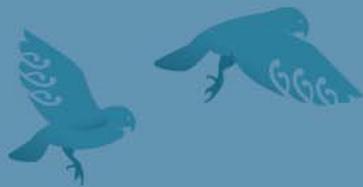


# Māori Economic Development Panel

## Overview of discussion document

*He kai kei aku ringa*  
*Self-generating well-being*



# The Māori Economic Development Panel members



The Māori Economic Development Panel was established by the Minister for Economic Development and the Minister of Māori Affairs in 2011.

The Panel is chaired by Ngāhiwi Tomoana and comprises:

- Greg Whittred (Deputy Chair)
- Debbie Packer
- Graham Stuart
- Gina Rangi
- Glen Tupuhi
- June McCabe
- Mark Solomon
- Bevan Graham

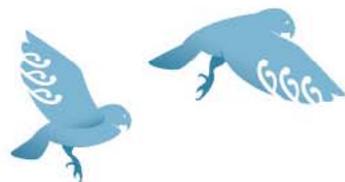


## Purpose

The Māori Economic Development Panel has produced a discussion document which sets out their views on how to improve economic development outcomes for whānau, hapū and iwi.

The Panel is seeking your views and input, so that the Strategy and Action plan we develop next can make a real difference. For example:

- Is the direction right?
- Are the example actions likely to make a real difference?
- What could be improved?
- What is missing?



## Key conclusions



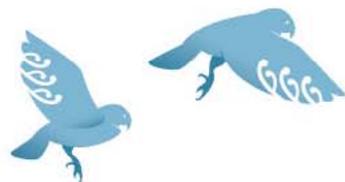
The Panel found that:

- The New Zealand economy is underachieving - lifting economic growth is critical to increase incomes and improve living standards for all New Zealanders.
- The Māori economy is also underachieving - this must be a matter of concern for all of New Zealand.
- There is enormous potential for the Māori economy to lead aspects of growth in the New Zealand economy...
- ...but Māori socio economic outcomes are worse than for non-Māori – this is a cost to the community and to the economy, both today and in the future.



What needs to be done...

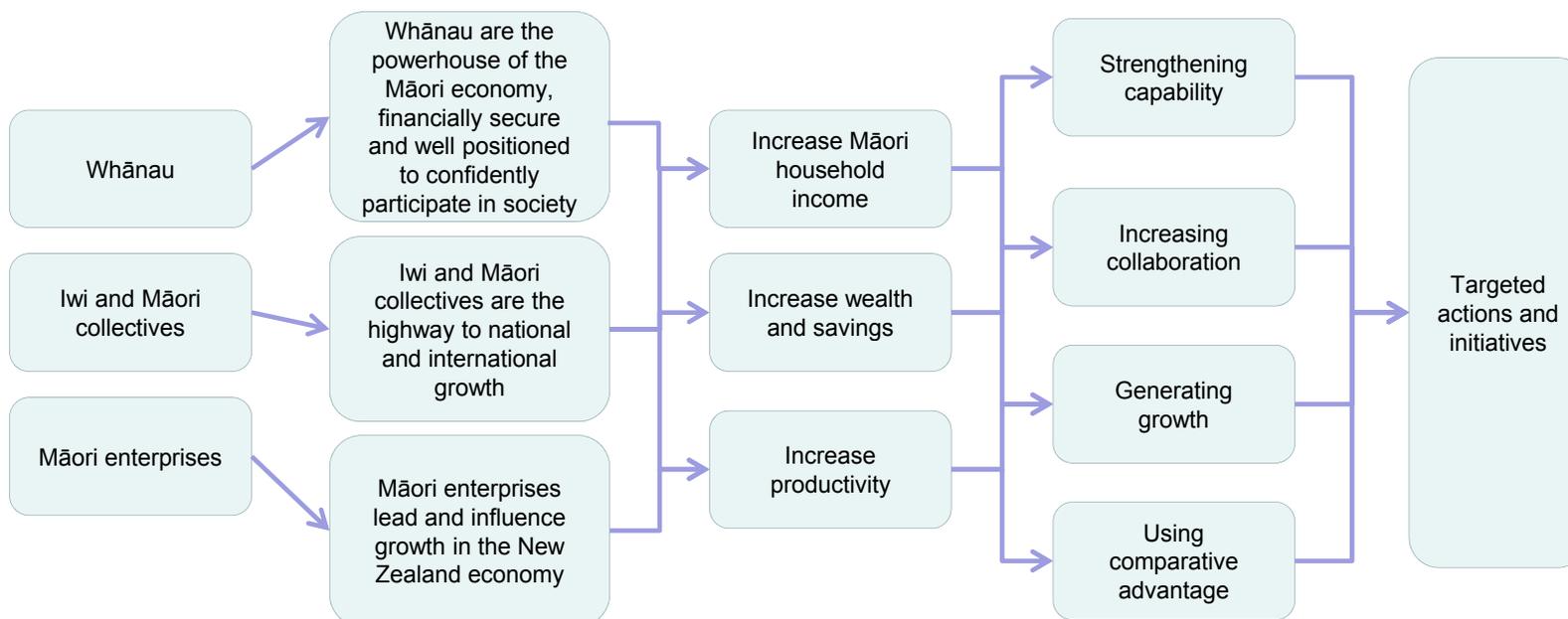
- Action is needed to realise the potential of the Māori economy - a shift in the conversation to encourage Māori to actively develop their own capacity.
- Whānau are the foundation of the Māori economy and we need initiatives and policies to improve their position or enable them to realise their potential.
- Enable collectives and enterprises to lead growth and generate the jobs for whānau to engage in.
- Focus resources on strengthening capability, increasing collaboration, generating sustainable growth and better leveraging the Māori competitive advantage.



