



TE TAI ŌHANGA
THE TREASURY

Pacific Strategy 2022-25

UA GATASI LE FUTIA MA LE UMELE



COVER PROVERB:

“Ua gatasi le futia ma le umele”

A traditional fishing proverb that speaks to the partnership between two elements – The bonito* fishing rod is fastened to the thwart by means of a sinnet ring (futia). The lower end rests in a stand, to which it is tied by means of a rope (umele). Both ropes must be of equal strength, lest one of them tear when a bonito bites.

The proverb refers to the balance between our technical and analytical knowledge and our cultural and people centred knowledge and skills. It also captures the balance between our internal capability building objectives and our external facing programme.

**The Bonito is a species of tuna that is highly prized across the Pacific.*



The URL for the refreshed *Pacific Strategy 2022-2025* on the Treasury website at May 2022 is:

<https://www.treasury.govt.nz/publications/pacific-strategy-2022-25>

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Contents

Who we are: Te Tai Ōhanga	1
Embedding Pacific Perspectives into the Treasury's Work	3
Evolving Context	4
Impact of COVID-19	5
The Objectives of the refreshed Pacific Strategy	6
The approach to our work – the Living Standards Framework and the Pacific Operating Model	7
High Level Outcomes	9
Strategic Objectives	10
Internal Objectives to build internal organisational knowledge and capability	10
External Objectives to build Treasury connections with Pacific stakeholders	11
Operating principles	12
Monitoring and Review	12
Consultation	14
Appendix 1	15

Who we are:

Te Tai Ōhanga

We are at the heart of New Zealand's economic and financial tides. Our name, Te Tai Ōhanga, flows from the four tides, reflecting that we both lead and serve from the centre to lift living standards for all New Zealanders. We are a talented, inclusive and hard-working whanau who make the Treasury a great place to work. Our rigorous and diverse analysis enables growth and resilience in financial/physical, human, social and natural capitals for present and future generations. While our mandate has remained largely the same, the way we carry ourselves has evolved over the years. For the years to come, we aim to both lead and serve, anchoring our work on growing the four capitals of the Living Standards Framework for New Zealand.

Our vision is Lifting living standards for all New Zealanders. We will strengthen the Treasury by embedding diversity and inclusion into our policy and operational advice and practices.

In February 2021, the Treasury released a refresh Statement of Intent (2021-2025). This refreshed SOI provides a strengthened commitment to raising living standards by revising our vision to add the action of lifting and clearly indicating the inclusion of all New Zealanders. This refreshed vision shows our determination and commitment to improve equity and inclusion, and to factor these issues into our policy and budget advice. The Treasury works to lift the living standards for all New Zealanders, with a focus on expanding the opportunities and capabilities for people to live the lives they want to lead.

The Treasury has identified building its people and capability as a critical priority. The Strategy contributes to this priority through building Pacific capability and responsiveness across its key deliverables. The Pacific operating model is a tool developed specifically for the Treasury to bring Pacific dimensions into our day to day work and give our Pacific Strategy life.

The Treasury in its refresh of the Living Standards Framework recognises that the engagement of Pacific New Zealanders in all facets of the economy and society is necessary for the New Zealand of the future to have a robust, sustainable and competitive economy, with strong and independent families and communities. To continue to help deliver on our vision of lifting living standards for all New Zealanders and our strategic priorities and outcomes, we have refreshed our Pacific Strategy.

The Treasury's inaugural Pacific Strategy – Le Tofa Mamao ma le Fa'atautaga ("The wisdom to visualise the future and the ability to take us there") was launched in 2016. The purpose of the Pacific Strategy is to socialise and support Pacific perspectives and inclusiveness into the full range of Treasury outcomes and thinking in the long term; from the strategic level to our organisational systems, human resource development and performance development mechanisms. The Strategy also aims to create and sustain processes for engaging with Pacific economic stakeholders. This will enable us to consider the unique issues and economic challenges facing Pacific peoples, which at times may not be clearly reflected in our data analysis and advice. Since the Strategy was launched The Treasury has made progress in a number of areas, in particular the delivery of modules to support internal capability and establishing relationships with Pacific stakeholders. However there is still much to do to continue to build capability, consolidate external relationships, and embed Pacific perspectives into Te Tai Ōhanga and our work.

This refreshed Strategy has been developed in recognition of the importance of our Pacific population in meeting New Zealand's economic and social aspirations for raising living standards of all New Zealanders and for growing the New Zealand economy. It draws on learnings from the period of the first strategy and changes in the New Zealand context since that time, in particular the consequences of and learnings from the COVID-19 pandemic. During this time the Strategy further adds value to our immediate to long term advice through reinforcing the Treasury's relationships with inter-agency officials groups and with Pacific businesses stakeholders and community leaders.

