

HE TANGATA HE WHENUA HE ORANGA

FOR THE TAITOKERAU
MAORI ECONOMY

AN ECONOMIC
GROWTH
STRATEGY

FEBRUARY 2015



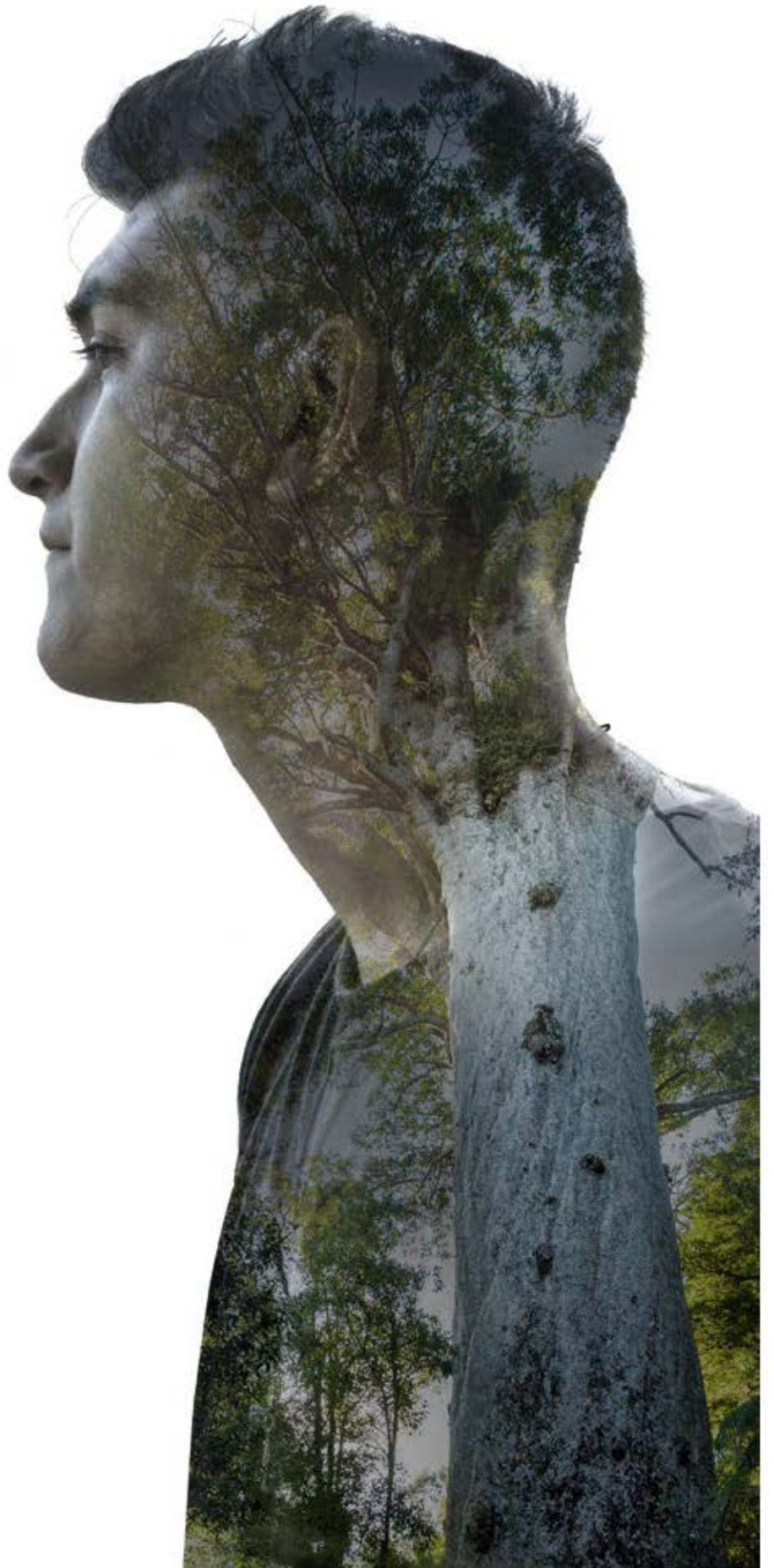
**HUTIA TE RITO O TE HARAKEKE,
KEI HEA RA TE KORIMAKO E
KO?**

**WHAKATAIRANGITIA
RERE KI UTA, RERE KI TAI**

**UI MAI KOE KI A AU
HE AHA TE MEA NUI O TE AO?**

**MAKU E KI ATU
HE TANGATA, HE TANGATA,
HE TANGATA**

Meringaroto, Te Aupouri



CONTENTS

06

Foreword

08

The Consortium

10

Our Journey

14

*Birth of a
Strategy*

16

*Strategic
Alignment*

18

*Te Taitokerau
Maori economy*

21

Future Growth

23

Growth Path

24

Tikanga Platform

26

*He Ara
Whakamua*

38

Contributors

FOREWORD

A Complete Picture

Prior to 1840, Taitokerau Maori were an integral player in the region's economy. Their approach then, as it is now, was driven by culturally distinct values focussed on more holistic outcomes. Their pursuit of gain was purposed by the sacred obligation to uphold the intergenerational wellbeing of people while upholding the capacity of tribal resources to sustain life.

Iwi led interaction will be informed by what works and is important for Maori

The degree to which these values inspire tribal endeavour has not diminished. Indeed, the adherence to these values has enabled the cultural distinctiveness of Maori to endure.

The progression of Treaty claims and the steady growth of a significant asset base represents a prime opportunity to leverage the collective resources and influence of iwi to create wealth and reduce poverty in the region.

While historically iwi have participated in mainstream approaches to stimulating economic growth, they have gained little to no benefit for their efforts as their values and priorities were subjugated to other agendas. For Maori to be successful as Maori, a tikanga based approach is necessary.

Tikanga prioritises people and Papatuanuku. Iwi provide a culturally legitimate, regional platform for this to be exercised.

Tikanga dictates that economic growth would need to flow through to whanau and translate into poverty reduction. Thus investments in education and infrastructure may be among the most effective ways to spread and effect economic gains.

'He Tangata, He Whenua, He Oranga – An Economic Growth Strategy for the Taitokerau Maori Economy,' has enjoyed the generous support of resourcing through Te Puni Kokiri. It is the first independently developed, regional Maori, tikanga based, economic growth strategy in the country.

This strongly reflects the desire of Te Taitokerau Iwi Chief Executives Consortium to ensure the strategy remains true to the fundamental imperatives associated with growing the Taitokerau Maori economy within a context that is pono (true) and tika (meaningful) to Maori.

Sir Mason Durie observes that "Maori development is about Maori people and if there is economic growth, but no improvement in health and wellbeing, then the exercise is of questionable value." (M. Durie, 2002) Furthermore, he surmises that "Maori wellbeing depends on participation and achievement in

Maori society, not just participation and achievement in wider society.” (M.Durie, 2006)

‘He Tangata, He Whenua, He Oranga’ reflects these concepts which are critical to ensure the strategy maintains cultural legitimacy as the first test of ‘fit for purpose.’ Hence the use of the whakatauki– He tangata, he tangata, he tangata, as the standard for this strategy, reinforces the purpose of gain for Maori. It is necessary to recognise the significant inter-relationship between tangata and whenua, in order to achieve inter-generational oranga. Failure to recognise and acknowledge these principles is taken at peril by those parties wishing to participate in and with the Taitokerau Maori economy.

“Crucially this growth will not be realised without the right leadership and investment to create the environment for economic transformation to occur.”

This positions the Maori economy well as a significant growth opportunity in a region with limited immediately realisable growth opportunities. Crucially this growth will not be realised without the right leadership and investment to create the environment for economic transformation to occur.

To transform the region’s Maori economy from a developing to a developed economy:

- Conversations and approaches to economic growth both regionally and nationally need to change. Iwi Maori must be in there as a genuine partnership of equals. What is important to Maori will benefit the economy.
- Equitable access to and investment in an education system that is future focused, digitally enabled and proven to raise the education achievement and engagement levels of Maori students is an economic priority for the region in terms of growth and productivity.
- Maori need to gain a greater share of employment in more skilled and productive industries.
- A genuine commitment by all levels of government to reprioritise investment in infrastructure to make it viable to do business and live in the region is needed.
- Barriers that erode the ability of the Maori economy to realise its full potential need to be removed.
- There needs to be a shift from a consumption to an investment focus.
- Treaty cases that have been settled need to be prioritised for finalisation to release the settlement assets.