# A framework for thinking about how to improve Māori Economic Development



*He kai kei aku ringa*  
Self-generating well-being



## Contributors

We consider that there are three key contributors to the Māori economy: whānau, iwi and Māori collectives and enterprises.

## Mission

How do whānau, iwi and Māori collectives and enterprises contribute to the Māori economy?

## Strategic goals

What we need to do to achieve the vision and provide the base from which to measure progress.

## Areas of focus

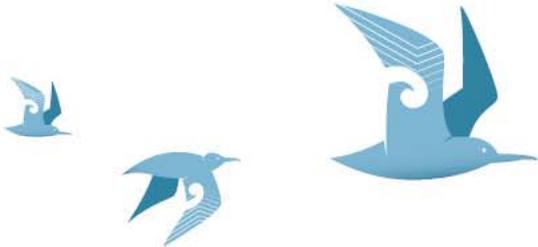
What our analysis of the challenges and opportunities indicates we need to focus on if we are to achieve the strategic goals for the Māori economy.

## Actions

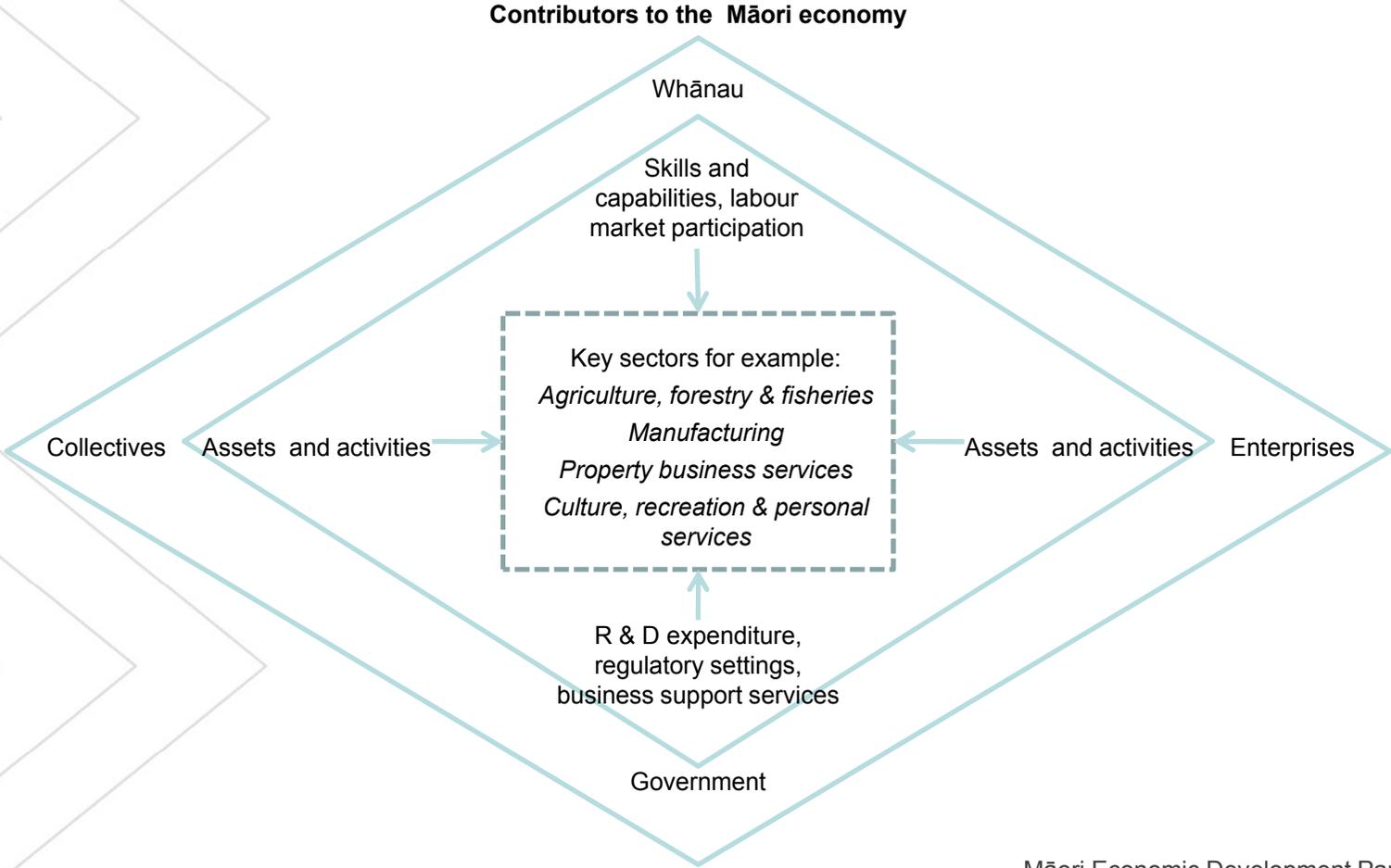
Examples of what can be done to improve the performance and productivity of the Māori economy.



