



**PACIFIC**  
*ECONOMIC ACTION PLAN AND*  
**PACIFIC WOMEN'S**  
*ECONOMIC DEVELOPMENT PLAN*



# FOREWORD

In recent years the Ministry's initiatives (Pacific Vision Strategy 1999, Pacific Capacity Building Programme 2000 to 2003) have supported government's focus on reducing inequalities between Pacific peoples and the rest of New Zealand. As a result there has been a significant improvement in the design and delivery of social policies and services benefiting Pacific peoples. Mechanisms for social prosperity for Pacific peoples have been established within government departments and seven strategies and numerous initiatives are in place to ensure social development goals for Pacific communities are achieved. The Ministry continues to work with government agencies on initiatives and strategies in the social development area.

While strategies have been implemented across the housing, justice, education, employment, health and social services sectors, there is no strategy that provides an overarching focus on economic development for Pacific peoples.

This document outlines a strategic framework and two economic action plans to progress economic development for Pacific peoples in New Zealand. It is aligned to government's focus on economic transformation as one of its three priorities for the next decade. It also builds on the Ministry of Pacific Island Affairs cross government initiative, Pacific Capacity Building which identified further gaps in the area of economic development for Pacific peoples.

I am grateful to the many agencies and organisations that have contributed to the development of these plans. This work signals an exciting and positive approach towards changing mindsets in both government and communities in addressing the needs of Pacific peoples by cultivating their strengths and talents. Evident in this process has been the establishment of many new partnerships between the Ministry and economic development agencies both local and national, private sector organisations and iwi.

Thank you to a dedicated group of Pacific women who have contributed their time and passion to the development of the Women's Economic Development Plan.

I would especially like to thank Pacific communities and leaders who have led the way by initiating innovative programmes, initiatives and partnerships that have modelled Pacific community ownership. This is the foundation on which this strategy will take root and grow.

Finally I would like to acknowledge the patron of the Pacific Prosperity Conference, the late Sir Tom Davis. Sir Tom was a great Pacific leader, pioneer, innovator and example to all Pacific peoples. He embodied all that this strategy stands for.

Dr Colin Tukuitonga  
CHIEF EXECUTIVE

# EXECUTIVE SUMMARY

In 2005 the Ministry of Pacific Island Affairs (the Ministry) launched the Pacific Prosperity Strategy as a means of significantly increasing the participation and economic contribution of Pacific peoples to the New Zealand economy. The strategy consisted of a three-phased approach.

Phase one was the release of a suite of the following contextual publications on the current economic status, achievements, and leadership aspirations of Pacific peoples:

- Ala Fou New Pathways – Progress to 2005;
- Pathways to Leadership: Goal 2010;
- Current Trends and Economic Status of Pacific Peoples;
- Pacific Economic Successes and Community Profiles; and the
- Pacific Economic Participation Report.

Phase two of the Strategy was the Pacific Prosperity Conference. This was designed to be a platform from which Pacific communities, government and the private sector could discuss and debate economic development issues for Pacific peoples in New Zealand and inform a cross government approach to assist Pacific peoples to achieve their economic aspirations.

This document represents Phase three of the Pacific Prosperity Strategy. It sets out an overall vision, outcomes, guiding principles, goals and objectives to assist government to develop policies and initiatives to

enhance Pacific peoples' contribution to the New Zealand economy over the next ten years. This strategic framework reflects priority areas that must be addressed to respond to current and future needs of the New Zealand economy with particular regard to the contribution made by Pacific communities.

The Pacific Economic Action Plan (PEAP) outlines milestones that respond to six strategic goals (Education, Workforce Development, Business Development, Creative, Emerging and Growth Industries, Entrepreneurial Culture and Leadership) and key objectives identified by the Ministry in consultation with government agencies, Pacific communities and other stakeholders who attended the Pacific Prosperity Conference.

Statistics show that Pacific women lag behind all other groups in New Zealand in employment, income, education, government, business management and ownership. The Pacific Women's Economic Development Plan (PWEDP) is a key feature of this document and emphasises economic development priorities and actions for Pacific women. This is reflected in milestones for Pacific women under four of the six goals (Education, Workforce Development, Business Development and Leadership).

