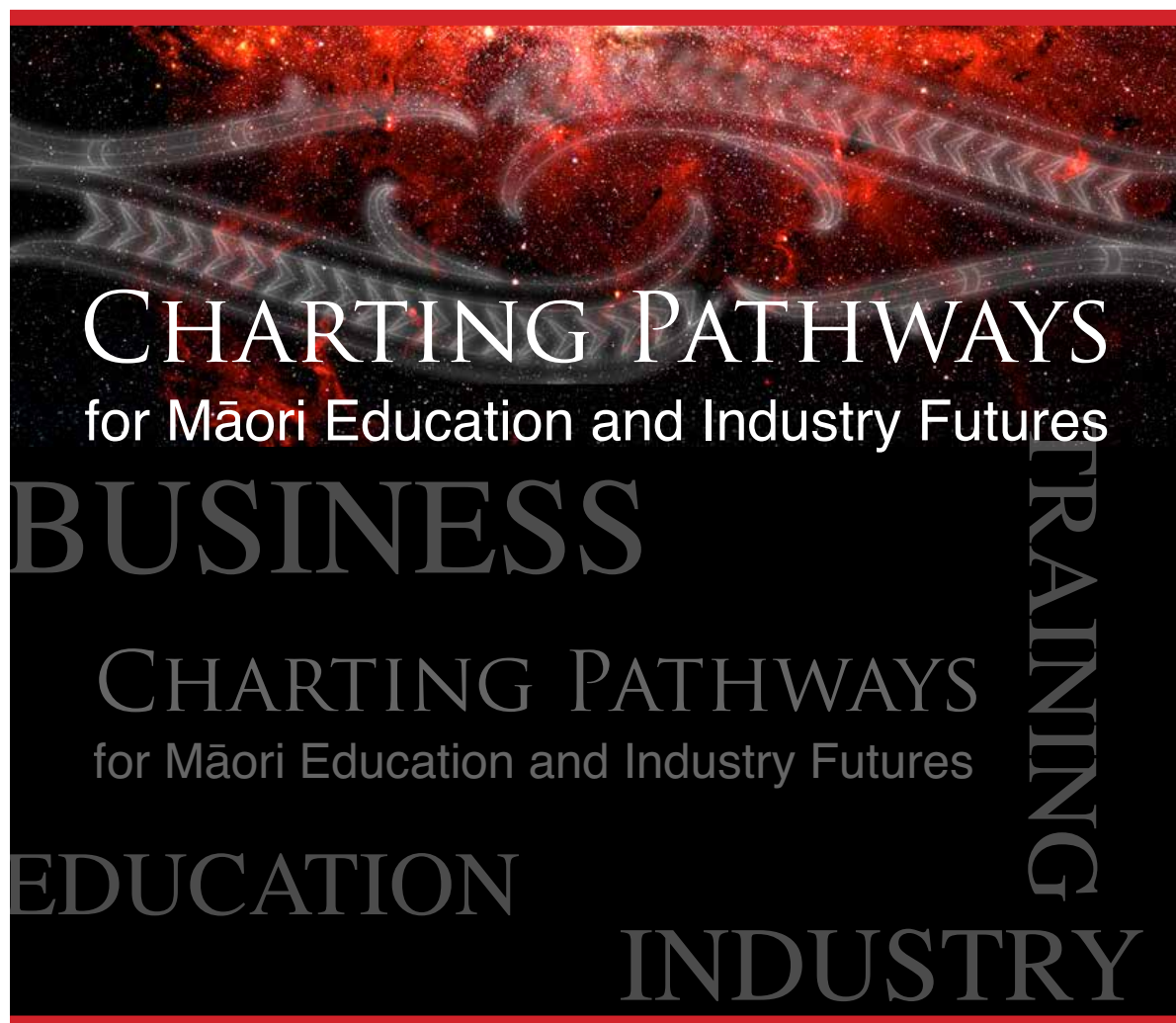


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Te Pūtea Whakatupu Trust Work Programme 2011–2013

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August 2013



Tangaroa i te titi  
Tangaroa i te tata  
Whakawāteangia te kare o te moana  
Whakawāteahia nga kapua o te rangi  
Kia tae au ki te whenua  
I tūmanakohia e au!

Ka hoki ngā mahara ki a rātou mā, ō tātou  
tūpuna, nā rātou ngā waka i hoea mai i  
Hawaiiki ki Aotearoa nei. Nā ōku tupuna  
tēnei karakia i taki kia tae pai mai rātou  
ki kōnei. He rite anō te huarahi kei mua  
i te Ao Māori i tēnei wā hoki, te wā kua  
tutuki ngā kerēme a tēnā iwi, a tēnā iwi.  
Waihoki, he huarahi hou kei mua i ō tātou  
aroaro, nō reira me āta wherawhera he aha  
te āhua o te Ao Hou e whāia nei e tātou.  
Kia tirohia anō e ngāi Māori ngā whetū  
hei whai, hei tohutohu i te huarahi e tika  
ana hei para, kia takina anō ngā karakia  
kia papa pounamu te moana.

Mōhio tonu mātou o Te Pūtea Whakatupu,  
mā te kaha whai i te mātauranga me te  
āta whakatakoto mahere, ka tere tonu te  
hoe o te waka ki tana ūnga tōtika, te ūnga  
e moemoeātia ai e tātou.

Nō reira me moemoeā ngātahi tātou, me  
mahi ngātahi tātou, me kake ake tātou ki  
ngā taumata tiketike o te Ao Mātauranga.  
Kia riro mai anō i a tātou te mana  
whakahaere o ngā kaupapa whenua, ngā  
kaupapa whānau, me ngā kaupapa katoa  
e kawea ana hei painga mo tātou te Māori.

Ma tātou anō tātou e whakarite! Kia whāia  
te pae tāwhiti, kia maua, kia tina!

Tuturu whakamaua kia tina! Tina!  
Haumi e, hui e!  
Tāiki e!



## From the Chair

Te Pūtea Whakatupu Trust was established under the Māori Fisheries Act 2004 as part of the settlement of Māori fishing rights claims. As an independent charitable trust, its role is to provide strategic leadership in education, training and workforce development for Māori, and to manage the Trust Fund made available for these purposes.

The Trust has a particular obligation to ensure benefits are made available to all Māori. Therefore its mandate is broad, covering a wide range of industries and education, and its activities are focused on supporting the development of Māori business capacity and Māori education in general.

In the post-Treaty settlement era, as iwi settle their claims and develop economic capability, many Māori entities are working across multiple industries. Iwi and other organisations are taking stock not only of their newly received assets, but also of the obligation to manage them well on behalf of their communities.

At this crucial time, there is a pressing need for education and training support in general business as well as for specific industries – and an immediate and ongoing need to lift the number of Māori with core management and commerce skills who are capable of taking up middle and senior management roles.

Meeting these needs requires a long-term, strategic approach to capacity building. There is no quick fix. We need new solutions based on careful research, innovative thinking, and a collaborative approach.

To build industry leaders (through tertiary education and workforce experience) will require a lead-in of 20 to 30 years. Our new scholarships and the Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures conference that the Trust holds annually will help us build capacity through long-term strategies.

It is also the time to address longstanding Māori under-achievement in education. We are ready to investigate new ideas in schooling that have the potential to improve our children's educational outcomes – and therefore the rest of their lives.

Our Kura Ki Hawai'iiki concept is one such promising idea, and the Trust is also exploring the potential of other alternative schooling models, including exemplar, charter and designated character schools.

We are looking for innovative programmes that are unlikely to be funded elsewhere in the system. For example, we are trialling a literacy and numeracy project that has already assisted hundreds of young children in West Auckland. The highly respected Kip McGrath private tutoring programme has been incorporated into a pilot project run by Te Whānau o Waipareira Trust, targeting children who are struggling with reading and maths – with spectacular results.

We are committed to maximising the return from the limited funds available, which will allow us to continue to support a broad range of initiatives. Our partnerships and alliances, co-funding schemes, online scholarship management, and project funding criteria will all help ensure we are able to target our resources into the areas we believe will make a significant difference to Māori.

We do not have all the answers. To this end, it is important to build strong relationships between iwi, business, industry, incorporations, land trusts and all of the many and varied Māori organisations that would benefit from education and training support, and we welcome every opportunity to work together. Our door is always open.

This booklet outlines our strategic focus and some of the activities the Trust is undertaking. Te Pūtea Whakatupu Trust looks forward to working with you and/or your organisation in order to lift Māori education and training achievement and ensure Māoridom is well placed to maximise the potential of the post-Treaty settlement era.

Heoi anō

Richard Jefferies  
Chairman  
Te Pūtea Whakatupu Trust





## Strategic Leadership in Education and Training for Māori

### Strategic Focus

Te Pūtea Whakatupu Trust is an independent charitable trust established in 2004 to promote education, training and research for Māori, and to support and accelerate Māori social and economic development. It achieves this by providing strategic leadership in education, skills and workforce development, and by managing the \$20 million Trust Fund made available for these purposes.

As an independent entity, it has an appropriate role as a strategic leader in the development, facilitation and promulgation of education and training strategies and solutions for Māori.

### Background

The Trust was established under the Māori Fisheries Act 2004 as part of the allocation of Māori fisheries assets to settle indigenous fishing rights claims.

The Act established a number of entities, including Te Ohu Kaimoana, Aotearoa Fisheries Ltd, Wai Māori Trust and Te Pūtea Whakatupu Trust. Of these entities, Te Pūtea Whakatupu Trust has a particular obligation to ensure benefits are made available as widely as possible to all Māori, particularly those who do not receive benefits from their iwi.

In 2010, the Trust became an independent entity, although it continues to work closely with its parent, Te Ohu Kaimoana (the Treaty of Waitangi Fisheries Commission).



## Te Pūtea Whakatupu Trust – Board of Directors

### Richard Jefferies (Chair)

Strategy adviser Richard Jefferies offers wide-ranging skills and experience in many areas of Māori development, including education, business, land, language, research and capacity building. His fields of expertise include Māori economic and social development, government policy, education, strategy, governance and management.

He is a director of several companies, and serves on several Boards. He is currently a strategy adviser to Te Wānanga o Aotearoa.



### John Tamihere

Broadcaster, commentator and urban Māori leader, John Tamihere has a high public profile thanks, in part, to his outspoken opinions on social and political issues. He spent several years in national politics and is a former Member of Parliament and Cabinet Minister. He has had a significant impact in Māori politics and social development by campaigning on behalf of "urban Māori" whose connections with their iwi have been weakened.

He is Chief Executive of Te Whānau o Waipareira Trust in Auckland and co-presents a popular radio talkback show.



### Rikirangi Gage

A director on the board of Te Ohu Kaimoana, Rikirangi Gage has extensive experience in governance. He has served as a member of the Ministerial Advisory Committee for Oceans Policy, as a board member for the Museum of New Zealand Te Papa Tongarewa, and is on the board of Māori Television. He has been involved at a national level in issues such as the foreshore and seabed, climate change, and water ownership and management, and he has been a Treaty claim negotiator for Te Whānau-a-Apanui.

He is Chief Executive Officer of Te Rūnanga o te Whānau, the governing body for Te Whānau-a-Apanui, and he is an active member of the Ringatū Church.



### Rawiri Waititi (Alternate director)

A strong advocate for Māori development across all sectors, Rawiri Waititi has worked extensively in the education system at secondary and tertiary level. He has comprehensive experience in libraries and archives, has been an advisor to the Hillary Commission Allocation Committee in Waitakere City, Cultural Consultant for Te Whānau o Waipareira Trust and a funding advisor for Creative New Zealand Arts. He has significant experience at governance level in both Māori and mainstream organisations, in both the public and private sectors.

He is Communications Manager at Te Rūnanga o Te Whānau, and is an active member of the Ringatū Church.





## Trust Focus Widens to Lift Māori Achievement in Education and Business

At a time when many Māori groups are moving into the post-Treaty settlement phase – taking stock of newly received assets and the responsibility to manage them wisely on behalf of all iwi members – Māori continue to struggle with disturbing levels of underachievement.

Roughly half of all Māori students leave school with no formal qualifications. A distressingly small percentage of Māori learners progress to tertiary education.

In sectors of the economy where they form a significant proportion of the workforce, Māori are seriously under-represented at supervisory and managerial levels. In many cases, assets are owned by Māori but managed and controlled by non-Māori.

To address these fundamental obstacles to Māori development, Te Pūtea Whakatupu Trust directors will, for the foreseeable future, spend the Trust's income on funding initiatives that achieve:

- Higher levels of Māori educational achievement; and
- Higher levels of workforce participation by Māori in key sectors of the economy.

Strategic Focus 1: Promoting educational advancement

Many young Māori are missing out on education, training and development opportunities simply because they never leave first base. They have never switched on to learning, nor experienced success in education. And so the "long, brown tail" of underachievement still shamefully characterises our education system.

Changing those statistics is Te Pūtea Whakatupu Trust's first priority.

It requires the Trust to find innovative solutions to lift Māori achievement levels in education. These projects and activities will:

- Accelerate the development of practical solutions to boost educational success;
- Be sustainable and transferable;
- Add value to existing educational pathways;
- Leverage off existing programmes and other sources of funding;
- Be of a suitable scale, with the potential for high-impact results both socially and economically; and
- Build connections between communities, iwi, industry stakeholders and other relevant organisations.

A number of niche activities and projects have been developed or are under consideration. Some of these are detailed within this publication.





Te Pūtea Whakatupu Trust director John Tamihere said: "We can support projects WE believe will make a difference to Māori – and do it our way. It's important to have organisations like Te Pūtea Whakatupu Trust who are bold and game enough to employ innovative ideas and challenge the status quo."

## Paving the Way for more Māori Managers in Māori Industries

Te Pūtea Whakatupu Trust's second priority is lifting the number of Māori in middle and senior management roles in a range of industries.

Moving into the post-Treaty settlement era, it is essential that iwi, hapū and other Māori entities are able to maximise the potential of their significant economic development gains.

To this end, the Trust is focused on lifting the capacity and capability of Māori to effectively manage, govern and develop their own resources. It will do this through:

### Research

The directors are conscious of the need for detailed information about Māori participation in economic sectors that are important to Māori. For this reason, the Trust is investing in research designed to inform future funding decisions. Research projects to date include a national conference to identify strategic goals, plan strategies for education and training development, and develop Māori industry futures; an industry analysis of workforce needs in fisheries and aquaculture; and the development of a framework for Māori governance training and education.

### Scholarships

- **Tāwera Scholarship:** A programme launched in 2011 supports 30 Māori each year to complete a business, commerce or management degree at bachelor level. Graduating scholarship recipients will be primed to become tomorrow's leaders in Māori economic development.
- **Rona Scholarship:** In an ongoing commitment to training and development in fishing and aquaculture, the Trust launched a new scholarship to support Māori completing a degree in fisheries, aquaculture or marine sciences associated with these industries. The first Rona Scholarships were awarded in 2012.
- **Whānui Scholarship:** Jointly funded by Te Pūtea Whakatupu Trust and the Federation of Māori Authorities, the Whānui Scholarship for Māori who are completing farming and agriculture degrees was launched in 2013. Ten Whānui Scholarships will be offered annually. This third industry scholarship lifts annual investment in the Te Pūtea Whakatupu Trust programme to \$500,000.
- **Mahutonga Scholarship:** A new media scholarship programme is under development in partnership with the Māori Television Service. The programme will be launched in 2014 and is expected to include internships.
- **New scholarships:** Further educational scholarships are under consideration to ensure that Māori capability grows across all key sectors of the economy. Future scholarships may not focus on individual industries, but address other key areas of need for future primary industries, including food technology and supply and value chain sectors.

**"We can support projects WE believe will make a difference to Māori – and do it our way. It's important to have organisations like Te Pūtea Whakatupu Trust who are bold and game enough to employ innovative ideas and challenge the status quo."**

– John Tamihere, Te Pūtea Whakatupu Trust





# SECTION 1

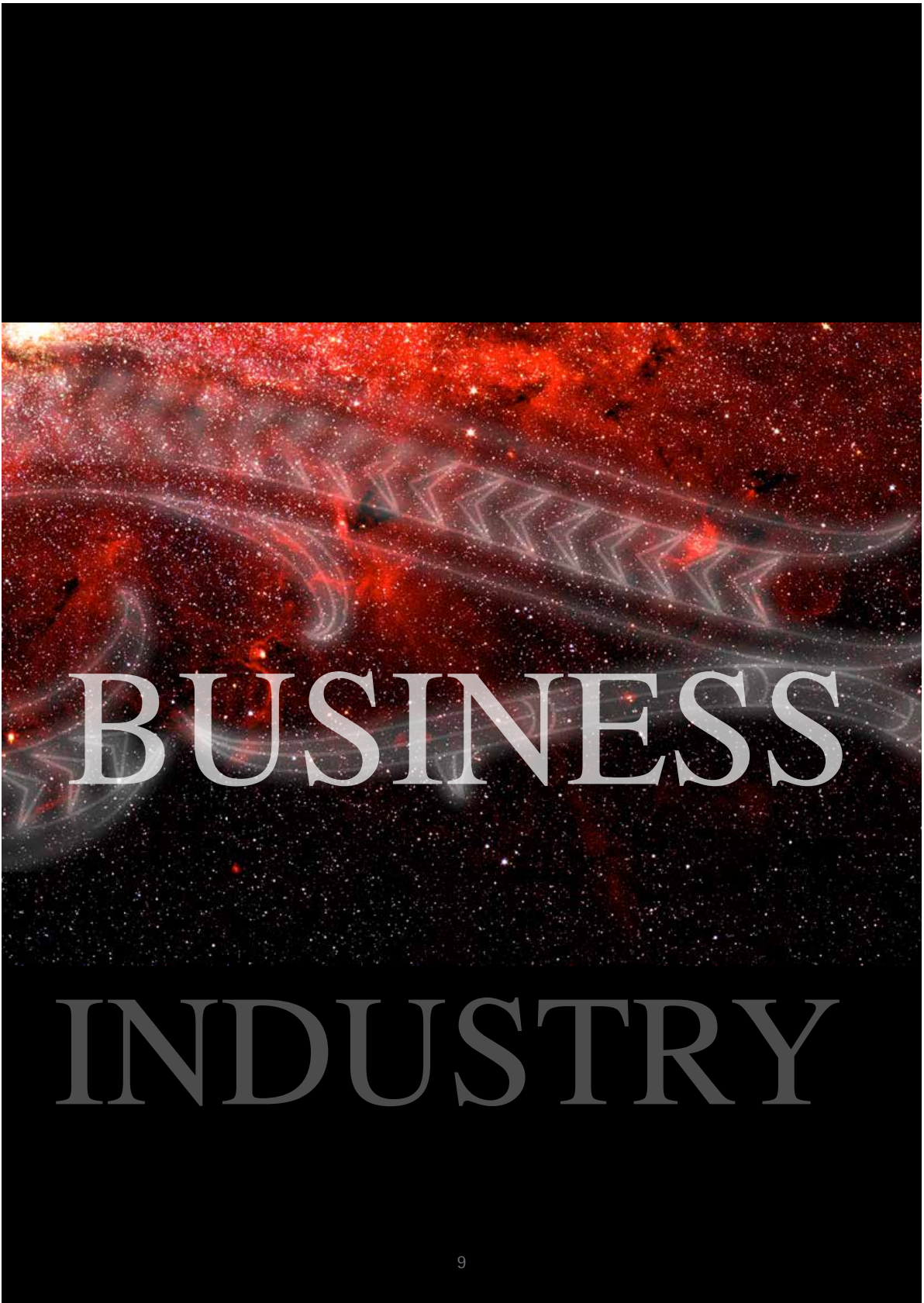
## Strategic Priority 1

### Educational Innovation

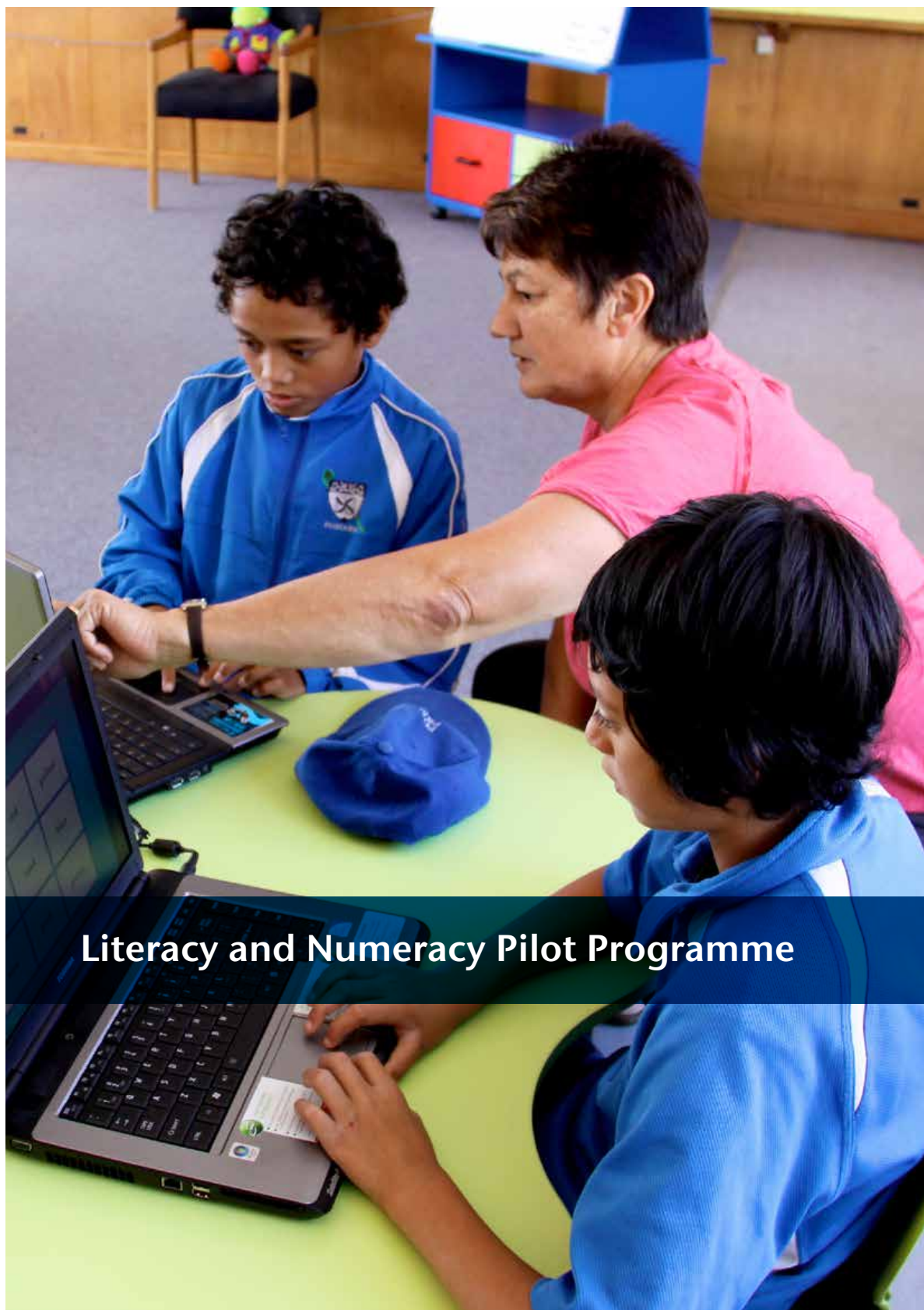


TRAINING

EDUCATION









**“As a non-government organisation, Te Pūtea Whakatupu Trust is able to target its resources into the areas we see fit instead of relying on legislative government funding that pushes the money back into the very system that is failing our people in the first place.”** – John Tamihere, Te Pūtea Whakatupu Trust

### Kip McGrath tuition project targets at-risk Māori children

Te Pūtea Whakatupu Trust will have a major impact on the education of up to 2000 Māori children through a three-year Kip McGrath literacy and numeracy project.