- As the Maori economy recovers and moves into growth mode, it is anticipated that the Maori economy will become the key driver for the economic growth and prosperity of the Northland regional economy.

Business and Economic Research Ltd (BERL) was engaged to conduct analyses of the Taitokerau Maori economy using the same methodology that was used for the joint Crown and Maori Economic Development Strategy ‘He Kai Kei Aku Ringa’. Associate Professor Dr Manuka Henare from Auckland University carried out the peer review process of this strategy. I acknowledge Jim Peters, Pro Vice Chancellor Maori for Auckland University for funding the review.

I would like to offer my thanks to all parties involved in the development of this strategy. As I consider the future Taitokerau that my mokopuna will inhabit and lead, I am optimistic that this strategy will contribute to the reinvigoration of the Taitokerau Maori economy in a way that will help support them to fulfil their stewardship responsibilities to tangata and whenua, in a way that reinforces inter-generational oranga.

**Kevin Robinson, CEO
Te Runanga o Te Rarawa**

**On behalf of Te Taitokerau
Iwi Chief Executives’ Consortium**

THE CONSORTIUM

What is the Consortium?

Te Taitokerau Iwi Chief Executives' Consortium is a high trust relationship forum where chief executives from iwi entities across Te Taitokerau meet. It works because it is grounded in lore, based on shared whakapapa, tikanga and history. Authority to speak on behalf of the group is delegated by them collectively.

With an open door policy, iwi choose to collaborate on shared outcomes as they wish

The Consortium as a collective iwi operational forum for iwi chief executives is mirrored at the governance level by the Taitokerau Iwi Chairs' Forum, Te Kahu O Taonui which also includes Ngati Kuri and Ngati Kahu. Thus this strategy is subject to their oversight.

Since 2001, the Consortium have pioneered collective iwi approaches to:

- Family violence prevention and early intervention
- Relationships across local government agencies at an

executive level

- Attracting investment in communications and technological infrastructure
- Informing the Crown on crafting co-productive relationships to advance Maori
- Lifting Maori participation in education

The five iwi entities who initiated this project are:

- Te Runanga Nui o Te Aupouri
- Te Runanga o Te Rarawa
- Te Runanga o Whaingaroa
- Te Runanga a Iwi o Ngapuhi
- Ngati Wai Trust Board
- Te Runanga o Ngati Whatua

Te Runanga o Ngai Takoto has also added its influence to the strategy's development.

It works because it is...based on shared whakapapa, tikanga and history.



OUR JOURNEY

History

Te Taitokerau is a region of national significance underscored by a thousand years of Maori occupation. This dates back to the original ancestral waka to reach our fair shores, through to the more recent history of engagement between Tangata Whenua and European settlers.

Pre-colonisation history of the region recounts numerous examples of trade activity between groups of whanau, hapu and iwi, portraying a traditional Maori economy premised on the sustainable management of natural resources including horticulture and fisheries; as well as applying a clear strategy of leveraging critical mass through shared lineage relationships. In line with contemporary economic theory, the end goal of the traditional Maori economy was to achieve a higher standard of living, described as oranga (wellness), undertaken in cognisance of and respect for the interdependent relationship between tangata (people) and whenua (land).

“The end goal of the traditional Maori economy was to achieve a higher standard of living, oranga (wellness), undertaken in ... respect for the interdependent relationship between tangata (people) and whenua (land).”

Along with the well-documented problems, the arrival of European whalers in Te Taitokerau during the 17th century also heralded opportunities to grow the Maori economy, through new technology and access to global markets. Subsequently, a National Declaration of Sovereign Independence was established by Te Taitokerau leadership and thereafter a Treaty was entered into with Britain as the global economic powerhouse of the time. While both the Declaration and the Treaty were constituted within an international legal framework, ascribing sovereign rights and obligations, there was a clear context of economic development associated with their purpose and intent. During this early period of engagement,

Maori exercised their legitimate authority of stewardship to provide land tenure, support and protection to European settlers; thus reinforcing strategic relationships targeting mutual economic gain.

Changing Landscape

The 19th and 20th century post-colonisation period for Te Taitokerau saw an acceleration of regional economic growth, utilising capital supplied by European settlers to develop industries focussed on the exploitation of abundant natural resources including flax, timber, fisheries, marine mammals and minerals; along with the conversion of cleared native forest and bushlands into live-stock farms. Even the least resource-rich areas in the Far North developed methods of extracting value from the remnants of ancient kauri forests lying dormant beneath the ground. Also during this period, Taitokerau Iwi, Ngati Whatua experienced the confiscation of their traditional land-holdings to form what would later become the commercial hub of the country, Auckland.

“Substantial diminishment of the collective Maori land base effectively hamstrung any meaningful growth of the Taitokerau Maori economy.”

At face value it appeared that the mutual aspirations for economic growth embodied in the Treaty were being realised. The Maori population of Te Taitokerau was participating and in some cases leading economic activities; and enjoyed a degree of prosperity as a result. The reality however was not as bright as portrayed. The growth of the Taitokerau economy was unsustainable and relied heavily on the exploitation of limited natural resources.

Consequently, Te Taitokerau experienced major deforestation of ancient forests, and significant depletion of fisheries and marine mammal resources. The kauri gum resource was eventually exhausted, and the advent of steam shipping foreshadowed the demise of the flax fibre industry which serviced the tall ships. Taitokerau land was deemed unsuitable for the burgeoning sheep farming industry of the lower-North and South Islands. Mineral extraction in Taitokerau was limited to a few small areas, which did not compare to Otago gold, West Coast coal, or Taranaki oil.

Mass Migration

The post WWII era bore witness to a migration of rural Maori populations to Auckland at a scale never before experienced by Taitokerau Maori. During this migration, traditional

land-holdings were sold, exchanged, lost and confiscated in a bureaucratic tangle of leases, ownership disputes, title aggregations and Government grants schemes. The substantial diminishment of the collective Maori land base effectively hamstrung any meaningful growth of the Taitokerau Maori economy due to the lack of capital. Compounding this situation, banks were unwilling to accept collectively owned Maori land as collateral for development loans.

“The outwards flow of human capital to the major cities contributed to the loss of rural leadership and capacity to fulfil traditional roles...”

Some Taitokerau Maori chose to remain on their (often marginal) land-holdings and endeavoured to establish economic farming units. In numerous cases these Maori farmers were confounded and undermined by poorly implemented Government development schemes, often resulting in additional land loss. Some Maori found work in beef processing factories. Others found work in the fledgling forestry industry. Nevertheless, the outwards flow of human capital to the major cities contributed to the loss of rural leadership and capacity to fulfil traditional roles of cultural, social and environmental stewardship.

Over a 1000 year occupation period, Te Taitokerau Maori had established a trade-based domestic economy that maintained a harmonious relationship between tangata and whenua focussed on the achievement of oranga. Within a period of less than 200 years post-colonisation, Te Taitokerau Maori experienced the systematic depletion of vast amounts of valuable natural resources; including the collective land base, critical to the maintenance and growth of the Maori economy.

Consequences included:

- The breakdown of traditional social structures
- Diminishment of stewardship roles
- A clear shift from economic independence to economic dependence
- An insidious state of social despondence

These negative impacts on tangata and whenua would directly inevitably undermine the ability of Te Taitokerau Maori to achieve and maintain oranga.

Current Day

Despite being 30% of the Northland population, the Taitokerau Maori economy contributes only 13% to the Northland economy, much of which is through government expenditure and household consumption. Achievement is 60%

**TE KAURI E
WEHI RUA, HE
KAI A TE AHI**

**THE SPLIT
KAURI IS FOOD
FOR THE FIRE.**



lower for Taitokerau Maori at all levels of the education system, which translates into lower paid, lower quality jobs. Statistics expose the continuous emigration of the youthful Taitokerau Maori workforce to Australia in pursuit of economic prosperity and oranga. Those who remain behind feature at the highest levels of socio-economic deprivation in the country, with few achieving retirement before being afflicted by health conditions directly associated with financial poverty as well as loss of hope. Life expectancy for Taitokerau Maori is 7-10 years less than non-Maori. Predominately Maori rural communities suffer from third-world diseases directly associated with economic deprivation.

