NEEDS ANALYSIS

MĀORI BUSINESS & MANAGEMENT

Māori Qualifications Services

December 2013
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1. EXECUTIVE SUMMARY

This report provides an analysis and evaluation of the current need for Māori Business qualifications. In considering the needs for Māori Business qualifications, it was firstly important to discuss “what makes a business a Māori business?” This report finds that te reo, ngā tikanga, me ngā mātāpono Māori underpins most Māori businesses. These businesses contribute to Māori development and advancement, both at whānau, hapū and iwi levels and also nationally.

The overall approach of the Needs Analysis looks at three objectives – industry profile, target market, and future needs. This approach has been structured in this report as follows:

1. **Industry Profile**:
   - workforce issues and possible solutions/conclusions to address issues through the development of appropriate qualifications and training
   - employment trends and employer/workforce needs – labour market status, Māori business; skills in demand, skill shortages, supply of skills, new positions, turnover
   - analysis of current workforce capacity and capability in Māori business.

2. **Target Market**
   - learner profile
   - specific issues related to Māori learners
   - specific needs of whānau, hapū, iwi, and hapori
   - recognition and transfer of skills across employers/borders etc (especially for Māori).

3. **Future Needs**
   - demand for skills and knowledge and any barriers to accessing learning
   - future focus for Māori Business related employment or community contribution
   - information/trends/demand that may support the need for future qualifications or particular skill sets
   - future business direction and workforce needs in respect of the broader context and importance of Māori business.

Recommendations discussed in this report include:

- development of a Level 5 Māori Business and Management qualification, to be quality assured under the Mātauranga Māori Evaluative Quality Assurance (MM EQA) process, and
- development of a Level 6 Māori Business and Management strand as part of a Business diploma.

The limitation of this Needs Analysis is on Māori Business at Levels 5 and 6 only. The time allocated to complete this report did not allow for looking past these levels. In searching for and researching the data, however, there were indications and evidence in support of lower level qualifications in Māori Business; but not included as part of this report.
2. SERVICE OBJECTIVES AND METHODOLOGY

Māori Business and Management qualifications at lower levels were not initially intended as part of the Mandatory Review of Business qualifications (in line with the Needs Analysis written for the submission of approval to develop). The Māori Business and Management Working Group (as did some other business qualifications working groups) expressed concern at their first meeting, that there was an absence of Māori Business Management qualifications at lower levels. This Governance Group acknowledges that these concerns are valid; however, it has since been decided and agreed by all, that it would be best to continue on with the review so as not to hold up the process any further. Qualifications Services (NZQA) have committed to carrying out research into the need for such lower level qualifications at a later date, and have committed to facilitating their development if the evidence of need is evident.

This report provides detail of the above objectives to answer the following questions:

- What is the identified need for Māori Business and Management qualifications at Levels 5 and Level 6?
- What evidence do we have in support of Māori Business and Management qualifications at Level 5 and Level 6?

In line with the overall approach and objectives, secondary sources\(^1\) were researched, analysed, themed and assessed against the goals of this report. The following documents were provided by NZQA:

- background information on the Targeted Review of Qualifications (TRoQ), the mandatory review of qualifications and the MM EQA process
- the Business Qualifications Review Needs Analysis
- articles and documents relevant to Māori Business
- a list of qualifications that are part of the review.

Due to time constraints, consultation outside of the Governance Group and the Māori Business and Management Working Group was not part of the brief.

\(^1\) See bibliography for further information.
3. WHAT MAKES A BUSINESS A MĀORI BUSINESS?

It is fair to say that Māori economic development is primarily lead by whānau, hapū, hapori and iwi. What distinguishes a Māori business from a non-Māori business is that the Māori business will be Māori owned and fully or substantially controlled by Māori, and predominantly staffed by Māori. There will be an emphasis on Māori wanting to preserve and sustain (and, in some cases, adapt) uniquely Māori concepts, values and priorities to their business structures. Part of its kaupapa may be to support particular outcomes for Māori, and te reo may often be used in workplace interactions. Therefore, the definition of what is a Māori business is not limited to just Māori ownership. It extends to include Māori leadership, management and employees.

Māori values are largely based on traditional concepts and beliefs that shape the thinking of many Māori. Māori values derive from whakapapa and mātauranga (knowledge) which form the basis for explaining the Māori world-view (Te Ao Māori) and are considered fundamental to Māori culture and society.²

Māori values also help build a strong foundation and framework for tribal development and sustainable economic planning. The following traditional concepts for example, can apply to strategic planning and business:

- **tikanga** – the Māori body of rules and values used to govern or shape people’s behaviour
- **tino rangatiratanga** and **mana motuhake** – self-determination, independence or inter-dependence
- **mana whenua** – rights of self-governance, rights to authority over traditional tribal land and resources
- **whanaugatanga** – family connections and family relationships
- **kaitiakitanga** – guardianship of the environment
- **manaakitanga** – reciprocal and unqualified acts of giving, caring and hospitality
- **arohatanga** – the notion of care, respect, love, compassion
- **awhinatanga** – assist or care for
- **whakakoha** – the act of giving
- **whakapono** – trust, honesty, integrity
- **whakakotahitanga** – respect for individual difference and participatory inclusion for decision making
- **wairua** – the spiritual dimension to life.³

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It has been suggested in the *Business Needs Analysis* that the development of the Māori Business and Management qualifications at Level 5 should be guided by the concepts *whanaungatanga, manaakitanga, whakapapa, wānanga, rangatiratanga* and *whānau, hapū, iwi, hapori.* Equally important is that these concepts will require knowledge of *te reo Māori me ngā tikanga* which are necessary components in Te Ao Māori. In fact, *tikanga* (values, customs, protocols, guides of behaviour, law/lore, framework, correct, correct way, the right way) underpins a number of Māori businesses. According to research results produced in a Te Punī Kōkiri document (*Hei Whakamārama i ngā Āhuatanga o te Tūra pō – Investigating Key Māori Business Characteristics for Future Measures*) a number of Māori businesses shared similarities in their stated visions and values and in particular the importance of *tikanga.*

Many of the case study participants agreed that *tikanga* is dynamic and evolving.

*Tikanga lies at the heart of Māori society, unique to each hapū and iwi. Tikanga incorporates values, principles or norms, the Māori way of doing things and thinking held by Māori.*

There are many commentaries on what constitutes a Māori business, but one definition that is particularly useful is the prospective provided by Dr Mason Durie at the Maunga Ta Maunga Economic Summit 2002 in Te Hāwera. Durie defines a Māori business by the following five principles:

- Māori operate the business
- Māori own the business
- a Māori style of governance and management
- employs Māori staff
- focus on Kaupapa Māori.

Durie stresses that the over-arching criterion for a Māori Business is the business’s contribution to Māori development and advancement.

*Does it return dividends to Māori, either through profits or services; does it affirm a Māori cultural identity; does it create employment for Māori; does it create Māori wealth in economic terms or in terms of human capital?*

To help identify a Māori business from this prospective, Durie established six outcomes:

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5 Ibid. p. 17.
makes a substantial focused contribution to Māori development and advancement
is part of a Māori network, whether it be with hapū or rōpū or community
adopts Māori values in both governance and management
is geared to Māori realities and recognised Māori diversity
creates choice for Māori consumers
adopts principles and goals that give shape to a Māori business ethic.

Furthermore, Durie acknowledged that if Māori businesses strive for success at a national
and international level, then it is important that they are operating in a bi-cultural way. The
following six principles are what Durie describes as having gained a ‘measure of agreement’
amongst iwi and hapū:

- the principle of agreement – Tūhono
- the principle of transparency – Purotu
- the principle of balanced motives – Whakaaritanga
- the principle of integrated goals – Paiheitia
- the principle of best outcomes – Puāwaitanga
- the principle of alliance – Kotahitanga.

Gaging how Māori-centred businesses incorporate a ‘Māori business ethic’, Durie developed
the following framework. The economic, social, environmental and cultural dimension
equates to the goals for Māori development and advancement, and the six guiding principles
target Māori-centred businesses/organisations.

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10 Tūhono – a Māori-centred business will be aligned with Māori aspirations and will involve
substantial consultation with other Māori. Purotu – Māori businesses will be responsible not only to
its funders, but also to the wider Māori community who are its stakeholders. Whakaaritanga –
acknowledges that, beyond the profit motive, there are other culturally based motives such as the
heritage motive (for land-and sea-based industries) as well as social and political motives that must
be balanced through wise governance. Paiheitia – the need for good management to manage the
range of diverse goals even when there is an element of conflict between them. It rejects the single
over-arching goal and the single measure of the accounting “bottom line”. Puāwaitanga – the “best
possible return” for shareholders and beneficiaries must take into consideration the wider social,
cultural and even broader economic perspective by endorsing the use of multiple measures.
Kotahitanga – encourages Māori to foster a spirit of cooperation rather than competitive isolation
and fragmentation of effort, to consider the benefits of economies of scale through alliances and joint
ventures, leading to greater product range, better employment, higher levels of capital investment
and the opportunity to capture niche markets.
Figure 1. A Framework for exploring a Māori Business Ethic\footnote{11}

Goals for Māori Advancement

- economic
- social
- cultural

Principles
- tūhono
- purotu
- whakaaritanga
- paiheitia
- puāwaitanga
- kotahitanga

A Māori Business Ethic

This framework may be useful as the basis for the development of a Level 5 Māori Business and Management qualification.

A common theme that a number of Māori businesses shared in the case studies and survey from Hei Whakamārama i ngā Āhuatanga o te Tūrua Pō – Investigating Key Māori Business Characteristics for Future Measures\footnote{12} was the desire to be culturally and commercially successful. Success for these businesses meant:

- a point of difference
- increasing mana by having a positive reputation
- a means of making profits
- enabling profits to be applied to support the stated values and kaupapa/principles
- a means for strategic cooperation.

Māori businesses must comply with all laws that apply to New Zealand businesses generally. But in addition, there are some laws that apply only to Māori businesses – such as Te Ture Whenua Māori Act 1993, the Māori Land Court Rules 2011, and the Māori Fisheries Act 2004. These legislations set rules and define structures and processes that Māori businesses based on collectively owned assets such as Māori land and fishing quotas must follow. Te Ture Whenua Māori Act 1993 for example advocates the ‘retention of land’ with the interests of commercial utilisation and development. Furthermore, the decision-making processes that Māori businesses engage in are considered much more rigorous and consensus-based.\footnote{13} Te Ture Whenua Māori Act 1993, as an example, sets out the restrictions on alienation of land by trusts and incorporations. In order to alienate land, trusts and incorporations require the

\footnotesize
\begin{itemize}
  \item[12] The case studies and survey were based primarily on Māori Land Incorporations and Trusts. Industries include agriculture, horticulture, aquaculture, tourism, forestry, health, education, property development and many have involvement in exporting.
\end{itemize}
consent of 75% of its beneficial owners. Reaching a consensus may require spending more
time talking and looking at the broader issue than just the straight technical and profit
feasibilities. So having skills such as persuasion, influence and negotiation are ideal. In
today’s world where Māori owners are scattered far and wide nationally and internationally,
and many registered owners are deceased without having been succeeded to, obtaining 75%
consent is virtually impossible. These restrictions are not present for general land.

It is important to bear in mind that current Māori organisations largely responsible for
managing business assets (e.g., farms, fisheries quota, vineyards, forests) were not
initially designed to operate as commercial bodies. Māori organisations often operate
within a range of political, social, cultural and commercial objectives, and are typically
required to operate within the dual contexts of the New Zealand legal system and their
own tikanga.

Ian Taylor, Māori Business Leader of the Year (2013) believes that ‘Sooner or later you’ve
got to step forward and actually make things happen.’ The ‘all hui, no dui’ mentality irritates
Taylor and says that consultation will only get you so far. Despite Taylor’s fast-paced results-
focused approach, he describes his workplace operating like a Māori business in that its very
whānau based. In fact, his company, Animation Research Ltd (ARL) incorporates elements
of ‘Māori-ness’ in that it’s Māori owned and operated, there are Māori employees, some of the
projects are kaupapa Māori focused and they contribute towards Māori development and
advancement (like the award winning te reo children’s drama series, Moko Toa). Taylor
acknowledges the talented people he is surrounded by and looks for any opportunity to
channel their knowledge and skills and apply them to things Māori. Taylor warns of the
danger of ‘finding talented young Māori, taking them into a business school and putting
them through an MBA (Master of Business Administration) so they think like Pākehā.’ He
acknowledges that we [Māori] have different values and that is perfectly fine.

Kawharu et al. (1976, p. 75) describes the characteristics of Māori Incorporations as:
[s]hareholders are all akin to each other…and members of the same tribe or tribal
segment. They still appoint their ‘chiefs’ and ‘elders’ – a management committee – to
administer land in the majority interest. They recruit new members only on the grounds
descent or marriage and they still subscribe to a belief in the need to balance the
interests of the individual against those of this group.