As part of its focus on lifting Māori educational achievement, Te Pūtea Whakatupu Trust has partnered with urban Māori authority Te Whānau o Waipareira Trust.

The project dovetails into Waipareira Trust's wrap-around health and social services programme Whānau Tahi, adding an extra education component to its service delivery in West Auckland.

The alliance takes advantage of an existing services network for Māori, accelerating the development of an innovative approach that targets young children who are falling behind in school.

Waipareira Trust is delivering Te Kete Aronui – Kip McGrath literacy and numeracy programmes to address the specific needs of Māori children in low-decile West Auckland primary schools.

Kip McGrath programmes are widely proven as effective in switching children on to learning, but their cost makes them inaccessible to many Māori. Te Pūtea Whakatupu Trust is providing subsidised or free access to the programmes for eligible children.

Two strands are being developed under Te Kete Aronui. In the first, high-needs children are offered low-cost after-school tuition at Waipareira Trust's Whānau Centre in Henderson. Families undergo a financial assessment before their fees are determined. For some (depending on circumstance) the cost is as little as \$2 per session. Several 80-minute classes are run daily. Children aged between six and 12 study reading, spelling, comprehension or maths up to twice a week in tailored learning that includes one-to-one attention from qualified teachers. All children are assessed at entry, and reassessed regularly to measure progress.

The second initiative is a pilot programme at Pomaria School, a Decile 2 primary in Henderson. A group of Māori children were selected by the school to participate in a weekly literacy programme. The programme focuses on children with high literacy needs who would otherwise have no opportunity to receive targeted, quality intervention of this kind. The children are taught in groups of four, allowing the teacher to provide individual attention to each child. The pilot is seen as a potential model that could be taken up by Māori entities in other parts of New Zealand.

Te Pūtea Whakatupu Trust director John Tamihere said the project was one of a number of niche approaches aimed at improving outcomes for Māori in education.

“Half of all Māori students leave school with no formal qualification, and distressingly few Māori progress to tertiary education. In literacy and numeracy statistics, Māori are highly represented as below average and that's something we're not going to ignore. Te Pūtea Whakatupu Trust is determined to develop initiatives that increase Māori capacity,” Mr Tamihere said.

“As a non-government organisation, Te Pūtea Whakatupu Trust is able to target its resources into the areas we see fit instead of relying on legislative government funding that pushes the money back into the very system that is failing our people in the first place.”

Mr Tamihere said the project could be rolled out into other areas in order to help lift Māori education achievement nationally.



**“In the dawn of the post-Treaty settlement era, more than ever there is a need for strategic leadership and collaborative vision among Māori asset-holders to ensure that collective assets are managed, utilised and developed effectively.”**

Richard Jefferies, Te Pūtea Whakatupu Trust



## National Conference 2011

In 2011, Te Pūtea Whakatupu Trust established a national conference aimed at developing Māori industries.

The inaugural Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures conference was organised as part of the Trust's research to inform funding decisions in the post-Treaty settlement environment. It put a range of primary and secondary industries under the spotlight, including fisheries, farming, horticulture, forestry, tourism, health, aged care, property development, energy, technology and knowledge industries. The conference sought to identify which Māori industries should be targeted for strategic support by Te Pūtea Whakatupu Trust.

By bringing together the leaders of Māori industries, iwi, Māori businesses and organisations, and other stakeholders, the annual conference aimed to:

- Identify shared strategic visions for developing Māori industry long-term;
- Establish clear pathways to spearhead Māori economic development;
- Identify goals and set milestones for key New Zealand industries;
- Develop strategies to support educational achievement and skills development that would help realise the objectives above.

### Ngā Whetū Hei Whai

The annual conference is named after ngā whetū, the stars our ancestors used to chart their way across the Pacific. This signifies the need for a collective focus on creating a pathway toward economic growth for Māoridom in New Zealand's key industries.

### Collective vision

Te Pūtea Whakatupu Trust chair Richard Jefferies believes a collaborative approach will place the Trust in a better position to support Māori education and build capability.

"In the dawn of the post-Treaty settlement era, more than ever there is a need for strategic leadership and collaborative vision among Māori asset-holders to ensure that collective assets are managed, utilised and developed effectively," Mr Jefferies said.

The principles of this vision include:

- Increasing Māori capability to manage and control assets;
- Developing and sharing Māori and indigenous models of business and economic development;
- Integrating Māori values and culture into governance and business models;
- Vertical integration into all industries;
- Building Māori capability to lead and manage resources for the betterment of Māori.

"The better the understanding of the business models and markets served by Māori industries, the more effectively strategies can be tailored to build capability through education and training," Mr Jefferies said.

"Long-term thinking is required to ensure strategies can be effectively introduced because it is a role that takes decades. By the time young Māori have been identified and encouraged, leave school, gain tertiary qualifications and then workforce experience, we are looking at 20- to 30-year lead times to build industry leaders."

### Tāwera and Rona Scholarships

The 30 recipients of the annual Tāwera Scholarship for business, commerce and management undergraduates attended the 2011 conference, and the Tāwera Scholars and the 10 recipients of the annual Rona Scholarship for students enrolled in fisheries and aquaculture degrees will attend future conferences.



These students are potential Māori business leaders who, on graduation, will be well-positioned to contribute to Māori economic growth. The national conference will provide a valuable opportunity for our future economic leaders to meet today's captains of industry, and to learn first-hand from their experience and insights.

#### 2011 keynote speakers

Speakers from Canada and the United States provided an international perspective on indigenous business development, while the head of the New Zealand Superannuation Fund focused on matters closer to home.

Keynote speakers were:

- Chief Clarence Louie, of the Osoyoos Indian Band (part of the Okanagan Nation) in British Columbia, who oversaw the Band's development into a multi-faceted corporation that owns nine businesses and employs hundreds of people.

He said he had been to many indigenous conferences around the world but had never enjoyed a conference opening like Ngā Whetū Hei Whai "where I got to meet 30 young Māori business leaders of the future.

"I have never seen a Trust or any organisation give \$300,000 worth of scholarships like this to help build indigenous capability, and I will be going back to Canada and spreading the word.

"It is important for indigenous development that the 'economic development horse pulls the social development cart'. I have seen so many failed social programmes and I am focused on economic development as a way to better our people.

"I don't love money, but I love creating money because it allows me to build businesses and create jobs for our people."

- Alan Parker, of the Chippewa-Cree tribe of Rocky Boy Indian Reservation in northern Montana. Mr Parker is director of the Northwest Indian Applied Research Institute, a former director of the National Indian Policy Center, and a former chief of counsel and staff director for the US Senate Select Committee on Indian Affairs.

He said indigenous businesses around the world were developing their own brands to represent their unique culture.

"There are opportunities for indigenous peoples to be trading directly with each other and many First Nations in the USA would love to make contact with Māori tribes to explore exclusive trading opportunities."

- Adrian Orr, chief executive officer of the New Zealand Superannuation Fund, which accumulates and invests Crown contributions to partially provide for the future cost of NZ Superannuation payments.

Mr Orr said Māori were well placed to expand their economic base despite the challenges of the world economy.

"As long-term, inter-generational investors, Māori have a lot in common with investors like the Super Fund, and we are seeking opportunities to work with Māori – as are many other investors."



## Ngā Kura ki Hawai'iki

**“Senior students will work toward the construction and sailing of waka hourua between kura in Aotearoa and across Te Moananui-a-Kiwa. Learning such as this integrates whakapapa, tikanga and migration traditions and builds cultural strength and identity as well as tribal connections – all of which lays an important foundation for Māori achievement.”**

– Rikirangi Gage, Te Pūtea Whakatupu Trust





### Ngā Kura ki Hawai'iiki

Te Pūtea Whakatupu is developing a new kura (school) model that uses the knowledge, experience and cultural foundations associated with building and sailing waka hourua (voyaging vessels).

The initial concept was for a network of kura across Polynesia that would integrate whakapapa, tikanga and migration traditions to build cultural strength and identity and re-build tribal connections.

The Trust is commissioning a two year pilot project – Rangatahi Kura Waka Project – to trial and research the potential for a new kura model – or models – that utilise and integrate waka hourua experiences and learning to enhance and improve education outcomes for Māori youth.

Trust director Rikirangi Gage said the Trust was focused on the need to address longstanding and persistent Māori under-achievement in mainstream education. As part of this, the potential for new schooling models for Māori needed to be explored.

"As trustees of a significant fund that is expressly for the purpose of Māori education and training, we need to find innovative solutions that broaden the range of schooling pathways available to Māori and lift their achievement in education," Mr Gage said.

"The Kura ki Hawai'iiki concept is in the developmental stage and is only one of a range of niche projects being considered – but it has clear potential to make a difference for Māori."

The pilot project will see young Māori from mainstream high schools, wharekura and small rural Māori schools participate in a programme of learning and sailing. The Rangatahi Kura Waka Project was proposed by the Te Toki Voyaging Trust as an appropriate response to the aspirations of Te Pūtea Whakatupu Trust.

Project leader Hoturoa Kerr explains: "The programme is targeted at Years 10 through 13 – those very years where large numbers of rangatahi Māori drop out of schooling, often due to lack of motivation from their schooling experience. This programme is designed to change that attitude during this vulnerable period by changing the learning mix, allowing the powerful experience with waka hourua to impact identity and self esteem, and to empower leadership and personal growth."





Te Toki Voyaging Trust has wide experience in working with Māori youth and is excited that this pilot will generate detailed data about achievement and will provide for multiple pathways and varied school settings.

The outcomes sought from the pilot project are:

- To pilot and research the use of waka as a vehicle to lift Māori educational outcomes and the development of leadership skills;
- To compare and contrast the application of the model in both rural and urban settings;
- To develop a sustainable kura model (or models) that utilises mātauranga Māori as the core to a wide range of curricula; and
- To improve the NCEA and other pathways for educational development in fields associated with waka mātauranga.

The outcomes for rangatahi after they have participated in this initiative will be successful achievement of curriculum unit standards and achievement standards, increased self esteem, confidence and vibrancy, and enhanced focus on completing formal schooling, all utilising the vehicle of waka experience and knowledge of future pathways into higher learning and industry learning. This will enable rangatahi and encourage them to pursue other opportunities in their lives. They will have acquired the beginnings of a sound cultural and educational base that will assist them in becoming effective and influential contributors in New Zealand society.

Should the pilot prove successful, the Trust would look to facilitate the establishment of a network of tribal schools in New Zealand and other parts of Polynesia that would connect through ancestral and origin traditions. Curricula would include activities associated with waka hourua.

Mr Gage said: "The potential is for such kura to emphasise tribal knowledge and help re-build the traditional knowledge base and connections across the Pacific."

"Senior students will work toward the construction and sailing of waka hourua between kura in Aotearoa and across Te Moananui-a-Kiwa (the Pacific Ocean). Learning such as this integrates whakapapa, tikanga and migration traditions and builds cultural strength and identity as well as tribal connections – all of which lays an important foundation for Māori achievement."





**“The Trust aims to integrate both the long-term view – how best to invest today for future returns – and the more urgent need to support today’s Māori entities to meet their fast-growing governance responsibilities.”**

— Rawinia Kamau, KamTech & Associates

## A Strategic Approach to Māori Governance Training

One of the priorities of Te Pūtea Whakatupu Trust is to lift the number of Māori able to effectively govern, manage and develop Māori-owned resources.

Understanding that Māori generally have not had a lot of experience in effective governance, and that more Māori than ever are joining governance boards to manage Treaty settlement resources, the Trust wanted to develop a strategy for building Māori governance capability and capacity. To this end, the Trust instigated a project to support Māori governance through a process of research, collaboration and the design of a framework for governance education and training – a framework that incorporates governance skills from both a Western and a kaupapa Māori perspective.

The project is being led by business consultant Rawinia Kamau (Ngāti Kahungunu, Rongomaiwahine), who has worked extensively in Māori business and economic development. Rawinia was a senior economist for Business and Economic Research Limited (BERL) and a member of the Māori Economic Taskforce Project, which reviewed the Māori asset base and developed plans for the Māori economy. With more than 15 years’ experience in working toward Māori well-being and economic advancement, she has a solid understanding of Māori ethos and preferences across a range of settings. She has extensive governance expertise and has held governance positions in both Māori and non-Māori organisations including roles with the Chamber of Commerce, Credit Union and Enterprise Agencies and is currently a director on both the Kahungunu Asset Holding Company and the Ngāti Kahungunu Economic Development Board.

### Phase 1: Scoping Report

In Phase 1 of the project, the Trust commissioned a scoping report to establish the status of governance training for Māori. Its aims included identifying the needs of individuals who govern Māori entities, looking at existing governance education and training programmes and determining the gaps between the two.

Key findings included:

- Māori govern both Māori and non-Māori entities: Māori govern a diverse range of Māori entities, from whānau and marae trusts to publicly listed companies and commercial enterprises.
- Three separate Māori governance situations: Māori governing Māori organisations; non-Māori governing Māori organisations; Māori governing non-Māori organisations.
- Diverse range of needs: Some governors have technical and business skills, but little cultural knowledge; some governors have cultural expertise, but few business skills; some require training in both areas.
- Key differences for Māori in governance roles (compared with non-Māori): Although the general principles and practices of good governance are universal, Māori governance is subject to additional considerations such as culture, language, protocol and values. Also, Māori in governance roles are often beneficiaries themselves and directly related (by whakapapa) to the beneficiaries of an entity, adding a further dimension to the sense of responsibility in their governance roles.
- A widespread need for Māori governance training: Existing programmes satisfy the generic governance needs of directors, trustees and office holders, but lack the perspective required for Māori organisations.
- Need for a Poutama framework: There is no education and training framework that provides for clear progression in key skill areas. Education and training providers are operating independently and there is a need to have a framework where governors can move from level to level across both business and cultural skills.
- Specific training needs: Current governance training programmes do not meet the specific training needs for those who govern Māori entities.

The report also aimed to identify what role Te Pūtea Whakatupu Trust could play in governance training – in particular, how to ensure that services and resources match the needs of those who govern Māori entities.

It pinpointed a range of ways to bridge the gaps. Ms Kamau said these options included customising existing courses to meet the needs of Māori, extending the reach of programmes currently under development, developing a range of new programmes, and/or developing modules to raise knowledge and skills in areas such as te reo Māori and tikanga Māori.

The report identified the economic development potential for a governance training framework that incorporated both Western and Māori governance knowledge.

#### Phase 2: Kōpū Governance Framework

In the second phase of this research, the Trust launched the Kōpū Governance Framework, a framework for Māori governance education and training. The Kōpū Governance Framework is being designed specifically to meet the needs of Māori governance and the governance requirements of Māori entities. It is developing a stair-cased approach to education and training that fills the gaps identified by the Trust's scoping exercise.

An important principle is that governance training for Māori organisations should place core technical skills, such as commercial expertise, planning and finance, within a Māori environment.

Ms Kamau said the Trust established a forum of leading Māori entities to identify existing resources and assist with developing a framework that will provide training appropriate to each type of organisation.

"The governors of a diverse range of Māori entities, from whānau and marae trusts to asset-holding companies and corporations, require training support," Ms Kamau said.

"Some have commercial expertise and technical governance skills, but lack the cultural context – and vice versa. The framework is being designed to develop capability at all levels."

#### Phase 3: Targeted support

In the final phase, the Trust will lead the development of new education and training programmes in Māori governance. It will continue working with key stakeholders to lift the range of governance-related qualifications available to allow for progression and to fill gaps in education and training. Finally, the Trust will broker with a range of key stakeholders to deliver the new education and training programmes.

"The Trust aims to integrate both the long-term view – how best to invest today for future returns – and the more urgent need to support today's Māori entities to meet their fast-growing governance responsibilities," Ms Kamau said.







## Ngāpuhi Festival Builds Connections and Brings Thousands Home

“Many Ngāpuhi saw the festival as an opportunity to come home. There were as many as 20 tents erected on some marae so that whānau could spend that time together.”

– George Riley, CEO,  
Te Rūnanga-a-Iwi-o-Ngāpuhi





## Opportunity to Connect with Iwi

More than 40,000 people attended the five-day Ngāpuhi Festival in Kaikohe in January 2012, many travelling home from as far as Australia and the United Kingdom to enjoy Ngāpuhi culture, wānanga, kapa haka, music and kai.

The biennial event was initiated by Te Rūnanga-a-Iwi-o-Ngāpuhi. Its CEO George Riley said the aim was to bring Ngāpuhi together to build iwi, hapū and whānau affiliations and to celebrate Ngāpuhitanga.

"The festival exceeded our expectations," Mr Riley said. "It was a relaxed event with a strong sense of Ngāpuhi and whānau, and the enjoyment was obvious.

"Many Ngāpuhi saw the festival as an opportunity to come home. Some whānau organised marae-based activities, such as sporting events, to complement the festival. There were as many as 20 tents erected on some marae so that whānau could spend that time together."

The festival featured a number of ground-breaking 'firsts', including the waka taua Ngā-toki-mata-whao-rua on display in Kaikohe for the first time. Another highlight was the building of Te Paparewa Teitei, a multi-level platform that re-created structures traditionally erected in the north to display food for hākari (feasts) and last seen in the 1800s. Built by architect Rau Hoskins, the people of Otaua and the Parirau youth services team, the structure displayed screen prints of Ngāpuhi maunga and whare tapu.

The Toi Ngāpuhi arts exhibition, spotlighting 40 Ngāpuhi and eight Aboriginal artists from Queensland, Australia, was another highlight. The artists worked together during the festival, exchanging techniques, ideas and perspectives. Pride of place went to tāonga from the Auckland Museum, returned for the first time to Ngāpuhi for public display. The tāonga included a self portrait of Hongi Hika, a pounamu mere gifted to Samuel Marsden's daughter Mary, and a silver goblet given to Tamati Waka Nene by Queen Victoria.

The festival provided an opportunity for health and education organisations and marae to work together in one space and engage with whānau collectively. A highly successful example of this was Te Pū o Te Wheke, a Whānau Ora health collective of seven separate organisations. During the festival, 20 Te Pū o Te Wheke nurses performed heart and health checks on men – and by 2pm on Saturday had surpassed their target of 120 checks, achieving 180 checks by 3pm.

