



COVERSHEET

Ministers	Hon Willie Jackson Hon Barbara Edmonds	Portfolio	Māori Development Economic Development
Title of Cabinet paper	He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 Action Plan	Date to be published	15 August 2023

List of documents that have been proactively released

Date	Title	Author
December 2022	He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023	Offices of the Ministers of Māori Development and Economic Development
14 December 2022	He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 DEV-22-MIN-0315 Minute	Cabinet Office
December 2022	Appendix One: He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 Refreshed Strategy	MBIE, Te Puni Kōkiri
17 November 2022	Briefing: 2223-1467 He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023	MBIE, Te Puni Kōkiri
June 2023	He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 Action Plan	Offices of the Ministers of Māori Development and Economic Development
27 June 2023	He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 Action Plan MCR-23-MIN-0018 Minute	Cabinet Office
May 2023	Appendix One: He Kai Kei Aku Ringa 2023 Action Plan	MBIE, Te Puni Kōkiri
30 May 2023	Briefing: 2223-3448 Final Cabinet He Kai Kei Aku Ringa Strategy 2023 briefing	MBIE, Te Puni Kōkiri
May 2023	Redesigned He Kai Kei Aku Ringa 2023 Action Plan	MBIE

Information redacted

YES / NO (please select)

Any information redacted in this document is redacted in accordance with MBIE's policy on Proactive Release and is labelled with the reason for redaction. This may include information that would be redacted if this information was requested under Official Information Act 1982. Where this is the case, the reasons for withholding information are listed below. Where information has been withheld, no public interest has been identified that would outweigh the reasons for withholding it.

Some information has been withheld for the reasons of confidential advice to government, privacy of natural persons.

In Confidence

Office of the Minister for Economic and Regional Development
Office of the Minister for Māori Development
Chair, Cabinet Economic Development Committee

HE KAI KEI AKU RINGA: MĀORI – CROWN ECONOMIC GROWTH PARTNERSHIP 2023

Proposal

- 1 We are seeking your agreement to publicly release our refresh of He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 (Appendix One).

Issues Identification

- 2 Māori-Crown engagement on a Māori economic development strategy needs refreshing after 10 years under the same vision and operating mandate. Ensuring the settings for the Māori-Crown economic growth partnership allow optimal opportunity for Māori to realise their economic aspirations is key to a strong, vibrant and successful New Zealand economy that delivers economic security during good times and bad.

Relation to Government Priorities

- 3 The Government's Economic Strategy - *Our Economic Plan* has the vision of Aotearoa New Zealand becoming a high wage, low emissions economy that provides economic security in good times and bad. It has five priorities to support this vision:
 - 3.1 Unleash business potential.
 - 3.2 Strengthen international connections.
 - 3.3 Increase capabilities and opportunities.
 - 3.4 Support Māori and Pacific aspirations.
 - 3.5 Strengthen our foundations.
- 4 *Our Economic Plan* highlights He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 (our refresh) alongside the Māori Economic Resilience Strategy (MERS) as key vehicles to support Māori aspirations. The recently released All of Government Pacific Wellbeing Strategy will support the achievement of Pacific aspirations. Our refresh will support the delivery of Māori aspirations within each of the other priorities in *Our Economic Plan* by connecting to the key initiatives that underpin these (e.g., Regional Strategic Partnership Fund).

Executive Summary

- 5 We are proposing to publicly release the refresh of He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023. Our refresh reflects key developments since 2013 and our current priorities e.g., climate change. It preserves the foundations from 2013, which are still largely fit for purpose but broadens the vision to include prosperity and wellbeing. This reflects our wellbeing approach to managing the economy. It also includes five new objectives, which are anchored in He Ara Waiora, a Māori wellbeing framework used by Treasury (Appendix Two).
- 6 Our refresh provides a strategic framework to align our activities to support Māori aspirations. This will help to prioritise effort and identify gaps. A complementary action plan will be used to drive new investments and opportunities for partnership.
- 7 Subject to your agreement, our refresh will be publicly released in February 2023. Following this, an action plan will be developed in partnership with Māori before seeking Cabinet approval in June 2023.

Background

- 8 He Kai Kei Aku Ringa: Crown-Māori Economic Growth Partnership report was published in 2013. A Māori Economic Development Panel, chaired by Ngahiwi Tomoana, set out a vision, six goals and an action plan to grow a more productive, innovative, and internationally connected Māori economy.
- 9 He Kai Kei Aku Ringa: Crown-Māori Economic Growth Partnership was endorsed by the Government in 2012 [EGI Min (12) 25/2 refers]. In 2013 the Māori Economic Development Advisory Board (MEDAB) was created to provide guidance and stewardship.
- 10 The 2013 vision was based on maximising the potential of the Māori economy. There was a 50% increase in the size of the Māori workforce between 2013 and 2018, 20 years ahead of projections¹. This is attributed to a young Māori population, Māori returning to New Zealand from overseas, and improved data². In 2018, the Māori asset base had increased to \$68.7³ billion from \$42.6⁴ billion in 2015. Our refresh builds on, broadens, and accelerates these trends.
- 11 Our MEDAB has supported us to update the He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023. This includes updating the vision and objectives of the strategy to be more aspirational. They also proposed using He Ara Waiora to ground the strategy in te ao Māori.

1 BERL's Economic Insights January 27, 2020 refers.

2 BERL's Economic Insights January 27, 2020 refers.

3 BERL's Te Ōhanga Māori - The Māori Economy 2018 report refers.

4 BERL's Māori Economy Report 2013 refers.

Alignment Across Government

- 12 Māori Economic Development Ministers (MEDM) agreed that our refresh needs to connect with other work across government. They agreed the level of connection would be based on four categories:
 - 12.1 New work, within the refresh (e.g., use of He Ara Waiora).
 - 12.2 Existing work, within the refresh (e.g., MERS).
 - 12.3 Aligned work, connected to the refresh (e.g., Māori Primary Sector Economic Plan).
 - 12.4 Contextual work, that supports the objectives but is out of scope (e.g., MAIHI Ka Ora Māori Housing Strategy).

New Work

- 13 Our new work includes the use of He Ara Waiora to develop strategic objectives. He Ara Waiora presents a holistic, intergenerational approach to wellbeing. While derived from mātauranga Māori, many of its elements support improving the intergenerational wellbeing of all New Zealanders.
- 14 Within He Ara Waiora, Te Taiao (the environment) is a prerequisite to achieve wellbeing. This drives one of the key conclusions of the refresh: investing in a circular, low emissions Māori economy as a prerequisite for wellbeing. This aligns with our priority of responding to climate change.
- 15 Further new actions will be developed as part of the action plan in 2023.

