

Briefing to the Incoming Minister for Pacific Peoples

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FOREWORD FROM THE SECRETARY FOR PACIFIC PEOPLES

Talofa lava, Noa'ia, Mauri, Ni Sa Bula Vinaka, Fakaalofa lahi atu, Tālofa, Kia orana, Mālō e lelei, Mālō nī, Tena koe and warm Pacific greetings.

We congratulate you on your appointment, and welcome you as our Minister for Pacific Peoples.

The Ministry is the Crown's principal advisor on policies and interventions aimed at improving outcomes for Pacific peoples in Aotearoa. We use our extensive networks in Pacific communities across the country; and our knowledge and understanding of Pacific cultures, values and histories to influence public policy, programme and service decisions affecting Pacific peoples to realise the vision of 'A confident, thriving, healthy, resilient, and prosperous Pacific Aotearoa'.

This briefing provides you with an overview and background for Te Manatū mō ngā Iwi o Te Moana-nui-ā-Kiwa, the Ministry for Pacific Peoples (the Ministry). It covers our functions, our strategy and priorities, our people, key events, and opportunities for the 2023 calendar year.

We look forward to working with you on our collective efforts to deliver on the needs and aspirations of Pacific peoples in Aotearoa New Zealand.

Soifua ma ia manuia



Gerardine Clifford-Lidstone
Secretary for Pacific Peoples

Pacific Aotearoa

Pacific communities in Aotearoa are ever-growing, dynamic, diverse, and evolving. The majority of Pacific peoples in New Zealand are young and diverse, and while some are thriving, many still fare worse when compared with other populations across a number of areas such as health, employment and housing. COVID-19 has magnified and further entrenched many of these inequities and challenges for Pacific communities.

Addressing these inequitable determinants is the fundamental driver for the Ministry's work. Throughout its existence, reducing the social and economic inequities between Pacific peoples and other population groups has been a consistent focus for the Ministry.

The Pacific Aotearoa Status Report: A snapshot, which describes key social and economic indicators for Pacific peoples is included in Appendix A.

While the primary focus of the Ministry is the domestic Pacific population (technically, people of Pacific indigeneity resident in New Zealand), there has always been recognition that Pacific peoples in Aotearoa are closely tied to Pacific Island countries through education, business, and particularly family and village connections.

The Ministry supports New Zealand's foreign policy in the Pacific in various ways and has provided on-the-ground support for Pacific communities wanting to support home countries during natural disasters in the Pacific, and visits of Pacific dignitaries to New Zealand.

We also recognise there are critical global issues, like climate action, where there is collective benefit to be gained by ensuring Pacific Peoples in Aotearoa are well-informed and have the chance to participate in policy advocacy.

YOUR ROLE AS THE MINISTER FOR PACIFIC PEOPLES

The Minister for Pacific Peoples role includes setting the direction and focus for the portfolio, strengthening the Government's relationship with Pacific communities, and engaging with Ministerial colleagues towards improving outcomes for Pacific peoples.