By bringing insights acquired through our community engagements and that obtained through our own data analysis, research and thinking, and drawing on the "Pacific operating model", enables us to better understand and identify areas for targeted government investment or policy approaches that can achieve faster improvements in economic performance and wellbeing indicators for Pacific peoples.

Embedding Pacific Perspectives into the Treasury's Work

Pacific peoples make up a substantial proportion of the New Zealand population (8.1%), and this proportion is expected to increase over time.

Pacific peoples have a perspective on the world and their place within it that needs to be recognised in designing our advice and interventions. This perspective includes:

- A significant focus on the role of communities and families
- The central role of religion
- Clear expectations for how people operate in the world and in relation to each other – including respect, reciprocity, and maintaining relationships
- A focus on collective outcomes and practices.

Treasury's role in supporting improved living standards and wellbeing must draw from this perspective, which means we need to have better ways of understanding and incorporating Pacific worldviews in our work.

The Treasury's system view and advice can help ensure sufficient attention to lifting living standards of Pacific people and what can help that to happen faster. Historically, the Pacific community has not been active in its participation and relationship with Treasury. We have proactively sought to build connections in recent years but are still early in this journey. This has been a key plank in our understanding of the ways in which Pacific New Zealanders have responded to their environment including how they can quickly mobilise their social capital and human capital assets to combat threats to New Zealand such as that posed by COVID-19. We need to continue to put greater effort into understanding, developing and leveraging off the strategic relationships which we have started to create in the Strategy.

This will require us to continue to:

- build our internal capability and knowledge of Pacific dynamics and priorities
- expand our understanding of Pacific values, beliefs and behaviours (the Pacific operating model)
- deepen our knowledge of population demographics
- strengthen our insights and analysis drawing on qualitative analysis and mixed methods research methodologies
- create collaborative relationships with Pacific economic stakeholders and leaders.

Building our organisational capabilities in these areas will add value to our advice to Ministers, make it more relevant and effective, improve our organisational responsiveness to diversity and inclusion, and help reinforce our ambition to be a responsive and world leading organisation delivering results for all New Zealanders. Embedding organisational capability that is responsive to Pacific diversity also enables Treasury to better engage with, and listen to, Pacific leaders and families. This may also help support Pacific communities and entrepreneurs with knowledge and information that enables them to take advantage of the economic development opportunities available within the public and private sectors. In return the Treasury will pick and absorb useful local intelligence on the effectiveness of government interventions and initiatives from those receiving it or facilitating access to these supports on behalf of others.

The Treasury has the ability to influence the economic contribution and living standards of Pacific communities in several ways. Our engagement – including with other government agencies – on policy initiatives that specifically target Pacific communities or groups in which Pacific people are significantly represented obviously matters for Pacific living standards. In addition general policy decisions (from the macro to the micro eg labour market and business

Evolving Context

As the Pacific population in New Zealand continues to grow, and as improvements are being gradually reflected in key areas, so too does the potential for the Pacific community to make a material contribution to the country’s economic and living standards goals. The 2018 Census showed that 8.1% of the New Zealand population are Pacific peoples (295,994), with 64% of them based in the Auckland region.

New Zealand’s Pacific population is a youthful one. The median age of Pacific peoples is 23.4 years, compared with 35.9 years for the overall New Zealand population.

In 15 to 20 years, one in five New Zealand children will be Pacific, and one in eight workers under 39 years will be Pacific.

The young age structure presents an opportunity. Between now and 2026, MBIE estimates that 98,000 young Pacific people will become part of the working age population. They will replace 16,000 Pacific people who will turn 65 and move into retirement age. We recognise however that the latter tend to be lower skilled.

The limited net worth among Pacific people is in part due to the age structure and lower incomes, but also due to remitting and gifting. Whether this is an issue or not, is for Pacific communities to determine. But a lack of net worth is one barrier to entrepreneurship and self-employment and home ownership, which negatively impacts on efforts to raise Pacific living standards. We also know that education helps people to raise their skills and knowledge (human capital) noting that as they get older they also build up human capital and thus are able to earn more.

Like other migrants, Pacific people typically migrated to New Zealand because they wanted higher living standards for themselves and their families. They wanted their children to have better opportunities for education and they wanted to increase their families’ wealth.

support policies) can also impact Pacific communities differently to the general population, due to their different experiences, skills, assets, economic status, cultural and personal values, and the individual and community emphasis on collective ways of working (as articulated in our Pacific operating model). Both aspects are areas where we should endeavour to embed a stronger Pacific lens in our advice.

This ambition is not lost on the next generation. Pacific young people in conversations with Treasury want access to the same opportunities as other New Zealanders (McGuinness Institute workshops participants 2019 and MPP community consultations 2022). They want to be successful in not just sporting or entertainment but in whatever they choose to pursue.

The rapidly growing demographics for Pacific peoples and its implications for the New Zealand economy and living standards in the future, provides a persuasive argument for Treasury to focus on building its knowledge and capability about Pacific peoples and the pathways and approaches that we could use to support Pacific peoples build and sustain its economic performance.

