

# Pacific Prosperity through Social Enterprise

*A Rubric for policy, planning and practice*

*Commissioned by the Ministry of Social Development  
in partnership with the Ministry for Pacific peoples*





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Fa'afetai tele lava, Meitaki maata, Malo 'aupito, Fakaau lehi lele, Fakafetai lasi, Vinaka vaka levu.



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Toilets

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# Introduction

The Ministry of Social Development (MSD) and the Ministry for Pacific Peoples (MPP) have recognised the potential to support Pacific prosperity and to improve economic outcomes of Pacific families as outlined in their strategies - Pacific Prosperity: Our People, Our Solutions, Our Future (Ministry of Social Development, 2019); and Pacific Aotearoa Lalanga Fou (Ministry for Pacific People, 2018).

In October 2019, MSD and MPP met and discussed developing a sustainable Pacific Social Enterprise model to incentivise Pacific communities to engage in future Government investments. It was acknowledged achieving better outcomes for Pacific communities in Aotearoa required an alternative approach to thinking and decision-making, particularly related to Government investments. Such processes need to appreciate Pacific values and aspirations, including recognising Pacific communities can drive their own innovative solutions. The concept of *teu le va*, which centers on the relational contexts between people, things, and the environment, also becomes an essential element to ensure relationships between Government agencies and Pacific communities are respected, nurtured, and protected over individual agendas.

MSD and MPP are well-positioned to provide a platform for Pacific communities in the social enterprise sector to take a leadership role in decisions that affect their lives, including designing and delivering services to Pacific communities. As such, both agencies worked in partnership to provide a unique opportunity to share their expertise and resources to understand, invest, and unlock the potential of Pacific communities.

Together MSD and MPP established a relational and culturally anchored commissioning approach to support the pilot of three Pacific social enterprise programmes: CIDANZ eFamilies, SIAOLA - GREI, and The Business Factory. Senior Pacific officials working for MSD and MPP worked alongside these three Pacific social enterprises and Moana Research (November 2019 – June 2020) in a review project which sought to develop a sustainable funding model of support for Pacific Social Enterprises (“the Review”). This funding model or rubric aims to incentivise Pacific communities to engage with future Government investments. This report outlines Moana Research’s findings and the resulting rubric to inform and guide future commissioning of Pacific social enterprise programmes.

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\**Talanoa* - talking between people without a rigid framework; *Talanga* - interactive talking with a purpose between people.

Through the exploratory and systematic Pacific frameworks of Fa’afaletui and Kakala (see Review Methodology), the interagency and collaborative approach of Government (‘view from the mountain’) saw complex funding and reporting agreements replaced with relational and agile approaches through talanoa and talanga\*. This served the interests of both the funding agencies and enterprises involved, and reduced barriers for stakeholders that can arise through traditional funding criteria and approaches. Pacific social enterprises or organisations supporting social enterprise among Pacific peoples (‘view from the tree-top’) provided valuable insights into the skills, values and practices that must be balanced to ensure effective engagement and achievement of goals and outcomes. The participation and leadership of families (‘view from the canoe’) is integral to Pacific prosperity and wellbeing.

This report is one of four documents produced from the Review:

- Pacific prosperity through social enterprise: **A literature review.**
- Pacific prosperity through social enterprise: **A rubric for policy, planning and practice.**
- Pacific prosperity through social enterprise: **A rubric for policy, planning and practice – Executive Summary.**
- Pacific prosperity through social enterprise: **Stories of transformation.**

It is important to note that the literature review and stakeholder interviews were undertaken prior to COVID-19. All three organisations have since pivoted in focus, with priorities shifting to accommodate the impact of a severe month-long lockdown period (alert level 4 starting March 26), affecting the employment and income for some families, followed by periods of reducing restrictions. Despite these changes, their primary mission of supporting economic development (and recovery) for Pacific families and communities remained.

This project confirms that achieving better economic and social outcomes for Pacific people requires an approach based on effective collaboration, relationships, and reciprocal understanding that aligns with Pacific development values and principles. Pacific communities have long requested an approach that is culturally responsive, recognising the strengths Pacific people have and their ability to drive their own innovative solutions. The new rubric provides a well-evidenced model for understanding the core elements of Pacific social enterprise, which in turn can inform future investments and planning of sustainable Pacific social enterprise models, unlocking the potential of Pacific communities, families and successful enterprises.



# Pacific Social Enterprise and entrepreneurship

## What is social enterprise and entrepreneurship?

Social enterprises have existed in New Zealand for many years (McKernan & Bennett, 2011). There is no universal definition for social enterprises, with different organisations using the following variations:

- “an initiative that applies business strategies to achieve philanthropic goals.” (McKernan & Bennett, 2011)
- “hybrid organisations that trade goods and services to achieve social, environmental, economic, and cultural outcomes.” (Social Enterprise Auckland, 2020)
- “purpose-driven organisations that trade to deliver positive social, cultural and environmental impact.” (Ākina, 2020)
- “a business that uses entrepreneurial methods to accomplish social goals and/or feed profits to a parent charity or non-profit to enable it to fulfil more of its own social mission. (Centre for Social Enterprise, 2020)

Ultimately, social enterprises generate social impact through an entrepreneurial approach, whether it is a social,

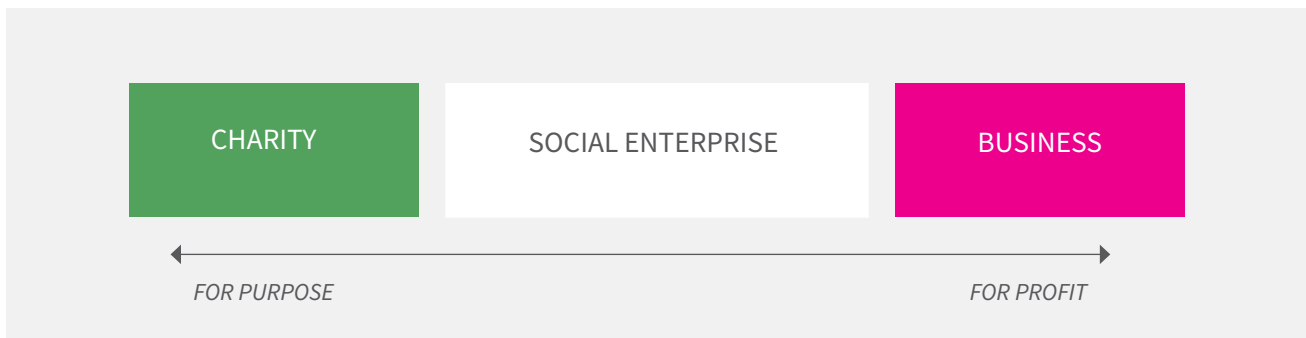
environmental, economic, or cultural outcome. There are many examples of ‘social impact’ in the context of social enterprise, which includes (but is not limited to) social cohesion, waste reduction, digital inclusion and providing employment opportunities for marginalised communities.

As seen in Figure 1, social enterprises exist in the space between being a charity (for purpose) and a business (for profit). On the right-hand end of the spectrum, there are businesses that exist to make a profit from products they sell and have no charitable or community purpose. On the left, there are charities and not-for-profit organisations that exist for the purposes of the environmental or social need they are responding to and do not seek to create a profit. Social enterprises which are located in the middle apply their social purpose alongside an opportunity to make economic gains so they can continue to provide innovative services and products, promote sustainability, and give hope for the future.

Social enterprises and businesses have the potential to provide an important source of wealth not only for business owners, but also for families, communities, and the New Zealand economy. This in itself can span across generations.



Figure 1: Whare Aki Social Enterprise (Whare Aki, 2020)



## Pacific social enterprises

There is much to explore within the New Zealand Pacific social enterprise landscape. One of the earliest reports on Pacific social enterprise (McKernen & Bennett, 2011) acknowledged that Pacific peoples were already responding to the social, cultural, and environmental needs of communities; however, this was largely charitable and did not always translate into economic returns (McKernen & Bennett, 2011). Much of this work began within Pacific churches during the early migration period (1950s) when social, cultural and economic support was provided for many Pacific families who were transitioning from life in their island homeland to life in New Zealand. Additional support was also provided by charitable trusts and not-for-profit organisations, however, these were largely reliant on Government or charitable funds and volunteer work (McKernen & Bennett, 2011).

The introduction and application of social enterprise and business models when addressing social and/or cultural needs for Pacific people is an area that has gained traction over the past decade.

For the first time, in 2018, the inaugural ‘Pacific Social Enterprise Forum – A New Dawn’ provided an opportunity for various Pacific business leaders and changemakers to network, learn, and leverage ideas from within the social enterprise ecosystem. The number of Pacific not-for-profit and community organisations far outweigh the number of Pacific social enterprises, which indicates an opportunity to explore further as organisations are encouraged to look at alternative legal and funding structures to ensure business viability and sustainability. More work, however, needs to be done to maintain an updated public database of new and existing Pacific social enterprises.

This is a positive step forward as Pacific peoples in New Zealand have the most potential to contribute to the fabric of New Zealand society not only via employment, but through business ownership and social enterprises. In 2017 alone, the total production GDP (or value added) of Pacific peoples in New Zealand was estimated to be \$3.1 billion annually by Pacific businesses and non-for-profit organisations combined (The Treasury, 2018a).

## Pacific businesses

In 2016, the New Zealand Institute of Economic Research (NZIER) identified 252 Pacific businesses that had an industry and employment profile different to other New Zealand businesses (NZIER, 2016). The NZIER (2016) defined Pacific businesses as enterprises that either self-identified as being a Pacific business (for example being owned or partially owned by at least one Pacific person or family) or were identified through the Companies Register as being owned by Pacific people.

The NZIER report identified that most Pacific business enterprises (57%) had no employees, indicating owners were likely to be self-employed, whereas 24 per cent of businesses (n=60) employed one to five employees. The industries that accounted for 38 percent of the businesses were comprised of professional, scientific and technical (45 businesses) followed by rental, hiring and real estate (30 businesses) and construction (21 businesses), which differs from that of the general New Zealand population, as shown in Table 1 below:

*Table 1: Percentage of Pacific businesses and businesses of the total New Zealand population within various industries*

Industry	Pacific businesses	New Zealand Total
Professional, scientific, technical (45)	18%	11%
Rental, hiring, real estate (30)	12%	21%
Construction (21)	8%	11%

(MBIE, 2016; NZIER, 2016, p.7)

As a way of supporting Pacific businesses to prosper within New Zealand, an interagency approach led by the Ministry of Business Innovation & Employment in 2015 developed the Pacific Economic Strategy highlighting three key economic outcomes:

- More sustainable job opportunities for Pacific people;
- More affordable and suitable housing for Pacific peoples; and
- More sustainable Pacific-owned businesses.

Although the Pacific Economic Strategy (MBIE, 2015) recognises the support needed for Pacific businesses, it neglects the importance of supporting newly established Pacific businesses during the start-up and establishment phases, in addition to managing capacity/supply and demand. Literature indicates this to be an ongoing problem, with limited support available for Pacific businesses to scale their current business offerings beyond the establishment phase (Prescott, 2008) and limited access to networks of influence (MBIE, 2015).

Within the past few years, the establishment of various Pacific business networks within communities, such as the Pacific Business Hub in Manukau, the Pacific Business Network, Waikato Pacific Business Network, Wellington Pasifika Business Network, Rise2025 Hiwa Te Rangi and the Samoa Business Network have seen Pacific businesses attempt to connect with the wider ecosystem of Pacific business owners, co-founders, stakeholders and networks to enable growth and scalability in their current business offerings and transactions. This provides an alternative element to what longstanding services such as the Pacific Business Trust and Pacific Cooperation Foundation currently deliver.

Nearly two-thirds of Pacific businesses are based in Auckland, mirroring the proportion of the Pacific population living in Auckland (NZIER, 2016; Statistics New Zealand, 2019). In order to gain high-performing and sustainable Pacific businesses, an understanding of the ecosystem that contributes to prosperous Pacific economic outcomes is necessary to ensure future Pacific enterprises and businesses are connected to appropriate business support and development.

## Pacific economic prosperity

The Pacific population in New Zealand has the highest potential to contribute to the fabric of New Zealand society economically and meaningfully. By 2026, Pacific people will make up a significant proportion of the

New Zealand labour force and potentially 30 per cent of the Auckland working population (NZIER, 2013). The large Pacific youth population “is a pool of potential that needs to be supported effectively in order to grow New Zealand’s economy both now and in the future” (MBIE, 2015).