# The key contributors to the Māori economy



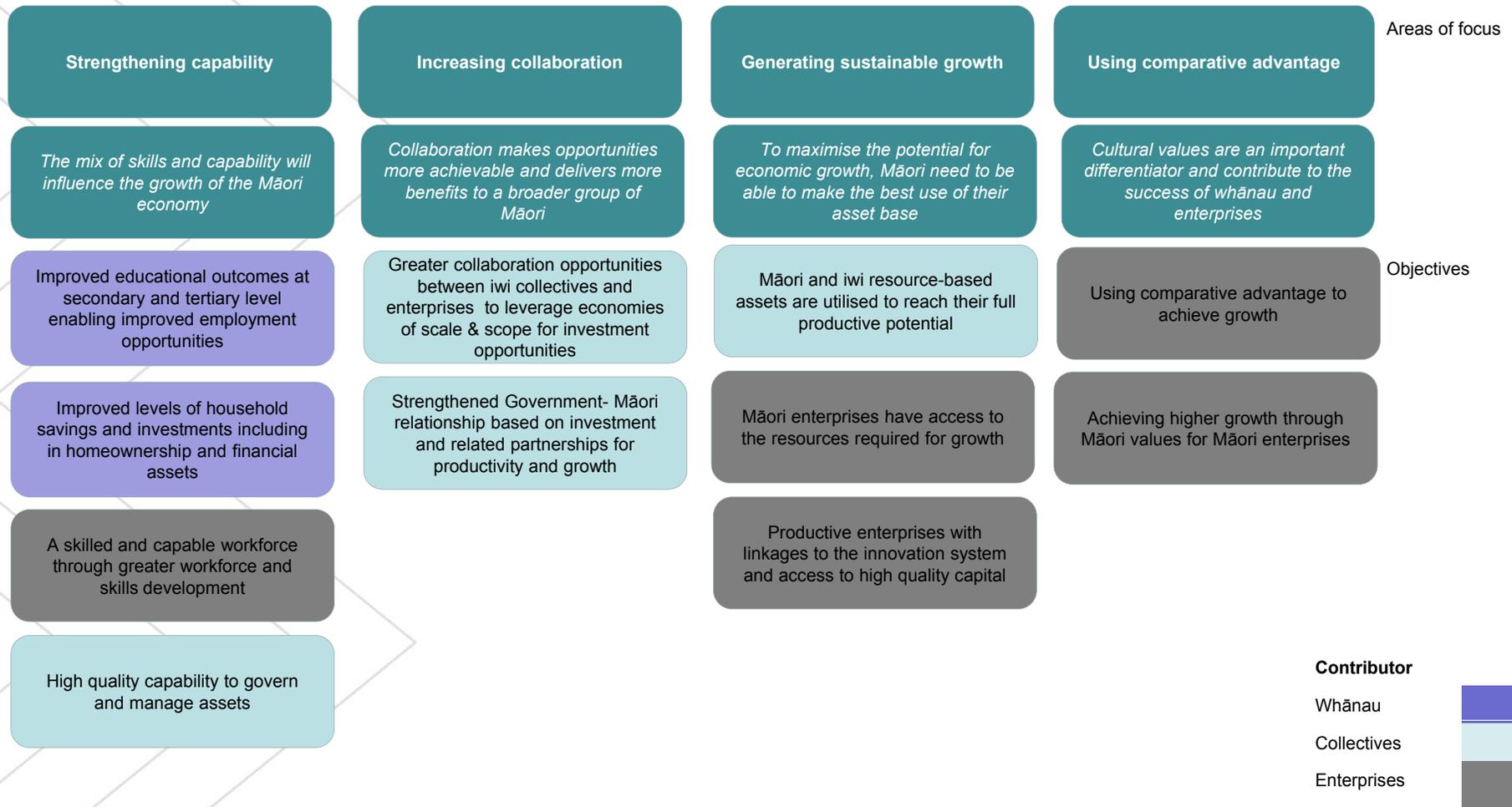
Understanding the sectors in which whānau, iwi /collectives and enterprises and government interact will help design actions and interventions that make the most impact.