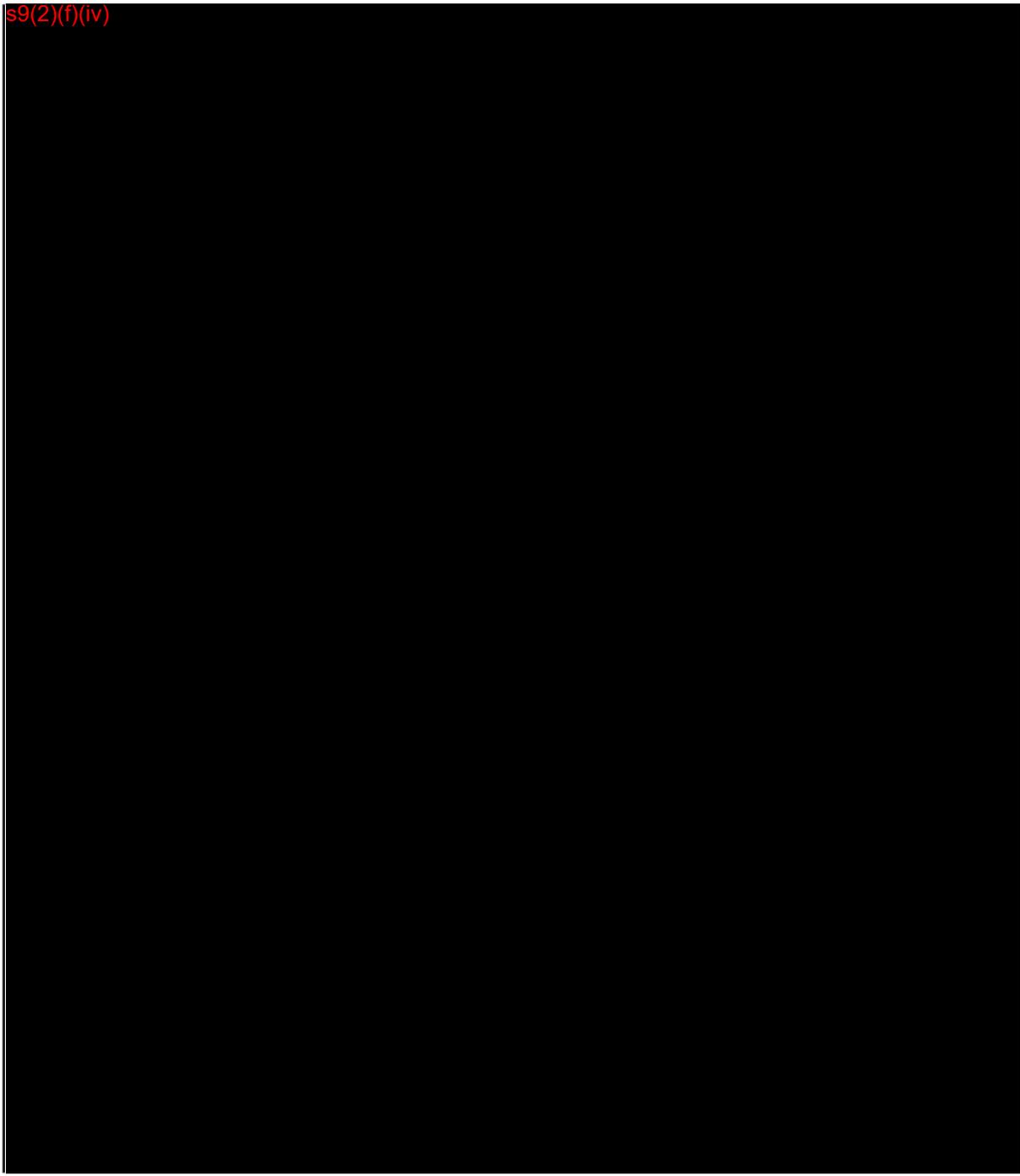
Under your predecessor's direction, the Ministry's work has included securing new and increased Budget funding for several priority areas, supporting the COVID-19 response for Pacific communities, and delivering the Crown apology for the 'Dawn Raids'. The Ministry is continuing to deliver on these priorities, while also focusing on the Cabinet-endorsed Pacific Wellbeing Strategy (PWS) across all of government. Our former Minister's direction and annual priorities for the Ministry are found in the annual Letter of Expectations. The Ministry's

Annual Report for the year ending June 2022 provides an overview of our portfolio of work and an update on progress against the delivery of our priorities.

The Minister for Pacific Peoples is responsible for presenting the following papers to Cabinet within the next six months (please note we have proposed to reprioritise the first item).

Cabinet papers due from the Ministry within the next six months:

s9(2)(f)(iv)



You are also responsible for appointments and nominations that fall within your portfolio. These include the Pacific Business Trust, Pasifika Education Centre (also trading as Centre for Pacific Languages), Pacific Education Foundation (joint appointment with the Minister of Education), and National Pacific Radio Trust (joint appointment with Minister of Broadcasting, Communications and Digital Media).

The Minister for Pacific Peoples 2022/23 Letter of Expectations (Appendix B) and our response (Appendix C) are attached.

