



He Tohu Aroha

Whatua Te Korowai Mō Ngā Kaumātua

Kōtuitui haere ngā aho me ngā whenu e oti te korowai
Creating a Korowai for Kaumātua through the weaving of many strands

A Toolkit for Kaumātua-led Social Enterprise
Based on the Kuki Reka Kani – Cookie Cutter Journey



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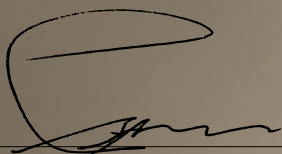
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DISCLAIMER: The R.E.K.A.©, authors, research team, and associates have made every effort to ensure the accuracy of the content and validity of this toolkit. Much of the information used to compile this toolkit was informed by the findings of the research project and its participants. We shall not be liable for any loss or damage sustained by any person using this toolkit, whatever the cause of such loss or damage.

He Kōrero Whakataki | Introduction

Tēnā anō koutou katoa e te hunga e ngākaunui ana ki te manaaki i ngā kaumātua. He tohu aroha tēnei keteparaha mō te hunga e hiahia ana ki te whakatairanga i ngā pūmanawa o ngā kaumātua kia eke ai ki te taumata o te Pakihi Pāpori-ā-Kaumātua. I karangahia tēnei keteparaha, “He Tohu Aroha: Whatua Te Korowai mō ngā Kaumātua,” he kohikohinga kōrero tēnei e whakamārama ana i ngā moemoeā, i ngā wheakotanga, i ngā piki me ngā heke i rangona ai e ngā Kaumātua me ngā kaimahi o Rauawaawa Kaumātua Charitable Trust i a rātou i tēnei hīkoitanga. Nō ngā Kaumātua te whakaaro ki te waihanga i tētahi Pakihi Pāpori-ā-Kaumātua, tuatahi, kia tutukia pai ai i ngā wawata me ngā maruāpō o ngā Kaumātua, tuarua, hei āwhina, hei tautoko i te whakahoutanga mai o ngā whare o Rauawaawa. Ko te tino hiahia o ngā Kaumātua me ngā kaimahi o Rauawaawa kia tohaina tēnei hīkoitanga kia whai māramatanga ai koutou te hunga e manaaki nei i ngā Kaumātua kei tūpono ka hiahia koutou ki te waihanga i tētahi Pakihi Pāpori-ā-Kaumātua mō ō tātou Kaumātua.

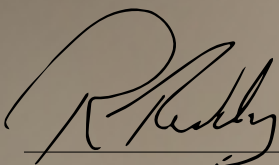
Greetings and salutations to the many organisations that support and care for our Kaumātua. This Kaumātua-led Social Enterprise toolkit is a token of love to the many organisations that want to promote the entrepreneurial and inspirational capacity of Kaumātua so that they may reach the highest echelon of business and social enterprise. This toolkit is called “He Tohu Aroha: Whatua Te Korowai mō ngā Kaumātua and contains the entrepreneurial journey of the Kaumātua, the staff of Rauawaawa Kaumātua Charitable Trust, Hamilton and the many other entities that supported this dream. The idea to create a Kaumātua-led- Social Enterprise came from the Kaumātua. First, to achieve some of their aspirations and dreams, secondly, to support the redevelopment of the Rauawaawa building facilities and make the buildings more Kaumātua friendly. It is the desire of the Kaumātua and staff of Rauawaawa to share their entrepreneurial journey with you so that you are inspired to embark on a journey to support your Kaumātua aspirations and dreams and create a Kaumātua-led Social Enterprise.



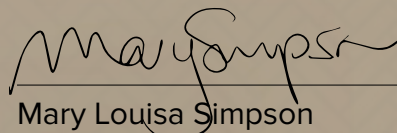
Owen Purcell
Board of Trustees, Co-Chair
Rauawaawa Kaumātua Charitable Trust



Eruera Beattie
Board of Trustees, Co-Chair
Rauawaawa Kaumātua Charitable Trust



Rangimahora Reddy
Chief Executive
Rauawaawa Kaumātua Charitable Trust



Mary Louisa Simpson
Associate Professor
Waikato Management School
Te Whare Wānanga o Waikato
University of Waikato

He Mihimihi | Acknowledgements

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To the wonderful people who agreed to help inform this toolkit by sharing their experiences with us along the way, and all those who bought our cookie cutters and cookies as well as to our fantastic stockists, Te Kohao Health, (Hamilton), Pukeariki Museum (New Plymouth), Te Manawa Museum (Papaoiea), Wellington Museum (Wellington), Chefs Complements (Taupo), The Cookie Project (Auckland) and Unity Collections (Matakana Village), your continued support and investment in our cookie cutters is key to success and the ongoing positive social impact we can achieve.

We are profoundly grateful to two key funders; the Whānau Ora Commissioning Agency whose early innovation fund enabled the commencement of our social enterprise journey, and the Building Better Homes Towns and Cities National Science Challenge, whose funding gave us the opportunity to pull this toolkit together.

We remain eternally grateful for the faith, dedication, and passion to help us, help others.

To our distinguished colleagues, Associate Professor Mary Simpson, who supported and guided us in the development of this toolkit alongside Associate Professor Sophie Nock and Professor John Oetzel of Te Whare Wānanga o Waikato, and Mrs. Yvonne Wilson of Te Rūnanga o Kirikiriroa. Lastly but never least our Rauawaawa team who played a key role in pulling this important toolkit together, he mihi aroha ki a koutou, Rachel Warbrick for your leadership, hard work and drive as well as Pare Meha and Cameron Girvan for your key contributions. Our heartfelt thanks to Dion McMahon for leading the development of the design of our toolkit and to Sian Cox of Redspot for finalising it. Ka rawe team!

Finally, the cornerstone in developing this toolkit is the generous support, and unwavering encouragement throughout our journey. We are eternally grateful for your tautoko, collective wisdom, dedication, and passion to help us share our story so that others may benefit from this toolkit.



Te Korekore

The World of Potential

Te Moemoeā:

The Vision and Values for Kaumātua-led Social Enterprise

1. **Te Waihanga Moemoeā**
Creating the Vision
2. **Mahi Tahī me te Whakaputa Whakaaro**
Co-creation and Idea Generation

Te Pō

The World of Becoming

Kia Tūtuki te Moemoeā

Making the Vision of Kaumātua-led Social Enterprise a Reality

3. **Aromatawai me te Kōwhiri Whakaaro**
Idea Assessment and Selection
4. **Te Waihanga Kaupapa Tōtika:**
Co-creating and Co-designing Solutions
5. **Mahere Pākihi Pāpori, Ngā Hononga, me te Hanganga**
Social Enterprise Planning, Partnerships and Structure
6. **Whakamātau Tauira me te Whakauru Hapori**
Prototyping and Community Engagement

Te Ao Mārama

The World of Being

Kua ea te Moemoeā

Living the Kaumātua-led Social Enterprise Vision

7. **Whakatinanatanga me te Whakarewatanga**
Implementation and Launch
8. **Aromatawai me te Tipu**
Evaluation and Growth

Each section includes the following:

- Whakatauki | Guiding principle
- Mātāpono | Value Statement
- Whāinga | Objective
- Hīkoitanga | Milestones
- Me mōhio mai koe ki te aha? | What do you need to know?
- Kia hihiritia | Checklist

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This toolkit and the story of Rauawaawa Kaumātua Charitable Trust’s social enterprise journey aims to empower kaupapa Māori community organisations to develop social enterprise that supports Kaumātua. We share the successes, failures and lessons learnt from the Kuki Reka Kani – cookie-cutter innovations and wider Rauawaawa Enterprise for Kaumātua Aspirations (R.E.K.A. ©) to create a roadmap for other organisations and communities to embark on their social enterprise journeys.



Whātua Te Korowai Mō Ngā Kaumātua

He Tohu Aroha is a companion to He Kāinga Pai Rawa: Te Kete Mātauranga mō te Hanga Whare Tino Pai Rawa; A really good home for our Kaumātua (Reddy et al, 2019) with both positioned within a Māori worldview of the woven universe of Te Korekore, Te Pō and Te Ao Mārama (Marsden, 1992). Te Korekore is a world where the seed of potential lies with no form or substance. Te Pō is the world of becoming in the emerging light during the stages of the night. Te Ao Mārama is the world of being, the lived world and the world of light. These three worlds structure the sections of this toolkit.

In addition, the toolkit results from the Board of Trustees who led the social enterprise, Kaumātua, staff and volunteers of Rauawaawa Kaumātua Charitable Trust, and members of organisations involved with social enterprise projects. The social enterprise vision was to support social well-being of Kaumātua by raising funds for Rauawaawa to upgrade the facility at Te Puna o te Ora, Kirikiriroa (Hamilton), and identifying opportunities for Kaumātua to use their skills and knowledge in Māori culture-centred enterprise to support themselves and their community. Kuki Reka Kani is the latest in a series of social enterprise projects, and to date, the most successful in achieving the original vision.

