

# Strategic Intentions

March 2025 - February 2029



Ministry for  
**Pacific Peoples**

Te Manatū mō ngā Iwi o te Moana-nui-ā-Kiwa



# Contents

Minister’s Foreword	2
Chief Executive’s Foreword	3
<b>Part 1</b> Introduction	4
<b>Part 2</b> Strategic context	6
Pacific peoples in New Zealand	6
Government and Ministerial priorities	8
<b>Part 3</b> Strategic direction	16
Our Theory of Change	18
Measuring progress	20
<b>Part 4</b> Our way of working	22



This work is licensed under the Creative Commons Attribution 3.0 New Zealand licence.

In essence, you are free to copy, distribute and adapt the work, if you attribute the work to the Crown and abide by the other licence terms.

To view a copy of this licence, visit <http://creativecommons.org/licenses/by/3.0/nz/>

Please note that no departmental or governmental emblem, logo or Coat of Arms may be used in any way which infringes any provision of the Flags, Emblems, and Names Protection Act 1981. Attribution to the Crown should be in written form and not by reproduction of any such emblem, logo or Coat of Arms.

ISSN 3021-3770 (print)  
ISSN 3021-3789 (electronic)

**Ministry for Pacific Peoples**  
Te Manatū mō ngā iwi ō to Moana-nui-ā-Kiwa  
PO Box | Pouaka Poutāpeta 833  
Wellington | Te Whanganui a Tara  
6140  
Aotearoa | New Zealand  
+64 4 473 4493  
E-mail / Imera contact@mpp.govt.nz  
Website / Pae tukutuku mpp.govt.nz

Presented to the House of Representatives pursuant to section 38 of the Public Finance Act 1989.



# Minister's and Chief Executive's Forewords

## Minister's Foreword

New Zealand's growing and dynamic Pacific population represents a vibrant and integral part of our nation's identity. Recognising this, we are committed to ensuring that Pacific communities thrive and continue their important contribution to New Zealand's growth and prosperity.

At the heart of governance lies the responsibility to serve the communities we represent, ensuring that everyone has the opportunity to succeed. For Pacific peoples, this involves nurturing the potential for growth, economic contribution, and rich cultural heritage our communities bring to our nation.

As we look to the next four years, the Government's commitment to improving outcomes for Pacific peoples remains steadfast. The Ministry for Pacific Peoples plays a critical role in fulfilling this commitment. Its Strategic Intentions for 2025–2029 outline a clear and ambitious plan to tackle disparities in education, employment, health, and housing, while also working to preserve the languages that are unique to the Pacific region.

I am confident that the Ministry's focus on robust evidence, strong partnerships, and community-led solutions will drive meaningful progress. Together, we can weave the aspirations of Pacific peoples into the fabric of New Zealand's future, growing an economy that allows all individuals to thrive.

I commend the Ministry for its dedication and strategic approach, and I look forward to seeing these intentions come to life in the years ahead.

## Minister's Statement of Responsibility

I am satisfied that the information on strategic intentions prepared by the Ministry for Pacific Peoples is consistent with the policies and performance expectations of the Government.



*S. Reti*

Hon Dr Shane Reti  
Minister for Pacific Peoples

5 March, 2025

## Chief Executive's Foreword

At the Ministry for Pacific Peoples, our mission is clear: to serve as a trusted advisor to the Government and a steadfast connector for Pacific communities. We are deeply committed to ensuring that Pacific peoples have the resources, opportunities, and support they need to thrive.

As the Government's principal advisor on Pacific matters in New Zealand, the Ministry is pivotal in shaping policies and programmes that empower Pacific peoples. Our vision is to work closely with other Government agencies and Pacific organisations to realise the needs, aspirations, and potential of Pacific peoples, contributing to a thriving and prosperous New Zealand.

We acknowledge the challenges ahead – disparities in education, employment, housing, and health – alongside wonderful opportunities, with the rapid growth of our young Pacific population. Addressing these challenges requires innovative approaches, robust evidence, and collaboration between government and communities.

We draw strength from the support of our communities and the dedication of our workforce, who embody the values and aspirations of those they represent. Every day, they bring expertise, passion, and cultural understanding to their work, bridging the gap between government and community.

Over the next four years, we will build on the progress we have made, focusing on improving outcomes in education, employment, business, housing, and health, while also preserving and promoting Pacific languages, cultures, and identities. Addressing these disparities is both a moral imperative and essential to New Zealand's long-term prosperity and resilience.

Our goals are ambitious, but they are achievable through collaboration with our government partners and the communities we serve. I am optimistic about the opportunities ahead. Together, we can accelerate progress, overcome challenges, and create lasting change for a thriving and prosperous New Zealand.

## Chief Executive's Statement of Responsibility

In signing this statement, I acknowledge that I am responsible for the information on the strategic intentions for the Ministry for Pacific Peoples. This information has been prepared in accordance with sections 38 and 40 of the Public Finance Act 1989.



*Gerardine Clifford-Lidstone*

Gerardine Clifford-Lidstone  
Secretary for Pacific Peoples  
Chief Executive, Ministry for Pacific Peoples

5 March, 2025



## Part 1 | Introduction

The Ministry for Pacific Peoples (the Ministry) is the Crown's principal advisor on policies and interventions aimed at improving outcomes for Pacific peoples in New Zealand. We partner with government agencies and Pacific organisations to enhance the prosperity, resilience and wellbeing of Pacific communities. Through this collaboration, we accelerate the delivery of government priorities and contribute to a thriving, inclusive New Zealand.

We hold deep relationships with a rapidly growing Pacific population in New Zealand, and our mandate stems from weaving their aspirations into a thriving New Zealand.

These Strategic Intentions set out how the Ministry will deliver on its strategic goals and support the Government in achieving its priorities during the period 1 March 2025 to 30 June 2029. It provides the medium-term framework for the Ministry's planning. It will be implemented through annual business plans, and subject to rigorous monitoring, ongoing improvement and transparent reporting.

In accordance with section 38 and section 40 of the Public Finance Act 1989, it will be reviewed in 2028, or earlier should any of the circumstances outlined in section 38 require it.