“Statistics expose the continuous emigration of the youthful Taitokerau Maori workforce to Australia in pursuit of economic prosperity & oranga. Those who remain behind feature at the highest levels of socio-economic deprivation in the country.”

Benefit dependency and crime are strong indicators of economic distress. Despite the best efforts of Government in partnership with Maori Health and Social Service Providers, these and many more negative conditions

pervade Taitokerau Maori whanau, highlighting the correlation between economic deprivation and the loss of oranga (wellness).

In the meantime, efforts to curb the economic decline and rebuild a strong Maori economy continue. Parcels of collectively owned Maori land and assets are successfully managed by individual, joint and pan-iwi, hapu and whanau entities, generating commercial returns from activities largely centred around the three F's of the Taitokerau primary sector, namely farming, forestry and fishing. Iwi and Hapu strive to achieve recognition and pursue compensation for historic injustices through the Treaty of Waitangi historic grievance settlement process. Despite the relatively marginal quantum value of the settlements, many within Taitokerau hold out hope that some form of economic recovery might be stimulated through sensible application of these settlement assets.

“The resurrection of the Taitokerau Maori economy may also stimulate the resurrection of traditional stewardship authority.”

Meanwhile, political heads manoeuvre through the machinations of local and central government structures in an un-ending effort to reassert the legitimacy of the cultural, social and environmental leadership which Taitokerau Maori exercised in pre-colonial times. It is

no coincidence that the diminishment of the traditional authority occurred in tandem with the diminishment of Taitokerau Maori economic independence. Reverse logic suggests that the resurrection of the Taitokerau Maori economy may also stimulate the resurrection of traditional authority and ultimately a return to the desired state of oranga generated through a symbiotic inter-relationship between tangata and whenua. With these things clearly in mind, the Taitokerau Iwi Chief Executives Consortium has taken the 'bull by the horns' and developed a growth strategy for the Taitokerau Maori economy.

BIRTH OF A STRATEGY

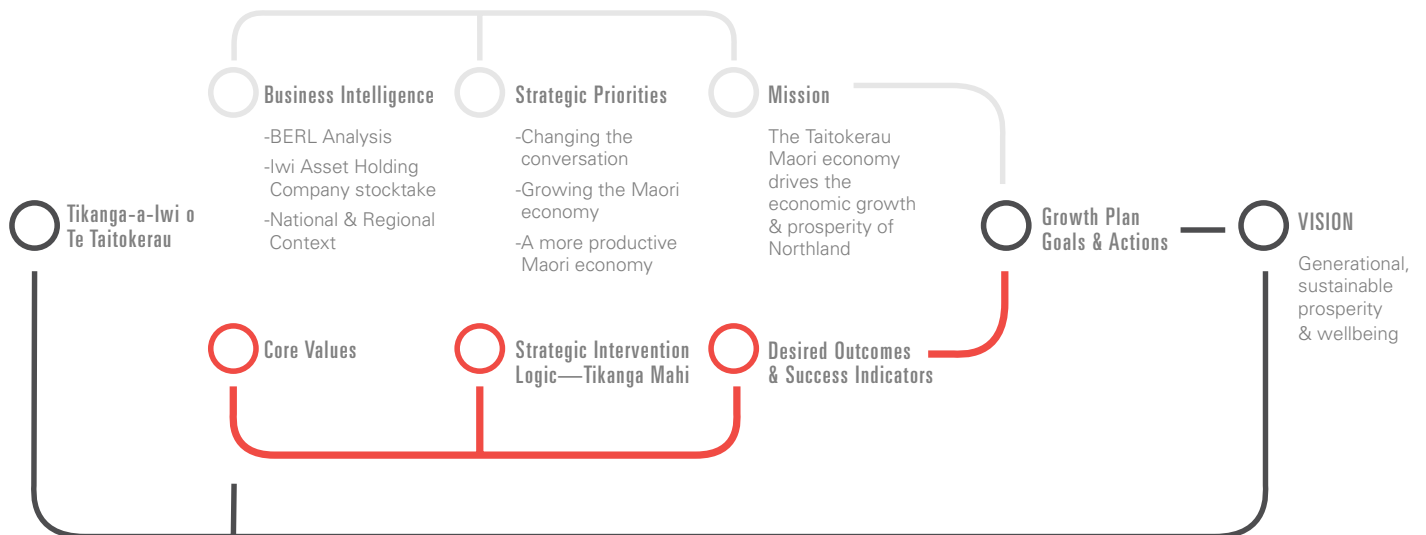
He Tangata, He Whenua, He Oranga is proudly 'iwi-led', and promotes the collective iwi approach as the appropriate level of engagement at which the broader Taitokerau Maori economic imperatives should be addressed. As the highest aggregated level of hapu and whanau, iwi are able to maintain vertical internal relationships as well as horizontal

external relationships with other iwi, regionally and nationally. When combined with statutory Government relationships through Te Tiriti O Waitangi, iwi become a potent force for change. Accordingly, the strategy is subject to leadership oversight from the Taitokerau Iwi Chairs Forum, Te Kahu o Taonui; and has been developed with input from participating Iwi Asset Holding

Companies, to ensure relevant commercial currency. The latter group have already started some of the preliminary discussions aimed at advancing collaborative opportunities as a result.

He Tangata, He Whenua, He Oranga focuses on five high level strategic interventions, intended to stimulate the necessary shift in pathology required to create an environment that reinforces Maori prosperity and wellness in Te Taitokerau.

A dual approach



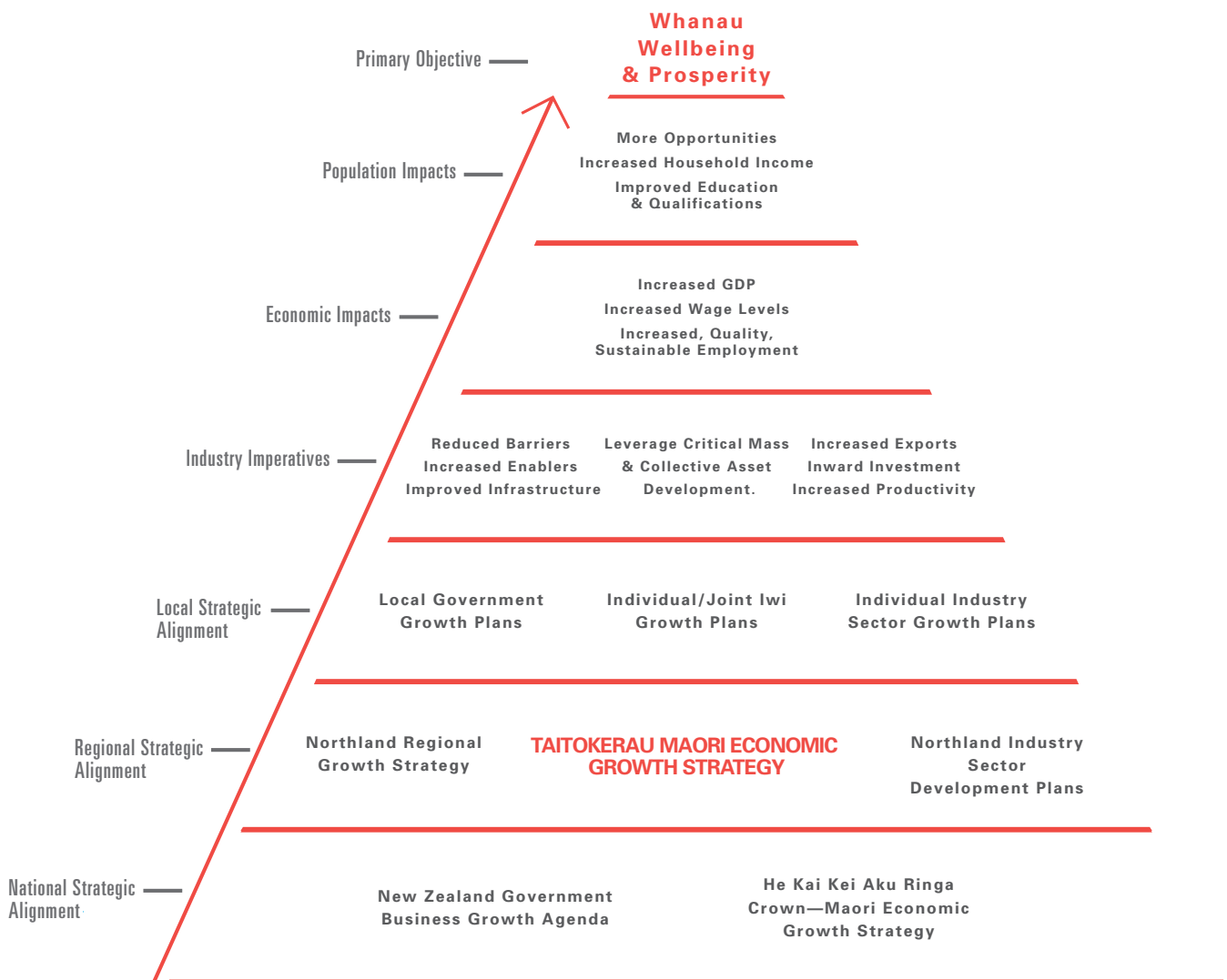
The following diagram shows the dual approach that was taken incorporating tikanga as the basis for the vision, values and strategic intervention logic; and then applying business intelligence to generate the strategic priorities, mission, goals and actions aligned to the strategic interventions in pursuit of achieving the vision.