The toolkit also integrates Rauawaawa's approach to social enterprise and principles of Māori innovation (Tapsell and Woods, 2010). Kaumātua are protectors of heritage, opportunity seekers, and innovators, and guide tikanga and lead innovation into the future. The Board of Trustees (all Kaumātua) lead the social enterprise and the Kaumātua (service users) are involved at each step of the social enterprise journey. In the toolkit, we share our story and moments of learning with comments from those involved in the journey. We also share recipes from the early days part of our Kuki Reka Kani social enterprise.

Finally the toolkit depends on commitment to whānaungatanga, manaakitanga, wairuatanga, tino rangatiratanga, and aroha. Interdependence among everyone involved, accountability, collaboration, and clear roles, are critical to success.




He Keteparaha Tēnei Mō te Pakihi Pāpori ā-Kaumātua

A Toolkit for Kaumātua-led
Social Enterprise







Te Moemoeā

The Vision and Values for Kaumātua-led Social Enterprise

Te Waihanga Moemoeā

Creating the Vision

Whakatauki | Guiding principle

Whakapūpūtia mai ō mānuka kia kore ai e whati.
Cluster the branches of the manuka so that they will not break.

Mātāpono | Value Statement

Ground the vision in Māori, Kaumātua, and community values and needs.

Whāinga | Objective

Build the critical foundations needed before commencing the Kaumātua-led social enterprise journey.

Hikoitanga | Milestones

- Identify your social enterprise leaders, team and volunteers along with each role needed to help with your journey.
- Define your purpose or motivation that appropriately describes why you're starting this social enterprise journey.
- Set impact goals that define what good you want to achieve.
- Create a shared vision that includes your purpose and allows for growth.
- Engage an intergenerational approach to get ideas from all age groups within your community.
- Establish core values that will help you when things get tough.

Me mōhio mai koe ki te aha? | What do you need to know?

To ensure a good foundation, include Kaumātua from the outset, dedicate time to create a clear shared vision, and to identify values that will guide your social enterprise journey. A list of online resources is included on pages 69-70. This list is essential reading in preparing for your Kaumātua-led social enterprise journey. Also, a set of reflective questions about this section is offered below.

These questions will help you to think about what needs to be done, how you plan on getting it done, and who needs be included in your journey.

Kia hihiritia | Checklist

Working together, record your group's responses to the following questions.

Motivation

- What is your motivation for undertaking a social enterprise journey?
- What do you want to achieve for your Kaumātua and organisation?

Vision

- How will you include Kaumātua and younger generations in co-creating a shared vision?
- What processes and resources do you need to develop a shared vision?
- What is the agreed shared vision?
- How do you communicate the shared vision, and with whom?
- How can your shared vision be a criterion for assessing what ideas get investigated further and which don't?
- How does your shared vision permit flexibility in your brainstorming of ideas?

Values

- How will you include Kaumātua and younger generations in setting relevant values for your journey?
- What values guide your organisation?
- What values will underpin your social enterprise journey?
- How can these values support your shared vision for social enterprise?
- How can your values be a criterion for assessing what ideas get investigated further and which don't?

Mahi Tahī me te Whakaputa Whakaaro

Co-design and Idea Generation

Whakatauki | Guiding principle

Nāu te rourou, nāku te rourou, ka ora ai te iwi.

With your food basket and my food basket the people will thrive.

Mātāpono | Value Statement

- Respect and uphold the mātauranga (wisdom) of Kaumātua throughout the co-design and idea-generation process.
- Foster a transparent, open, and collaborative environment for and during your collective social enterprise journey.
- Commit to nurturing innovation that meets community needs and aspirations through dedicated time and effort.

Whāinga | Objective

- Embed Kaumātua mātauranga to guide in the implementation of your idea generation process and collaborative development of your social enterprise journey.
- Ensure your co-design process is grounded in Te Ao Māori and upholds cultural integrity and relevance to your community.
- Establish an open, transparent, and cooperative co-creation process that encourages collective input and partnership throughout the social enterprise journey.
- Dedicate the necessary time and effort to foster innovations that are responsive to your community needs and aspirations, whilst also creating impactful and sustainable solutions.

Hīkoitanga | Milestones

- Organise co-design wānanga with Kaumātua, community members, and the social enterprise team.
- Develop an information sheet to emphasise the agreed vision and values that guide the idea generation activity and distribute it prior to the hosting of the wānanga.

Me mōhio mai koe ki te aha? | What do you need to know?

Harnessing Kaumātua mātauranga throughout the co-creation and idea generation phase is critical as is, ensuring processes are culturally grounded in Te Ao Māori. A collaborative, transparent environment is key to fostering innovations that align with community needs and aspirations. Dedication to an inclusive, culturally integrated and intergenerational approach is more likely to help achieve sustainable solutions that reflect a shared vision and collective effort. On pages 69-70 are a list of online resources that will be helpful in preparing for your social enterprise journey. Furthermore, included below is a set of reflective questions pertaining to this section that will help you move forward on your journey.

Kia hihiritia | Checklist

Working together, record your group's responses to the questions below.

Embedding Kaumātua Mātauranga

- How can you integrate Kaumātua mātauranga into your co-creation and idea generation process to ensure cultural integrity?
- In what ways can Kaumātua perspectives enhance the co-creation aspects of your journey?
- How can you maintain continuous engagement with Kaumātua to ensure their mātauranga and values guide your social enterprise journey throughout its lifecycle?

Collaboration Built on an Open, Community-Centric Environment

- What strategies can you use to foster a transparent and collaborative environment within your team and with your community stakeholders?
- How can you ensure that your co-design process is inclusive and encourages participation from all community members?
- What mechanisms can you put in place to effectively gather and incorporate collective input throughout your social enterprise journey?

Sustainable Solutions Through a Culturally Grounded Approach

- How can you align your social enterprise solutions with the long-term needs and aspirations of your community?
- What steps can you take to ensure that your innovations are culturally relevant, impactful and sustainable over time?
- How can you measure the success of our innovations in meeting community needs and maintaining cultural integrity?





**Te
Huihui o Matariki**

Toni Rolleston-Cummins ngā kōrero
Nā Nikki Slade-Robinson ngā pūkita
Nā Hone Morris i whakamaori

Kua ea te Moemoeā
Living the Kaumātua-led
Social Enterprise Vision

Aromatawai me te Kōwhiri Whakaaro

Idea Assessment and Selection

Whakatauki | Guiding principle

Whāia e koe ki te iti kahurangi; ki te tūohu koe, me he maunga teitei.
Seek the treasure you value most dearly: if you bow your head, let it be to a lofty mountain.

Mātāpono | Value Statement

- Value Kaumātua mātauranga and insights in evaluating and selecting ideas.
- Ensure transparency and community participation to enable inclusive decision-making.
- Maintain the essence of Te Ao Māori and, therefore, cultural integrity in every selected idea.
- Acknowledge the shared vision, values, motivation and desired impact of the social enterprise in evaluating and selecting ideas.

Whāinga | Objective

- Embed Kaumātua insights into the idea selection process to ensure culturally informed decisions.
- Establish a clear means for community involvement in idea assessment and evaluation.
- Align selected ideas with Te Ao Māori principles to ensure cultural integrity.
- Examine selected ideas for their contribution to the social enterprise's shared vision, values and impact goals.

Hīkoitanga | Milestones

- Develop a simple framework that highlights the information agreed in the earlier sections to guide the idea assessment activity.
- Organise a wānanga with Kaumātua, community members, and the social enterprise team to validate the selected ideas to progress.

Me mōhio mai koe ki te aha? | What do you need to know?

When selecting ideas for your Kaumātua-led social enterprise, prioritise Kaumātua mātauranga and community input to ensure decisions align to Te Ao Māori as well as your enterprise's motivation, values and impact goals. Emphasise transparency, cultural integrity, and the shared vision in your assessment process for meaningful and inclusive outcomes. Underpinning all of it will be research to ensure the information needed to make robust decisions is provided from credible sources. On pages 69-70 is a list of online resources that will be helpful in preparing for your social enterprise journey. Furthermore, below is a set of questions pertaining to this section that will help you to think about what needs to be done to keep moving forward on your journey.

Kia hihiritia | Checklist

Working together, record your group's responses to the questions below.

Acknowledging Kaumātua Contribution

- How can you ensure Kaumātua insights are central to your idea assessment process?
- What mechanisms can you establish to regularly consult with Kaumātua throughout the idea selection phase?