16 In 2012, Ian Taylor was made a Companion of the NZ Order of Merit (CNZM), in 2010 he was made
an Honorary Fellow of the New Zealand Computer Society, that Society’s highest honour and
inducted into the New Zealand Technology Hall of Fame in 2009.
A number of Māori businesses tend to be ‘whānau focused’. It is not uncommon for employees to identify themselves with a wider whānau (whanaungatanga) where relationships through shared experiences and working together provide people with a sense of belonging. Māori business development is often described as a way of bringing whānau and community together to create employment opportunities for the tamariki and the betterment of their future – a future that is founded on tino rangatiratanga and independence, and enhancement of the mana and the mauri of the individual, their whānau, hapū and iwi.¹⁸

Generally the long term outlook that Māori businesses/organisations have for the Māori economy is ‘inter-generation’, where the focus is to provide long-term sustainable returns and benefits to whānau, hapū and iwi. It is this perspective that underpins the kaupapa of many iwi enterprises.

Māori Business Types

The following four enterprise groups were extracted from Hei Whakamārama i ngā Āhuatanga o te Tūrua Pō – Investigating Key Māori Business Characteristics for Future Measures to highlight the different types of Māori businesses.¹⁹

- **Tribal bodies (mandated in some form)**
  Tribal bodies are proactive in protecting and restoring tribal rights. They receive, amongst other assets, Fisheries and Treaty Settlement assets and may have a range of central and local government contracts such as providing social, educational and health services and committee membership on councils. Most tribal bodies are new to commercial activity.

- **Māori Collective Business**
  Māori collective businesses involve Land Incorporations and other types of collectively owned Trusts. Unlike tribal bodies, many have been involved in commercial development for the past thirty years and are highly involved in exports. Most have been in self-governance and management roles.

- **Pan or Localised Māori Services**
  Pan or localised Māori services are organisations such as Kohanga Reo, Wānanga, Health and Social Providers and are generally focused on ensuring the protection and advancement of health, social services, welfare and te reo Māori. The majority have high levels of government contracts.

- **Private Enterprise**
  These entrepreneurs and small to medium businesses are more akin to standard private companies.

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The definition of what is a Māori business is not limited to just Māori ownership. It extends to include Māori leadership, management and employees. As Māori businesses are now major players in the New Zealand economy, it is important for tomorrow’s leaders to know how and why the philosophies of Māori businesses differ from that of our other businesses.\textsuperscript{20}

\textit{Studying Māori Business… is a unique way of understanding Māori issues and getting a one-of-a-kind commerce degree that sets you apart. Graduates in Māori Business are invaluable in all areas of government, in the private sector, and in the Māori organisations that are emerging as an important part of New Zealand’s commercial and cultural landscape.}\textsuperscript{21}


\textsuperscript{21} Ibid.
4. INDUSTRY PROFILE

Employment trends and employer/workforce needs – labour market status re: Māori Business; skills in demand, skill shortages, supply of skills, new positions, turnover

LABOUR MARKET STATUS

Māori Labour Force
In March 2013, 65.4% (444,100) of Māori aged 15 years and over were in the labour force while 34.6% were not (for reasons such as child rearing, retirement or study). Of those in the labour force, 85.9% are employed while 14.1% are unemployed. With the labour force participation rate hovering around 65.4%, this represents a 0.9% decrease over the past year and a 2.0% decrease over the past five years. Compared with the participation rate for all people, which is 68.0% in the year to March 2013, the Māori rate has decreased more sharply over the past year.22

Māori Unemployment Rate
In the year to March 2013, the unemployment rate stood at 14.1% which was 0.8 percentage points above its level a year ago and 6.2 percentage points higher than its level five years ago and in comparison to the unemployment rate for all people which was 6.8% in the year to March 2013. The Māori rate has increased more sharply.23

In response to the unemployment issues, a number of iwi have developed their own initiatives to build the capacity of their people to engage fully in employment opportunities.24 Some of these initiatives include:

- Ngāti Kahungunu launching the Kahungunu Corporate Challenge with the goal of employing 400 rangatahi within the next four years. The iwi is working with local businesses, the District Council, and has a dedicated Work & Income work broker who is developing the opportunities for their rangatahi.

- Ngāti Whātua ki Ōrakei have established a programme that uses a dual approach to solve rangatahi unemployment for the iwi. On the one hand, a coordinator is developing and identifying job opportunities through corporate networks, on the other hand, a work-ready programme is preparing rangatahi to take up these opportunities.

- Ngāti Raukawa launched its Kia Māori 24/7:2040 initiative to develop rangatahi through a programme of development provided by a Māori Private Training Establishment. A dedicated work broker is working with the 25 hapū and 22 groups affiliated with Raukawa to employ the 200 rangatahi who are unemployed within the iwi's takiwā.

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23 Ibid.
Ngāi Tahu established He Toki Kī Te Rika, an iwi-led Māori workforce development initiative seeking to grow Māori capability across the board in the construction and infrastructure sectors in Canterbury. He Toki is effected through a collaborative partnership leveraging the strengths, knowledge, capabilities and networks of government, training providers, industry and iwi to enhance Māori employment and economic development outcomes.²⁵

Discussions with those engaged in rangatahi training and employment initiatives revealed that the barriers to employment are numerous and varied, and that work-ready programmes need to be designed to address challenges such as low academic achievement, no or little work experience, as well as literacy and/or numeracy issues.²⁶

**Not in Education, Employment or Training**

The not in education, employment, or training (NEET) rate among 15-24 year old Māori males in the year to March 2013 was 17.6% while for Māori females was 27.7%. The NEET rate is a key measure of youth disengagement. In the year to March 2013, 249,500 Māori were in employment. However, over the last five years, the employment rate of Māori decreased 5.8% from 62.0% to 56.2%. This rate is below that for the total population which stood at 63.4% in March 2013.²⁷

The table below highlights Māori employment by industries. Manufacturing (36,700 workers), and wholesale & retail (31,800 workers) are the leading industries.

**Table 1. Māori Employment by Industry as at 2013**²⁸

<table>
<thead>
<tr>
<th>Industry</th>
<th>(000)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agriculture, Forestry, Fishing &amp; Mining</td>
<td>19.6%</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>12.2% (down from 14.7% in 2006)</td>
</tr>
<tr>
<td>Utilities and Construction</td>
<td>25.0%</td>
</tr>
<tr>
<td>Wholesale &amp; Retail</td>
<td>31.8%</td>
</tr>
<tr>
<td>Accommodation &amp; Food Services</td>
<td>15.8%</td>
</tr>
<tr>
<td>Transport, Warehousing &amp; Communications</td>
<td>18.2%</td>
</tr>
<tr>
<td>Financial and Insurance</td>
<td>5.5%</td>
</tr>
<tr>
<td>Other Business Services</td>
<td>19.2%</td>
</tr>
<tr>
<td>Public Admin and Safety</td>
<td>15.1%</td>
</tr>
<tr>
<td>Education &amp; Training</td>
<td>9.4% (up from 8.0%)</td>
</tr>
<tr>
<td>Health Care &amp; Social Assistance</td>
<td>10.0% (up from 8.5%)</td>
</tr>
<tr>
<td>Other Services</td>
<td>12.8%</td>
</tr>
</tbody>
</table>

²⁶ Ibid. pp. 4-6.
²⁷ Ibid.
The three most common occupational groups for Māori are labourers (19.4% – down from 21.2% in 2006), professionals (16.4% – up from 14% in 2006), and managers (13.1% – up from 11.6% in 2006).

The Department of Labour have forecast over the next 10 years that the service sector jobs (including many high skilled jobs) will provide the bulk of the new jobs in the labour market. Some of this is a continuation of industry growth trends and some is driven by demographic change, such as the ageing population driving demand for healthcare workers. Private sector services, such as wholesale and retail trade, business and financial services and communication services are forecast to grow strongly. Manufacturing growth is expected to be muted, driven both by the lingering effects of the recession and longer-term structural changes in the industry. Slow growth is forecast for the construction industry, although there has been a boost in this industry as a result of the Christchurch rebuild.

MĀORI ECONOMIC DEVELOPMENT

Māori economic development is important not only for Māori, it is important for New Zealand’s overall economic performance. For the New Zealand economy to achieve its long-run potential growth, it must make the best use of all available resources. One resource that is under represented in New Zealand’s economic growth potential is the contribution that can be made by Māori. Māori can make a considerable contribution to the future growth of New Zealand.

The Māori economy has opened the doors to new ways of thinking about how Māori manage and participate in business. Māori economy indicators provide opportunities for new ways of thinking about how Māori conduct business, underpinned by Māori practice and concepts.

“Traditionally focused on primary industry, our tribal businesses are increasingly looking to diversify portfolios: telecommunications; property; carbon forestry; digital technology; and of course, power generation.”

“Our businesses include partnerships with government, private companies and overseas investors. Maori businesses and entrepreneurs are working together both domestically and internationally on major economic initiatives.”

While the Māori economy is highly integrated into the New Zealand economy, there are features, such as demographics, cultural values and traditional knowledge, which make the Māori economy different. Over the twenty year period from 1981 to 2001, there has been an increase of more than 150% of Māori who consider themselves ‘career entrepreneurs’

32 Sharples, Pita (2012). Speech at a review of the Māori contribution to NZ Inc. Wellington,
(people whose main activity is running their own business). Just under one third of Māori career entrepreneurs employed staff, with the remainder being sole operators. It is difficult to quantify the number of collective Māori enterprises (trusts, authorities and incorporations) as not all of them undertake commercial activities. However, in 2003, there were 1704 Māori trusts listed on Inland Revenue’s database which could suggest they were commercially active trusts.33

A significant proportion of Māori commercial activity is based on land and marine assets. In 2001, Te Puni Kōkiri estimated that the total Māori-owned commercial assets were worth just under $9 billion.

- $3.26 billion (estimate) in commercial assets used in business operations by Māori Employers
- $2.45 billion (estimate) in commercial assets used in business operations by self-employed Māori
- $1.52 billion in commercial assets held by the 436 Māori trusts and incorporations large enough to be included in the Statistics New Zealand Annual Enterprise Survey
- $1.35 billion in assets held by six major Māori organisations (Te Ohu Kai Moana, Crown Forestry Rental Trust, Waikato Raupara Lands Trust, Te Rūnanga o Ngāi Tahu, Poutama Trust, and Te Whānau o Waipareira Trust)
- $176.7 million (estimate) in assets administered by the Māori Trustee
- $145 million in assets administered by Māori Trust Boards
- $86 million in additional Treaty of Waitangi settlement assets not accounted for in other categories of asset ownership.34

Overall, the businesses owned by self-employed Māori (sole operators and those with staff) were valued at over $5.7 billion, or 63% of all Māori-owned commercial assets. These assets are largely invested in “tertiary” industries such as wholesale and retail trade, property, transport, social services, hospitality and tourism. The assets owned by Māori collective entities (such as trusts, authorities and incorporations) comprised about 36% of all Māori-owned commercial assets and are largely invested in the “primary” sector (agriculture, forestry, fishing and mining).35 However, in less than 15 years, Māori have come to own diverse types of businesses, such as:

- private hospitals
- retirement villages
- wine and food companies
- product distribution channels
- thermal energy companies
- telecommunication businesses, and

The growth of some of these assets have been through either iwi settlements, contracts or joint ventures\textsuperscript{36} The asset base of enterprises in the 2010 Māori economy totalled approximately $36.9 billion. This figure comprises:

- $5.4 billion of assets attributable to the enterprises of nearly 12,920 Māori self-employed
- $20.8 billion of assets attributable to the enterprises of 5,690 Māori employers
- $10.6 billion of assets of Māori Trusts, Incorporations, Organisations, Boards, PSGEs, MIOs and Iwi/Rūnanga holding companies.

One of the challenges for Māori (not just in business) is to see real change in governance structures and, unfortunately, respect for Māori. Part of that challenge is to overcome the misperception (prejudice?) that all there is to Māori business is gorse on multiply-owned land (not to mention overcoming the general stereotypes surrounding Māori, Māori business, and Māori economy). With real change come greater benefits for Māori communities and, therefore, New Zealand communities.