STRATEGIC ALIGNMENT

The strategy does not seek to supersede or undermine individual or joint iwi, hapu or whanau led economic plans. Nor does it seek to replicate industry sector plans. Rather, the strategy seeks to apply a regional framework to grow the Taitokerau Maori economy, to strengthen local level

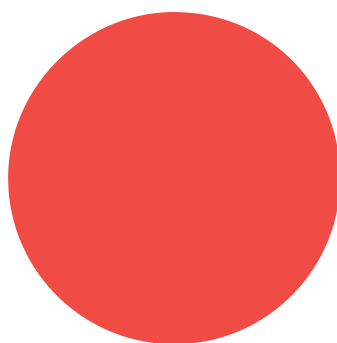
plans and activities; as well as draw relevant connections to other economic growth plans and activities at national level i.e. He Kai Kei Aku Ringa; and at a regional level i.e. Northland Growth Plan. The strategy's fit at a local and national level is represented in the following diagram.





TE TAITOKERAU MAORI ECONOMY

People



44,931

Maori live in the Northland region



12,425

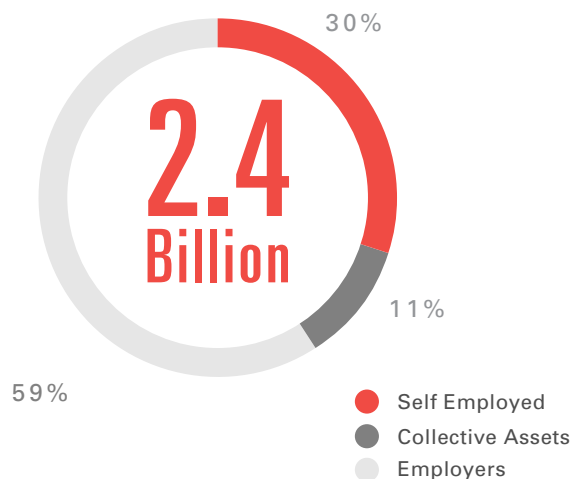
Maori are employed in the Northland region

Maori are an important part of the Northland economy

Maori economic development is important not only for Maori, but for Northland's overall economic performance. For the Northland economy to achieve its long-run potential growth, it must make the best use of all available resources. As they make up a large proportion of, and own a significant asset base across key sectors in the Taitokerau economy, Maori can make a considerable contribution to the future growth of the region.

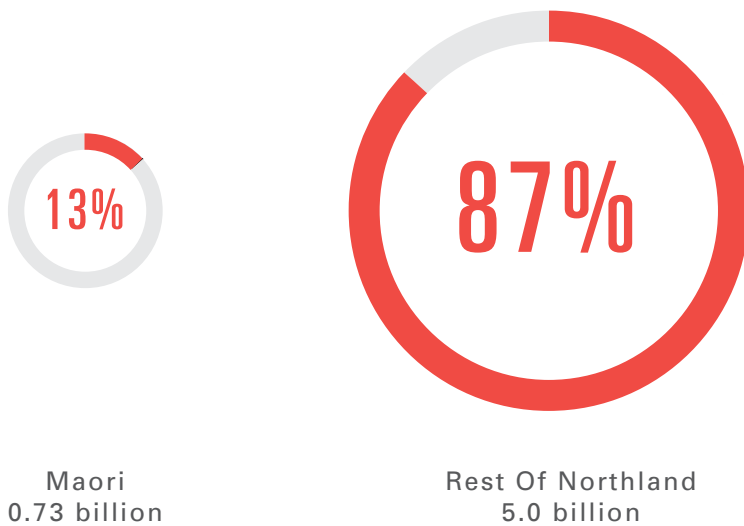
In Northland 30% of the total population is Maori. Whereas for the whole of New Zealand Maori make up 14% of the total population. Also, Maori make up a substantial part of the workforce, with 23% of the workforce being Maori.

Assets



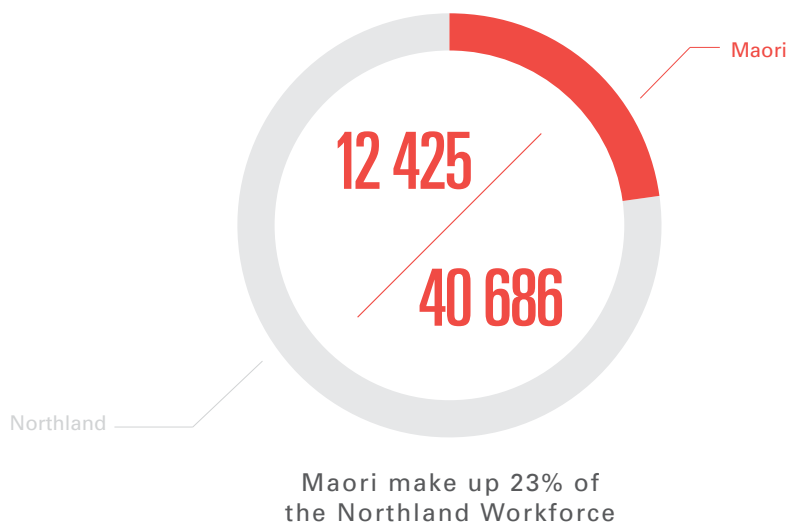
The Northland Maori asset base for 2012 was estimated at \$2.4 billion, accounting for about 15% of the total Maori assets in New Zealand. This comprised assets of trusts, incorporations and other Maori entities of \$249 million, businesses of self-employed Maori of \$841 million and businesses of Maori employers of \$1.34 billion.

Adding Value



At \$730 million, Taitokerau Maori businesses accounted for 13% of total Maori value added GDP in the region. Maori enterprises that made a strong contribution to overall Maori value added in the region were in the health & community services (17% of overall Maori GDP); property & business services (14%); and forestry (13%). It should be noted that agriculture, forestry and fishing, collectively contributed 23% to the overall value adding.

Significant Potential



However, there are areas for Maori that require further development.

A large proportion of Maori are still employed in low paid, low productivity industries

Although a significant proportion of the workforce are employed in higher productive sectors such as health and community services and education there is still a large proportion of Maori in the Taitokerau region working in agriculture (10%), manufacturing (9%) and retail trade (9%) industries. These industries are associated with low incomes and historically have been more vulnerable to economic downturns and other shocks.