Upholding Te Ao Māori and Community Participation

- What criteria based on Te Ao Māori will you use to evaluate ideas?
- How do you plan to maintain the cultural integrity of each selected idea?
- What steps will you take to ensure your idea selection process is transparent and accessible to the community?
- How can you effectively gather and incorporate diverse community perspectives into your decisions?

Ensuring Alignment and Robust Research

- How will ideas be assessed against your social enterprise's shared vision, values, and intended impact?
- What types of research will you undertake to support your idea selection?
- How will you ensure the credibility and relevance of your research sources?

Te Waihanga Kaupapa Tōtika

Co-Designing Solutions

4

Whakatauki | Guiding principle

Mā te mahi tahi, ka ora ai te iwi.

By working together, the people will thrive.

Mātāpono | Value Statement

- Uphold Kaumātua mātauranga, by ensuring Kaumātua needs and values are at the forefront of the co-creation and co-design process.
- Foster intergenerational collaboration and build strong, collaborative networks internally and externally to support and enhance the project.
- Embrace diverse perspectives in a respectful and productive way, to drive innovative outcomes.
- Address knowledge and skill gaps through training or outsourcing, to empower and inform all participants in the co-design process.
- Maintain an open and transparent environment that promotes trust and mutual respect among all participants, enhancing collaboration and shared ownership.

Whāinga | Objective

- Ensure alignment with Te Ao Māori principles to better meet community needs.
- Develop and implement processes that support effective, intergenerational, and interdisciplinary collaboration.
- Ensure cultural and practical relevance by supporting innovation that addresses community-identified challenges.
- Develop and implement processes for continuous learning, improvement and sharing within the co-design process.
- Regularly evaluate and adjust the process to promote efficiency as well as align with community needs and values.

Hīkoitanga | Milestones

- Organise wānanga with Kaumātua to understand their vision and values that will be used to guide the project.
- Build a diverse team with people of all ages and backgrounds.
- Design a simple version of your solution and ask for community and Kaumātua Feedback.
- Develop a plan that identifies skill capacity and gaps as well as ways to learn them through training or working with others who have them.

Me mōhio mai koe ki te aha? | What do you need to know?

Once your idea is selected, the next step involves driving solutions to community needs by combining co-design efforts. Bringing together different generations and experts from diverse fields, as well as valuing Kaumātua mātauranga and Te Ao Māori principles will help support innovative and culturally responsive solutions. Knowledge and skill gaps will be actively addressed to help empower everyone involved in the innovation process. On pages 69-70 is a list of online resources that will be helpful in preparing for your social enterprise journey. Furthermore, below is a set of questions pertaining to this section that will help you to think about what needs to be done to keep moving forward on your journey.

Kia hihiritia | Checklist

Working together, record your group's responses to the questions below.

Kaumātua Mātauranga

- How can you ensure Kaumātua mātauranga continues to be embraced throughout the co-design process?
- What mechanisms will enable Kaumātua to actively contribute throughout the rest of the social enterprise journey?

Culturally Responsive Solutions

- How will you ensure your co-designed creations align with Te Ao Māori principles and community expectations?
- What criteria will guide you in evaluating the cultural responsiveness of your solutions?

Building Diverse and Intergenerational Collaboration

- How can you create an environment that respects and values contributions from all ages?
- What strategies can you use to bring together participants from different generations?
- What steps can you take to consider a wide range of perspectives?
- How can you create a progressive culture of inclusivity in our co-creation process?
- What strategies can you use to bring together participants from different fields and backgrounds?

Knowledge and Skill Gaps

- How can you identify existing skill gaps among your participants?
- What methods can you use to address the gaps identified?

Mahere Pākihi Pāpori, Ngā Hononga, me te Hanganga

Social Enterprise Planning, Partnerships and Structure

Whakatauki | Guiding principle

E kore e ngawhere, he maire tū te toki e tua.

It will not give way easily; it is the forest-standing maire, which requires an axe to fell it.

Mātāpono | Value Statement

- Planning is aligned with your core values and community aspirations.
- Relationships are built on mutual respect, a shared vision and aligned values.
- Governance, leadership and structure uphold your values, and facilitates the achievement of your shared vision.

Whāinga | Objective

- Create a plan that reflects your mission, integrates your cultural values, and outlines clear steps for achieving your goals.
- Identify and engage with partners who can provide support, resources, and expertise that align with your vision and enhance the impact of your Kaumātua-led social enterprise.
- Set up a governance and leadership structure that ensures transparency, accountability, and inclusivity, with strong representation from Kaumātua and the community.
- Secure legal advice to confirm the best legal structure for your social enterprise.

Hīkoitanga | Milestones

- Write a clear business plan that identifies your goals, how they will be achieved and the financial and resource implications of doing the same.
- Build a strong team to govern, lead and work your journey.
- Build and develop relationships with partners who support your vision and effort to achieve it.

Me mōhio mai koe ki te aha? | What do you need to know?

Starting a Kaumātua-led social enterprise means including Kaumātua in a meaningful way throughout the social enterprise process including developing a robust plan, selecting leaders and a team that are committed to your shared vision and community's values and finding the right partners to work with. Social enterprise planning essentially involves making a roadmap for a business that aims to do good for the community. Clearly articulating what the business wants to achieve, how it will make money, and how it will achieve its desired impact (i.e. help people or the environment). The plan includes setting goals, deciding what products or services the business will offer, how it will run day-to-day, and who it will work with to make its vision a reality. On pages 69-70 is a list of online resources that will be helpful in preparing for your social enterprise journey. Furthermore, below is a set of questions about this section that will help you to think about what needs to be done to keep moving forward on your journey.

Kia hihiritia | Checklist

Working together, record your group's responses to the questions below.

Planning

- What are the main goals of your Kaumātua-led social enterprise?
- What activities are needed to help you achieve your goals?
- How will your social enterprise make money?
- How will you ensure your cultural values and identified needs of your community are upheld in your plan?
- How will your social enterprise/business plan demonstrate that it's a Kaumātua-led initiative?

Partnerships

- Who are potential partners that share your vision and how can they contribute to your social enterprise?
- What criteria will you use to ensure that partnerships respect and support your cultural and community values?

Leadership

- How will you select leaders for your enterprise to ensure they represent Kaumātua and community interests?
- In what ways will your leadership structure support open decision making and community involvement?

Whakamātau Taurira me te Whakauru Hapori

Prototyping and Community Engagement

Whakatauki | Guiding principle

He waka eke noa.

We are all in this canoe together.

Mātāpono | Value Statement

- Your Kaumātua and community voices lead your innovation, ensuring your work aligns with your shared vision and values.
- Your social enterprise promotes Te Ao Māori, whilst respecting and preserving your cultural heritage.
- Learn together and value one another with continuous feedback and co-creation as you grow.
- Co-create with your environment and the safeguarding of resources for future generations at the forefront of your mind.

Whāinga | Objective

- Each prototype recognises Māori heritage and community needs.
- Kaumātua and community voices are included from brainstorming through to feedback processes.
- Learn and adapt from feedback so that the solutions created by your social enterprise will continue to improve.
- Ensure everyone who wants to contribute has an accessible means to do so.
- Design with sustainability, cost effectiveness and the environment in mind.

Hīkoitanga | Milestones

- Create initial prototypes that reflect Kaumātua aspirations, Māori heritage and meet community needs.
- Gather and apply feedback from Kaumātua and the community to improve the prototypes.
- Create a feedback system that is accessible and inclusive.
- Review prototypes for environmental sustainability and cost-effectiveness.

Me mōhio mai koe ki te aha? | What do you need to know?

Your goal is to work closely with Kaumātua and the community to create prototypes that respect Māori traditions and values and look after the environment. This involves being open to change, being receptive to the ideas of others and making changes based on feedback. This approach transcends the development of a product and instead applies a “bringing our community together, to create something meaningful, that inspires cultural pride and community value, whilst also taking a kaitiakitanga approach towards our planet. On pages 69-70 is a list of online resources that will be helpful in preparing for your social enterprise journey. Below is a set of questions about this section that will help you to think about what needs to be done to keep moving forward on your journey.

Kia hihiritia | Checklist

Working together, record your group’s responses to the questions below.

Engaging the Community

- How can you ensure that the community feels genuinely involved in the prototyping process?
- What methods will you use to gather community and Kaumātua feedback effectively?
- How can you ensure that the project enhances community cohesion and sense of ownership?

Upholding Cultural Values

- In what ways does your prototype reflect Māori traditions and values?
- What Te Ao Māori principles are incorporated into your design and how?


Continuous Quality Improvement and Feedback

- What process will you follow to incorporate feedback into your prototype?
- How will you measure the success of each version of a prototype made?

Sustainability Focus

- How does your prototype promote environmental sustainability?
- What steps have you taken to minimise your environmental impact?





