



# **Pacific Prosperity**

Our People, Our Solutions, Our Future



**MINISTRY OF SOCIAL  
DEVELOPMENT**  
TE MANATŪ WHAKAHIATO ORA





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# Minister's foreword



Warm Pacific Greetings,

In February 2019 it was a privilege to announce the establishment of the Pacific Steering and Reference Groups for the Ministry of Social Development. Both of these groups played essential roles in developing Pacific Prosperity – the Ministry of Social Development's Pacific Strategy and Action Plan.

Pacific Prosperity focuses on providing opportunities for the Ministry to respond to the changing context of Pacific peoples in New Zealand. It will be used to guide and inform future policy agenda and to deliver stronger co-ordinated action with and for Pacific peoples, in collaboration with partner agencies, non-government stakeholders and service providers.

I am encouraged by the talanoa approach that the Ministry has undertaken to ensure Pacific Prosperity incorporates the voices of many people. I am also heartened by the extent to which the Ministry demonstrated its commitment to ensuring Pacific peoples throughout New Zealand had opportunities to participate in the development of this work, in particular, by making information available in several different Pacific languages.

Pacific Prosperity is an aspirational strategy and action plan that will serve the Ministry well now and into the future as it navigates how best it will serve Pacific peoples, how it develops its cultural capability and how it responds to an ever-changing New Zealand context.

**Hon Carmel Sepuloni**  
Minister for Social Development













# Chief Executive's foreword



Manaaki tangata, Manaaki whānau – we help New Zealanders to be safe, strong and independent.

Pacific Prosperity, the Pacific strategy and action plan, is a first for our Ministry. It is the first strategy and action plan that we have developed for Pacific peoples at a national level.

Pacific Prosperity stems from the valuable input shared with us by Pacific peoples. They have told us what we are doing well and what we need to improve. I will be encouraging our staff and our partner agencies to use Pacific Prosperity as a key motivation for changing the way in which we think and work with our Pacific peoples, families and communities. No longer is focusing on just one factor and one person enough. We need to recognise that every Pacific person who walks through our doors is a member of a family and that their family is part of a wider Pacific community. Understanding Pacific peoples in the context of family and tailoring our services to support the wider needs of Pacific peoples is vital if we are to genuinely build relationships and partner alongside Pacific.

The objectives identified for Pacific Prosperity are things which I would expect every New Zealander to want and have. Our Pacific families want to receive dignified and non-judgemental support from us in safe, respectable and empowering environments. They want to be included in matters that affect them, be helped to determine their own solutions and be in control of their own destinies and pathways to success.

Lifting our performance to meet these objectives must happen. They align with the outcomes we seek to achieve for all New Zealanders and our three organisational key shifts of Mana Manaaki (a positive experience every time), Kotahitanga (partnering for greater impact) and Kia Takatu Tatou (supporting long-term social and economic development).

Pacific Prosperity is just the beginning.  
The real work will be improving the way we engage and deliver services to our Pacific communities, so they are safe, thrive and flourish.

Ia manuia,

**Debbie Power**  
Chief Executive  
Ministry of Social Development







# Pacific Steering Group Chair's foreword

“Tākanga ‘etau fohe – working together to achieve a common goal”

As Pacific we understand only too well that the aspirational journey of our people in Aotearoa, in terms of employment, prosperity and wellbeing requires a culturally purpose fit approach that is viable and sustainable in a rapidly changing environment.

The establishment of the Pacific Steering and Reference Groups signals a strong commitment by the Ministry of Social Development, to incorporate and reflect the aspirations and unique perspectives of our Pacific communities and workforce in the development of the Pacific strategy and action plan – Pacific Prosperity.

I am proud to say that our natural ability as Pacific to mobilise, connect and work together for a common purpose has shone through in the work carried out to date by both Pacific Steering and Reference Groups. I note that while group members have come from different backgrounds in terms of Public Sector, Private Sector and Community, the strong foundation and richness of our shared Pacific values has enabled us to collaborate and navigate Pacific issues confidently within a mainstream context.