“In the short to medium term there is significant potential to lift the performance of Māori enterprises and collective ventures (iwi, Māori trusts and incorporations) as key contributors to the Māori economy. Growing the Māori economy will increase the resilience and growth of the New Zealand economy with significant flow-on benefits from a societal perspective. The responsibility for achieving these gains lies not just with Māori or government alone. To be successful, Māori must take a leadership role with the involvement of the private sector and the enabling arms of government.”\textsuperscript{37}


\textsuperscript{37} Te Rangi, Tame (2012) Personal Communication. Strategic & Relationship Advisor – Te Rūnanga o Ngāti Whātua; Māori Business Working Group; Whakaruruhau Chair – Whakairo; and Whakaruruhau – Māori Governance.
The production side of Māori enterprises totalled $10.3 billion in 2010 and in GDP terms the operation surplus income of Māori enterprises totalled $3.3 billion while capital spending totalled $1.3 billion and the employment and capital income of Māori household totalled $10.0 billion. The Māori enterprise sector recorded gross output of $22.2 billion.\(^{38}\)

“NZ Inc is that much stronger with Maori as an integral part of it. This is our unique edge we have over the rest of the world.”\(^{39}\)

Table 2: Māori Commercial Information for 2005/06\(^{40}\)

<table>
<thead>
<tr>
<th>Māori Organisation</th>
<th>Total Assets ($million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Māori Trusts</td>
<td>3,177</td>
</tr>
<tr>
<td>Māori Trustee land assets</td>
<td>725</td>
</tr>
<tr>
<td>Māori organisations</td>
<td>1,545</td>
</tr>
<tr>
<td>Iwi Treaty settlements</td>
<td>188</td>
</tr>
<tr>
<td>Māori Trust Boards</td>
<td>355</td>
</tr>
<tr>
<td>Māori businesses</td>
<td>10,460</td>
</tr>
<tr>
<td><strong>Total Assets</strong></td>
<td><strong>16,450</strong></td>
</tr>
</tbody>
</table>

Table 3: Net Assets Reported by Major Māori Organisations\(^{41}\)

<table>
<thead>
<tr>
<th>Māori Organisation</th>
<th>Group Net Assets ($million)</th>
<th>Annual Report</th>
</tr>
</thead>
<tbody>
<tr>
<td>Te Ohu Kai Moana Trust</td>
<td>403.1</td>
<td>30/09/2006</td>
</tr>
<tr>
<td>Crown Forestry Rental Trust</td>
<td>520.5</td>
<td>31/03/2006</td>
</tr>
<tr>
<td>Waikato Raupatu Lands Trust</td>
<td>165.1</td>
<td>31/03/2006</td>
</tr>
<tr>
<td>Te Rūnanga o Ngāi Tahu</td>
<td>411.8</td>
<td>15/09/2006</td>
</tr>
<tr>
<td>Poutama Trust</td>
<td>29.5</td>
<td>31/03/2005</td>
</tr>
<tr>
<td>Te Whānau o Waipareira Trust</td>
<td>15.1</td>
<td>30/06/2006</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,545.1</strong></td>
<td></td>
</tr>
</tbody>
</table>

---

\(^{38}\) BERL (2012). *The Asset Base, Income, Expenditure and GDP of the 2010 Māori Economy*. Business and Economic Research Limited, Wellington. pp. 4-7. BERL has adopted a broad definition of the Māori economy. They have captured all entities and enterprises that self-identify as part of the Māori economy. In particular, they do not limit themselves to collectively-owned assets, or those arising from Treaty settlements. They have included Māori entrepreneurs active in individually-owned businesses and/or SMEs, as well as the contribution of Māori employees in terms of wages earned.


\(^{41}\) Ibid. p. 8.
Table 4: Māori Assets and Sector of Capital Investment – 2005/06

<table>
<thead>
<tr>
<th>Assets Category</th>
<th>Primary ($million)</th>
<th>Secondary ($million)</th>
<th>Tertiary ($million)</th>
<th>Total Assets ($million)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Māori Trusts</td>
<td>3,177</td>
<td></td>
<td></td>
<td>3,177</td>
</tr>
<tr>
<td>Māori Trustee land assets</td>
<td>725</td>
<td></td>
<td></td>
<td>725</td>
</tr>
<tr>
<td>Māori organisations</td>
<td>568</td>
<td>977</td>
<td>1,545</td>
<td></td>
</tr>
<tr>
<td>Iwi Treaty settlements</td>
<td>188</td>
<td></td>
<td></td>
<td>188</td>
</tr>
<tr>
<td>Māori Trust Boards</td>
<td>355</td>
<td></td>
<td></td>
<td>355</td>
</tr>
<tr>
<td>Māori businesses</td>
<td>3,688</td>
<td>1,271</td>
<td>5,501</td>
<td>10,460</td>
</tr>
<tr>
<td><strong>Total Assets ($million)</strong></td>
<td><strong>8,701</strong></td>
<td><strong>1,271</strong></td>
<td><strong>6,478</strong></td>
<td><strong>16,450</strong></td>
</tr>
</tbody>
</table>

Proportions: 53% Primary, 8% Secondary, 39% Tertiary, 100% Total Assets

“Primary industries” include agriculture, forestry and fishing; and mining.
“Secondary industries” include manufacturing; electricity, gas and water; and construction.
“Tertiary industries” include wholesale and retail trade; accommodation, restaurants and cafes; transport, storage and communication; finance and insurance; property and business services; education; health and community services; cultural and recreational services.

There has been a 26% increase in the number of Māori businesses from 16,701 in 1996 to 21,069 in 2006.

SKILLS IN DEMAND

Since the early 1900s, the changing pattern of the demand for labour has been driven by:

- the changing industrial structure of the New Zealand economy, in particular the growth in the importance of commercial services (such as business services and retail) and the decline in the share of workers employed in manufacturing and primary industries, and
- increasing skill levels within each industry, reflecting increases in the skill level of the labour supply and the higher skill demands of new production techniques.

The trend towards an increase in service sectors and a fall in the primary and manufacturing sectors has changed New Zealand’s skills profile towards a more service oriented and higher skilled workforce. With increasing proportions of jobs in the primary sector being medium and high-skilled, an overwhelming majority of jobs (87%) in this sector are considered low skilled. However, according to the Department of Labour, employment in the primary sector is forecast to grow strongly.

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43 Ibid. p. 13.

This growth is driven by strong international demand which historically has shown very strong productivity growth, despite having a low share of workers with advanced educational qualifications. It is anticipated that this pattern of industry growth is expected to require more highly skilled workers and in particular, degree-holders. Equally important is the demand for people with higher-level vocational qualifications (certificates and diplomas at Level 4 and above). This increase in higher – level vocational qualifications is expected to grow much more strongly (6.0% per year).

Occupationally, the strongest employment growth is forecast for managers, professionals, and technicians and associate professionals.

Financing, Insurance, Real Estate, and Business Services employ high rates of highly skilled people, so the expansion of this industry has contributed to more highly skilled, service-oriented jobs in New Zealand’s labour market. The majority (65%) of workers in this industry are high skilled, some are medium skilled (26%), and a small proportion are low skilled (9%).

Māori enterprises face the same challenges and decisions about how to increase employees’ skills and knowledge as other businesses. Skill shortages arising from the growth of the economy and the ageing population mean that many New Zealand enterprises may have to invest in up-skilling or re-skilling existing and new employees. The skills required to do a job are wide ranging and operate at many levels. They include basic literacy and numeracy skills, an understanding of how to get and keep a job, knowledge of how to undertake tasks within a workplace, and so-called soft-skills (like the ability to get along with others). For some jobs, more advanced skill levels are needed, which may be specific to an occupation, firm or industry. Successful Māori enterprises need people with the right technical and business skills in order to innovate, maintain competitiveness and attract new capital.

Businesses and employers, who are affected by legislation one way or another, are seeking out people who have skills in the regulatory environment. For the first time the 2012 Business Operations Survey collected information on the effects of regulation. This information helped fill an information gap about how businesses are affected by, and respond to, the regulations they have to comply with. Because most regulations target specific activities, practices, or industries, businesses in different industries will be affected by different regulations. For example, environmental regulations may only be applicable to businesses whose activities affect the environment. The Business Operations survey found that in 2012:

- the type of regulation that businesses spent the most time on was workplace safety
- workplace safety regulation most enhanced businesses’ performance

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46 Ibid. p. 5.
49 Results of the Business Operations Survey 2013 will be published in April 2014.
➢ employment regulation most constrained businesses’ performance
➢ 41% of businesses up-skilled their employees in response to regulation
➢ businesses of all sizes, industries, and activities need to comply with employment and workplace safety regulations so they are the ones most commonly reported on across the New Zealand economy.  

SKILL SHORTAGES
The Business Operations Survey 2012 stressed the importance of businesses finding the right person for the job. In 2011 and 2012, many businesses found it hard to recruit employees. At least one-quarter of businesses had either moderate or severe difficulty in recruiting employees in 2012. The occupation type that businesses found most difficult to recruit was tradespersons and related workers – 9% had severe difficulty, compared with 6% in 2011. This was followed by 6% reporting severe difficulty in recruiting managers and professionals. The latest detailed results from the Business Operations Survey 2008 found the most common reason businesses had difficulty recruiting the right people was that applicants lacked the desired attitude, motivation, or personality. Other reasons included lack of work experience and/or lack of qualifications or skills. The skills that were highlighted as needing improvement were soft skills used for customer service and sales skills, team skills, oral communication, and management/supervisory skills.

In the trades skills arena the energy sector has seen a spike in demand for qualified people to service an aging network as well as to be part of the Christchurch re-build. Demand for Distribution Line Mechanics is strong driven by project work and by a number of qualified workers moving to Australia for higher wages.

According to the Quarterly Labour Market Report published in August 2013, a mismatch of labour and skills occurs when there is an imbalance between the demand for and supply of jobs and skills. Labour and skills mismatches can prevail in a particular industry, occupation or region or among specific groups of the population, such as among youth entering the labour market, women, older workers or immigrants. They can manifest in the form of labour or skills shortages, skill gaps, over-qualification or under-qualification, and unemployment. However, the challenge of meeting skill needs is not merely about initially matching a person

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50 Ibid, pp. 5-7. While the survey does not specifically identify Māori Businesses, it does however give insights into business activities, barriers, motivations, and effects behind New Zealand business operations and quantifies business behaviour, capacity, and performance. Information contained in this survey can be of some benefit to Māori Businesses.
54 Ministry of Business, Innovation and Employment. (2013) Quarterly Labour Market Report August 2013. This report gives the latest employment outlooks as well as insights into employment trends by industry and region, data on labour supply factors and participation, and presents information on indicators of labour supply and demand matching.
to a job, it extends further to the optimum use of a person’s skills in a job – and their ongoing development and updating.

Specialist up-skilling will be increasingly important as iwi economic potential increases on the back of Treaty settlements. The recent Central North Island Forests Iwi Collective settlement, for example, may create greater demand for specialised forestry-related occupations, from forest managers to soil scientists, at a time when the New Zealand economy is becoming more knowledge intensive. Therefore, greater efforts must be made to ensure that the supply of trained people is met by a demand for their skills.55

There will also be increased demand for skills associated with ‘knowledge work’: cognitive skills, such as abstract reasoning, problem-solving, communication and collaboration.56 Existing skills in the most high-value sectors of the workplace will need to be frequently updated in the future. The majority of the current workforce will still be in the workforce in 2020, so prioritising Māori workplace training must be a priority. Te Puni Kōkiri have recently initiated cadetships and professional and group training to target emerging industries and to increase the quality of training in professions where Māori are well represented and where strong future employment growth is predicted. These programmes should help strengthen the position of Māori in the knowledge economy.57

SUPPLY OF SKILLS
The supply of skills in New Zealand’s labour market comes from the existing workforce and the education sector. Of the 3.4 million people in the working-aged population (aged 15 years and above) 65.4% (444,100) of Māori aged 15 years and above make up the potential skills supply.

According to the 2013 Census:

- 27.9% of Māori aged 15 years and over have a post-school qualification compared with 39.9% of non-Māori
- 33.4% of Māori aged 15 years and over have no formal qualification.

According to the latest data on progress against Māori education plan targets from the Māori Education Strategy 2008-2012, the percentage of school leavers with NCEA Level 2 or above has increased 25.1% from 28.8% in 2003 to 53.9% at 2010.58 Significantly, the proportion of Māori pupils who left school with little or no formal attainment dropped from 25.0% to 10.4% over this time.59 But figures published from the Department of Labour in 2011 show that although results for Māori students have improved over recent years, a high proportion of

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55 Department of Labour. (2009).
56 Department of Labour. (2011).
57 Ibid.
58 http://www.educationcounts.govt.nz/statistics/Māori_education/36805#Table4
59 Department of Labour. (2009).
these young people leave school with low qualifications. In 2010, Māori school leavers who achieved NCEA Level 2 was 53.9% compared to 77% for European/Pākehā.

The proportion of Māori with no qualification has decreased. 33.3% of Māori 15 years and over had no formal qualification in 2013, down from 39.9% in 2006; and 63.2% of Māori men were less likely than Māori women (69.8%) to have a formal qualification. Māori in the 25-39 years and over 40 years age brackets had higher tertiary education participation rates than the population as a whole. But a change in tertiary education priorities in 2005 meant fewer funded courses were available for those under 18 years of age and consequently, Māori students 18 years and younger participated less in tertiary study. Although in recent years, Māori youth in the 18-19 years age group have made a positive shift away from Level 1 to 3 qualifications towards study at Level 4 and above, including degree-level study. Recent research found that people who had completed industry training qualifications at NZQF Level 4 and above had improved subsequent earnings and employment outcomes, while those completing Level 1 to 3 courses experienced no improvement, indicating no earnings premium.