Kia Tūtuki te Moemoeā Making the Vision of Kaumātua-led Social Enterprise a Reality

Whakatinanatanga me te Whakarewatanga

Implementation and Launch

Whakatauki | Guiding principle

Mā moa ka kite a muri, Mā muri ka ora a mua.

Those who lead give sight to those who follow, those who follow give life to those who lead.

Mātāpono | Value Statement

- Lead an inclusive approach to social enterprise.
- Motivate everyone through seeking involvement, consulting, listening, and noticing what people can do.
- Recognise and celebrate achievements, acknowledging that collective success is built on the individual efforts of many.
- Clear and open communication during the implementation and launch of the Kaumātua-led social enterprise will ensure everyone feels included.

Whāinga | Objective

- Complete the planned activities needed to ensure a successful launch.
- Organise a launch event that celebrates the beginning of the social enterprise and honours the contributions of Kaumātua, the community, and all stakeholders.
- Establish a feedback process after the launch, to enable continuous improvement and community involvement.
- Evaluate events and stages in the social enterprise.

Hikoitanga | Milestones

- The launch plan has been developed, communicated well with everyone that plays a role and is ready to be executed.
- Mechanisms have been developed to ensure all those involved in the Kaumātua-led social enterprise are appropriately acknowledged for their contribution.
- Feedback mechanisms are implemented to provide an easy and accessible means for people to give feedback and ideas after the launch.

Me mōhio mai koe ki te aha? | What do you need to know?

The implementation of your Kaumātua-led social enterprise, will require a number of resources and significant support from many people both within your team and externally, so it's important people are clear on their roles, tasks to be completed and expected timeframes. Your launch, provides a significant opportunity to celebrate, acknowledge the hard work of those who have been involved in the social enterprise journey and just as importantly promote your shared vision and impact that you collectively seek to achieve. Leverage your launch in as many ways possible and ensure there is an easy way for people to give feedback after the launch so that your enterprise is able to continue to grow and be improved with input from the community. Below are questions to consider as you think about what needs to be done to keep moving forward on your journey. Also, a list of online resources that will help in preparing for your social enterprise journey is on pages 69-70.

Kia hihiritia | Checklist

Working together, record your group's responses to the questions below.

Preparation and Roles

- Have all key tasks required for a successful launch been identified?
- Does everyone involved know their role and responsibilities in the social enterprise as well as on launch day?

Celebration and Recognition

- What are the key strategic outcomes you want to achieve from the launch?
- Who do you want to celebrate with and therefore who needs to be invited and informed about your launch?
- What are the important achievements or contributions that need to be highlighted during the launch?
- How will you create a lasting impression from your launch event?

Feedback and Improvement:

- What simple and accessible method will you use to collect feedback during and or after the launch?
- How will you ensure that feedback is used to make meaningful improvements to your Kaumātua -led social enterprise?

Arotake me te Tipu

To Evaluate vs Assess



Whakatauki | Guiding principle

Mā whero, mā pango, ka oti te mahi,
By red and black the work is finished

Mātāpono | Value Statement

- Maintain collaborative relationships to include different skills and knowledge needed for ongoing innovation.
- Let the feedback from your community be the nourishment to support your growth.
- Be responsive, be flexible, and be open to change whilst focusing on your shared vision, values and intended impact for your community.

Whāinga | Objective

- Identify and develop opportunities for ongoing innovation.
- Create a simple way to regularly check and monitor how your social enterprise is doing and your performance against your goals.
- Implement feedback that makes improvements, after discussing potential benefits, challenges, and impact with your team.
- Embed a culture of continuous quality improvement.

Hīkoitanga | Milestones

- Schedule regular reviews as part of the ongoing operation of your social enterprise.
- Set up and promote an accessible internal feedback system so that everyone within the team can use it anytime.
- Implement improvements to demonstrate learning based on feedback.
- Schedule opportunities to innovate as part of the ongoing operation of your social enterprise.

Me mōhio mai koe ki te aha? | What do you need to know?

When starting a social enterprise, it's crucial to keep growing, innovating and improving. Set up regular times to check how things are going with your team and make sure there's an easy way for people to share their feedback. Use feedback to discuss potential positive changes with your team before implementing change. All of these help to grow your social enterprise. This shows you're listening and committed to achieving your shared vision, as well as doing things better for your community.

Kia hihiritia | Checklist

Working together, record your group's responses to the questions below.

Building a Collaborative and Innovative Culture

- How will you grow diverse relationships to innovate continuously?
- What strategies will you implement to identify and create ongoing innovation opportunities?

The Impact of Community Feedback

- How will you gather and use community feedback as a key resource for your growth?
- How will you ensure that your feedback system is accessible and encourages open communication?

Enabling Continuous Quality Improvement

- How will you build flexibility and responsiveness to change, whilst aligning with your shared vision and values?
- How can you create a simple system to regularly monitor your performance?
- What process will you use to ensure feedback is thoughtfully considered and leads to meaningful improvements?

Regular Evaluation and Learning

- How will you embed a culture of continuous quality improvement?
- How will you schedule regular reviews and innovation sessions to make them integral to your operations?
- How will you ensure that people are acknowledged for their feedback when improvements are implemented for the benefit your community?





Tā mātou haerenga Kuki Reka Kani, he kōrero mō te āheinga hāpori kua whakakitea

**Our Kuki Reka Kani Journey:
Unveiling the Potential of Community**

A Journey Woven with Many Voices

Woven by the hands and hearts within our Kaumātua-led community, lies a story not just of a social enterprise project, but of a journey—a journey that has been as exciting as it has been transformative with the help of all those who lent a hand to shape it. The Rauawaawa journey with R.E.K.A. (Rauawaawa Enterprise for Kaumātua Aspirations) and the Kuki Reka Kani project is a testament to the power of collective effort and shared vision.

As you read the story that unfolds below, know that each word and every sentiment echo the contributions, challenges, and successes of those who have been a part of this unique enterprise. From the Kaumātua who led us through this venture and inspired us with their wisdom, to the Rangatahi who brought energy and innovation, from the artists who lent their creative essences to the planners and doers who translated visions into reality—this story belongs to all of us. We hope that sharing our story with you brings as much benefit and inspiration as we gained throughout our journey.

This narrative is drawn from extensive interviews with those who were deeply involved in the journey, whether they were behind the scenes or at the forefront of action. Their firsthand accounts form the backbone of this toolkit, offering not just insights and instructions, but also the personal hopes, dreams, and lessons that are woven into the korowai of our project.

As we share this story, please remember that it reflects a community's endeavour to implement a vision and get the mahi done. It celebrates the diversity of contributions that made our venture not only possible but also a vibrant example of what can be achieved when we come together. This is our story, told through our voices, and we invite you to join us in celebrating the journey of the Rauawaawa Kaumātua Charitable Trust as we continue to explore new paths and possibilities in our continued efforts to achieve “Hei Manaaki ngā Kaumātua”.



The Spark of Innovation

The journey of the Kuki Reka Kani cookie cutters began not in a boardroom, but within the many hui (gatherings) of the Rauawaawa Kaumātua Charitable Trust, where conversations hummed around the need for sustainability, independence, improving the response to Kaumātua needs and growing culturally grounded initiatives. The rapidly growing ageing population, a facility no longer fit for purpose, and a funding environment that did not respond well to the increasing needs of Kaumātua were the backdrop for the significant change by Rauawaawa.

The spark was ignited by a shared desire to enhance the wellbeing of Kaumātua, improve the responsiveness of Rauawaawa, and harness and promote Māori culture

through an initiative that could also offer practical benefits. Dion, a Rangatahi, and artist for the project, reflected on the initial meetings, and noted that for the project, the “Vision (was) seen as heartwarming and greatly beneficial for Kaumātua, driven by Kaumātua themselves,” emphasising the project’s grassroots origin. It was clear from the outset that any emerging enterprise would be deeply intertwined with the needs and aspirations of the Kaumātua. Jahvarn, another Rangatahi and early advocate added that “Rauawaawa’s vision (for the project) was about generating income, motivated by the need for funding.” Both insights highlight the dual focus on cultural preservation and financial viability.



Cultivating Community Ideas

Our journey ignited with vibrant brainstorming sessions, where Jaylene, a visionary ex-trustee and former rest home manager, proposed the idea of Māori-designed cooking utensils. Her innovative concept was aimed at engaging Kaumātua with dementia in cooking therapy, potentially minimising their dependence on medication. Another spark of creativity was born from Surinder, an experienced tourist in Aotearoa and former finance and funding manager for Rauawaawa. Her experience led to the idea of developing cultural tourism experiences guided by Kaumātua themselves. These cultural tourism experiences were designed to offer visitors a unique and immersive introduction to Māori tikanga and traditions right at the heart of Te Puna o Te Ora.

Thanks to funding from the Whānau Ora innovation fund, these twin initiatives took flight. The initiatives symbolised a deep commitment to nurturing cultural

engagement and improving well-being among Kaumātua with dementia.