Existing Work

- 16 MERS was launched in 2020 in response to the Covid-19 pandemic. This was in recognition of the prolonged recovery Māori usually face in economic downturns. The strategy coordinates cross-system investments to help resolve long term systemic issues and avoid entrenching inequity.
- 17 MERS and our refresh will align to achieve better economic outcomes for Māori. Our refresh will provide high-level direction for MERS, and others, to coalesce around. This will be complemented by prioritising existing effort, identifying gaps, and identifying opportunities to partner with iwi and Māori to develop and deliver initiatives.
- 18 As we establish the refresh and action plan MERS will shift its emphasis to system-change through commissioning community providers in a way that is whānau-centred. How this shift connects to the action plan will be articulated in the proposed June 2023 report-back. Te Puni Kōkiri (TPK) will provide data and insights to support MERS and the refresh.
- 19 Other existing work includes, but is not limited to, Te Whai Mahi – the Māori Employment Action Plan, Progressive Procurement and Aotearoa ki te Ao (Appendix Three refers).

Aligned Work

- 20 The Rautaki mo te Taurikura – Embracing change for prosperity will support the Māori food and fibre sector to prosper through the complex changes ahead through three areas:
- 20.1 Mahi tahi: providing integrated services and policies for Māori.
 - 20.2 Pūtea penapena: investing in the development of emerging and new products and services, sectors, and supply chains, and generating demand for the unique advantages of the Māori food and fibre businesses.
 - 20.3 Te waihanga: building the Ministry for Primary Industries’ services to meet the aspirations of Māori.
- 21 The Rautaki mo te Taurikura – Embracing change for prosperity acknowledges the refresh as the organising framework to drive an all-of government focus on Māori economic prosperity.
- 22 Aligned work also includes, but is not limited to, the Māori Climate Platform, the Māori Future of Work Advisory Group, Industry Transformation Plans, Kānoa, and the Data Investment Plan (Appendix Three refers).

Contextual Work

- 23 We explicitly kept the scope of the refresh tight to remain tractable and enable delivery on the ground as soon as possible. At the same time, it is connected enough to ensure cohesion across government to support the Māori economy. For example, it acknowledges the importance of housing in improving the wellbeing and economic prosperity of Māori. Delivery of better Māori housing outcomes will be via MAIHI Ka Ora - Māori Housing Strategy.

He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023

- 24 Our refresh of He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 contains a vision and five objectives that were refined following discussions with Māori.

Vision

- 25 He Kai Kei Aku Ringa literally means to provide the food you need with your own hands.
- 26 This vision is fulfilled when:
- 26.1 Māori experience a transformational change in economic prosperity.
 - 26.2 Māori experience a transformational change in wellbeing.
 - 26.3 New Zealand experiences a transformational change in national economic prosperity.

Objectives

- 27 There are five key objectives of the refresh. Each objective is related to a He Ara Waiora concept (bolded, detail in Appendix Two) and actions will potentially support multiple objectives. The objectives are:
- 27.1 **Te Taiao**: A low emissions, circular Māori economy as a prerequisite for wellbeing.
 - 27.2 **Mana Tuku Iho**: Māori identity in the economy empowers Māori success.
 - 27.3 **Mana Tauutuutu**: Increased economic activity that delivers across multiple bottom lines.
 - 27.4 **Mana Āheinga**: Māori are empowered to chart their own course for the future.
 - 27.5 **Mana Whanake**: Addressing the needs of today whilst building foundations for the future.

Implementation

- 28 The action plan will be informed by outcomes we expect to achieve if we meet our objectives i.e., targets for reduced emissions to progress towards a low emissions Māori economy. It will also contain intermediate goals. These will address the capability gap between where we are today, and where we need to be to achieve the objectives.
- 29 Progress will be measured through a set of indicators and a set of measures. The indicators will identify trends that can inform whether we are progressing towards the objectives. The measures will be associated with specific actions in the action plan to provide accountability for its delivery.

Action Plan

- 30 We will implement our refresh through an action plan created in partnership with Māori. We will seek Cabinet agreement to this in June 2023. Our action plan will build on existing actions, including those identified through *Our Economic Plan*, MERS, Confidential advice to Government This includes specific actions such as:
- 30.1 Whenua: Regional Strategic Partnership Fund with up to \$40 million for accelerating Māori economic aspirations.
 - 30.2 Employment: Cadetship Programme, the Māori Trades and Training Fund, and the Māori Employment Action Plan.
 - 30.3 Business: Progressive Procurement (an additional \$26 million to build Māori capability).

- 30.4 Finance: Developing a whole of government response to the access to capital for Māori issue.

Indicators and Monitoring

31 We will measure our progress towards achieving the objectives with a series of indicators using existing data, where available. Resulting datasets will be collated into a single dashboard to measure progress towards the five objectives. Further work will be completed in 2023 on measures to track the implementation of the action plan.

32 We have identified preliminary indicators that meet three criteria; existing indicators, with longitudinal data, that align with the objectives. These were identified across the Māori Economic Resilience Strategy dashboard (identified below as MERS), Tātauranga Umanga Māori – statistics on Māori business (identified below as TUM), and Ngā Tūtohu Aotearoa (Indicators Aotearoa) – wellbeing data for New Zealanders (identified below as NTA).

Some key examples are outlined below (long list noted in Appendix Four).

32.1 *A low emission, circular Māori economy as a prerequisite for wellbeing.*

32.1.1 Climate related actions Māori businesses took in the last 2-years (TUM).

32.1.2 Barriers for businesses not making climate change related investment in the last 2 years (TUM).

32.2 *Māori identity in the economy empowers Māori success.*

32.2.1 Family wellbeing (MERS).

32.2.2 Ability to be yourself (NTA).

32.3 *Increased economic activity that delivers across multiple bottom lines.*

32.3.1 Climate actions businesses are planning in the next 5 years (TUM).

32.3.2 Worker turnover rates in Māori firms (TUM).

32.4 *Māori are empowered to chart their own course for the future.*

32.4.1 Māori enterprises investing in research and development (MERS).

32.4.2 Number of Māori in training/apprenticeships (MERS).

32.5 *Addressing the needs of today whilst building foundations for the future.*

32.5.1 Employment rate for Māori (MERS).

32.5.2 Education equity (NTA).

- 33 Existing data provides an indicative baseline to measure the progress of He Kai Kei Aku Ringa from. However, some of the data collection is limited or does not provide a breakdown by ethnicity. Other data is currently planned and not yet collected.
- 34 We will continue to identify and add indicators as they become available. We will also identify a bespoke set of measures to track the implementation of the action plan and we will ask Cabinet to consider these in June 2023.
- 35 We may need to commission or recommission some data to track our progress (Appendix Four refers). For example, there is limited data on Māori identity empowering success in the economy and further data will likely need to be commissioned. Data on the Māori economy and the environment was collected via a one-off module for the Business Operations Survey (BOS). Officials are exploring the options to develop an ongoing dataset. We will report back to you on this as part of our June 2023 report back on the action plan, if you agree.