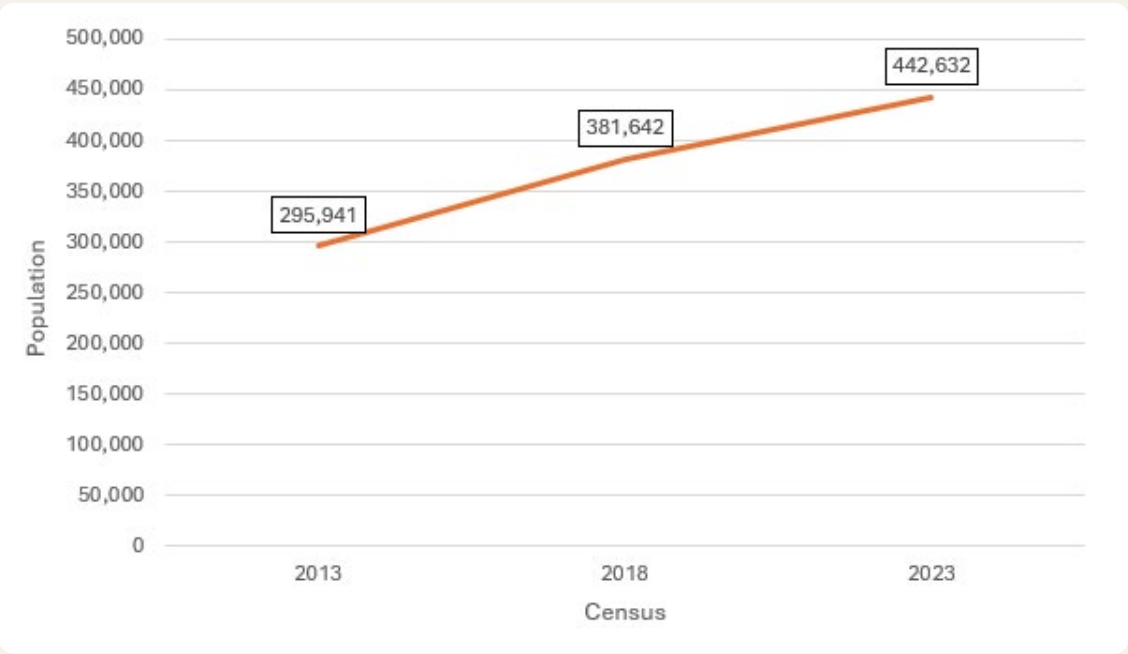
# Part 2 | Strategic context

The Ministry’s vision is to weave the needs and aspirations of Pacific peoples into a New Zealand where everybody thrives.

## Pacific peoples in New Zealand

New Zealand is home to some of the largest Pacific populations in the world. Larger proportions of Cook Islands Māori, Niuean, and Tokelauan people live in New Zealand compared to within the countries themselves. The Ministry represents and serves a diverse Pacific population of over 440,000 people<sup>1</sup> that has experienced significant growth and change over recent decades.

Figure 1: Growth of New Zealand’s Pacific population 2013 - 2023



Source: Statistics New Zealand (n.d.). 2023 Census: Place and ethnic group summaries – Pacific peoples.

1 Unless otherwise specified, all data is from Statistics New Zealand (Stats NZ) 2023 Census Population Counts and Dwelling Counts.

Some key features of the Pacific population in New Zealand include:

9%

Proportion of New Zealand population who identify as Pacific peoples

### Diversity

#### Ethnicity

40%+

of Pacific peoples identify with more that one ethnicity

20%+

of Pacific peoples identify as both Māori and Pacific

VS

It comprises many Pacific ethnic groups with diverse heritage, languages, identities and cultures.<sup>2</sup> The largest groups include Samoans, Tongans, Cook Islands Māori, Niueans, Fijians and Tokelauans.

### Youthful working age

#### Median age

24.9 years

Pacific peoples

38.1 years

Total population

VS

It has a median age of 24.9 years, compared to the total population median age of 38.1 years. In Auckland, Pacific peoples are projected to make up a third of the region's total workforce by 2026.<sup>3</sup>

### New Zealand-born

#### Percentage of Pacific peoples born in NZ

67%

total Pacific peoples

91%

Pacific peoples under the age of 15 years

VS

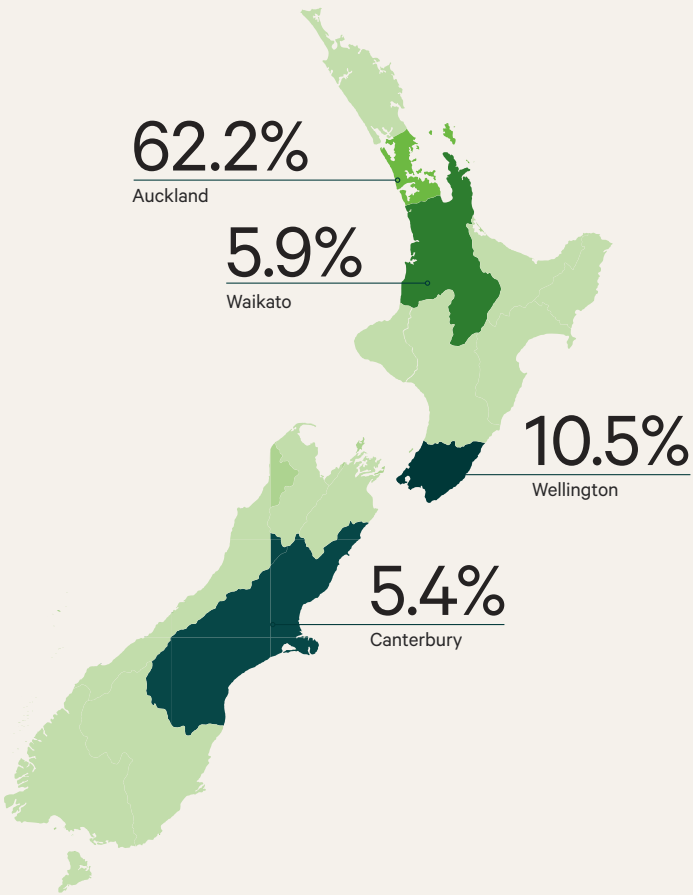
Most Pacific peoples in New Zealand (67%) are born in New Zealand, with 91%<sup>4</sup> of Pacific peoples under the age of 15 years born in New Zealand

### Urbanised geographic distribution

#### Pacific population (age 15-64)

84%

In major regions



2 The Stats NZ ethnic groups encompassing Pacific peoples are listed in the Ethnicity New Zealand Standard Classification 2005 (ETHNIC05). Available at: [aria.stats.govt.nz/aria/#ClassificationView.uri=http://stats.govt.nz/cms/ClassificationVersion/YVqOcFHSIguKkT17](http://aria.stats.govt.nz/aria/#ClassificationView.uri=http://stats.govt.nz/cms/ClassificationVersion/YVqOcFHSIguKkT17)

3 Ministry of Business Innovation and Employment & The Southern Initiative (2018). Pacific Peoples' Workforce Challenge. Available at: [knowledgeauckland.org.nz/media/1865/pacific-peoples-workforce-challenge-tsi-june-2018.pdf](http://knowledgeauckland.org.nz/media/1865/pacific-peoples-workforce-challenge-tsi-june-2018.pdf)

4 Stats NZ (2022). National ethnic population projections: 2018(base)–2043 (update). Available at: [stats.govt.nz/information-releases/national-ethnic-population-projections-2018base2043-update/](http://stats.govt.nz/information-releases/national-ethnic-population-projections-2018base2043-update/)



Government and Ministerial priorities

The Ministry plays a unique role in supporting the Government to deliver on its priorities. Our work fosters success for Pacific peoples and organisations, so that their success supports the delivery of Government priorities and prosperity for all New Zealanders.