# ***RATIONALE AND PURPOSE***

In economic terms, the Pacific population performs worse than the New Zealand population as a whole<sup>1</sup>. The Pacific population is growing faster than the New Zealand average population and will be a considerably larger proportion of the New Zealand working age population in the future.

Census 2001 data projects that the New Zealand population is ageing, and by 2051 Pacific peoples will make up 13% of the labour force. With the labour market predicted to remain tight (through increasing labour demand and decreasing unemployment) and the current high level of skill shortages not expected to ease, it is critical to identify pathways leading to long term sustainable and gainful employment outcomes for Pacific peoples.

## **PACIFIC WOMEN**

At June 2006, there were 299,000 Pacific people living in New Zealand (up from 232,000) in 2001)<sup>2</sup>. 149,900 were women and 88,500 of these women were aged from 15 – 64 years old. The Pacific women population in this age cohort is projected to increase in 2011 by over 11 thousand.

The statistics on the economic status of Pacific women are low compared to all women in New Zealand. According to the New Zealand Income Survey – July 2005, the average annual income for Pacific women was \$28,132 compared to Maori women \$29,692 and Pakeha women \$31,968. The Pacific women's labour force participation rate was 53% in 2005 compared with 61% for all women<sup>3</sup>. In tertiary education less than 5% of Pacific women have bachelor degrees compared to almost 7% of all females<sup>4</sup>.

Pacific women are under-represented in leadership roles such as Chief Executives and Managing Directors. According to Census 2001 – Occupation Classification, Pacific people make up less than 2% with Pacific women at 1%, compared to Maori women at 2% and Pakeha women at 14%.

## **PACIFIC YOUTH**

The Pacific population in New Zealand is young with a median age of 21 years compared with the national median age of 35 years. Almost 40 percent of the total Pacific population are under the age of 15 years. In 2003 the Ministry completed a national consultation with Pacific youth to ascertain their economic aspirations. Feedback from this consultation was reflected in the Ala Fou report. Key findings showed that most Pacific young people had a:

- Lack of knowledge of economic prosperity;
- Lack of vision and aspirations for economic development;
- Lack of awareness of clear pathways to economic prosperity.

Pacific youth identified the following key focus areas:

- Build cultural confidence and a positive sense of identity amongst Pacific youth in New Zealand,
- Develop strong leadership amongst Pacific youth in all areas of New Zealand society;
- Equip Pacific youth with up to date information on the knowledge wave economy and emerging industries
- Promote innovation, creativity and enterprise amongst Pacific youth; and
- Assist Pacific families and communities to support Pacific youth in achieving their aspirations for social and economic prosperity.

*1 : NZIER Pacific Peoples' Economic Participation Report 2005*

*2 : (2006) Population Estimate-Project Ethnic Populations of New Zealand, by Sex and Age, 2001 (base) - 2001*

*3 : New Zealand Household Labour Survey – Labour Force Status 2000-2005*

*4 : 2001 Census: Ethnic Groups – Ethnic Group (Total responses) and Sex by Highest Qualification for the Census Usually Resident Population Count – Aged 15 Years and Over*

# STRATEGIC FRAMEWORK

## VISION

Pacific peoples adding to New Zealand's success

## OUTCOME

Pacific peoples' contribution to the New Zealand economy is significantly increased.