“Pacific in New Zealand also make a substantial contribution on an individual basis, earning \$6.6 billion in the 2017 financial year, 6 per cent of the income of all New Zealand individuals. The average Pacific income, however, was \$40,300 compared to \$53,500 for non-Pacific” (The Treasury, 2018a, p. 3-4).

The Pacific Economic Strategy for 2015-2021 (MBEI, 2015) has a goal of increasing the Pacific household income 40 percent from \$1,300 to \$1,800 per week by 2025. Focusing on job opportunities, affordable housing and businesses provides an approach that can be measured against key outcomes and indicators. In 2020, the New Zealand Government invested \$195 million to support Pacific communities, which included \$22.1 million towards the Auckland Pacific Skills Shift – an initiative that supports Auckland Pacific peoples in low skilled precarious work, to transition into quality employment (Tutaki, 2020) which is an important investment when looking beyond COVID-19.



What is important to note is that many Pacific economic assets are not quantifiable and can be derived from non-financial capitals, such as human, cultural, environmental, social, political, and physical capitals. There are opportunities to develop a Pacific economy by valuing the different capitals Pacific people already have and transforming that value into economic transactions between Pacific families, households and the wider New Zealand economy, monetising these transactions by creating, marketing and selling Pacific products and services beyond ourselves. This confirms Pacific people have an important role in New Zealand's current and future social and economic landscape (Tuatagaloa, 2017).

## **A new business partnership moving forward**

There is recognition that Pacific social enterprises have existed in New Zealand for many years. The greatest difference, however, is that economic return was not prioritised.

Identifying new approaches that can make the greatest impact for Pacific people is needed, particularly during a time where

events such as the COVID-19 pandemic have had negative effects on Pacific household incomes, employment, health, and wellbeing.

Building successful Pacific social enterprises that contribute to prosperous Pacific communities requires collaborative relationships across central Government agencies, businesses, and community networks. This aligns strongly with the various Government strategic focus areas highlighted below:

- Pasifika Futures Strategic Plan 2015-2020 (Pasifika Futures, 2015)
- Pacific Economic Strategy 2015-2021 (Ministry for Business, Innovation and Employment, 2015)
- Pacific Aotearoa Lalanga Fou (Ministry for Pacific People, 2018)
- The New Zealand Pacific Economy (Treasury, 2018a)
- Pacific Prosperity: Our People, Our Solutions, Our Future (Ministry of Social Development, 2019)
- Ola Manuia: Pacific Health and Wellbeing Action Plan 2020-2025 (Ministry of Health, 2020)



JUST WEAR IT  
T-SHIRT ORDERS

NAME

ADULTS

SIZE	QUANTITY

DATE

TOTAL

REMARKS



# Review Methodology

The overall purpose of this project is to assist the development of a sustainable model of Pacific Social Enterprise that informs government decision making and incentivises future investment to support long-term social economic development. An interagency and collaborative approach between Moana Research, MSD, MPP and Pacific Social Enterprises, was undertaken, using a variety of Pacific cultural frameworks as described below.

## Research approach Fa’afaletui Framework

The overall project aligned with the Fa’afaletui Framework, depicted in Figure 2, which enables the collection, sharing, and validation of all the different levels of knowledge within a community, and the weaving of these perspectives into consensus about a given issue that reflects that community’s worldview and is acceptable to those concerned (Tamasese, Peteru & Waldegrave 2008). The Fa’afaletui describes the view from the mountain, the view from the treetop, and the view from the canoe (which is closest to the school of fish).

Working alongside and collating the different perspectives from MSD (mountain), the Pacific social enterprise staff (treetop) and families who have been part of the Pacific social enterprise programmes (canoe), provides an important approach to ensure insights are acknowledged and made visible in each of the views described. No single view is dominant or correct as they each depict a different understanding of the phenomena experienced.

Figure 2: Fa’afaletui Framework





## Research design

### Kakala Research Framework

While acknowledging the importance of collecting different perspectives and experiences, the process used to gather these insights is just as significant. The Kakala research framework (Teu, Toli, Tui) developed by Thaman and others (Johansson-Fua, 2014), has now been widely adopted by Pacific researchers as a culturally appropriate approach when working with Pacific communities, as it honours the concepts of Tongan relationality, time-honoured practices and values (Sanga & Reynolds, 2017).

The kakala is a garland made by Tongan women for significant occasions such as birthdays, graduations, and weddings. The methods used to create and gift the kakala (garland), are the same methods used during the research process (Johansson-Fua, 2014). Using the kakala framework (Teu, Toli, Tui, Luva), the research approach was as follows:

#### Teu (Prepare)



*Teu represents the preparation stage, before flowers are collected. This refers to the conceptualising and research planning, exploring the literature, and refining the research questions.*

- **Literature review:** A literature was conducted exploring the status of Pacific social enterprises, Pacific businesses, and Pacific entrepreneurial activity.
- **Ethics application:** Ethics approval

was applied for and approved in March 2020 through the New Zealand Ethics committee.

The planning of a multi-modal approach using face-to-face talanoa group sessions, 1:1 phone interviews and workshops with different key stakeholders commenced aligning with the research approach.

- **Monthly talanoa:** The talanoa that occurred monthly between MSD, MPP and the Pacific social enterprises were organised to ensure feedback and programme updates were provided early so that challenges were acknowledged and addressed promptly in real time.

#### Toli (Pick)



*Toli means to “pick a flower, or choose an object” and is used to illustrate the criteria and selection of participants for the research.*

- **Participants:** Participants in the research were MSD (view from the mountain), the three Pacific social enterprises (view from the treetop) and the families who took part in the programme (view from the canoe).
- **Interview / Focus Groups:** Data collection involved collecting insights using face-to-face talanoa group sessions and 1:1 phone interviews. The face-to-face talanoa groups and 1:1 sessions each lasted between 60-90 minutes. Being led by ethnic-specific researchers enabled the cultural nuances (such as opening with a prayer, speaking in a Pacific language, sharing of food) to be acknowledged and was deemed the most appropriate method during the initial data collection phase.

- **1:1 phone interview:** Phone interviews were requested by a small number of families who were not able to attend the face-to-face talanoa sessions. As the interviews were being conducted in March 2020, 1:1 phone interviews became standard and were conducted during a time where COVID-19 restrictions limited the face-to-face activities. Moana Research also standardised this approach to prevent the spread of COVID-19 among Pacific communities. While face-to-face talanoa allows connections to be built in the presence of each other, the safety of Pacific communities remained paramount. All interviews were completed before New Zealand went into Alert Level 4 lockdown on 26 March 2020.
- **Case studies:** The information used to develop the case studies was taken from the interviews, phone call or email updates with Pacific social enterprises and through the monthly updates provided to MSD and MPP (which were paramount during Alert Level 4 lockdown).

### **Tui (To string)**



*Tui refers to the process required to ‘string a garland’ and equates to interpreting and analysing the data in the research process (Thaman, 1999).*

- **Data analysis:** Audio recordings from all talanoa were transcribed verbatim, with facilitators also providing a written summary and reflection after each focus group or 1:1 interview. The transcripts were uploaded into NVivo12 software,

where an iterative process was used to analyse the data using a general inductive approach. Data was analysed according to the perspectives of the funder (view from the mountain), the Pacific social enterprise staff (treetop), and families who participated in a Pacific social enterprise programme (canoe).

Transcripts were initially coded by three researchers, followed by several more researchers who convened to discuss the developed themes and groupings.

- **Rubric development:** The development of the rubric was an iterative process undertaken by a team of researchers who wove (lalanga) together the insights from the data analysis, case studies and literature review.

### **Luva (Gift from the heart)**

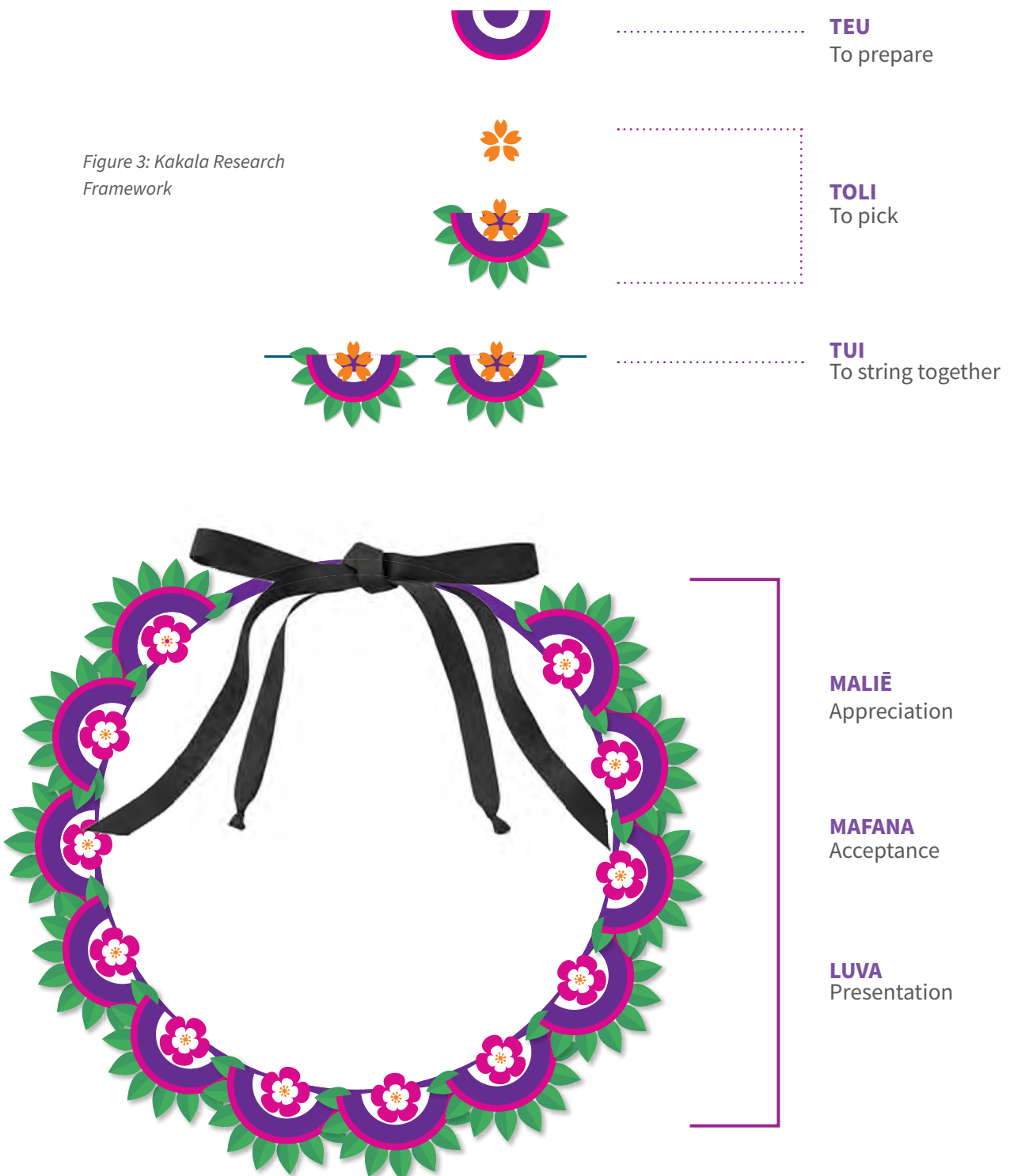
*The main purpose of the luva is to honour those who have given their knowledge and who have participated in the research (Thaman, 1999). It also emphasises presenting findings in a meaningful way centred on the audience.*

- **Feedback on report:** An important process in the development of the rubric and report was the opportunity for funders and Pacific social enterprises to provide feedback. The feedback received at this point allowed a collaborative approach towards the final development of the rubric.

- Findings:** The combined findings from this report provide an approach and guide for MSD and MPP to support aspiring and existing Pacific social enterprises to continue working with Pacific communities towards Pacific prosperity. They also reflect the work

Pacific social enterprises are required to undertake when working for families and communities.