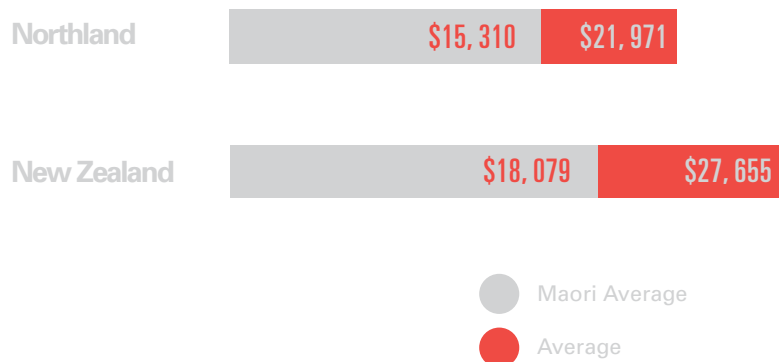
TAITOKERAU MAORI ECONOMY

Maori Income

Per capita income is lower for Maori in Taitokerau compared to the rest of Northland and Maori in the rest of New Zealand

Maori in Taitokerau had a per capita income of \$15,310 compared to \$21,971 for the total of Northland, meaning a difference of 30% in per capita income. Comparing Maori in Taitokerau with Maori in the rest of New Zealand they are still lagging behind at 18%.

This means that there are opportunities to ensure that Maori play a significant role in the Northland economy going forward



FUTURE GROWTH

Future Position

With a growing Maori population, Treaty settlements and increased growth of Maori businesses and industries, Iwi will focus on core assets such as fishing, forestry and farming.

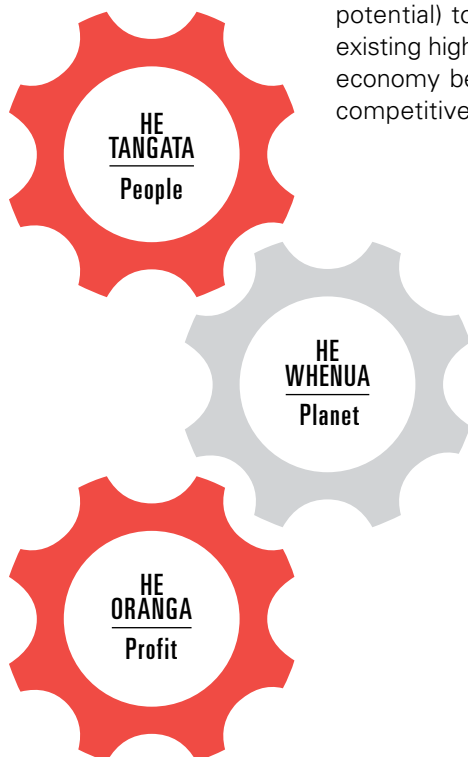
“Maori will play an even bigger role in the Northland economy.”

However, future opportunities will include more productive use of

assets and moving up the value chain in the primary industries.

There are potential new opportunities in aquaculture, eco-tourism, geothermal energy, horticulture, properties, social housing stock on a commercial basis, infrastructure, water and waste management, water storage and irrigation, honey, mineral extraction and management of underutilised Maori freehold land. This means that Maori will play an even bigger role in the wider Northland economy.

Creating Balance



It's important to create a balance between growing the Maori economy (where it has significant potential) to ensure that the existing high value part of the Maori economy becomes even more competitive and productive.

Maori in Taitokerau have a strong asset base and the extent to which the Maori asset base is likely to grow over the coming years is therefore likely to be strongly influenced by the ability of Maori ahu whenua trusts, incorporations and Iwi asset holding entities to diversify their activities; and the ability of Maori to gain a greater share of employment in more skilled and productive industries.

Future economic growth should create a balance between people, assets and developing businesses and participation in the economy. These elements need to be in harmony to ensure that the Maori economy grows sustainably as well as ensuring that the Maori economy is both competitive and productive.



GROWTH PATH

The Taitokerau Maori Economy shows both the characteristics of a developing economy and a developed economy. This means that the policy responses should be tailored to support both parts of this complex economy. Three priorities emerge from the analyses of the Taitokerau Maori economy that act as compass settings for its future economic growth

Changing the conversation

Already significant contributors, Taitokerau Maori have the potential to substantially increase their contribution. For whanau to secure meaningful work and enjoy the same income levels as the average Kiwi, an environment needs to be created that enables this to occur.

“Maori need to lead the change in the conversation...”

The perception that Maori are an obstacle to economic progress

and a politically correct “add-on” is slowly changing. This requires a new pathology of engagement with and by Taitokerau Maori leaders. For the Taitokerau Maori economy and the region to realise and enjoy its economic potential, Maori need to lead the change in the conversation. Investment targeted towards the priorities identified for the Taitokerau Maori economy offer a massive opportunity to radically alter the economic profile of the region. Importantly for this to happen, the leadership across the full macroeconomic spectrum needs to be right.

Growing the Maori economy

To grow the Maori economy there should be a significant effort towards broadening Maori contribution from salaries, wages and consumption to all levels of the economy,

ultimately leading to increased household income and wellbeing. Increased household income can only be achieved through growth in productivity levels.

A more competitive Maori Economy

Apart from growing the Maori economy the focus should also be on making the economy more competitive. Competitiveness is defined as the set of institutions, policies, and factors that determine the level of productivity of a region. The level of productivity, in turn, sets the level of prosperity that can be reached by the regional

economy. The productivity level also determines the rates of return obtained by investments in an economy, which in turn are the fundamental drivers of its growth rates.

In other words, a more competitive economy is one that is likely to grow faster over time

TIKANGA PLATFORM

Tikanga Matters

MANAAKITANGA The sacred obligation to look after people		KAITIAKITANGA The sacred obligation to protect Papatuanuku		
HE ORANGA Generational and sustainable economic wellbeing and prosperity				
HE TIKANGA TAPU Three Sacred Principles of Conduct				
TIKA What is right, fitting and worthy of tapu. (We are tapu by virtue of our divine creation)	PONO How reality arrives at the truth. Pono demands the highest level of integrity and discipline	AROHA Compassion for others		
TIKANGA MAHI				
MANA The exercise of authority and influence to create an environment for the Maori economy to grow and prosper	WHAI PONO Applied knowledge and innovation to inform best practice & decision making to generate sustained growth and productivity of the Maori economy.	MATAURANGA Whanau capability to realise their full potential and create legacies of enduring wellbeing and prosperity	WHAI RAWA Tikanga based entrepreneurial leadership and prudent investment platforms that increase the real value added to the Maori economy.	MAHI NGATAHI Equitable, principled collaborations accelerating the growth and productivity of the Maori economy
INFLUENCE	CREDIBILITY	CAPABILITY	CAPACITY	COLLABORATION

He Tangata, He Whenua, He Oranga is premised on a hierarchy of tikanga principles and values to achieve long run economic prosperity.

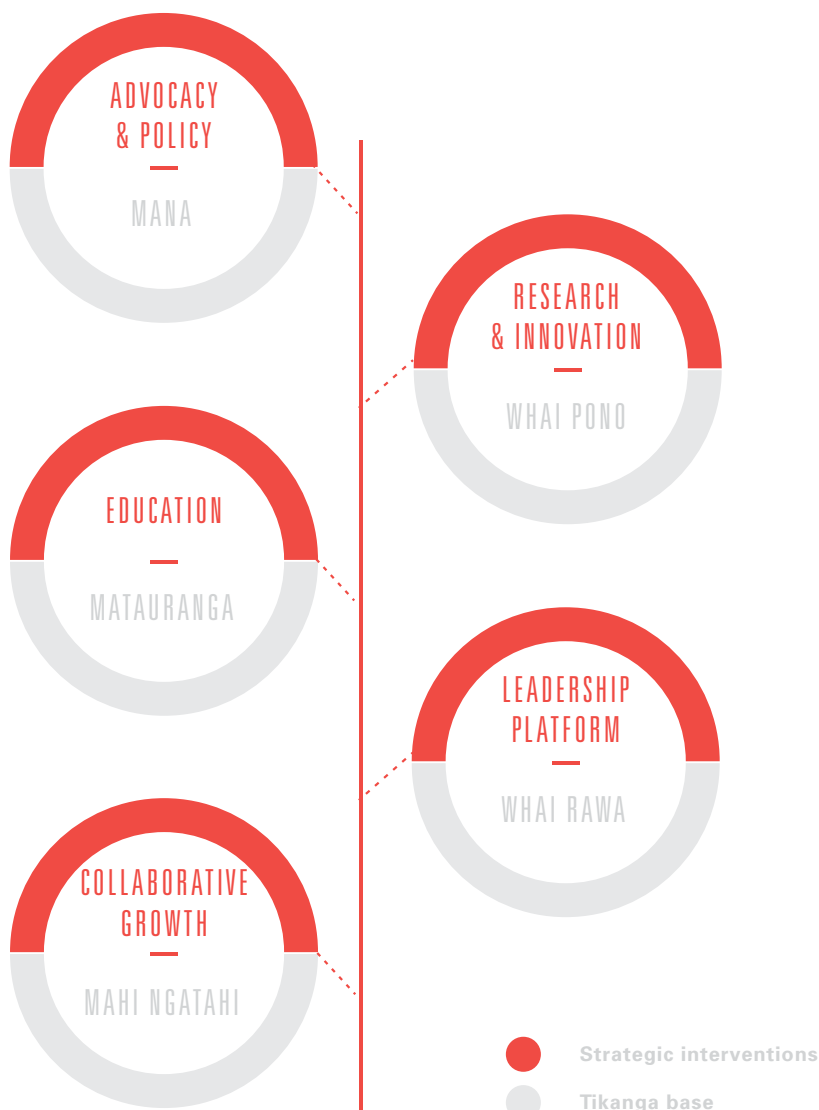
Uppermost is the sanctity of life because of its divine origins. Thus the obligation to uphold the mana and wellbeing of people and the life supporting capacity of Papatuanuku in perpetuity is non-negotiable.