Partnerships with Pacific communities

Our partnerships with Pacific communities across New Zealand are fundamental to our work. The Ministry maintains strong connections with Pacific communities by engaging with organisations like churches, community groups, Pacific businesses, and Pacific health and social service providers. We also have targeted engagements with priority groups such as Pacific youth, Pacific peoples with disabilities, Pacific Rainbow+ communities and women’s groups.

This enables us to:

- **focus our work on priorities most important to Pacific communities**, improving outcomes and identifying valuable policy and implementation insights
- **inform the advice we provide to the government** and other organisations to ensure their policies and services work for Pacific communities
- **help build trust** between Pacific communities and the government, and help Pacific communities confidently navigate government services
- **support the engagement of government agencies and services with Pacific communities**, ensuring they design and deliver policies and services that meet Pacific peoples’ needs and aspirations.

The composition<sup>5</sup> and distribution of our staff allow for national coverage, authentic and culturally appropriate Pacific engagement, and locally led initiatives to address the needs and aspirations of Pacific communities in areas related to government priorities.

Priority areas

Over the next four years, we will build on the strong foundations we have established and focus on improving outcomes for Pacific peoples in education, employment, business, housing and health, while also sustaining and uplifting Pacific languages, cultures, and identities. There are substantial disparities for Pacific peoples in these areas compared to other population groups. Addressing these disparities will enable the Government to reach targets in these areas faster.

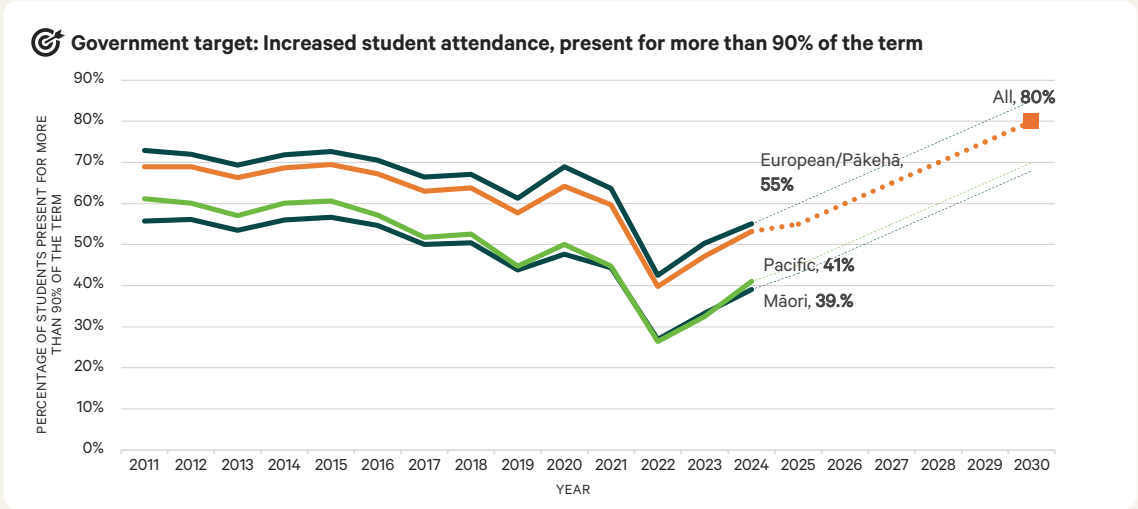


5 At 31 December 2024, 80% of our staff identify with one or more Pacific ethnicities. Staff composition metrics are disclosed in the Ministry’s annual reports.

Education

**School Attendance** The COVID-19 pandemic had a significant impact on school attendance. Time series data shows a substantial fall in attendance during the pandemic for all students. Attendance has not returned to pre-pandemic levels. In Term 2 of the 2024 academic year, 41% of Pacific students and 39% of Māori students were present at school for more than 90% of the term, compared to 55% of New Zealand European students. The government’s school attendance target is that 80% of students should be present at school more than 90% of the term.

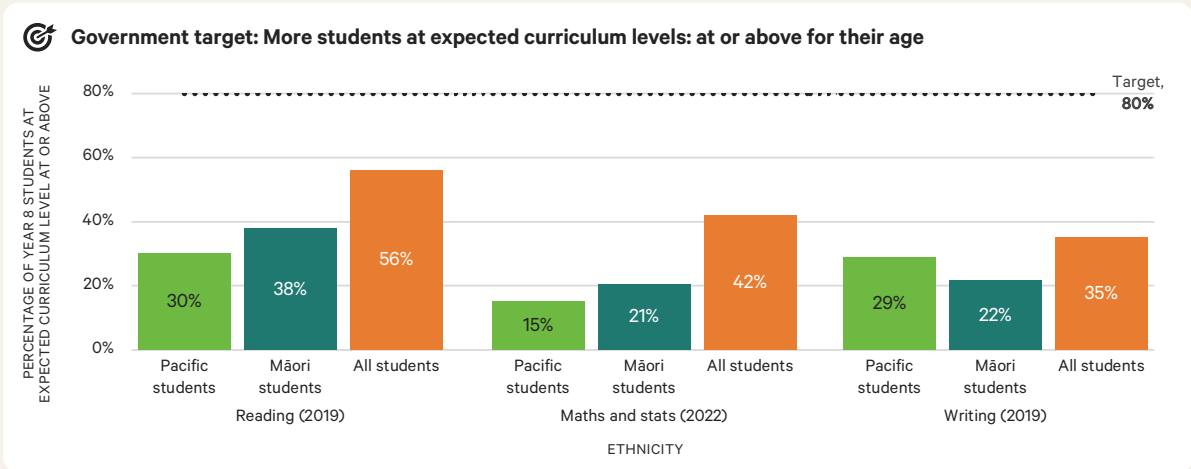
Figure 2: Student attendance: Percentage present for more than 90% of the term 2011 to 2030 (projected)



Source: Ministry of Education (2024). Education Counts: Attendance.<sup>6</sup>  
Note: Up to Term 2, 2024.

**Education Attainment** The government target is that 80% of Year 8 students should be at or above the expected curriculum level for their age in reading, writing and mathematics by December 2030. Pacific students experience inequitable outcomes in education attainment, as shown in Figure 3.