Feedback from Māori

- 36 Discussions with Māori took place through one-on-one interviews with a reference group of key Māori leaders⁵ and pākihi Māori (Māori businesses), as well as workshops with whānau. The three groups were broadly supportive of the vision and objectives of our refresh. Participants reported that they were pleased to be asked for their input and felt that their responses were valued.
- 37 Across these discussions participants offered insights into the proposed objectives for the refresh, these are summarised according to objective below:
- 37.1 *A low emission, circular Māori economy as a prerequisite for wellbeing* was supported by participants. We heard that “practicing kaitiakitanga [of the natural world] is intrinsic to the way Māori operate”. Participants identified that environmentally sustainable businesses are a point of difference and a rich area for Māori business innovation.
- 37.2 *Māori identity in the economy empowers Māori success*, this was strongly supported by participants with the caution to “culturalise our commerce, not commercialise our culture”. Participants noted the value of storytelling for Māori, and that this offers a strength to Māori businesses. Stories of successful Māori and Māori businesses are useful for whānau to identify pathways to achieve their aspirations.
- 37.3 *Increased economic activity that delivers across multiple bottom lines*. Participants noted that Māori are already incentivised to be socially, culturally, and environmentally responsible, but more emphasis needs to be on how the Crown values this. Participants noted a desire for the

⁵ Ngāhiwi Tomoana, Jamie Tuuta, Rachel Tualelei, Tania Pouwhare, Robin Hape, Ezekiel Raui, Ezra Hirawani, Kendall Flutey, Harry Burkhardt, Sacha McMeeking, and Chrissie Hape.

multiple bottom lines to be considered through government policy and practice.

- 37.4 *Māori are empowered to chart their own course for the future.* Participants noted the importance of strong relationships to facilitate Māori to chart their own course. This includes workplaces offering adequate education, support, and mentoring. Participants noted the need for accessible learning to support whānau to be successful in the regions. Participants also noted the importance of consistent signals from Government.
- 37.5 *Addressing the needs of today whilst building foundations for the future.* One participant noted that “everyone wants businesses to scale up but not all want to. We focus on the next generation development.” This speaks to a need for policy that supports the future Māori seek for themselves. Education and training pathways were identified as a key area for investment, with more te ao Māori approaches to learning.

38 Participants also offered their views on how they would like to see the refresh implemented including:

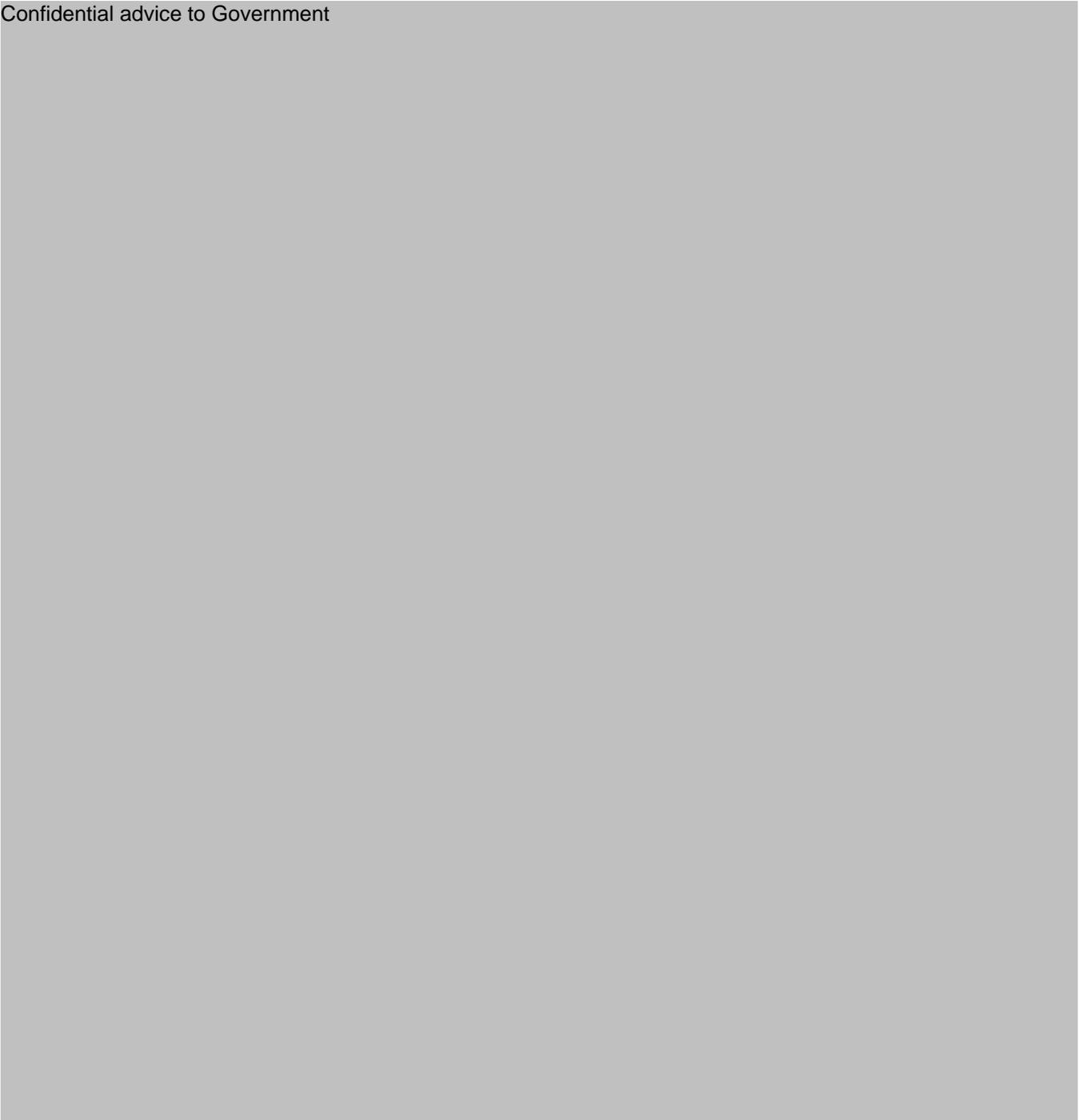
- 38.1 The refresh is visible and accessible to whānau and is used across government agencies to provide consistency across the system.
- 38.2 An action to develop metrics and reporting on transitioning to low emissions that includes a te ao Māori perspective.
- 38.3 An action to raise the visibility of leadership pathways through storytelling and leadership programmes.