From 2001 to 2003, as the numbers taking Level 4 certificates in te reo Māori increased, the overall Māori participation rate in Level 4 certificates has also increased from 46.8% (152,238) at 2006, to 50.2% (179,436) at 2013. The Māori participation rate in Levels 5 to 6 diplomas has also increased, 19,563 (60%) at 2006 compared with 22,461 (60.3%) at 2013. The majority of learners in Level 4 to 6 certificates and diplomas are funded through the student component in qualifications offered by public and private tertiary education providers. In 1999, there were 7,300 Māori students in student component funded qualifications, and by 2004 it had increased more than three-fold to 24,100. The major growth has been in Level 4 certificates where Māori numbers have increased from 870 in 1999 to 14,600 in 2004. 19% of students were studying towards qualifications in the field of management and commerce, with just over half of these students were undertaking the Certificate in Small Business Management through Te Wānanga o Aotearoa.

The fields of study for Levels 5 to 6 diplomas were more evenly spread for Māori students across society and culture, management and commerce, education and creative arts. A

http://www.educationcounts.govt.nz/statistics/maori_education/36805. Data from this website has been collected from the Māori Education Strategy 2008-2012 (Ka Hikitia – Managing for Success). Please note, the percentage of Māori school leavers with NCEA Level 2 was due to be updated in 2012. This new data was not made available.


Department of Labour. (2009).

Department of Labour. (2011).


significant number of the enrolments in management and commerce were in the New Zealand Diploma in Business offered by a number of ITPs.\(^{66}\)

In 2013, 19.6% of Māori learners were participating in full time and/or part-time study. This compares to 20.1% in 2006. The majority of Māori learners in Level 4 certificates (78%) were aged 30 years and over, and Māori learners in Levels 5 to 6 diplomas are generally younger with 42% aged under 30. Around two thirds of Māori learners in Level 4 certificates and Level 5 to 6 diplomas were women (65% and 68% respectively).\(^{67}\)

The majority (57%) of Māori learners in Level 4 certificates were employed prior to study, and a further 25% were unemployed. In the case of the Māori learners in Level 5 to 6 diplomas, around half (48%) were employed prior to study and 25% were unemployed. Around two thirds of Māori learners in Level 4 certificates (69%) had little or no school qualifications (47% with no qualifications and 22% with NCEA Level 1 or equivalent) while the Māori learners in Levels 5 to 6 diplomas were more likely to have a school qualification.\(^{68}\)

The Māori students studying for Level 4 certificates at PTEs and wānanga had the lowest first-year attrition rates and highest five-year completion rates. The highest attrition rates and lowest completion rates were at universities. However, there are very small numbers of students at this level in universities. Over half of Māori students completing Level 4 certificates at universities went onto higher level studies in the following year. The Māori students studying for Levels 5 to 6 diplomas at wānanga had the lowest first-year attrition rates and highest five-year completion rates. The highest attrition rates and lowest completion rates were at colleges of education, followed by ITPs. The result for colleges may reflect the shift of programmes from diploma-level to degree-level. Around a third of Māori students completing Levels 5-6 diplomas at universities went onto higher level studies in the following year.\(^{69}\)

Māori have high enrolments in primary sector Industry Training Organisations (ITOs). In March 2009, there were 6,148 Māori industry trainee’s across AgITO (1265), Hort ITO (509), FITEC (3400) and Seafood ITO (974), accounting for over a quarter of all Māori trainees. Enrolments are heavily weighted toward Level 1-3 on the framework with increasing numbers at the Level 4 Certificate level. These figures show Māori have engaged in qualifications in the primary sector. The challenge is to translate these high levels of enrolments into improved outcomes and transitions into higher level qualifications.\(^{70}\)

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\(^{66}\) Ibid. p. 2.

\(^{67}\) Ibid.

\(^{68}\) Ibid.


Māori women studying for Level 5 to 6 diplomas had lower attrition rates than Māori men, but fairly similar completion rates over a five-year period. Māori women and men have similar rates of progression into higher level studies. Māori students aged 40 and over had the lowest attrition rates at this level and the highest rates of completion. However, progression rates to higher study were similar for all Māori students 19 and over.\textsuperscript{71}

Table 5: Highest Qualification Shares by Population Sub-Group (25 to 64 year olds)

\textit{Qualification Shares – 1986 (%)}

<table>
<thead>
<tr>
<th>Sub-Group</th>
<th>None</th>
<th>School</th>
<th>Vocational</th>
<th>Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>35</td>
<td>15</td>
<td>42</td>
<td>7</td>
</tr>
<tr>
<td>Female</td>
<td>46</td>
<td>21</td>
<td>30</td>
<td>4</td>
</tr>
<tr>
<td>European*</td>
<td>45</td>
<td>19</td>
<td>39</td>
<td>7</td>
</tr>
<tr>
<td>Māori</td>
<td>66</td>
<td>12</td>
<td>21</td>
<td>1</td>
</tr>
<tr>
<td>Not in labour force</td>
<td>53</td>
<td>19</td>
<td>25</td>
<td>3</td>
</tr>
<tr>
<td>Employed</td>
<td>36</td>
<td>17</td>
<td>40</td>
<td>7</td>
</tr>
<tr>
<td>Unemployed</td>
<td>56</td>
<td>16</td>
<td>24</td>
<td>3</td>
</tr>
<tr>
<td>TOTAL</td>
<td>41</td>
<td>18</td>
<td>36</td>
<td>6</td>
</tr>
</tbody>
</table>

\textit{Qualification Shares – 2009 (%)}

<table>
<thead>
<tr>
<th>Sub-Group</th>
<th>None</th>
<th>School</th>
<th>Vocational</th>
<th>Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>20</td>
<td>17</td>
<td>41</td>
<td>22</td>
</tr>
<tr>
<td>Female</td>
<td>21</td>
<td>21</td>
<td>36</td>
<td>23</td>
</tr>
<tr>
<td>European</td>
<td>17</td>
<td>19</td>
<td>41</td>
<td>23</td>
</tr>
<tr>
<td>Māori</td>
<td>33</td>
<td>16</td>
<td>40</td>
<td>10</td>
</tr>
<tr>
<td>Not in labour force</td>
<td>34</td>
<td>19</td>
<td>31</td>
<td>15</td>
</tr>
<tr>
<td>Employed</td>
<td>17</td>
<td>19</td>
<td>40</td>
<td>24</td>
</tr>
<tr>
<td>Unemployed</td>
<td>28</td>
<td>17</td>
<td>38</td>
<td>17</td>
</tr>
<tr>
<td>TOTAL</td>
<td>20</td>
<td>19</td>
<td>38</td>
<td>22</td>
</tr>
</tbody>
</table>

\textit{% Change in Qualification Shares – *2009/1986 (%)}

<table>
<thead>
<tr>
<th>Sub-Group</th>
<th>None</th>
<th>School</th>
<th>Vocational</th>
<th>Degree</th>
</tr>
</thead>
<tbody>
<tr>
<td>Male</td>
<td>-44</td>
<td>14</td>
<td>-2</td>
<td>194</td>
</tr>
<tr>
<td>Female</td>
<td>-55</td>
<td>0</td>
<td>19</td>
<td>514</td>
</tr>
<tr>
<td>European</td>
<td>-51</td>
<td>3</td>
<td>5</td>
<td>228</td>
</tr>
<tr>
<td>Māori</td>
<td>-50</td>
<td>33</td>
<td>94</td>
<td>1005</td>
</tr>
<tr>
<td>Not in labour force</td>
<td>-35</td>
<td>-1</td>
<td>24</td>
<td>485</td>
</tr>
<tr>
<td>Employed</td>
<td>-54</td>
<td>10</td>
<td>0</td>
<td>268</td>
</tr>
<tr>
<td>Unemployed</td>
<td>-51</td>
<td>3</td>
<td>59</td>
<td>458</td>
</tr>
<tr>
<td>TOTAL</td>
<td>-50</td>
<td>6</td>
<td>7</td>
<td>304</td>
</tr>
</tbody>
</table>

The percentage of people with no qualifications roughly halved among European and Māori. Māori experienced a doubling of people with higher school and vocational qualifications. For Europeans, the share of individuals with a degree qualification roughly tripled, but for Māori the share of people with degrees increased from less than 1% in 1986 to over 10% in 2009 –

\textsuperscript{71} Ibid. p.3. * to protect confidentiality, figures for ethnic groups from 1987 were used in this table. Figures for Pacific peoples are not available on a consistent basis over this period and figures for the Asian ethnic group have only been available from the HLFS since 2009. Source: Statistics New Zealand, Household Labour Force Survey.
a ten-fold increase. The large increase in Māori degree holders is due to very few Māori having degree qualifications in 1986.\textsuperscript{72}

The 2006 Census revealed in relation to skills and qualifications for Māori, one third of Māori aged over 15 years have no qualification at all. While Māori accounted for 12\% of Level 1 to 4 Certificates, this dropped to only 7\% of total Diplomas (Levels 5 and 6), 5.5\% of all Bachelor Degrees and 4\% of all Postgraduate Degrees (Hons, Masters and PHDs). This trend has continued for Māori with participation rates in 2007 show enrolments at 15.5\% in Levels 1 to 4 Certificates, 3.6\% in Levels 5 and 6 Diploma courses, 3.5\% in Bachelor level courses, and less than 1\% in postgraduate level courses.\textsuperscript{73}

**WHAT DOES THIS MEAN FOR THE SUPPLY OF SKILLS?**

It is evident that Māori are over-represented in the ‘long tail’ of education outcomes and there is a strong link between education outcomes and employment, higher employment and ultimately higher incomes. Although results for Māori students have improved over recent years, a high proportion of young Māori people leave school with low qualifications. However, Māori participation rates in tertiary education are increasing. Earlier tertiary participation by youth plays a key role in maximising the career and financial gains that stem from higher-level qualifications. Due to the Māori population being young and growing, it is critical that investments are made in education and skills development to enable the next generation to achieve its full potential. For Māori already in the workforce, workplace training is the key means of improving or creating new workplace skills. These skills are important within a changing workplace environment influenced by new technology. Industry training and modern apprenticeships also have the additional benefit of contributing to an increase in New Zealand’s productivity.

Over the next 10 years, the strongest growth is indicated for skilled (5.7\% per year) and intermediate (6.0\% per year) level vocational qualifications. For intermediate vocational qualifications, the growth in demand is driven by management and professional occupations, while the growth in demand for skilled vocational qualifications is spread more widely across occupation groups.\textsuperscript{74}

There is a strong link between higher level qualifications and potential earnings. Investing in skills and training provides an opportunity to improve the historical legacy of low qualification levels that has an adverse effect on Māori employment during periods of economic volatility (such as the recent economic downturn).\textsuperscript{75} The Tertiary Education Strategy 2010-2015 stated New Zealand needs “more people to complete degrees”; however, increasing the number of

\begin{itemize}
  \item \textsuperscript{72} Department of Labour. (2011). p. 19.
  \item \textsuperscript{74} Department of Labour. (2011). p. 42.
\end{itemize}
people achieving higher level qualifications remains a key challenge.\textsuperscript{76} The provision of a qualification that promotes this strategy and meets the desire of some potential learner of gaining a business qualification is required (especially Māori and under-25s, who are identified target groups).

There is significant untapped potential in the Māori tourism sector and a need for more capability and capacity in Māori innovation, specifically in research, science and technology.\textsuperscript{77} It is predicted that by 2020, significantly greater demand will exist for workers who specialise in biotechnology, nanotechnology, new agricultural production methods, and intellectual property.\textsuperscript{78} Encouraging Māori to take advantage of these study paths should be a priority.

“We must ensure pathways of study, not only through our own organisations but also into other higher educational environments such as universities. This indicates that the programme of study must align with other business qualifications so that students have the opportunity to further their education via a prescribed and acknowledged pathway. Unless we can show an accepted pathway for a qualification, students will be severely restricted in their opportunities for further education resulting in piecemeal qualifications that have no combined value.”\textsuperscript{79}

NEW POSTIONS TURNOVER
In the next 10 years, the private sector service industries\textsuperscript{80} are forecast to expand and produce approximately 108,000 new jobs (49\% of the total number of new jobs). This is consistent with the growth we have witnessed in these industries in recent decades. Public and community services (health, education, government administration and other services) are projected to grow by 65,000 jobs. Almost half of these will come in health and community services driven by the ageing population.\textsuperscript{81}

While employment in the primary sector contracted in New Zealand’s recent history, it is forecast to increase over the next 10 years by 26,000 new jobs. The reason for this significant demand growth for New Zealand’s agricultural products, particularly dairy products, which makes up for the relatively high level of productivity growth we have assumed will occur in the primary sector.\textsuperscript{82}

\textsuperscript{77} Ibid.
\textsuperscript{78} Department of Labour. (2009).
\textsuperscript{80} Trade, accommodation, cafes and restaurants, transport, communications, finance, insurance, properties and business services.
\textsuperscript{81} Department of Labour. (2011). p. 39.
\textsuperscript{82} Department of Labour. (2011). p. 40.
Management occupations are projected to grow most rapidly over the next 10 years in both absolute (62,000) and relative (1.7% per year) terms. Professional occupations are expected to grow by 1.4% per year (58,000) followed by Technicians and Associate Professionals (1.3% or 39,000).