This refreshed Pacific strategy reflects a more focused approach to the strategic priorities of the Treasury. It emphasises the work on the recovery and rebuilding of the economy as well as the wellbeing of all New Zealanders. The COVID-19 pandemic and its impact deepening inequities experienced by vulnerable Maori and Pacific communities has been widely acknowledged by government agencies and academic commentators. This situation is not expected to change in the immediate future, notwithstanding learnings about how to reach and support these communities. Since 2020 the Treasury’s engagement with Pacific stakeholders and agencies has been valuable in capturing the community’s responses to the pandemic and has revealed the strength and capabilities of the Pacific community in responding to the challenges facing them in managing the spread and impact of the pandemic. The impact of the pandemic on small Pacific businesses has also been significant. This was highlighted to the Minister of Finance and to the Treasury leadership and staff during various talanoa sessions with the Treasury Talanoa Group of Pacific business leaders. This has prompted greater work with IR on how support for business can effectively reach and help small Pacific business survive and sustain themselves.¹

¹ An example of this is the discussions that have been held with the Pacific Business Trust, MSD and IRD to look at accessibility issues and the upskilling of business owners to operate within the digital economy. PBT is also focusing on business capability programmes building skills and expertise in procurement processes.

The Pacific community in New Zealand is a diverse one, comprised of 7 major population groups. A significant majority is the Polynesian group comprising more than 90% of the New Zealand Pacific population. The Pacific population is predominantly localised in the Auckland area and have continued to experience a range of social and economic challenges, specifically in housing, education and health. The series of outbreaks of COVID-19 in South Auckland have highlighted the influence and impact of Pacific leadership. This has been apparent through the communities' ability to mobilise and rally themselves to combat and limit the impact and spread of the virus within South Auckland and the wider New Zealand community.

Impact of COVID-19

The impact of the pandemic on the Pacific population have nevertheless been concerning. Inequities in health, education, housing and income have been exacerbated by the pandemic. This inequity in outcomes reflects major structural factors impacting on Pacific economic performance and wellbeing, including the young age structure of Pacific people, the differences in qualifications and skills between Pacific and the rest of New Zealand (excluding Maori), the sectors of employment where Pacific peoples are located, and the high proportion of Pacific youth not in education, employment or training and more limited access to digital technology. On top of this, the impact of misinformation about the pandemic through community networks and social media presents a real challenge to government efforts to limit and contain the spread of the pandemic.

The system has at times been slow to respond. Innovative solutions and approaches driven by local leadership and local networks have been implemented oftentimes without immediate government agency support. Civil society groups and non government organisations have become prominent in leading the government's efforts to combat and contain the virus, and in driving national vaccination efforts with Pacific communities. Recovery and community rebuilding efforts will take some time and will need the support of its community and business leaders.

These responses have been led by churches, NGOs, and cultural leaders and elders working in partnership with government agencies on the ground.

However, the pandemic has also highlighted the depth of inequities that exists in the New Zealand society and the challenges facing all of us as we navigate a new and more uncertain environment. The Treasury's external engagement programme is key mechanism for continuing to keep ourselves apprised of the realities impacting on the lived experiences of this population, and the effectiveness of government support to Pacific businesses, especially small businesses and sole traders.

The Talanoa group have reported that in South Auckland and in other areas of Pacific concentrations, Pacific business have turned to family, charitable organisations, and churches to support themselves and their children. Access to government support has presented challenges or been slow to materialise. Some business owners have commented on the complexities of navigating applications for support online due to low IT capabilities/resources, underpinned by the distrust and suspicion felt by many business owners and leaders, on government efforts. For some businesses, not understanding technology and the online systems and its purposes, is behind this reluctance to engage. These structural factors, if left alone, can take a long time to change.

The Objectives of the refreshed Pacific Strategy

The refreshed Strategy continues to focus on two key objectives for Treasury. These objectives are grouped around two separate but integrated result areas.

1 Internal objectives to build internal organisational knowledge and capability

The first of these objectives is internally driven and focuses on building internal organisational knowledge and capability (People and Capability priority). This includes knowledge and understanding of Pacific perspectives, through familiarity with the Pacific Operating Model (POM²). Awareness of the POM broadens and enhances our understanding of the refreshed Living Standards Framework and inclusiveness, and what this might mean for Pacific peoples in New Zealand. Knowledge of the POM adds value to our thinking and approaches to government policy, our systems stewardship role as a central government agency, and how we operate as an organisation (considering inclusiveness, equity, diversity, and unconscious biases). It is important in the framing of our economic and fiscal narrative as we navigate economic recovery and longer term economic performance, taking into account issues such as climate change. Consideration of the Treasury's Strategic priorities and its implications for Pacific New Zealanders is explicit in the draft Implementation Plan that accompanies this Strategy. Building our analytical research toolkit includes consideration of indigenous and cultural models of analyses and research that best captures and reflects what the Pacific New Zealand community values and prioritises. Building Pacific capability also enables us to consider the likely responses from Pacific communities to policy interventions and initiatives.