Figure 3: Percentage of Year 8 students at or above expected curriculum levels in reading, writing and mathematics

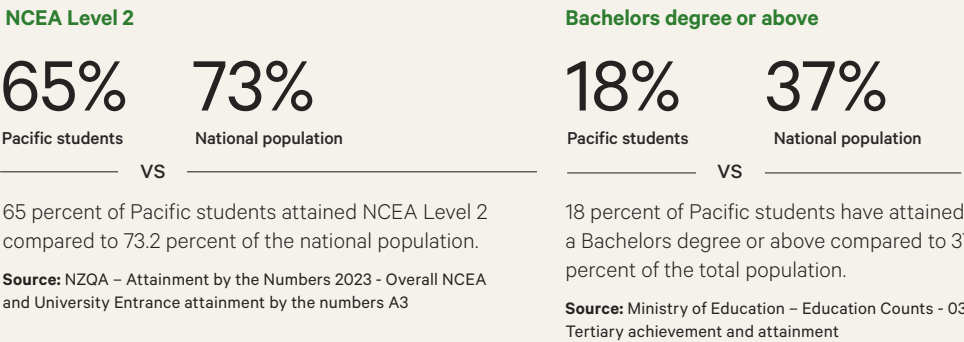


Source: Educational Assessment Research Unit (2024). National Monitoring Study of Student Achievement Data.<sup>7</sup>

6 Ministry of Education (2025). Education Counts: Attendance. Available at: [educationcounts.govt.nz/statistics/attendance](https://educationcounts.govt.nz/statistics/attendance)  
7 Educational Assessment Research Unit (2024). National Monitoring Study of Student Achievement Data. Available at: [curriculuminsights.otago.ac.nz/nmssa-data](https://curriculuminsights.otago.ac.nz/nmssa-data)



There is a significant gap between education attainment of Pacific students and the national population. The proportion of Pacific students who achieve NCEA Level 2 is lower than that of the total student population. The proportion of Pacific peoples who attained a Bachelor’s degree is half that of the national population.

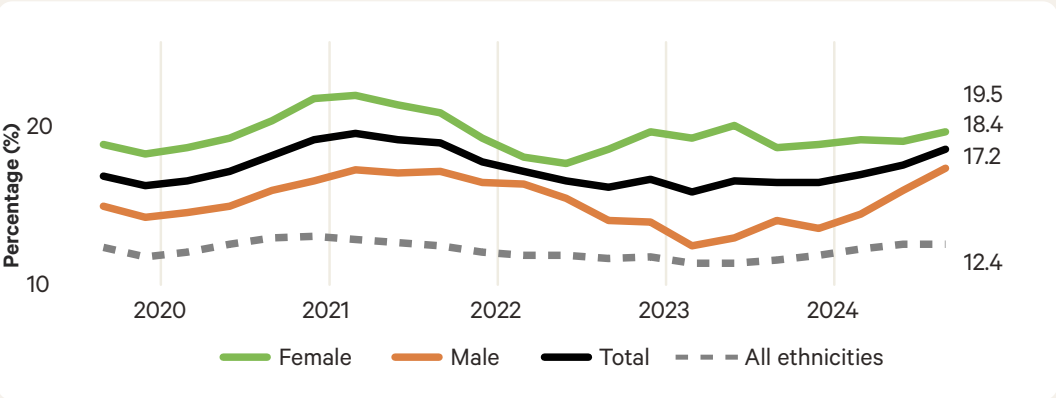


Addressing school achievement now will contribute to reducing people on the Jobseeker Support Benefit and the proportion of Pacific young people defined as not in employment, education or training (NEET).

The proportion of Pacific young people defined as NEET has increased in recent years, from 15.9% in September 2023 to 19.9% in September 2024. This is higher than the equivalent rate of 11.3% for all New Zealand youth.

The changes in the number of Pacific young people who are NEET since 2020 are shown in Figure 4:

Figure 4: Trends in Pacific young people who are NEET, 2020 - 2024

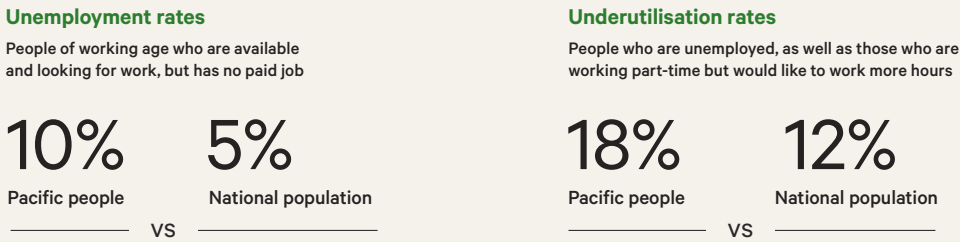


Source: Ministry of Business, Innovation & Employment (2024). Labour Market Statistics Snapshot: Pacific Peoples – Annual September 2024.<sup>8</sup>

8 Ministry of Business, Innovation & Employment (2024). Labour Market Statistics Snapshot: Pacific Peoples – Annual September 2024. Available at: [mbie.govt.nz/dmsdocument/29844-pacific-peoples-labour-market-statistics-snapshot-september-2024-pdf](https://mbie.govt.nz/dmsdocument/29844-pacific-peoples-labour-market-statistics-snapshot-september-2024-pdf)

Employment

In the December 2024 quarter, 68% of the Pacific working-age population in New Zealand were participating in the labour force, and 61% are currently employed. Unemployment and underutilisation rates among Pacific peoples have been increasing and are currently (at December 2024) 10% and 18%, respectively. This is substantially higher than national averages.



Over the past five years, on average, Pacific peoples made up 12% of people on the Jobseeker Support Benefit, which is more than what would be expected on a population basis (9% of New Zealand’s total population is Pacific).<sup>9</sup> Given this, and the disproportionately high rates of unemployment and underutilisation for Pacific peoples, efforts to support Pacific employment need to be holistic and sustained to contribute to the Government’s target of reducing the overall number of people on the Jobseeker Support Benefit.

Business growth

A key part of a holistic approach to supporting Pacific employment is developing Pacific businesses. The Pacific community remains underrepresented in business ownership.

Business ownership rates for Pacific peoples are about 2%, significantly lower than the general population at 8%<sup>10</sup>. Nevertheless, there are Pacific businesses in a range of industries. Supporting Pacific businesses will contribute to the government’s wider goals for growing the economy and reducing unemployment.