It is expected that employment and self-employment opportunities in the information, computer and telecommunications technology (ICTT) sector will increase as a result of the national broadband roll out. The Ultra-Fast Broadband initiative is designed to expand and develop New Zealand’s broadband services and will bring fibre optic technology to homes, schools, hospitals, marae and businesses. Ngā Pū Waea (the national Māori working group established to enhance meaningful and appropriate Māori participation in the Rural Broadband Initiative (RBI)) anticipates literally thousands of new jobs throughout the country, within construction, civil construction and the ICT sector, and also within the industries that support the sector. Jobs and new business creation will benefit the entire community and contribute to the national economy.  

The anticipated employment opportunity for Māori in the ICTT sector is also likely to grow as a result of the nation-wide roll-out of broadband. There will also be implications for support industries in the trades as well as professionals, and obviously in the ICTT industry itself. Transfield Services (an operations, maintenance and construction services business, operating in the resources, energy, industrial, infrastructure, property and defence sectors) has stated that it will need to hire 150 technical staff and about another 200 to 300 construction workers to complete about a third of the Ultra-Fast Broadband (UFB) contract. Philip Aldridge, CEO of InfraTrain NZ, expects that another 1500 to 2000 people will be required within 12 months for Rural fast broadband (RFB) and UFB construction. In order to fulfil their contractual commitments, the UFB and RBI providers need a workforce of both skilled and unskilled labour.

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Analysis of Current Workforce Capacity and Capability in Māori Business

According to The Department of Labour’s report for the 2005 Hui Taumata, since 1991 Māori employment growth has been the strongest in highly skilled occupations. Research consistently finds that Māori have higher income returns on their qualifications than non-Māori, and the gap between Māori and non-Māori earnings reduces as qualifications rise. Education and skill levels have a significant positive effect on Māori incomes and employment as well as the economic future of Māori. Therefore, a focus on improving the qualifications and skills of Māori is likely to result in major improvement in their economic wellbeing.

According to Rob McLeod, Chairman of New Zealand Business Roundtable, human capital is the most important economic asset that Māori own and that any efforts to assist Māori economic development are best aimed at expanding educational and training opportunities. Business and Economic Research Limited (BERL) goes further to say that resources such as assets, people and skills are what is required to realise Māori economic development. Māori entities that have clear structures in place and advanced levels of capability and the capacity to engage in the science and innovation sector, could unlock the potential improvement of Māori assets and enterprises.

BERL recognises that having the benefits of scale (size) in mind can help overcome some of the challenges that some entities face (eg, the capability to apply information, the expertise to manage risk, and/or the ability to engage proactively with those in the science sector). The benefit of Māori entities collaborating and the gains attributable to economies of scale is a factor that BERL says is worth exploring. However, it is unclear where the driving impetus would come from for the pursuit of this collaboration to succeed.

Because stakeholder focus varies from possession of assets (and the combination of assets held over a range of governance and management structures with varying degrees of scale, capacity and capabilities); to ensuring opportunities are available to whānau, hapū and iwi members, and a commercial return on investments is obtained – it is believed that a multidimensional approach needs to be undertaken when engaging in economic development, science and innovation and the Māori economy. What is required for a multidimensional approach is strong leadership, clear vision, as well as the capability and trust to engage with stakeholders in the Māori economy and science sector.

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85 Ibid. p.19. Maani (2002), Gibson (2000). Gibson found that a post-graduate qualification (compared with no qualification) raises annual earnings for Māori by 153%, compared with 77% for Pākehā.
88 Ibid.
89 Ibid.
90 Ibid.
Workforce issues and possible solutions/conclusions to address issues through the development of appropriate qualifications and training

WORKPLACE TRAINING

When it came to internal training and development, the Business Operations Survey 2012 noted only 9% of firms considered this as a factor for staff having insufficient skills for the job. This suggests that increasing training and development within the firm is considered ineffective for the skill issues firms are facing, or it could mean that the majority of firms in New Zealand do not value internal training and development given the return on their investment. 45% of firms said that providing training to staff was how their businesses were preparing for future changes. More highly educated workers were more likely to receive training than those with little education, and employees in more highly skilled occupations were also more likely to study or train than employees in less skilled occupations.

Workplace training is one way of improving or creating new workplace skills. For Māori already in the workforce, this is extremely important. A recent report from the Survey of Working Life found that 31% of employees had received some employer-funded education or training in the 12 months prior to the research taking place. Most courses were relatively short (between 1-5 days) and there was little difference between Europeans and Māori in rates of training participation. Employees with higher job tenure had higher training rates on average, but there was no clear evidence that tenure influences the likelihood of training once an adjustment was made for the effects of other factors. The more hours an employee worked, the more likely he or she was to receive employer-funded education or training.

In 2013, the summary report titled ‘A model for successful Māori Learners in Workplace Settings’ explored the drivers for workforce participation, career aspirations, expectations; and the enablers and barriers to participation, progression, and engagement of Māori in the workplace – particularly in industry training. A model for successful Māori learners was developed (Te Ako Tiketike) and included the following elements.

- **Personal commitment, attitude and motivation of the learner**
  
  Learners needed to have a high level of personal commitment and self-management in order to meet the various workplace, personal and training demands. They also need to be passionate about their chosen trade.

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92 Ibid.
93 Ibid. p. 32.
94 Ibid.
Tuakana-teina (peer mentoring, peer learning and role models)
The tuakana-teina model supports learners to develop a sense of belonging within their learning environment, and facilitates other support that learner’s may require, including academic and personal support.96

Connectedness (to the employer, colleagues and Industry Training Organisation (ITO))
Connectedness refers to the strength of relationship and reciprocal engagement between the learner and his/her employer, workmates and training organisation. Factors which can influence the experience of “connectedness” for Māori learners include communications styles (eg whether there is a high degree of kanohi ki te kanohi (face-to-face) and one-on-one communication) the degree of mutual understanding, respect and trust perceived by the respective parties; and the degree of cultural sensitivity/sensibility displayed by the organisation.

Whānau support and encouragement
Whānau are seen as being a huge motivational force, monitoring progress and keeping learners on track. Also, getting the whānau involved early on in the apprenticeship is key to getting learner participation, retention and completion.

Strong foundations for workplace learning (literacy, numeracy, and financial management).
Successful completion of course work required literacy and numeracy competence. More targeted literacy and numeracy assistance was identified as a key priority for Māori learners. Stakeholders supported strengthening existing literacy and numeracy programmes that accommodate key Māori cultural pedagogies such as tuakana-teina.

As a result of the project, the intention is for an industry training system that is more responsive to – and therefore better serves – the needs of Māori learners. Through a greater understanding of how Māori experience training and the factors that affect completion (either negatively or positively), ITOs are in a better position to take actions that address any existing barriers to completion, and to develop new systems and processes that can enhance completion.97

Due to the Christchurch earthquakes of 2010 and 2011, the rebuild of the city and surrounding area of Canterbury created an urgent need for particular skills. In response to this crisis, Ngāi Tahu established a Māori apprenticeship scheme, He Toki ki te Rika, which offers trade training programmes that provide highly skilled Māori trade leaders with the chance to assist in the region’s rebuild. This programme is unique in its structure – an iwi-led partnership between Ngāi Tahu, the Christchurch Polytechnic Institute of Technology and Hawkins Construction, with support from Te Punui Kokiri, the Tertiary Education Commission.

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and the Ministry for Social Development. So far more than 350 Māori have taken part in the programme. In recognition of this special achievement, Ngāi Tahu received the Business Recognition Award in 2012. The Māori Business Recognition Award showcases the success of an existing Māori-based business making waves nationally and internationally.

Training leads people back into employment and into a variety of industries. Those whānau and other members receiving training can become skilled and contribute professionally to an industry.

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99 Ibid.
5. TARGET MARKET

Learner profile

The Learner Profile section of the Business Needs Analysis makes a statement about the needs of learners being diverse. The different types of learners that are listed on page 14 of the Needs Analysis are particularly useful when developing appropriate programmes towards a qualification in Māori Business and Management.  

The learners, who undertake a New Zealand Certificate or a New Zealand Diploma in Māori Business and Management, may or may not necessarily:

- speak te reo Māori
- fully grasp Māori concepts such as tikanga, or
- have knowledge about Māori businesses/organisations.

Nevertheless, they are willing to learn the different functional areas within a business and how they fit together, and why the philosophies and operations of Māori businesses differ from that of other businesses.

Students, who choose to complete a Māori Business and Management qualification, are likely to fall into one of the following categories:

- are wanting to either gain a full business qualification prior to entering the workforce
- are already in the workforce and wish to gain or finish a full Māori business qualification to advance their careers
- need up-skilling in a specific area
- are involved with their marae, rūnanga, ahu whenua trusts or other Māori organisation, and require specific skills for their role(s), or
- are considering setting up their own business.

Whatever their reasons are, it is important that the needs of the different target markets are taken into consideration when developing programmes for these qualifications.

Additionally, the Level 5 qualification is a point of difference to a generic business qualification in that students will attain business knowledge and skills founded on a view of the world that is distinctly Māori. It is this Māori worldview that will benefit New Zealand businesses to enhance business operations and subsequently the New Zealand economy. As such, this qualification should be quality assured under NZQA’s Mātauranga Māori Evaluative Quality Assurance model. Training providers could be encouraged to offer programmes which have been endorsed with the Mātauranga Māori Quality Assurance Mark. This pathway will help

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101 Ibid.
102 Ibid.
advance the use of mātauranga Māori and meet the needs and aspirations of ākonga, their whānau, hapū, and iwi; and is vital if we are serious about accelerated Māori learner success.

A key area that requires further consideration, is determining sufficient supply and demand for a ‘specialist’ qualification at Level 6 in Māori Business and Management. There was a lack of time in the research to provide evidence of the ‘need’ for a separate qualification at this level; however, there are indications that the need exists. This requires further research and analysis, supported by empirical data. If the need is shown to exist, such a qualification should (if the indications are supported) include business outcomes relating to science, innovation, and technology.

It is evident, however, that a Māori Business and Management strand in the Level 6 National Diploma is needed. Such a strand would provide an educational pathway for people (predominantly Māori) to continue on from the Level 5 Māori Business and Management qualification (and qualifications in Māori Governance104), whilst allowing them additional studies in Business at Level 6. If Māori are going to continue managing multi-million dollar assets, winning multi-million dollar contracts (including government contracts), working globally, and creating wealth to enhance the social development of iwi, hapū, whanau and hapori – then Māori need to be able to work and lead at strategic, management and governance levels. A Māori Business and Management strand in the Level 6 New Zealand Diploma would go some way to providing Māori with the skills and knowledge to do so.

This Level 6 strand will also allow non-Māori (particularly those who engage, or wish to, with Māori and Māori organisations – public sector organisations for example) an option to study in an area that may be foreign to them. Non-Māori must also understand and work with/within Māori Business, especially if Māori Business (and its continued success) is such an important piece of the New Zealand economy. The Level 5 qualification and the Level 6 strand could be used as stepping stones to non-Māori and Māori working together and working better together, creating a stronger New Zealand economy.

Furthermore, this qualification strand will build on the skills and knowledge required to achieve business and organisational objectives at a strategic level and enhance the performance and productivity of organisations utilising a broad range of business skills underpinned by Māori practice and concepts. This qualification will benefit people who are or aspire to be current managers and owners of small, medium and large organisations including whānau, hapū, iwi and Māori communities seeking career advancement in organisational and

104 For further information, refer to the Literature Review and Needs Analysis for the Governance Māori Qualifications Review. Te Wānanga o Aotearoa / NZQA Māori Qualification Services Project Management Team. June 2012.
business management in a bi and multi-cultural environment, as well as those who interact with Māori and Māori businesses – Māori and non-Māori alike.\textsuperscript{105}

The Level 5 qualification and Level 6 strand should encourage training providers to create programmes that examine the business aspects of Māori in business, but graduates should have knowledge of te reo Māori and tikanga Māori so they can engage fully with Māori and Māori organisations. Tikanga and reo must be implicit (or explicit where appropriate – eg wānanga, marae-based PTEs, Māori PTEs) aspects of the qualification for it to be uniquely and genuinely Māori, and to provide context; however, they should not create barriers to achieving Māori business qualifications.