2 External objectives to build Treasury connections with Pacific stakeholders

The Strategy's second objective focuses on building our Treasury connections and relationships with Pacific economic stakeholders and leaders. This relationship broadens our understanding of what matters to Pacific peoples on the ground and deepens our understanding of "what works". This adds value to our analytical thinking and advice to Ministers and to our work with partner agencies on initiative effectiveness and value for money, especially on options for improving economic performance and living standards of Pacific New Zealanders. Meaningful engagement with Pacific New Zealanders on what matters to them and continuing dialogue on areas of mutual interest that the Treasury can support, will help achieve better outcomes for Pacific New Zealanders. The establishment of the Talanoa group in 2020 comprising Pacific businesses and community leaders has proved successful providing feedback and advice on initiatives for sustaining businesses during the pandemic and what the future looks like for small businesses.

This objective also includes the Treasury's relationships with other government departments and agencies including our contribution to Pacific senior officials interagency groups led by MPP, MBIE, MoH and MoE. Such interagency relationships have for example, enabled the sharing of information in relation to the pandemic response and in our thinking on the effectiveness of policy settings necessary for supporting economic recovery and improved outcomes in the long term.

The approach to our work – the Living Standards Framework and the Pacific Operating Model

Treasury in its Living Standards Framework aims to ensure that the New Zealand of the future will have a robust, sustainable and competitive economy, with strong and independent families and communities.

To achieve this Treasury recognises that this aim requires the engagement of all New Zealanders in all facets of the economy and society. The Living Standards Framework provides a framework for the development of advice that influences the living standards and wellbeing of the all New Zealanders. Our LSF tool is currently being refreshed and this work will include consideration of the applicability and relevance of the LSF to Pacific New Zealanders.

The following conceptual framework encapsulates the Pacific approach to the LSF.³ This approach is consistent and aligned to the POM. This description is a practical representation of the 4 capital pillars of the LSF. It identifies Pacific notions relevant to social, human, natural and physical/financial capitals and contains the elements that underpin Pacific notions of wellbeing.



How important is New Zealand's natural resource base to Pacific New Zealanders?

The Natural environment is an increasing concern amongst Pacific New Zealanders. Especially those who were born here.

How do we ensure that we protect and preserve the natural environment for our current and future New Zealanders?

While we live in NZ, many of our Pacific people still have an active interest in the wellbeing of our native (or parents) homelands.

How do we continue to stay attuned to the issues and threats to the Pacific region and our homelands?



What impacts do you see social capital having on families and communities?

How important is social capital for building trust between government and communities?

Community collectives are usually ethnic specific, though the Pacific New Zealand community has the ability to work collaboratively across Pan-pacific lines. For instance, the Aucland Pacifica Festival is regarded as NZ's largest festival with over 250,000 people attending over two days.

There is strength in working together, how do we ensure that we continue to work together through our specialist interest groups, arts, sports, and Pacific associations?



(overarching element of all capital products)

Does this impact on the cultural capital of the future?

Will this affect the preservation of languages, cultural values and identity in the future?



How should we utilise the unique stock of both formal and non-formal skills and qualifications in the Pacific Community to meet our wellbeing outcomes?

Pacific New Zealanders possess a range of traditional, specialist skills and qualifications.

How do we ensure that we protect and preserve these traditional skills for future generations?

Research shows that Pacific children with educationally qualified parents are more likely to become qualified themselves.

How do we ensure that our children receive quality education, with or without educationally qualified parents?



How do our cultural-based stocks reduce our vulnerability to external shocks?

High levels of household debt has, in many cases, become intergenerational. The inadequacy of income to meet basic living standards.

How do we ensure that our people have access to good jobs and wages so they are not reliant on short-term, high-interest loans to live?

Prioritising the use of finances to maintain and sustain family obligations and stature affects the minimal savings that Pacific New Zealanders have.

How do we ensure that our people are using their finances well, without sacrificing their own wellbeing?

3 Published in The Treasury's Discussion Paper 18/09 "A Pacific Perspective on the Living Standards Framework and Wellbeing" (Su'a Thomsen, Jez Tavita and Zsontell Levi-Teu, August 2018).

High Level Outcomes

The high level outcomes we seek to achieve through the Pacific Strategy are unchanged:

1. The Pacific Strategy will contribute to lifting living standards for all New Zealanders by helping the Treasury to advise Government on what matters most for Pacific peoples in New Zealand, and the most effective ways of engaging with them.
2. All Treasury staff have the capability and knowledge of the Pacific operating model which adds value and depth to our advisory functions and in our People and Capability priorities.