## GUIDING PRINCIPLES

- 1 SELF RELIANCE:**  
Encourages a move away from dependence upon government assistance and a move towards self reliance.
- 2 STRENGTHS BASED:**  
Endorses a strengths based focus as opposed to a deficit approach. It promotes programmes and initiatives that build upon and develop the talents and abilities currently possessed by Pacific peoples.
- 3 COMPETITIVE ADVANTAGE:**  
Highlights areas of strength that are unique to Pacific peoples as well as areas where Pacific peoples currently display a natural dominance, and seeks to build on these.
- 4 SUSTAINABILITY:**  
Promotes initiatives that will be supported by current community mechanisms and can be maintained within existing traditional and cultural support structures.
- 5 REGIONAL COVERAGE:**  
While the coverage is national, a particular emphasis is placed on the Auckland region.
- 6 PARTNERSHIPS:**  
Promotes and facilitates the establishment of new partnerships across government, private sector, iwi and other stakeholders.
- 7 COMMUNITY MANDATE:**  
Framed by views and feedback obtained from Pacific communities and responds to their priorities.
- 8 INFORMED CHOICES:**  
Seeks to ensure that Pacific peoples have access to all the information necessary to make informed choices in the determination of their future.

## STRATEGIC GOALS

### GOAL ONE

#### EDUCATION:

High Pacific achievement at all levels of the education system, resulting in a highly skilled Pacific workforce.

### GOAL TWO

#### WORKFORCE DEVELOPMENT:

Highly skilled and versatile Pacific workforce.

### GOAL THREE

#### BUSINESS DEVELOPMENT:

Pacific entrepreneurs and businesses are significantly contributing to New Zealand's economic development.

### GOAL FOUR

#### CREATIVE, EMERGING AND GROWTH INDUSTRIES:

Greater participation by Pacific peoples in the creative, emerging and growth industries.

### GOAL FIVE

#### ENTREPRENEURIAL CULTURE:

Greater participation by Pacific peoples in entrepreneurial activities.

### GOAL SIX

#### LEADERSHIP:

High representation of Pacific peoples in leadership positions and private and public sector decision making bodies.

Each strategic goal has a set of objectives around which the Ministry has developed relevant milestones in partnership with relevant government agencies, non government and private sector organisations.



# EDUCATION

## GOALS

High Pacific achievement at all levels of the education system, resulting in a highly skilled Pacific workforce.

Pacific women achieve increased tertiary educational qualifications and contribute effectively to the economic development of New Zealand.

---

## OBJECTIVES

- A Pacific learners and communities are equipped to make informed choices about career learning opportunities.
- B More Pacific students leaving school with higher qualifications leading to higher paid jobs.
- C More Pacific peoples achieving in specialist skill areas that are key to New Zealand's economic growth (both at the compulsory and tertiary education level).
- D Pacific peoples are financially literate and have the necessary skills to make informed judgement and effective decisions regarding the use and management of their money.

---

Education is a key factor in achieving economic and social outcomes for Pacific communities and improving Pacific peoples' contribution to the New Zealand economy. Despite improvements and progress in the education sector, low achievement levels are still prevalent amongst Pacific students.

Recent evidence suggests alternative approaches to education are needed to improve Pacific students' achievement<sup>5</sup>. The evidence shows that the greatest factor towards improving achievement can be made by effective teaching methods combined with strong partnerships between schools and parents.

The PWEDP identifies that for Pacific women, tertiary achievement is the key to economic advancement. Significant progress has been made but there is evidence that institutional and ethnicity related barriers exist which affect the achievement of Pacific women students.

---

5 : Ministry of Education (June 2003) "Quality teaching for Diverse Students in Schooling: Best Evidence Synthesis" Adrienne Alton-Lee [Medium Term Strategy Policy Division]

## KEY MILESTONES AND ACTIONS

### *PACIFIC ECONOMIC ACTION PLAN*

	AGENCY
<p><b>CAREERS WEBSITE</b></p> <p>Develop and implement a Pacific Achievers initiative that will utilise successful Pacific role models to promote a range of career pathways and choices to Pacific students as well as information and advice on grants and scholarships.</p>	MPIA, TEC, Career Services, MOE
<p><b>PACIFIC RESEARCH</b></p> <p>Pacific research symposium to assist in creating a critical mass of Pacific research and researchers and identify key research priorities.</p>	MPIA, MOE
<p><b>FINANCIAL LITERACY</b></p> <p>Assist in the development of Pacific communications initiatives to increase financial capability and improve awareness of financial educational programmes amongst Pacific communities.</p> <p>Work with leading agencies driving financial education in schools to ensure responsiveness to Pacific cultural and value systems.</p>	MPIA, MCA, Retirement Commission
<p><b>EFFECTIVE TEACHING</b></p> <p>Facilitate workshops with key Pacific stakeholders to explore what effective teaching means for Pacific stakeholders.</p>	MPIA, MOE