Figure 3: Kakala Research Framework





# Summary of Literature review (Teu)

A literature review was conducted which provided an overview of the status of Pacific social enterprises, Pacific businesses, and Pacific entrepreneurial activity in New Zealand. An overview of the enabling and hindering factors for Pacific social enterprises and Pacific businesses is presented below, with a full literature review provided in a separate supporting document “Pacific economic prosperity through social enterprise: A literature review”.

## Pacific interpretations of social enterprises or businesses:

The concept of Pacific business models in New Zealand is still relatively unexplored. What was evident, however, was the adoption of Pacific cultural values and worldviews, which are known to contribute to social cohesion and business sustainability. Key findings included:

- Understanding the Pacific definition of wealth and cultural context (holistic definition of wealth and the importance of collectivism and family values as important features in Pacific business success);
- Unalignment with Eurocentric business models in New Zealand (acknowledging the need to balance Eurocentric business models and Pacific values for business sustainability).

## Barriers to Pacific social enterprise or businesses:

It was clear that Pacific businesses experienced barriers throughout the business life cycle that affected growth, including:

- Limited access to business advice (or lack of readily available information for Pacific businesses);
- Lack of capital and funding (including planning for growth and sustainability); and
- Lack of support throughout the business life cycle (which goes against the Pacific value of collectivism).

## Enablers for Pacific social enterprise:

Key levers that would contribute positively to Pacific businesses included the need to understand:

- Pacific cultural capital (leveraging off cultural and social capital for entrepreneurial activity);
- Strengthening the Pacific business ecosystem (to collaborate, maintain relationships and support other Pacific businesses);
- Growing the next generation of Pacific entrepreneurs (such as investing in our Pacific youth).

## Summary

The literature identified several enablers and barriers for developing and establishing entrepreneurship among Pacific peoples as well as tensions in values and paradigms between enterprise (sometimes aligned with capitalism), and Pacific values. Figure 4 provides an interpretation of these tensions and demonstrates the fine balance between Pacific values and Eurocentric models of enterprise in order to maintain sustainability and ensure success within their businesses. The findings from interviews with families, providers and funders reinforced these themes.

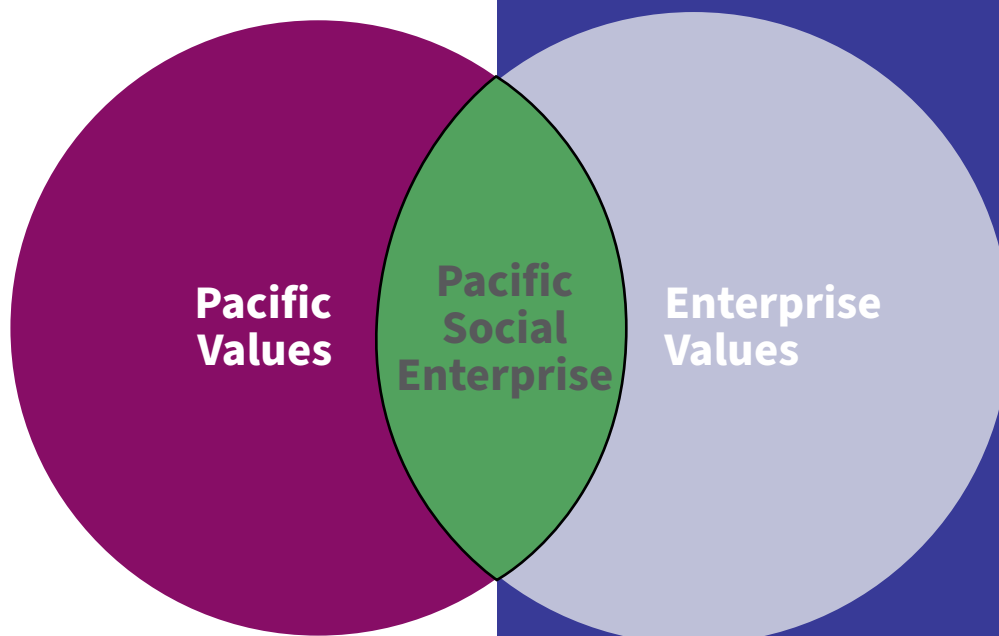


Figure 4: Pacific social enterprise: aligning values

# Summary of Key Interview Findings (Toli)

Interviewing Pacific social enterprises, families and funders is essential to deepen the understanding of these important perspectives and their influence on Pacific economic prosperity. Each insight across the different stakeholders is presented below and described further within this section.

Talanga occurred with 16 families ('view from the canoe'; n=25), 12 staff across the social enterprises ('view from the tree-top') and the funder ('view from the mountain'). Individuals were located across the North Island including Wellington (n=5) and Hamilton (n=2), with the majority located in Auckland (n=31). All individuals consented verbally to the talanga, which occurred either face-to-face or via telephone (due to distance and COVID-19). Individuals who attended face-to-face sessions were able to

complete consent forms, while those from outside of Auckland consented verbally via telephone. The talanga began with prayer and introductions in either English or the ethnic-specific context of each group (e.g. Tongan or Cook Island). Talanga were conducted interchangeably in English, Tongan or Cook Island based on each group's preference, wove in elements of talanoa when needed, lasted between 60 – 90 minutes and were digitally recorded.

## The key themes were:

- **Family led aspirations**
- **Strengthening learning opportunities for families**
- **Trust enhances relationships**
- **Understanding lived realities**
- **Turning cultural capital into economic opportunity**
- **Maintaining transparency and collaborative partnerships**
- **Learning and responding to change**
- **Funding sustainability**

# Family led aspirations



What came through strongly in all interviews was the commitment each Pacific social enterprise gave towards families and communities to achieve their goals – goals that were identified and set by them:



*“We can pass the business on to them (children) for them to make it and pass it on. So then, they all then can spend time, right, with the family rather than working, working, working, and working. And then we can all have time to socialize, spend time with the family. Don’t forget family, family... money is the by-product, that’s all.” (Family)*



*“...last year was the first year when we ticked so many things off our bucket list. We managed to send containers to Tonga to rebuild our family home.” (Family)*



*“We got married in 1987, it’s been over 30 years and last year was the first time my wife, my children and I were able to take a holiday to my home island in Tonga. We would often go as individuals but never as a family.” (Family)*



*“She creates realistic goals and when she does that with those families, they are thinking ok, we can do that.” (SIAOLA GREI)*





## Strengthening learning opportunities for families



Families were appreciative of the support afforded by the Pacific social enterprises they worked with and were open to receiving advice and support during their journey. Though no easy feat, families understood the seeds the enterprises were sowing in their lives for generational and intergenerational change to emerge:



*“We just thought that our situation had gotten so far that there was no helping us so we were living paycheck to paycheck, taking out loans to pay that loan, and that to pay the other loan, shark loan and then it started to have an impact on our marriage cos then my husband started to take out separate loans without me being aware to pay off the loan that I was aware of. We just got into a situation where... It was really sad both financially and mentally. And a strain on our relationship, obviously.” (Family)*



*“So, for us, our stall is a collaboration, well, a collective of me and my siblings and our children. We plan a lot of our family stuff, but we just do it on the D-low, just doing our own stuff, we don’t really go out there and show our stuff. And of course, my parents, they always pushed for opportunities aye.... they were pushing for us. They really didn’t want us to hide the talent that we had, they wanted us to express it to our community.” (Family)*





All of the Pacific social enterprises identified the need to build families towards a future of prosperity, whether it was focused on education, wealth, business, or social needs. Staff often felt a sense of satisfaction and a sense of achievement when families were able to achieve their goals in line with the social impact they were trying to achieve:



*“Educating the family is a strength. Lots of these families come into the programme with no clue of what to do in terms of business, like they have that passion. They know they want to cook, sell, and make money but they don’t know how to do it. So, this programme allows us to train them, if not to train them but show where to go”*  
(CIDANZ – eFAMILIES Programme)



*“It’s mainly about relationship building, see how their capabilities are, what capacities. So, it’s generally what’s suited for them.”*  
(CIDANZ – eFAMILIES Programme)



*“A lot of these people here already operate in outside markets. What the difference with our market is, it is educational. What we are doing is trying to get them above the level of just going to the market and selling – that’s the difference teaching business and now become, an entrepreneur”.*  
(CIDANZ – eFAMILIES Programme)



*“Our community is already on the back foot because we by and large, don’t grow up in environments that talk about money freely, they don’t talk about business ownership on a regular basis. So, that’s always our starting point. How do we get them to start talking about money in a way that’s not negative, not covetous but actually talks about money in everyday conversation about how do you use money? How do you invest money? How do you use money to invest? That money is a tool not a purpose in and of itself. So, that’s where we want our kids to be starting these conversations. Shifting that now to the parents the true fold thing is this; that parents can start talking about business ownership at home with their kids.”* (The Business Factory)





At the same time, Pacific social enterprises acknowledged it was important to provide families with learning opportunities that were mana-enhancing and promoted autonomy rather than dependency:



*“Do I hand hold them or let them go? Because they are going to go or just give up...that’s a challenge for me, to determine do I hold her hand one little bit or do I let her learn for herself and just leave? So, we want to do our bit, to make them successful but at the same time, give them that ownership. That’s a challenge!”  
(CIDANZ – eFAMILIES Programme)*



*“It’s not only the buying of home but also the liberation from debt. So, we can give them their mana.” (SIAOLA – GREI)*



*“I thank CIDANZ because it was them that said, you cannot [have] success in your dreams if you stay home and be scared of people.” (Family)*



*“I thank CIDANZ because it was them that said, you cannot [have] success in your dreams if you stay home and be scared of people.” (Family)*



*“I think the stalls themselves are fantastic - they market themselves very well. But it’s like anything, you have to stick in there, hang in there.” (Family)*



## Trust enhances relationships



Before families were able to engage with Pacific social enterprises, trusting relationships needed to be formed. As mentioned by a few respondents below, being part of an ethnic-specific programme was not ideal especially when there was fear that personal information could be disclosed to other parties:



*“It’s mainly about relationship building, see how their capabilities are, what capacities. So, it’s generally what’s suited for them.”*  
(CIDANZ – eFAMILIES Programme)



*“With me I didn’t believe in Siaola, because it was with us when it started, my wife went to Siaola things, but I didn’t. But when I met Su, it changed everything.”* (Family)



*“We were reluctant to find out because it’s a Tongan programme and we all know coconut wireless and how everything works. I was like, I’m not going to let them go through my background and my husband’s background and like our whole financial history because that just tells our whole life story.”* (Family)







What facilitated these relationships was ultimately the staff creating a sense of trust; they also understood the lived realities of families and the communities they worked in:



*Trust has to be built over time.*  
(SIAOLA – GREI)



*“It’s so easy to say, “Go online and sign up for this thing”. I saw her body language... so, I asked her if she wanted to come upstairs, and sat with her. So, I think that’s a strength giving that time, giving my knowledge and sharing my skills, making it a little easier for her.”*  
(CIDANZ – eFAMILIES Programme)



*“I think of all the help she gave us, that is the Tongan heart. If we went to the bank again, we wouldn’t know where to go, no direction. Susan gave us her 100% and we did what she told us to do because it came from a good place. We knew she was genuine.”* (Family)



*This is not just a Tongan thing. I think Susan’s love for the family also sets her apart. For her it’s not about ticking the boxes, it’s about looking after them.*  
(SIAOLA-GREI)



*“It’s like people are not just opening up to her in terms of what do I have to do, she wears other hats too. She hears things no one else hears, and she lets them talk about what they need to talk about, and she helps them. Susan hears how much in debt you’re in, she hears how much you put into misinale. She hears about how the kids go hungry. That isn’t a financial literacy program. When she hears it, she begins to build with that family, whether it takes six months or years. By the time they get to her a lot of those families are desperate. What she does is that she gives those families hope. The hope is this – if you stop this you can get this house in six months’ time, so what are people going to do they’re going to stop that. She creates realistic goals and when she does that with those families, they’re thinking ok, we’ve can do that. There is a changing of mindset. So, it’s so much bigger.”* (SIAOLA – GREI)



*The very special relationship between Susan and the families are very personal that they do trust Susan* (SIAOLA-GREI staff)

## Understanding lived realities



What was evident, especially from the SIAOLA-GREI Social Enterprise, was that when staff were able to understand the lived realities and connect on a relational level with the families on their programme, family wellbeing improved. The connection between staff and families extended beyond financial freedom - it also enriched the emotional and mental burden that was weighing families down as a result of being in financial difficulty:



