schaafhausen & Bev Gatenby
Co-Chairs Waikato Plan Leadership Committee

Appendix I – Working Group

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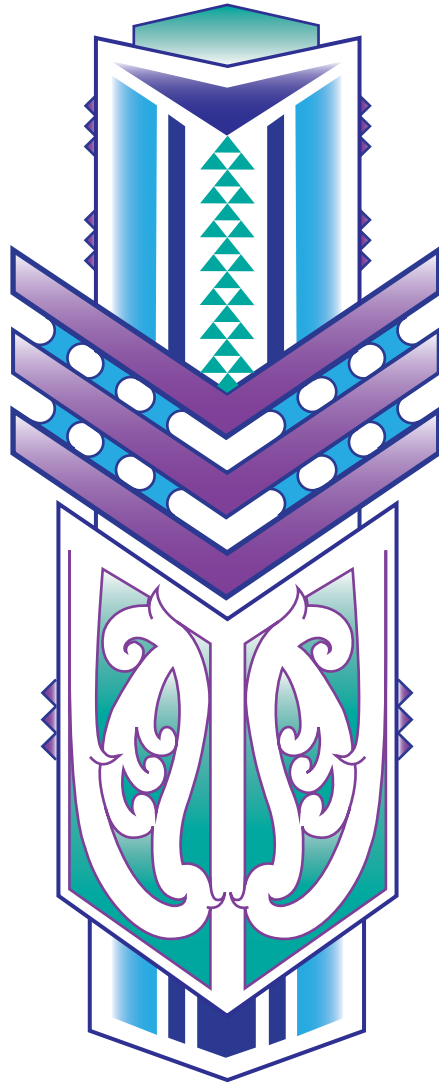
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Keep in touch and stay up to date with Te Whare Ohaoha through quarterly newsletter updates.

For further information visit

www.tewaka.nz