The Ngāpuhi Festival was supported by Te Pūtea Whakatupu Trust as part of its commitment to building strong links with Māori communities.

Mr Riley said the Trust's involvement was valuable.

"Firstly, it was good to have the Trust chair Richard Jefferies supporting the festival in person, being on-site with Ngāpuhi for the big weekend, meeting Rūnanga board members and establishing relationships kanohi ki te kanohi.

"Secondly, the Trust's involvement will help cultivate a wider regard for our festival through its work across the rest of Aotearoa."

Mr Jefferies said the festival celebrated the mana, mātauranga, tikanga and pride of Aotearoa's biggest iwi, and the Trust was pleased to add value to the event and to reach such a large number of its beneficiaries in one place and time.

The festival was also an important occasion for relationship-building at many levels, Mr Jefferies said.

"Te Pūtea Whakatupu Trust took the opportunity to have a wānanga session with Te Rūnanga-a-Iwi-o-Ngāpuhi to discuss educational development and explore the potential for working together in the future.

"We want to develop close relationships with iwi throughout the country, to hear their ideas and work together to find and achieve our common goals."





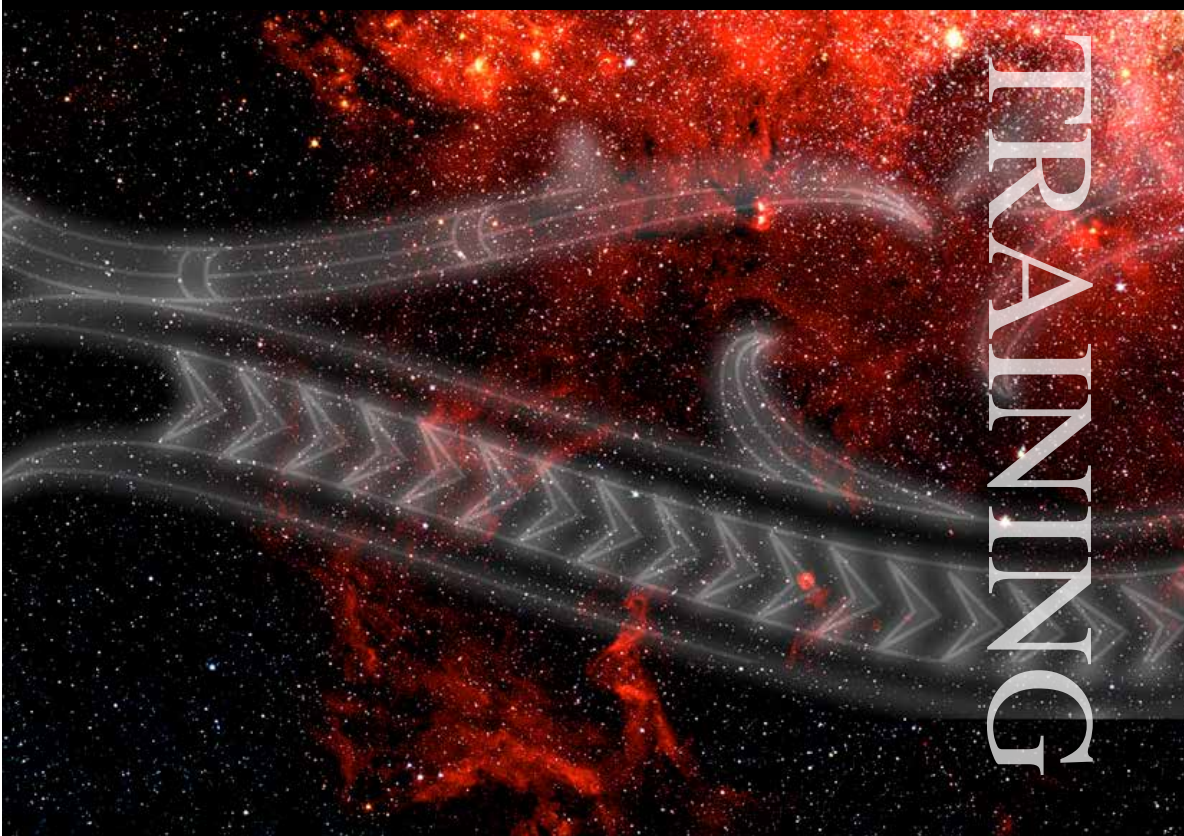
# SECTION 2

## Strategic Priority 2

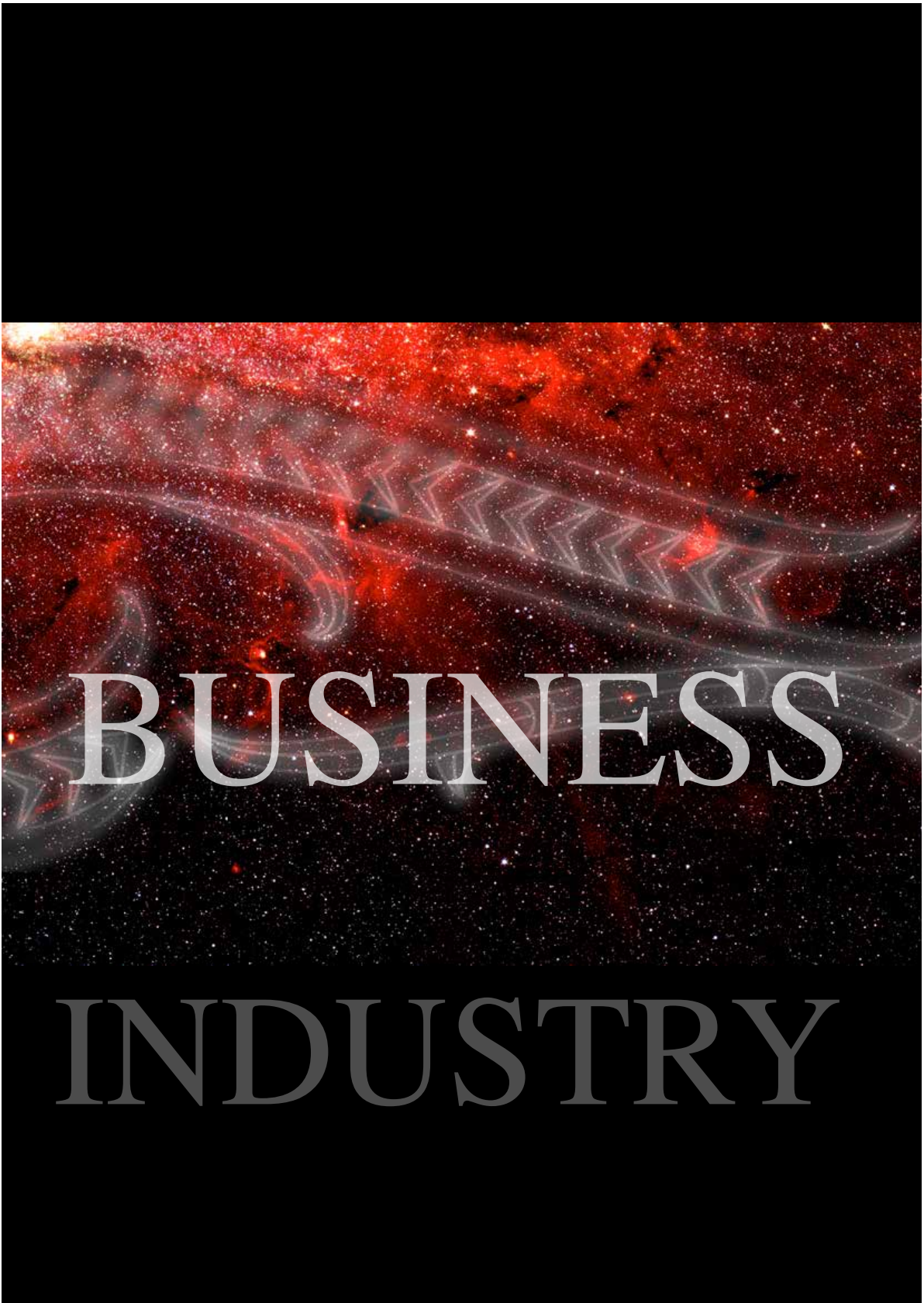
Building Māori Capability for Māori Industry Futures

TRAINING

EDUCATION









## National Conference 2012

The second annual Ngā Whetū Hei Whai conference held on 27 and 28 August 2012 in Rotorua was an opportunity for Māori leaders to connect and share experiences and ideas with the aim of developing Māori industry.

Through frank, open and sometimes controversial discussion, reflection, sharing and learning, Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures 2012 gave Māori leaders the opportunity to explore the complex question of what needs to be done to advance Māori development over the next half century.

Speakers shared their vision and insights into how the future should look in 30, 40, 50 years' time for Māori industry, focusing in particular on two themes identified during the inaugural conference in 2011: governance and collaboration. For the first time, the conference also established a key industry focus – Māori fisheries and aquaculture. Other industries will be highlighted in future conferences.

### Keynote speakers 2012



**Sophie Pierre**  
Chief Sophie Pierre, OBC (Order of British Columbia), of the Ktunaxa Nation, Canada, grew up on an Indian reservation in British Columbia and was first elected a Chief when she was 28 years old. She is a member of the British Columbia Treaty Commission and a representative of Canadian First Nations.

On the subject of indigenous governance in the international context, she said:

"What is happening with indigenous peoples throughout the world is a recognition of what is called a third alternative. For indigenous peoples who have had the impact of colonisation, there's never been an 'our way', and now we are

able to do the third alternative.

Today we do not engage in any new Government programme unless it supports our vision statement: "Strong, healthy citizens and communities speaking our languages and celebrating who we are and our history in our ancestral homelands, working together, managing our lands and resources as a self-sufficient self-governing Nation." If it does not match our vision, we just say no.

Some of our Indian reserves are in deplorable situations, others are doing well. Change is needed, but the biggest challenge in getting rid of the antiquated Indian Act (which controls every part of a person's life from the moment we are born, and puts severe limitations over any kind of development of our lands) is coming together as individual nations. As tribes, we need to pool our resources and work together so we can provide for economic growth and gain access to so many more opportunities.

The Ktunaxa Trust has very similar goals to Te Pūtea Whakatupu Trust. As Māori and First Nations, we do have a common root – British colonialism – and therefore we have a common future. We share common experiences: the past suppression of language and culture to the present-day acceptance and embracing of the same.

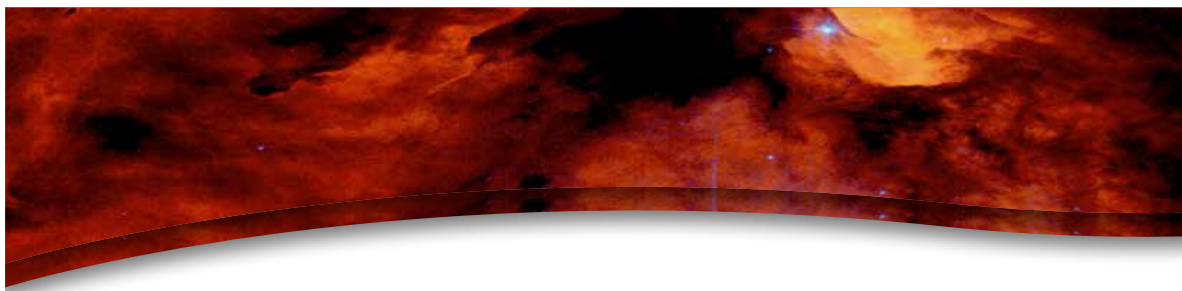
How can we work together? There are many areas where we could exchange skill development initiatives and give each other new ideas (e.g. we have total jurisdiction over Child & Family services); pursue international trade opportunities; joint investment in burgeoning industries, such as Green Energy and High-Tech (broadband); youth and leadership exchange programmes; tourism.

I see a real desire for us to be working together as we go forward. It's a new day for us as indigenous people – politically, economically, spiritually ... in every way.

**To scholarship recipients:** "We need to look at the opportunities that we have. The potential is there for us as indigenous people around the world to look at those opportunities and take advantage of them. We have choices from the moment we wake up. I encourage







you to remember that you are in a place where there are choices available to you, and that the love and care that you receive from your families has given you these choices. There's such a small difference between making a good choice and a bad choice, as I've seen among our own young people. I encourage you to continue to look to the leaders that you have among your people, those ones who are supporting you, and stay strong as you go forward. Take advantage of the support that you have."

**After the conference:** "I was very impressed that this conference places such an emphasis on student scholarships. There's a lot of thought put into these scholarships – 30 of them specifically for developing management potential among Māori, and I think that's fantastic. It really shows that the future for Māori is being planned and you're going at it in a very strategic way."

"Some of the presentations I've listened to, such as the one detailing Iwi Investor's investment initiative, I really wish we had something like that in Canada, something that encouraged and supported people to invest in their own future and in the future of their nation at the same time. When a community benefits, the whole region benefits."



Sir Wira Gardiner

Opening the 2012 conference, Sir Wira Gardiner, a founding director of the Waitangi Tribunal and former chief executive of the Ministry of Māori Development, urged Māori businesses to exploit their X-factor.

Earlier in the year, his fledgling mānuka honey company New Zealand Manuka

flew a Chinese businessman to a remote settlement on the East Cape, where he was greeted by a Māori schoolboy speaking perfect Mandarin. That was the kind of distinctive touch that gives Māori business its edge, he said.

"He was a Chinese investor looking for a business partner in New Zealand and he had seen all the flash people, who had wine and dined him. So we did exactly the opposite. We took him to a rural area, Whangaparaoa [where the company works in partnership with local Māori], and a boy from the local school got up and mihi-ed him in Mandarin. That was the breakthrough for us – the moment the student started speaking, his eyes lit up."

The resulting deal, signed in June, secured potential revenue of \$8 million to New Zealand Manuka and gave the company's mānuka honey health products access to 1700 outlets in China.

**"In the dawn of the post-Treaty settlement era, more than ever there is a need for strategic leadership and collaborative vision among Māori asset-holders to ensure that collective assets are managed, utilised and developed effectively."**

– Richard Jefferies, Te Pūtea Whakatupu Trust





"That agreement came from relationships; from doing the unexpected; and from doing the only thing we've got as Māori, te reo me ona tikanga [the language and its culture] – you've got to play to that strength."

#### Cultural advantage

The point of difference that Māori could offer in the business world was a recurring theme in 2012.

Te Horipo Karaitiana, chief executive of the Federation of Māori Authorities, saw being Māori as a distinctive plus-factor on the international stage.

"Whenever we're building businesses at an international, national or local level, we need to be mindful of the concepts of comparative and competitive advantage. I'd put to you that there's one more – our distinctive advantage: our cultural advantage.

"Being Māori makes a difference internationally – I see it all the time. We have a long-term, inter-generational view. In China, there is a concept called guanxi – a concept similar to whakawhanaungatanga (relationship-building). We understand that concept, so we're one step ahead of everyone else," he told the conference.

"It's an exciting future for our young people coming through, steering large-scale businesses that are based on collective asset bases, into global value chains. I know that Māori and what we're motivated to do will change this country."

More than 20 other speakers included Māori Party co-leader Dr Pita Sharples; Aotearoa Fisheries chairman Whaimutu Dewes and its chief executive Carl Carrington; Ngāti Porou Seafood Group general manager Mark Ngata; agriculture consultant Hilton Collier; Tutehounuku Korako, director of International Inbound Travel Services; Antony Turoa Royal, chairman of the Māori Broadband Working Group and a director of 2Degrees; Hemi Rolleston, chief executive of horticulture company HukaPak; governance strategist Rawinia Kamau; and Hinerangi Raumati, former chief financial officer of Tainui Group Holdings and Te Wānanga o Aotearoa executive director.

#### Leaders of the future

A distinctive and important feature of Ngā Whetū Hei Whai is the participation of the recipients of the Trust's business and industry scholarships. In 2012, 34 recipients of the scholarships for Māori completing a degree in business management, fisheries, aquaculture or marine sciences had the opportunity to learn directly from the movers and shakers of the Māori economy. As future business and industry leaders, they were urged to fulfil their potential and reminded by speaker after speaker of the crucial role they must play in driving industry development for the benefit of their people.

Most of the recipients are in their final year of study, and are preparing to move into the workforce to gain critical industry experience. Many have long-term aspirations to use their skills and knowledge to benefit their iwi, and help build the Māori economy.

In future years, Tāwera and Rona Scholarship recipients will be joined by recipients of the new farming and agriculture scholarship, the Whānui Scholarship, which was launched during the conference.

For a summary of all the presentations made at the 2012 Conference, Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures, go to the Ngā Whetū Hei Whai link on the Te Pūtea Whakatupu Trust website ([www.tpwt.maori.nz](http://www.tpwt.maori.nz)) and either order a hard copy or download an electronic copy of the Summary of Conference Proceedings 2012.









## Scholarship Programme Targets Growth in Business and Management Expertise

### Helping create tomorrow's business leaders

Business management undergraduates are the beneficiaries of a new scholarship launched by Te Pūtea Whakatupu Trust in partnership with the Māori Education Trust.

Up to 30 Tāwera Scholarships of \$10,000 each will be awarded annually to Māori who are enrolled in business, commerce or management degrees at bachelor level. The first 30 scholarships were awarded in 2011.

The Tāwera Scholarship is designed to boost Māori capability in the area of middle and senior management across key sectors of industry. Scholarship graduates will be primed as future leaders in Māori economic development.

In the past, scholarships established through Te Ohu Kaimoana funding focused on study that supported careers in the fishing industry. But Te Pūtea Whakatupu Trust chair Richard Jefferies says although the Trust was set up as part of the Māori fisheries settlement to fund education and training, its specific legislation provides a broad mandate to cover a wide range of industries, including fisheries. Therefore, its activities are designed to support the development of Māori business capacity in general. Many iwi entities and large land trusts and incorporations are also working across multiple industries and there is a clear need for both generic business as well as industry-specific education and training support.





**“A priority is to support the development of Māori business capability by lifting the number of Māori with core management and commerce skills.”**

– Richard Jefferies, Te Pūtea Whakatupu Trust

As iwi settle their claims and develop economic capability, iwi and urban Māori stakeholders have identified the need for more Māori capable of taking up middle and senior management roles.

“As an education and training trust, we are concerned to ensure the potential of the post-Treaty settlement era is maximised over the next 20, 30, 50 years,” Mr Jefferies said. “This requires a long-term, strategic approach to capacity building.

“A priority is to support the development of Māori business capability by lifting the number of Māori with core management and commerce skills. This will deliver greater Māori control and involvement in decision-making in industry.”

#### National conference

An important component of the Tāwera Scholarship is the requirement to attend the national conference Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures. The conference is convened annually by Te Pūtea Whakatupu Trust. It provides an opportunity for scholarship recipients to meet Māori leaders in key sectors of the economy, and to hear first-hand about their plans and aspirations for the growth of the emerging Māori economy.

Industry leaders, in turn, have an opportunity to motivate and inspire scholarship recipients to commit to the future economic and social development of their own hapū and iwi, and therefore to Māori and New Zealand society in general.

#### Funding

Tāwera Scholarships are funded through an innovative partnership with the Māori Education Trust, with dollar for dollar input from each organisation in 2011 (ongoing support from MET will be reviewed annually). Te Pūtea Whakatupu Trust is delighted that the Māori Education Trust has also agreed to manage this and other Trust scholarships on its behalf.

#### Criteria

Tāwera Scholarships are available to Māori undergraduates enrolled fulltime in a commerce, business or management degree. Preference will be given to students who:

- Are in their last year or second-to-last year of study toward a bachelor degree;
- Have proven academic merit;
- Demonstrate a commitment to tikanga Māori and te reo Māori;
- Demonstrate a commitment to Māori, iwi and hapū economic development;
- Are interested in building personal skills and expertise to support Māori economic and social development.

It is a requirement that recipients attend the conference Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures during the year of their award.

#### Applications

Online applications can be completed on the websites of Te Pūtea Whakatupu Trust ([www.tpwt.maori.nz](http://www.tpwt.maori.nz)) or the Māori Education Trust ([www.maorieducation.org.nz](http://www.maorieducation.org.nz)).

For more information, contact:

[info@maorieducation.org.nz](mailto:info@maorieducation.org.nz) or phone 04 499 8041

[info@tpwt.maori.nz](mailto:info@tpwt.maori.nz)

[chair@tpwt.maori.nz](mailto:chair@tpwt.maori.nz)



### Finding a pathway home

Tāwera, the celestial being, is also known as the morning star Venus – the brightest light in the night sky after the moon. Tāwera was a primary star used in navigation by the first voyagers from Hawai‘iki to Aotearoa.

Naming the new scholarship after Tāwera symbolises the hopes that lie behind this major funding support for Māori students.