These sacred obligations shape the purpose of Maori economic endeavour; generational and sustainable economic wellbeing i.e. he oranga.

Tikanga tapu sets out the values that govern conduct. Tikanga mahi as defined in the table are the elements of Maori best practice that will be used to drive the execution of the strategy.

This tikanga template is a cultural lens and an interwoven whariki of values, principles and practices that form the fabric for He Tangata, He Whenua, He Oranga

Tikanga Driven Growth



The five tikanga mahi strands create a platform of strategic interventions that will be used to disrupt the status quo and create an environment for the Maori economy to grow.

- Mana is the assertion of influence to advocate for a political and policy setting that enables the Maori economy to grow.
- Whai pono is the pursuit of growth from an informed evidence based position.
- Matauranga builds the capability and capacity for whanau to create their own intergenerational wellbeing and independence.
- Whai rawa is the leadership platform of cultural and commercial excellence to build intergenerational equity.
- Mahi ngatahi collaborates with trusted friends of similar ideologies to pursue shared outcomes.

Tikanga applies across all levels of Maori social order. With whanau being the most fundamental unit, He Tangata, He Whenua, He Oranga is in essence whanau-centric. This template could be replicated at a whanau, Hapu or Iwi level yet still be relevant and transformative in terms of wellbeing.

A consistent, coordinated and collective leadership platform is needed to pursue and actualise the goals articulated in this strategy

With the tikanga template in place, the next pages plot the pathway of targeted actions that are needed for growth to occur in an enduring way.

OUTCOMES

A political & economic landscape that enables & wants the Maori economy to prosper

Taitokerau iwi become the main repository for the knowledge of & the access to the Maori economy of Taitokerau

INDICATORS

ENABLING ECONOMIC & POLICY ENVIRONMENT

GROWING KNOWLEDGE BASE

INTERVENTIONS

ADVOCACY & POLICY

RESEARCH & INNOVATION

TIKANGA MAHI

MANA
-influence

WHAI PONO
-credibility

TIKANGA BASE

HE ARA WHAKAMUA

Whanau are achieving to their potential, engaged in meaningful work, live independently & with dignity

IMPROVED PARTICIPATION & CONTRIBUTION

EDUCATION & PROMOTION

MATAURANGA
-capability

Visionary, trusted leadership with the cultural integrity & the business acumen to grow the Maori economy and create the environment for whanau to prosper

INCREASING VALUE ADDED

LEADERSHIP PLATFORM

WHAI RAWA
-capacity

Principled, equitable collaborations that accelerate sustained growth & productivity of the Maori economy. Thus doubling its contribution to the region's economy

INCREASING INCOME PER CAPITA

COLLABORATIVE GROWTH

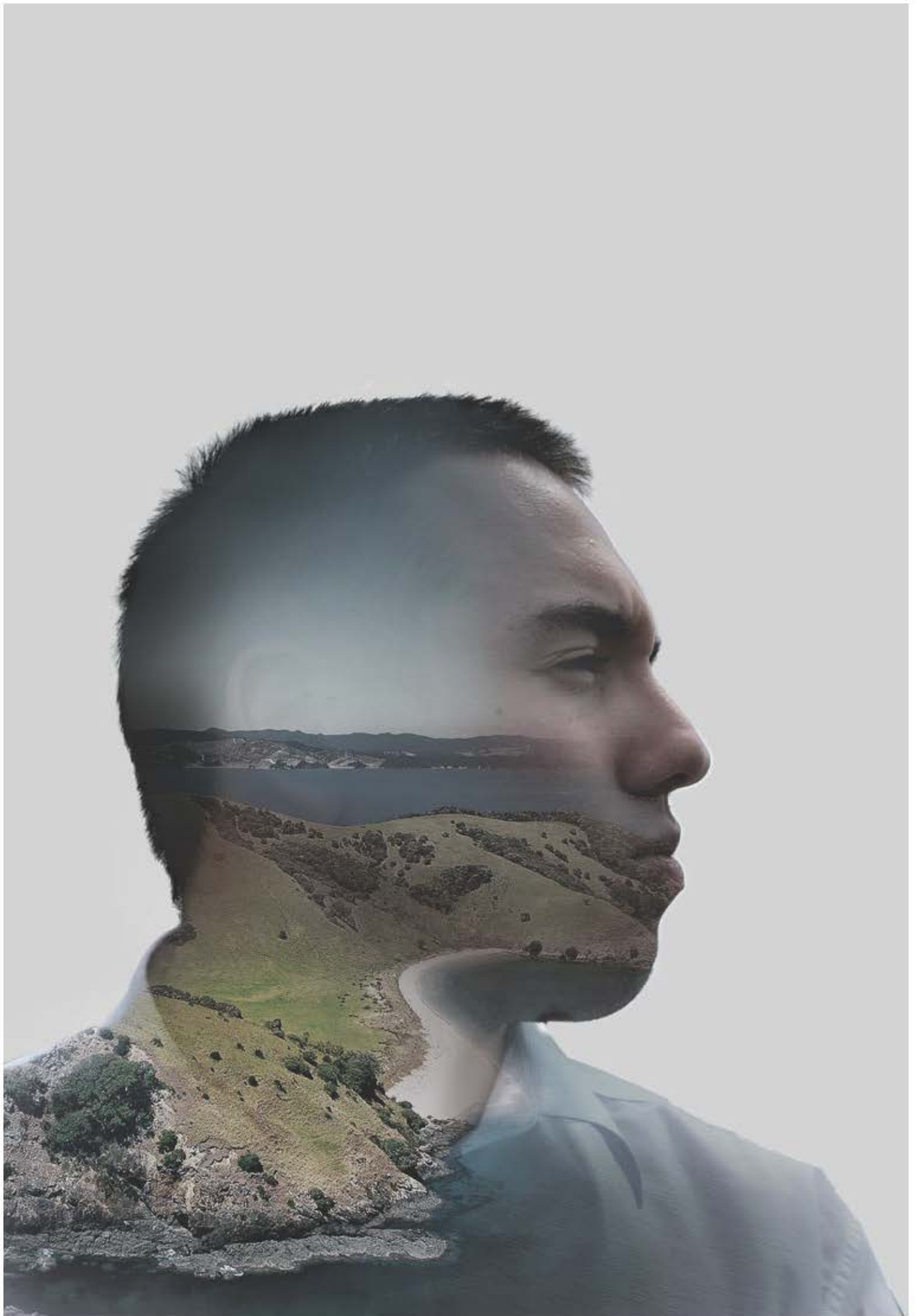
MAHI NGATAHI
-collaboration

VISION

GENERATIONAL, SUSTAINABLE PROSPERITY AND WELLBEING

MISSION STATEMENT

THE TAITOKERAU MAORI ECONOMY DRIVES THE ECONOMIC GROWTH AND PROSPERITY OF NORTHLAND



HE ARA WHAKAMUA

He Tangata,
He Whenua,
He Oranga

February, 2015

*Ki te kahore he whakakitenga, ka ngaro te iwi,
Without foresight and vision, the people perish.*

Advocacy & Policy

For the Taitokerau Maori economy to grow and be competitive, Maori as significant contributors to the region's economy, need to be involved in shaping the economic framework and infrastructure that will enable this to occur in a sustainable and equitable way.