### *PACIFIC WOMEN'S ECONOMIC DEVELOPMENT PLAN*

	AGENCY
<p>Develop stakeholder engagement mechanisms that will better enable parties to implement measures to lift participation, retention, completion, graduation and qualifications of Pacific women students.</p>	TEC, TEOs
<p>Develop accessible study programmes and course planning guidelines that will contribute to increasing Pacific women's student enrolment and completion rates.</p>	TEC, TEOs
<p>Identify top tertiary achievers, attach them to mentors and promote them into jobs to develop a model of success.</p>	MPIA, TEOs

MCA - Ministry of Consumer Affairs : MOE - Ministry of Education : MPIA - Ministry of Pacific Island Affairs : TEC - Tertiary Education Commission : TEOs - Tertiary Education Organisation's



# **WORKFORCE DEVELOPMENT**

## **GOALS**

Highly skilled and versatile Pacific workforce.

Confident and competent Pacific women in the workforce.  
Pacific women are valued by employers and business recognises their value.

---

## **OBJECTIVES**

- A** Increase Pacific participation in Modern Apprenticeship training programmes by at least 6%.
  - B** Increased participation of Pacific women in the workforce.
  - C** More quality programmes within the workforce to support Pacific women in the further development of their skills and career pathways.
- 

Despite the fall in Pacific unemployment from 8.8% in December 2003 to 5.7% in September 2005, Pacific peoples continue to be under-represented among unemployed, lower skilled and low income earners when compared to New Zealand's general population.

Workforce development is about identifying pathways leading to long term, sustainable and gainful employment outcomes. Personal and professional development should be encouraged for Pacific employees and Pacific peoples about to enter the workforce must be equipped with the right skills to meet the ever changing labour market demands.

Emphasis must be placed on improving the position of Pacific women within New Zealand's labour force. Pacific women are over-represented among the unemployed, are employed at only half the rate of all women in the public service and are paid significantly lower rates across all sectors than all other women. Discrimination and hostile work and tertiary education environments hinder achievement and mobility through tertiary and career levels.



## KEY MILESTONES AND ACTIONS

### *PACIFIC ECONOMIC ACTION PLAN*

	AGENCY
<p><b>AWARENESS CAMPAIGN</b></p> <p>Develop and implement a campaign to raise the awareness of the opportunities that exist for Pacific peoples in regards to Trades Training with a specific focus on women and youth.</p>	MPIA, WINZ, MSD, Industry partners
<p><b>PACIFIC MODERN APPRENTICESHIP RECRUITMENT STRATEGY</b></p> <p>Develop a Pacific strategy in South Auckland that increases the Pacific uptake of the Modern Apprenticeship scheme, with a particular focus on young Pacific women.</p>	MPIA, TEC

### *PACIFIC WOMEN'S ECONOMIC DEVELOPMENT PLAN*

	AGENCY
<p>Commission a stock take of current research and find out what is available pertaining to the Pacific workforce and ascertain how this information can be used to improve economic development for Pacific peoples through elimination of workplace and worker barriers to advancement.</p>	MPIA, DOL
<p>Develop a role model bank of Pacific women who could serve as mentors, examples, speakers and trainers in a variety of forums and locations.</p>	MPIA, MWA
<p>Monitor and analyse programme outcome indicators to identify areas where agencies and providers can encourage the retention of Pacific women in schools and provide opportunities for bridging them into post-education, tertiary study or better workplace opportunities such as modern apprenticeships.</p>	TEC, COMET, Tupu'anga, The Village Community Services Trust
<p>Community based training focused on practical up-skilling to lift the horizons of Pacific women workers and teach additional skills so they can move out of traditional jobs.</p>	Career Services, MSD, Relevant service providers
<p>Coordinate and fund appropriate Pathways Expos to assist Pacific youth to make informed decisions about their future careers.</p>	WINZ, TEC, ARC, ITOs, Auckland Local Authorities, Schools, Industry Associations, Career Services, Tertiary Providers, Economic Development agencies & Education trusts



# **BUSINESS DEVELOPMENT**

## **GOALS**

Pacific entrepreneurs and businesses are significantly contributing to New Zealand's economic development.