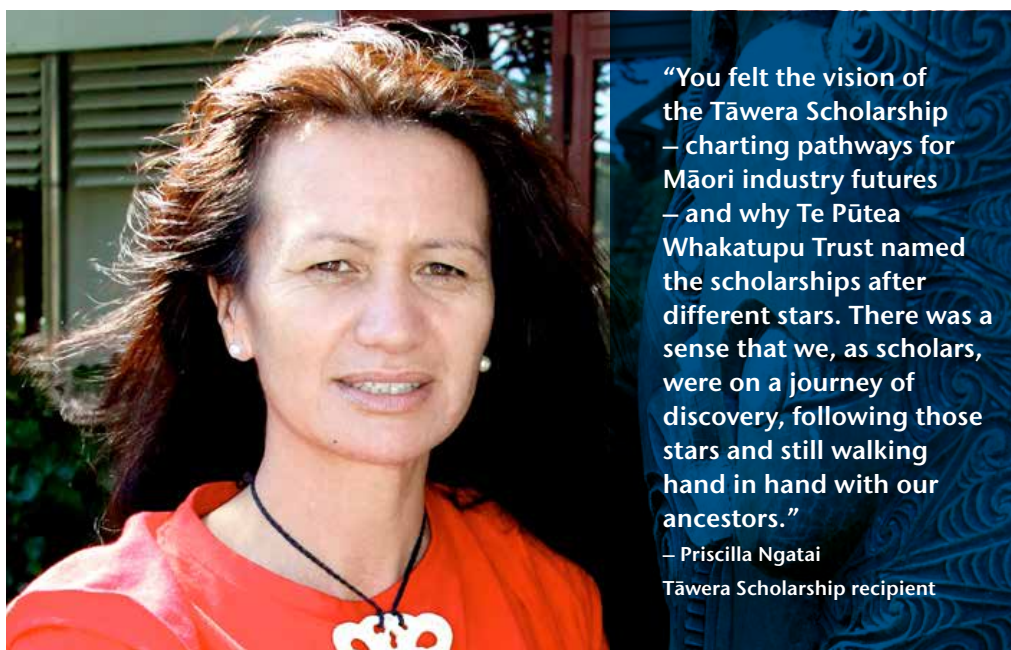
The aim is to help rangatahi develop business and industry management skills that will be used in Māori industries to enhance Māori economic development for the benefit of whānau, hapū and iwi.

"Our expectation is that Tāwera Scholarships will inspire recipients to shine as future middle and senior managers of our key Māori entities," Te Pūtea Whakatupu Trust chair Richard Jefferies said.

The inaugural Tāwera Scholars of 2011 demonstrated a wide range of interests within business, management and commerce. However, they held in common a commitment to the future economic and social development of Māori, iwi, hapū and whānau.

**"Our expectation is that Tāwera Scholarships will inspire recipients to shine as future middle and senior managers of our key Māori entities,"**

– Richard Jefferies, Te Pūtea Whakatupu Trust



## Tāwera Opportunity an Investment in The Future

Priscilla Suzanne TeWehenga (Davis) Ngatai  
(Ngāpuhi, Ngāti Hine, Ngāti Kahungunu,  
Ngāti Rongomaiwahine ki Mahia)

Conjoint Degree: Bachelor of Management Studies (Hons) and Bachelor of Arts (completing) Major (BMS): Strategic Management, Double major (BA): Political Science and Screen and Media Studies

She runs two small enterprises and is completing a conjoint degree. She is vice-president Māori at Waikato Student Union, student representative for the Faculty of Management on the academic board of the University of Waikato, is a wife, mother to nine children, and a grandmother to one ...

It's no surprise that Priscilla Ngatai regards strategic management as her core strength. Strategies for managing a heavy daily schedule are only part of the story – her skill lies in finding the right management strategies for all types of organisations, especially in business.

"I like determining an organisation's sustainable competitive advantages, establishing from those its core competencies, and then using that information to create a management strategy that incorporates the company's visions and goals," Priscilla says.

"My first interests are sustainable, strategic concepts that are not only financially and socially viable, but that also enhance our culture and ensure our environment is sustainable for the next generations to enjoy.

"Sustainable strategies are a perfect match for iwi corporations. Māori already do this naturally – nurturing, enhancing, helping each other in work and family practices. It's a different way of thinking, one that can be enhanced through enterprise and business."

The University of Waikato student is now working toward a Master of Management Studies.

"My ultimate aim is to start up businesses to engage my people back home. There are great opportunities for enterprise up north, especially in the area of tourism."

Priscilla viewed the Tāwera Scholarship as an investment in her future.

Firstly, the funds allowed her the freedom to focus fully on studies, buy a state-of-the-art laptop and to travel to conduct interviews for research.

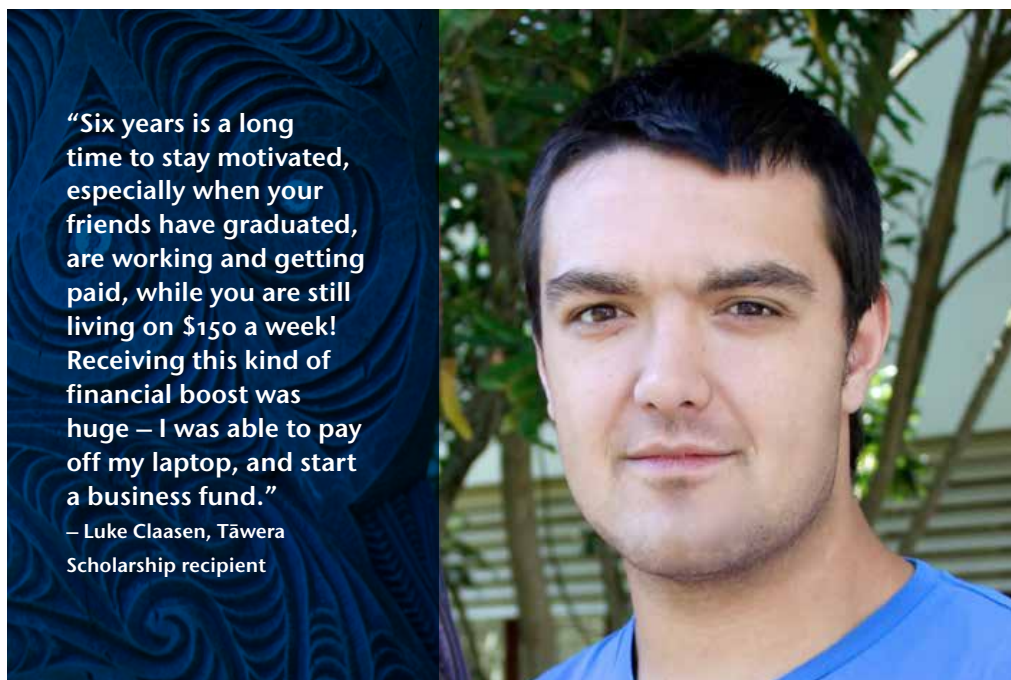
Secondly, attending the national conference Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures was a unique opportunity to interact with a wide range of Māori business owners, managers and fellow Tāwera Scholars.

"It was good to learn directly from those with industry experience, to make contacts and create networks. We were all there for a united purpose: to move Māori people forward into the future.

"You felt the vision of the Tāwera Scholarship – charting pathways for Māori industry futures – and why Te Pūtea Whakatupu Trust named the scholarships after different stars, bringing the traditions of our ancestors forward into the future with us. There was a sense that we, as scholars, were on a journey of discovery, following those stars and still walking hand in hand with our ancestors.

"For me, receiving a Tāwera Scholarship can be summed up by a saying of Hoani Henare, my great-grandfather: Haeretia tō haere, tutuki noa – stay on your journey until it is completed. I view the Tāwera Scholarship as a guiding star to help Māori management students navigate their journey, and ensure they find a pathway home to their iwi."





## A Shot in the Arm at Exactly the Right Moment

Luke Claasen (Ngāti Porou)

Conjoint Degree: Bachelor of Management Studies and Bachelor of Laws, Major (BMS): Economics

Former Te Aute College head boy Luke Claasen always knew he wanted to study law. So it was something of a surprise to discover a new interest – business management.

"Friends told me about the Bachelor of Management Studies. I hadn't been exposed to commerce, accounting, marketing, economics ... any of it. It's also one of the longest undergraduate degrees there is – but I saw all of that as a challenge," Luke says.

"Six years later, I still have a passion for law – I'm studying now for a Master of Laws – and my business management degree has complemented my key interests in law. One of the main reasons I studied management was to be able to look at governance – governance in business and commercial law."

After completing his Master's degree, Luke plans to get workforce experience under his belt before returning to his iwi.

"I want to go back to my tūrangawaewae. The biggest issue facing our people is unemployment. I'm already thinking about what enterprises could revitalise the East Coast labour market.

"People sometimes look at the world of business in a negative light. There's the connotation that you're just out there to make money for yourself. But, hey, we might be trying to do something good, something productive – not just for ourselves but for the community.

"I want to set up a business that will employ people. One of the best things you can do for a person is give them a job, and I would like to do that for my whānau, for my hapū, for my people. One business could inject a lot of good into a community, and then you're talking agglomeration economics ... one business attracts other businesses, workers, services, entertainment ..."

Luke has saved some of his scholarship funds so that he has money to invest in the right business idea. He says winning one of the 30 Tāwera Scholarships was a shot in the arm at exactly the right moment.

"It was a huge encouragement to finish my conjoint degree. Six years is a long time to stay motivated, especially when your friends have graduated, are working and getting paid, while you are still living on \$150 a week! Receiving this kind of financial boost was huge – I was able to pay off my laptop, and start a business fund."

As welcome as the money was, other Tāwera Scholarship benefits outweighed the cash injection.

"The Tāwera Scholarship recipients were hosted at the inaugural, two-day Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures conference in Rotorua. It was mind-blowing, on many levels.

"Firstly, the opportunity to meet Māori business leaders from so many different sectors. Secondly, the chance to meet like-minded people, including all of the other Tāwera Scholars. The networking opportunities were invaluable – in fact, a couple of scholarship recipients ended up being employed by business leaders they met during the conference."



## A Doorway to a New Way of Thinking

Sonia Mehana  
(Ngāpuhi, Te Rarawa, Ngāti Whatua, Ngāti Kuri)

Degree: Bachelor of Business Studies , Double Major:  
Management and Marketing

Professional connections made through the Tāwera Scholarship were the catalyst for major change for Auckland University of Technology student Sonia Mehana.

The \$10,000 cash scholarship was a tremendous support – but the experience of attending the conference Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures was life-changing, Sonia said.

"The value of the conference was enormous. Spending two days with other scholarship recipients and Māori business stakeholders was amazing.

"Firstly, the networking and professional connections I made: I got so much out of meeting the other scholarship recipients and learning from Māori business leaders and owners."

The second impact was how the conference experience changed and shaped her plans for the future.

"Before Ngā Whetū Hei Whai, I believed entrepreneurship was the way forward for the new generation – the best way to contribute to Māori economic development. But I met other recipients and business leaders who were discussing the issues faced by Māori, and the role we can play in addressing these issues. These people have so much knowledge; what they do is really inspiring.

"It was like putting a new lens on – I thought I knew who I was, but the conference really transformed the way I think. For me,

it wasn't just a conference – it was a doorway to thinking more widely and deeply about business and Māori, and a new awareness of who I am."

Te Pūtea Whakatupu Trust hosted the 30 Tāwera Scholars at the two-day inaugural conference it organised in 2011, and will continue the initiative in future years. Attending the conference is a condition of accepting the scholarship.

Trust chair Richard Jefferies said interaction between business leaders and Tāwera Scholars at Ngā Whetū Hei Whai had been productive and worthwhile. Future conferences will include a scheduled session for conference attendees to highlight potential employment or internship opportunities.

"We will aim to line up all scholarship recipients with employment or internships before they finish their degrees," Mr Jefferies said.

Sonia said she changed the direction of her post-graduate studies as a result of her experience at the conference. She is now immersed in a Master of Arts in Māori Development, focusing on the future of Māori business – "a really exciting area".

Sonia works as a programme administrator for Te Ara Poutama, the AUT Faculty of Māori Development, and is a part of AUT's Māori Association, Titahi ki TUA. She also volunteers for Project K, a system that pairs mentors with secondary school students through the Foundation for Youth Development.

"It's about building more role models for young people, and giving back to society through mentoring. I'd urge more people to contribute some of their time to mentoring Māori who are missing out, and showing them how to build partnerships that will help them in life."

## 2011 Tāwera Scholarship Recipients



**Name:** Angela Grant  
**Iwi:** Te Arawa, Tūwharetoa, Ngāti Ruanui, Ngā Rauru  
**Degree:** Bachelor of Commerce  
**Major:** Commercial Law & Marketing  
**Institution:** University of Auckland



**Name:** Ashleigh Grant  
**Iwi:** Te Arawa, Tūwharetoa, Ngāti Ruanui, Ngā Rauru  
**Degree:** Bachelor of Management Studies (Hons)  
**Major:** International Management Language Specialisation Te Reo Maori & Public Relations  
**Institution:** University of Waikato



**Name:** Casey Haumaha  
**Iwi:** Te Arawa  
**Degree:** Bachelor of Commerce & Administration  
**Major:** Business Management  
**Institution:** Victoria University



**Name:** Charlotte Carpenter  
**Iwi:** Ngāti Kahungunu, Ngāi Tahu  
**Degree:** Bachelor of Commerce & Arts  
**Major:** Management & Communications  
**Institution:** University of Otago



**Name:** Danielle Tappin  
**Iwi:** Ngāti Maniapoto  
**Degree:** Bachelor of Management Studies  
**Major:** Accounting  
**Institution:** University of Waikato



**Name:** Jenna Haerewa  
**Iwi:** Ngāti Porou, Ngāpuhi  
**Degree:** Bachelor of Management Studies  
**Major:** Supply Chain Management & Human Resources Management  
**Institution:** University of Waikato



**Name:** Jenna Hudson  
**Iwi:** Ngāti Awa, Ngāi Tūhoe, Ngāti Tūwharetoa  
**Degree:** Bachelor of Management Studies  
**Major:** Supply Chain Management & Public Relations  
**Institution:** University of Waikato



**Name:** Jennifer Takuira  
**Iwi:** Tainui  
**Degree:** Bachelor of Business Management  
**Major:** Management & Marketing  
**Institution:** Waikato Institute of Technology



**Name:** Jesse Pene  
**Iwi:** Ngāti Whatua, Ngāpuhi, Te Arawa  
**Degree:** Bachelor of Commerce conjoint with Law  
**Major:** Accounting  
**Institution:** University of Auckland



**Name:** Jesse Thomas  
**Iwi:** Ngāpuhi  
**Degree:** Bachelor of Business Studies  
**Major:** Management  
**Institution:** Massey University



**Name:** Jody Leigh-Boyd  
**Iwi:** Ngāti Tūwharetoa  
**Degree:** Bachelor of Business Studies  
**Major:** Marketing & Management  
**Institution:** EIT Hawkes Bay



**Name:** Joshua Nicholson  
**Iwi:** Te Ati Haunui a Pāpārangi, Ngāti Raukawa  
**Degree:** Bachelor of Business Management  
**Major:** Accounting & Finance  
**Institution:** University of Waikato



**Name:** Laura Carson  
**Iwi:** Te Ati Haunui a Pūpārangi  
**Degree:** Bachelor of Commerce & Administration  
**Major:** Economics, Public Policy & Developmental Studies  
**Institution:** Victoria University



**Name:** Lucy Carpenter  
**Iwi:** Ngāti Kahungunu, Ngāi Tahu  
**Degree:** Bachelor of Commerce  
**Major:** Management  
**Institution:** University of Otago



**Name:** Luke Claasen  
**Iwi:** Ngāti Porou  
**Degree:** Bachelor of Management Studies  
**Major:** Economics  
**Institution:** University of Waikato



**Name:** Luke Mills  
**Iwi:** Ngāti Kahungunu, Ngāti Porou, Ngāi Tahu  
**Degree:** Bachelor of Commerce  
**Major:** Finance  
**Institution:** University of Otago





**Name:** Marie Hurinui  
**Iwi:** Tainui, Ngāti Tūwharetoa  
**Degree:** Bachelor of Management Studies  
**Major:** Accounting  
**Institute:** University of Waikato



**Name:** Michael McLeod  
**Iwi:** Ngāti Porou  
**Degree:** Bachelor of Commerce  
**Major:** Accounting and Economics  
**Institution:** University of Auckland



**Name:** Mylene Rakena  
**Iwi:** Ngāpuhi, Ngāti Kahungunu  
**Degree:** Bachelor of Management Studies  
**Major:** Human Resource Management  
**Institution:** University of Waikato



**Name:** Priscilla Ngatai  
**Iwi:** Ngāti Kahungunu, Ngāpuhi  
**Degree:** Bachelor of Management Studies (Hons)  
**Major:** Strategic Management  
**Institution:** University of Waikato



**Name:** Sonia Mehana  
**Iwi:** Ngāpuhi, Te Rarawa, Ngāti Whatua, Ngāti Kuri  
**Degree:** Bachelor of Business Studies  
**Major:** Management & Marketing  
**Institution:** AUT



**Name:** Tauehe Jefferies  
**Iwi:** Whakatōhea, Ngāti Raukawa, Te Whānau-a-Apanui  
**Degree:** Bachelor of Management Studies  
**Major:** Strategic Management & Maori  
**Institution:** University of Waikato



**Name:** Te Rauroha Pokaitara  
**Iwi:** Tainui – Hauraki, Ngāti Paoa, Ngāti Maniapoto  
**Degree:** Bachelor of Management Studies (Hons)  
**Major:** Human Resources Management and Management Communications  
**Institution:** University of Waikato



**Name:** Te Rina Rakena  
**Iwi:** Ngāpuhi, Tainui  
**Degree:** Bachelor of Management Studies conjoint Bachelor of Science  
**Major:** Economics  
**Institution:** University of Waikato



**Name:** Te Toko Williams  
**Iwi:** Te Arawa, Te Rarawa  
**Degree:** Bachelor of Management Studies  
**Major:** Human Resources Management & Strategic Management  
**Institution:** University of Waikato



**Name:** Tawa Campbell-Seymour  
**Iwi:** Whakatōhea, Ngāi Tahu, Te Aitanga a Mahaki, Rongowhakaata  
**Degree:** Bachelor of Management Studies (Hons)  
**Major:** Finance & Economics  
**Institution:** University of Waikato



**Name:** Shay Wright  
**Iwi:** Te Rarawa  
**Degree:** Bachelor of Commerce conjoint with Law  
**Major:** Managerial Accounting  
**Institution:** University of Auckland



**Name:** Samuel Anson  
**Iwi:** Ngāpuhi  
**Degree:** Bachelor of Commerce (Hons)  
**Major:** Marketing  
**Institution:** University of Canterbury



**Name:** Sean Cressy  
**Iwi:** Ngāti Raukawa  
**Degree:** Bachelor of Management Studies  
**Major:** Economics & Strategic Management  
**Institution:** University of Waikato



**Name:** Ashleigh Turner  
**Iwi:** Waikato, Maniapoto, Ngāti Awa  
**Degree:** Bachelor of Management Studies (Hons)  
**Major:** Strategy  
**Institution:** University of Waikato

## 2012 Tāwera Scholarship Recipients



**Name:** Aaron Karena  
**Iwi:** Rangitane, Kai Tahu, Te Ati Haunui-a-Paparangi  
**Degree:** Bachelor of Business  
**Institution:** Massey University



**Name:** Andrea Rakete  
**Iwi:** Ngati Kahungunu, Tuwharetoa, Tainui  
**Degree:** Bachelor of Business Studies  
**Institution:** Eastern Institute of Technology



**Name:** Anthony Tuhoro  
**Iwi:** Maniapoto, Te Aitangi-a-Hauiti, Te Whanau-a-Apanui  
**Degree:** Bachelor of Electronic Commerce  
**Institution:** University of Waikato



**Name:** Arohanui Vause  
**Iwi:** Nga Puhi  
**Degree:** Bachelor of Business  
**Institution:** UNITEC



**Name:** Courtney Heke-McColgan  
**Iwi:** Kai Tahu, Kati Mamoe, Waitaha, Nga Puhi  
**Degree:** Bachelor of Commerce  
**Institution:** University of Otago



**Name:** Emma Compton  
**Iwi:** Ngāti Porou  
**Degree:** Bachelor of Management Studies  
**Institution:** University of Waikato



**Name:** Hine August  
**Iwi:** Te Aitangi-a-Mahaki, Ngati Maniapoto  
**Degree:** Bachelor of Business Analysis  
**Institution:** University of Waikato



**Name:** Hinemihia Lardelli  
**Iwi:** Ngati Porou, Rongowhakaata  
**Degree:** Bachelor of Commerce & Administration, Arts  
**Institution:** Victoria University



**Name:** Hosana Horsfall  
**Iwi:** Whanau-a-kai, Te Whanau-A-Apanui  
**Degree:** Bachelor of Business Studies  
**Institution:** Massey University



**Name:** Jamal Thompson  
**Iwi:** Tainui  
**Degree:** Bachelor of Business Studies  
**Institution:** Massey University



**Name:** Jessie-Rae Kingi  
**Iwi:** Ngati Raukawa, Ngai Tahu, Ngati Maniapoto  
**Degree:** Bachelor of Business Analysis (Hons)  
**Institution:** University of Waikato