Strategic Objectives

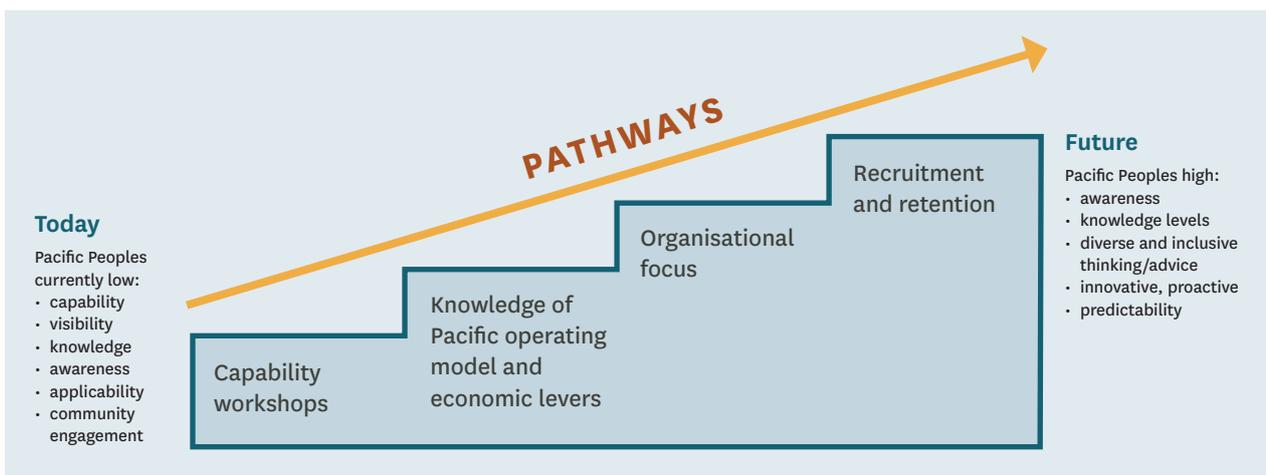
Internal Objectives to build internal organisational knowledge and capability

1. All Treasury staff are knowledgeable, familiar with, and understand how to apply the Pacific operating model in their thinking
2. The Living Standards framework and Wellbeing Report is relevant and applicable to Pacific populations

There is still much to do to achieve our internal objectives. The diagram below continues to be relevant to meeting our internal objectives. It maps the approach that we still need to adopt that would enable us to meet our long term organisational outcomes.

The building block methodology has been deliberately selected for the Strategy recognising that changing individual perspectives and frames of reference, and organisational thinking (including an awareness of the impact of unconscious bias), takes sustained effort and consistent reinforcement over time for it to occur within organisations. While we have made some progress, we recognise that the pathway is not smooth and that capability building is on ongoing process.

STRATEGY PATHWAYS: Building Internal Capability



The refreshed Living Standards Framework presents a valuable opportunity for the Treasury to better understand Pacific economic priorities, and how our policy and strategic approaches could include areas and priorities that matter most to Pacific peoples.

The Treasury is currently preparing New Zealand’s first Well-being Report scheduled to be completed end of 2022. It will attempt to deepen our understanding of the drivers of Wellbeing. One of the internal aims of the report, is to support our strategic intention of ‘further embedding He Ara Waiora and the Living Standards Framework’.⁴ The approach also seeks to build the Treasury’s capability, reputation and influence through demonstrating that a wellbeing approach is grounded in rigorous analytics.

To this end, the Treasury is currently pursuing opportunities to incorporate into this report Te Ao Māori indicators and He Ara Waiora, and Pacific wellbeing indicators (which are being developed by the Treasury in consultation with Ministry for Pacific Peoples). It is likely that the Living Standards Framework and He Ara Waiora and Pacific Wellbeing domains will be the conceptual frameworks that the Treasury uses to inform its view of the current state of wellbeing in New Zealand.