More Pacific women develop and maintain sustainable businesses and enterprises.

---

## **OBJECTIVES**

- A** Greater targeting and increased awareness by Pacific peoples of programmes and strategies for developing Pacific peoples in key business areas.
- B** More accurate information and research on start up finance options for business ownership.
- C** Increased Pacific participation in business capacity building through partnership initiatives, pilots and/or business incubation initiatives.

---

Pacific peoples are less likely than the national population to receive income from self-employment, business, interest, rent or investments<sup>6</sup>. Pacific employers comprise 1.6% of the total population of employers<sup>7</sup>. At 4.4 percent, Pacific Peoples had the lowest number of people in self-employment (without employees) in 2001, compared to the European and Asian ethnic groups<sup>8</sup>.

Employers and self-employed people were more likely than paid employees to have vocational qualifications or university degrees<sup>9</sup>.

Pacific employers and self-employed are more likely than others to be in secondary industries, and less likely to be in primary industries.

Pacific women are less likely than Pacific men to have received income from self-employment or from their own business (3% compared with 6%), reflecting their lower rate of self-employment and business ownership<sup>10</sup>.

Building the capability and management of Pacific businesses through regional partnerships will increase Pacific business productivity and contribution to New Zealand's economic development.

---

6 : Pacific Progress Report, *Ministry of Pacific Island Affairs, 2002, Wellington, 108.*

7 : SMEs in New Zealand: Structure and Dynamics, *Ministry of Economic Development, 2004, Wellington, 30.*

8 : SMEs in New Zealand: Structure and Dynamics, *Ministry of Economic Development, 2004, Wellington, 30.*

9 : Pacific Progress Report, *Ministry of Pacific Island Affairs, 2002, Wellington, 78.*

10 : Pacific Progress Report, *Ministry of Pacific Island Affairs, 2002, Wellington, 103.*

## KEY MILESTONES AND ACTIONS

### *PACIFIC ECONOMIC ACTION PLAN*

	AGENCY
<b>PACIFIC BUSINESS STOCK-TAKE</b> Complete a comprehensive and in depth stock-take of Pacific businesses in New Zealand.	MPIA, PBT
<b>BUSINESS CAPABILITY PARTNERSHIP</b> Engage MPIA in the Business Capability Partnership's tools and database project to ensure the needs of Pacific businesses are reflected in any relevant project outcomes.	MPIA, MED
<b>BUSINESS MENTORING</b> Develop a Pacific business mentoring initiative to support and assist new Pacific business owners.	MPIA, PBT
<b>ECONOMIC DEVELOPMENT UNIT</b> Work with key stakeholders to scope the establishment of a Pacific Economic Development Unit.	MPIA
<b>CHRANZ RESEARCH</b> Contribute to research on Housing needs of Pacific peoples in New Zealand.	MPIA, HCNZ, CHRANZ
<b>HOME OWNERSHIP PROGRAMME</b> Scope, develop and pilot a Pacific home ownership programme/product in partnership with financial institutions and Housing Corporation New Zealand that will: <ul style="list-style-type: none"> <li>• Significantly increase Pacific home-ownership;</li> <li>• Provide another means of capital equity for Pacific business set-up.</li> </ul>	MPIA, HCNZ
<b>PACIFIC/IWI PROTOCOL</b> Develop and establish relationship protocols between MPIA/iwi/Pacific communities.	MPIA, Iwi
<b>PACIFIC/IWI BUSINESS PARTNERSHIPS</b> Scope, develop and pilot business partnership/opportunities between the Pacific business sector and iwi.	MPIA, Iwi, PBT