Governance

- 39 To achieve the vision and objectives of the refresh we need to further mobilise the system. We are proposing utilising existing architecture as much as possible. This includes:
- 39.1 MEDM: Building a support structure for MEDM. We propose that MEDM have oversight of the refresh. MEDM will receive regular progress updates and enable co-ordination across agencies.
- 39.2 Lead Ministers: as the lead Ministers for the refresh, we will own its implementation. We will receive regular advice from our officials on progress, as well as regular independent advice from MEDAB.
- 39.3 MEDAB: MEDAB will continue to provide lead Ministers with independent advice on the implementation of the refresh. This provides a valuable challenge for how we consider we are meeting our objectives.
- 39.4 Deputy Chief Executives’ Group (DCEs’): a MEDM DCEs’ group will be established. It will be co-chaired by MBIE and TPK as the lead agencies and have representation from agencies from each MEDM

portfolio. This group will drive the implementation and will provide regular progress updates to us, including on risks to delivering on the objectives.

Confidential advice to Government



Financial Implications

42 There are no financial implications of this proposal.

Legislative Implications

43 There are no legislative implications for this paper.

Impact Analysis

Regulatory Impact Statement

44 There are no regulatory changes proposed in this paper.

Climate Implications of Policy Assessment

45 The Climate Implications of Policy Assessment (CIPA) team has been consulted and confirms that the CIPA requirements do not apply to this proposal as the threshold for significance is not met. However, as this proposal includes an objective of a low emission, circular Māori economy as a prerequisite for wellbeing, this work will likely result in future impacts of carbon emissions. These impacts will be quantified and disclosed to cabinet as appropriate, as the work progresses.

Population Implications

46 The proposals in this paper focus on increasing Māori economic prosperity and wellbeing by setting a strategic framework to align government activity that supports Māori economic growth. This paper has informed by discussions with Māori. This includes identifying objectives that support Māori wellbeing and align with Māori aspirations to grow the Māori economy

Human Rights

47 This policy contains no human rights implications.

Consultation

48 This paper was consulted on with: Treasury, Ministry for Primary Industries, New Zealand Trade and Enterprise, Callaghan Innovation, Ministry of Education, Ministry of Housing and Urban Development, Ministry of Foreign Affairs and Trade, Ministry for the Environment, Te Arawhiti, Reserve Bank of New Zealand, Ministry of Social Development, Department of Internal Affairs, Ministry for Women, Te Kawa Mataaho Public Service Commission, Statistics New Zealand, Ministry for Pacific Peoples.

49 The Department of Prime Minister and Cabinet were informed.

50 We undertook targeted consultation with Māori and Māori organisations, with a focus on covering regional, geographic, sectoral, generational and genders.

Communications

51 We will develop a communications plan to support the launch of the refresh.

Proactive Release

52 We will proactively release this paper in full within 30 days of Cabinet, subject to any redactions consistent with the Official Information Act 1982.

Recommendations

The Minister for Economic and Regional Development and the Minister for Māori Development recommend that the Committee:

- 1 **Note** the He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 (our refresh) and Māori Economic Resilience Strategy, are enablers of the Support Māori and Pacific Aspirations focus area of Government's Economic Strategy - *Our Economic Plan*.

Noted
- 2 **Note** that our refresh is underpinned by He Ara Waiora, the Māori wellbeing framework used by Treasury and provides a structure for aligning and prioritising government activity to support Māori aspirations.

Noted
- 3 **Note** that we undertook targeted consultation with Māori who were broadly supportive of the vision and objectives of our refresh.

Noted
- 4 **Agree** to publicly release He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 in February 2023.

Agreed / Not agreed
- 5 **Authorise** the Minister for Economic and Regional Development and the Minister for Māori Development to jointly approve final edits to the refresh.

Authorised / Not authorised
- 6 **Direct** officials from the Ministry of Business, Innovation and Employment and Te Puni Kōkiri to report back with an action plan for our refresh in June 2023.

Directed / Not directed
- 7 **Endorse** the elements of the proposed governance structure for our refresh:
 - 7.1 Oversight: Māori Economic Development Ministers (MEDM)
 - 7.2 Partnership: National Iwi Chairs Forum
 - 7.3 Responsibility: Lead Ministers
 - 7.4 Advisory: Māori Economic Development Advisory Board
 - 7.5 Delivery: MEDM Deputy Chief Executives' Group

Endorsed / Not endorsed

- 8 **Note** we will finalise the governance details and report back to Cabinet in June 2023.

Noted

Authorised for lodgement

Hon Stuart Nash

Minister for Regional and Economic Development

Hon Willie Jackson

Minister for Māori Development

He Kai Kei Aku Ringa Māori-Crown Economic Growth Partnership 2023 Refreshed Strategy

Vision

He Kai Kei Aku Ringa - literally to provide the food you need with your own hands.

This vision is fulfilled when:

- Māori experience a transformational change in economic prosperity;
- Māori experience a transformational change in wellbeing;
- New Zealand experiences a transformational change in national economic prosperity.

Objectives

The five objectives are:

- **Te Taiao:** A low emission, circular Māori economy as a prerequisite for wellbeing.
- **Mana Tuku Iho:** Māori identity in the economy empowers Māori success.
- **Mana Tauutuutu:** Increased economic activity that delivers across multiple bottom lines.
- **Mana Āheinga:** Māori are empowered to chart their own course for the future.
- **Mana Whanake:** Addressing the needs of today whilst building foundations for the future.

Action Plan

The 2023 refresh will be implemented through an action plan created in partnership with Māori. This will be launched before the end of 2023.

Progress will be measured through a set of indicators and a set of measures. The indicators will identify trends that show progress towards achieving the objectives. These will be supported by more detailed measures which will track the delivery of the action plan.

Based on the Government's Economic Plan, these are some of the actions that align with the objectives of the refresh and are already underway:

- **Whenua:** Regional Strategic Partnership Fund with up to \$40 million for accelerating Māori economic aspirations.
- **Employment:** Cadetship Programme, the Māori Trades and Training Fund and the Māori Employment Action Plan.
- **Business:** Progressive Procurement initiative (an additional \$26 million to build Māori capability).
- **Finance:** Developing a whole of government response to the access to capital for Māori issue identified by the Reserve Bank's research and the National Iwi Chairs Forum (NICF).

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Introduction

He Kai Kei Aku Ringa: Crown-Māori Economic Growth Partnership report was published in 2013. A Māori Economic Development Panel, Chaired by Ngahiwi Tomoana, set out a vision, six goals and an action plan to grow a more productive, innovative, and internationally connected Māori economy.

He Kai Kei Aku Ringa literally means to provide the food you need from your own hands. This whakataukī was chosen as the name of the strategy because it reflects the resilience of Māori. According to Ngāhiwi Tomoana, then chair of the panel; “despite the adversity, we still had the ability to gather and grow our own kai with our own hands...We may have been powerless but never hopeless; on the back foot but never backward.”

In 2013 the time had come to move beyond survival mode and onto the front foot to produce better economic outcomes for Māori. This has been borne out by history. There was a 50% increase in the size of the Māori workforce between 2013 and 2018, 20 years before this was projected¹. This has been attributed to a young population, Māori returning from overseas, and improvements in data². In 2018, the Māori asset base had increased to \$68.7³ billion from \$42.6⁴ billion in 2015.

