

# Appendix 1: Focus areas for Māori Economic Growth

## INTERVENTION LOGIC



**Te Puni Kōkiri**  
MINISTRY OF MĀORI DEVELOPMENT

*To achieve sustainable and inclusive economic growth for Māori communities by transforming regulatory frameworks, investing in critical infrastructure, and empowering Māori businesses to thrive in global markets*

Improve the regulatory framework for Māori-owned land and access to capital								
Context	Inputs	Activities	Outputs	Outcomes	Impact	Risks/challenges	Indicators	
Complex regulations regarding court processes, succession, resource consents impact governance and decision-making about Māori land	Government policies and funding	Targeted regulatory changes to Te Ture Whenua Māori Act 1993 and Māori Trustee Act 1953	Streamlined legislative framework	Easier access to capital for Māori landowners	Sustainable economic growth for Māori landowners	Multiple stakeholders, contracted change process	Increase in access to financial products by Māori landowners	
Challenges accessing development capital, especially to do with whenua Māori.	Legislative frameworks	Improved support, advice and financial products for Māori landowners	The potential for new financial products and services	Increased investment enabling increased utilisation and productivity of Māori land	Improved socio-economic and health conditions for Māori communities	Low levels of awareness among Māori landowners of legislation and financial products available	Increase in capital investment in Māori-owned land	
Challenges accessing development capital, especially to do with whenua Māori.	Banks/lenders, Crown and private landowners	Improved support, advice and financial products for Māori landowners	Funding pathways for investment in development of Māori land	More papakāinga housing and granny flats on Māori land	Contribute to New Zealand's broader economic prosperity	Limited access to experts who can provide necessary legal and financial advice	More Māori landowners receiving advice and support.	
Around 20% of Māori land is land-locked, limiting its ability to be used freely by owners	Māori landowners and stakeholders	Streamline government support and investment ecosystem to make it easier to develop Māori land	A National Papakāinga Direction Statement simplifying consenting on Māori land for housing	Enhanced economic opportunities for Māori communities		Investment readiness will impact landowners' ability to progress development	Increase in papakāinga and kaumatua housing on Māori land	
Low rates of home ownership among Māori causes vulnerability to housing shortages and cost increases	Consenting processes	Provide clarity in consenting guidelines for housing development on Māori land		Unlock \$2B/annum new primary production capacity and 5000 jobs				
Investment in infrastructure								
Context	Inputs	Activities	Outputs	Outcomes	Impact	Risks/Challenges	Indicators	
Māori authorities manage \$40B in assets and \$3.5B in cash and portfolio assets and are key regional investors	Government investment (RIF), private sector investment (including overseas investment)	Expedite significant Iwi-Māori led or partnered fast track projects	20+ Māori-led or supported projects supported through Fast Track Approvals Act 2024	Enhanced connectivity and accessibility for Māori communities	More Māori collectives pre-building a diversified and sustainable economic base	Limited funding for pre-development capability building	The number of projects completed to service Māori communities	
Infrastructure deficits impact Māori communities more severely due to younger, regionally based population and lower household income (transport, housing, health and education facilities, utilities, and digital connectivity)	Māori authorities and collectives seeking diverse and growing investment returns alongside community resilience outcomes	Enable partnerships between government and Māori authorities	New and improved infrastructure (e.g. roads, utilities, digital connectivity)	Māori collectives increase financial returns through diversification into growing and sustainable sectors	Long-term economic growth and development	Engagement of Māori communities	Funding and investment figures	
Māori-owned businesses employ twice as many Māori	Collaborative investment environment across central and local government, private sector and iwi	Raise capital and implement infrastructure projects	Increased private sector investment including overseas investment attraction	More Māori collectives and domestic partnerships achieving scale and operating in the corporate investment segment	Increased resilience and sustainability of Māori communities	Conflict with environmental and heritage protection priorities	Improvement in the quality and accessibility of infrastructure to Māori communities	
		Facilitate connections with overseas investors: Infrastructure summit 2025	PIPI (Public-Iwi-Private investment infrastructure projects)	Increase in Iwi and Māori collective investment in partnership with private sector	Buoyant regional economies and lifts in employment		Māori housing enabled	
		Explore procurement levers to stimulate local (and Māori) business growth	Government investment in local/regional infrastructure projects	Increased SME growth in regions	Improved health and wellbeing in Māori communities			
Boost export receipts of Māori businesses								
Context	Inputs	Activities	Outputs	Outcomes	Impact	Risks/Challenges	Indicators	
Less than 20% of Māori authority revenue is from exports and typically facilitated through intermediaries.	Government support and funding	Leverage FTAs and Indigenous Collaboration Agreements	Knowledge of export markets gained and shared export deals with international investors	Increased export activities by Māori businesses	Strengthened Māori economy and improved wellbeing of Māori communities	Changing global trade and political conditions affects market access and price	The number of Māori businesses engaged in export activities and % of revenue generated from exports	
Inhibiting factors include poor access to markets, challenges meeting international standards and difficulty obtaining advice or support.	Private sector investment and business partnerships	Focused Government investment and support, MDF, accelerate export partnerships	Iwi/Māori participation on international trade delegations	Māori export receipts double over the next decade	Greater global presence and recognition of unique selling proposition of indigenous products	Lack of scale can impact global competitiveness	Export sales volume and growth (markets, sectors, new entrants) of Māori businesses	
	Māori businesses, Māori authorities, Iwi collectives, and entrepreneurs	Promote Māori tourism USP			Value creation and GDP lift	Constrained government-funded support for smaller, growing businesses impedes pipeline growth		
	Unrealised value in indigenous knowledge	Address regulatory barriers to commercialisation of intellectual property						

Definitions: PPP – Public Private Partnerships; FTA – Free Trade Agreement; USP – Unique Selling Proposition; GDP – Gross Domestic Product; MDF – Māori Development Fund