Housing

**Home ownership** Pacific peoples in New Zealand are less likely to own their own home compared to the total population. Since 2006, a smaller proportion of Pacific peoples own their homes and the rate of home ownership among Pacific peoples is declining faster compared to other ethnic groups. Census 2023 figures show that 20% of Pacific peoples own their own home or hold it in a family trust, compared to 51% of the New Zealand population.<sup>11</sup>

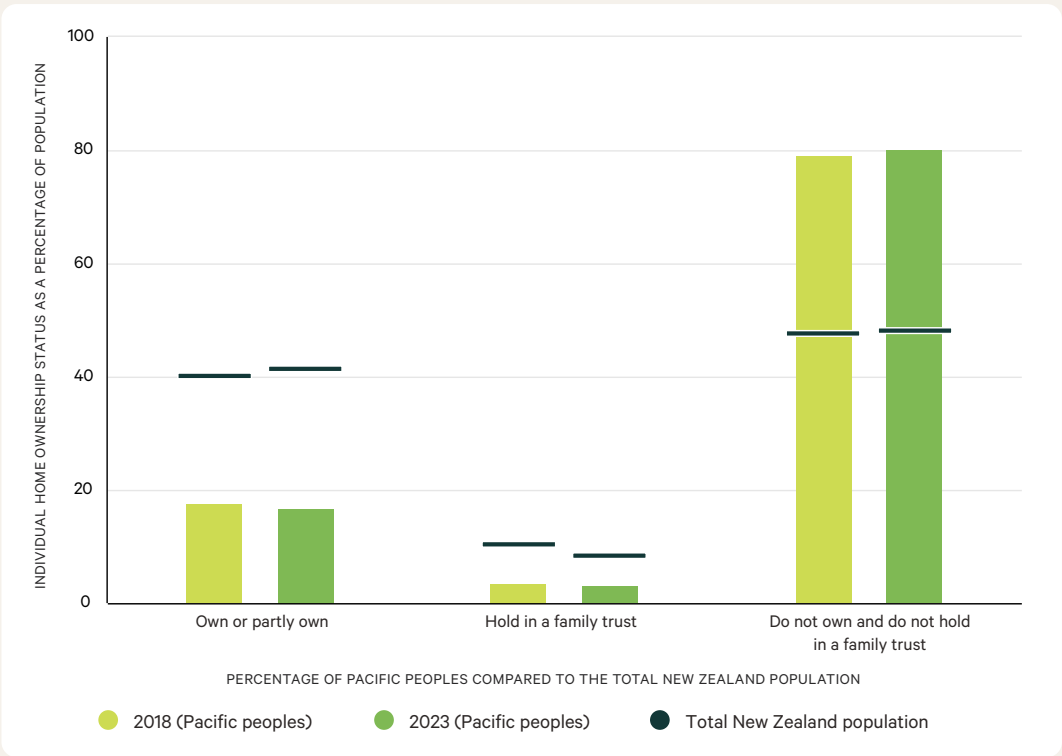
9 Stats NZ (n.d.). 2023 Census: Population counts (by ethnic group, age, and Māori descent) and dwelling counts. Available at: [stats.govt.nz/information-releases/2023-census-population-counts-by-ethnic-group-age-and-maori-descent-and-dwelling-counts](https://stats.govt.nz/information-releases/2023-census-population-counts-by-ethnic-group-age-and-maori-descent-and-dwelling-counts)

10 The Treasury (2023). Pacific peoples’ wellbeing. Background Paper to Te Tai Waiora: Wellbeing in Aotearoa New Zealand 2022. Analytical Paper 23/01. Available at: [treasury.govt.nz/sites/default/files/2023-04/ap23-01.pdf](https://treasury.govt.nz/sites/default/files/2023-04/ap23-01.pdf)

11 Stats NZ (n.d.). 2023 Census: Housing – Individual Home Ownership. Available at: [tools.summaries.stats.govt.nz/ethnic-group/pacific-peoples#individual-home-ownership](https://tools.summaries.stats.govt.nz/ethnic-group/pacific-peoples#individual-home-ownership)



Figure 5: Individual home ownership status of Pacific peoples compared to the total New Zealand population, 2018 and 2023



Source: Stats NZ (n.d.). 2023 Census: Housing – Individual Home Ownership.

Home ownership provides security and housing stability, enabling people to embed themselves into communities, resulting in better connections with local schools and health care providers, as well as greater social cohesion and civic participation. This is associated with better education and health outcomes. Further, overseas studies have noted lower crime rates in areas with high rates of home ownership.<sup>12</sup>

**Housing stability** In New Zealand, home ownership affects Pacific peoples’ financial security and ability to build intergenerational wealth. There has been a substantial increase in the number of Pacific applicants on the social housing register during the last 10 years, from 547 in 2015 to 3,897 in 2024. At the same time, the number of Pacific tenants in Kāinga Ora housing has increased by 6.6% between 2017 and 2024.<sup>13</sup>

The number of Pacific peoples who receive the Emergency Housing (EH) Special Needs Grant, or who are in emergency housing, is relatively small and has decreased in recent years. From a peak of 687 in November 2021 (during the COVID-19 pandemic), the number of Pacific peoples receiving the EH grant declined by 62% to 264 in June 2024<sup>14</sup>.

Together, these trends indicate that an increasing proportion of Pacific peoples are moving from emergency housing into social housing.

12 New Zealand Housing Foundation (2017). From social renting to housing independence - the social and economic impacts of housing tenure. Available at: [communityhousing.org.nz/Downloads/HF%20Research%20Bulletin%20April%202017.pdf](https://communityhousing.org.nz/Downloads/HF%20Research%20Bulletin%20April%202017.pdf)  
13 The Salvation Army - Te Ope Whakaora (2024). State of Pacific peoples. Available at: [salvationarmy.org.nz/article/state-pacific-peoples-2024](https://salvationarmy.org.nz/article/state-pacific-peoples-2024)  
14 Ibid.

Social Housing

Pacific people on the register:

547 612% increase over the last decade 3,897  
2014 2024

Decrease in Pacific peoples who receive the Emergency housing special needs grant or are in emergency housing

687 264  
2015 2024

Limited availability of social housing may result in more Pacific peoples remaining on the social housing register for longer periods of time. It is important to maintain efforts to support housing stability for Pacific peoples to contribute to the Government’s target of reducing the number of households in emergency housing.

**Housing quality and housing-related health** The proportion of Pacific peoples who live in crowded, unaffordable or unsuitable housing, is substantially larger compared to all New Zealanders.