**Name:** Karenza Tureia  
**Iwi:** Te Aopouri, Ngati Porou  
**Degree:** Bachelor of Management Studies  
**Institution:** University of Waikato



**Name:** Karleen Puriri  
**Iwi:** Tainui  
**Degree:** Bachelor of Electronic Commerce  
**Institution:** University of Waikato



**Name:** Lewis England  
**Iwi:** Te Ati Awa  
**Degree:** Bachelor of Business  
**Institution:** Massey University



**Name:** Lincoln Pore  
**Iwi:** Te Arawa  
**Degree:** Bachelor of Management Studies  
**Institution:** University of Waikato



**Name:** Lucas Gammie  
**Iwi:** Nga Puhi, Tainui  
**Degree:** Commerce & Administration  
**Institution:** Victoria University



**Name:** Oriwa Taylor  
**Iwi:** Tuhoe  
**Degree:** Bachelor of Business  
**Institution:** Eastern Institute of Technology



**Name:** Paul Hudson  
**Iwi:** Ngati Awa, Whakatōhea  
**Degree:** Bachelor of Management Studies  
**Institution:** University of Auckland



**Name:** Quentin Daniels  
**Iwi:** Ngati Kahungunu, Nga Puhi, Ngati Maniapoto  
**Degree:** Bachelor of Management Studies  
**Institution:** University of Waikato



**Name:** Rikki-Leigh Smith  
**Iwi:** Te Aupouri, Te Rarawa  
**Degree:** Bachelor of Business  
**Institution:** AUT University



**Name:** Sada Charlie  
**Iwi:** Waikato - Tainui  
**Degree:** Bachelor of Management Studies  
**Institution:** University of Waikato



**Name:** Sam Cammock  
**Iwi:** Ngati Kahungunu ki Wairarapa, Ngai Tahu, Ngati Toa  
**Degree:** Bachelor of Management Studies  
**Institution:** University of Waikato



**Name:** Tahiri McClaren-Brown  
**Iwi:** Ngati Kahungunu  
**Degree:** Bachelor of Commerce & Administration / Tourism Management  
**Institution:** Victoria University



**Name:** Te Ari Awa  
**Iwi:** Ngati Awa, Waikato  
**Degree:** Bachelor of Business  
**Institution:** AUT University



**Name:** Te Moana Nui a Kiwa Huata  
**Iwi:** Ngati Kahungunu, Ngati Porou, Ngati Whakaue  
**Degree:** Bachelor of Business  
**Institution:** AUT University



**Name:** Te Puritanga Jefferies  
**Iwi:** Te Whakatohea, Ngati Awa, Ngati Raukawa  
**Degree:** Bachelor of Commerce  
**Institution:** University of Otago



**Name:** Teri Kopa  
**Iwi:** Ngati Raukawa ki Wharepunga, Ngati Hine, Te Arawa, Ngati Rarua  
**Degree:** Bachelor of Business Analysis  
**Institution:** University of Waikato



**Name:** Tyson Grootjans  
**Iwi:** Tuhoe  
**Degree:** Bachelor of Commerce & Arts  
**Institution:** University of Otago



**Name:** Victoria Davy  
**Iwi:** Te Arawa  
**Degree:** Bachelor of Commerce  
**Institution:** University of Auckland



**Name:** Yvette Waikari  
**Iwi:** Ngati Kahungunu, Ngati Porou, Ngati Tuwharetoa, Waikato, Tuhoe  
**Degree:** Bachelor of Commerce & Administration (Hons)  
**Institution:** Victoria University





## 2013 Tāwera Scholarship Recipients

**Name:** Wiremu Addis  
**Iwi:** Ngāti Tūkorehe, Te Atiawa, Ngāti Raukawa, Kai Tahu  
**Degree:** Bachelor of Commerce  
**Institution:** Victoria University

**Name:** Chantel Apiata  
**Iwi:** Ngāpuhi  
**Degree:** Bachelor of Communication Studies  
**Institution:** University of Waikato

**Name:** Katherine Barry  
**Iwi:** Ngāti Maniapoto  
**Degree:** Bachelor of Management Studies  
**Institution:** University of Waikato

**Name:** Philip Bradshaw  
**Iwi:** Ngāti Kahungunu, Ngāti Rongomaiwahine  
**Degree:** Bachelor of Commerce/Bachelor of Laws  
**Institution:** University of Auckland

**Name:** Marama Broughton  
**Iwi:** Ngāti Porou, Te Aitanga a Hauiti, Ngāpuhi, Taranaki  
**Degree:** Bachelor of Laws/Bachelor of Commerce  
**Institution:** Victoria University

**Name:** Renee Brown  
**Iwi:** Ngāti Kahungunu, Ngāi Tahu, Ngāti Porou  
**Degree:** Bachelor of Commerce/Bachelor of Arts  
**Institution:** University of Otago

**Name:** Benjamin Carpenter  
**Iwi:** Ngāti Kahungunu ki Tamatea, Ngāi Tahu  
**Degree:** Bachelor of Commerce/Bachelor of Arts  
**Institution:** University of Otago

**Name:** Joshua Dale  
**Iwi:** Waikato-Tainui  
**Degree:** Bachelor of Commerce/Bachelor of Science (Hons)  
**Institution:** University of Auckland

**Name:** Kingi Dennis  
**Iwi:** Rongowhakaata, Ngāti Porou, Ngāti Rēhua  
**Degree:** Bachelor of Management Studies  
**Institution:** University of Waikato

**Name:** Michael Doolan  
**Iwi:** Te Arawa, Ngāti Tūwharetoa, Te Atihaunui-a-Paparangi, Ngāti Kahungunu  
**Degree:** Bachelor of Commerce  
**Institution:** University of Canterbury

**Name:** Ashley Ede  
**Iwi:** Te Atiawa, Ngāti Mutunga, Ngāti Rārua  
**Degree:** Bachelor of Commerce  
**Institution:** Victoria University

**Name:** Ngātiriti Eparaima-Hautapu  
**Iwi:** Ngāti Raukawa, Ngāti Porou  
**Degree:** Bachelor of Management Studies  
**Institution:** University of Waikato

**Name:** Donna Erstich  
**Iwi:** Ngāti Kahu  
**Degree:** Bachelor of Commerce  
**Institution:** University of Canterbury

**Name:** Hirini Houia  
**Iwi:** Tūhoe, Te Whānau-ā-Apanui  
**Degree:** Bachelor of Management Studies  
**Institution:** University of Waikato

**Name:** Hemi Kingi  
**Iwi:** Ngāpuhi, Tainui  
**Degree:** Bachelor of Business Analysis  
**Institution:** University of Waikato

**Name:** Ngahuia Leighton  
**Iwi:** Ngāti Awa  
**Degree:** Bachelor of Commerce  
**Institution:** Victoria University

**Name:** Scott Loper  
**Iwi:** Ngāi Tahu, Ngāti Mutunga  
**Degree:** Bachelor of Management Studies  
**Institution:** University of Waikato



**Rona Scholarship supports future leaders  
in fisheries and aquaculture**

## Building Māori Capability in Fisheries and Aquaculture

A new scholarship programme has been established to support Māori completing a degree in fisheries, aquaculture or marine sciences associated with the fisheries and aquaculture industries.

Up to 10 Rona Scholarships of \$10,000 each will be awarded annually. Launched at the conference Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures in 2011, the first Rona Scholarships will be awarded in 2012.

The Rona Scholarship is the first industry-based scholarship offered by Te Pūtea Whakatupu Trust. It is designed to address the Trust's strategic focus on lifting the level of Māori in middle and senior science and management roles in the fisheries and aquaculture industries. A new scholarship for other key Māori industries will be introduced by Te Pūtea Whakatupu Trust each year.

Te Pūtea Whakatupu Trust director Rikirangi Gage said: "Rona Scholarship graduates will be positioned to become future key participants in Māori fisheries and aquaculture, ensuring that Māori leadership capability continues to build."

### Celestial guide

The celestial being Rona is the personification of the moon, and is also known as Rona-whakamau-tai (Rona who controls the tides). Rona is the primary celestial being used in ancient times as a guide to harvesting and management activities associated with fishing and seafood gathering.

Naming the new fisheries and aquaculture scholarship after Rona symbolises the hope that this support will assist our rangatahi to develop skills that will boost Māori organisations involved in these industries.

It is envisaged that scholarship recipients will be committed to the future economic and social development of Māori, iwi, hapū and whānau, and to the sustainable and appropriate management of Māori fisheries and seafood stocks.

### National conference

An important component of the Rona Scholarship is the requirement to attend the national conference Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures. The conference is convened annually by Te Pūtea Whakatupu Trust. It provides an opportunity for scholarship recipients to meet Māori leaders in key sectors of the economy, and to hear first-hand about their plans and aspirations for the growth of the emerging Māori economy.

Industry leaders, in turn, have an opportunity to motivate and inspire scholarship recipients to commit to the future economic and social development of their own hapū and iwi, and therefore to Māori and New Zealand society in general.

### Criteria

Rona Scholarships are available to Māori students enrolled fulltime in a fisheries, aquaculture or marine sciences degree. Preference will be given to students who:

- Are in their last year or second-to-last year of study toward a degree;
- Have proven academic merit;
- Demonstrate a commitment to tikanga Māori and te reo Māori;
- Demonstrate a commitment to Māori, iwi and hapū economic development in the fisheries and aquaculture sector;
- Are interested in building personal skills and expertise to support Māori economic and social development.

It is a requirement that recipients attend the conference Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures during the year of their award.

### Applications

Online applications can be completed on the websites of Te Pūtea Whakatupu Trust ([www.tpwt.maori.nz](http://www.tpwt.maori.nz)) or the Māori Education Trust ([www.maorieducation.org.nz](http://www.maorieducation.org.nz)).

For more information, contact:

[info@maorieducation.org.nz](mailto:info@maorieducation.org.nz) or phone 04 499 8041

[info@tpwt.maori.nz](mailto:info@tpwt.maori.nz)

[chair@tpwt.maori.nz](mailto:chair@tpwt.maori.nz)

**"Rona Scholarship graduates will be positioned to become future key participants in Māori fisheries and aquaculture, ensuring that Māori leadership capability continues to build."**

– Rikirangi Gage, Te Pūtea Whakatupu Trust





## 2012 Rona Scholarship Recipients



Te Atarangi Sayers (Ngāti Awa, Rangitahi – Whakaue/Makino, Tūwharetoa – Maniapoto, Tainui, Ngāi Koata)

**Bachelor of Science – Major: Biological Sciences, Waikato University**

My key focus of study has been in aquaculture through a biological sciences degree. I chose this field after observing the strain on our kai moana (sea food) resources from over-exploitation over the past five decades of industrial fishing. I'm hugely interested in the development of sustainable aquaculture systems. I have a firm belief in the meaningful role of Māori within this industry, not only as proportionary partners but as industry leaders and innovators through the adoption and integration of certain Māori principles.

Receiving the Rona Scholarship gave me a connection with the many other young Māori recipients, and opportunities to meet with many different people both within the Māori community and the greater aquaculture industry. The resources provided by the scholarship have enabled me to further my experiences within the field of aquaculture. I am currently negotiating an interesting project opportunity, and will heading to the Pacific Islands to examine potential aquaculture systems and other application approaches for aquaculture. I intend to further my education in Marine Spatial Planning and aquaculture systems development through an MSc programme in the coming year.



Thomas Hildebrand (Ngāi Tahu)

**Postgraduate Diploma in Science – Major: Marine Ecology, University of Canterbury**

I'm from Bluff, and I've worked in the fishing/marine industry since I was 13 – in factories, on fishing boats and diving. My future aspirations are to become involved in the New Zealand aquaculture industry in the area of research and development, particularly with regard to new cultured species, expansion of the industry and mitigation of environmental impacts.

Since receiving the Rona scholarship, I have completed my Postgrad Diploma in Science and I am undertaking my Masters of Science Thesis at the University of Canterbury. My thesis is investigating the 'interaction between epibiota, parasites and life history parameters of cockles in a recovery estuary'.

The scholarship assisted me enormously, not only helping to remove the financial burden but also allowing me to meet like-minded people and business and iwi leaders at the Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures Conference.





Gabrielle Goodin (Ngāti Kahungunu)

**Master of Marine Conservation, Victoria University**

My focus is marine conservation and resource management. After completing an undergraduate degree in marine biology, I worked in New Zealand and Australia in the tourism industry before returning home to focus on marine conservation. I'm particularly interested in the traditional aspects of Māori marine conservation and the knowledge held by iwi. The Western focus is on preservation, but Māori are all about sustainable use.

After completing my Masters, I took a summer research internship with Ngāti Kahungunu to monitor a paua re-seeding project along the Kahungunu coastline. Working with my iwi was inspiring, and taught me a lot about where I'm from. I worked closely with the Kahungunu fisheries unit and kaitiaki of the area. The traditional information they hold is invaluable – the type of knowledge you can't learn from books. My goal is to bring that Māori voice into marine conservation.

The Rona Scholarship was hugely important to me, not just in terms of surviving financially, but for the opportunity to meet the other recipients of the Rona and Tāwera Scholarships. Following the Ngā Whetū Hei Whai conference, we have maintained those connections and keep up with each other through our scholarship networks.



Te Taiawatea Moko-Mead (Ngāti Awa, Ngāti Porou, Tainui)

**Bachelor of Science – Major: Marine Biology, Victoria University**

My interests are in fisheries and conservation, which must be combined to achieve sustainable fisheries. I would like to help our people manage their resources. I've grown up around a lot of great role models, and I would like to give back myself as a mentor through mentoring programmes.

We need to get more Māori into science: what we need is Māori scientists, not just scientists who happen to be Māori. In the future I would like to work with my iwi to manage and conserve marine resources, practicing kaitiakitanga, manaakitanga and ahi kaa (keeping the home fires burning). I have a deep passion for conservation and would like to lead a life based on the whakatauki "Manaaki whenua, manaaki tangata, haere whakamua".

Through the Rona Scholarship I have gained new friendships, networks, and knowledge, and formed new ideas and opinions. I am currently working at the Ministry of Health in Māori Health Research as a Data Analyst. By doing this I am gaining great experience in the public sector. I plan to enrol in the Master of Marine Conservation Course at VUW, which commences in January 2014.

## 2013 Rona Scholarship Recipients

Peter Edwards  
Bachelor of Science  
Victoria University  
Ngāti Toa Rangatira, Ngāi Tahu, Ngāti Kahungunu

Tasman Gillies  
Master of Science  
University of Otago  
Ngāti Kahungunu, Ngāi Tahu

Tara McAllister  
Bachelor of Science  
Victoria University  
Ngāti Porou me Te Aitanga-ā-Mahaki

Shane Parata  
Bachelor of Science  
Victoria University  
Ngāti Toa, Ngāti Raukawa, Ngāti Tūkorehe, Ngāi Tahu, Ngāi Te Rangi,  
Te Ati Awa ki Whakarongatai

Mahuru Robb  
Master of Science  
University of Waikato  
Ngāti Awa, Ngāti Ranginui

Peri Subritzky  
Master of Science  
University of Otago  
Ngāti Kahu, Ngāpuhi

Raymond Tana  
PhD  
University of Waikato  
Ngāti Whātua, Te Rarawa

Peter van Kampen  
Bachelor of Science  
University of Auckland  
Ngāi Tai, Whakatōhea, Ngāpuhi

Nicholas Manukau  
Master of Applied Indigenous Knowledge  
Te Wānanga o Aotearoa  
Waikato-Maniapoto, Hauraki, Ngāti Raukawa

Te Rerekohu Tuterangiwhiu  
Postgrad Diploma in Applied Sciences  
AUT University  
Ngāpuhi, Taranaki, Ngāti Ranginui, Waikato

## Whānui Scholarship

Te Pūtea Whakatupu Trust is continuing to expand one of New Zealand's major scholarships programmes with a new scholarship worth up to \$100,000 annually for Māori who are enrolled in farming and agriculture degree-level study.

The Whānui Scholarship is the result of an exciting new partnership between the Trust, the Federation of Māori Authorities (FOMA), and Ballance Agri-Nutrients as joint funders of the farming and agriculture initiative. Up to 10 farming and agriculture scholarships of \$10,000 will be offered annually.

The Federation of Māori Authorities is a national body representing Māori trusts and incorporations, the majority of whom are involved in agriculture with dairy, beef or sheep farming operations.

Ballance Agri-Nutrients is one of New Zealand's leading fertiliser manufacturers. A 100 percent farmer-owned co-operative, Ballance has a nationwide manufacturing and distribution structure, and sells a wide range of products, from locally manufactured superphosphate (superten) to imported high-analysis fertilisers.

The partnership with Te Pūtea Whakatupu Trust on this scholarship acknowledges the growing focus on building Māori capability in the farming sector.

This third industry scholarship lifts annual investment in the Te Pūtea Whakatupu Trust programme to \$500,000.

Trust chair Richard Jefferies says there is potential to further build the programme in future years with scholarships supporting other key sectors of the economy.

The first Whānui Scholarships will be awarded in 2013. Mr Jefferies said the scholarships are a key element in the Trust's strategic focus of lifting the level of Māori participation in middle and senior management and science roles.

"Farming, agriculture and agribusiness is more complex now than ever. It requires experts with an ever-widening range of skills and understanding across all parts of the supply chain.

"Despite a long history of farming and agriculture, we have few skilled shareholders running Māori farms and even fewer working up the supply chain. This scholarship is designed to lift those numbers."

As well as the cash injection, it is a condition of each scholarship that recipients attend the Trust's two-day annual conference Ngā Whetū Hei Whai: Charting Pathways for Māori Industry Futures. Each student has the opportunity to give a brief presentation at the conference, highlighting their skills and areas of interest to potential employers and mentors attending the conference.

**"Farming, agriculture and agribusiness is more complex now than ever. It requires experts with an ever-widening range of skills and understanding across all parts of the supply chain."**

– Richard Jefferies,  
Te Pūtea Whakatupu



FEDERATION  
of  
MĀORI AUTHORITIES  
*Me Uru Kahikatea*



## 2013 Whānui Scholarship Recipients

Piata Costello Bachelor of Science University of Otago Ngai Tahu, Ngati Mutunga, Ngapuhi, Moriori	Reina Tamepo Postgraduate Diploma in Science Massey University Te Whanau A Apanui, Ngati Porou, Ngati Awa
Samuel Gammie Bachelor of Commerce (Agriculture) Lincoln University Ngati Kahungunu	Kiriana Isgrove Bachelor of Science University of Waikato Ngati Tuwharetoa
Quentin Sciascia PhD Massey University Ngati Kahungunu	Hamish Maxwell Bachelor of Commerce (Agriculture) Lincoln University Ngati Kahungunu



## Trust Partners with Māori Television for New Media and Journalism Scholarship Programme

Trust partners with Māori Television for new media and journalism scholarship programme

Te Pūtea Whakatupu Trust is partnering with Māori Television to develop a new scholarship programme for Māori media and journalism. Named the Atutahi Scholarship, it acknowledges the importance of the growing media and journalism fields.

Atutahi (or Canopus) is a significant star in the ancient art of navigation and pathfinding as practiced for millennia. Atutahi is a star that stands out on its own and burns very brightly – likened here to the stand those working in journalism and television media take in their roles.

Plans for the jointly-funded scholarship have yet to be finalised, but are expected to be valued at \$10,000 per scholarship and provide places for three internships with the Māori Television Service.

Trust chair Richard Jefferies said the media and journalism scholarships will be an important addition to the Trust's growing scholarship opportunities, bringing the value of its programme to over \$500,000 with more than 50 scholarships of \$10,000 available annually.

Māori Television CEO Jim Mather said the collaboration with Te Pūtea Whakatupu Trust represented the media organisation's first formal scholarship programme.

"The Atutahi Scholarships provide us with an opportunity to introduce scholarship recipients to the world of Māori media. The fact the recipients are backed by a formal scholarship means that we are able to keep them for an extended period of time – eight weeks – which will give them the chance to see more and gain genuine and useful work experience," Mr Mather said.

"We look forward to the initial three scholarship recipients undertaking their internships with us in 2014. It will be an exciting opportunity for them to work within a Māori media organisation."

Te Pūtea Whakatupu Trust's scholarship programme is strategically focused on supporting the development of Māori business capability and the growth of Māori industry by lifting levels of educational achievement among Māori and increasing the number of Māori with senior and middle management capability in a targeted range of key industries.

Mr Jefferies said the convergence of media and the internet is a significant area of social and economic development.

"It affects everybody and is one of the fastest growing industries internationally. As technology continues to change, there are growing opportunities for Māori involvement in television, other media, journalism and digital content production. Te Pūtea Whakatupu Trust is pleased to be working with the Māori Television Service to deliver this new scholarship and internship."