He Kai Kei Aku Ringa: Crown-Māori Economic Growth Partnership report focused on what would be required to deliver economic uplift with the full participation and engagement of Māori. It acknowledged the role of Te Tiriti settlements, but focused on Māori self-employed, employers and employees as the key drivers of economic growth.

In 2013 the Māori Economic Development Advisory Board was set up to be the kaitiaki of He Kai Kei Aku Ringa: Crown-Māori Economic Growth Partnership. Ten years later we acknowledge its legacy with an eye to the future, but also recognising that a lot has changed. We have evolved the original priorities into objectives that take an explicit Māori wellbeing approach (anchored by the He Ara Waiora Framework) and acknowledge more recent priorities (e.g., climate change) with renewed ambition.

In 2023 we have refreshed He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership to reflect these key developments since 2013. The refreshed strategy preserves the foundations from 2013, which are still largely fit for purpose. It broadens the 2013 vision to include prosperity and wellbeing.

1 BERL's Economic Insights January 27, 2020 refers.

2 BERL's Economic Insights January 27, 2020 refers.

3 BERL's Te Ōhanga Māori - The Māori Economy 2018 report refers.

4 BERL's Māori Economy Report 2013 refers.

Current Māori Economy

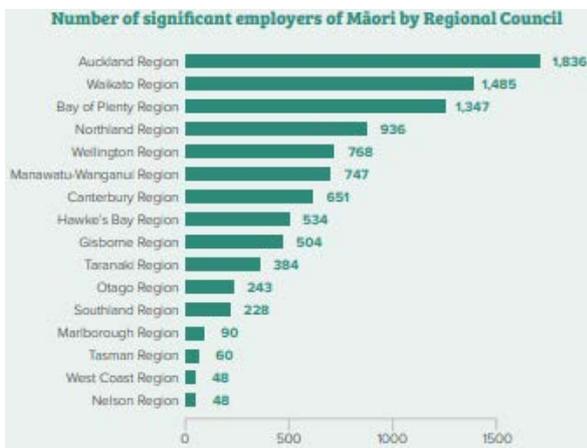
Te Matapaeroa 2020, published by Te Puni Kōkiri, provides insights into the Māori economy. The data in this report captures the current features of Māori businesses and employment across the regions of New Zealand. This can be used to provide a baseline to measure the success of He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023.

The report identifies 23,364 Māori in businesses, 38,280 Māori sole traders, and 10,143 significant employers of Māori. While the Māori economy, it shows Māori businesses are 8.8% of total New Zealand businesses, sole traders are 14.7% of all New Zealand sole traders, and 5.6% of businesses with employment data. Māori make up around 17% of the national population.

In addition, the report captures the number of significant employers of Māori by Regional Council.



Whakaahua 1 – Māori in the economy



Whakaahua 2 – Significant employers of Māori by Regional Council

He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023

Vision

He Kai Kei Aku Ringa literally means to provide the food you need with your own hands. This is the vision which the original Māori Economic Development Advisory Panel identified as an aspiration for Māori prosperity when looking forward to 2040. We retained this vision while updating the language to reflect renewed aspiration:

This vision is fulfilled when:

- Māori experience a transformational change in economic prosperity;
- Māori experience a transformational change in wellbeing;
- New Zealand experiences a transformational change in national economic prosperity.

Objectives

There are five key objectives of the He Kai Kei Aku Ringa: Māori-Crown Growth Partnership 2023 (the refresh). Each objective is related to a He Ara Waiora principle (explained further below). The five objectives are:

1. **Te Taiao:** A low emissions, circular Māori economy as a prerequisite for wellbeing.
2. **Mana Tuku Iho:** Māori identity in the economy empowers Māori success.
3. **Mana Tauutuutu:** Increased economic activity that delivers across multiple bottom lines.
4. **Mana Āheinga:** Māori are empowered to chart their own course for the future.
5. **Mana Whanake:** Addressing the needs of today whilst building foundations for the future

Action Plan

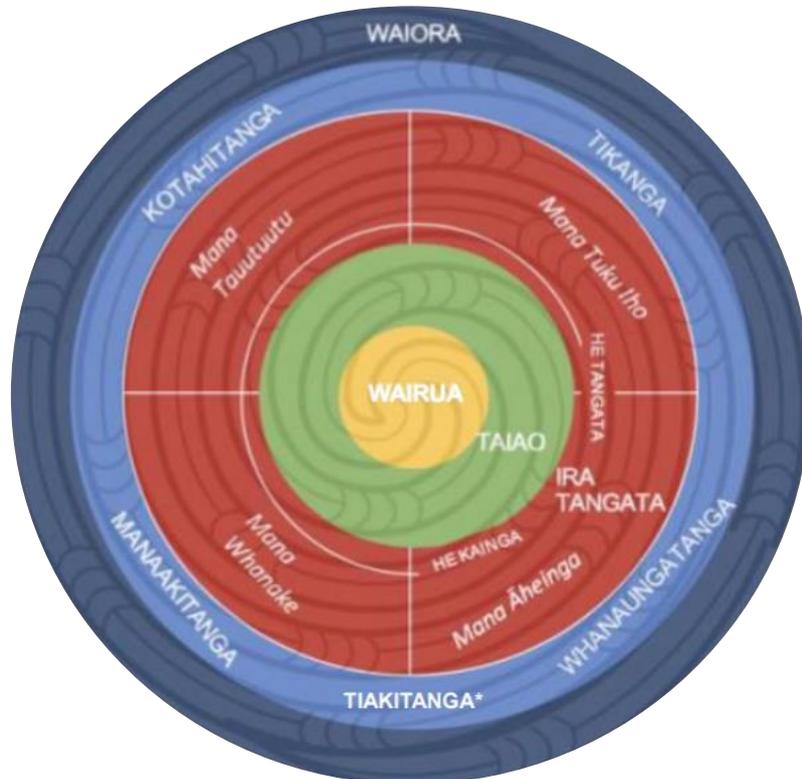
An action plan will support the delivery of the refresh. The refresh provides a strategic framework to organise government activities to support Māori aspirations. This will help to prioritise existing efforts and identify gaps for future activities. The action plan will be developed in partnership with Māori and will be used to drive new investments and opportunities for partnership.

Principles

The He Kai Kei Aku Ringa: Māori-Crown Economic Growth Partnership 2023 builds on the principles of He Ara Waiora (see whakaahua 1). This grounds the refresh in te ao Māori and supports the interconnected and holistic nature of wellbeing for Māori.