### *PACIFIC WOMEN'S ECONOMIC DEVELOPMENT PLAN*

	AGENCY
Research on Pacific women owned and operated businesses.	NZTE, PBT, NZPBC
Community based seminars on practical up-skilling for business and pro active support for start up and early development of businesses.	PBT, NZTE
Database of women role-models and business activities.	MPIA
Promotion and marketing of successful Pacific businesses across the national business environment and industry specific areas.	PBT
Encourage the uptake of Pacific clients to participate in appropriate business development programmes such as the Business Training and Advice Grant, Be Your Own Boss, and Enterprise Allowance Funding.	MSD, WINZ



# *CREATIVE, EMERGING AND GROWTH INDUSTRIES*

## **GOAL**

Greater participation by Pacific peoples in the creative, emerging and growth industries.

---

## **OBJECTIVES**

- A** Greater community awareness of opportunities in emerging and growth industries for Pacific peoples.
  - B** Young Pacific school leavers encouraged to enrol in non-traditional high value high skill courses (ICT, biotechnology, sciences, research, engineering, and architecture).
  - C** More professional development opportunities for Pacific peoples in the performing arts and creative industries.
- 

One of Government's key goals is to shift New Zealand's economy and society towards a more knowledge-based innovative future. The new and emerging industries such as ICT, biotechnology and the creative sectors offer significant opportunities for Pacific peoples to channel their creativity, energy and talent into high wage, high skill jobs.

Census results for 2001 showed that for Pacific youth aged between 15-24 years the most common industries of employment were retail trade (17.9%), manufacturing (15.8%), and accommodation, cafe and restaurants (11%) which collectively accounted for almost 45% of all employed Pacific youth within this age group.

The Ala Fou Report 2003 noted that Pacific young people know little about the knowledge wave economy and emerging industries. Students felt they lacked information on opportunities in ICT, business, science and other emerging industries. Minimal exposure to Pacific role models in these areas meant few identified careers in these industries as attractive options. Feedback also called for more support for Pacific parents in their knowledge and understanding of these areas so they could give better advice and support to their children.

It is imperative for New Zealand's economic success that Pacific peoples are positioned to overcome and breakdown barriers to entering careers in creative, emerging and growth industries.

## KEY MILESTONES AND ACTIONS

### *PACIFIC ECONOMIC ACTION PLAN*

	AGENCY
<b>DIGITAL CONTENT STRATEGY</b> Engage Pacific communities in the identification of priorities and areas for action within the Digital Content Strategy.	National Library, MPIA
<b>ICT/BIOTECH COMMUNICATIONS CAMPAIGN</b> Develop and implement a communications campaign to promote and encourage the uptake of professional development opportunities for Pacific peoples in ICT and biotechnology.	MPIA
<b>BIOTECH FOR STUDENTS</b> Work with education institutions, government and private sector organisations to promote and develop initiatives that will increase the uptake of biotechnology and sciences by Pacific students.	ESR, Relevant education institutions, MPIA
<b>PACIFIC MEDIA PACKAGE</b> Develop a communications package for Pacific media to promote opportunities for Pacific peoples in the creative and emerging industries.	MPIA
<b>STAR MAP</b> Research, develop and implement a creative industries pathways development tool. "Star Map".	MPIA, Creative NZ



# ENTREPRENEURIAL CULTURE

## GOAL

Greater participation by Pacific peoples in entrepreneurial activities.

---

## OBJECTIVES

- A Greater awareness and understanding by Pacific peoples of entrepreneurial pathways and options.
  - B More Pacific peoples displaying entrepreneurial skills in business, technology and the emerging industries.
  - C An entrepreneurial culture that is valued by Pacific community leaders and churches.
  - D Wide engagement of Pacific students and young people in entrepreneurial programmes and courses.
- 

In 2001 1.9 percent of Pacific peoples were employers and 4.4 percent were self employed. While this has increased over the past decade, it is well below the total figures for employers and self employed (7.7 and 12.7 percent respectively). Even in industries where Pacific peoples are well represented as paid employees (eg manufacturing, communications and accommodation, café and restaurant industries), the Pacific employers and self employed within these areas are considerably lower than other groups.