**"The Atutahi Scholarships provide us with an opportunity to introduce scholarship recipients to the world of Māori media. The fact the recipients are backed by a formal scholarship means that we are able to keep them for an extended period of time – eight weeks – which will give them the chance to see more and gain genuine and useful work experience."**

– Jim Mather,  
Māori Television



**“The recent exploratory visit led by Te Pūtea Whakatupu Trust to Iceland and Japan to look at potential future opportunities for the Māori fisheries industry confirmed the need for expertise in increasingly market-led, value-added industries.”**

— Richard Jefferies, Te Pūtea Whakatupu Trust

## Scholarship Programme Development

The Trust has also been working on developing a response to growing feedback from industry players that indicates a shift to a broader 'primary production' and 'food production' approach, Mr Jefferies said. This approach was also encouraged by the recent independent audit of the work of Te Pūtea Whakatupu Trust (see page 68).

“Training remains the domain of the large number of tertiary providers across the country and the Trust is working with these organisations toward encouraging better industry-focused provision,” Mr Jefferies said.

“The Trust is reviewing its scholarship programmes with a view to moving from 'industry'-focused scholarship toward food technology, and supply and value chain stages (such as processing or marketing) as potential target areas.”

Mr Jefferies also spoke about international opportunities for future scholarships.

“The recent exploratory visit led by Te Pūtea Whakatupu Trust to Iceland and Japan to look at potential future opportunities for the Māori fisheries industry confirmed the need for expertise in increasingly market-led, value-added industries.”

Following on from this investigation, the Trust is looking to negotiate with universities and other key players in Iceland as well as with Nissui's Innovation and Research Institute in Japan with a view to potential scholarships or internships for Māori into those countries through Joint Venture collaboration.

Mr Jefferies said: “It is important that the Trust's approach to education and training remains responsive to the changing needs and focus of key industries, and so we continue to work closely with Māori business and industry leaders to determine future strategy.”

## Accountants Network to take Māori Graduates Under its Wing

Māori accountancy students in their final year of tertiary study will be mentored by practicing chartered accountants in New Zealand's 'big five' accountancy firms under a new joint-venture partnership.

Ngā Kaitatau Māori o Aotearoa (NKMOA), the National Māori Accountants Network, is partnering with Te Pūtea Whakatupu Trust to develop a new scholarship format for Tāwera Scholarship recipients majoring in accounting. It is planned that five of these students will also receive targeted mentoring as part of the Tāwera Scholarship.

NKMOA chair Wiwini Hakaraia said plans were still being developed but the network was expecting to launch the programme by providing intensive mentoring for five scholarship recipients in 2014.

“The scholarship recipients will normally be in their last year of tuition, about to graduate and looking ahead to getting a job. We will give them between 12 and 14 hours of intensive one-on-one mentoring over three to four months.

“Our aim is to give these young people an insight into what would be required of them in a big accountancy organisation, in the hopes that they will be better prepared for job-seeking within one of the big five companies.”

Mr Hakaraia said it was important for graduates to secure work with a big organisation.

“They push you a lot harder, and there are significant benefits. For example, smaller firms might not have the resources to support graduates to become chartered accountants.”

NKMOA works through its Accounting Collaboration Partnership with New Zealand's big five accountancy firms – Ernst & Young, PricewaterhouseCoopers, KPMG, BDO and Deloitte – and have an informal Memorandum of Understanding with the New Zealand Institute of Chartered Accountants (NZICA).

“In the first year of the partnership, Ngā Kaitatau Māori will add value to existing Tāwera (business and management) Scholarships through mentoring. In years to come we will look to expand the programme, and potentially involve NZICA in a jointly funded scholarship programme,” Mr Hakaraia said.

**“Our aim is to give these young people an insight into what would be required of them in a big accountancy organisation, in the hopes that they will be better prepared for job-seeking within one of the big five companies.”**

— Wiwini Hakaraia, Ngā Kaitatau Māori o Aotearoa



## Alumni Association Builds Growing Network of Future Business Talent

Te Pūtea Whakatupu Trust is building a new Māori business network for the recipients of its expanding range of scholarships.

Work began in early 2013 on establishing an alumni association for recipients of funding through the Trust's Ngā Whetū Hei Whai scholarship programme, which currently provides \$500,000 in scholarships to 50 students annually.

Trust chair Richard Jefferies said the alumni association will strengthen and expand the networks these young Māori business leaders can utilise as their careers develop.

"The recipients of the Ngā Whetū Hei Whai scholarships are fortunate to be given access to an immediate business network of their peers – a network that grows every year without any effort on their part.

"Our scholarship recipients now number well over a hundred, and with more than 50 new recipients annually this number will grow rapidly. The students themselves very quickly organised social networking connections as a group and have continued to develop the network as they graduate and move into the workforce.

"The Trust has simply taken this a step further to form a formal alumni network, which will achieve a number of important outcomes, including supporting graduates toward internships, industry experience and governance opportunities. The Trust will continue to use its networks to support scholarship recipients into work, and to provide potential employers with a conduit to a growing pool of talented Māori with leadership potential," Mr Jefferies said.

A recent example of the kinds of 'extras' the alumni network can generate for its members is the access Te Pūtea Whakatupu Trust negotiated for alumni to attend the NZ-US Partnership Programme in Washington, D.C. In 2013, four alumni joined a youth contingent that attended the Pacific Rim Partnership Forum representing the future leadership of New Zealand (for full details, see page 48). Other opportunities are planned.

**"The Trust will continue to use its networks to support scholarship recipients into work, and to provide potential employers with a conduit to a growing pool of talented Māori with leadership potential."**

– Richard Jefferies,  
Te Pūtea Whakatupu  
Trust







In April 2013 a group of past scholarship recipients gave their time to workshop how best to set up the Alumni, providing valuable input into how it should be structured and what would work best for them. They saw the website and associated links and tools as a key element in the maintenance of the Alumni association, which is due to be launched in late 2013.

Although not the main reason for establishing the Alumni, the network also addresses a 2012 Audit recommendation (see page 68) that the Trust measure the 'success rate' of the scholarships programme.

"The alumni network will ensure that success stories are captured as recipients progress in their careers, giving the Trust the opportunity to evaluate the outcomes of the scholarship programme over the long term," Mr Jefferies said.





1a

Four Te Pūtea Whakatupu Trust alumni were among a group of students and young professionals who represented the next generation of New Zealand and American leaders at the 2013 US-NZ Pacific Partnership Forum in Washington, DC.

Kiwa Huata, Yvette Waikari, Tauhe Jefferies and Te Ari Awa were selected under the Fulbright Future Partners Programme to attend the multi-nation gathering in May of more than 300 leaders from government, business, academia, media and non-profit groups, and nearly 50 'future partners'. Their involvement in the two-day forum was negotiated by the Trust and the US-NZ Council, working with Fulbright NZ, and was funded by TPWT.

The four are alumni of the Trust's Ngā Whetū Hei Whai scholarship programme. Each received Tāwera Scholarships in 2011 or 2012 to support their degree studies in business and management. A fifth alumnus, Shay Wright, also attended the forum.

1b

Firstly, I would like to thank Te Pūtea Whakatupu Trust for the opportunity to attend the US-NZ

**"This forum was an amazing opportunity for young emerging leaders to get involved in global issues and become connected. It was about learning and engaging in the economic issues that will in future affect our people."**

– Te Ari Awa, Te Pūtea Whakatupu Trust



Pacific Partnership Forum as part of the Fulbright Future Partners Programme. The support Te Pūtea Whakatupu Trust has given me and the other recipients has been invaluable. The experience of having exposure to the people, their stories, and their knowledge on an international platform was eye-opening. It was also great to see our group of future partners bond, share knowledge and get along so well.

I have a very keen interest in how foreign relationships can affect political, economic, social and cultural environments. This was loosely the topic for my honours dissertation in terms of the legitimacy of foreigners coming in to New Zealand and their relationships with Māori. It was interesting to see how these theoretical concepts fit in a different setting and from a new perspective.

The big discussion topics were, of course, the Trans-Pacific Partnership (TPP) and regional Asia-Pacific trade issues. Across the board there were different ways of thinking and a lot of differences in terms of policy. It is necessary to draw from the institutions as well as the stakeholders involved in policy changes and agreements to help explain what factors have and will influence foreign legitimacy. It was good to see people from varying backgrounds (e.g. environmental, technological, entrepreneurial, governmental) sharing their perspectives.



Tauehe Jefferies

Of the 24 'Future Partners' who represented New Zealand, nine were Māori, representing iwi from as far north as Ngā Puhi to Ngāi Tahu in the south. This was a time for Māori youth to experience relations on a global platform and to initiate and create relationships for Māori in overseas markets. With the near conclusion of the Trans-Pacific Partnership agreement (TPP) it is vital to keep up contact and discuss future partnerships between trading partners. It is also important that, given the Free Trade Agreements (FTAs), Māori are engaged in opening potential markets and relationships with other countries and their indigenous peoples.

The 2013 Pacific Partnership Forum was focused on business and public policy in the Asia-Pacific region, with discussions on trade and economic development, agriculture, creativity and innovation in technology and sustainability. It included speakers such as Robert Zoellick (former World Bank President), William Burns (Deputy Secretary of State), Tim Groser (Minister for Trade) and many high-level politicians and businessmen from both countries.

The most important issue was the impact of the TPP. The TPP is a free trade agreement between New Zealand and 11 other countries including the US and Japan. The benefits of the agreement, I believe, outweigh the negatives but there is very little information about the so-called "21st-century agreement" and much speculation and divide on the outcome of the agreement. What is apparent is that the agreement will be finalised and with it potential obstacles for the future of Māoridom.

The representation of nine Māori in the Future Partners group is an encouraging sign. Māori have in the past been under-represented at all levels of policymaking. In a climate of 21st-century FTAs, Māori can benefit immensely from the relationships built over the course of such events.

#### Kiwa Huata

The panel discussion on the free trade agreement between the US and NZ – the Trans-Pacific Partnership agreement (TPP) – included the pros of the free trade, the changes to immigration, export and import tariffs, nutrition from NZ agriculture, legislations, government implementation, emerging markets and the quality of the agreements. However, this panel did not acknowledge the downside to passing this FTA. Although a few negatives were brought up, they were only briefly discussed. After listening to the panel I became overwhelmed with anxiety and asked the following question:

"At a public forum on 6 July 2011, legal experts in NZ presented their concerns that the agreement could undermine law regarding Māori culture, genetic modification, copyright, and remove the subsidised medicine New Zealanders have access to through Pharmac. Opponents say US corporations are hoping to weaken Pharmac's ability to get inexpensive, generic medicines by forcing NZ to pay for a brand name. The NZ Government denies the claims, Trade Negotiations Minister Tim Groser saying opponents of the deal are 'fools' who are 'trying to wreck this agreement.' I'm only a 3rd-year economics student and even I can see who are the winners and who the losers from this trade agreement. Will we protect those that are vulnerable to trade and globalisation or will we continue to feed the 1%?"

Of course, like true politicians, they did not answer this question. Here is a link that gives a brief understanding of the issue I raised:

<http://www.stuff.co.nz/national/politics/8702204/Dissenter-raises-trade-deal-questions>

Since returning to New Zealand I am more prepared than ever before; seeing a glimpse of my future has awoken me and made me more determined to succeed in trade, economic and political policy. Because of this experience, my aim is to empower rangatahi to succeed in their respective sectors and to be an example for those entering business.

#### Te Ari Awa

The Trans-Pacific Partnership agreement (TPP) was the core focus of the forum and many experts and promoters of TPP highlighted the industries that will benefit from this agreement. Moreover, government officials, industry leaders, potential employers and consultants were gathered to contribute to the conversation around TPP and its implications. The forum theme was "What's next in US-NZ relations?" in terms of reacting to globalisation and technology advancement.

Although the event revolved around the TPP, many aspects of the agreement were covered very generally and this became an area of concern. Our group took the spotlight by challenging the TPP. Other delegates commended us on our courage and active participation regarding the unanswered concerns we had about the TPP.

Some of the questions included whether or not there would be losers, and the costs involved. My biggest concern was how this would impact on Māori culture as well as the risk of suffering. Our questions were not met with a substantial answer. Advocating for such an agreement means stepping into the 'unknown' and that is frightening.

Māori need to be in these discussions. We need to be heard and we need to be persistent in the way we connect. This forum was an amazing opportunity for young emerging leaders to get involved in global issues and become connected. It was about learning and engaging in the economic issues that will in future affect our people. Te Pūtea Whakaputu Trust has inspired me to keep these relationships strong.



## Pilot Scheme will bring Graduate Skills Home to Iwi

Te Pūtea Whakatupu Trust will step up its \$500,000 scholarships programme with a ground-breaking pilot programme to bring graduate skills and knowledge home to iwi.

The Trust is in discussions with Mark Ngata, of Ngāti Porou Seafoods Group, to collaborate in a programme that will connect Ngāti Porou recipients of TPWT scholarships with opportunities within the iwi. The aim is to develop Ngāti Porou leaders of the future.

Trust chair Richard Jefferies said the scheme would bring graduates to Ngāti Porou wānanga, ensuring graduates are known, involved and knowledgeable about iwi matters, and are able to use their skills and knowledge to benefit the iwi.

"These graduates have the education and know-how to make a difference in their communities, and many iwi leaders want to start getting them involved now in governance, management and operational roles. It's a training ground for iwi leadership down the track – but even at this early stage, many of these young people have the drive, energy and ideas that could help revitalise their iwi," Mr Jefferies said.

The initiative is developing following the Trust's Ngā Whetū Hei Whai conference 2012, during which Māori leaders were introduced to scholarship recipients about to graduate with business, management or fisheries/aquaculture/marine studies degrees.

An important component of TPWT conferences is the participation of its annual scholarship recipients, who in 2013 will number 46 and include farming and agribusiness students. Most are in their final year of study and preparing to move into the workforce. Each recipient has an opportunity to address the conference, introducing themselves, their goals and their interests.

"Through this process, the business, industry and iwi leaders at our conference recognised the potential of our scholarship recipients, and many students took the chance to talk face-to-face with CEOs, managers and board chairs in their fields of interest. Connections were made that are proving invaluable to both parties – for example, internships, research scholarships, work experience and mentoring were arranged as a direct result of the conference."

Mr Jefferies said the Trust's scholarship programme had expanded to offer 50 \$10,000 scholarships in 2013 – but financial support was not the only benefit.

"A distinctive feature of our scholarship programme is the way we support our recipients with a range of wider opportunities to develop as future leaders. We provide workshops and other wānanga, and seek ways to add value to their experience."

Mr Jefferies said talks would continue to develop the scheme, which would potentially become a model for use by other iwi.



**Ngati Porou**  
Seafoods Group

TE PŪTEA  WHAKATUPU

**"These graduates have the education and know-how to make a difference in their communities, and many iwi leaders want to start getting them involved now in governance, management and operational roles. It's a training ground for iwi leadership down the track."**

– Richard Jefferies, Te Pūtea Whakatupu



## Trust looks to Renew Links with Food and Agribusiness Programme

Te Pūtea Whakatupu Trust is reviewing the potential to support a unique professional development programme for emerging leaders in food and agribusiness.

The Food and Agribusiness Market Experience (FAME) is an intensive programme offered jointly by Otago, Lincoln and Massey universities and is described as a full immersion course covering all aspects of the supply chain, from farm gate to retail outlet and including processing, technology, logistics, marketing, supply chain management and finance.

The experience includes offshore modules to such destinations as the US, Japan, Europe, China and South America, which allows participants to develop first-hand knowledge of overseas markets and customers' needs through contact with international markets and executives, visits to production, processing and retail sites, and observing competitor offerings and supply chain best practice.

Initiated by the Agricultural and Marketing Research and Development Trust (AGMARDT), which works in the agribusiness sector to develop leadership capability, the programme is governed by a trust board comprising representatives from the three universities and FAME alumni.

FAME alumni include Federation of Māori Authorities chief executive Te Horipo Karaitiana, Ngāti Porou Seafoods Group CEO Mark Ngata and Farm Management Consultant Hilton Collier. All three speak very highly of the programme and its impact on their understanding of the supply chain opportunities and challenges across the primary sectors.

TPWT has supported the programme in the past, and Trust chair Richard Jefferies attended the FAME conference in 2013 in response to an invitation from FAME. He said TPWT was interested in renewing the relationship, and would be looking to this in the near future. He said the options included the potential to support Māori into the FAME programme as it is already structured or developing a Māori version of FAME in collaboration with the various FAME members.



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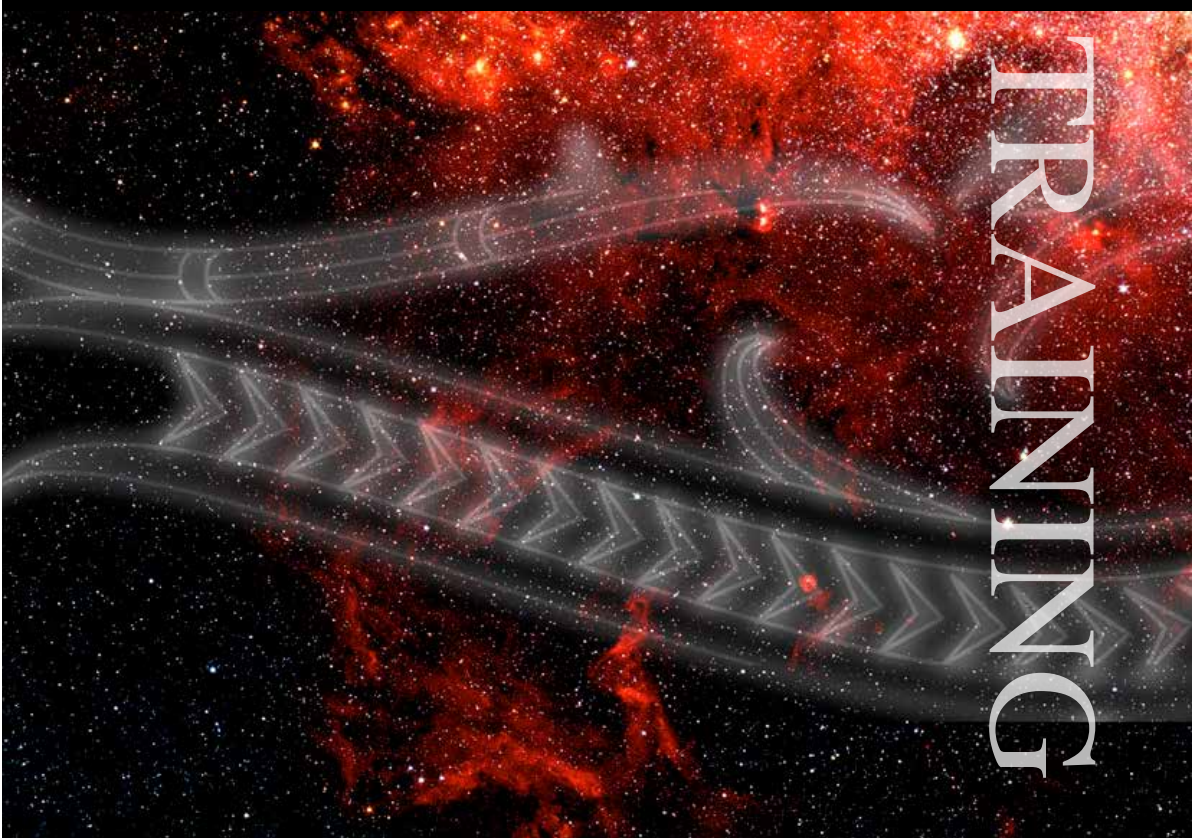