He Ara Waiora is a tikanga-based wellbeing framework centred on a te ao Māori view of wellbeing, initially developed by expert Māori thought leaders, Ngā Pūkenga⁵, for the Tax Working Group. The process of developing He Ara Waiora began with kōrero with iwi and Māori thought leaders, academics, and business leaders. It involved wider engagement across the country for more than a year.

He Ara Waiora focuses on Māori wellbeing and the opportunity to lift Māori living standards. It demonstrates the inter-relationship between the elements of waiora (wellbeing), as depicted by the takarangi (connecting spiral pattern) that is overlaid on the framework. Waiora speaks to a broad conception of human wellbeing, grounded in water (wai) as the source of life (ora).



Whakaahua 3 – He Ara Waiora

⁵ The original Ngā Pūkenga included: Associate Professor Mānuka Henare, Dame Naida Glavish, Dr Charlotte Severne, Mavis Mullins, Paula McKenzie, Professor Piri Sciascia, Professor Rawinia Higgins, Rangimarie Hunia, Rikirangi Gage, Rukumoana Schaafhausen and Temuera Hall

Māori Aspirations

The refresh was designed to reflect the aspirations Māori hold for themselves. These were determined by building on the foundations of the 2013 report and holding discussions with Māori based on their own mahi and aspirations. Discussions on the refresh took place through one-on-one interviews with a Māori reference group of key Māori leaders⁶ and pākihi Māori (Māori businesses), as well as workshops with whānau. These groups covered regional, geographic, sectoral, generational, and gender representations to capture a range of views. The three groups were broadly supportive of the vision and objectives of the refresh, and these were refined following the conversations that were held. Participants reported that they were pleased to be asked for their input and felt that their responses were valued.

Across these discussions some key themes emerged, these are:

- Waiora (wellbeing). People noted identity, culture, and whakapapa playing a key role in their wellbeing. Noting that confidence, self-belief, and support lead to individual wellbeing outcomes, but that whānau wellbeing also impacts individuals.
- Wairua (spirit/feeling). Wairua was identified as fundamental to how participants experience wellbeing and includes keeping things in balance. Workplace culture such as seeing Māori values and tikanga was important for participants to feel included and able to express their identity.
- Te taiao (the natural world). This included the need to develop tools for helping people lower emissions that take a te ao Māori perspective and investing in environmentally sustainable business practises.
- Āheinga (capability). Participants emphasised the need for te ao Māori forms of learning and work to increase capability. They noted the value of storytelling and whānaungatanga to showcase development pathways and share knowledge. Capability also informs the ability to scale up enterprise and having the people capability to do so. Participants felt that building from the ground up and developing staff through to leadership was the best way to attain leadership.
- Whānaungatanga (relationships). Whānaungatanga included both collaboration and networks. Specifically supporting organisations who are willing to collaborate with each other and using this to share learnings between businesses.

Reflecting these in the strategy

The discussions with Māori informed the development of the strategy. The objectives were refined based on these discussions, and the insights will inform the development of the action plan. Some key feedback on each objective is captured below.

A low emission, circular Māori economy as a prerequisite for wellbeing. We heard that “practicing kaitiakitanga [of the natural world] is intrinsic to the way Māori operate”. We heard that environmentally sustainable businesses are a point of difference that also support healthy people. This was noted as a rich area for Māori business innovation.

Māori identity in the economy empowers Māori success, this was strongly supported with the caution to “culturalise our commerce, not commercialise our culture.” The value of storytelling for Māori was emphasised, and that this offers a strength to Māori businesses. It was noted that this strength can be used to inspire whanau. We were told that stories of

⁶ Ngāhiwi Tomoana, Jamie Tuuta, Rachel Tualelei, Tania Pouwhare, Robin Hape, Ezekiel Raui, Ezra Hirawani, Kendall Flutey, Harry Burkhardt, Sacha McMeeking, and Chrissie Hape.

successful Māori and Māori businesses can help to show pathways for whānau to achieve their aspirations.

Increased economic activity that delivers across multiple bottom lines. People noted that Māori are already incentivised to be socially, culturally, and environmentally responsible but there needs to be more emphasis on how the Crown values this. This includes being aware of when Crown expectations increase the burden on Māori businesses to focus on financial outputs only. It was also noted that whānau had a desire for multiple bottom line business models to be considered through government policy and practice. For example, that when accepting bids for contracts the Crown considers both the financial cost of work, but also the way the business returns those investments to across the bottom line e.g., paying a living wage instead of minimum wage, using repurposed materials intended for landfill instead of new materials.

Māori are empowered to chart their own course for the future. Whānau noted the importance of strong relationships to facilitate Māori to chart their own course, particularly in the workplace. This includes workplaces offering adequate education, support, and mentoring. People noted the need for accessible learning to support whānau to be successful from the regions.

Addressing the needs of today whilst building foundations for the future. One person noted that “everyone wants businesses to scale up but not all want to. We focus on the next generation development”. This speaks to a need for policy that supports the future Māori seek for themselves. Education and training pathways were identified as a key area for investment, with more te ao Māori approaches to learning.

People also offered their views on how they would like to see the refresh implemented; this includes:

- The refresh is visible and accessible to whānau and is used across government agencies to provide accountability across the system.
- An action to develop metrics and reporting on transitioning to low emissions that informs and guides and businesses and includes a te ao Māori perspective.
- An action to raise the visibility of leadership pathways through storytelling and leadership programmes.

Appendix Two – He Ara Waiora A3



He Ara Waiora – brief overview

He Ara Waiora is a waiora framework built on te ao Māori knowledge and perspectives of wellbeing. Waiora speaks to a broad conception of human wellbeing, grounded in water (wai) as the source of life (ora). It recognises that all aspects of waiora are inter-related. Waiora is intergenerational in scope. It was developed alongside Ngā Pūkenga (an expert group of Māori thought leaders).

Why use He Ara Waiora?
The Treasury's vision is 'lifting living standards for all New Zealanders'. He Ara Waiora helps us to apply an indigenous and uniquely New Zealand approach to lifting living standards.

How is it intended to be used?
He Ara Waiora can be used in the following ways:

- To prompt deeper thinking and questions that can improve policy analysis – such as: does this initiative improve the ability of individuals, whānau, hapū, iwi and communities to determine and achieve their own aspirations?
- To guide policy and operational process – for example, by applying the principle of kotahitanga and driving to demonstrate collaboration amongst government agencies alongside iwi, Māori and communities to deliver meaningful wellbeing outcomes.
- To help public servants learn and apply a stronger understanding of some key Māori concepts that relate to wellbeing.
- To enable, over time, stronger evaluative thinking about the wellbeing impacts of government policies.

How to read the following diagram
He Ara Waiora talks about ENDS (what outcome domains are important) and MEANS (what approaches and processes we need to follow to achieve the ends).