*“But what it done though, we’ve been in a really good space as well, mentally and emotionally as a couple... and it’s helped us be closer as a couple too because with the stress of the finance lifted it’s cleared up that gap in the relationship.” (Family)*



*“We are able to better plan where our money goes so it takes the pressure off our kids, they can go and focus on studying instead of feeling pressured to help us.”  
(Family)*



*“We’ve taken pressure off the kids. Before with cultural obligations, it was hard on them because I’d be screaming, now we already have a rainy-day account and we take it from there... we set goals and work towards it. It takes pressure off the whole family and when we’re told about family obligations I’m not stressing because we’ve planned for it.” (Family)*



Understanding cultural context in particular enabled families to feel connected to staff:



*“If you do the work and you do it right, you will get the buy-in from the community – and Tongans work hard for Tongans. That is the point of difference that I see.”*

*(SIAOLA - GREI)*



*“A mainstream organisation wouldn’t be able to support us in this way. As Pacific, as Tongan, we go above and beyond for each other. They know what we go through and they feel for us. We know they want the best for us and it’s that relationship that makes a difference.”* (Family)



At the same time, it is important not to neglect the wellbeing of staff, as often the investment provided for the families they serve can impact negatively on their personal health, with some disclosing that their work often affected their own family and mental wellbeing:



*“It starts to impact my life, my personal life, my wife, my kids, only because the passion and the drive takes over to do a lot for our people.”* (Anonymous)



*“We struggle with it every day only because we want to make a difference. Sometimes we talk about it, sometimes we got no time to talk about it. We only talk about it when we go home. You start to question your own sanity because you choose to do what is right and what is in your heart and in your mind but again, it’s affecting you.”*

*(Anonymous)*



*“So, I guess just trying to draw the line on, where do we stop? And think seriously about us and health and wellbeing, and our connection with our family. Because this is just a job, you know. You work to live, not live to work but in this type of work, its opposite. You know, it goes wherever you go...when it starts to become a mental thing playing on your head, then there is a problem.”* (Anonymous)



Understanding the lived realities of families requires organisations to respond using a holistic approach:



*“We have a high degree of inclusivity it’s not just for Methodist, it’s all denominations, and we open our doors Tongan or not. And we don’t discriminate by race, religion, sex orientation or whatever.” (Anonymous)*

## Turning cultural capital into an economic opportunity



Understanding Pacific worldviews, cultural context, and the opportunities to build cultural capital was relevant across all three Pacific social enterprises. The ability to turn cultural capital into an economic opportunity also provided a point of difference for both families and Pacific social enterprises when working towards social and economic prosperity:



*“Our cultural aspect, because we are culturalistic people, not only the Cook Islands, the whole South Pacific, for me it is culturally viable.” (Family)*



*“A lot of the people that are operating out of here only because they want to come for a cultural experience.” (Family)*



*“You need something unique because as always, there’s always going to be competition. So, your product or your service that your brand will provide, has to be of good quality and has to be something that people will always come back to.” (Family)*





*“We’re all entrepreneurs here. We’re starting up something that is really, really important to ourselves but the social aspect of connecting it all together, to be beneficial not only for ourselves but for the people who come here too. And of course, culturally, it’s growing our culture, our culture.” (Family)*



*“We have to go out there and produce and promote our Cook Island unique dish. You know, out there and you know, you come up with one unique Cook Islands dish... that’s why I came up with my maitatalolo, because it’s only done in Penhryn and sold. No other island sells that, only you, as a Cook Islander.” (Family)*

## Maintaining transparency and collaborative partnerships



It was clear there needed to be transparency alongside the established collaborative partnerships at a family, enterprise and Government level.



*“We rely upon the schools to select the families so that they have an understanding of who are these kids who have leadership potential. And then we work very closely to incorporate the parents as part of the program so it’s not just a child-only or student-only program but it’s child and parent.” (The Business Factory)*



*“Money, Innovation, it’s about 3-hour courses. They’re free. Its Māori economic development but Cook Islanders and Niuean’s can go to it so they just say come to it. It’s a professional company that comes and present, and so it is relevant to what it is now. So, that’s an avenue.” (Family)*

*“Being the new kids on the block, we went around and found interesting processes and dialogue with Rouruina, and they basically put us in touch with the likes of Richard (CIDANZ Business Advisor). We sat with Richard and he discussed the marketing aspect and where we could go with that, and so that was really, really informative. And we appreciated that because it’s getting information from a person that knows, but also spoken in real English, you know, down to earth kind of, “this is how it is, what it is”...really good to know. And that was huge for us! Learning it from the basics, we’re in.” (Family)*



At times, the enterprises felt there was a disconnect between what was being operationalised with families and the expectations at a Government contractual level, in particular the need for reporting and data collection, which should be done in a way that promotes trust, not distrust:

*“You people writing all this stuff but never been down the bottom of the opposite. See, you can write all this stuff, but have you really done it yourself? So, people to write this stuff should be the people who started at the bottom. These are the people to write, they are the ones who actioned it, they are the ones who sit there and do this, they have an idea of how long it takes, not for someone to go, “Ah yeah that will take two weeks, we can do it in two weeks”. Even that, having an understanding of operations.” (Anonymous)*

*“Because of the work we have been doing now, this contract is demanding. Got a lot of work on, and so there’s that. We’ve got other office work, we got lots of other work, this is not like we just...”*

*“And it’s just the timeframe and Yes, we can do it but just don’t like other people ask, like what? Be realistic”*



*“It wasn’t what they were wanting, like later on. It was like information that we felt was invasive to us. Like MSD number, they wanted us to capture that number, that was not in the initial contract signing. They expected it off us”*

Government acknowledged these challenges and understood the need to work collaboratively with Pacific social enterprises to maintain trust and relationships which was an ongoing partnership:



*We wanted to engage with communities, you know building trust is very important... very important. We will have good conversations but then tough conversations. What’s been quite refreshing is that everyone is willing to listen... we’re willing to listen to them and they’re willing to listen to us. We wanted to make the process easier and engaging especially around contract management.*

*(MSD Funder)*

# Learning and responding to change



The ability to learn and communicate within and between stakeholders (families, Pacific social enterprises, schools, tertiary providers, businesses and Government) enables the goals, vision and experiences (both good and bad) to be communicated effectively. Each of the families, Pacific social enterprises and the social impact they want to accomplish are unique.

As mentioned by respondents below, being open to learning and responding to the different successes and failures helps ensure everyone is in a good position to pivot when necessary:



*“One of the things we’ve figured out is that understanding how what we’re (The Business Factory) wanting to do and how we’re trying to teach it has to fit in with what the classroom and the schools trying to do. It’s not something they’re going to drop everything else to come and do what we want to do. We’ve got to tailor it to fit in with whatever the curriculum is they’re working towards and what the school’s outcomes and objectives are for them. It’s good for us to learn that and adapt our approach to it and come up with an approach I suppose that the schools were happy with and comfortable with. We had to fit it in with what they were doing rather than trying to come in and cut across anything that they were already up to.”*

*(The Business Factory)*



*“We have a contract now with MSD and if we want to amend hopefully, they can hop on board, knowing it’s a pilot. We’re learning as this is new, and if we see something that can be done better, we need to be able to amend as we go.”*

*(SIAOLA - GREI)*



*“We are very flexible as long as we know what is the end point; we want to achieve that... we want Pasifika families to thrive and flourish through a social enterprise setting...how we get there or how we adapt and change is something we are strongly encouraging.” (Funder)*

# Funding sustainability



All the Pacific social enterprises were in operation prior to funding and were thankful for the investment which has helped with scaling their programmes. It was clear that while they were finding avenues for sustainable funding, if their funding were to be discontinued, it would be hard to continue delivering on their social mission:

*“It will be hard, but it will be slow progress”*



Sustainability in business was also about understanding which businesses and what pathways were available in the ecosystem for families and Pacific social enterprises to grow:

*“The other part of it for the parents in our vision is that some of them will actually start taking proactive steps towards maybe business ownership. And so, our challenge on that part is how do we pathway them on? Because obviously we’re only there for a certain period of time and we’re primarily focused on the kids to a certain extent but where do we pathway the parents onto to actually start learning more about business ownership and entrepreneurship.”*  
*(The Business Factory)*

*“We all know the community groups out there, well MPP does and between MSD, we know that we can then provide that support out there like who are those Pasifika business out there, but I don’t think, we don’t really know the whole market.”*  
*(Funder)*







# Pacific Social Enterprises Rubric (Tui)

Common themes arose from the literature review and analysis of stakeholder insights, revealing important enablers and challenges to Pacific social enterprise development for organisations and/or families. These core elements of Pacific social enterprise were extracted to provide a framework that will guide the support of entrepreneurial development and activities that contribute to social improvement among Pacific peoples. The addition of a framework that describes levels of progression for new enterprises resulted in a rubric that can be used as a guide to commission support activities for developing entrepreneurial skills and/or establishing new social enterprises. With further testing, the rubric can assist with performance evaluation of future Pacific social enterprise and development activities.

Twelve criteria were identified as core elements of commissioning, developing and delivering Pacific social enterprise (see Figure 4). These criteria fall into four general categories:

## **Family & Community-led:**

- Family and community-centred
- Strengthening family capability

## **Pacific culture and values:**

- Culturally anchored
- Pacific Innovation

## **Relationships and Integration:**

- Transparent and trusting relationship with funder
- Holistic Services

- Established partnerships with other agencies
- Passionate and committed staff

## **Quality Enterprise:**

- Programme relevance and flexibility
- Quality systems and processes
- Growth and sustainability
- Intellectual property and ownership

Each criterion is described below (see Figure 5) with success indicators based on literature and stakeholder insights. Challenges are also described to help minimise or eliminate these barriers in future. This rubric is a living framework that will continue to evolve over time as environments and contexts change.



Figure 5: The Pacific Social Enterprise Rubric

**Family and community centred**

Families and communities determine their aspirations and goals within a programme that is fully participatory and anchored in family self-determination.

**Strengthening family capability**

Understand family context to ensure families acquire the knowledge and skills to strengthen family capability and intergenerational change.

**Culturally anchored**

Support and strengthen the implementation of Pacific-and ethnic-specific cultural frameworks, values, and identities

**Pacific innovation**

Pacific innovative approaches are unique, driven by a social mission and focused on Pacific prosperity and future development