Pacific peoples in New Zealand are twice as likely to experience higher rates of preventable housing-related hospitalisations, compared with all other groups. Ambulatory Sensitive Hospital (ASH) admission rates among Pacific peoples are higher than for other population groups.<sup>15</sup> These conditions are exacerbated by cold, damp, and mouldy housing conditions:

Ambulatory sensitive (ASH) rates

8,115 per 100,000 3,865 per 100,000  
Pacific people Total population

Household crowding

38% 12%  
Pacific people Total population

People living in damp housing

39% 21%  
Pacific people Total population

Households without mould

74% 85%  
Pacific people Total population

15 Ministry of Health (2024). Age-Standardised ASH Rate per 100,000 by Prioritised ethnicity for NZ. Available at: [health.govt.nz/statistics-research/system-monitoring/planning-and-performance-data/ambulatory-sensitive-hospital-admissions-ash](https://health.govt.nz/statistics-research/system-monitoring/planning-and-performance-data/ambulatory-sensitive-hospital-admissions-ash)  
16 Statistics NZ (n.d.). Data Explorer – Household crowding index, ethnicity, and age for people in households in occupied private dwellings, (RC, TALB, SA2, Health), 2013, 2018, and 2023 Censuses. Available at [explore.data.stats.govt.nz](https://explore.data.stats.govt.nz)  
17 Statistics NZ (n.d.). 2023 Census: Place and ethnic group summaries – Pacific Peoples. Available at: [tools.summaries.stats.govt.nz/ethnic-group/pacific-peoples](https://tools.summaries.stats.govt.nz/ethnic-group/pacific-peoples)  
18 Ministry of Housing and Urban Development (n.d.). He Oranga Kāinga, He Oranga Hāpori – Housing and Urban Development Indicators. Available at: [hud.govt.nz/stats-and-insights/system-indicators/data-available-for-whanau-maori-pacific-peoples-and-people-with-disabilities](https://hud.govt.nz/stats-and-insights/system-indicators/data-available-for-whanau-maori-pacific-peoples-and-people-with-disabilities)

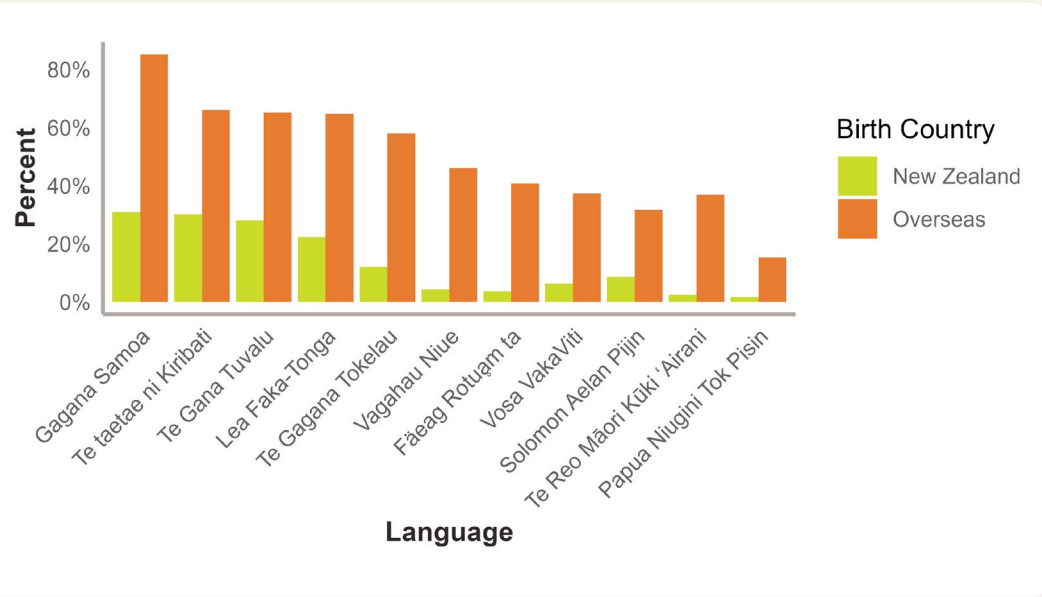


Pacific languages and cultures

With 67% of Pacific peoples born in New Zealand and the growing number of people who identify with two of more ethnic groups, ensuring the retention of Pacific languages is increasingly important. Over 80% of Pacific children under 15 years are unable to speak their heritage language(s).

The proportion of ethnic speakers of seven other Pacific languages in New Zealand (Samoan, Tongan, Cook Islands Māori, Niuean, Tokelauan, Fijian and i-Kiribati) has consistently declined between 2006 and 2018. Five Pacific languages (Rotuman, Tokelauan, Niuean, Cook Islands Māori and Tuvaluan) are classified as endangered under the United Nations Educational, Scientific and Cultural Organization due to declining numbers of ethnic speakers and limited transmission to younger generations.

Figure 6: Proportion of Pacific people who speak their language, according to country of birth (2023)



Source: Stats NZ (n.d.). 2023 Census: Usually Resident Population.<sup>19</sup>

New Zealand is home to some of the largest Pacific populations in the world. Protecting and supporting their languages and cultures are fundamental to the identity, sense of belonging, and prosperity of New Zealand’s Pacific communities, and it supports New Zealand’s bilateral relationships across the Pacific region. The size of the Tokelauan, Niuean and Cook Islands populations in New Zealand exceed those in the countries themselves. New Zealand’s relationship with these Realm countries is vital to the preservation and revitalisation of their languages, all three of which are considered endangered by the United Nations Educational, Scientific and Cultural Organization (UNESCO).

19 Stats NZ (n.d.). 2023 Census: Usually Resident Population. Available at: [stats.govt.nz/information-releases/2023-census-population-counts-by-ethnic-group-age-and-maori-descent-and-dwelling-counts/](https://stats.govt.nz/information-releases/2023-census-population-counts-by-ethnic-group-age-and-maori-descent-and-dwelling-counts/)





Part 3 | Strategic direction

Over the next four years, the Ministry will work in a catalytic, strategic, and collaborative way with, and through, communities, Pacific organisations and government agencies. Together, we will achieve measurable outcomes for Pacific peoples to support the Government’s priorities and targets.

We will achieve this by consolidating and strengthening our capability and tailoring our enduring functions to the requirements of our internal and external operating environments. This will entail:

- drawing on our deep relationships with Pacific communities to solidify our role as the government’s principal advisor on Pacific matters, and to facilitate constructive engagement between Pacific communities and the government
- using our Pacific data expertise to enhance access to evidence that informs policy and decision-making, and improve the quality and use of Pacific data within the Ministry and across government
- utilising our Pacific policy expertise in cross-government decision-making to support a cohesive approach to policymaking that accounts for the complexity of the issues facing Pacific communities
- remaining committed to promoting and protecting Pacific languages, not only for Pacific communities in New Zealand but also to support diplomatic relationships in the region
- tailoring our approach to programme delivery by enhancing coordination and preventing duplication with other agencies, and conducting rigorous evaluation to scale up good practice and share lessons across government.