The economic wellbeing of Māori depends on the health of the New Zealand economy. New Zealand’s economic performance is as important to Māori as non-Māori. By enhancing Māori economic prosperity and productivity, we contribute to the Government’s goal to grow New Zealand’s economy.\textsuperscript{106} To enhance Māori economic prosperity and productivity, we must enhance the skills and knowledge of its greatest resource – its people.

**Specific issues related to Māori learners**

In September 2004, the fourth Hui Taumata Mātauranga focused on the views of rangatahi, young Māori learners. Of the several themes explored, relationships for learning (as well as being Māori) were given particular emphasis. In terms of these ‘relationships for learning’, three sets of relationships were identified as being of the most important for rangatahi: relationships with teachers, peers, and whānau.

Where there is a positive relationship between teacher and student that went beyond the narrow tasks of information transfer and included a genuine interest in a person, it creates a climate more conducive to learning. The success of this relationship depends on clear communication, mutual trust and respect, and a sense of equality.\textsuperscript{107} This approach to learning is expressed through the concept ako, which recognises the knowledge that both teachers and learners bring to learning interactions and affirms the value of collective learning approaches\textsuperscript{108} (equally important are the teacher’s knowledge of a subject and their delivery of information). A student’s decision to study a qualification in Māori Business and Management may be influenced by the credibility of the staff teaching the programme and

\textsuperscript{105} New Zealand Qualification Authority (2013). Application for New Zealand Diploma in Business with Strands in Accounting; Administration and Technology; Māori Business and Management; Management and Leadership (Level 6). NZQA, Wellington.


\textsuperscript{107} Durie, M. (2004). pp.4-5.

their reputation as subject matter experts. This, as well as location, will have an impact on which service provider a student enrols with.

Relationships with peers were also considered important. Students who want to learn contribute to each other’s success. The Business Needs Analysis has highlighted that there is a very low usage of national qualifications, including the Māori Business and Management strand within the National Diploma in Business (Level 5) [Ref: 1498]; however, Tertiary Education Commission (TEC) data shows several qualifications offered by wānanga with strong course enrolment and completion figures.109 A student’s decision to enrol with a wānanga may be influenced by the learning environment and being surrounded by peers who all aspire to the same thing – to reach their potential in a safe environment and come out with a tohu (qualification)! These students may also be attracted to the te reo Māori and tikanga component that a wānanga offers.

Research suggests whānau relationships are equally important because of the potential of whānau for improving educational success. The encouragement received from whānau members could make the difference between persevering with studies or abandoning them altogether. Where whānau encouragement was not forthcoming, learners felt less inclined to aim high. Therefore, whānau expectations, including self-motivation, are crucial in shaping pathways to success.110

More targeted literacy and numeracy assistance was identified as a key priority for Māori learners in the industry training.

**Specific needs of whānau, hapū, iwi, and hapori**

The whānau unit is the fundamental building block of Māori society and is recognised by government as vital to the economic and social well-being of all Māori.111 Māori organisations/businesses have a responsibility to whānau, hapū and iwi to succeed, prosper, and maintain cultural integrity. They can help communities by providing employment, training, and/or education grants; caring for the land; as well as contributing to their well-being (and that of whānau, hapū, and iwi) economically, socially, environmentally and culturally. What we are seeing more of is the emergence of iwi-specific strategies to accelerate the development of whānau capability.

The principles, values, tikanga, knowledge and skills offered in a Māori Business and Management qualification must stem from mātauranga Māori. The Māori Business Qualification Working Group recognises that this pathway will help advance the use of

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110 Ibid. pp.5-6.
111 Ministry of Health (2002); Families Commission (2011)
mātauranga Māori and meet the needs and aspirations of ākonga, their whānau, hapū and iwi. Furthermore, there is a strategic need for people with the knowledge and skills of Māori Business qualifications for the benefit of whānau, hapū, iwi and hapori; people who are seeking career advancement in organisational and business management in a bi and multi-cultural environment.112

**Recognition and transfer of skills across employers/borders etc (especially for Māori)**

Treasury have identified a number of ways organisations can increase their employees’ skill levels. These include:

- “buying in” skilled people
- funding formal training
- providing informal on-the-job training
- making it easy for employees to exchange knowledge informally, and offering incentive schemes.

Skills development can also be built into an organisations practice, for example, job rotation and the use of “trainee” or “assistant” positions.113

Self-training and on-the-job training and experience are important ways people can accumulate skills and knowledge. With such training, people who did not receive formal education have another chance to obtain the skills they need to perform better and be more adaptable. Research suggests that Māori have the same incidence of training and may receive even more intensive training than Pākehā workers.114

Employers look for a range of skills in people, many of which are common to a number of different career areas. Those most frequently mentioned include written communication, verbal communication, flexibility, persuading, teamwork, leadership, planning and organising, investigating, analysing and problem solving, numeracy, computing skills and developing professionalism. These transferable skills can be acquired and developed in any area of one’s life, and can transfer to other areas. For Māori who don’t have the skills in specific employment areas, they could utilise the skills they develop from other areas of their life (eg their role on marae, organising hui, and/or in sports activities). However, sometimes Māori are put into positions (on boards, rūnanga, iwi development groups, iwi treaty claims groups etc) without the skills necessary to fulfil them (often involuntarily). Whether the position in the entity is as a trustee (for an Ahu Whenua Trust or Whānau Trust, as examples) or as an advisor (Māori, iwi, hapū, or whanau etc), key governance skills and capabilities are required.

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112 Māori Business Working Group Hui. 28 August 2013, Wellington Airport.
114 Ibid.
Some of the Māori Land Court district offices offer trustee training programmes to ensure that new trustees understand their roles and responsibilities.\textsuperscript{115}

“…any board needed qualified people with capabilities…”\textsuperscript{116}

While it is essential that we have high performing educational institutions that produce skills that are relevant to New Zealand, the key will be having workplaces and an economy that fully utilise these skills through providing highly productive jobs.


6. FUTURE NEEDS

Demand for skills and knowledge, and barriers to accessing learning

According to research undertaken by BERL on behalf of the Māori Economic Taskforce, science and innovation will play a critical role in the future of economic development of the asset base of the Māori economy. According to BERL, the science and innovation effort is not delivering the outputs needed to transform the Māori economy for the following reasons:

- the scope of science and innovation being unclear to Māori entities (therefore many Māori entities lack an understanding of the science sector and the value it can add)
- the science sector lacks an appreciation of the initiatives currently being undertaken by Māori entities and the consequent potential the science sector could add to advance these
- key networks and/or contacts are not known by both parties
- communication and engagement methods are often not suitable and/or effective.¹¹⁷

Given the concentration of the Māori economy in land and natural resources, communication and engagement between the science sector (and more widely, innovators) and Māori is important; however, what is even more critical is that both parties are reciprocal in their arrangements, their philosophies, and their practices. Understanding science and innovation will assist players in the Māori economy to improve the returns and sustainability of activities in their sectors of interest. However, one of the barriers that have been identified is the limited number or researchers in leadership positions to prompt entities to get involved in the science and innovation sector.¹¹⁸

The realisation of the potential opportunities that exists if the national science and innovation effort was aligned to meet the needs of the Māori economy requires an education and training effort that will build a closer relationship between the requirements of industry, enterprises and asset owners. Access to education and training is crucial including the appropriate skills and knowledge to find employment matching the skills required by industry and entrepreneurs to realise the potential opportunities. BERL believe that this investment and engagement needs to be undertaken over the long-term. They advocate that this investment should occur across the whole spectrum of skills, from foundation skills through to specialist higher skills.¹¹⁹

Despite the potential opportunities that lie ahead, the reality is that the educational and skills development of Māori are not aligned to the investments and assets owned by Māori. The Māori asset base is mainly focussed on the primary and trade sectors, while Māori people are increasingly employed in the domestic and service sectors. Improving participation in tertiary

¹¹⁸ Ibid.
¹¹⁹ Ibid. p. 31.
study must be a key driver of change, as it increases the skill sets and career prospects of Māori, with flow-on benefits for the economy, society and the individual. Human capital is our greatest resource and improving the skills, training and qualifications of Māori is paramount. Those with higher education levels are more likely to participate in the labour market, face lower risk of unemployment and redundancy, and have greater access to further training.

**Future focus for Māori business related employment or community contribution**

As a result of the resources being returned to Māori through the settlement of historical Treaty of Waitangi claims, they are being used to contribute to the economic development of a number of, but not all, iwi. Historical settlement redress can be comprised of cash payments, land, and/or other physical assets such as commercial property. These settlements can be used as the capital base to set up enterprises, and iwi assets or resources can be utilised to fund their entrepreneurial opportunities. Optimising the economic returns on these assets requires business, management and governance skills and highlights the importance of investing in human capital.

With the utilisation of existing tribal resources, there are opportunities for iwi-based (and other Māori) enterprises to work with ITOs, to identify and develop the skills they need in sectors with a large Māori commercial presence and workforce. The fishing and forestry sectors are good examples of this. The proportion of Māori who owned and operated full-time businesses doubled over the 15 years from 1981 to 1996. Approximately 60% of the fishing industry is controlled by Māori. It is anticipated over the next few years, a high percent of the New Zealand forest will be controlled by Māori. Māori in the Bay of Plenty region own some $2 billion of forestry assets and are set to have a substantially larger role and influence in the future of New Zealand forestry. They will be major enterprises and very capital intensive, and also in a good position to provide jobs. The forestry industry has already supported around 1,800 full time equivalent jobs of which 16% (281 FTEs) were Māori.

However, majority of Māori wage and salary earners work in businesses owned and operated by non-Māori. Research undertaken by BERL in the Bay of Connections Region (Bay of

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121 Department of Labour. (2009).
Plenty) has shown that the majority of the Māori contribution to the economy in this area has come from salaries, wages and consumption from industries such as low technology manufacturing, tourism, construction, retail and hospitality. There are also young Māori demographics in the area which is important to the Bay of Connection’s future labour market participation and productivity.\textsuperscript{127} The employment practices of these businesses and how much they invest in their staff will play an important part in the economic development of Māori over the next 20 years.\textsuperscript{128}

The most significant contribution to Māori economic development over the next 20 years is likely to come from improving the education and skills of Māori people. Analysis by Te Puni Kōkiri shows that Māori participation in New Zealand’s GDP has lifted significantly from $2.6 billion (or 1.96\%) in 2003 to $8.3 billion (or 5.35\%) in 2006 ($10.3 billion in 2010). There are opportunities to build on this significant growth. Vital to Māori economic development is improving the education, skills and training of Māori (human capital is the greatest resource for Māori).\textsuperscript{129} The well-known proverb is as true here as elsewhere: “\textit{He aha te mea nui o te ao? He tangata, he tangata, he tangata}”.\textsuperscript{130} There is scope for Māori to utilise, build on and develop their own institutional arrangements within the context of the wider institutions in New Zealand, but it is also important that these institutions are dynamic and responsive to changing conditions and opportunities.

Some of these opportunities include diversification of land portfolio management where agriculture and horticulture are being supplemented with commercial and residential property developments.\textsuperscript{131} Other investments have been on regional projects such as the ‘Sustainable Māori Tourism in Tai Tokerau’. The aim of the project is to set up Māori tourism ventures which are economically, environmentally and culturally sustainable for Māori.\textsuperscript{132} The future potential of the Māori economy in the wider Bay of Plenty region ranges from health and education to forestry and energy, aquaculture and horticulture to freight logistics and sport and recreation.\textsuperscript{133} But such opportunities must be supported by Māori qualified to ensure their ongoing (inter-generational) success, which necessitates Māori with higher level qualifications. Improved skills and training results in increased productivity and economic returns.\textsuperscript{134}

\textsuperscript{127} BERL (2012). p. 32.
\textsuperscript{128} The Treasury (2005). p.25.
\textsuperscript{130} The Treasury (2005). p. 34.
Creating employment opportunities and contributing to Māori development and advancement will remain an important goal for Māori enterprises. Other goals include the ability to sustainably develop assets, build capital, and allow investment and further development.

**Information/trends/demand that may support the need for future qualifications or particular skills sets**

There is a growing understanding and considered effort associated with business and management processes and systems, namely:

- governance and management policies and roles
- business planning
- financial modelling and forecasting
- due diligence
- strategic planning
- appointing skilled persons
- developing measures for values and tikanga
- building excellent relationships with external parties.

Many Māori entities, particularly those with a commercial function, face specific challenges with regard to these processes and systems. These include:

- marrying tikanga Māori with modern business concepts and objectives
- achieving dual legitimacy in terms of tikanga Māori and the New Zealand legal system
- achieving a balance between commercial management skills and traditional leadership skills
- balancing stakeholder involvement in decision-making with the need to minimise transaction costs and respond promptly to opportunities and risks
- weighing the demands of current members against the need to retain and improve capability to meet the requirements of future generations
- reconciling dual accountabilities to their constituency and the Crown, where these exist.