**Holistic services**

Strengthens efforts to adapt and respond to the holistic needs of families

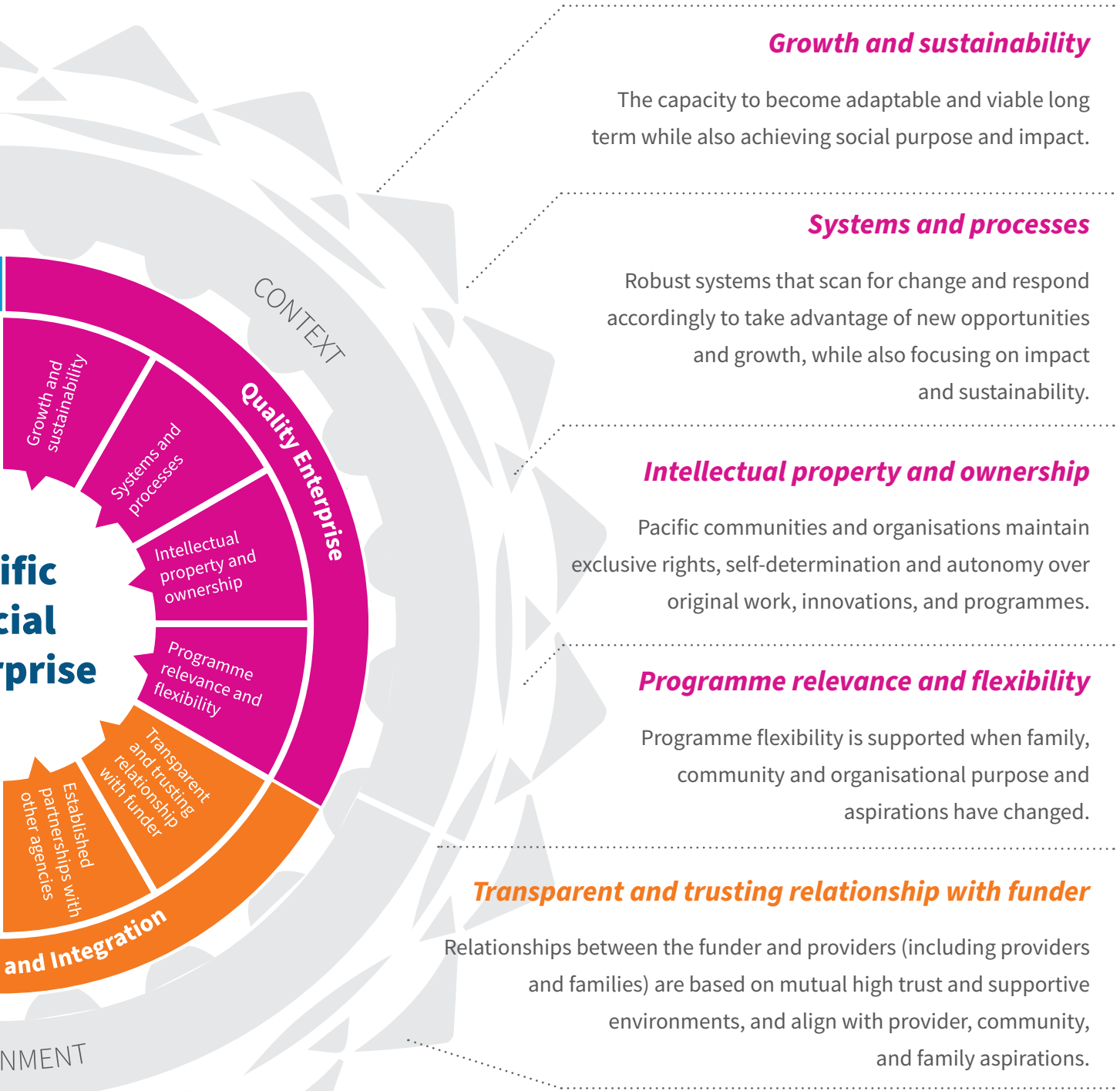
**Passionate and committed staff**

Staff have deep knowledge and connection to Pacific networks, relationships with and understanding of social and cultural contexts



START UP

EMERGING



***Growth and sustainability***

The capacity to become adaptable and viable long term while also achieving social purpose and impact.

***Systems and processes***

Robust systems that scan for change and respond accordingly to take advantage of new opportunities and growth, while also focusing on impact and sustainability.

***Intellectual property and ownership***

Pacific communities and organisations maintain exclusive rights, self-determination and autonomy over original work, innovations, and programmes.

***Programme relevance and flexibility***

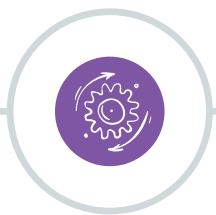
Programme flexibility is supported when family, community and organisational purpose and aspirations have changed.

***Transparent and trusting relationship with funder***

Relationships between the funder and providers (including providers and families) are based on mutual high trust and supportive environments, and align with provider, community, and family aspirations.

***Established partnerships with other agencies***

Genuine collaborative partnerships that continue to empower rather than disempower communities



**GROWTH**



**ESTABLISHED**




# Criteria #1: Family and Community centred

Social Enterprise Criterion	Description	Success Indicators
<p><b><i>Family and Community centred</i></b></p>	<p>Families and communities determine their aspirations and goals within a programme that is fully participatory and anchored in family self-determination.</p>	<ul style="list-style-type: none"> <li>• Families and communities are fully engaged and make key decisions about their goals and aspirations, which are recognised</li> <li>• Services are responsive to needs of families and communities in real-time</li> <li>• Family cohesion, self-determination, and sense of belonging</li> <li>• Mechanisms for family engagement</li> </ul>


There is a clear emphasis that family and community-centred aspirations are at the heart of Pacific social enterprises. Family is an integral component of one's position within oneself as well as the wider community. For Pacific entrepreneurs, the drive to develop enterprises is usually based on bettering the family, and so is pitched from a family approach (Ikihele et al., 2020). What came through strongly across all Pacific social enterprises was the need to be participatory and flexible, with families self-determining their aspirations and future pathways. It is the underlying belief systems that help drive entrepreneurial activity no matter what the odds (Cocker, 2011;

Prescott, 2009). When programmes value these approaches, a sense of belonging and purpose with the current and future generation is created.


Not all families and communities adapt to change simultaneously; therefore responding to these challenges requires a customised approach that allows for these differences to be considered accordingly. It is important to understand the different mechanisms required to engage with family, as well as the needs of Pacific family businesses, and to identify the right initiatives to support Pacific business growth (Ikihele et al., 2020).



**CIDANZ** – eFamilies programme works with families to develop ‘family plans’ ahead of a ‘business plan’. This enables families to build their own context for wanting to start a business e.g. repaying debt, purchasing school uniforms, university aspirations for their children and/or home ownership. Exploring what motivates families with their business is an important step when working towards sustainability and economic aspirations.



The **SIAOLA - GREI** program was established following a church meeting where the community requested assistance with financial literacy. Originally incorporated into The Famili Vā Lelei programme, SIAOLA-GREI has organically transitioned into an independent service providing financial literacy advice for families with the aspirations of home ownership and economic prosperity.



**The Business Factory** has continued to leverage relationships from its well renowned Project Wy initiative in South Auckland schools. Key to their success is the investment given to building relationships with children and their families and working on goals as determined by children.

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## CHALLENGES

The tensions that may result when agencies and organisations are working with families and communities include:

- Demand exceeds supply
- Changing long-held mindsets and belief systems
- Recruitment issues
- Unresponsive to needs


## Criteria #2: Strengthening family capability

Social Enterprise Criterion	Description	Success Indicators
<p><b><i>Strengthening family capability</i></b></p>	<p>Understand family context to ensure families acquire the knowledge and skills to strengthen family capability and intergenerational change.</p>	<ul style="list-style-type: none"> <li>• Families report improved financial literacy and wellbeing</li> <li>• Families report both individual and all-of-family impacts e.g. intergenerational change</li> <li>• Motivation and investment in human capital, leading to positive change within families</li> </ul>


This component is grounded on families defining their own priorities and having a programme which enables families to explore ‘life opportunities’ not afforded to them previously. Before any capacity or capability strengthening is to take place, understanding their family context is essential. Building human capital† within families is not limited to educational achievement and skills - it is also about the investment families make within themselves unleashing underutilised talents such as cultural worldviews, language, and

genealogy (New Zealand Treasury, 2018), which become an intangible asset towards economic growth. Intergenerational change needs to be aligned with family aspirations, building on existing capacity rather than duplicating it.

While strengthening families, it is essential that families are encouraged to maintain autonomy over their aspirations and priorities if sustained change is to occur. Emphasising the need to build capability and human capital, focusing on strengths in place of dependency, also needs to be prioritised.



*As part of the **SIAOLA-GREI** program, a family's individual circumstances are determined in the initial meetings alongside a SIAOLA-GREI trainer, who then develops a financial plan alongside the family that is tailored to meeting the family's self-identified needs and goals. These goals are centred on GREI's principles.*



***CIDANZ – eFamilies** programme empowers families to take control of their financial situations by visualising their enterprise idea and using their cultural, human or social capital, including land and physical assets, to contribute towards making that enterprise work for them and building a business around it.*

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## **CHALLENGES**

When the needs of communities and families are not prioritised, the following challenges can be encountered:

- Families lack self-efficacy and remain dependent on social enterprise
- Misalignment between capability efforts and family priorities
- Families discontinue with programme despite investment

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† Defined as ...the stock of skills and qualifications that people have. The systems that people have to create value.

## Criteria #3: Culturally anchored

Social Enterprise Criterion	Description	Success Indicators
<p><b>Culturally anchored</b></p>	<p>Support and strengthen the implementation of Pacific and ethnic-specific cultural frameworks, values, and identities</p>	<ul style="list-style-type: none"> <li>• Recognises the significance of diverse Pacific ethnic groups, cultures, languages, faith, age, gender, and values</li> <li>• Pacific and ethnic-specific cultural frameworks and approaches are supported and applied</li> </ul>

Pacific people are not a homogenous group, with much diversity found in ethnicity, age, gender, faith, geography and constitutional ties. Without a deep understanding of how Pacific and ethnic-specific cultural values align with the contexts of families and programmes, challenges can arise, particularly when families and providers do not feel supported.

The symbiotic relationship between entrepreneurship and culture is seen as an important aspect of entrepreneurial activity (Morrison, 2000), with many Pacific entrepreneurs viewing culture as a source of strength and motivation that has influenced their business practices and performance

(Prescott, 2008). Meaningful and purposeful communication via culturally sensitive spaces such as talanoa and talanga<sup>‡</sup> provides a pathway that embeds a sense of cultural pride and sense of belonging for individuals – key elements that are core to the human experience. All Pacific social enterprises and families agreed that an understanding and application of Pacific worldviews and approaches within their programmes provided a point of difference and strong cultural capital when compared to mainstream programmes. Embedding oneself within one’s social and reciprocal surroundings is an important concept for Pacific businesses to uphold.

<sup>‡</sup> *Talanoa* - talking between people without a rigid framework; *Talanga* - interactive talking with a purpose between people.





*All Pacific social enterprises had unique relationships with the communities they served. These were either based on ethnic-specific connections (Cook Island and Tongan), age (The Business Factory) or faith-based affiliations (SIAOLA-GREI). The relationships were all premised on maintaining va and an understanding of the contextual situations of families following talanoa and talanga.*



*The interagency relationship between MSD, MPP, Pacific social enterprises, families and Moana Research was strongly centred on the shared worldviews and lived experiences of Pacific values such as relationships, reciprocity, and respect. The social and cultural capital each person brought to their work and monthly discussions provided an approach that was culturally meaningful and appropriate, a process which is otherwise traditionally focused on Eurocentric ways of working.*



## **CHALLENGES**


When approaches do not acknowledge the diverse Pacific cultural worldviews and diversity (e.g. ethnicity, religion, or gender) the following can be experienced:

- Wide diversity of Pacific families and communities, defaulting to a homogenous approach
- Disconnected views and a lack of sense of belonging to Pacific ethnic-specific cultural frameworks

# Criteria #4: Pacific Innovation

Social Enterprise Criterion	Description	Success Indicators
<p><b>Pacific Innovation</b></p>	<p>Pacific innovative approaches are unique, driven by a social mission and focused on Pacific prosperity and future development</p>	<ul style="list-style-type: none"> <li>• Evidence of social cohesion and direct impact among Pacific communities</li> <li>• Creative and cultural insight maximise the translation and impact of Pacific core values</li> <li>• Cultural capital extends beyond Pacific community and geographic areas</li> <li>• Diverse resources to support the entire life cycle of innovative ventures</li> </ul>

Innovating using a Pacific cultural lens is instrumental to maintaining a competitive advantage in the market that meets new, undefined, or existing market needs in unique ways. As highlighted by the New Zealand Treasury (2018):


  
*Pacific New Zealanders have made, and continue to make, a significant contribution to political, economic, social, cultural, spiritual, and sporting development which continues to change what it means to be a New Zealander.*

Each of the three Pacific social enterprises demonstrated a strong values-based mission and interconnectivity between their organisation and the communities they serve. Pacific communities and business organisations in New Zealand still have much to offer, building on both human and cultural capital, and allowing social impact to be made in accordance with who Pacific people are, where they come from and how they think and work (Ministry for Pacific peoples, 2018).