Annual Report for the year ended 30 June 2022 (Appendix D).

Information on Boards within your portfolio is also attached (Appendix E).

THE MINISTRY FOR PACIFIC PEOPLES

The Ministry was established as a standalone government department on July 1, 1990 (under the fourth Labour Government). At the time it was known as the Ministry of Pacific Island Affairs

In 2015, the Ministry changed its name to the Ministry for Pacific Peoples – the change reflecting that the majority of Pacific peoples are no longer migrants to Aotearoa, but in fact born here.

THE MINISTRY'S ROLE

As a 'population agency', the Ministry has the responsibility for delivering on government priorities and is the Crown's principal advisor on policies and interventions that improve outcomes for Pacific peoples in New Zealand.

It also has Vote responsibility for three standalone entities – the Pacific Business Trust, the Pasifika Education Centre and the National Pacific Radio Trust.

The Ministry provides a range of support to your role as the Minister, including:

- Providing expert advice on policies and interventions to Ministers and agencies developing strategies and programmes that target Pacific communities;
- Co-designing and delivering initiatives with Pacific communities, improving outcomes and identifying valuable policy and implementation insights;
- Utilising strong connections and collaborative partnerships to gather intelligence on Pacific issues and opportunities to help inform policy advice across government, and enhancing engagement practices with our Pacific communities; and
- Working in partnership with a wide range of stakeholders across the private and public sectors to identify and promote future Pacific leaders and Pacific success.

The Ministry is the only one of its kind in the world – no other OECD country has a comparable government department which focuses on its Pacific diaspora population. Its uniqueness provides an opportunity to provide leadership in responsiveness and policy setting for Pacific communities globally.

The Ministry’s most recent story is one of development and growth as a consequence of Government’s budget investments. Our work programme reflects this growth covering policy, research, evaluation, innovation, service delivery, communications, regional partnerships, strategy and system leadership.

Today, the Ministry is the biggest it has ever been in terms of size and budget. With our communities’ endorsement and through exercising influence and leadership across the public sector, we operate in spaces we never have before – from wellbeing to housing to languages and business development.

We continue to work alongside our Pacific communities on the ground and our role in the Government’s response to the COVID-19 pandemic, and our contribution to the Government response is an example of this. We worked closely with government partner agencies, the NGO sector, businesses, and community and clinical leaders to advocate for, and help protect the health, wellbeing and livelihoods of our Pacific communities across the country.

We continually strive to deliver on our mandate and our vision that ‘we as Pacific Peoples are confident in our endeavours, we are a thriving, resilient and prosperous Pacific Aotearoa.’

OUR STRATEGIC DIRECTION

Our strategic goals

Since 2018, the Ministry has been guided by the Lalanga Fou report which sets out the four goal areas Pacific communities have expressed as key to their overall wellbeing:

- **Thriving Pacific languages, cultures, and identities**
- **Prosperous Pacific communities**
- **Resilient and healthy Pacific peoples**
- **Confident, thriving, and resilient Pacific young people**

Lalanga Fou has set the high-level strategic direction for the Ministry and is an influential enabler for us in our engagement with the wider system, including the impetus for securing increased Budget funding.

In addition to the four Lalanga Fou goals, are two organisational-focused goals for the Ministry. They are:

- **System Leadership**
- **Strengthening the Ministry to deliver**

These goals have been added with the understanding that achieving the vision of our communities is also contingent on having a Ministry that is fit for purpose, which can have a strategic impact and make tangible progress for Pacific communities. The Ministry provides regular progress updates to the Minister on each of these six areas through weekly and quarterly reports.