The concept of integrating Māori design into culinary tools sparked both excitement and a profound sense of responsibility within the Rauawaawa Board. To ensure cultural integrity, the Board - decided to convene a hui with the Kaumātua, seeking their wisdom on the appropriateness of various designs. Pernell, a Whānau Ora Navigator for Rauawaawa, vividly recalls a pivotal moment during this gathering: “We initially considered designs like the Heitiki and the Wharenuī, but concerns arose— ‘hold on, we can’t eat the Gods or our Wharenuī,’ some said. The discussion was open and respectful, leading us to set aside those designs.” This dialogue underscored the community’s commitment to cultural sensitivity, resulting in a unanimous decision to use only symbols related to the environment or kai.



From this thoughtful exchange, the idea for cookie cutters shaped like traditional Māori symbols were born. The designs emerged from dynamic brainstorming sessions that brought together community members, local artists, rangatahi, and Kaumātua. These sessions buzzed with creativity and a shared purpose. Shae, a Rangatahi and artist captured the essence of these gatherings: “The project’s multi-use and innovative product targeted Kaumātua but appealed to all ages.” This initiative was not just about creating a product; it was about crafting a bridge between generations, an educational tool, and a medium for cultural expression, embodying the community’s collective vision and innovative spirit.

The involvement of Kaumātua was pivotal. They provided inspiration with their stories and symbols and played a direct role in validating and endorsing the designs. Shobana, a Rangatahi and researcher shared, “unique design and targeting of Kaumātua was a key success factor,” acknowledging the critical input from the Kaumātua that ensured the products were authentic and respectful of tradition.

Laying the Groundwork for Success

Fuelled by the vibrant energy from the initial discussions, a dedicated project team was quickly assembled, bringing together kaumātua, kaimahi, and rangatahi, all bolstered by the expertise of key developers and passionate community members. This diverse team was charged with a formidable mission: to translate the community's vision into a tangible, meaningful product. Facing a task of epic proportions, the team drew on the seasoned acumen of its business members, one of whom, Keith, reflected on the experience: "the challenge of contributing to a project outside one's comfort zone, was overcome by the project team's enthusiasm."

The transformation of the idea into reality also heavily relied on the exceptional skills of Mike and Georgia, the lead industrial designers whose contributions were vital. Mike expressed his gratitude for the creative freedom he was afforded, stating, "Appreciated the trust and room for creativity provided by Rauawaawa, and highlighted the importance of the cookie cutter's design integrity." Marian, deeply involved in the design process, reflected on these sessions: "It was rewarding to work among great people and learn new things, emphasising the importance of getting the cookie cutter design right." Their collaborative efforts exemplified how a blend of diverse talents and a shared commitment to cultural integrity could result in a product that was innovative and deeply respectful of its cultural roots.





Prototyping Challenges

The transition from sketches to physical prototypes presented its first set of challenges. The intricate designs required precise craftsmanship, which led to collaboration with local artisans skilled in metalwork and mold-making. Tony, who oversaw the prototyping phase, noted, “The importance of designing a useful and future-proof tool,” highlighting the team’s focus on durability and functionality.

The prototyping phase was marked by trial and error, a learning curve that was both challenging and enlightening. Rajah, involved in the technical aspects, appreciated the intricate work, particularly “the smooth integration of dowels,” which he noted highlighted “Rauawaawa staff’s teamwork and open communication.” These technical details were crucial in ensuring that the cookie cutters were both beautiful and practical for users of all ages.

Finalising the Designs

As the prototypes began to take form, the need for comprehensive feedback became increasingly clear. The project team orchestrated community testing sessions, creating opportunities for Kaumātua and other pivotal community members to interact with and utilise the prototypes. These sessions were not only instrumental in refining the designs but was also crucial in ensuring that the product resonated on a deeper cultural level and had practical usability. Jaylene, reflecting on the broader implications of the design, emphasised, “the recognition of cultural values and the product’s applicability beyond just Māori,” underscoring the importance of creating a product that was both culturally significant and broadly appealing.

Amid these sessions, a critical insight emerged from Keith, who pointed out the need for the cookie cutters to withstand the rigors of everyday use, including being dishwasher safe. This feedback initiated a pivotal shift in the manufacturing process—from using wood to adopting aluminium for the dowels. This change added the necessary weight to aid usability for Kaumātua and enhanced the product’s hygiene—a particularly crucial adaptation in the context of the ongoing pandemic. This strategic pivot ensured that the final product was not only effective and respectful of cultural heritage but also practical and safe for everyday use in kitchens across the country.



Shobana, reflecting on the finalised designs, shared her satisfaction: “Unique design and targeting of Kaumātua as a key success factor.” This statement captured the project’s goal and highlighted the successful incorporation of cultural elements that were respectful and meaningful.

Before committing to the substantial investment required to manufacture the cookie cutters, the team decided to conduct a pivotal market test. At the Tainui Business Summit in October 2020, freshly baked cookies crafted with the prototype designs were unveiled. This strategic move wasn’t just to gauge the appeal of the designs, but was also to test the market’s reception within the constraints of a tight budget.



The cookies were an instant hit, sparking enthusiastic feedback from attendees who were captivated by their unique designs and cultural significance.

This positive response set the stage for a major breakthrough. In March 2021, the cookies and their corresponding cutters were featured on the popular television show *Seven Sharp*, catapulting them into the spotlight. The segment was so well-received that it overwhelmed the Choice platform, a testament to the public's amazing support and the project's promising success. This moment marked a significant milestone, propelling the cookie cutters from a community-focused initiative to a nationally celebrated product.

The Rauawaawa journey with R.E.K.A. (Rauawaawa Enterprise for Kaumātua Aspirations) continuously illustrates the intricate dance between creativity and practicality. The community's involvement from the conceptual phase through to the final design ensured that the Kuki Reka Kani cookie cutters were more than just culinary tools; they were carriers of culture and tradition, designed to educate, inspire, and sustain.

Choosing the Right Business Model

With the design of the Kuki Reka Kani cookie cutters finalised, the next crucial step was to determine the most appropriate business model to sustain and expand the enterprise. The decision-making process was guided by the project's core goals: to enhance the wellbeing of Kaumātua, cultural promotion and preservation and financial viability.

Marc, who played a pivotal role in the digital strategy described his role “in transitioning the online store to Shopify and how it facilitated the project, (and) the ease of

use for those without a web development background.” His efforts were crucial in choosing an online business model that embraced both traditional sales channels and e-commerce, which expanded the project's reach beyond local boundaries.

Legal advice was sought to confirm the best business structure for the social enterprise and both Surinder and Rangimahora with accounting backgrounds worked to ensure the financial model worked to achieve the goals set by the Board.

Securing Funding and Partnerships

Securing some of the necessary funding through the Whānau Ora innovation fund to kickstart and sustain the development of the Kuki Reka Kani cookie cutters was another critical step. The team explored various funding avenues, including grants, community fundraising events, and partnerships with local businesses that shared a commitment to cultural heritage.

Tony highlighted the collaborative spirit in securing these funds: “Emphasised the importance of designing a useful and future-proof tool, highlighting collaboration as a key to making it possible.” His emphasis on creating products that were

both culturally significant and commercially viable helped attract funding partners who were keen on supporting sustainable community-driven projects.

Megan, reflecting on the community engagement aspect, noted “that personal marketing and engagement with the community worked well.” Her observations underscored the importance of community involvement in not only designing and testing the product but also in fundraising efforts, which helped garner widespread support.



Establishing Operations and Logistics

With the funding model in place, the next step was to set up the operational infrastructure necessary to produce, market, and distribute the cookie cutters. Marian, overseeing the production, shared that she, “Found it rewarding to work among great people and learn new things, emphasising the importance of getting the cookie cutter design right.” Her focus was on establishing a production process that maintained high quality while being efficient and scalable.

Rajah, involved in the logistical setup, appreciated the teamwork and detailed planning required: “Appreciated the product’s design process, particularly the smooth integration of dowels, and highlighted the Rauawaawa staff’s teamwork and open communication.”

Mike and Georgia investigated and recommended Active Plastics and Glosters Engineering Ltd as suppliers and they were vital for ensuring that quality products would be made. Rudy played a lead role for logistics identifying NZ Couriers and Attwoods as excellent local suppliers to ensure the products reached their customers in perfect condition, whilst using environmentally friendly packaging. Supporting local businesses was important for the Board, acknowledging the impact that COVID had on business. This approach not only reflecting the quality and care that went into the creation of the cookie cutters, it also unveiled a deep commitment to the wider community in which Rauawaawa was based.