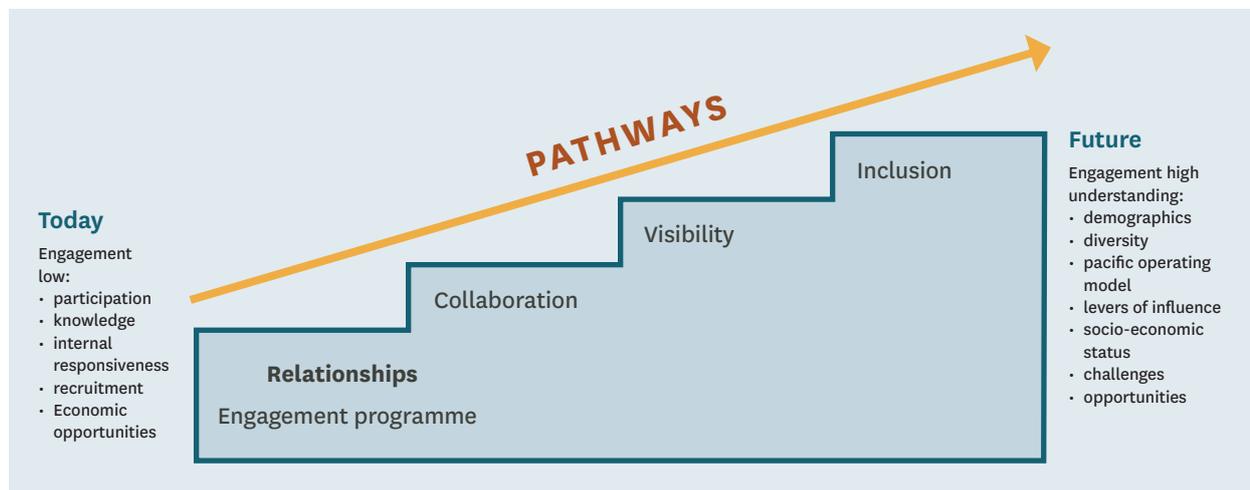
We therefore see developments in the LSF and the Wellbeing Report as key early focus areas to build our understanding and capability of Pacific perspectives.

External Objectives to build Treasury connections with Pacific stakeholders

1. Treasury builds our engagement with Pacific economic stakeholders and leaders, and those stakeholders and leaders feel empowered to provide advice and information to the Treasury on ways in which we can better collaborate to raise Pacific economic performance and living standards.
2. Treasury promotes and role models interagency collaboration, data sharing and joined up projects through its active participation and leadership in key priority areas for Pacific wellbeing.

This pathway for our external objectives, taken from the first Pacific Strategy, also continues to remain relevant as we move into this next period with the Refreshed Strategy. We will draw on the relationships established and continue to build these in a collaborative way.

EXTERNAL OBJECTIVES OF THE STRATEGY: Pathways towards enhanced engagement with Pacific



4 Treasury WBR team consultation slides 2021.

Operating principles

A number of operating principles will continue to guide operating practices for the refreshed Strategy within the Treasury. These principles recognise that for the strategy to be effective it must engage people at all levels of the organisation in a way that is meaningful and relevant to them. The operating principles recognise that change takes time and defines the leadership expectations necessary to initially guide the implementation of the strategy and to support sustainable development of Pacific capability within the Treasury.

The following operating principles are identified for Treasury:

1 We adopt an added value approach to Treasury's implementation of the Strategy and understand the role and impact of unconscious biases in organisational decision making and advice

The Strategy aims to add value to what we deliver as an organisation. It aims to help us consider perspectives of a key population group, and inclusive ways of working which will open up new and innovative solutions and ways of thinking on population specific issues and likely responses to and impact of policies. In this way, the Strategy can also reveal our own unconscious biases and the impact of these and our policy assumptions on our operating practices and organisational approaches, which we might want to consider as part of building our People and Capability priorities.

2 Decisions are based on relevant data and evidence

The use of data, evidence and robust analytics as a basis for our advice and decision making remains a key principle of the Strategy. The intention of the Strategy is to provide us with relevant and useful insight into Pacific people's view of human, physical, social and financial capitals, and the role of cultural capital in driving prosperity and wellbeing. Applying the Pacific Operating model to our data gathering, analysis and advice enables these perspectives to be understood and applied into policy and operational practices that adds relevancy, connectedness and inclusiveness in our pursuit of higher living standards and wellbeing for all New Zealanders. It is a framework for thinking about the nature of reality from a Pacific lens and gives guidance on "what works" from a world view.

3 We value diversity of thought and its potential for innovative holistic solutions

Recognising the considerable national and international literature highlighting the economic advantages of diversity and its contribution to social and institutional stability and wellbeing, the Strategy highlights some of the different ways that Pacific peoples view themselves and others within the wider New Zealand community. It offers a different way of defining and understanding the issues and the challenges facing Pacific peoples within a New Zealand context. This understanding underpins the production of creative and innovative solutions that can impact on the economic status and contribution of Pacific peoples. The Strategy sets the groundwork for internal discussions and the legitimacy of indigenous practices and models of analysis that complements current approaches to our advice to Ministers.

4 We practice inclusion and recognise equity, equality, ethnic and gender differences

Diversity offers more options, and consequently more solutions tailored to the experiences and realities of specific groups and individuals in society that lead to more effective policy and regulatory decisions. The Strategy highlights the various operating practices within the various Pacific communities and the role that subgroups play within various settings. Whilst recognising this, the Strategy focuses on what Pacific peoples have in common, and notes that there are specific ethnic differences that characterise and separate them from each other. The Strategy also recognises that the Polynesian grouping who share close affinities, social structures and values with each other comprises approximately 90% of Pacific peoples in New Zealand. To ensure inclusiveness, the Pacific Strategy recognises the common considerations for policy making whilst acknowledging ethnic specific differences guiding delivery by agencies. It focuses on the impact of macro perspectives and general approaches on minority populations and its consequences for equity, equality, gender, as well as access to opportunity.