In response to such challenges, Māori organisations have adopted a range of governance, management and reporting arrangements. This diversity is highlighted in two reports produced by Te Puni Kōkiri and the Federation of Māori Authorities (FOMA), case studying successful Māori organisations. These reports note the importance of taking a skill based approach.

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135 Te Wānanga o Raukawa, Te Wānanga o Awanuiarangi and Dr Manuka Henare of University of Auckland have or are developing a variety of models and methodologies to measure tikanga and community/cultural values.


137 Ibid.
approach when selecting people for governance positions, as opposed to hiring whānau without these skills. A common matter that came through strongly in the research is the need to have people with the ‘right skill sets’ for governance, financial, and management roles. While some choose to take extra studies to up-skill in an area that they may be lacking in, others argue that it really comes down to experience and knowledge. What is important, however, is the need for Māori organisations to have succession plans in place, ensuring that they attract and retain a pool of talented and committed people. This presents an exciting opportunity for people to be trained and mentored so they are capable of assuming and performing executive and senior management roles in these organisations.

Te Tumu Paeroa (the New Māori Trustee), also believes that human capital is the most important economic asset owned by Māori. They recognise this value so much so that they are working with others to develop Māori talent at a governance, management and leadership level. An opportunity has been created where 35 senior Māori business leaders are selected to attend Stanford University for a week, where participants hear from the world’s best in strategic and people development, with the intention that those business leaders will be able to make a significant impression on the Māori economy upon their return. Many of the participants stated that there is a strong need for Māori innovation for the benefit of the Māori economy.

Putting the resources into developing adept leaders means that Māori are better placed to look for opportunities to enhance returns to whānau, hapū and iwi for their well-being. CEO of Poutama Trust, Mavis Mullins believes that the key to businesses remaining competitive is leadership and effective business organisation. She cautions, “You’re never going to really be able to make a difference if your strategies and structures aren’t well aligned”.

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140 Ibid. 
Development of Māori talent at a governance, management and leadership level is however happening at a local level. The Māori and Indigenous Governance Centre (Te Mata Hautu Taketake) has been established to assist in improving governance and leadership among Māori organisations. The aims of the centre are: to seek collaborative research partnerships with Māori and other key stakeholders on Māori governance; research and report on Māori governance best practice models, practices and institutions; learn from Indigenous governance experiences globally as well as sharing Māori successes; work with Māori organisations to evaluate and report on their current governance effectiveness and enhancement for the future; and provide practical training for Māori and non-Māori who work in or with Māori governance organisations.¹⁴³

A recent positive development in this area is the development of two Masters-level courses in strategic business management directly aimed at Māori – one by the University of Waikato, the other by the University of Auckland. While it is too early to evaluate their success, it is encouraging that such courses are being provided and are reasonably well attended.

Technology has also created an increasing demand for particular types of skills and capabilities. These include the skills to create or adopt new technologies, the entrepreneurial and management skills to identify and implement new opportunities, and the skills to work effectively in new forms of organisation.¹⁴⁴

Given the link between innovation and export, Māori enterprises are concentrated in export-oriented areas of primary production and processing (about 60% of Māori commercial assets are reliant on international trade).¹⁴⁵ A recent report notes that Māori individuals and organisations have proven adept at developing innovative products and services in their areas of competitive advantage, and highlights examples of innovation by Māori businesses. The innovation challenge for Māori enterprises is no different to other New Zealand firms and that is to identify, develop and commercialise new products and approaches. However, ideas alone are not enough. They need to be complemented by other skills, such as marketing, and access to capital. Networks and relationships are also often critical in this process. This is where Māori have unique opportunities to create networks and work collaboratively through their tribal structures. However, it is also important that they look more widely and form collaborative, mutually beneficial partnerships with other non-Māori commercial and research organisations, both within New Zealand and overseas.¹⁴⁶ Māori enterprises are increasingly able to play their part as a significant export earner for New Zealand and more support is required to take Māori enterprises to the world.¹⁴⁷

Leadership and management are as important for Māori commercial entities as for other businesses. Improving the managerial expertise of managers and owners of Māori authorities has been identified as a key way to improve their profitability and their ability to meet cultural and social responsibilities.\textsuperscript{148} Mavis Mullins, CEO of Poutama Trust says that leadership and having effective strategies and structures in place is crucial.\textsuperscript{149}

BERL asserts that while the Māori economy in 2010 is substantial and growing, it is underperforming. There are large tracts of Māori land that is considered unproductive and do not have administration, and are therefore lying idle. The change required to governance and/or management structures is evident, including the ability to communicate with the many stakeholders and build long-term relationships. According to BERL, improved governance, management, communications and capabilities can arise through collaboration with exemplar enterprises in the Māori economy.\textsuperscript{150}

Understanding the value of science and innovation will improve opportunities for a variety of stakeholders in the Māori economy. Having the appropriate skills, education and training ensures that when opportunities arise, people are able to take advantage of them. BERL claims that a highly skilled workforce is more resilient to change and has the ability to successfully transition between jobs and careers as the labour market and employment conditions change.

Māori employers are faced with the challenges of gaining access to credit and business lending and science and innovation funding. Furthermore, they want to employ skilled staff with the right qualifications and experience.\textsuperscript{151}

\textbf{Future business direction and workforce needs in respect of the broader context and importance of Māori Business}

Treaty settlements and improved education opportunities have provided Māori with an opportunity to become more active partners in making investment and planning decisions for their future workforce. Being able to “pull their own levers” means they will require more knowledge. In particular, skill sets of Māori need to be better aligned to the new and growing areas of economic opportunity (directly or indirectly influenced by Māori) that are opening

\textsuperscript{148} Kingi, Lawrence, R and Parker (1999).
up. Treaty settlements have also added to the asset base, which has also been coupled with the increase in the number of Māori employers and self-employed individuals.\footnote{Ministry of Business, Innovation and Employment. \textit{http://www.dol.govt.nz/services/LMI/maori/index.asp}}

Statistics New Zealand’s report to the Hui Taumata\footnote{Māori Economic Taskforce (2010). \textit{The Context for Māori Economic Development}. Te Puni Kōkiri, Wellington. Available from \textit{http://www.tpk.govt.nz/en/in-focus/archive/taskforce/econdev/}.} details projected changes in the Māori population over the next 20 years. Some of the most significant changes for economic development are:

- Māori are expected to make up a greater proportion of the total New Zealand labour market over the next 20 years. However, this will not happen to the extent that some commentators have observed.
- Māori will increase their share of the total working-age population from 14% to only 16% over the 20 years between 2001 and 2021.
- Māori of working age (15 to 64) are expected to increase from 60% of the Māori population in 2001 to 62% in 2021 (assuming age participation rates stay constant).
- Māori labour force participation rates in 2021 are expected to be slightly higher than those of the total New Zealand population. Continued improvements in Māori labour force participation could widen this gap further. This is good news, because more Māori of working age most likely means more Māori working and earning, thus contributing to improved economic wellbeing of Māori individuals, households and communities.
- Most of the increase in the Māori working-age population will be in the 40 to 64 age group. The number of people in this age group will increase by 62% between 2001 and 2021, whereas the number of Māori aged 15 to 39 is expected to increase by 19%. This is an important point, because people who will be in their 40s, 50s and 60s in 2021 are already of working age now. This suggests that work-based training and lifelong learning will be particularly important in improving the skills and qualifications of Māori.
- The largest increase in the number of Māori aged between 15 and 24 years will occur before 2011, six years from now.\footnote{As reported in 2005.} This is the age range during which people typically enter tertiary education, training or employment. This suggests that the education policies in place now and in the immediate future will have the greatest impact on the skills and qualifications of the increasing numbers of young Māori entering the labour market.
- Although Māori fertility rates are higher than those of the New Zealand population as a whole, the Māori population is still ageing (just not as quickly as the general population). The number of Māori aged 65 and older is expected to treble between 2001 and 2021, increasing from 3% to 8% of the Māori population over this period. In

contrast, children will decrease as a proportion of the Māori population, from 37% in 2001 to 30% in 2021. This latter trend may have implications for the labour force participation of Māori women in future.

- By 2021, the median age of the Māori population will be 27, compared to 43 for non-Māori. As noted above, there is a link between age and earnings. Younger people tend to earn less on average, because they have built up less skills and experience in the labour market, or because they are studying rather than working full-time. As people get older, their earnings to increase as their skills and work experience accumulate. When people retire, they tend to earn less again, as they rely on savings, investments and state-provided superannuation. The difference between the earnings of non-Māori and Māori is likely to change as a result of the differences in the age structures of the two populations. This highlights the importance of adjusting for age when comparing the earnings of different groups.\(^{156}\)

Looking towards the future, BERL believes that a move towards creative industries in science and innovative techniques in management, processes and sustainable resource use will be necessary for Māori human capital development and productivity growth in the Māori economy. Lifting the returns from Māori assets in these applications requires ‘courageous leadership to not only see the potential, but to also help remove the obstacles in the way of its realisation’.\(^{157}\) “Leveraging and growing the $37 billion Māori asset base through science and innovation is going to make a significant impact on the New Zealand economy,” said Gavin Mitchell, IRL’s Industry Engagement General Manager.\(^{158}\) In any case, retention of the special character of Māori business and what it is that defines the ‘Māoriness’ of any venture needs to be considered alongside pathways to growth.

Furthermore, BERL has identified on a broader level the potential for small uneconomic land holdings to be brought into production and alternative uses for marginal land – given that a large proportion of Māori land (predominantly comprised of small holdings) is deemed uneconomic due to a lack of access to water, roading, or other services. This is often accompanied with poor governance structures in place or no administration.\(^{159}\)

A potential growth area for many Māori entities is in aquaculture. Māori are interested in getting involved in different parts of the fisheries value chain – for example, growing, marketing, processing, transport and logistics and selling. With the government announcing the aquaculture sector as a priority area for economic growth and a sustainable $1 billion sector by 2025, it is important that research and innovation is transferred into successful

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commercial enterprises that sell seafood products in order for the sector to grow successfully. Approximately 66% of New Zealand aquaculture is exported. The challenge however is the large capital investment required to invest in these ventures and undertake science and innovation related to aquaculture.\textsuperscript{160}

A number of Māori entities are also involved in the exploration and utilisation of natural resources, particularly ironsand mining and aggregates. Their involvement ranges from providing resource access to power generation, exploration and extraction companies to providing equity, and undertaking joint ventures and partnerships. Where the potential for greater involvement lies is in petroleum, oil and gas exploration offshore and mining above and below ground. However, it is difficult for Māori to reconcile their need to take care of their natural resources and creating wealth by investing in industries that negatively impact on those resources. BERL notes that the innovation effort (whether it be targeted science investigation, or wider R&D activities) will be critical in attempts to efficiently use, as well as maintain and enhance, increasingly scarce and valued resources.\textsuperscript{161} Māori are also considering moving into a more active role in the wood processing industry.

The building of strategic relationships/partnerships will be central to the global economy of the next generation; therefore it is vitally important that efforts are being made to develop Māori talents at a governance and leadership level. The Māori Economic Development Panel has stated that Māori economic growth requires an approach that is specifically tailored to Māori. With this in mind, they have developed a new approach that enables and supports Māori to participate as equal partners in New Zealand's economic development. There are two aspects to this approach – whānau-centric based and Māori Inc.\textsuperscript{162}

A whānau-centric approach recognises whānau as the foundation of the Māori economy and culture, the lead they take in decisions that affect their lives, and in delivering services that affect the community. Examples of this type of approach include strengthening whānau participation in mainstream education by supporting individual students’ achievement and career planning, as well as promoting a Māori worldview of knowledge, the curriculum, and the overall approach to teaching.

Māori Inc is a concept that brings together ‘actors’ (such as trusts and incorporations, small to medium enterprises, iwi and collectives, self-employed Māori, and other key influencers) who comprise the Māori contribution to the economy and whom influence the way Māori conduct themselves in the economy.\textsuperscript{163}

\textsuperscript{160} Ibid.
\textsuperscript{161} Ibid. p. 15.
The vision that the panel has for Māori economic development is for whānau, hapū, iwi and enterprises to seek opportunities to sustainably develop their own resources (human and natural) to improve Māori economic performance. They have outlined six goals to lift the Māori contribution towards the economy by 2040:

- greater education participation and performance
- skilled and successful workforce
- increased financial literacy and savings
- government in partnership with Maori, enables growth
- active discussion about development of natural resources
- Māori Inc as a driver of economic growth.

Each goal has recommendations that are either additional improvements of existing activities or require significant changes.\(^{164}\)

7. APPENDIX 1: UNDERSTANDING REGIONAL LABOUR MARKETS – NGĀTI AWA CASE STUDY.

In 2006, the Department of Labour worked with the Ngāti Awa iwi based in the Eastern Bay of Plenty, to investigate the local labour market conditions for Ngāti Awa, as well as for Eastern Bay of Plenty Māori generally. The objective of the case study was to develop a ‘hands-on’ approach to labour market information which would explore the differences in labour market conditions between sub regions that are combined to form larger geographical regions within New Zealand. One of the outcomes of the case study is to develop a 25 year strategy with a key aspect of the strategy focusing on improving the skills and well-being of Māori through increased education.