Marketing Strategy and Launch

Launching Kuki Reka Kani was a milestone in the Rauawaawa journey, marked by community celebration and the successful translation of cultural heritage into a commercial product. It showcased how strategic planning, community involvement, and effective marketing were key to introducing the cookie cutters to the market. The launch was not just a business achievement but a cultural event that brought the community together in celebration of their heritage.

As the Kuki Reka Kani project scaled up, managing the supply chain became a

significant challenge. The unique nature of the cookie cutters, which required specific materials and craftsmanship, led to initial difficulties in sourcing and maintaining a steady supply of raw materials during COVID. Rudy, overseeing logistics, described the complexities: “The overwhelming orders after a Seven Sharp interview, led to distribution issues and platform crashes, which were resolved by the team’s collaborative effort.” The strategic response included diversifying suppliers and quickly changing from Choice to Shopify as the online platform.

Packaging Problems

Packaging design presented another considerable hurdle. The initial packaging, while beautifully designed to reflect Māori culture, proved to be impractical for cost efficiencies, shipping and shelf display. Jahvarn and Rajah were involved in packaging and mentioned challenges with packaging designs and how they were eventually simplified for efficiency. Marian, who was involved in the production process emphasised the iterative nature of solving these issues when she said “we addressed challenges in cookie cutter design and dough consistency, overcoming them through continuous tweaking of recipes and close work with designers.”

A similar approach was taken to redesign the packaging to be more robust while still honoring the cultural elements crucial to the brand’s identity.

The solutions to these logistical hurdles were rooted in innovation and flexibility. Marc noted the importance of a responsive approach that included “promoting the project to a wider audience and highlighting the necessity of planning and preparation.” This mindset led the team to implement a streamlined manufacturing strategy that reduced storage costs and minimised waste, enhancing overall efficiency.



Community Engagement Challenges

Despite the project’s cultural and social objectives, initial resistance from parts of the community posed a significant challenge. Some members were sceptical about commercialising cultural symbols, fearing it might diminish their sacredness.

Building trust took time and required consistent effort. Utilising digital platforms such as Facebook and Instagram to maintain transparency, the project regularly updated the community about production processes, and what sale proceeds were being used for. The continuous engagement efforts eventually transformed initial scepticism into strong community support. Tony captured the essence of this transformation: “Recommends building a collaborative and

skilled team and emphasises the importance of adaptability and learning.” By involving community members in decision-making, the project enhanced its products and strengthened community ties, fostering a sense of ownership and pride among all stakeholders.

Navigating challenges was no small feat. Each obstacle encountered by the Kuki Reka Kani project team provided valuable lessons in resilience, adaptability, and the power of community-centric approaches. These challenges were not merely hurdles but opportunities that helped the project refine its processes and deepen its community impact.

Establishing Systems for Feedback

Recognising the importance of customer and community input, the Kuki Reka Kani project team set up various mechanisms to gather feedback effectively. This included digital surveys, community forums, and direct customer reviews on the online store. Jai, reflecting on the importance of these systems, “found the online store aspect beneficial, allowing for updates from anywhere at any time,” which facilitated real-time feedback collection and response.

Feedback from these loops was crucial not just for product enhancement but also for improving customer experience and operational processes. Marian, deeply involved in the production, utilised this

feedback to refine the cookie cutter designs. She found it “rewarding to work among great people and learn new things and, emphasising the importance of getting the cookie cutter design right.” The feedback led to several significant product improvements, such as the redesign of packaging to enhance durability and usability, which Marian addressed in earlier challenges. Other adaptations included streamlining production processes, enhancing e-commerce functionalities, and expanding distribution channels to include stockists with the Puke Ariki store (New Plymouth) and Te Kohao taonga shop (Hamilton) being our first experience of working collaboratively in this space.



Community Impact

The Kuki Reka Kani project significantly impacted the local community by providing employment opportunities and stimulating the local economy. The project not only created jobs within the production mechanisms of the project but also supported local suppliers and businesses involved in the distribution chain. Tony reflected on the importance of the project's impact on the community, recommending "building a collaborative and skilled team and emphasising the importance of adaptability and learning." His emphasis on team building highlights how the project fostered skill development and employment, providing both economic and educational benefits to the community.

Beyond economic impacts, the project also helped carry cultural knowledge across generations and created a durable taonga that could be handed down through generations. It also brought a sense of pride to Kaumātua who led the project, the many whānau who purchased the cookie cutters and the teams who worked to deliver the project.

The support of education institutions throughout Aotearoa provided a rewarding sense of contribution to our younger generations and the introduction of Māori design into their play and cooking worlds at school. In addition to that was the support from different institutions that used

them as gifts for speakers, diplomats and international visitors and hosts. This broad-reaching impact of the Kuki Reka Kani project, underlined how a local initiative can evolve into an international ambassador of culture.

The journey of the Kuki Reka Kani project provided numerous learning opportunities in the realms of social enterprise, community engagement, and cultural entrepreneurship. Emphasising accessible technology, prioritising community, teamwork, leadership, and retaining openness to beneficial change while maintaining cultural integrity, were core to achieving our goals. The ability to pivot when necessary, whether in response to supply chain issues, market demands, or community feedback, was crucial to the project's sustainability.

The lessons learnt from the Rauawaawa project are invaluable for any community or group aiming to integrate cultural values into sustainable business practices. By embracing challenges, engaging deeply with the community, building a resilient team, and ensuring sustainable funding, future projects can thrive. We wholeheartedly wish you well on your journey and hope that through sharing our journey we have made yours a little easier.






Ngā Whakamarara o te Kuki Reka

Kuki Reka Recipes
Developed by Marian Smith



Salted Caramel Kuki Reka

 20 kuki

 Oven 170°C bake

Ingredients

Dough

245 g softened butter
120 g icing sugar
1 Tbs salted caramel syrup
90 g cornflour
260 g plain flour
¼ tsp salt

Glaze

1⅓ c icing sugar
1 Tbs cornflour
3 Tbs salted caramel syrup

Method

Dough

1. Beat butter and icing sugar in a large bowl until fluffy.
2. Add salted caramel syrup and mix well.
3. Sift cornflour, flour, and salt into the bowl and mix briefly.
4. Form dough into a ball on a floured bench, flatten and divide into two discs, wrap in cling film and chill for 10-20 minutes.
5. Cover a disk of chilled dough with cling film and roll it out on a floured bench to a 6 mm thickness.
6. Cut out the dough with a dusted Kuki R.E.K.A. © cutter per method #9 in Tips and Hacks.
7. Transfer each kuki to a lined baking tray, leaving 10 mm between each kuki to allow for spread during baking.
8. Bake at 170°C for 10 minutes, then rotate the tray and bake for another 5 to 10 minutes until lightly firm and fragrant.
9. Cool kuki on baking tray for 15 minutes, then transfer to a rack to cool completely.


Glaze

1. Mix the ingredients in a small bowl until smooth and pourable.
2. Add water to adjust consistency if needed.
3. Spoon glaze onto the back of the kuki and spread to the edges.
4. Place kuki on a rack and refrigerate to dry and harden.
5. Once glaze is set, store in an airtight container with layers separated by baking paper.
6. Store in the refrigerator in a cool dark place for up to a week or longer.



Lemon Coconut Kuki Reka

 20 kuki

 Oven 170°C bake or 160°C fanbake

Ingredients

Dough

225 g butter
¾ c icing sugar
⅔ c desiccated coconut
2 Tbs lemon juice or 1 tsp lemon essence
2 c plain flour
½ c cornflour
½ tsp salt

Glaze

1⅓ c icing sugar
1 Tbs cornflour
1-2 tsp lemon zest
2 Tbs lemon juice

Topping

Toasted coconut to taste

Method

Dough

1. Beat butter, icing sugar, coconut, and lemon essence until smooth.
2. Sift the remaining dry ingredients into the butter mixture and mix until just combined.
3. Form the dough into a ball on a floured bench, flatten it into a disc, and wrap it in cling film; refrigerate for 20 minutes to become firm.
4. Cover the chilled dough with cling film and roll it out on a floured bench to a 6 mm thickness.
5. Cut out the dough with a dusted Kuki R.E.K.A. © cutter per method #9 in Tips and Hacks.
6. Transfer each kuki to a lined baking tray, leaving 10 mm between kuki to allow for spread during baking.
7. Bake at 170°C for 10 minutes, then rotate the tray and bake another 5 to 10 minutes until lightly firm and fragrant.
8. Cool kuki on baking tray for 15 minutes, then transfer to a rack to cool completely.

Topping

1. Spread extra coconut on a tray and carefully toast in a warm oven.
2. Stir coconut for even toasting to a light colour. Watch to prevent burning.
3. Cool the coconut to room temperature.