There is still much work to be done in terms of the development and implementation of targeted actions, but I am nonetheless encouraged by the progress that has been made up to now and the positive impact that the Pacific Strategy and Action Plan – Pacific Prosperity will have on Pacific and wider Aotearoa going forward into the future.

Tu’a ‘ofa ‘eiki atu,



**Tevita Filisonu’u Funaki**  
Chair  
Ministry of Social Development Pacific  
Steering Group



# Pacific Steering Group and Pacific Reference Group members





## Pacific Steering Group

- Tevita Funaki, Chair
- Meleane Burgess
- Dr Diane Mara
- Dr Falaniko Tominiko
- Joseph Liava'a
- Kathleen Tuai-Ta'ufu'ou
- George Van Ooyen
- Mel Harrington
- Seti Talamaivao
- Agnes Sefo
- Sai Lealea
- Gagau Annandale-Stone
- Marie Schmidt

## Pacific Reference Group

- Helen Karati, Chair
- Daisy Lavea-Timo
- Pesio Ah-Honi
- Danny Mareko
- Fati Tagoai
- James Aufa'i
- Lui Poe
- Malia Hamani
- Dr Palatasa Havea
- Pati Umaga
- Bob Tiaki
- Amy Minster



# Our vision



Pacific peoples, families and communities thrive  
and flourish in Aotearoa.

By 'thrive' we mean we want to support  
your ability to prosper, succeed and  
advance towards being independent.

By 'flourish' we mean that once you are  
independent we want to support you to  
support your family so that everyone has  
healthy and positive lives.





# Our purpose



To rejuvenate the Ministry's delivery and engagement of services for Pacific peoples, families and communities, so they are safe, thrive and flourish in Aotearoa.





# Our strategic focus areas and objectives



Our strategic direction Te Pae Tawhiti – Our Future signals the organisational shifts needed to achieve better outcomes for all New Zealanders.

Pacific Prosperity – Our People, Our Solutions, Our Future interweaves the organisational shifts of Te Pae Tawhiti by placing Pacific peoples at the heart of its development, thinking and decision-making.

The three strategic areas and objectives have been identified as the key focus points needed to begin to realise our vision and are the natural states of being and collective ideals to which Pacific peoples aspire.





# A positive experience every time



« We are committed to ensuring Pacific peoples, families and communities maintain their dignity, are treated without judgement and feel safe, respected and empowered in every engagement they have with us.

« We will listen, provide clear information and provide a competent and equitable service to ensure Pacific peoples, families and communities receive appropriate and timely support.

## Our objectives

### Our staff and people who are providing services on behalf of the Ministry are:

- respectful, non-judgemental and welcoming to Pacific peoples, families and communities
- culturally appropriate and acknowledge the diversity of Pacific peoples, families and communities
- equipped to provide clear and empowering information to Pacific peoples, families and communities
- competently skilled and know how they can positively contribute to improving outcomes for Pacific peoples.

### Our senior managers and organisational leaders:

- commit to be the leaders of change to enable all of the above to be realised
- provide access to resources, tools and supports needed to enable these objectives to be met
- appreciate and build an understanding of Pacific diversity.

### And will support staff to:

- succeed, develop and deliver on Pacific Prosperity
- engage in family and/or cultural commitments and expectations
- celebrate their successes and achievements
- actively participate in opportunities that:
  - support cultural competency
  - recognises and grows leadership
  - build Pacific staff capability to advance their career pathways.

# Partnering for greater impact



- » We will understand the importance of authentic relationships with Pacific peoples, families and communities to drive greater impact on positive outcomes.
- » We will ensure Pacific peoples, families and communities are key stakeholders in the decisions, design, development and delivery of matters that impact on Pacific and that we provide safe spaces for them to have their voice heard.
- » We will recognise the role our Pacific employees can play in building strong relationships with our Pacific communities.