Maori represent a significant part of the region's demographic and their potential to radically improve the value added to the economy cannot be understated. Yet this cannot be realised when Maori are excluded from meaningful economic development conversations in a respectful and equitable way.

DESIRED OUTCOME:

A political and economic landscape that enables and wants the Taitokerau Maori economy to prosper

SUCCESS INDICATORS:

- Policies and legislation
- Money invested to progress Maori economy
- Improved infrastructure
- Tailored financial instruments and services

GOALS

Te Taitokerau Iwi Chief Executives' Consortium establishes an expert advocacy base for the Taitokerau Maori economy

Iwi exercise critical influence on the development of appropriate infrastructure to support regional economic growth

Maori are effectively represented in central and local government

ACTIONS

- Develop co-productive relationships with Iwi, Govt. Agencies, Local Government and Maori businesses fostering high trust engagement and information sharing.
 - Conduct stocktake of economic development policy and strategies to inform advocacy and policy development requirements.
 - Influence and inform inter-sectoral policy direction and decision making at regional and national levels.
 - Advocate for the reprioritisation of investment in infrastructure that accelerates the growth of the Taitokerau Maori economy.
 - Pursue more effective central and local government representation and engagement that is consistent with the finding by the Waitangi Tribunal that sovereignty was not ceded by Maori in Te Taitokerau.
-

Research & Innovation

Having access to quality information is critical to informing strategies and decision making across the strategic action areas, ensuring effectiveness and measuring their impact.

Innovation arises when change is needed. This is evident when the current approaches fail to bring the results that are required. When competing in a highly competitive global market, constant innovation is crucial.

Harnessing the comparative advantage of the Maori cultural edge and securing the intellectual rights to use them, also forms part of the knowledge base.

DESIRED OUTCOME:

Taitokerau Iwi become the main repository for knowledge of and access to the Taitokerau Maori economy

SUCCESS INDICATORS:

- Innovative, tikanga & evidence based strategies and best practice models
- The Iwi CE Consortium is used by agencies, Iwi Authorities and investors to promote the Taitokerau Maori economy

GOALS

The Taitokerau Iwi Chief Executives' Consortium establishes an expert knowledge base and repository for the Taitokerau Maori economy.

Shifting the profile and lifting the productivity of the Maori asset base is supported through quality innovation

The Taitokerau Maori economy is a viable and attractive investment proposition

ACTIONS

-
- Develop and implement a research strategy aligned to the priorities and outcomes of the Taitokerau Maori Economic Growth Strategy.

- Secure values-based partnership agreements with preferred research entities, CRI's and relevant Govt. Agencies.

-
- Align research strategy objectives with industry sector requirements to inform investment in existing, and new opportunities; and innovation.

-
- Undertake financial modelling to identify viable opportunities and approaches to generating improved returns through commercial collaboration.

- Identify and plot undeveloped freehold Maori land across Taitokerau to establish quantum, location and potential of the land estate.
-



Education & Promotion

Whanau are the biggest contributors to the Maori economy yet they earn \$143/week less than non Maori. Research suggests that gaining the equivalent of level 2 NCEA is associated with an increase in average weekly income of \$55/week. That makes education an economic priority.

Yet the education system does not work for all Maori. The statistics bear this out. The current models of education need to be revolutionised to inspire a love for learning and to value and realise Maori potential. Concurrent with the need to create well paying jobs, is the obligation to ensure that Maori are competitively positioned to take advantage of those positions.

Vocation-based learning needs to be offered earlier and more consistently in all secondary schools to prevent young people disengaging from education. Programmes such as Youth Guarantee have been successful, however the age restriction of 16 years and over is too old with many young people (particularly Maori students) disengaging far earlier.

Cultivating a culture of financial literacy and savings within whanau will generate an exponential shift in tide in generational wellbeing and independence.

DESIRED OUTCOME:

Whanau are achieving to their potential and are engaged in meaningful work and live independently with dignity

SUCCESS INDICATORS:

- Improved education, housing, employment and health outcomes
- Universal skillsets
- Improved savings and equity rates and average Maori household income
- Access to internet

GOALS

An increase in Maori engagement and achievement in formal education from early childhood through to tertiary

ACTIONS

- Identify and support successful future focused models of education that are proven to work for Maori as Maori; and create improved opportunities for viable future career choices within the Taitokerau Maori economy.
- Promote vocation based learning like Youth Guarantee and Trades Academies for students from Year 9 onwards with more flexibility of funding between schools and tertiary institutions encouraged.

An increase in the ability of the Taitokerau Maori workforce to contribute to the growth and competitiveness of the Taitokerau Maori economy

- Conduct skill needs analysis (supply vs demand) to:
 - Determine future labour demands.
 - Inform engagement with education and vocational providers to develop appropriate training and qualification pathways.

Maori whanau shift from consumption mode to a stronger focus on investment

- Establish partnerships with appropriate providers / banking sector to deliver financial literacy programmes to Maori whanau.
- Encourage Maori whanau to enrol Maori children into Kiwi-saver superannuation schemes from birth.
- Investigate models and partnerships that will generate improved access to education funds for Taitokerau Maori whanau.

Leadership Platform

Having the right leadership in place with the skill, energy and integrity to generate the shift that is required, is the first step.

The challenge when exercising leadership in the Maori Economy is that for Maori, success is more broadly defined. Thus the option to pursue economic gain at any cost is not available to Maori within the constructs of tikanga. This does not constrain entrepreneurship, but describes the complex mix of entrepreneurial and cultural intelligence that Maori bring to the economic landscape.

With Treaty settlements pending in the next few years, Iwi/Hapu entities are shifting focus and repositioning their energies to strengthen the economic base of their people and their cultural estate. This translates into economic growth and productivity for the region as well.

DESIRED OUTCOME:

Visionary, trusted leadership with the cultural integrity and business acumen to grow the Maori economy and create the environment for whanau to prosper.

SUCCESS INDICATORS:

- Increased real value balance sheet & returns
- % ownership of GDP pie
- Structures fit for purpose
- Mentoring and entrepreneurial development
- Right people in the right job
- Professional/Leadership development and succession

GOALS

Principled, cohesive Taitokerau Maori leadership with the entrepreneurial capability and cultural acumen to realise the potential of the Taitokerau Maori economy.

ACTIONS

- Have the courage and integrity to retain only the best mix and placement of astute business and cultural servant leadership to work cohesively in the singular pursuit of the economic wellbeing and aspirations of Taitokerau Maori.
- Develop a culture of leadership excellence and succession through provision of mentoring, professional development, internships and pathways for iwi 'stars' to share their talent and resources to advance the Taitokerau Maori economy.
- Actively promote the role and significance of the Taitokerau Maori economy in relation to the Northland economy.

Organisational and governance frameworks augment the growth and competitiveness of the Taitokerau Maori economy

- Develop and institute open and transparent accountability systems that people understand and trust.
- Investigate and apply models of business and structural excellence to achieve continuous improvement of the Taitokerau Maori economy.

Build the intergenerational strength, vitality and performance of the Taitokerau Maori economy and its contribution to whanau wellbeing

- Challenge the Crown to prioritise and expedite the passage of settlement legislation for any Treaty cases that have been settled with Hapu/Iwi as a regional economic priority.
- Implement investment and distribution policies that ensure gains from collective Maori assets flow through to whanau wellbeing.
- Review and shift the profile of the current Iwi asset base to improve performance and value; and facilitate horizontal and vertical diversification across sectors; and investment in emergent opportunities.

Collaborative Growth

Working collaboratively is an inherent part of Maori success in a Maori way. It also makes sense.