Lalanga Fou – Next Steps

In late 2022, the Ministry undertook a Lalanga Fou 2.0 engagement series, holding 15 engagements across Aotearoa and engaging with approximately 1,700 Pacific people. This was an opportunity to share progress and continue the conversation of what is working well, the challenges Pacific communities continue to face and what they would like to see moving forward. The initial findings from the engagement series included but are not limited to:

- There was a strong sense of community ownership of cultural and community events with an increase of New Zealand born Pacific youth wanting to learn more about their language and culture. However, intergenerational language loss and the lack of opportunities for people to be exposed to their language and culture in all spaces and places were raised as continued challenges.
- Communities shared that a prosperous community is one that is well connected, values based and works together to achieve a common goal. The environments that are positive enable communities to be prosperous. While these were strengths identified, communities also expressed that many families are experiencing financial hardship especially post COVID-19, there is limited access to capital funding to support businesses to grow and the accessibility to healthy housing continues to be a growing concern.
- Pacific communities shared that there was a strong sense of support in the height of COVID-19. When community drive solutions from within community that are tailored to the needs of community, better outcomes can be achieved. Despite some positive highlights, there were still ongoing concerns around the accessibility to mental health services and other health providers. Another growing concern was the prevalence of liquor stores and fast-food chains within the community.
- It was clear from the insights that Pacific young people continue to be the owners of their culture and identity and have the desire to grow in these areas. They are stepping into their strengths as leaders for their community in all spaces relevant to their identity. While we celebrate their strengths, we know COVID-19 has impacted young people's education

and disrupted their schooling, therefore the need to build an education system that is responsive to the impacts of COVID-19 becomes increasingly important.

s9(2)(f)(iv)

All-of-Government Pacific Wellbeing Strategy

The Cabinet-endorsed All-of-Government Pacific Wellbeing Strategy (PWS) was launched in September 2022. The strategy is intended to influence and lift wellbeing outcomes for Pacific peoples across Aotearoa by strengthening Pacific wellbeing strategic leadership, advice, policies and programmes across All-of-Government to realise the Lalanga Fou vision and goals.

The PWS is made up of four focus areas:

- Lalaga Potu/Values and Principles - embedding Pacific Cultural Values and Principles as the foundations for enhancing Pacific wellbeing;
- Fale Fono/Partnership and Governance - to support system leadership, partnerships between All-of-Government and Pacific peoples, and to identify the supporting elements that will convert these arrangements into collective action;
- Te Kupega/Capability - strengthening Pacific cultural capability to better respond to the needs and aspirations of Pacific communities;
- Vaka Moana/Performance and Improvement - strengthening Performance and Improvement by aligning All-of-Government efforts against a consistent framework that reflects the aspirations of Pacific communities, and measuring the impact of those efforts.

The Ministry houses the secretariat function for the PWS and its governance structures of:

- The Pacific Wellbeing Ministerial Grouping – chaired by the Minister for Pacific Peoples
- Pacific Wellbeing Chief Executives
- Lalanga Fou Deputy Chief Executives
- Lalanga Fou Working Group

The first annual report back to Cabinet on the PWS is scheduled for April 2023.

Pacific Languages Strategy 2022 – 2032

In September 2022, the Ministry published the Pacific Languages Strategy - a united approach across all of Government to reverse the declining use of Pacific languages in Aotearoa New Zealand, and ensure Pacific languages thrive and prosper for the sake of future generations' wellbeing. The Ministry works with nine Pacific communities – Samoa, Tonga, Tuvalu,

Tokelau, Niue, Cook Islands, Rotuma, Kiribati, Fiji – in the languages space, and on other issues of key importance.

Fale mo Aiga: Pacific Housing Strategy and Action Plan 2030

Fale mo Aiga: Pacific Housing Strategy and Action Plan 2030 (Fale mo Aiga) is the Government’s targeted response to the housing needs and aspirations of Pacific communities and a commitment to supporting better outcomes for Pacific peoples. Developed collaboratively by the Ministry, with the Ministry of Housing and Urban Development, and Kāinga Ora, Fale mo Aiga promotes coordinated action across the housing system that supports Pacific peoples across the housing continuum from developing the Pacific housing sector, to increase home ownership for Pacific families.

Pacific Employment Action Plan

The Pacific Employment Action Plan sets out how Government will enable Pacific communities’ aspirations for collective prosperity and employment, self-employment, and business ownership. The Action Plan is one of seven population-specific employment action plans that support the Government’s wider Employment Strategy.

Copies of the Ministry’s strategic reports are attached (Appendix F-J).