## Our objectives

### Our staff and people who are providing services on behalf of the Ministry:

- understand the value and diversity of Pacific peoples, families and communities at local, regional and national levels and have genuine partnerships with them
- are provided with the necessary resources and supports to enable them to carry out their role
- have credible and sustainable partnerships with sector providers and employers who support and are committed to contributing to better outcomes for Pacific
- understand that Pacific peoples know what works best for Pacific and build partnerships that support Pacific to be confident, innovative and self-determining
- identify, use and share information with key stakeholders to improve outcomes for Pacific peoples, families and communities
- engage Pacific peoples in any matters that affect Pacific.

### Our providers are:

- respected, trusted and valued for their experience in delivering services to their communities and will receive fair and equitable support to strengthen capability, build capacity and be sustainable
- innovative in the design, development and delivery of their services/programmes
- encouraged to provide clear service delivery options for Pacific peoples.

### Our employers are:

- respected, trusted and valued for their experience in delivering services to their communities
- encouraged to provide clear employment strategies which are tailored to Pacific peoples
- appropriately skilled, culturally competent and are clear about the positive contribution they will make to improving outcomes for Pacific.

### Our senior managers and organisational leaders:

- recognise the role that Pacific staff have within their communities and how they can be key contributors to building greater partnerships on behalf of the Ministry
- commit to be leaders of change to enable all of the above to be realised
- provide access to resources, tools and supports needed to enable these objectives to be met.



# Supporting long-term social and economic development



- » We will commit to long-term relationships and investments that support Pacific aspirations and innovation to achieve prosperity and self-sufficiency for Pacific peoples, families and communities in Aotearoa.
- » We will also provide social development support to the Pacific regions.

## Our objectives:

### Our staff and people who are providing services on behalf of the Ministry:

- support Pacific peoples, families and communities to have:
  - dignity
  - sustainable employment
  - financial stability (and to possess the skills necessary to sustain this)
  - stable housing
  - healthy relationships
  - guidance and a menu of options
  - pastoral support, mentoring and encouragement
- identify and support social networks that inspire Pacific advancement and prosperity
- identify and support Pacific peoples, families and communities to explore opportunities for entrepreneurship and/or self-employment and/or small business
- build sustainable relationships with providers and employers to implement programmes that increase skills and capability for Pacific peoples, families and communities
- identify and influence cross-agency opportunities to work collaboratively to support Pacific peoples, families and communities to achieve their long-term aspirations.

### Our senior managers and organisational leaders:

- commit to be the leaders of change to enable all of the above to be realised
- provide access to resources, tools and supports to enable these objectives to be met
- recognise there may be opportunities to strengthen sustainable social development in our Pacific regions.



# Our actions



Our journey to develop and create *Pacific Prosperity* has involved a year-long talanoa process of meaningful conversations with our Pacific peoples, families and communities across Aotearoa. *Pacific Prosperity* reflect the voices and highlight the conversations we shared. Our actions will inform the Ministry now and into the future as it navigates how it will best serve Pacific peoples and respond to an ever-changing New Zealand context.

We acknowledge that there are a number of positive initiatives in development or underway in our regional and local offices which support Pacific Prosperity and will help it be successful.

Our efforts will be concentrated on the following high-level actions:

## For Pacific peoples and families

### Actions which:

- ✕ create environments that are warm, welcoming and safe
- ✕ support the formation of relationships and genuine partnerships
- ✕ build capability (as individuals and as communities)
- ✕ improve access to healthy and sustainable housing
- ✕ increase sustainable employment opportunities
- ✕ improve/enhance current service delivery models which respond to the diverse needs of Pacific peoples, families and communities
- ✕ build programmes that are innovative and ensure the essence of physical and cultural safety for Pacific peoples, families and communities
- ✕ enhance existing communication platforms to acknowledge the diverse needs of Pacific peoples, families and communities.

## For staff and people who are providing services on behalf of the Ministry

### Actions which:

- ✕ improve health, mental, physical and spiritual well-being
- ✕ increase Pacific learning opportunities and advancements
- ✕ create opportunities to acknowledge and share individual expertise in Pacific customary concepts and language
- ✕ create opportunities to support, assist and/or undertake sustainable social development projects with Pacific regions where appropriate
- ✕ improve/enhance current organisational policies and processes
- ✕ improve current information capture, reporting and sharing processes.