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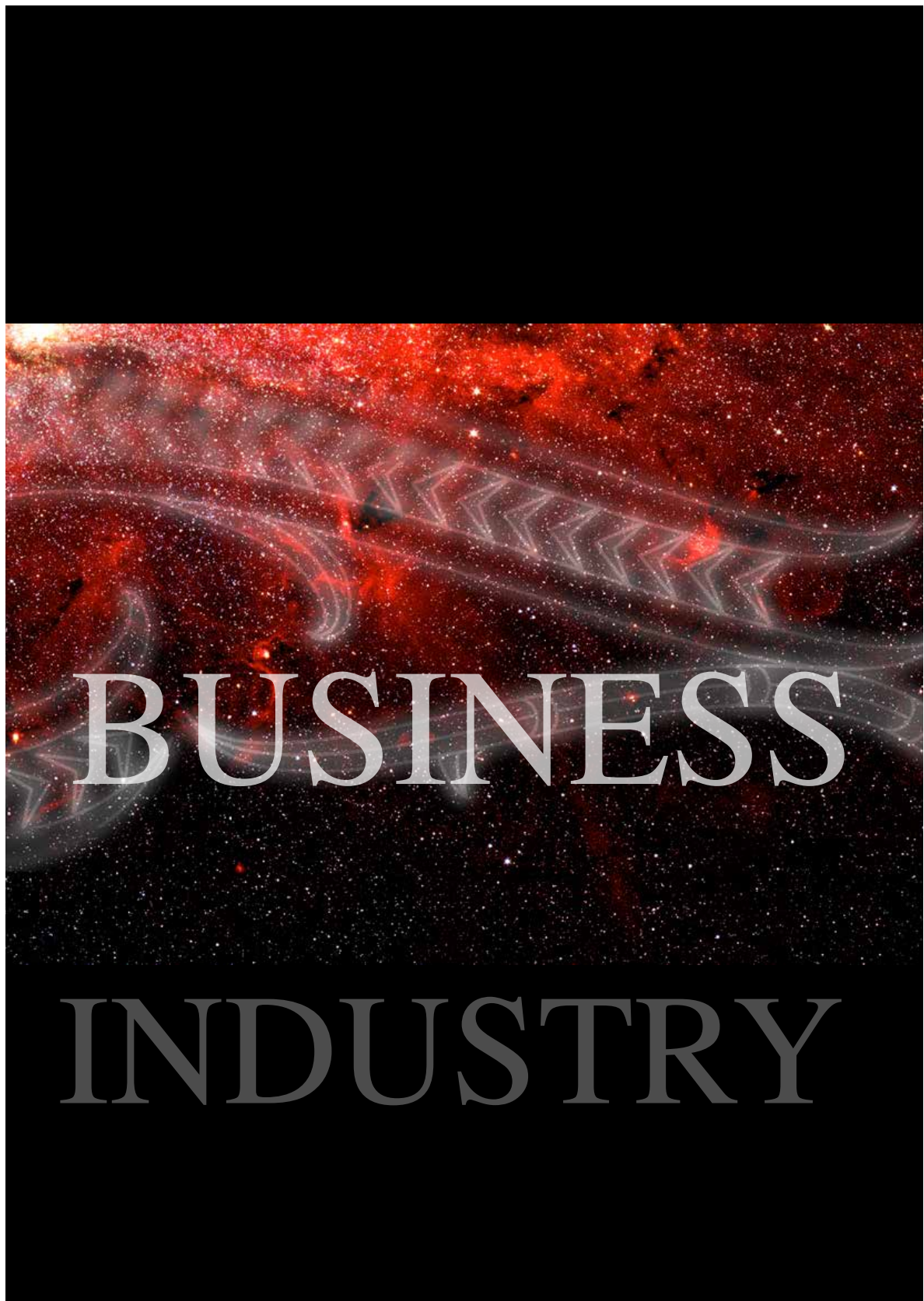
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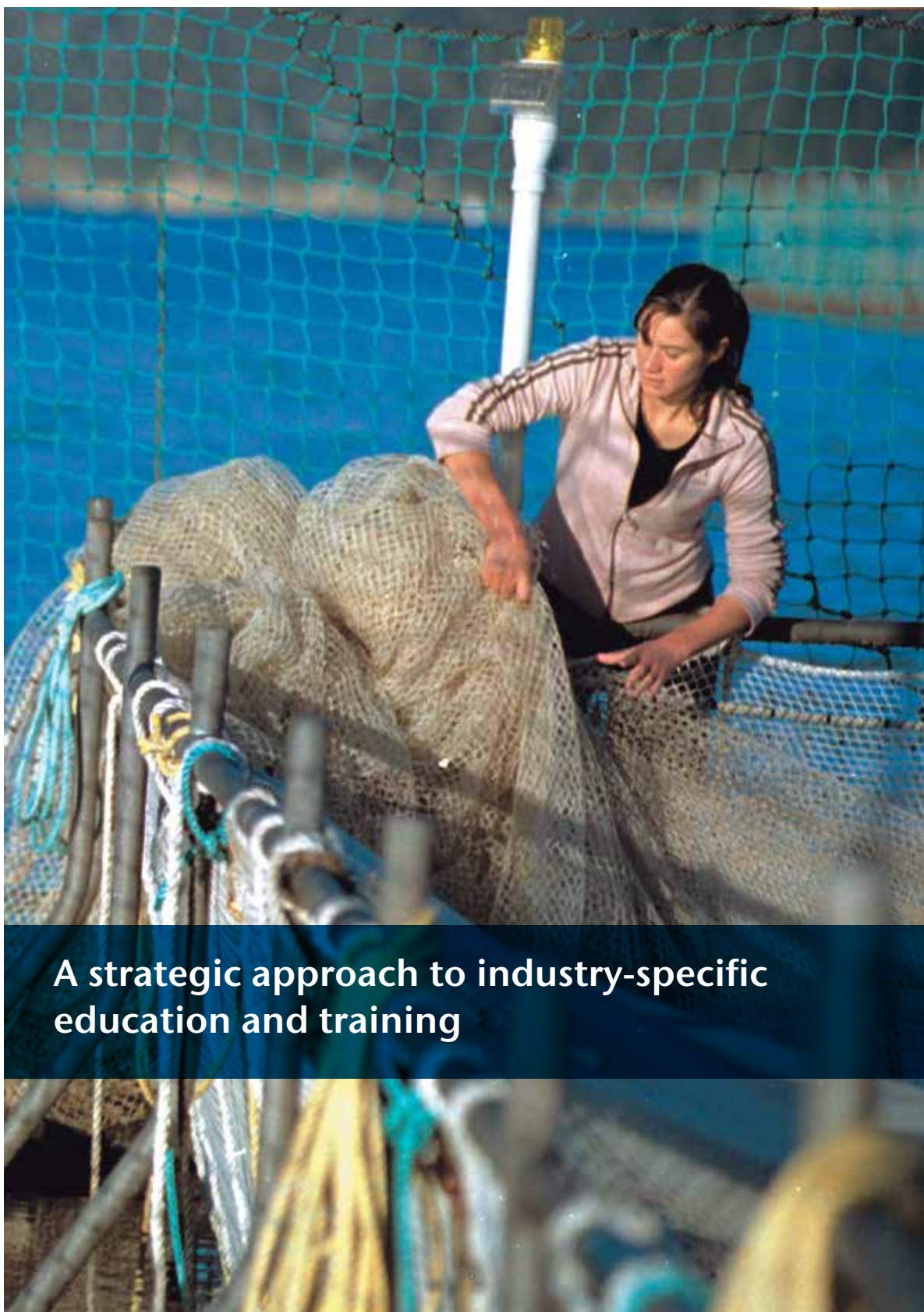
EDUCATION











## A strategic approach to industry-specific education and training



**“The immediate objective is to identify where education and training for Māori should be targeted in terms of the asset management and development of their resources. And then to develop a strategy that ensures training aligns with Māori labour market and workforce needs within the industry.”**

– Miki Roderick, researcher

## Industry Analysis

The inaugural Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures conference in 2011 kick-started discussions on which Māori industries should be prioritised for investment in education and training.

At the conference, Te Pūtea Whakatupu Trust sought the views of Māori industry, iwi and business organisations on which industries it should target for education and training programmes.

Trust directors have resolved to take a strategic approach to investment across all of the Trust's areas of interest, and will therefore commission research to inform and guide investment and the planning and development of industry-specific education and training.

Workforce requirements in the fisheries and aquaculture industries are the focus of the first research project, which began in early 2012. The industry analysis aims to provide an overview of the current status of education and training within New Zealand's fisheries and aquaculture industries, and a solid understanding of current and future workforce needs. From this information, the Trust will develop a specific education and training strategy for these industries.

The research and resulting strategy will provide a model for similar work across other Māori industries. Te Pūtea Whakatupu Trust will work with Māori industry, and education and training partners, to ensure its strategies are developed and delivered collaboratively.

### Workforce Planning in Fisheries and Aquaculture

The fisheries and aquaculture industry analysis is being carried out by Miki Roderick (Te Arawa, Ngāti Whātua). Mr Roderick is a political scientist who has wide experience in public service policy and administration, and particular experience in labour market analysis as it relates to Māori workforce participation and development. Mr Roderick also has extensive management experience in the tertiary sector, particularly as it relates to Māori education and vocational training. He is currently completing his PhD, focusing his research on The Māori Political Economy and Labour Market Implications. He has been involved with a wide range of research, analysis and evaluation projects.

The industry analysis includes determining workforce requirements across all sectors of the seafood industries, including harvesting, processing, marketing, management, research, development and innovation.

It focuses on three areas:

- The current status of Māori participating in the fisheries and seafood sectors and their roles within those industries.
- The workforce and labour market skill sets required within the seafood industry.
- The shortfall between existing skills and workforce requirements.

Mr Roderick said initial research had identified a number of trends, including:

- A smaller percentage of Māori are employed in fisheries and aquaculture compared to the number employed before assets were settled under the Māori Fisheries Act 2004.
- Fewer than 15% of fisheries and aquaculture managers are Māori.

“The immediate objective is to identify where education and training for Māori should be targeted in terms of the asset management and development of their resources. And then to develop a strategy that ensures training aligns with Māori labour market and workforce needs within the industry,” Mr Roderick said.

“Moreover, consideration needs to be given as to how to strengthen and provide opportunities for Māori within the asset base and industries they primarily own.

“The question of how to strengthen the capability and capacity of the Māori workforce needs to be considered longitudinally, as labour market skills and requirements evolve and change over time.

“Initial findings are highlighting opportunities for a value-added approach to strengthening Māori workforce participation, such as creating new employment prospects through onshore rather than offshore processing, and developing significant potential in the field of research, development and innovation.”





## An Investigation into the Icelandic Fisheries Transformation

In August 2012 at Te Pūtea Whakatupu Trust's second annual conference Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures, a group from the University of Auckland presented some of its findings from research into Iceland's innovative and transformational approach to fishing.

Professor Hugh Whittaker (head of the Department of Management and International Business and director of the New Zealand Asia Institute), Associate Professor Manuka Henare (Associate Dean Māori and Pacific Development and founder director of the Mira Száshy Research Centre for Māori and Pacific Economic Development), Dr Christina Stringer (Senior lecturer, Department of Management and International Business) and Glenn Simmons (PhD candidate, Department of Management and International Business) spoke about ways the New Zealand seafood industry could capture more gain through innovation and market positioning.

They proposed following the example of the Icelandic fishing industry, which dramatically changed its approach in the 1990s to focus on driving innovation through the value chain, transforming its fortunes. The University of Auckland research team's basic proposition centred on three pillars:

**“Iceland demonstrates a lot of success factors and provides ideas and potential areas for development. Our group was given access to every sector of the Icelandic fishing industry, including fisheries and fish processing, biotechnology, R&D, education and training, ocean technology and marketing and distribution.”**

– Rikirangi Gage,  
Te Pūtea Whakatupu Trust





1. What to do with the fish, especially the fillets (potential for high-value sales in Asia);
2. What to do with the waste (developing markets for the waste rather than discarding it);
3. Fish derivatives and product innovation (neutraceuticals and related value activities).

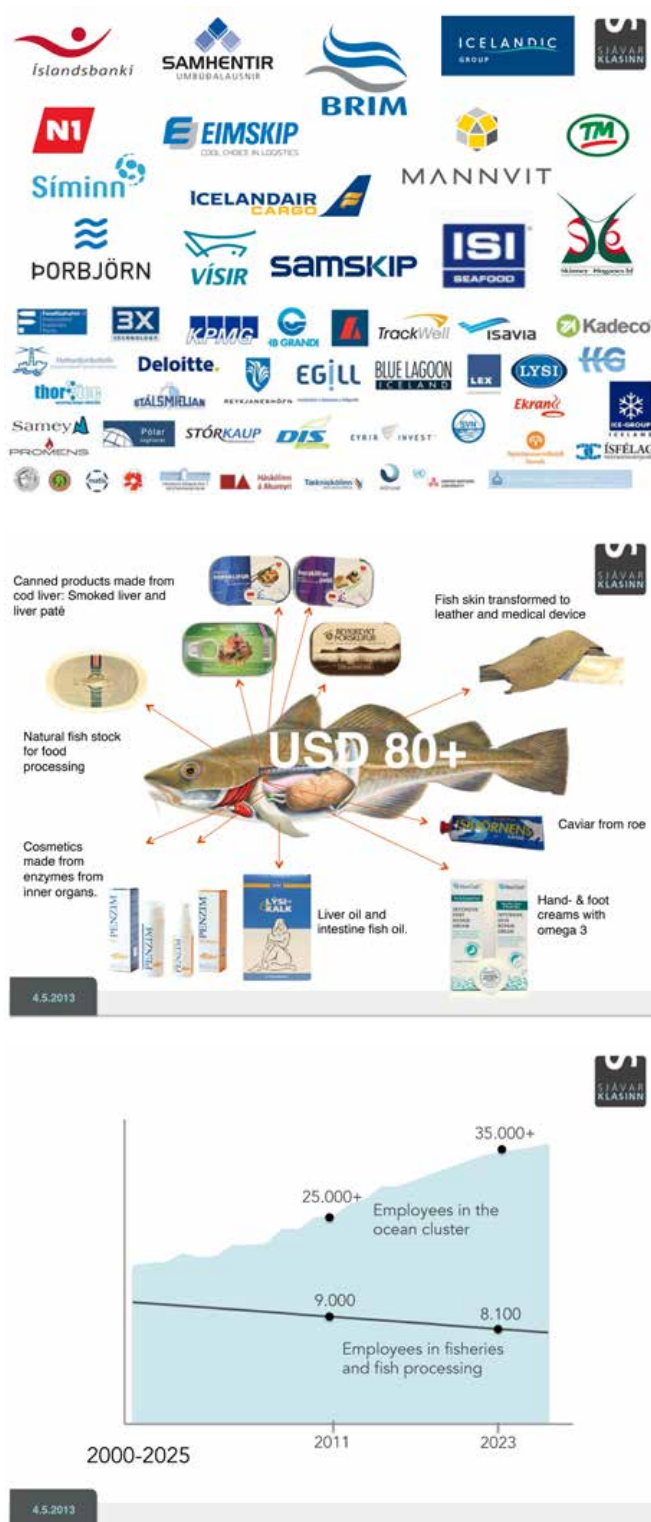
In May 2013, Te Pūtea Whakatupu Trust (TPW) followed up this proposition by leading a group of fisheries industry representatives to Iceland to investigate their highly successful model. Representatives from Te Ohu Kaimoana, Aotearoa Fisheries Limited, the Ministry for Primary Industries, and Ngāti Porou Seafoods Group joined TPW directors Rikirangi Gage, Rawiri Waititi (Alternate) and Richard Jefferies (Chair) on the research trip with the itinerary organised by the researchers from the University of Auckland's Asia Pacific Institute as identified above. In particular, Glenn Simmons' groundwork ensured the group had access to a wide range of industry, government, and education and research key players.

Trust chair Richard Jefferies said the investigation, which brought together two of the oldest fishing cultures in the world, aimed to identify potential future scenarios or future business models for the Māori fisheries industry.

"The fisheries industry nationally and internationally is facing a wide range of challenges. TPW thought it was worthwhile looking at cutting-edge developments to understand some of the future opportunities for the Māori fisheries industry," Mr Jefferies said.

Rikirangi Gage said: "Iceland demonstrates a lot of success factors and provides ideas and potential areas for development. Our group was given access to every sector of the Icelandic fishing industry, including fisheries and fish processing, biotechnology, R&D, education and training, ocean technology and marketing and distribution."





The Icelandic fisheries investigation was followed by a visit to Japan to look into the Japanese approach to long-term planning and investment in fisheries research and innovation. The group was hosted by global fisheries company Nissui, the joint venture partner with Aotearoa Fisheries Ltd in the Sealord company.

Both the Icelandic and Japanese legs of the investigation have provided a platform to begin to develop partnership opportunities between the Trust and education and industry players to build Māori capability in the areas of innovation.

#### Key Themes from Iceland

- Fish your own fish.
- Collaborate and specialise.
- Add value.
- Be market led – own the supply chain.
- Maximise the use of technology.
- Integrated R&D.
- Smart fisheries management.
- Innovate.
- Place of Origin – Original Story.
- Systems Approach Required

**Key Theme – Catch your Own Fish – Smart Quota,** vessel and owner are tied together. Both Iceland and Japan are focused on ensuring they catch their own fish with their own fishing fleet. A Smart Fishing (WWF's global fisheries initiative) management regime operates with quarterly quota trading, and electronic vessel monitoring provides transparent information.

For the Māori fisheries industry, this is a worthwhile, long-term objective. How can we efficiently re-develop our own fleet manned by Māori?

#### Key Theme – Collaborate and Specialise

A high degree of collaboration exists. Collaboration leads to specialisation; the philosophy is to let companies specialise in what they are good at. How can we collaborate more across the Māori fisheries industry? What about developing a strategy for the Māori industry? How can we utilise teaching and research institutions more effectively?

#### Key Theme – Add Value

Innovation has been used to increase how much of each fish is used; up to 97% of each fish is now used. There is a heavy emphasis on collaborative R&D, aimed at increasing the return on each fish. How much added value can the Māori fisheries industry gain? We have our catches as fish meal, animal feed and for human consumption; we now need to move up the value chain, focusing on sectors such as functional food, cosmetics, health food and pharmaceuticals.

### Key Theme – Own the Supply Chain – Market Led Approach

Being able to trace a product to its point of origin is becoming more important in today's sophisticated markets. Owning the supply chain ensures you capture value at all points in the supply chain. Iceland has developed its own independent certification model, and a model supply chain based on market pull. How can Māori fisheries develop a stronger focus on market pull versus production push?

### Key Theme – Maximise Use of Technology

There is an emphasis on technology throughout the supply chain. Super-chilling and packaging technology means the fresh shelf life is extended to up to 16 days. This means large vessels (70m) are being modernised for shorter, smaller hauls (from 30 days to three, and from 40 tonnes to six) of fresh instead of frozen product. New technologies are also driven by other themes – value add; Smart Fishing management; supply chain efficiency; market priorities.

### Key Message – Integrated R&D

Iceland has cultivated a culture of innovation. Universities and research organisations are co-located and collaborate in joint-venture projects. Research and innovation is targeted at industry need, and educational and vocational pathways are integrated to support the fisheries industry. How can we better integrate R&D by universities and others into the industry? How can we improve and grow education and training pathways?

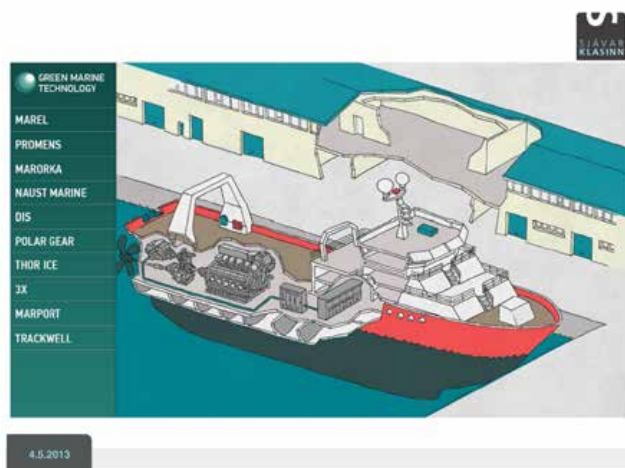
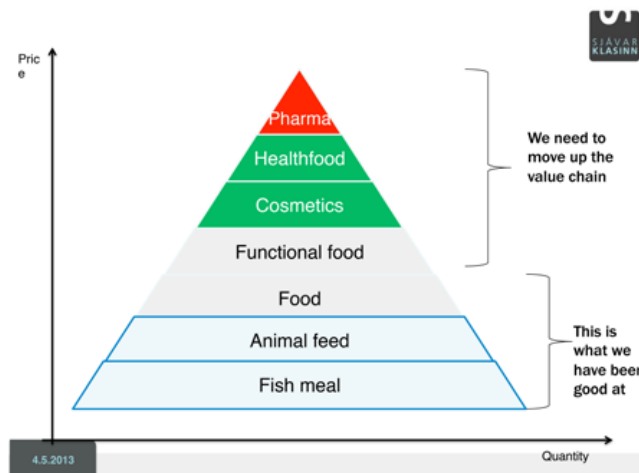
### Key Theme – Point of Origin Growing in Importance

Both Iceland and Japan confirmed the growing focus on Point of Origin as a critical indicator of quality – seen as a key factor to future market position. Point of Origin includes 'the story': where the fish is from, how it was caught, what Iceland is about. Te kanohi kitea: Icelanders run all parts of the industry – for Iceland, by Icelanders.

What stories could Māori tell in the marketplace? Kei hea te kanohi Māori?

### Key Theme – Systems Approach Required

Iceland has developed a systemic approach to re-engineering its fisheries industry. Changing any one feature in isolation doesn't work. What influence can we have (or do we have) on re-engineering the Māori fisheries industry?







#### Key Themes from Japan

- Nissui has invested heavily in research and innovation for value add.
- Japanese expectations of product quality are very high.
- Long-term planning and outcomes are important.
- Japanese are very focused on the needs of the Japanese fishing industry and Japanese market – Japan Inc.
- The Māori relationship is a very highly valued and regarded.
- How can we develop a culture of Māori Inc.?

#### Te Pūtea Whakatupu Trust Plans

On the back of the May 2013 research trips to Iceland and Japan, TPW has formulated the following objectives:

1. Investigate a new scholarship for Māori to attend the six-month fisheries post-graduate diploma programme at the University of Akureyri, Iceland.
2. Evaluate other opportunities to collaborate with the Icelandic fisheries industry, researchers and educators.
3. Develop a relationship with Nissui Research and Innovation Centre; potential for a new internship for Māori to work at the Centre.
4. Compare long-term planning concepts between Māori fisheries and Nissui.
5. Develop a think-piece providing potential scenarios for a Māori Fisheries Strategy.