*The CIDANZ – eFamilies programme has provided a strong example of capitalising Pacific social and cultural assets, namely Pacific food. Many families within their programme have been working on their own family dishes (i.e. raw fish) and exploring the markets of where their dishes could be sold (i.e. supermarkets and petrol stations). The eFamilies programme is instilling resources with families who may have never thought about the possibilities of selling their food beyond family functions or their Friday Na’au market.*



## **CHALLENGES**

When the structure of the organisation or agency does not promote Pacific innovation, the following challenges can occur:

- Social return is greater than economic return
- Pacific cultural disadvantage and exclusion
- Unequal and non-contextualised adoption
- Lack of resources to support innovation and sustainability

## Criteria #5: Holistic services

Social Enterprise Criterion	Description	Success Indicators
<p><b>Holistic Services</b></p>	<p>Strengthens efforts to adapt and respond to the holistic needs of families</p>	<ul style="list-style-type: none"> <li>• Adaptation and response to the holistic needs of families</li> <li>• Financial and economic success is intertwined with overall health and wellbeing</li> <li>• High value is placed on maximising broader holistic outcomes – physical, emotional, intellectual, social, and spiritual wellbeing</li> <li>• Dedicated resources allocated to meet holistic outcomes</li> </ul>

It is clear the key levers of economic wellbeing are intrinsically linked to holistic wellbeing – with Pacific families more likely to define health holistically, extending beyond wealth to include spirituality, work opportunities, quality housing and developing businesses (New Zealand Treasury, 2018). This was visible among each of the Pacific social enterprises, and their ability to respond to the needs of families and communities on a broader financial, social, cultural, emotional, and spiritual level. What initially started as increasing

financial awareness, enterprise capability and economic prosperity among Pacific families and communities has instead led to many being supported holistically with positive stories of impact and change shared. This was especially relevant during COVID-19 lockdown where the wellbeing of families and communities took priority. If programmes do not provide a holistic lens to their social mission, providing the opportunity to respond holistically remains challenging.



*Families initially engaged with SIAOLA-GREI services for financial literacy advice. Over time, it was evident that when the financial needs were addressed, so too were family relationships (marital problems) and mental health. This was also highlighted during COVID-19 lockdown where many more families engaged with SIAOLA-GREI following income and job losses and the need to respond to their immediate financial needs.*



*The children and families who were engaged with The Business Factory before COVID-19 lockdown (which was done face-to-face) were unable to continue this online primarily due to digital exclusion. Many families did not have the digital devices and connectivity required to engage with online learning, impacting on their children's ability to maintain the relationships established pre-COVID. The Business Factory then shifted its focus onto the wellbeing of families and children who were adapting to online learning, rather than continuing programme delivery.*



## **CHALLENGES**

Organisations and agencies who find it difficult to respond to the holistic needs of families may experience the following:

- Family needs can be out of contract scope e.g. health and emotional needs
- Low value placed on encompassing a holistic approach
- Lack of resources assigned to address holistic needs



# Criteria #6:

## Passionate and committed staff

Social Enterprise Criterion	Description	Success Indicators
<b><i>Passionate and committed staff</i></b>	Staff have deep knowledge and connection to Pacific networks, relationships with and understanding of social and cultural contexts	<ul style="list-style-type: none"><li>• Staff draw on their broad range of social and cultural skills to respond to the diverse needs of Pacific communities and families</li><li>• Deep culturally safe relationships formed</li><li>• Shared social-cultural relationships and values improving connectedness, mutual trust, and productivity</li></ul>

As seen across the Pacific social enterprises, success was dependent on many factors, but significant levers were the skills and expertise of the facilitators and staff involved. Key elements staff embodied included ‘servant leadership’ and ‘nurtured relationships’ where staff went above and beyond their duties of care to ensure families received the assistance needed to succeed. When genuine relationships are

established, maintaining engagement becomes less challenging. Staff were able to engage with families as they understood the cultural, social, and spiritual contexts, which helped drive the entrepreneurial activity no matter what the odds (Prescott, 2008). Relationships are an undervalued commodity but are a highly valued attribute in Pacific communities.

*Effective engagement with Pacific peoples involves creating strong and sustainable relationships. This involves a significant investment from the outset. It should not be treated as a ‘one-off transaction’ (Ministry for Pacific people, 2018).*

The values of connectivity, family and relationships are key enablers in the success of Pacific social enterprises and families. While it is important for staff to align with the goals or outcomes of organisations, this should not be at the expense of losing one's cultural values and beliefs (Morrison, 2000). If deep community relationships and connections are to remain sustainable, staff, organisations and funders need to embody the same shared values as Pacific communities.

It is important to note that the staff in all three social enterprises had deep knowledge and community connections, which translated into trusted relationships. Although positive, the challenges also need to be acknowledged where the social, cultural, and emotional investment of staff given to families can result in the unintended consequence of stress on staff wellbeing.



*High levels of engagement are a critical competency that is required to see sustainability. MSD, MPP and staff across the Pacific social enterprises remained highly engaged throughout the project and were each determined to ensure they succeeded with the work they undertook. A key element to this was the application of Pacific and ethnic-specific worldviews and frameworks which complemented the work and connections they already had with communities.*

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## **CHALLENGES**

Finding the right staff with cultural and social skillsets is hindered when the following are encountered:

- Recruitment challenges – staff with dual competencies
- High demand for competent staff
- Staff wellbeing and work/life balance can be compromised due to work demands
- Inadequate remuneration for staff

## Criteria #7:

# Established partnerships with other agencies

Social Enterprise Criterion	Description	Success Indicators
<b><i>Established partnerships with other agencies</i></b>	Genuine collaborative partnerships that continue to empower rather than disempower communities	<ul style="list-style-type: none"><li>• Leveraging other services and cross-sector coalitions to meet the broader needs of families and communities</li><li>• Collaborative working relationships with agencies that are committed to mutually reinforcing activities that are sustainable in the long-term</li><li>• Collective impact</li><li>• Complementary, not competitive, partnerships</li></ul>

When there are multiple organisations working in a community, a strong emphasis on community-based dialogue, listening, and deep conversations between funders, organisations, and communities enable long-term partnerships to be maintained. Collective impact along a structured collaborative approach also allows meaningful progress to be achieved (Salignac, Wilcox, Marjolin & Adams, 2017).

Challenges to enabling partnerships with other agencies occur when there is no alignment, mistrust, or a lack of co-operative agreement. Unaligned with the “collective Pacific way” the issues of mistrust and unhealthy competition between Pacific businesses can make it difficult to provide collaborative and mutual support (Tuatagaloa, 2017).

Supporting alternative pathways cross-agencies for families to further business capability and skills needs to be acknowledged and established early. As acknowledged by MSD:



*The interagency collaboration between MSD, MPP, and the Pacific social enterprises and MSD's replacement of legalistic funding arrangements with a relational and agile approach recognises the importance of partnerships and the broader purpose of serving the interests of the collective equally, rather than one agency alone. These partnerships were strongly centred and influenced on reciprocity and respect across all levels.*



***The CIDANZ – eFamilies** programme leveraged off various organisations (i.e. Te Wananga O Aotearoa) that provide free workshops and courses so families can upskill and become compliant with food safety requirements, business skills, social media training and marketing. This allows a strengths-based approach where not one organisation is responsible for building capacity among families.*



## **CHALLENGES**

Serving the needs of families and communities should be prioritised, however challenges can occur when:

- Partnering agencies do not hold the same principles and values
- Lack of support and cooperation from partnered agencies
- Mistrust
- Competitiveness


## Criteria #8:

# Transparent and Trusting relationship with funder

Social Enterprise Criterion	Description	Success Indicators
<p><i>Transparent and Trusting relationship with funder</i></p>	<p>Relationships between the funder and providers (including providers and families) are based on mutual high trust and supportive environments, and align with provider, community, and family aspirations.</p>	<ul style="list-style-type: none"><li>• Facilitative relationships, not transactional</li><li>• Shared values and priorities</li><li>• Autonomy with funding goals and aspirations</li><li>• Collective action with real-time feedback</li><li>• Embrace flexibility</li><li>• Providers report high level of support and positive staff interactions</li></ul>

The key element for this criterion is trust across all levels - Pacific families, communities, organisations, and funders. High levels of trust between funders, employers, leaders and businesses foster engagement and vitality in an organisation's culture. Pacific businesses in the past have highlighted the lack of appropriate media that provide open and transparent information about support available

(Tuatagaloa, 2017). Creating spaces for dialogue where both funder and funded can come together to connect and balance perspectives is key for high trust and transparency. Through talanoa, it is important to "take time to connect and establish a safe environment where experiences and aspirations can be shared." (Ministry for Pacific Peoples, 2018)



*Since the inception of this project, there have been regular open and transparent talanoa between the Pacific social enterprises, MSD, MPP and Moana Research. This round table talanoa has allowed open communication of project activities, milestones and challenges that may have arisen impacting progress of activities. The trusting relationship formed during this period has enabled support to be given when needed in real time, as well as celebrating the small wins and successes.*

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## **CHALLENGES**

When transparency or trust is non-existent, relationships become strained, which can result in:

- Focus on delivery and not collaborative partnerships
- Lack of self-determination with projects
- Constrained relationships between funder and provider
- Disconnection between funder approaches and priorities, aspirations, and measured approaches
- Low levels of support and negative staff interactions




## Criteria #9: Programme relevance and flexibility


Social Enterprise Criterion	Description	Success Indicators
<p><b><i>Programme relevance and flexibility</i></b></p>	<p>Programme flexibility is supported when family, community and organisational purpose and aspirations have changed</p>	<ul style="list-style-type: none"> <li>• Adapts to local contexts and communities as the original plan evolves</li> <li>• Addresses inequity</li> <li>• Community-driven impact and solutions that are agile</li> <li>• Realistic reporting that highlights transparency and impact</li> <li>• Flexibility of outputs that achieve the outcomes</li> </ul>

While it is important to focus on activities and output, a platform for continuous improvement and relevance is achieved by learning from successful and failed experiences and reporting on how communities have adapted to these changes (McKernon & Bennett, 2011). Embracing flexibility with programmes and funders allows for greater change to be made, particularly within communities and social enterprises that require a new direction and approach.


Adapting to change includes identifying key stakeholders who are needed at the start of the enterprise, and who to include as the social enterprise evolves and develops (McKernon & Bennett, 2011). Organisations need the space and flexibility to exert more agency and to set their own terms, allowing providers to guide funders with the learning they are making as their programme evolves. Co-design or human-centred design processes ensures providers and programmes align with the social changes that evolve with communities and the social enterprises as determined by them.



*When New Zealand went to COVID-19 lockdown Alert Level 4, all three Pacific social enterprises were impacted in different ways. SIAOLA-GREI pivoted from focusing primarily on financial literacy and home ownership to responding to the income and job losses among the Tongan community. This included providing emergency food packages and income support. SIAOLA-GREI's original plans of employing financial advisors changed to hiring income and employment navigators in response to what would create the most benefit post-COVID Alert level 4 lockdown.*



*CIDANZ-one COOP also responded by extending its service to the wider community and becoming an essential service providing emergency food parcels and support for vulnerable families. While only a quick fix solution during Alert Level 4 and 3 lockdown, CIDANZ recognised the need for an improved systems-based, response which it was trying to achieve with their eFamilies programme. During Alert Level 1, reconnecting with families on their programmes was necessary to ensure families were able to recognise the economic opportunities using their cultural assets.*



*The Business Factory continued to connect with its families using social media and provided wellbeing checks and the delivery of emergency food supplies for families. The priorities were focused on the wellbeing of families who needed to adapt to working from home and supporting their children with online learning. The biggest challenge faced was the number of children who were not equipped with digital devices or connectivity to enable online learning.*

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## **CHALLENGES**

When there is no flexibility with the delivery of programmes and/or enterprises, challenges include:

- Focusing on outcomes with cumbersome reporting requirements
- Misalignment between funding priorities, unrealistic timeframes, and primary impact

# Criteria #10: Intellectual property and ownership

Social Enterprise Criterion	Description	Success Indicators
<p><b>Intellectual Property and Ownership</b></p>	<p>Pacific communities and organisations maintain exclusive rights, self-determination and autonomy over original work, innovations, and programmes</p>	<ul style="list-style-type: none"> <li>• Shared understanding of cultural and intellectual property rights</li> <li>• Protection of ideas, information and/or knowledge that has been created</li> <li>• Transparency and a sense of ownership with regard to social purpose</li> </ul>

Intellectual property is an organisations primary and most valuable asset, which must be incorporated into the company’s overall business goals and social mission and reviewed every time goals evolve (Raphael, 2016). Maintaining a sense of ‘ownership’ over intellectual property also reaffirms one’s worth

(Antons & Logan, 2017). From a Government perspective, it was clear that investment into Pacific social enterprises provided an opportunity to scale its programme to reach more Pacific communities, rather than ownership of the programmes.