ENDS – what is important for waiora

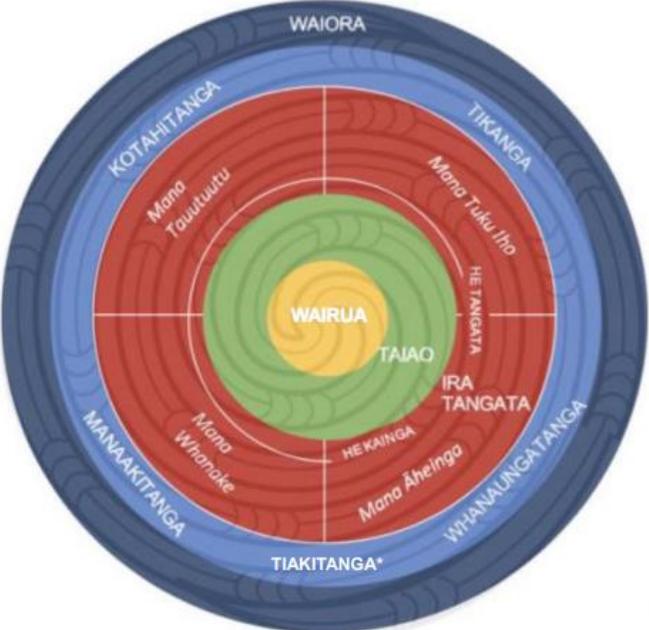
Wairua (spirit) is at the centre to reflect that it is the foundation or source of wellbeing. Values, beliefs and practices related to wairua are essential to Māori conceptions of health and wellbeing.

The wellbeing of **Te Taiao** (the natural world) is paramount and inextricable from human wellbeing. There are responsibilities and obligations to sustain and maintain the wellbeing of Te Taiao.

Te Ira Tangata (the human domain) encapsulates human activities and relationships.

People (**tangata**) and collectives (**kainga**) thrive when they:

- Have a strong sense of identity and belonging (**mana tuku iho**)
- Participate and connect within their communities, including fulfilling their rights and obligations (**mana tautuutu**)
- Have the capability to decide on their aspirations and realise them in the context of their own unique circumstances (**mana āheinga**)
- Have the power to grow sustainable, intergenerational prosperity (**mana whanake**).



MEANS – principles for how to approach the creation of waiora (wellbeing)

Kotahitanga means working in an aligned, co-ordinated way across the system and in partnership with business, communities, iwi and whānau.

Tikanga means that decisions have to be made in accordance with the right processes. This includes working in partnership with the Treaty partner.

Whanaungatanga means fostering strong relationships and networks, both through kinship and shared interests.

Manaakitanga means maintaining a focus on improved wellbeing and enhanced mana for all New Zealanders. It means supporting each other and demonstrating an ethic of care for our fellow New Zealanders. Distributional analysis is important to identify and address inequities.

Tiakitanga* means guardianship, stewardship (e.g. of the environment, or other important processes and systems that support wellbeing).

** Under discussion for inclusion in the framework*

Appendix Three – List of connected work programs

<p>Māori Economic Resilience Strategy (MERS)</p>	<p>The Māori Economic Resilience Strategy (MERS) was launched in mid-2020, during the first Covid-19 Level 4 Lockdown period in recognition of the atypical recovery Māori usually face in economic downturns. The strategy was designed to coordinate and target cross-system investments in a way that would help resolve long term systemic issues and avoid entrenching existing disparity.</p> <p>MERS delivery has included:</p> <p>Leveraging core Government processes to improve data collection and understand system performance e.g., Employment, Education and Training (EET)</p> <p>Pilot commissioning initiatives that demonstrate system change e.g., iwi-led housing prototypes</p> <p>Data research, insights and analysis, economic resilience performance indicator reporting, and an outcomes framework for agencies to identify gaps and opportunities in the system e.g., enterprise, early-stage whenua Māori development</p>
<p>Te Whai Mahi - Māori Employment Action Plan</p>	<p>Improving Māori employment outcomes is central to achieving Māori economic prosperity and wellbeing. Te Whai Mahi is a key lever to achieve this.</p> <p>Te Whai Mahi sits under the Employment Strategy, it focuses primarily on the ways that the employment, education, and training (EET) systems can support Māori to achieve their aspirations. The actions in Te Whai Mahi aim to contribute to an employment system that is mana-enhancing for iwi, hapū and Māori and improves Māori employment outcomes.</p>
<p>Progressive procurement</p>	<p>In November 2020, Cabinet approved the implementation of a progressive procurement policy aimed at increasing the diversity of government suppliers and achieving broader economic and social outcomes. [CBC-20-MIN-0072 refers].</p> <p>The joint progressive procurement programme between Te Puni Kōkiri and the MBIE aims to spread the benefits of the Government’s \$51.5 billion spend per year on procurement of goods and services to the wider community. This includes a target of 5 percent of government procurement contracts being awarded to Māori businesses.</p> <p>The percentage of government contracts awarded to Māori businesses has risen from 5.7 percent (between 1 July 2021 to 31 December 2021) to 6.6 percent (1 January 2022 to 30 June 2022). Government is currently considering increasing the target to 8%.</p>
<p>Aotearoa ki te Ao and Te Aratini</p>	<p><i>Aotearoa ki te Ao</i></p> <p>Improving the success of Māori firms is a key lever for improving Māori economic prosperity. Aotearoa ki te Ao provides a framework for improving business success in the international market.</p>

	<p>Aotearoa ki te Ao, underpinned by the Trade for All agenda, ensures trade policy helps Māori to succeed internationally through four strategic pou:</p> <ol style="list-style-type: none"> 1. Grow Māori Exporter Opportunity and Success 2. Protect and support Mātauranga Māori/Traditional Knowledge Values 3. Strengthen International Indigenous Connections 4. Promote Indigenous Trade Missions and Exchange Opportunities <p><i>Te Aratini</i></p> <p>The inaugural Māori-led Indigenous Symposium at Dubai Expo 2021 – showcased Indigenous global economic, technological, and cultural advancements, highlighting the converging roles of culture, commerce, and conservation. Funded in part by the New Zealand government, Te Aratini was led by the Iwi Chairs Forum and was officially opened by Minister Mahuta in November 2021. Te Aratini has committed to attending Osaka Expo 2025, and a Māori and Pacific business and cultural delegation will travel to Japan from 16 – 23 November to explore opportunities leading up to, and during the Expo. The goal of this visit is to build relationships with key Japanese government and business contacts and to understand requirements for hosting Te Aratini during Expo Osaka 2025.</p> <p>Government agencies (MFAT, NZTE, TPK and MBIE) are currently working with the Iwi Chairs Forum and Ministers to identify options to support Te Aratini moving forward.</p>
<p>Rautaki mo te Taurikura – Embracing change for prosperity</p>	<p>This is the Ministry for Primary Industries’ plan to support the Māori food and fibre sector to prosper through the complex changes ahead. The Plan, on the advice of Ngā Powhiri Taimatua (an independent advisory group), focuses on three areas to build momentum:</p> <ul style="list-style-type: none"> • Mahi tahi: partnering with others (Māori, central and local government agencies) to provide more integrated services and informed policies, that reflect the challenges and opportunities for Māori • Pūtea penapena: investing in the development of emerging and new products and services, sectors, and supply chains, and generating demand for the unique advantages of the Māori food and fibre businesses. • Te Waihanga: building Manatū Ahu Matua services to meet the aspirations of Māori will enable greater choices for the use of their whenua, moana, capabilities and resources.
<p>Māori Climate Platform</p>	<p>The Māori Climate Platform is still under development, with a Ministerial advisory committee recently appointed to engage with Māori and lead the design of the platform. The design will aim to support and complement what exists already.</p> <p>Climate change is affecting Māori in many unique and serious ways, with the wellbeing of the natural world essential for Māori wellbeing. These risks will disproportionately impact future generations.</p> <p>The Platform will help empower Māori through Aotearoa’s to lead their own climate action to deliver improved wellbeing of the natural world,</p>