OUR ENDURING FUNCTIONS	THE DIFFERENCE WE SEEK TO MAKE (WHAT GOOD LOOKS LIKE)	STRATEGIC SHIFTS IN HOW WE WORK
Maintaining deep relationships with Pacific communities.	The voices of Pacific communities are reflected in government policy and decision-making, and Pacific communities engage more effectively with government.	<ul style="list-style-type: none"><li>• We will harness insights from regional and on-the-ground relationships with Pacific communities and organisations to inform policy advice.</li><li>• We will facilitate Pacific organisations’ engagement with the government on policy matters.</li><li>• We will broker relationships between the government and Pacific organisations/communities to achieve specific, shared goals.</li></ul>
Strengthening the quality and use of Pacific data for policy- and decision-making.	More, and better-quality Pacific data and insights inform government policy and service delivery.	<p>We will improve measurement of outcomes for Pacific communities relating to Government priority areas and targets through:</p> <ul style="list-style-type: none"><li>• partnering with Stats NZ to produce and disseminate high-quality Pacific data.</li><li>• supporting government agencies to improve how they measure and report outcomes for Pacific communities (such as developing reporting and data standards, providing quality data and capacity development)</li><li>• working with the Social Investment Agency to ensure accurate, quality Pacific data to guide social investment.</li></ul> <p>We will commission and support:</p> <ul style="list-style-type: none"><li>• more strategic, cross-agency analysis of priority government investments (including our own) to understand what is working or not, for whom, and why</li><li>• more targeted policy research and analysis in specific priority areas on what is changing, why, emerging issues and opportunities.</li></ul>
Providing strategic, evidence-based policy advice on issues of importance for Pacific communities.	Improved public sector strategy, prioritisation and collaboration to improve Pacific outcomes.	<p>Drawing on our Pacific expertise and insights from research, evaluation, community relationships and engagement, we will:</p> <ul style="list-style-type: none"><li>• provide more proactive, evidence-based and strategic policy and Ministerial advice on priority areas of Pacific housing, health, education and employment, business development</li><li>• provide cohesive advice on complex issues involving multiple agencies</li><li>• focus second opinion advice more on priority areas for Pacific peoples.</li></ul>
Strengthening Government Pacific policy and engagement capability.	Government agencies have improved capability to engage meaningfully with Pacific communities, and to consider their priorities in policy making and planning.	<ul style="list-style-type: none"><li>• We will provide more targeted support for key agencies and organisations in applying Kapasa (Pacific policy analysis tool) and Yavu (Pacific engagement tool).</li><li>• We will convene or support agencies with targeted, culturally competent and meaningful engagements with Pacific communities on key priorities.</li></ul>
Delivering tailored programmes to achieve tangible outcomes for Pacific peoples, and to scale up good practice and across government.	Improved social and economic outcomes for programme participants. Insights from innovative programmes inform our policy advice and improve learning across government.	<ul style="list-style-type: none"><li>• We will enhance coordination in programme delivery, avoid duplication with other agencies, and focus on scaling up (and out) through joint arrangements and leveraging our system stewardship role.</li><li>• We will incubate ideas, test and evaluate innovative approaches in priority areas where the system is not delivering well for Pacific peoples, identifying and sharing learnings across government with a view to scaling up (and out) through mainstream agencies.</li></ul>



# Our Theory of Change

Our Theory of Change summarises what we will prioritise to deliver over the next four years, the difference we aim to make, and the strategic impacts we will contribute to. This is underpinned by the following principles:

- we are accountable for our actions and outputs
- we make a difference through what we can influence

- together with Pacific peoples and organisations, as well as other Government agencies, we will contribute to achieving improved outcomes for Pacific peoples, communities, and businesses.

Working with a range of stakeholders, and contingent on a conducive external environment, achieving this will help us deliver our vision of a Pacific Aotearoa where everybody thrives.

This is illustrated in our Theory of Change below.





Measuring progress

The Ministry will measure and report how well we work, whether we achieve our targets, the difference our work makes for Pacific communities, and the extent to which our work contributes to the achievement of our strategic goals.

Framework to report progress

The following table sets out measures that will be reported in the Ministry’s annual report:

Our sphere of control & accountability		Our sphere of influence	Our sphere of contribution
What we do		The difference we make / What good looks like	Long-term, strategic goals
OUR KEY FUNCTIONS	WHAT WE MEASURE		
Pacific community engagement	<ul style="list-style-type: none"><li>Number of public events that are Ministry funded.</li><li>Extent to which the Ministry enables Pacific peoples to influence policies and programmes that affect them.</li><li>Extent to which the Ministry enables Pacific communities’ connection to government services.</li><li>Pacific stakeholders’ trust and confidence in the Ministry.</li></ul>		
Pacific data and insights	<ul style="list-style-type: none"><li>Number and quality of Pacific data and insights reports (presentations, evidence briefs, standard reference summaries and technical reviews) on key priorities.</li><li>Number and quality of analytical projects on key priorities.</li></ul>		Key trends for Pacific peoples: <sup>20</sup>  <b>Increased</b> home ownership and financial security  <b>Improved</b> housing quality and housing-related health outcomes  <b>Improved</b> education, training and employment outcomes  <b>Growth</b> of Pacific businesses and increased contribution to New Zealand’s economy  <b>Increased</b> use and vitality of Pacific languages  <b>Increased</b> regard by Pacific countries of New Zealand as a valued partner
Strategic policy and ministerial advice	<ul style="list-style-type: none"><li>Ministerial satisfaction with the quality of policy advice.</li><li>Timeliness of responses to Parliamentary Questions.</li><li>Timeliness of responses to Official Information Act requests.</li><li>Satisfaction of government agencies with the Ministry’s policy advice services.</li><li>Participation in, and contribution to, government and community forums on key priorities.</li></ul>	Government policies in housing, education, employment, health and business development reflect Ministry’s advice and insights on Pacific communities	
Strengthening Pacific policy and engagement capability	<ul style="list-style-type: none"><li>Number of agencies and their staff who received Ministry’s capability building in applying Kapasa (Pacific Policy Analysis Tool) and Yavu (Pacific engagement tool).</li><li>Agencies’ satisfaction with the quality of the Ministry’s Pacific engagement and capability services..</li></ul>		
Programme delivery in collaboration other organisations	<ul style="list-style-type: none"><li>Reach and outputs of the Ministry’s housing, employment, education, business development and language programmes.</li><li>Stakeholders’ perception of the value of the Ministry’s work and services.</li></ul>	Using robust performance measures, we will measure the difference made for Pacific peoples (including those in priority groups), businesses and organisations who are supported by our housing, employment, education, business development and language programmes	