  
*“We’re providing them that capacity to deliver that scale”*

The relationships and boundaries between stakeholders, vested interests, community, and community expectations need to be clear from the beginning of any partnership, particularly around collection of personal information and ownership of programmes. One of the key challenges when working between Government agencies and community organisations is understanding that transparency and ownership are important assets that can either build or damage relationships, both internally and among Pacific communities.

An essential document developed by The Intellectual Property Office of New Zealand (IPONZ)<sup>†</sup> for Māori communities, provides an important pathway to understand how intellectual property works, particularly how Māori can use “unique aspects of Māori culture appropriately to create business opportunities, attract investment, and increase profits” (New Zealand Intellectual Property Office, 2016). This document has important relevance for Pacific social enterprises who can use aspects to guide the development of their own intellectual property and ownership strategy, creating value for their business:



*“Most intellectual property rights are owned by individuals or a commercial business, while traditional knowledge belongs to a collective group.”  
(New Zealand Intellectual Property Office, 2016).*



*All three Pacific social enterprise programmes were established prior to having a funding relationship with MSD and MPP, which is an acknowledgment of how their work aligns with the broader Government goals for prosperous Pacific communities.*



## **CHALLENGES**

When enterprises, organisations and agencies neglect the importance of protecting intellectual property, disputes include:

- Failure to recognise ownership over cultural and intellectual innovations and programmes
- Breach of trust and discredit
- Conflicts between the social enterprise mission and interest of stakeholders

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<sup>†</sup> The government agency that manages the granting and registration of intellectual property rights in New Zealand. IPONZ is a business unit of the Ministry of Business, Innovation and Employment (MBIE).

# Criteria #11: Systems and processes

Social Enterprise Criterion	Description	Success Indicators
<p><b><i>Systems and Processes</i></b></p>	<p>Robust systems that scan for change and respond accordingly to take advantage of new opportunities and growth, while also focusing on impact and sustainability</p>	<ul style="list-style-type: none"> <li>• Organisation’s primary purpose and structure creates meaningful impact among communities and families</li> <li>• Ability to identify potential changes early and respond flexibly over time</li> <li>• Robust governance, skilled team, efficient processes, and support structures in place</li> <li>• Transparency</li> </ul>

Despite how diverse of the activities and scale of operations of social enterprises are, systems and processes, when implemented properly, help enterprises and businesses grow and scale. This includes the need to develop business networks, legal processes, strategic decisions, scaling strategies and access to a large range of professional services that can assist with mentoring and business growth. These concepts are often overlooked, as

seen in Prescott’s (2008) study with Tongan business owners, despite being an essential process. For robust systems to be implemented, organisations and funders need to proactively learn and embrace failure. Furthermore, an adaptable strategic plan, emphasising resource allocation, workforce, and backroom functions at each anticipated step resulting in sustainability at its core, is critical.



*Not all Pacific social enterprises had the same business capability and capacity to support their social mission and goals. When this was recognised, MSD and MPP were able to react quickly to provide the necessary business and mentoring support which ensured the systems were in place to remain successful. This recognises that while the frontline workforce is important to deliver the social mission, the right business capability and support is required to elevate the strategic goals to its fullest potential.*



## **CHALLENGES**

Not having the right support systems and processes can result in:

- Failure to anticipate and respond to changes
- No succession plan in place
- Impact is misaligned and purpose is not measured
- Fragile governance and support structures
- Not being sustainable



# Criteria #12: Growth & Sustainability

Social Enterprise Criterion	Description	Success Indicators
<p><b>Growth &amp; Sustainability</b></p>	<p>The capacity to become adaptable and viable in the long-term while also achieving social purpose and impact</p>	<ul style="list-style-type: none"> <li>• Investment in innovations that grow an inclusive economy for Pacific communities</li> <li>• Pacific-owned enterprises with clear value propositions for Pacific communities</li> <li>• Growth strategy highlighting social and financial viability and longevity</li> <li>• Business mentors</li> </ul>


Building viability and maintaining long term sustainability is a core goal for any social enterprise. This starts with shared learning and accountability. While generating sufficient revenue to re-invest into business operations, social enterprises also need to maintain investment with their chosen social

goals in their community (Osberg & Martin, 2015). Therefore, a growth strategy balancing organisational and cultural values, social responsibility and financial goals are essential components for Pacific social enterprise sustainability. As highlighted by the UN Sustainable Development Goal 17:


  
*“A successful sustainable development agenda requires partnerships between governments, the private sector and civil society. These inclusive partnerships built upon principles and values, a shared vision, and shared goals that place people and the planet at the centre, are needed at the global, regional, national and local level.”*
  
*(United Nations, nd).*

Government investment for the three Pacific social enterprises has been critical for growth and increasing capacity within these organisations to date. It is important to note, however, an ongoing flow of funding and dependence from Government is difficult to secure indefinitely. Ensuring economic

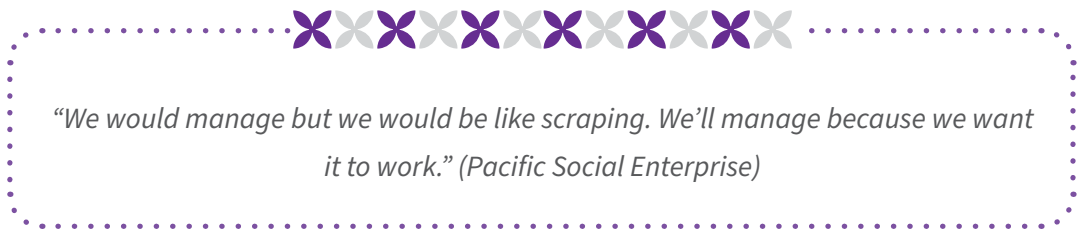
growth and sustainability for Pacific innovations remains critical, as a large proportion of Pacific in Aotearoa undertake unpaid work that has not previously been quantified (human capital) (New Zealand Treasury, 2018).



*“Pacific business sustainability in New Zealand is important for the economic and social wellbeing of the Pacific Island people who have chosen New Zealand as their home.”*  
(Prescott, 2008).

It is not new knowledge that poor capital and funding is difficult for businesses to establish, as highlighted by Samoan business owners in 2017 (Tuatagaloa, 2017). This was further highlighted in an earlier study (McKernon & Bennett, 2011) acknowledging Pacific business start-ups have more difficulty raising seeding funding

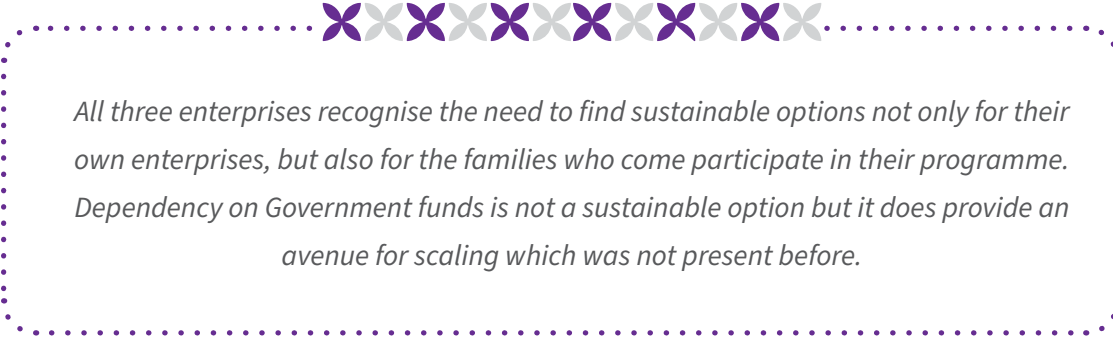
and loans than what is normally the case. While Pacific social enterprises work towards being autonomous from Government funding and becoming financially viable, it is acknowledged that if programmes were not able to reach economic returns, the enterprise would not be sustainable and would cease.



*“We would manage but we would be like scraping. We’ll manage because we want it to work.” (Pacific Social Enterprise)*

It is important for Pacific businesses to overcome their fear of planning for the future of their business despite conflicting Pacific philosophical beliefs of not wanting to predict the future, which is seen as being disrespectful to a higher being such as God (Prescott, 2008). One should never need to compromise one’s values, but a balanced approach, navigating Cultural mindsets and

Eurocentric business practices is needed to ensure sustainability. Having access to business mentors and business networks may guide Pacific business owners to navigate and balance cultural worldviews with business models so that neither one is compromised, ensuring sustainability and growth can occur.



*All three enterprises recognise the need to find sustainable options not only for their own enterprises, but also for the families who come participate in their programme. Dependency on Government funds is not a sustainable option but it does provide an avenue for scaling which was not present before.*

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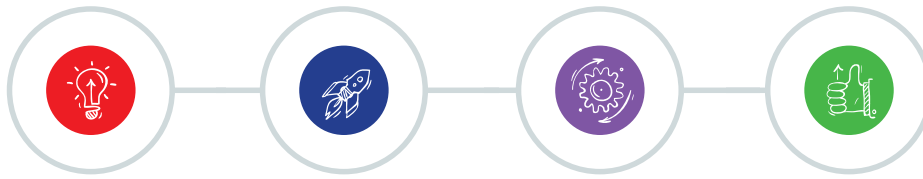
## **CHALLENGES**

The following challenges can occur when there is no commitment to growth and sustainability:

- Social return is greater than economic return
- Limitations on length of funding commitments
- Sustainability does not emerge



# Assessment of Enterprises



A traditional rubric provides descriptors for grading each enterprise against the criteria.

In order to move through the different phases, social enterprises need to be flexible in thinking and adapt their strategy accordingly. Social enterprises are continually evolving and learn from each phase as it brings new or pre-existing challenges.

## START UP



This phase involves responding to a social, cultural, or environmental issue than what is currently accessible. Creating a vision alongside community members and/or families in addition to understanding the ecosystem of the social mission is essential.

This phase also involves strategic planning (aims, objectives, funding), as well as anticipating challenges and obstacles. Overlooking the planning component can risk enterprise viability.

## EMERGING



As the social enterprise emerges, the aims, objectives and strategies also need to be reviewed to ensure the social mission remains fit for purpose and sensitive to the community/family needs. Collaborative partnerships that align with social mission are also important as no organisation can address this on its own.

## GROWTH



Growth and collaborative partnerships can occur through Government funds, partnerships, philanthropists, grants, impact investors and other community organisations. Some social enterprises may choose to remain small; others may choose to expand and scale. Enterprises continue to re-evaluate their objectives and aims, adjusting according to the growth phase.

## ESTABLISHED



This phase recognises the impact of the social mission as it has evolved from the start-up phase. Each social enterprise is unique, facing different problems as it grows and expands. Sustainability is recognised where enterprises are able to remain financially viable in innovative ways, and systems are in place to respond to changes and challenges.



Kahli's  
Event Planner



Kia Orana  
Welcome  
to  
Kahli's  
Event  
Planner.

Soy Chicken  
with  
Rice \$6-  
Chocolate cake  
with  
Cream \$4-

FOOD SAFETY CERTIFICATE  
MSBL Training

NZQA Service IQ  
NEW ZEALAND CERTIFICATE  
Catering Services  
Natasha Teokotal Angela Rakel

NZQA Service IQ  
NEW ZEALAND CERTIFICATE  
Catering Services  
Natasha Teokotal Angela Rakel



# Conclusion

Pacific people's connectedness to each other forms the basis of social enterprise. This project has highlighted the partnership and relational approach between MSD, MPP, and three Pacific Social enterprises that are Pacific-centric, with programmes created and designed by the community they serve. It recognises a holistic approach that values the importance of family, spirituality, culture, the environment, and communities is needed when combining enterprise ideas and concepts. When these elements and relationships are nurtured under 'teu le va', respect and trust ensue, translating into a higher acceptance of programme initiatives.

Attributing success in the development and establishment of Pacific social enterprises requires relational, cultural, and systems measures of enterprise. The 12 criteria reflected in four general categories were extrapolated from literature and stakeholder insights across the Fa'afaletui perspectives of families, providers and Government funders. These core elements encompass essential values and principles for ensuring positive outcomes, not just within support services but also at the level of families. Each criterion presents its own unique challenges, which can be overcome with mitigation strategies in future commissioning and delivery.