# Areas of focus



These are the areas the Panel think need to be focused on to lift the performance and productivity of the Māori economy.



**Contributor**

- Whānau 
- Collectives 
- Enterprises 



# Examples of actions from Area of Focus 1

## Strengthening capability

The mix of skills and capability will influence the growth of the Māori economy

Improved educational outcomes leading to improved employment opportunities

Improved levels of household savings and investments including in homeownership and financial assets

A skilled and capable workforce through greater workforce and skills development

High quality capability to govern and manage assets



To strengthen capability, the types of actions that could be taken are shown below.

- Access Māori households and young people through current education sector initiatives to deliver programmes such as financial literacy.
- Create options to convert income-based social assistance into capability development saving and investment, for example in education or home or other asset ownership. For example, low income earners could be given the option of converting income support through Working for Families and other schemes into education or home ownership accounts to create a developmental pathway forward.
- Replicate and encourage iwi/collective tertiary education and housing savings and investment schemes such as Ngai Tahu's Whai Rawa scheme.
- Encourage collectives to develop different means of communicating the performance and value of their assets to shareholders and beneficiaries and encourage whānau to understand the value of their interest in those assets.



# What do you think?

## Strengthening capability

### The mix of skills and capability will influence the growth of the Māori economy

Improved educational outcomes leading to improved employment opportunities

Improved levels of household savings and investments including in homeownership and financial assets

A skilled and capable workforce through greater workforce and skills development

High quality capability to govern and manage assets



We are keen to know what you think, and have provided questions in each section of the discussion document.

An example of these are provided below.

- The panel recognises that increased education leads to increased incomes. There is also a need to build a savings and investment culture (including home ownership). How else can whānau increase their levels of savings and investment?
- What types of savings and investment activities should whānau be encouraged to engage in?
- How could the Government, iwi collectives and other players intervene to incentivise savings and asset creation, including home ownership?
- What actions need to be taken by the Government, iwi collectives and other players to encourage whānau to improve their levels of financial literacy?



## Examples of actions from Area of Focus 2

### Increasing collaboration

*Collaboration makes opportunities more achievable and delivers more benefits to a broader group of Māori*

Greater collaboration between iwi collectives and enterprises to leverage economies of scale & scope for investment opportunities

Strengthened Government- Māori relationship based on investment and related partnerships for productivity and growth



To increase collaboration, the types of actions that could be taken are shown below.

- Reducing contracting complexities for Māori collectives by adapting existing programmes and business models (such as Whānau Ora) across additional government agencies.
- Introduction of medium-term (multi-year) investment planning between iwi and government. This may include links to longer-term infrastructure investment.
- Policy work to consider options on how to improve the development of joint opportunities for government and iwi in areas of new commercial endeavour. This might involve government facilitating opportunities for iwi to work together; identifying new and emerging sectors where commercial opportunities exist and facilitating iwi to participate in these sectors; and ways of linking iwi investment to enhancing capability and creating opportunities at the whānau level.