## For communities

### Actions which:

- ✕ improve current approaches for:
  - co-designing services
  - commissioning services
  - procuring services
  - contracting services
  - reporting, monitoring and evaluating services
- ✕ articulate the meaning of a 'Pacific provider service'
- ✕ deliver on existing relationship commitments
- ✕ ensure we have regular forums for staff, Pacific peoples, families and communities to discuss things that matter for Pacific to inform design, development and implementation of sustainable solutions for Pacific
- ✕ explore opportunities for new partnerships
- ✕ improve evaluation and research processes
- ✕ build sustainable employment opportunities to enable Pacific peoples, families and communities to develop and grow
- ✕ improve/enhance current organisational policies and processes
- ✕ build capability.



# Pacific Prosperity is underpinned by the following foundational principles



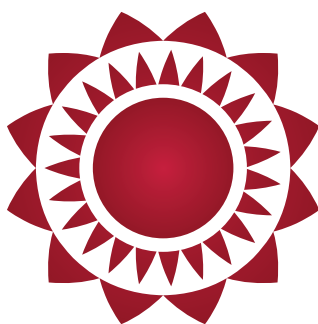
## Cultural acceptance

We will recognise Pacific as a cluster of independent Island countries with their own distinct identities sharing similar values. It acknowledges the importance of their languages, culture and protocols and will ensure these are incorporated into the Ministry's services and functions.



## Leadership

We will acknowledge authentic Pacific leadership models in programmes that we develop to support the growth of Pacific leaders, in the community and the Ministry.



## Spirituality

Spirituality is a cornerstone of Pacific principles and mental wellness. Our church communities here in Aotearoa are important community stakeholders who we will engage with to support social development outcomes for Pacific people.



## Family

We will recognise and acknowledge Pacific peoples live in extended families. The family is the centre of the community and the way of life. Every person belongs to a family, aiga, kāinga and every family belongs to a person. This brings identity and belonging. Ancestry and sense of place involves a kinship with what and who has gone before us.





## Integrity

We will have integrity in all that we do. We will ensure people are held accountable for being honest, trustworthy and respectful. We will ensure that what we develop for Pacific is authentic and effective and meets the needs of Pacific peoples, families and communities.



For Pacific peoples love has a wider meaning connected to words such as responsibility, caring and compassion. It is central to how we as Pacific peoples, families and communities operate and is manifested in our actions through our service to one another.



## Excellence

We will ensure that our support for the development of Pacific peoples, families and communities is of an excellent quality. That all of our services will promote and enable Pacific people to thrive in Aotearoa.



## Partnership

We will ensure that all that we do is alongside, in partnership and in consultation with Pacific peoples (by Pacific, for Pacific and with Pacific).







# About MSD



The Ministry of Social Development's purpose is  
manaaki tangata, manaaki whānau – we help  
New Zealanders to be safe, strong and independent.

The Ministry is a core public service department, with offices from Cape Reinga to Stewart Island and east to the Chatham Islands.

More than a million people contact us each year. We help people in all sorts of ways. We try our best to understand and connect people with all the support we can. For some people its financial support; others seek services to help re-enter the workforce. They may be a disabled person seeking temporary or permanent assistance to lead an independent life with dignity, a family dealing with violence, a person needing a safe, warm and dry home, a student seeking a loan, a parent needing support with the costs of childcare or an older New Zealander applying for superannuation.

Our work is not done alone. We partner with many different agencies, organisations and groups within communities who have the expertise and connections to make a lasting difference in people's lives.

To read more about our intent please read our Statement of Intent: <https://www.msd.govt.nz/about-msd-and-our-work/publications-resources/corporate/statement-of-intent/index.html>

Access to more information about the work we do, career offerings and services we provide can be found at [www.msd.govt.nz](http://www.msd.govt.nz).



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