There is no single standard organisational structure that must be supported. The variability in all three case studies demonstrates the potential for different types of entities to participate in social enterprise. Organisations, as social enterprises themselves, help to achieve positive social outcomes for Pacific families through their businesses, while other enterprises operate as brokers with families and/or children to promote entrepreneurial skills, helping to extend the pipeline for knowledge and capability from services to families, and intergenerationally within families. Regardless of the approach, the outcomes for Pacific families were often transformational, and while there were challenges along the way, the benefits far outweigh the resource and time investments to support the development and delivery of social enterprise.

The Pacific social enterprise rubric is an entry-level framework that must be subject to ongoing testing and refinements as the social enterprise landscape evolves in New Zealand, and within Pacific communities. Efforts to improve the commissioning, development and delivery of Pacific social enterprise are laudable and necessary and will make an immeasurable difference to economic and social outcomes for Pacific peoples.



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# Appendix 1 - Participant Information Sheet



## Participant Information Sheet

### (Pacific Social Enterprises)

This project is interested in understanding more about Pacific Social Enterprises and your experiences operating a social enterprise programme alongside families. Led by Moana Research in collaboration with the Ministry of Social Development (MSD) and Ministry for Pacific Peoples (MPP), your participation will provide advice in an area which is rapidly developing for Pacific social enterprises in New Zealand.

It is your choice whether you participate. If you choose to take part in this project, you can change your mind and withdraw at any time up to a month after the focus group. This Participant Information Sheet will help you decide if you would like to take part. It explains the project, what your participation involves and what happens after the focus group. We will go through this information with you at the start of the workshop and answer any questions you have.

Please make sure you have read and understood this information sheet. If you agree to participate, you will be asked to sign a Consent Form on page 4. This copy of the Participant Information Sheet is yours to keep.

#### **Who can participate?**

We are interested in the perspectives from staff who have been funded by MSD and MPP for the Pacific Social Enterprises Project. Discussions with staff from these three organisations will be facilitated in English.

#### **What will my participation in the project involve?**

Your involvement in the project will be to attend one focus group. The focus group will be approximately 60-90 minutes long which will be audio recorded.

Participation in this project is entirely voluntary: it is your choice. If you choose not to take part, you will not be affected in any way. But if you agree to take part, you will be free to withdraw at any time up to a month after the focus group without giving a reason. Also, you are free not to answer questions or not to participate in certain discussions.

All information collected from the questionnaire and the focus group meeting will be stored in strict confidence in a locked filing cabinet in a locked office. No material will allow us to personally identify participants. However, please note that any data collected during the focus group cannot be withdrawn once the analysis is complete.

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*This research has been assessed and approved by the New Zealand Ethics Committee (NZEC20\_02). If you have any questions or concerns, please contact Dr Lily George, Chair, on [chair@nzethics.com](mailto:chair@nzethics.com) or [dreamweaversresearch@gmail.com](mailto:dreamweaversresearch@gmail.com) or phone 027 278 7405.*





### **What are the risks?**

Please note that as focus groups consist of a number of people, your participation and contributions is not anonymous or confidential to the other participants in the same focus group. However, all participants will be asked to “agree to respect and treat as confidential the contribution of other focus group participants” when they sign their consent form.

The only risk involved for participants taking part in a focus group is the possibility that the discussion could touch on culturally sensitive or personally sensitive matters. In the event you feel uncomfortable at any time during the focus group meeting, you will be completely free to leave, with no questions asked.

If the discussions trigger uncomfortable feelings (such as being worried), you are welcome to talk to any of the researchers who will be happy to listen to your concerns and/or refer you to specialist services that could help.

### **What happens after the focus group?**

Audio will be electronically recorded and then securely stored in computers protected by passwords. Audio recording will be transcribed by the researchers.

None of the anonymous information from audio recordings will be made publicly available. All information obtained for this project is of great value and will be stored indefinitely in a secure manner in password-protected computers. No third parties other than the researchers and those conducting the focus groups will be involved. The audio files will be held for six years and then destroyed.

### **What happens if I change my mind?**

Participation in this project is entirely voluntary, and you will be free to withdraw at any time up to a month after the focus group. However, the focus group session will be audio recorded, and we will not be able to turn the audio recorder off once the session has started.

Please note that once the focus group has occurred, we will be unable to separate the comments made by individual participants and it will not be possible for you to edit the transcripts. However, this information will not be personally identifiable in any material stored in writing or in audio.

Please note that we will always be accessible if you have any questions about this project.



### Who do I contact if I have more questions or if I have concerns?

If you have any questions, concerns, or complaints about the project, you can contact:

*Amio Ikihele | Innovations Lead*

Phone: 0211752087 | Email: [amio@moanaresearch.co.nz](mailto:amio@moanaresearch.co.nz)

If you want to talk to someone who isn't involved with the project, you can contact any of the following helplines:

- **Fonua Ola (free Pacific service in Auckland)** - (09) 270 2089 or 022 043 0811
- **Support from a trained counsellor** - Free call or text [1737](tel:1737) any time
- **Healthline** – 0800 611 116
- **New Zealand Ethics Committee Chair (Dr Lily George)** - 027 278 7405 or [chair@nzethics.com](mailto:chair@nzethics.com)



## CONSENT FORM

This form will be held for a period of 6 years.

Please tick to indicate you consent to the following:

I have read and I understand the Participant Information Sheet.	Yes
I have been given sufficient time to consider my participation in this project.	Yes
I am satisfied with the answers I have been given regarding the project and I have a copy of this consent form and information sheet.	Yes
I understand that my participation in this project is voluntary (my choice) and that I may withdraw from the project at any time without this affecting me in any way up to a month after the focus group	Yes
I consent to the research staff collecting and processing the information I give in the questionnaire (such as age, address, ethnicity, and level of education).	Yes
I consent to the research staff audio recording the focus group meeting.	Yes
If I decide to withdraw from the project, I agree that the information collected from me to the point when I withdraw may continue to be processed any time.	Yes
I understand that my participation in this project is confidential and that no material that could identify me personally will be used in any reports on this project.	Yes
I know who to contact if I have any questions about the project in general.	Yes
I agree to respect, treat as confidential, and not disclose the contribution of other focus group participants.	Yes

### Declaration by participant:

I hereby consent to take part in this project.

Participant's name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Appendix 2 - Participant Information Sheet (Families)



### Participant Information Sheet (Families)

This project is interested in understanding more about Pacific Social Enterprises and your experiences with one of the three following organisations - The Business Factory, CIDANZ eFamilies Programme and SIAOLA-GREI. Led by Moana Research in collaboration with the Ministry of Social Development and Ministry for Pacific Peoples, your participation will provide advice in an area which is rapidly developing for Pacific social innovations in New Zealand.

It is your choice whether you participate. If you choose to take part in this project, you can change your mind and withdraw at any time up to a month after the focus group. This Participant Information Sheet will help you decide if you would like to take part. It explains the project, what your participation involves and what happens after the focus group. We will go through this information with you at the start of the workshop and answer any questions you have.

Please make sure you have read and understood this information sheet. If you agree to participate, you will be asked to sign a Consent Form on page 4. This copy of the Participant Information Sheet is yours to keep.

#### **Who can participate?**

We are interested in perspectives from families who have participated in a Pacific Social Enterprise project with either The Business Factory, CIDANZ eFamilies programme and SIAOLA-GREI.

#### **What will my participation in the project involve?**

Your involvement in the project will be to attend one focus group. The focus group will be approximately 60-90 minutes long which will be audio recorded.

Participation in this project is entirely voluntary: it is your choice. If you choose not to take part, you will not be affected in any way. But if you agree to take part, you will be free to withdraw at any time without giving a reason. Also, you are free not to answer questions or not to participate in certain discussions.

All information collected from the questionnaire and the focus group meeting will be stored in strict confidence in a locked filing cabinet in a locked office. No material will allow us to personally identify participants. However, please note that any data collected during the focus group cannot be withdrawn once the analysis is complete. In acknowledgement of your time (including your family), you will be given a \$100 Pak n Save voucher for each family.

*This research has been assessed and approved by the New Zealand Ethics Committee (NZEC20\_02). If you have any questions or concerns, please contact Dr Lily George, Chair, on [chair@nzethics.com](mailto:chair@nzethics.com) or [dreamweaversresearch@gmail.com](mailto:dreamweaversresearch@gmail.com) or phone 027 278 7405.*



### **What are the risks?**

Please note that as focus groups consist of a number of people, your participation and contributions is not anonymous or confidential to the other participants in the same focus group. However, all participants will be asked to “agree to respect and treat as confidential the contribution of other focus group participants” when they sign their consent form.

The only risk involved for participants taking part in a focus group is the possibility that the discussion could touch on culturally sensitive or personally sensitive matters. In the event you feel uncomfortable at any time during the focus group meeting, you will be completely free to leave, with no questions asked.

If the discussions trigger uncomfortable feelings (such as being worried), you are welcome to talk to any of the researchers who will be happy to listen to your concerns and/or refer you to specialist services that could help.

### **What happens after the focus group?**

Audio will be electronically recorded and then securely stored in computers protected by passwords. Audio recording will be transcribed by the researchers.

None of the anonymous information from audio recordings will be made publicly available. All information obtained for this project is of great value and will be stored indefinitely in a secure manner in password-protected computers. No third parties other than the researchers and those conducting the focus groups will be involved.

### **What happens if I change my mind?**

Participation in this project is entirely voluntary, and you will be free to withdraw at any time up to a month after the focus group. However, the focus group session will be audio recorded, and we will not be able to turn the audio recorder off once the session has started.

Please note that once the focus group has occurred, we will be unable to separate the comments made by individual participants and it will not be possible for you to edit the transcripts. However, this information will not be personally identifiable in any material stored in writing or in audio.

Please note that we will always be accessible if you have any questions about this project.

*This research has been assessed and approved by the New Zealand Ethics Committee (NZEC20\_02). If you have any questions or concerns, please contact Dr Lily George, Chair, on [chair@nzethics.com](mailto:chair@nzethics.com) or [dreamweaversresearch@gmail.com](mailto:dreamweaversresearch@gmail.com) or phone 027 278 7405.*



### Who do I contact if I have more questions or if I have concerns?

If you have any questions, concerns, or complaints about the project, you can contact:

*Amio Ikihele | Innovations Lead*

Phone: 0211752087 | Email: [amio@moanaresearch.co.nz](mailto:amio@moanaresearch.co.nz)

If you want to talk to someone who isn't involved with the project, you can contact any of the following helplines:

- **Fonua Ola (free Pacific service in Auckland)** - (09) 270 2089 or 022 043 0811
- **Support from a trained counsellor** - Free call or text [1737](tel:1737) any time
- **Healthline** – 0800 611 116
- **New Zealand Ethics Committee Chair (Dr Lily George)** - 027 278 7405 or [chair@nzethics.com](mailto:chair@nzethics.com)

*This research has been assessed and approved by the New Zealand Ethics Committee (NSEC20\_02). If you have any questions or concerns, please contact Dr Lily George, Chair, on [chair@nzethics.com](mailto:chair@nzethics.com) or*





## CONSENT FORM

This form will be held for a period of 6 years.

Please tick to indicate you consent to the following:

I have read and I understand the Participant Information Sheet.	Yes
I have been given sufficient time to consider my participation in this project.	Yes
I am satisfied with the answers I have been given regarding the project and I have a copy of this consent form and information sheet.	Yes
I understand that my participation in this project is voluntary (my choice) and that I may withdraw from the project at any time without this affecting me in any way up to a month after the focus group.	Yes
I consent to the research staff collecting and processing the information I give in the questionnaire (such as age, address, ethnicity, and level of education).	Yes
I consent to the research staff audio recording the focus group meeting.	Yes
If I decide to withdraw from the project, I agree that the information collected from me to the point when I withdraw may continue to be processed any time.	Yes
I understand that my participation in this project is confidential and that no material that could identify me personally will be used in any reports on this project.	Yes
I know who to contact if I have any questions about the project in general.	Yes
I agree to respect, treat as confidential, and not disclose the contribution of other focus group participants.	Yes

### Declaration by participant:

I hereby consent to take part in this project.

Participant's name: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

*This research has been assessed and approved by the New Zealand Ethics Committee (NZEC20\_02). If you have any questions or concerns, please contact Dr Lily George, Chair, on [chair@nzethics.com](mailto:chair@nzethics.com) or [dreamweaversresearch@gmail.com](mailto:dreamweaversresearch@gmail.com) or phone 027 278 7405.*



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