## 'It's Not Just About The Fish – It's About Us'

Mark Ngata, general manager of Ngāti Porou Seafoods Ltd, went to Iceland to see how the country's fishing industry experiences could benefit Māori fisheries development.

"Although Māori own 40% of the NZ fishing industry, we are not collaborating effectively to ensure we are growing in the right direction and fully creating the value and opportunities we should be," Mr Ngata said.

"Iceland is a major fishing nation that has experienced many of the problems the NZ industry is currently going through, so this was an opportunity to see what they are doing.

"The fishing industry in Iceland contributes 40% of the national GDP and is a critical industry in Iceland. The NZ fishing industry contributes 2% of the national GDP and is, in my view, an under-performer.

"That stat aside, there are many synergies between the two countries in terms of fisheries management practices, fishing technology, product innovation, and branding as a country."

Mr Ngata said Icelandic fishing companies had endured fishery collapses, new regulations, and mounting attacks from environmental groups, yet had increased the value of products and returns to companies from 7% average in the late 1980s to an average of 21% through to 2010.

"The key is 'optimal utilisation and collaboration' across government, ministry, research, companies, and fishers, which is a significant problem in NZ. Māori have an opportunity to address these issues and to achieve the same outcomes as Iceland, as it's not just about the fish – it's about us."

## 'A Sense of to Where our Fisheries can Evolve'

Carl Carrington, Chief Executive Officer of Aotearoa Fisheries Limited (AFL), said the Iceland investigation was an opportunity to explore first-hand the elements of Iceland's fisheries industry that might have relevance for New Zealand, and in particular for AFL.

"In that respect, the trip was quite an eye-opener," Mr Carrington said.

"Iceland's fisheries account for 40% of its GDP, and the amount of financial and intellectual resource committed to developing a world-leading industry shows the scale of the Icelandic operation differs completely to New Zealand's. But I came away with a sense of to where our fisheries can evolve.

"It's going to be a long journey to get there, but there were a number of concepts that impressed, including increasing how much of each fish is utilised, investing in smart technology, and the spirit of very open collaboration.

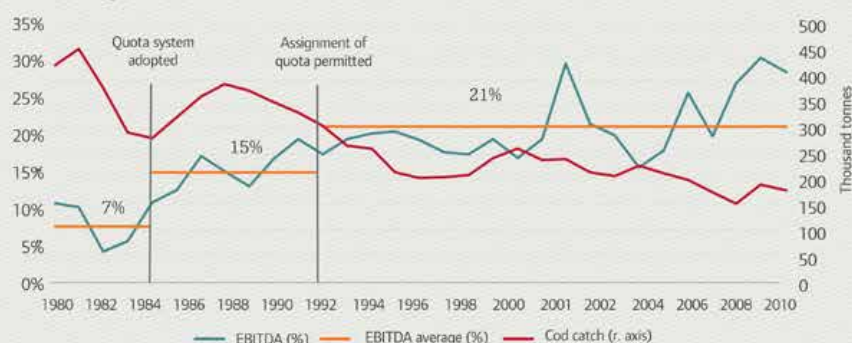
"The Icelandic marketplace focuses not on competing with each other but on competing effectively with the international market. They are very open and willing to work together as an industry, and that collaborative approach includes research institutes, software companies and processing companies – which allows Iceland to develop highly innovative, world-leading technology and thinking. Whilst we do this to an extent in New Zealand I think it is something we can amplify.

"I was impressed with Iceland's use of technology to make operations more efficient. Their investment in state-of-the-art vessels, processing facilities and information systems was quite remarkable, as was the product development they've engaged in – notably neutraceuticals – and the value of those developments.

"Iceland confirms for me that it is nonsense to talk about the New Zealand fisheries industry having limited growth opportunities. The amount of resource available may be limited but there is enormous potential to grow the amount of value."



Fig. 11. Profits of Icelandic fisheries companies before financial items, taxes and depreciation (EBITDA), 1980–2010



Source: Statistics Iceland and the National Economic.



## Think Piece Spotlights Strategies for Māori Fishing Industry

Strategy advisor Tom McClurg has been commissioned by Te Pūtea Whakatupu Trust to prepare a major think piece on potential future scenarios for the Māori fishing industry.

The report – provisionally titled Strategy for the Māori Fishing Industry – is due late in 2013.

Trust director Rikirangi Gage said the research project aligns with the Trust's strategic goal to identify opportunities for increased Māori participation in industries where Māori own significant assets but have a comparatively low level of asset management control or value chain direction and participation.

"TPWT has led a number of research projects that identify potential future scenarios for Māori fisheries, including research visits to Iceland and Japan in May 2013. The investigations show there are new opportunities for the Māori fisheries industry in value chain, collaboration, technological innovation, product development and long-term planning," Mr Gage said.

"If we are to fulfil the potential of the Māori fisheries settlement, we need a shared and coherent vision, and a clear strategy to realise that vision. Tom McClurg's research and analysis will seek to describe a vision and identify strategic options for our fisheries – and for increasing Māori control, employment and benefits."

A strategic vision would also define the opportunities and new roles for which young Māori must be educated, Mr Gage said, adding that the discussion on strategy was timely as the first major review of Fisheries Settlement Structures was scheduled to begin in 2014. TPWT is also evaluating a range of potential

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– Rikirangi Gage,  
Te Pūtea Whakatupu Trust



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– Tom McClurg,  
Te Pūtea Whakatupu  
Trust

scholarship and internship possibilities including joint venture opportunities in Iceland and Japan, amongst others, and the McClurg report will help guide those decisions.

The development of the think piece will see Mr McClurg consulting widely with Māori involved in the industry toward understanding the core values and principles that should underpin any future strategy or strategies. The investigation will also identify opportunities and threats to achieving the original goals of the Māori Fisheries Settlement.

Tom McClurg (Ngāti Mutunga) holds an MSc in Natural Resource Management (First Class Honours) from Lincoln University and a Bachelor of Agricultural Science from Massey. He was the General Manager of Strategy and Planning for Aotearoa Fisheries Limited, and a founding director of the Seafood Industry Council (SeaFIC) and the New Zealand Paua Management Company. He has held executive management positions in the Ministry of Fisheries and the Treaty of Waitangi Fisheries Commission, and was a principal of the Corporate Finance Division at Ernst and Young. He now runs consulting company Toroa Strategy Ltd, advising companies in a range of sectors – specialising in strategy development. He has also been engaged by the World Bank to provide fisheries management and fisheries development expertise.





## Leadership, Knowledge and Innovation

Te Pūtea Whakatupu Trust aims to understand and anticipate the future for key Māori industries and for Māori in education and training. It is important for the Trust to seek innovation and future-focused opportunities, to understand what is going on in the world and the implications for Māori.

It has therefore targeted key international conferences that will help generate new thinking and build connections with the futurists and innovators who are leading the way. In 2012, with the aim of acquiring and sharing information about Māori and indigenous business, education, research, development and innovation, Trust representatives attended the World Indigenous Business Forum in Sydney, and Creative Innovation Asia-Pacific 2012 (Ci2012) in Melbourne.

2012 World Indigenous Business Forum  
Sydney, Australia  
October 22-24, 2012

Te Pūtea Whakatupu Trust chair Richard Jefferies attended the World Indigenous Business Forum, presented by the Indigenous Leadership Development Institute (IDLI) to give indigenous representatives exposure to the vision and experience of speakers from around the world, and to provide opportunities to network, develop proactive partnerships and form strategic alliances with other global indigenous leaders.

Structured as an interactive discussion geared toward practical outcomes, the forum was designed for participants from key sectors such as business, industry, government, education and indigenous organisations.

Mr Jefferies said: "The Indigenous Leadership Development Institute has similar purposes to Te Pūtea Whakatupu and we have begun to compare notes and learn from each other."

IDLI President Rosa Walker, who is based in Winnipeg, Canada, will be an International Keynote Speaker at the Ngā Whetū Hei Whai Conference in 2013.

Forum and workshop presentations at the three-day event included:

- Global indigenous industry: what is it and how do we access it?
- Corporate social responsibility: it's everyone's business.
- Indigenous business – the new power players in the economy.
- Validating indigenous ways of doing business.
- Protecting indigenous intellectual property.
- Building a future for young entrepreneurs.

**"Creativity will become increasingly important in the transition to knowledge-based economies, and so the development of people who can create innovative solutions will be key as we adapt our organisations to the complex environments we face, adopt new ways of working and invent business models that challenge old ways of thinking."**

– Rikirangi Gage,  
Te Pūtea Whakatupu  
Trust

**“Attending the Creative Innovation conference in Melbourne has helped Te Pūtea Whakatupu better understand world trends and the need to be aware of international trends and changes. We need to know what is going on in the world!” – Rawiri Waititi, Te Pūtea Whakatupu Trust**

Mr Jefferies said the forum showcased best-practice solutions and ideas for developing sustainable and innovative futures for indigenous communities, business and government.

"The World Indigenous Business Forum is an important international forum that involves indigenous business leaders from around the world." Mr Jefferies said.

"It was a privilege to meet people like Helvi Sandvik, president of one of the largest indigenous incorporations in North America based in Alaska. Through this contact, we will have NANA Corporation presenting at the next Ngā Whetū Hei Whai Conference in 2013 and share a major success story of an indigenous business operating internationally with annual revenue in 2012 of \$US1.8 billion."

Creative Innovation Asia-Pacific 2012: Wicked Problems, Great Opportunities – Leadership and Courage for Volatile Times  
Melbourne, Australia  
November 28-30, 2012

Te Pūtea Whakatupu Trust directors Rikirangi Gage, Rawiri Waititi (Alternate) and Richard Jefferies (Chair) attended the third Creative Innovation Asia-Pacific 2012 (Ci2012) conference to hear an international line-up of world-leading thinkers, futurists and innovators share ideas on global mega-trends, opportunity, leadership and creative solutions for business.

The three-day think-tank aimed to create an interactive community to learn techniques and strategies, share ideas and open doors to new ways of thinking. Its organisers said the business sector's risk-averse strategies often stifled creativity and innovation, and Ci2012 encouraged a fresh approach to today's problems.

Ci2012 featured more than 40 international keynote speakers, leaders, artists and thinkers. Mr Gage said the gathering provided insights into unlocking organisational creativity that could deliver strategies, structures and processes for raising performance, productivity and wellbeing.

"In a globalised economy where innovation, knowledge and expertise are as important as natural resources, achieving success, growth and sustainability will require new skills and capabilities," Mr Gage said.

"Creativity will become increasingly important in the transition to knowledge-based economies, and so the development of people who can create innovative solutions will be key as we adapt our organisations to the complex environments we face, adopt new ways of working and invent business models that challenge old ways of thinking."

The conference included a series of master classes and discussions, and keynote presenters included Google's Chief Technology Advocate, Michael T Jones (USA); scientist, writer, broadcaster and Member of the House of Lords, Baroness Susan Adele Greenfield (UK); philosopher and author of Mao's Last Dancer Li Cunxin; Stem cell biology and regenerative medicine leader, Professor Nadia Rosenthal (UK); Anthropologist and National Geographic Explorer-in-Residence, Wade Davis (USA); and Eric Knight, economics consultant and author of Reframe: Solving the world's trickiest problems.

Mr Waititi said: "Attending the Creative Innovation Conference in Melbourne has helped Te Pūtea Whakatupu better understand world trends and the need to be aware of international trends and changes. The Conference encouraged us to further investigate and research international opportunities – such as the recent trip to Iceland and Japan. We need to know what is going on in the world!"



## Auditors' report commends Trust for 'innovative and progressive approach'

Te Pūtea Whakatupu Trust has been commended by independent appointed auditors for an innovative and progressive approach toward its statutory responsibilities.

The 2012 Auditors' Report on Te Pūtea Whakatupu Trustee Limited was completed pursuant to Section 106 of The Māori Fisheries Act 2004. Former State Services Commissioner Don Hunn and retired Judge Ken Mason were the appointed auditors.

The audit requirements were designed to assess the performance and effectiveness of Te Pūtea Whakatupu Trust (TPW) over the four-year period since its initial audit in 2008. The auditors sought to consider the objectives established by the Trust, to report on the progress it has made in fulfilling its functions and duties under the Act and its strategic and annual plans, and to find out whether policies and strategies have achieved success.

Two areas of the 2012 Auditors' Report were particularly noteworthy: firstly, the auditors' consideration and clarification of the Trust's role; secondly, recommendations for future development.

The auditors noted that 2010 could properly be regarded as a time of significant change. It was apparent that with the advent of new directors, including the addition of an alternate director, TPW had embarked on a comprehensive educational programme aimed at creating future Māori leadership.

The report said: "During the course of this audit, queries were raised as to the direction taken by TPW since 2010. In particular some critics noted that insufficient funds were being channelled toward the advancement of Māori in the fishing industry, on the basis that as TPW was created from the "fishing industry" then that industry was entitled to a larger share of the pūtea than is envisaged by the Trust.

"We were aware, before commencing our audit, that concerns had been expressed in some quarters that TPW ran the risk of becoming a vehicle for the advancement of urban Māori. By necessary implication it was thought that the bulk of available funds should be applied toward Māori involvement in fisheries, fishing and fisheries related activities.

"That is not necessarily the case. The Act clearly establishes the functions of the trust and in several sections the fishing industry, as one activity amongst others, is entitled to access trust funds. By way of example S83(b)(i) authorises the trust to 'distribute the annual trust income for activities that include:

- a) Promoting educational and training programmes, courses, and schemes within New Zealand for Māori, with a view to providing educational and training opportunities, **including those that have application to the fishing industry'** (our emphasis).

"This theme is repeated on several occasions in the Act. We are satisfied that at all material times the Trust has acted lawfully in choosing to fund the organisations and individuals recorded earlier in this report."

The report went on to say: "There is much to admire in the progress which has occurred since 2010. There are, however, two matters requiring further consideration.

- a) We acknowledge the need to train a generation of Māori business managers but it seems to us that there is also a need for the Trust to broaden its horizon to build skills in the food technology/production industry and the skills associated with that industry. We are aware that this concept is already high on the Trust's wish list and it is one we encourage. From a career-enhancing perspective it may be that a wider, food processing training module should be introduced as part of the scholarship programme. We understand that food processing training, in the broadest sense, occurs in several major centres and could therefore benefit urban as well as iwi-based Māori.

- b) We are unaware whether the Trust has a review process in place to gauge the "success rate" of its scholarship recipients and others funded by the trust. We suggest that such a process is desirable."

**"It was readily apparent to us that the trust board had very clear objectives and a willingness and expertise to ensure the successful implementation of those objectives."**

— 2012 Auditors' Report on Te Pūtea Whakatupu Trustee Limited

**“We commend Te Pūtea Whakatupu Trust for the innovative and progressive approach it has taken towards its statutory responsibilities.”**

**– 2012 Auditors’ Report on Te Pūtea Whakatupu Trustee Limited**

In January 2013, TPW acknowledged the report’s recommendations, noting that strategies to address both issues were already under way. The Trust said growing feedback from industry players had confirmed the shift to a broader ‘primary production’ and ‘food production’ approach, as evidenced by recent strategies in place by stakeholders such as Poutama Trust, Federation of Māori Authorities and the strategy launched by the Māori Economic Development Panel

As a result, the Trust was reviewing its scholarship programmes with a view to moving from ‘industry’-focused scholarship toward supply chain or value chain stages as target areas. An exploratory visit by the Trust in May, 2013 to Iceland and Japan looking at potential future business models for the fisheries industry further confirmed the importance of moving towards market-led, value added, integrated supply chain approaches – and therefore the consequent need for future Māori leaders with expertise in these areas..

TPW said the issue of reviewing the success of scholarship funding was being addressed through the wider context of building and maintaining a network of potential future Māori business leaders. In December 2012, work began on establishing an alumni association for recipients of funding through the Trust’s Ngā Whetū Hei Whai scholarship programme. The alumni association will ensure the Trust maintains contact with the recipients as they graduate and move into the workforce. This is designed to achieve a number of outcomes:

- To provide support to graduates toward becoming employed. The Trust continues to utilise its growing networks to support scholarship recipients into work.
- To provide iwi, industry, recruitment companies and others with a conduit to a growing pool of talented Māori with leadership potential.
- To allow the Trust the ability to review the outcomes of the scholarship programme over the long term.
- To ensure success stories are captured as recipients progress in their careers.
- To strengthen the networks these young Māori business leaders can utilise as they develop their careers.

#### **‘Admirable progress’**

The report said the auditors were satisfied that the trust had made “admirable progress” in implementing the strategic plan of 2006-2007 and successfully promoting the annual plans (as amended) since that date.

“It was readily apparent to us that the trust board had very clear objectives and a willingness and expertise to ensure the successful implementation of those objectives.

“We commend Te Pūtea Whakatupu Trust for the innovative and progressive approach it has taken towards its statutory responsibilities.”



#### **Independent auditors**

Don Hunn and Ken Mason were appointed independent auditors for the Four-Year Audit by the board of Te Ohu Kaimoana – The Māori Fisheries Trust. Both are experienced auditors with extensive and wide-ranging public sector knowledge and experience.

Don Hunn, CNZM, was State Services Commissioner from 1987 to 1997 and a consultant in public sector management in New Zealand and overseas. He has been appointed to chair many government reviews and inquiries, and has served on numerous NGO organisations.



Judge Ken Mason (Ngāi Tahu) is a retired district court judge. He led a number of inquiries in the mental health field, has 18 years’ experience in race relations conciliator roles, and was a commissioner of Te Ohu Kai Moana.

## Trust administration

In 2010, the board of Te Pūtea Whakatupu Trust completed a major infrastructure task that established an investment fund of \$20 million. Income generated by investments enables the Trust to cover all costs, and engage in activity that supports Māori achievement through education and training that will enhance social and economic development.

By 2013, the investment fund had grown to more than \$26 million, providing a sustainable platform for further development of Trust strategies.

Directors are determined to maximise the return from the limited funds available and have employed a number of strategies to achieve this. They include:

- **Partnerships and alliances:** Te Pūtea Whakatupu Trust has developed key relationships and alliances in order to create synergies, find win-win solutions, maximise the outcomes achieved from available funds and achieve collective impact. Te Pūtea Whakatupu Trust has established key relationships with the Māori Education Trust and the Federation of Māori Authorities. Sponsorship and co-funding with a wide range of other entities is growing.
- **Co-funding:** The ability to successfully attract co-funding has meant that more is being achieved with less. The co-funding of the Tāwera Scholarship by the Māori Education Trust provided \$150,000 to the programme in 2011 as well as administration and promotion at no cost. FOMA, Ballance Agrinutrients, Te Puni Kōkiri, Waikato University and the University of Auckland have all been sponsors of Ngā Whetū Hei Whai – Charting Pathways for Māori Industry Futures Conference. Arrangements with Ngā Kaitata Māori o Aotearoa (National Māori Accountants Network) and others are under development. This highlights the positive results that can be achieved through the joint-venture approach sought for most projects.
- **Application of funds to core purposes:** The Trust has reduced overheads by more than \$150,000 in order to focus funds on core purposes. Against a target of 3% per annum of the fund to core purposes, the Trust has operated well above that rate achieving 5–7% per annum of the fund being utilised directly to programmes and projects.
- **Website:** Continuing expansion of the Trust's website is streamlining the management of, and reducing costs associated with, the delivery of scholarships and other projects. The website is also a useful networking tool with opportunities for Māori businesses to connect with scholarship recipients.
- **Fund growth:** Every year, the Trust re-invests a proportion of the interest earned in order to ensure the Fund grows ahead of the inflation rate, future-proofing the Trust for future generations. The fund has grown at an average of more than 7% per annum compared to the target rate of at least 2% per annum. The Global Financial Crisis has seen interest rates drop both here and internationally. As a result, fund returns are expected to drop to well below the original fund target (7%+) in 2013 and for the next few years and will constrain the Trust's operations in the next few years.







### Partnerships

Te Pūtea Whakatupu Trust has established collaborative relationships with a number of organisations that support and assist the development of its education and training strategies. The Trust thanks and acknowledges its partners:

- Māori Education Trust
- Te Ohu Kaimoana
- Federation of Māori Authorities



### Acknowledgements

Te Pūtea Whakatupu Trust acknowledges the support and assistance of the following in the production of this booklet:

Eastpack Opotiki  
 Fonterra Co-operative Group Limited  
 Kajauala Forestry Limited  
 Kip McGrath teachers, students and parents  
 Norske Skog Tasman Limited  
 Phil Moeke  
 Pomaria School  
 Te Rūnanga-a-Iwi-o-Ngāpuhi  
 Te Rūnanga o te Whānau  
 Te Whānau o Waipareira Trust  
 University of Waikato Management School  
 Len Hetet  
 Moana Dawson, Simple Media NZ Limited  
 Simone Magner Photography  
 2012