A summary of the key findings are as follows:

- compared to all Māori, Ngāti Awa has relatively high educational achievement levels
- training courses in the Bay of Plenty are offered for most high-demand occupations and there may be scope for a larger number of relevant courses to be run locally
- labour market outcomes for Māori in the Whakatāne district and the Eastern Bay of Plenty area are not as favourable for Māori at the regional and national level
- Ngāti Awa has labour market outcomes similar to Māori nationally and performs better than other Māori groups in the Bay of Plenty and Eastern Bay of Plenty area with labour market opportunities that could further develop Ngāti Awa’s human and capital asset resources
- several studies on economic development in the Bay of Plenty and Eastern Bay of Plenty have been conducted recently, generally at a high level of aggregation and based on a national and international economic outlook, these studies suggest that paper, pulp and beef production do not have high growth potential, although the latter still remains a steady performer
- industries such as kiwifruit, niche dairy, tourism and education services have more potential
- at the national level, the sorts of assets and investments owned by Māori, and the skills and capabilities of Māori people appear to be moving in different directions, with the former more focused on the primary sector (eg agriculture and forestry), and the latter more on the services sector
- the analysis, together with the industry focus of Ngāti Awa’s investments and assets meant that a range of industries of specific interest to the Iwi could be created including information on the most frequently occurring occupation groups in these industries.

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Occupations associated with industries of specific interest to Ngāti Awa include:

- farm managers and workers, nurses, teachers and tutors, caregivers, builders and trades people
- occupation groups associated with industries that typically feature in the Eastern Bay of Plenty economy were identified noting that the region requires relatively high numbers of pulp and paper workers, fitters and turners, various trades workers, machinery mechanics and social workers
- there is also demand for more broad occupation groups such as administrative staff.

Economic activity:

- the number of employees in the forestry and wood processing sector has decreased significantly in the Eastern Bay of Plenty over the last five years
- in comparison, national employment growth in the sector has been strong
- the national outlook for the sector is mixed as the key products - paper and pulp - are on a downward demand trend. However, in other regions there appears to be opportunities to diversify the timber industry
- the skills of workers in a labour market tend to be collected in occupational terms, while the range of opportunities for future employment growth are expressed in industry terms.

Table 1: Occupations of interest to Ngāti Awa – A quick overview

<table>
<thead>
<tr>
<th>Key Occupation</th>
<th>Main industry</th>
<th>National Indicators</th>
<th>Local Indicators</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>National Employment growth 01-05</td>
<td>Vacancy Fill Rate</td>
</tr>
<tr>
<td>Dairy Farmer/Farm Worker</td>
<td>Dairy Cattle Farming</td>
<td>5.9% n/a</td>
<td>5%</td>
</tr>
<tr>
<td>Registered Nurse</td>
<td>Hospitals (except Psychiatric Hospitals)</td>
<td>2.8% 58%</td>
<td>6%</td>
</tr>
<tr>
<td>Care Giver for the Aged</td>
<td>Accommodation for the Aged</td>
<td>4.6% 65%</td>
<td>15%</td>
</tr>
<tr>
<td>Heavy Truck or Tanker Driver</td>
<td>Road Freight Transport</td>
<td>4.7% 55%</td>
<td>22%</td>
</tr>
<tr>
<td>Early Childhood Teacher</td>
<td>Preschool Education</td>
<td>7.7% 43%</td>
<td>8%</td>
</tr>
<tr>
<td>Electrician</td>
<td>Electrical Services</td>
<td>5.6% 30%</td>
<td>7%</td>
</tr>
<tr>
<td>Pulp mill Production Worker</td>
<td>Pulp, Paper and Paperboard Manufacturing</td>
<td>-5.0% n/a</td>
<td>40%</td>
</tr>
</tbody>
</table>
Motor Mechanic

<table>
<thead>
<tr>
<th>Occupation</th>
<th>Percentage 1</th>
<th>Percentage 2</th>
<th>Percentage 3</th>
<th>Category</th>
<th>Change</th>
<th>Status</th>
</tr>
</thead>
<tbody>
<tr>
<td>Automotive Repair and Services</td>
<td>5.2%</td>
<td>43%</td>
<td>6%</td>
<td>Engineering, trade &amp; related</td>
<td>Decline</td>
<td>Yes</td>
</tr>
<tr>
<td>Social Worker</td>
<td>4.5%</td>
<td>52%</td>
<td>24%</td>
<td>Society and Culture</td>
<td>Increase</td>
<td>Yes</td>
</tr>
<tr>
<td>Machinery Mechanic</td>
<td>3.9%</td>
<td>21%</td>
<td>8%</td>
<td>Engineering, trade &amp; related</td>
<td>Increase</td>
<td>No</td>
</tr>
<tr>
<td>University and Tertiary Lecturer or Tutor</td>
<td>5.1%</td>
<td>48%</td>
<td>9%</td>
<td>Education</td>
<td>No growth</td>
<td>No</td>
</tr>
</tbody>
</table>

Note: The ‘fill rate’ is the proportion of vacancies included in the Department of Labour’s Survey of Employers who have Recently Advertised sample which were filled with an adequately qualified and experienced person within ten weeks of advertising. Most of these occupations are experiencing skill or labour shortages.

Training:

- training courses within the Bay of Plenty are being offered for the majority of occupations on the list however, there may be scope for a larger number of relevant courses to be run locally
- over half the people working in these occupations in 2001 held post-secondary school qualifications
- only about 16% of the Eastern Bay of Plenty Māori working age population had post-secondary school qualifications at the time of the 2001 Census. While this includes people not working, it highlights the need for an increase in educational qualifications for Māori in Eastern Bay of Plenty to reach the standards generally required in this selection of jobs
- four occupations experienced growth in job vacancies in Eastern Bay of Plenty; caregiver, social worker, electrician and machinery mechanic which suggests that recruitment conditions have become more difficult for employers in these occupations, which could be due to growth in demand for the occupations, or fewer available people with the required skills and abilities.
8. APPENDIX 2: BUSINESS RECOGNITION AWARD

The Māori Business Recognition Award showcases the success of an existing Māori-based business making waves nationally and internationally.\textsuperscript{166}

2011

\textbf{Ngāti Whātua o Ōrākei Māori Trust Board (now known as Ngāti Whātua Ōrākei Trust Ltd)}

Ngāti Whātua o Ōrākei Māori Trust Board received the Special Recognition Award for excellence in tribal strategic thinking, planning and implementation with regard to business education and contribution to the spiritual, social and economic betterment of the Auckland region. This organisation oversees the collective activities of the Ngāti Whātua Ōrākei hapū, Te Tāoū, Te Uringutu and Nga Oho, part of Ngāti Whātua iwi in Auckland. More than 5000 people scattered throughout the world belong to this hapū, which is based around the Ōrākei Marae.

2010

\textbf{Wairakei Terraces, Ngāti Tūwharetoa - Rauhoto, Ruingarangi, Te Urunga, Te Kapa o Te Rangiita, Ngāti Tahu}

Wairakei Terraces received special commendation for excellence in hapū strategic planning in the sector of Māori tourism. Wairakei Terraces is a success story of a shared vision and cooperation between the then state-owned enterprise, Contact Energy, and a small group of Taupō Māori who possessed the passion and commitment to secure the stories of Wairakei, Ngātoroirangi and Ngāti Tūwharetoa.

Over the past 16 years Wairakei Terraces have been developing the original pink terraces of Wairakei, geyser and pools that had gradually diminished with the construction of a geothermal power scheme. The re-fashioning of silica terraces over three stages has now produced terraces reminiscent of the magnificent pink and white versions that disappeared during the volcanic eruption of Mt Tarawera in 1886. Other developments include an evening Māori cultural experience, an educational day walk where visitors can view geothermal features and carvings that depict the history of Māori and New Zealand, a carving house where visitors can watch carvers at work and the reinstated historical “Te Kiri o Hinekai” stream.

\textsuperscript{166}This information has come directly from the University of Auckland business School website. See http://www.business.auckland.ac.nz/en/for/maori-and-pacific/maori-business-leaders-awards-1/business-recognition-award.html.
Their most recent development has been the establishment of silica enriched bathing pools and traditional Māori massage therapy, mirimiri, which is performed in a purpose built “whare mirimiri” on site. Four bathing pools have been established below the terraces, and as the company positions itself to become a Whānau Ora service provider, it is striving to ensure that the wairua (spirit) of the water will once again heal the people as it had done for our ancestors hundreds of years ago.

2009

Central North Island Iwi Collective (CNI)

A special commendation was given to the eight iwi in the Central North Island Iwi Collective (CNI) for excellence in tribal strategic planning from 2009 to 2069. The award highlighted the commercial discovery process of Ngāti Tūwharetoa, Ngāi Tūhoe, Ngāti Whare, Ngāti Manawa, Raukawa, Ngāti Rangitīhi, Ngāti Whakaue, and Te Pumautanga o Te Arawa.

The CNI is a commercial entity based around Māori tikanga and cultural values, with particular emphasis on kaitiakitanga. Its vision is “to protect and promote our culture and values, by generating the income necessary for social, cultural and economic development.”

This special commendation acknowledged a remarkable process of inter-tribal leadership and long-term strategic thinking and planning that started around 20 years ago. In July 2009, years of work came to fruition when the Government transferred approximately $450 million in land and cash to the CNI, completing the largest single settlement of historical grievances by the Crown.

The core objective of the CNI commercial portfolio is to maximise the economic value of iwi-owned land-based assets. Given the size and quality of these assets, opportunities and strategies should be global.

There are three major opportunities for the commercialisation of land-based assets in the CNI region. These are the Kaingaroa forest, geothermal energy generation capacity and the possibilities of farming carbon credits under the New Zealand Emissions Trading Scheme.

As the CNI iwi themselves says: “Central North Island iwi with interests in the forestlands are enthusiastic about uniting in a common cause that has long-term benefits for us all. We are now paddling our own waka and, for the first time on this issue, are not passengers in someone else’s waka.”

2008

Tuaropaki Trust
A special commendation was given for excellence in whānau strategic planning for food, energy, and communications. Tuaropaki Trust was recognised for its exceptional private sector business development in Aotearoa New Zealand and setting high standards in terms of tikanga Māori and business enterprise. The award represents excellence in strategic thinking, planning, and implementation by a whānau-hapū group.

Tuaropaki Trust began in 1952 when a group of Mokai hapū (Ngāti Parekaawa, Ngāti Te Kohera, Ngāti Wairangi, Ngāti Whaita, Ngāti Moekino, Ngāti Haa and Ngāti Tarakaiahi) amalgamated their titles to form one collective land block. The Tuaropaki land is located at Mokai, 30km northwest of Taupō.

Since its beginnings, the trust's business operation has undergone significant changes. It has progressed from a simple sheep and cattle station to a unique business sector model comprising:

- food and fibre production (sheep, wool, cattle, dairy, deer, glasshouse, horticulture and wine)
- energy supply (geothermal, electricity generation)
- communications (satellite, broadband and third mobile phone network).

For the financial year ended 30 June 2008, the Tuaropaki Trust's balance sheet shows a gross asset valuation of the enterprise is $582 million. Financial independence is firmly entrenched in the leadership of the trust. Owners and their whānau continue to reap financial and social benefits each year. Tuaropaki's contribution to the New Zealand economy as a distinctive Māori entity is a by-product of the dreams and aspirations of its founding elders and successive leaders.

2007

Ngāti Kuta me Patukeha ki te Rāwhiti

Ngāti Kuta me Patukeha ki te Rāwhiti was given a special commendation for excellence in strategic planning.

Te Rāwhiti Marae is the ancestral marae of the eastern Bay of Islands. The two major hapū of Te Rāwhiti, Ngāti Kuta and Patukeha, may be considered to own the marae, but are, in truth, the kaitiaki (guardians), for generations of the past and those of the future.

Ngāti Kuta me Patukeha ki te Rāwhiti were recognised for their strategic plan Economic Whakapapa, which covered 200 years. The whakapapa of economics began with their ancestors and went in to the future for their descendants. This concept, developed over a weekend, is used in university teaching. This small community is honoured for its efforts to provide a holistic economy for its people to participate in.
In the Te Rāwhiti Marae Strategic Plan, the marae is confirmed as an intrinsic part of the social and cultural fabric of the community. The strands of the fabric are more than its social and cultural aspects. With expanded vision, a number of pathways to progress the development of the community have been identified, educationally, environmentally and economically.

In these future plans, the marae remains central. The pathways define the potential in the community and the opportunities which offer fresh avenues, making the future an exciting prospect. Larger, renovated buildings will complement the expected activities.
Bibliography