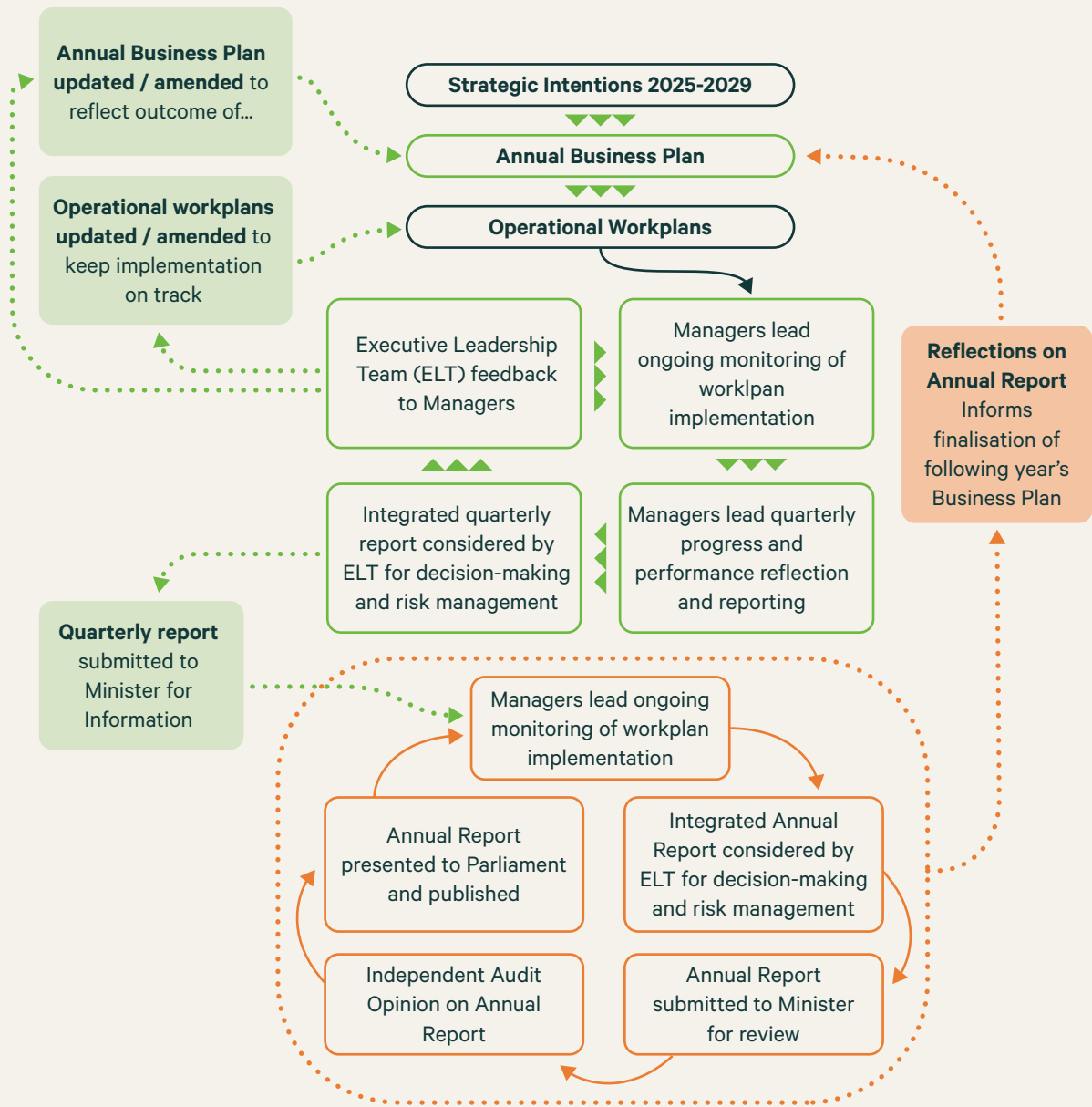
20 These trends will be reported publicly in our annual report each year, effective 2024/25.

We will use a combination of qualitative and quantitative measures with data from a range of sources to track and report our performance story, including:

- annual survey of Ministerial satisfaction with quality of policy advice
  - independent quality review of our policy advice
  - programme case studies and evaluations
  - statistics New Zealand surveys and census
  - administrative data
- satisfaction surveys of partner agencies and community organisations at the conclusion of a significant collaboration and as a regular relationship ‘health check’
  - internal staff surveys.

Our performance, learning and reporting system

The Strategic Intentions will be operationalised through the Ministry’s annual business plans and operational work plans covering the lifespan of the Strategic Intentions. They are reported on through quarterly and annual reporting processes. A strong focus on reflection, learning and continuous improvement is embedded in this process, as illustrated below.





# Part 4 | Our way of working

The Ministry has a culture that prides itself on Pacific excellence, values, diversity, equity and inclusion. We are agile in responding to government priorities and efficiently deliver tangible outcomes for Pacific peoples.

Following two recent change processes<sup>21</sup>, the Ministry has emerged a streamlined and results-driven organisation that draws strength from:

- our Pacific values that underpin everything we do
- our commitment to Pacific communities across New Zealand and their support of our work
- the motivation, passion, diverse skills and lived experiences of our people
- robust work systems and processes that support efficiency
- a wealth of experience and learning from our work to date.

As a relatively small government agency, we work with, and through, others to achieve our strategic goals.

We maintain strong connections with Pacific communities by engaging with, and working alongside Pacific faith-based organisations, non-government organisations, grassroots networks, Pacific leaders from all sectors, as well as Pacific media, businesses and academic institutions, to support our system leadership role.

We drive positive change across government through strengthening Pacific data and providing in-depth insights on the needs and aspirations of Pacific peoples. This informs our policy advice on matters of importance to Pacific communities. We also build government agencies’ capability on Pacific community engagement and policymaking through a Pacific lens, while ensuring that diverse and often under-represented Pacific communities are heard and supported.

## Gearing our organisation for performance

The Ministry will remain agile, effective and efficient in delivering our Strategic Intentions.

Recommendations from a Performance Improvement Review that was completed in April 2024 are instrumental in guiding us towards an excellence horizon where we optimise our resources and amplify our influence across the system to deliver meaningful change for Pacific communities and New Zealand.

We will ensure that:

- our people have the capability, resources, tools, information and support to deliver quality, purposeful work in an inclusive, safe and positive work environment
- our work is guided by robust strategic and operational frameworks, transparent reporting and a culture of adaptive improvement towards the achievement of outcomes
- our way of working enables constructive collaboration and coordination across all our work programmes
- we maintain strong fiscal responsibility, focusing on efficient utilisation of our resources to deliver our core functions
- we uphold good governance and robust risk management to deliver our work in a manner that is based on integrity, accountability and transparency
- we implement our Diversity, Equity and Inclusion plan, and foster fairness in diversity, and equal employment opportunities at all levels
- we uphold constructive Māori-Crown partnerships and strengthen our Māori language capability to nurture the strong relationships between Māori and Pacific peoples as Tangata o le Moana.

21 The first change process streamlined the Ministry’s structure and strengthened its leadership. It also introduced an operating model based on a revised organisational mission and values, which helped to clarify the Ministry’s purpose and rationalise its ways of working. The organisational structure established through the first change process was implemented on 16 October 2023. The second change process was aimed at achieving a 7.5% savings target towards Budget 2024. The organisational structure established through this change process, which included a reduction of 156 positions (36 of which were vacant), to 99, was implemented on 1 July 2024.