5 We integrate the Pacific operating model into our organisational thinking and our external engagements with Pacific peoples

Understanding the way in which Pacific peoples organise themselves and the way this structure guides family and community interactions and engagements, provides insights into Pacific peoples priority setting and economic and social decisions. This knowledge enables us to better understand, identify and consider the likely responses from Pacific peoples on a range of

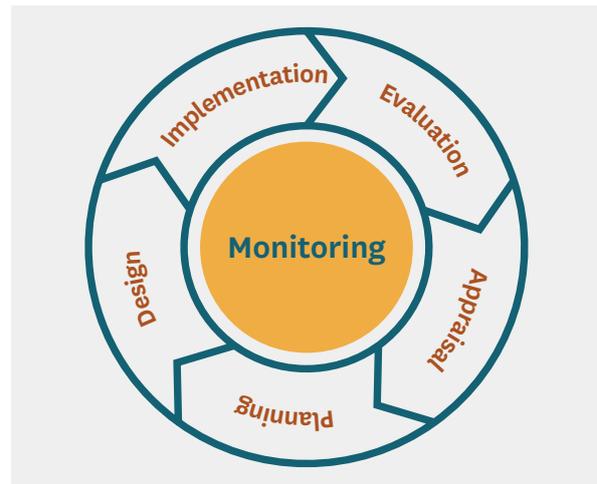
issues including their understanding and interpretation of economic concepts and the living standards framework. Understanding the Pacific operating model and its practice and its application internally and in our external engagements with Pacific peoples enables us to provide more effective and relevant analysis and advice and offers opportunities for the development of differentiated and targeted policies and support.

Monitoring and Review

The Strategy will undergo continuous improvement processes in a formative evaluative context. As an innovative strategy, it is expected that ongoing assessments of its organisational contribution and impact will result in a living strategy methodology that is flexible, fit for purpose and relevant to the needs of different business units within Treasury. Consistent with its “no one size fits all approach”, the Strategy’s success is dependent on its delivery mechanisms reflecting its focus on “thinking frameworks” and an understanding of Pacific operating models, that best meets the need of each business unit. Feedback loops and qualitative interviews of participants post event will provide the monitoring and evaluation information that will enable us to consider the impact of the programme on staff knowledge and capability, and identify individual and group needs and options for socialising the Strategy within the Treasury in the longer term.

The diagram below identifies the appraisal and review processes for the Strategy implementation.

PACIFIC STRATEGY MONITORING AND EVALUATION:
Project Cycle Phases



Consultation

Drafts of the Strategy have been circulated across various Treasury teams, Directors, Managers, Principal Advisers and staff within the Treasury.

A steering group of senior staff have provided direction and guidance in the development of the refreshed Strategy.