# What do you think?

## Increasing collaboration

*Collaboration makes opportunities more achievable and delivers more benefits to a broader group of Māori*

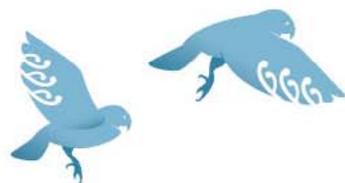
Greater collaboration between iwi collectives and enterprises to leverage economies of scale & scope for investment opportunities

Strengthened Government- Māori relationship based on investment and related partnerships for productivity and growth

We are keen to know what you think, and have provided a set of questions in each section of the discussion document.

An example of these are provided below.

- What are the characteristics and attributes that lead to the best partnering and co-investment ventures? What attributes make collectives, iwi and government desirable partners?
- How can collectives best collaborate with government on economic development policy to ensure New Zealand remains an attractive investment destination for collectives?





## Examples of actions from Area of Focus 3

### Generating sustainable growth

*To maximise the potential for economic growth, Māori need to be able to make the best use of their asset base*

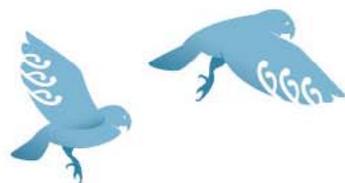
Māori resource-based assets are utilised to reach their full productive potential

Māori enterprises have access to the resources and high quality capital required for growth

Productive enterprises with linkages to the innovation system

To generate sustainable growth, the types of actions that could be taken are shown below.

- Establish a Māori enterprise intermediary operating to connect Māori enterprises with the right people and services across the innovation system, government programmes and capital providers. It could be a virtual intermediary (such as a website or portal), or a new entity. It could have the following functions:
  - knowledge and information provision;
  - networking;
  - pastoral care and mentoring; and
  - improving access to capital and investors.
- Develop Māori economy and enterprise profiles to inform the investor community, and engage with capital markets and commercial banks to raise awareness of Māori enterprises.





# What do you think?

Generating sustainable growth

*To maximise the potential for economic growth, Māori need to be able to make the best use of their asset base*

Māori resource-based assets are utilised to reach their full productive potential

Māori enterprises have access to the resources and high quality capital required for growth

Productive enterprises with linkages to the innovation system

We are keen to know what you think, and have provided a set of questions in each section of the discussion document.

An example of these are provided below.

- Are there barriers to accessing capital?
- What could be done to stimulate interest from capital providers in Māori enterprises?
- How can investors and debt providers support the work of the intermediary? Is there an opportunity to look at concepts of matched capital investment across public and private sector providers?





## Examples of actions from Area of Focus 4

Using comparative advantage

*Cultural values are an important differentiator and contribute to the success of whānau and enterprises*

Using comparative advantage to achieve growth

Achieving higher growth through Māori values for Māori enterprises



To strengthen capability, the types of actions that could be taken are shown below.

- Work with mainstream institutions to deliver messages around the positive influence of Māori values in enterprises.
- Develop case studies demonstrating the successful use of Māori values by enterprises to show the opportunity presented by the incorporation of Māori values in business. This could be extended to upskilling non-Māori businesses and other public sector organisations in the use of tikanga in business practices.
- Provide accountability by ensuring that performance management structures within public sector agencies reflect the Strategy and relevant actions.





# What do you think?

Using comparative advantage

*Cultural values are an important differentiator and contribute to the success of whānau and enterprises*

Using comparative advantage to achieve growth

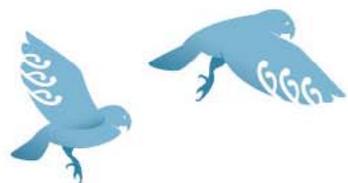
Achieving higher growth through Māori values for Māori enterprises



We are keen to know what you think, and have provided a set of questions in each section of the discussion document.

An example of these are provided below.

- How could iwi, hapū and whānau structures be better leveraged to deliver programmes and initiatives and engage communities?
- How does the 'point of difference' between Māori businesses and other businesses contribute to the success of Māori businesses now, and what needs to be done to improve responsiveness to Māori values as part of business?
- How could Māori values influence other businesses within the New Zealand economy?
- Do you agree with the proposed objectives?





## Your input

This document includes examples of only some of the actions that could be taken to improve the performance and productivity of the Māori economy, but the discussion document contains many more.

The Panel is keen for your views and welcomes your feedback either at the regional hui, or you can provide a written feedback by 11 April 2012 for the Panel to consider.

Written feedback should be emailed to [MEDP@tpk.govt.nz](mailto:MEDP@tpk.govt.nz) or sent to the Māori Economic Development Panel, care of Te Puni Kōkiri, PO Box 3943, Wellington.