Feedback from the Pacific Prosperity Conference emphasised the role that formal education can play in changing mindsets in the Pacific community. In order to steer Pacific youth towards business there is a need to provide clear pathways and courses that are attractive to Pacific youth. Partnerships between schools, business and Pacific churches and communities are to be encouraged and Pacific parents given support to assist their children with education and career choices.

The Ala Fou report reinforces the need for greater exposure of Pacific youth to Pacific leaders and role models in business and other entrepreneurial activities. It also points to the need for improved access to up to date and relevant information on the opportunities that exist in this area.

## KEY MILESTONES AND ACTIONS

### *PACIFIC ECONOMIC ACTION PLAN*

	AGENCY
<b>GROWING YOUNG PACIFIC ENTREPRENEURS</b> Develop and implement a programme that will develop entrepreneurial skills amongst Pacific secondary school students and increase their awareness and understanding of entrepreneurial pathways and options.	PBT, MPIA, ENZT, NZTE
<b>BUSINESS MENTORING</b> Develop a Pacific business mentoring initiative to support and assist new Pacific business owners.	PBT, MPIA
<b>COMMUNITY AWARENESS CAMPAIGN</b> Develop a community awareness campaign to promote entrepreneurial activities and initiatives to Pacific community leaders and churches.	MPIA

ENZT - Enterprise New Zealand Trust : MPIA - Ministry of Pacific Island Affairs : NZTE - New Zealand Trade and Enterprise :  
PBT - Pacific Business Trust



# LEADERSHIP

## GOALS

High representation of Pacific peoples in leadership positions and private and public sector decision making bodies.

Pacific Women are recognised as leaders, and potential leaders are supported by a community of established Pacific women leaders.

---

## OBJECTIVES

- A Greater proportion of Pacific peoples in senior management and executive leadership positions within the public sector.
  - B Greater pool of Pacific Youth leaders through the development of Pacific leadership programmes and initiatives that can be delivered through Pacific communities and organisations.
  - C Strong and effective engagement with government agencies leading to an increase in the proportion of Pacific appointments on government boards.
- 

Pacific peoples are under-represented in leadership roles and specifically at senior levels of organisations, policy-making bodies and public boards. For Pacific women the problem is compounded as they follow the trends for women as a whole.

Pacific people make up less than one percent of chief executives or managing directors of companies. Even in sectors where Pacific peoples make up a large proportion of the workforce, for example the manufacturing sector, comprising 7.9 percent of employees in 2001, they only accounted for 2.1 percent of production managers at that time.

Pacific peoples make up seven percent of the Public Service workforce yet only represent two percent of senior management positions. An increased representation of Pacific peoples in positions of influence in the Public Service will ensure that government policies reflect Pacific perspectives and respond adequately to the needs of Pacific families and communities.

Government has a goal of achieving 50% representation of women on public statutory boards by 2010. While progress has been made (44% – up from 25% in 1993) it is critical that there is suitable representation of Pacific women on these boards. The PWEDP seeks to build leadership capacity in ways relevant and appropriate to Pacific women.



## KEY MILESTONES AND ACTIONS

### *PACIFIC ECONOMIC ACTION PLAN*

	AGENCY
<p><b>EFFECTIVE INTERVENTIONS PILOT</b></p> <p>A project for attracting Pacific peoples to the Public Service into roles where they are currently under-represented.</p>	MPIA, SSC
<p><b>TERTIARY PATHWAYS PILOT</b></p> <p>A project to increase the proportion of Pacific public servants undertaking tertiary study, particularly in the areas related to Public Service occupations where these groups are currently under-represented<sup>11</sup>.</p>	MPIA, SSC
<p><b>MENTORING PILOT</b></p> <p>A mentoring project, with a particular focus on meeting the needs of Pacific public servants.</p>	MPIA, SSC
<p><b>PACIFIC YOUTH INTERNSHIP</b></p> <p>Provide a government internship opportunity for Pacific undergraduates that will provide them with public sector experience and enhance their academic development and future professional career path.</p>	MPIA, Relevant education institutions
<p><b>GOVERNANCE AND MANAGEMENT TRAINING PROGRAMME.</b></p> <p>Develop a Governance and Management training programme (with an additional focus on financial and business concepts) targeted at the Pacific community level leadership to increase the pool of Pacific peoples able to progress into both public and private sector boards.</p>	MPIA