To achieve the scale, scope and momentum for the Maori economy to be competitive within the global and local markets, collaborative approaches are crucial. The estimated value of the Taitokerau Maori asset base is \$2.4bn. The commercial assets held by the iwi entities form part of this figure.

Iwi collectively in Taitokerau bring mana, cultural legitimacy, critical mass and influence to the economic development table.

DESIRED OUTCOME:

Principled, equitable collaborations that accelerate sustained growth and productivity of the Taitokerau Maori economy, doubling its contribution to the regional economy.

SUCCESS INDICATORS:

- Growth and diversity of market portfolio
- Shift to high value, high yield, low impact portfolio
- Increased income per capita for Maori
- Improved market access and share

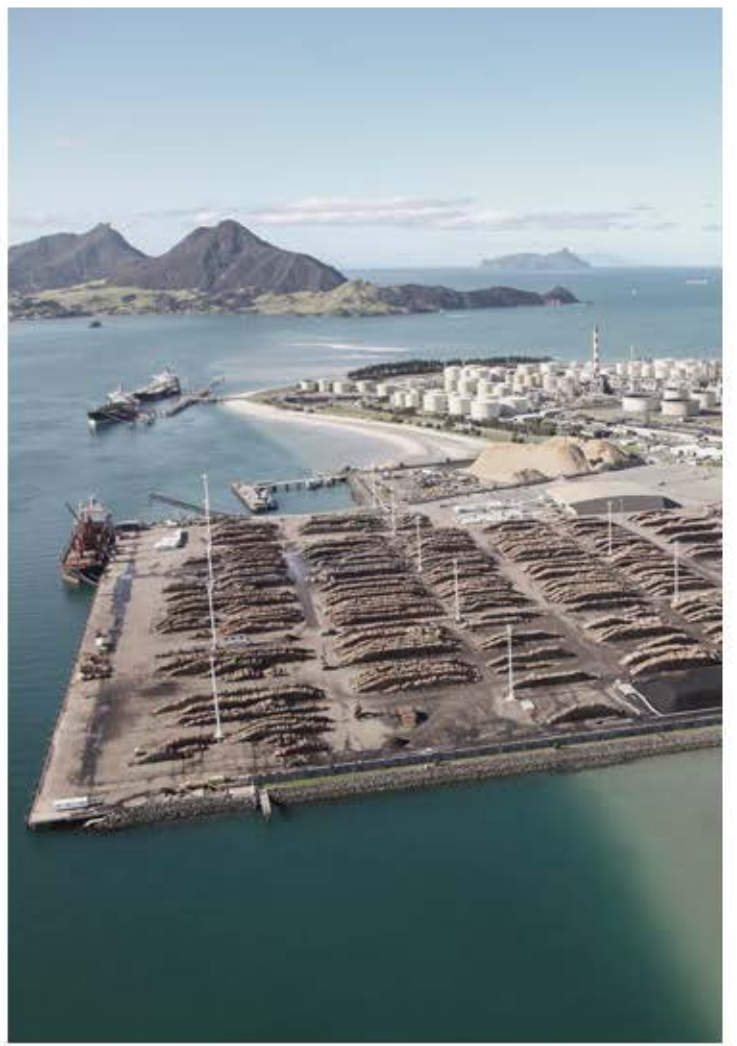
GOALS

Collaboration within the Maori economy accelerates growth and leverages competitive advantage and cultural edge

Collaboration with Government, community agencies and industry sector bodies enhances the growth and competitiveness of the Taitokerau Maori economy

ACTIONS

- Investigate collaborative options to leverage existing portfolios and current sector interests of collective Maori assets including those in ownership of Iwi Asset Holding Companies i.e. fisheries assets.
- Develop mechanisms to achieved enhanced access to:
 - Tailored competitive financial services and support.
 - Advantages through increased scale and scope.
 - More high value, high yield, sustainable sector opportunities and markets.
 - Spread of risk and cost to pursue opportunities beyond the scope of individual holdings.
- Establish meaningful collaborative arrangements with central, regional and local government and industry sector groups; including involvement in the development of the Northland Regional Growth Strategy.



WITH THANKS TO

Te Taitokerau Iwi Chief Executives' Consortium

John Marsden
Te Runanga o Ngati Whatua

Jim Smillie
Ngatiwai Trust Board

Allen Wihongi
Te Runanga a Iwi o Ngapuhi

Raiha Fredricsen
Te Runanga o Whaingaroa

Kevin Robinson
Te Runanga o Te Rarawa

Rangitane Marsden
Te Runanga o Ngai Takoto

Mike Stevens
Te Runanganui o Te Aupouri

Project and Writing team

Kevin Robinson
Contract Convenor

Rangimarie Price
Project Manager and lead writer

Stephen Allen
Writer and Contract Manager

Hillmare Schulze
Advising Economist

Hugh Dixon
Advising Economist

Production and Design

Te Kani Price

Investment Partner

Te Puni Kokiri

Key influencers and contributors

Leigh Auton

Carol Berghan

Harry Burkhardt

Haydn Edmonds

Naida Glavish

Manuka Henare

Tepania Kingi

Paul Knight

Eru Lyndon

Katie Murray

Jim Peters

Haami Piripi

Allan Pivac

George Riley

Raniera (Sonny) Tau

Teresa Te Pania Ashton

Hemi Toia

Walter Wells

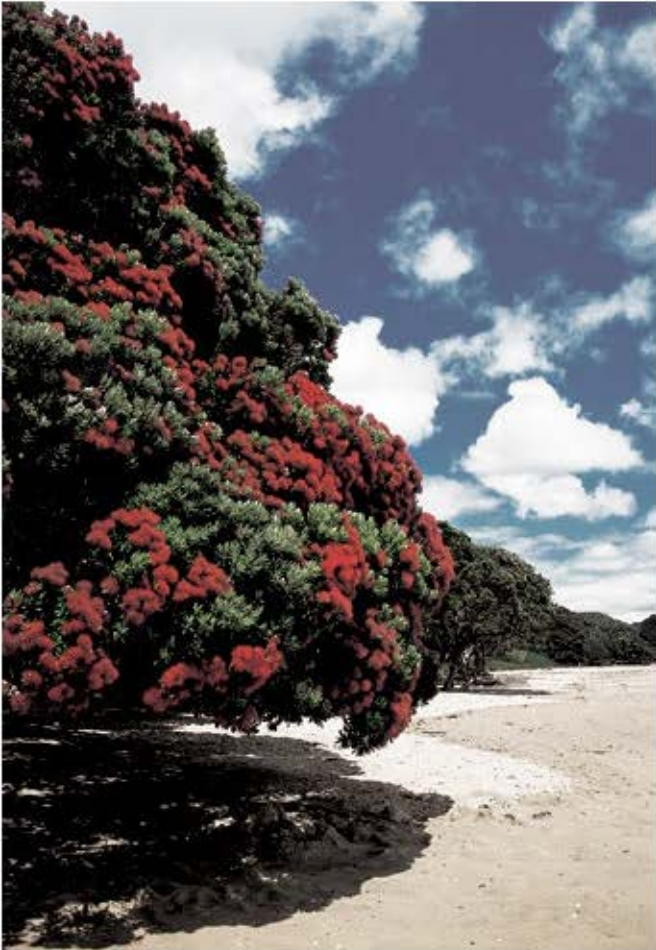
Paul White

Bruce Young

Northland Inc for working with the Consortium to support the launch and implementation of "He Tangata, He Whenua, He Oranga".

The A teams for Ngati Whatua, Ngapuhi and Te Rarawa for their administrative support during the development of the strategy (Pat Murray, Tara Rawiri, Anaru Kaipo and Rohario Te Wake).





**HE TANIWHA KEI TE HAERE MAI, KO
ONA NIHO HE HIRIWA ME TE KOÛRA.**

**KAUA E MATAKU ITE HIRIWA ME
TE KOÛRA ENGARI KAUA E TUKU
ITE HIRIWA ME TE KOÛRA HEI
ATUATANGA MOU.**

**THERE IS A DEMON ON ITS WAY
AND IT IS A DEMON WITH TEETH
OF SILVER AND GOLD.**

**FEAR NOT THE SILVER AND GOLD
JUST DO NOT ALLOW IT TO BECOME
YOUR GOD.**

Aperehama Taonui.