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	<p>while considering a te ao Māori perspective. It could inform actions in the refresh that deliver environmental wellbeing while supporting economic prosperity.</p> <p>The Māori Climate Platform is also intended to embed Te Tiriti across Aotearoa New Zealand’s climate response. It will invest in the foundations – like capability, capacity, and knowledge - to activate community climate action and kaupapa Māori, tangata Māori solutions for climate resilience, and support Māori through the transition to a low-emission, climate resilient economy.</p>
The Māori Future of Work Advisory Group	<p>The Māori Future of Work Advisory Group has taken a long-term perspective of challenges and opportunities facing our labour market and economy.</p> <p>The Māori Future of Work Advisory Group has now developed the report <i>Maranga Ake, a call to action for Māori in the future of work</i>, which sets out a vision and recommendations for the Future of Work Forum. It includes priority actions to accelerate Māori leadership in sustainable, high value forms of employment and asset ownership.</p>
Industry Transformation Plans (ITPs)	<p>The New Zealand Government has committed to an industry policy which seeks to grow and transform sectors of the economy with significant potential to contribute to a high productivity, high wage, low emissions economy. Industries identified for the development of an Industry Transformation Plan are those with significant potential to contribute to a high productivity, high wage, lower emissions economy:</p> <ul style="list-style-type: none"> • Advanced manufacturing • Agritech • Construction • Digital technologies • Fisheries • Food and beverage • Forestry and wood processing • Tourism
Kānoa	<p>Previously known as the Provincial Development Unit, Kānoa was established in 2018 within MBIE to deliver the Government’s strategy of financially supporting economic development in regional New Zealand. To ensure this happens, Kānoa is dedicated to investing in our regions to help them build their economies and communities.</p> <p>One of the key funds distributed by Kānoa is the Provincial Growth Fund which includes the goal of enabling Māori to reach full potential.</p>
Data Investment Plan	<p>The Data Investment Plan is a 10-year prioritised plan to guide government investment in data. It was published by the Government Chief Data Steward in December 2021. The second iteration of the plan will be published in late 2022. It will include more in-depth coverage of Māori data needs. Following engagement with iwi-Māori there has been shifts in the prioritisation of data assets and the way data assets are defined, as well as a shift in scope beyond gaps in datasets towards some of the foundational elements and infrastructure needed to enable and support Māori to have better access to critical data.</p>
Access to Capital for Māori Firms	<p>The Reserve Bank of New Zealand (RBNZ) released their issues paper <i>Improving Māori Access to Capital</i> in early 2022. The issues paper outlines some of the factors that may act as barriers between Māori and specific forms of capital in the financial system and identifies 5 potential pathways to address these barriers based on engagement with stakeholders. Confidential advice to Government</p>

Appendix Four – Table of existing indicators

	Māori Economic Resilience Strategy Dashboard – System indicators for Māori economic resilience	Tātauranga Umanga Māori – Statistics on Māori business	Ngā Tūtohu Aotearoa (Indicators Aotearoa) – Wellbeing data for New Zealanders
<i>A low emission, circular Māori economy as a prerequisite for wellbeing.</i>		<ul style="list-style-type: none"> Climate related actions Māori businesses took in the last 2-years Barriers for businesses not making climate change related investment in the last 2 years Businesses that measured greenhouse gas emissions in the last 2 years Climate actions businesses are planning in the next 5 years Businesses' awareness of government policies and programmes to reduce New Zealand's greenhouse gas emissions Businesses' awareness of the potential impact of climate change Livestock numbers Wellbeing of Business Owners 	<ul style="list-style-type: none"> Net greenhouse gas emissions Material intensity, including recycling, landfill inflows, second-hand economy (indicator currently under development) Waste flows in waterways and coastal marine environments
<i>Māori identity in the economy empowers Māori success.</i>	<ul style="list-style-type: none"> Family wellbeing 	<ul style="list-style-type: none"> Number of businesses that have self-identified as a Māori business in the New Zealand Business Number 	<ul style="list-style-type: none"> Te Reo Māori Speakers Experiences of discrimination Ability to be yourself, by ethnicity Sense of purpose, by ethnicity Sense of control, by ethnicity Engagement in cultural activities Heritage assets Workplace accidents, by ethnicity

IN CONFIDENCE

<p>Increased economic activity that delivers across multiple bottom lines.</p>		<ul style="list-style-type: none"> • Main reasons businesses undertook climate change related action • Climate actions businesses are planning in the next 5 years • Worker turnover rates in Māori firms • Wellbeing of Business Owners 	<ul style="list-style-type: none"> • Social support [from others] • Family wellbeing • Value of unpaid work (indicator currently under development)
<p>Māori are empowered to chart their own course for the future.</p>	<ul style="list-style-type: none"> • Māori enterprises investing in research and development • Number of Māori in training/apprenticeships 	<ul style="list-style-type: none"> • Barriers to innovation for Māori firms • Māori businesses that innovated • Filled jobs by business type (Māori) 	<ul style="list-style-type: none"> • Literacy, numeracy, and science skills of 15-year-olds • Educational attainment • Employment rate
<p>Addressing the needs of today whilst building foundations for the future.</p>	<ul style="list-style-type: none"> • Employment rate for Māori • Employment rate for wāhine Māori • Employment rate for tāne Māori • Employment rate for rangatahi Māori 	<ul style="list-style-type: none"> • Export revenue by Māori businesses 	<ul style="list-style-type: none"> • Spiritual health (indicator currently under development) • Education equity • Early childhood education participation • Intergenerational transfer of knowledge (indicator currently under development) • Employment rate • Hourly earnings • Not in employment, education, or training (NEET) • Underutilisation in employment • Unemployment • Workplace accidents

Key:

Consistently collected data	Inconsistently collected data	Data without an ethnicity cut	Data which is planned but not yet collected
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