### *PACIFIC WOMEN'S ECONOMIC DEVELOPMENT PLAN*

	AGENCY
Research on Pacific Women Leaders and strategies.	MPIA, PACIFICA
Increasing Pacific women in leadership roles within the public service.	MSD
Building the base of Pacific women able to move into leadership roles on boards through mentoring and training.	MPIA, PACIFICA
Establish a Pacific Women's Economic Development Advisory Board.	MPIA

<sup>11</sup> : Note that in the "Appropriate Strategies for Encouraging Maori and Pacific peoples into the Public Service" the 3 pilots will also have a focus on Māori.  
 MPIA - Ministry of Pacific Island Affairs : MSD - Ministry of Social Development : PACIFICA Inc : SSC - State Services Commission

## ***REGIONAL FOCUS***

Pacific peoples are highly urbanised, with 98% living in urban areas in 2001 and 66 percent living in the Auckland urban areas alone. To contribute to the future development of Auckland the PEAP is linked to key economic development initiatives throughout Auckland. The Ministry works closely with the Ministry of Economic Development and local government in Auckland to improve the coordination of economic development activities in the Auckland region. This will ensure alignment with the goals identified in the Pacific Prosperity Framework as well as government's Economic Transformation priority.

The Ministry will provide input to Auckland's Economic Transformation Agenda programme through detailed actions that contribute to:

- Enhancing Auckland's international image and urban form;
- Investing in Auckland's workforce of tomorrow; and
- Cultural economic development in Auckland.

At a regional level the Ministry will work with central government agencies and local government in Auckland to progress joint projects around these three sub themes.

## ***GOVERNANCE ARRANGEMENTS***

### **PACIFIC ECONOMIC ACTION PLAN**

A Pacific Economic Development Senior Officials Group has been convened to oversee the implementation of PEAP milestones and coordinate interagency work on economic development. This includes updating the action plans by identifying new milestones around joint research, future initiatives and programmes.

### **PACIFIC WOMEN'S ECONOMIC DEVELOPMENT PLAN**

A Pacific Women's Economic Development Advisory Board has also been established to provide advice and oversight on the implementation of the PWEDP. The Pacific Women's Economic Development Advisory Board will have a functional relationship with the Ministry and report directly to the Minister of Pacific Island Affairs and Minister of Economic Development.

## ***MONITORING AND EVALUATION***

A monitoring and reporting framework has been developed for the PEAP and PWEDP. The framework will detail an approach that complements and adds value to existing departmental reporting processes and requirements. It will monitor progress on specific milestones under key goals and objectives. It is also proposed that the Ministry will, in discussion with agencies, undertake evaluation on programmes and initiatives to measure the impact on Pacific outcomes.

Progress of the action plans will be reported to Cabinet on a two yearly basis at which time they will be formally updated.

**WELLINGTON**  
**(NATIONAL OFFICE)**

Level 2, ASB House  
101-103 The Terrace  
PO Box 833, Wellington  
Ph: (04) 473 4493  
Fax: (04) 473 4301

**AUCKLAND**

Level 2, CST Nexia Centre  
22 Amersham Way  
Manukau City  
PO Box 97-005  
South Auckland Mail Centre  
Ph: (09) 262 1513  
Fax: (09) 262 1518

**CHRISTCHURCH**

Unit 6, Armagh Court  
78 Armagh Street  
PO Box 3740,  
Christchurch.  
Ph: (03) 366 7202  
Fax: (03) 366 7218

Email: [contact@minpac.govt.nz](mailto:contact@minpac.govt.nz)

[www.minpac.govt.nz](http://www.minpac.govt.nz)