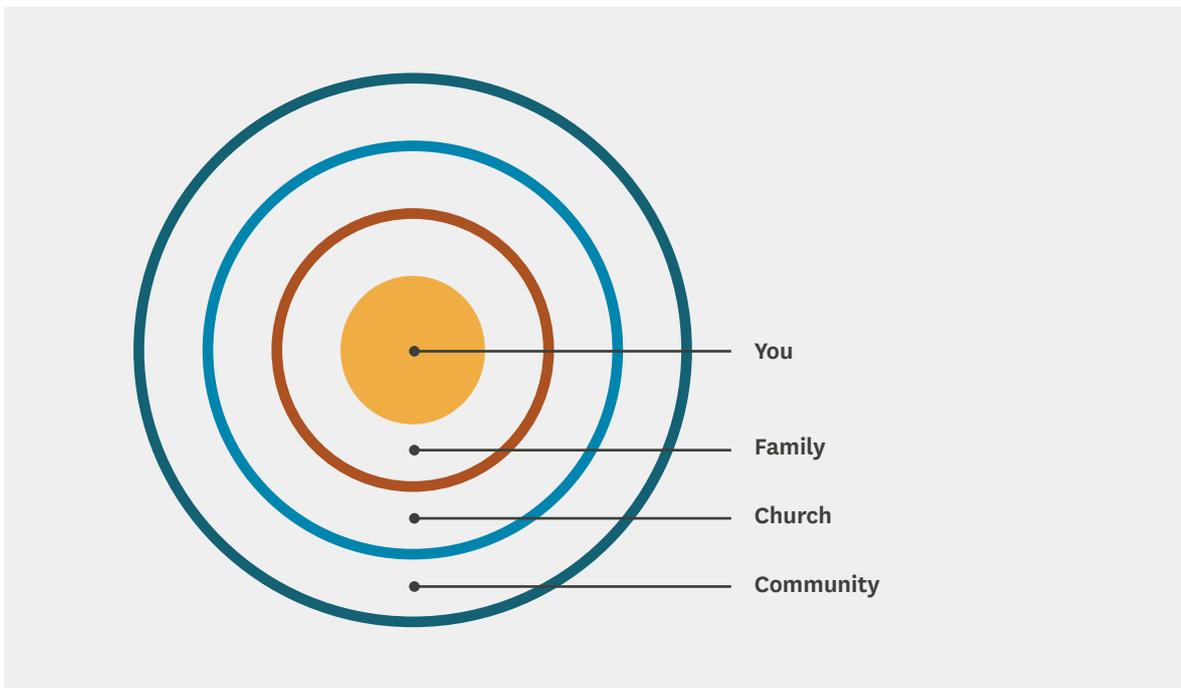
Appendix 1

Pacific Operating Model (POM)

The POM is based on understanding the values and beliefs that Pacific peoples in Aotearoa NZ hold. These values and beliefs are pretty much consistent across Polynesia, Melanesia and Micronesia. They reflect the pre-history contexts as well as the near history memories and context experienced by Pacific peoples. We start by knowing that the core of the Pacific identities lies in families and communities. Family is at the centre of all things.

The Church is one of the key institutions within Pacific communities alongside various groupings of youth, elders, women and other collective institutions. In the New Zealand context, Non Government Organisations (NGOs) have become increasingly prominent, especially in the delivery of community based services during the current COVID-19 pandemic. It should be noted that these entities can only be effective with the agreement and support of community leadership groups and the majority of church leaders within the wider community.

PACIFIC OPERATING MODEL: View of self and others (New Zealand Born)



Dominant values, levers and priorities underpinning the POM:

Values and priorities	Reinforcing Institutions	Purpose and function
Collectivism/greater good considerations	<ul style="list-style-type: none"> • Family/churches/NGOs/clubs/associations/cultural groups • Pacific festivals • Pacific media and networks • Local Money transfer faculties 	<ul style="list-style-type: none"> • Strengthens family and community cohesion (social capital stocks) • Strengthens ethnic identity/cultural products • Basis for collaboration • Enables collective wealth (financial and non-financial)
Family loyalties and commitments	<ul style="list-style-type: none"> • Church practices/local and regional leadership groups/cultural associations/clubs • Social media/networks • Village bodies/village leadership committees in the Pacific 	<ul style="list-style-type: none"> • Strengthens internal and external family relationships and commitments • Enables the achievement of obligations • Builds economic sustainability and status • Meet overseas commitments • Strengthens cultural and ethnic identities • Provides identify and security (sense of belonging)
Community obligations	<ul style="list-style-type: none"> • Church leadership/local schools/cultural clubs and associations/fund raising groups/local and regional collectives 	<ul style="list-style-type: none"> • Strengthens community cohesion and social capital stocks • Enhances family status and visibility • Builds family and community resilience • Maintains relationships and trust • Assists those in need of assistance • Reinforce family connections
Cultural protocols and priorities	<ul style="list-style-type: none"> • Churches/local and regional leadership groupings/language nests and ethnic specific services (NGOs) • Pacific media (including social media) • Pacific festivals/celebrations • Cultural clubs in local schools • Cultural specialists – orators, weavers, tattooists, traditional healers, sculptors, teachers of cultural traditions and practices such as dancing, singing 	<ul style="list-style-type: none"> • Reinforces ethnic specific identities • Strengthens similarities and differences within Pacific communities • Reinforces collective connections and genealogies • Builds formal collaboration mechanisms between Pacific communities • Mechanism for resolution and builds community cohesion • Provides for the recognition and active engagement of all members of the community in the teaching of cultural practices or in the learning of cultural practices • Recognises and emphasises the roles and responsibilities within families and community collectives • Builds human and social capital within families and communities

Values and priorities	Reinforcing Institutions	Purpose and function
Maintaining relationships	<ul style="list-style-type: none"> • Churches/leadership groups/NGOs/local collectives/clubs and community trusts 	<ul style="list-style-type: none"> • Strengthens family resilience • Strengthens community cohesion and stability • Builds family and community resource pool • Emphasis shared history and experiences in Aotearoa and in the Pacific region • Builds and binds members together, including those living in the homelands • Enables collective input and diversity of thought within a safe environment • Builds a platform for expressing different views/perspectives
By Pacific for Pacific priority	<ul style="list-style-type: none"> • Church organisations/local and regional community leaders groups/NGO Providers/local MPs/local school leaders • Pacific media personalities • Sports bodies led by Pacific • Business leaders and Pacific employer networks • MPP and the Pacific Business Trust • Pacific Youth organisations 	<ul style="list-style-type: none"> • Credibility and legitimacy - trusted messengers are more likely to be believed • Demonstrated contribution to Pacific aspirations reinforces credibility • Status within the community – through service or through genealogy an important consideration • Strengthens participatory democracy and community leadership • Builds community confidence and engagement