Glaze

1. Mix the ingredients with a fork in a bowl, gradually adding lemon juice until the mixture reaches a thick, smooth, pourable consistency.
2. Adjust consistency with icing sugar or lemon juice if needed.
3. Spoon glaze onto the back of the kuki and spread to the edges.
4. Sprinkle toasted coconut over the wet glaze.
5. Place kuki on a rack and refrigerate to dry and set firm.
6. Once set, store in an airtight container with layers separated by baking paper.
7. Store in a cool dark place for up to one week or longer in the refrigerator.



Tamariki Lolly Kuki Reka



20 kuki



No-bake, chill

Ingredients

Dough

250 g malt biscuits
120 g Pascall Explorers lollies
100 g melted butter
200 g sweetened condensed milk
1 tsp vanilla essence
¼ tsp salt

Glaze

230 g milk chocolate buttons

Topping

1 c fine desiccated coconut

Method

Dough

1. Spray and line two large baking trays that will fit into the refrigerator.
2. Crush the malt biscuits in a sealed plastic bag with a rolling pin to fine crumbs or use a food processor.
3. Chop the lollies into very small pieces and add to the crushed biscuits in a large bowl.
4. Add melted butter, sweetened condensed milk, and vanilla essence to the dry ingredients and mix until well combined.
5. Form the mixture into a ball on a coconut-sprinkled bench, flatten it into a disc and sprinkle with more coconut.
6. Cut out the dough with a dusted Kuki R.E.K.A. © cutter per method #9 in Tips and Hacks, and place it on lined baking trays.
7. Chill until firm.

Glaze and Topping

1. Melt chocolate per method #11 in Tips and Hacks.
2. Spoon glaze onto the back of the kuki and spread to the edges.
3. Refrigerate until set.
4. Store in an airtight container with baking paper between layers in the refrigerator.



Almond and Lemon Kuki Reka



20 kuki



Oven 170°C bake or 160°C fanbake

Ingredients

Dough

225 g softened butter
¾ c caster sugar
fine zest of one lemon
1 Tsp lemon juice
2⅓ c gluten-free or plain flour
¼ tsp salt
½ c ground almonds / almond meal
⅓ c sliced almonds

Glaze

1½ c icing sugar
1½ Tbs cornflour
3 Tbs lemon juice
fine zest of one lemon

Topping

¼ c desiccated coconut

Method

Dough

1. Beat the butter, sugar, lemon zest, and juice until well incorporated, scrape the bowl down a couple of times, and re-beat until light and fluffy.
2. Sift flour and salt into the mixture with the remaining ingredients. Mix until well combined.
3. Form the dough into a ball on a floured bench, flatten it into a disc, wrap it in cling film, and refrigerate it for 20 minutes to become firm.
4. Cover the chilled dough with cling film and roll it out on a floured bench to a 6 mm thickness.
5. Cut out the dough with a dusted Kuki R.E.K.A. © cutter per method #9 in Tips and Hacks.
6. Transfer each kuki to a lined baking tray, leaving 10 mm between kuki to allow for spread during baking.
7. Chill tray for 10 minutes to keep the kuki shape intact.
8. Bake at 170°C for 10 minutes, then rotate the tray and bake for another 5 to 10 minutes until lightly firm and fragrant.
9. Cool kuki on baking tray for 15 minutes, then transfer to a rack to cool completely.


Glaze and Topping

1. Mix all the ingredients with a fork until the mixture runs slowly off the spoon in a thick pouring custard.
2. Spoon glaze onto the back of the kuki and just spread to the edges.
3. Sprinkle with coconut, and place on a rack to dry completely before storing.
4. Store in an airtight container, with baking paper between the layers.
5. Keep in the refrigerator for a week in a cool, dark place or longer.



Berry and White Chocolate

 20 kuki

 Oven 170°C bake or 160°C fanbake

Ingredients

Dough

180 g butter or margarine
1/3 c caster sugar
1/3 c coconut cream
1 tsp raspberry essence
2 Tbs freeze-dried raspberries /strawberries
90 g wholemeal flour
80 g coconut flour
90 g ground almonds / almond meal
50 g cornflour
50 g milk powder
1/4 tsp salt

Glaze

200 g white chocolate

Topping

2 Tbs freeze-dried raspberries /
strawberries

Method

Dough

1. Cream the butter/margarine and sugar, then add coconut cream and raspberry essence until smooth.
2. Add freeze-dried berries to the butter mixture.
3. Add the dry ingredients into the combined mixture and beat briefly until incorporated.
4. Form the dough into a ball on a floured bench, flatten it into a disc, wrap it in cling film, and refrigerate it for 20 minutes to firm up.
5. Cover the chilled dough with cling film and roll it out on a floured bench to a 6 mm thickness.
6. Cut out the dough with a dusted Kuki R.E.K.A. © cutter per method #9 in Tips and Hacks.
7. Transfer each kuki to a lined baking tray, leaving 10 mm between kuki to allow for spread during baking.
8. Bake at 170°C for 10 minutes, then rotate the tray and bake for another 5 to 10 minutes until lightly firm and fragrant.
9. Cool kuki on baking tray for 15 minutes, then transfer to a rack to cool completely.


Glaze and Topping

1. Chop the berries into small pieces.
2. Melt chocolate per method #11 in Tips and Hacks.
3. Spoon glaze onto the back of the kuki and spread to the edges.
4. Sprinkle chopped berries onto the wet chocolate.
5. Refrigerate until set.
6. Store in an airtight container with baking paper between layers in the refrigerator.



Chocolate Dream

 20 kuki

 Oven 170°C bake or 160°C fanbake

Ingredients

Dough

240 g butter
120 g brown sugar
1 Tbs vanilla paste or 3 tsp essence
1 tsp vanilla essence
260 g flour
45 g cornflour
45 g cocoa
Pinch salt

Dusting

$\frac{3}{4}$ c flour
 $\frac{1}{4}$ c cocoa

Glaze

230 g dark chocolate

Topping

80 g white chocolate

Method

Dough

1. Beat the butter, sugar, and vanilla paste and essence until smooth.
2. Sift dry ingredients into the butter mixture and beat slowly until combined.
3. Form the dough into a ball on a floured bench, flatten it into a disc, and wrap it in cling film; refrigerate for 20 minutes to become firm.
4. Cover the chilled dough with cling film and roll it out on a floured bench to a 6 mm thickness.
5. Cut out the dough with a dusted Kuki R.E.K.A. © cutter per method #9 in Tips and Hacks.
6. Transfer each kuki to a lined baking tray, leaving 10 mm between kuki to allow for spread during baking.
7. Bake at 170°C for 10 minutes, then rotate the tray and bake for another 5 to 10 minutes until lightly firm and fragrant.
8. Cool kuki on baking tray for 15 minutes, then transfer to a rack to cool completely. to 10 minutes until lightly firm and fragrant.
9. Cool kuki on baking tray for 15 minutes, then transfer to a rack to cool completely.

Dusting

1. Sift the flour and cocoa into a bowl and mix well.


Glaze and Topping

1. Melt dark chocolate per method #11 in Tips and Hacks.
2. Spoon dark chocolate onto the back of the kuki, spreading to the edges and place on a tray to dry.
3. Melt white chocolate per method #11 in Tips and Hacks, then pour it into a cone/bag and quickly pipe designs onto the dark chocolate while it is warm. Place kuki on a rack and refrigerate to dry and harden.
4. Once set, store in an airtight container with layers separated by baking paper.
5. Store in a cool dark place for up to one week or longer in the refrigerator



Oats and Coconut Breakfast Kuki

 20 kuki

 No-bake, chill

Ingredients

Dough

190 g margarine or butter
1/3 c coconut cream
1/3 c caster sugar or 1/4 tsp stevia
2 tsp vanilla extract
1/2 c rolled oats
1/2 c oat bran
1/2 c desiccated coconut
1 c coconut flour
1/2 c ground almonds
1/2 c sliced almonds

1/4 c pumpkin seeds
1/4 c sunflower seeds
1 1/2 tsp cinnamon
1 1/2 tsp ground ginger
1/4 tsp salt

Glaze and Topping

180 g milk chocolate baking bits
1 Tbs sunflower seeds
1 Tbs pumpkin seeds

Method

Dough

1. Beat margarine/butter, coconut cream, vanilla (and sugar if using) beat until well incorporated.
2. Mix dry ingredients (and stevia if using) in a large bowl, using a hand whisk to separate the spices and grains.
3. Add dry ingredients to the butter mixture and beat until well combined.
4. Form the dough into a ball on a floured bench, flatten it into a disc, and wrap it in cling film; refrigerate for 20 minutes to become firm.
5. Cover the chilled dough with cling film and roll it out on a floured bench to a 6 mm thickness.
6. Cut out the dough with a dusted Kuki R.E.K.A. © cutter per method #9 in Tips and Hacks.
7. Transfer each kuki to a lined baking tray, leaving 10 mm between one to allow for spread during baking.
8. Bake at 170°C for 10 minutes, then rotate the tray and bake for about seven more minutes until lightly firm and fragrant.
9. Cool kuki on baking tray for 15 minutes, then transfer to a rack to cool completely.
10. Toast seeds in the oven for approximately 5 minutes and chop roughly.

Glaze and Topping

1. Melt chocolate per method #11 in Tips and Hacks.
2. Spoon melted chocolate onto the back of the kuki and spread to the edges.
3. Sprinkle toasted seeds over the chocolate-covered kuki and refrigerate until the chocolate is set.
4. Store in an airtight container with baking paper between layers in the refrigerator.



Tips and Hacks

1. Metric weights and measures are used in these recipes: Tbs = tablespoon, tsp = teaspoon, c = cup.
2. Baking temperatures and times are approximate, so gauge your oven the first few times you bake a kuki recipe.
3. Use softened butter at room temperature to reduce creaming time.
4. Substitute ingredients to suit your dietary preference, such as gluten-free, dairy-free, or chocolate and coconut cream with no added sugar.
5. Scrape the mixing bowls sides between beating, creaming, and mixing to combine the ingredients thoroughly.
6. Beat or stir the dry ingredients slowly until just combined, using hand whisks for fine dry ingredients.
7. Wet your hands when shaping/rolling dough for easier handling.
8. Roll out dough covered in cling film to work cleaner and help prevent the dough from crumbling.
9. Dip the Kuki R.E.K.A. © cutter into the appropriate dusting mix, shaking off excess flour to cut through the dough cleanly:
 - a. Baked chocolate kuki: $\frac{3}{4}$ c plain flour and $\frac{1}{4}$ c cocoa.
 - b. Baked non-chocolate kuki: $\frac{3}{4}$ c plain, wholemeal, or coconut flour.
 - c. No-bake chilled kuki: use $\frac{3}{4}$ c coconut flour or similar.
10. Press the Kuki R.E.K.A. © cutter firmly into the dough, then knock the dough out of the Kuki R.E.K.A. © cutter. Use a palette knife if needed.



11. To melt chocolate:

- a. Melt chocolate in a bowl over a pot of simmering water, ensuring no water or steam gets near the chocolate; remove from the heat and keep stirring.
- b. Place small pieces or buttons of chocolate in a small round bowl. Microwave on high (100%), checking every 30 seconds, until the chocolate melts when stirred (it will keep its shape when melted). Do not heat longer than needed, or the chocolate will seize.

12. To make a forcing cone or bag:

- a. Cut a square of baking paper 30 cm square and fold it in half. Press the fold sharply to form a triangle. Holding on to the two folded long corners, bring them together to form the cone

as you cross them to meet the third corner of the triangle. Pull the three corners into shape until they form a cone with no hole at the sharpest point; fold and press them down with a tight hold to keep the cone's shape and staple the corners together. Cut a tiny hole in the corner and rest the cone in a tall glass until ready to use.

- b. Cut a tiny hole in the corner of a firm plastic bag.
13. Use a fork to squiggle melted chocolate freely over the kuki.



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Online Resources*

#	Name	Category	Online Link
1	The Loft Legal	IP Legal Protection	http://www.theloft.legal/
2	MWDesign Ltd	Industrial Designers	http://www.mwdesign.co.nz/
3	Active Plastics	Manufacturers	http://www.activeplastics.co.nz/
4	Attwoods	Packaging	http://www.attwoods.co.nz/
5	Strive Creative	Social Media	http://www.strivecreative.co.nz/
6	Best Design Awards	Nz Design Excellence	http://www.bestawards.co.nz/
7	Shopify	Ecommerce	http://www.shopify.com/nz
8	PayPal	Online Payments (Accept Credit Cards)	http://www.paypal.com/nz/home
9	Patreon	Subscription Payments	http://www.patreon.com/
10	Gumroad	Subscription Payments	http://www.gumroad.com/
11	Kickstarter	Crowdfunding	http://www.kickstarter.com/
12	Callaghan Innovation	Funding, Scientific Expertise, R&D	http://www.callaghaninnovation.govt.nz/
13	The Impact Initiative	Development Programme	http://www.theimpactinitiative.org.nz/toolkit
14	Momentum Waikato	Social Enterprise Support	http://www.momentumwaikato.nz/
15	Companies Register	Incorporate Social Enterprise	https://companies-register.companiesoffice.govt.nz/
16	Square Space	Website Builder	http://www.squarespace.com/
17	Wordpress	Free Website Builder	http://www.wordpress.com/
18	Weebly	Free Website Builder	http://www.weebly.com/
19	Xero	Accounting Software	http://www.xero.com/nz/
20	Survey Monkey	Customer Feedback	http://www.surveymonkey.com/
21	Etsy	Ecommerce, Distribution	http://www.etsy.com/nz/
22	Canva	Marketing, Branding	http://www.canva.com/
23	Business Mentors New Zealand	Social Enterprise Mentoring	http://www.businessmentors.org.nz/social-enterprise-mentoring
24	Gembah	Product Design (How-To)	http://gembah.com/blog/how-to-create-a-product/
25	Asana	Collaboration, Product Development (Guide)	http://asana.com/resources/product-development-process
26	Facebook	Paid Advertising, Marketing	http://en-gb.facebook.com/business/ads
27	Instagram	Paid Advertising, Marketing	http://business.instagram.com/advertising
28	Hootsuite	Social Media Management	http://www.hootsuite.com/
29	Printful	Design Products	http://www.printful.com/design-your-own-products

#	Name	Category	Online Link
30	The Kitchen Collective	Cloud Kitchens	http:// www.tkcollective.co/
31	The Akina Foundation	Impact Consultancy	http:// www.akina.org.nz/
33	Legal Vision	Starting Guide (How-To)	http://legalvision.co.nz/business-structures/start-a-social-enterprise/
35	Business.Govt.NZ	Brand Identity, Business Resources	http:// www.business.govt.nz/getting-started/building-a-brand/creating-your-brand/
37	Ashoka	Social Enterprise Global Network	http://www.ashoka.org/en-us
38	IDEO Org	Design Tools	http://www.ideo.org/tools
39	Instructables	DIY Community (How-To-Guides)	http://www.instructables.com/
40	YouTube	Free Courses, Learning	http://www.youtube.com/
41	Product Plan	Product Management	http://www.productplan.com/
42	Maker's Row	Manufacturing Made Simple	http://makersrow.com/
43	New Zealand Made	Promotion	http://www.buynz.org.nz/
44	New Zealand Trade & Enterprise	Exporting, Global Expansion	http://www.nzte.govt.nz/
45	Entrepreneur	Business Resources	https://www.entrepreneur.com/starting-a-business
46	3Design Limited	3D Printing, Rapid Prototyping	http://3dinnovation.co.nz/3d-prototyping-services
47	MFG	Custom Manufacturing Marketplace	http://www.mfg.com/
49	New Zealand Food Innovation Network	Launching New Food Products	https://foodinnovationnetwork.co.nz/
50	Ministry For Primary Industries	Food Safety Regulation	https://www.mpi.govt.nz/legal/legislation-standards-and-reviews/food-safety-legislation/

Disclaimer: The resources are offered as examples to help someone starting out on a social enterprise journey. The use of brand names and or any mention or listing of specific commercial products or services herein is solely for that purpose. It does not imply endorsement by the author, publisher, or the individuals and organisations associated with this toolkit, nor discrimination against similar brands, products or services not mentioned. All links were correct at the time of printing.

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E Kōrero Whakakapi | Closing

E te tī, e te tā, tēnā rā koutou katoa kua aronui mai ki tēnei keteparaha i karangahia nei “He Tohu Aroha: Whatua Te Korowai mō ngā Kaumātua”. Ko te manako ia i whai hua ā koutou aronui mai me te tūmanako anō hoki ka kake koutou ki runga i tēnei waka kamehameha o te Pakihi Pāpori-ā-Kaumātua. Nō mātou ngā Kaumātua me ngā kaimahi hoki o Rauawaawa te whiwhi ki te whakatakoto i ā mātou kōrero mō tēnei keteparaha. Nō reira, kua whakatakoto te manuka, kawe ake. Mauri ora.

Greetings everyone and thank you for engaging with our Kaumātua led-Social Enterprise toolkit, called, “He Tohu Aroha: Whatua Te Korowai mō ngā Kaumātua”. We hope the benefits you receive are plentiful, and that it gives you the inspirational impetus to jump onboard and begin your own journey of a Kaumātua-led Social Enterprise. It has been our absolute privilege and honour to deliver this toolkit to you all, and as the proverbial saying in Māori goes, the challenge has been laid down, your task is to accept it and make it a reality.

Kuki Reka Kani Social Enterprise: April 2024



Hei manaaki
ngā Kaumātua