MINISTRY INITIATIVES

The Ministry’s Annual Report for the year ending June 2022 provides an overview of our full portfolio of initiatives and an update on progress against the delivery of our priorities. **See Appendix D.**

Here is a status summary of selected initiatives.

Keeping Pacific communities safe from COVID-19 and accelerating the recovery

We demonstrated the strength of working alongside Pacific communities, organisations, and our partners in government to address some of the challenges faced by our communities each day.

By 30 June 2022, more than 277,000 Pacific people aged over 18 years had been fully vaccinated and over 142,000 had received their booster shots. In the lead up to our borders reopening to the rest of the world, MPP.

Pacific languages are a key cornerstone for the health and wellbeing of Pacific people

The evidence is unequivocal that when we invest in our languages, we are investing in our futures. When we raise our young people to be strong in their Pacific languages, they are

better equipped to succeed in education and in their careers. They are more likely to be mentally and physically healthy, with a strong sense of identity and wellbeing (*Fetui & Malaki-Williams 1996; May, 2009; 2010; Puna & Tiatia-Seath, 2017; Royal Society of New Zealand, 2013; Smith, 2012; Tamasese, et.al, 2005; The Family Centre, 2018*).

The Pacific Languages Strategy 2022-2023 provides the framework to effectively coordinate the efforts and actions of Pacific communities and government, so that together we can create the conditions for communities to drive solutions that protect and maintain their languages. The strategy will be implemented by a Government Action Plan and ethnic specific Community Action Plans.

In 2022, **the Ministry funded 170 community led language** initiatives totalling **\$1.85m** enabling more communities to create innovative resources to support language learning and environments where language and culture can thrive.

The **Pacific language week series** has been running for **12 consecutive years** and was advocated for by communities to raise awareness of the importance of their Pacific languages. It continues to be a vehicle to support community-led initiatives to revitalise and raise the value and use of Pacific languages here in Aotearoa. The Pacific language weeks was noted as a **top 10 enabler of language use** in the Leo Moana o Aotearoa Survey.

The **Leo Moana o Aotearoa Project** is the first of its kind to investigate the use of and attitudes towards Pacific languages by Pacific people in Aotearoa New Zealand. 3039 Pacific peoples participated in the national survey. The survey provides the baseline data needed to support ongoing long term language planning.

We have committed to moving forward together following the Dawn Raids Apology

Pacific peoples signalled the desire to move forward together with alofa (love and care) and fa'aaloalo (respect), following the formal Government apology in 2021 for the Dawn Raids. In the 2022 Budget we secured government funding of \$13.7 million that invests in goodwill gestures to accompany the formal apology.

This funding will allow us to implement the Government's commitment to deliver a Dawn Raids historical account. This project will support a Vaka of Stories and the completion of an official historical account report, a second round of the Teu le Va Dawn Raids History Community fund, grants for large scale creative projects, and an online platform.

We have kept working towards improving Pacific people’s access to safe and affordable housing

We achieved some significant gains in the last year. A total of 1,068 people enrolled into financial capability development programmes, and 43 families achieved home ownership goals. More than half of current participants had ownership plans established, and 12 Pacific organisations and churches are participating in the Housing Feasibility Support Service to identify housing development opportunities on 300,000 square metres of their land, with a high-level estimated yield of between 800 and 1,500 homes.

We supported three organisations to achieve registration as Community Housing Providers, and we created a Pacific housing interagency group with the Ministry of Housing and Urban Development and Kāinga Ora, strengthening collaboration across these agencies.

In partnership with others, we deliver initiatives that help reduce income, learning and training inequities for Pacific peoples

The Pacific Aotearoa Regional Enterprise Fund (PAREF) was a business fund in collaboration with Kānoa (previously known as the Provincial Development Unit that sits within the Ministry of Business, Innovation and Employment). PAREF provided capital investment to Pacific businesses in the regions (did not include Wellington, Auckland and Christchurch) with the aim of creating employment, increasing productivity and diversifying their business. Through PAREF, the Ministry funded 30 businesses in total to purchase capital such as vehicles, underwater equipment and catering equipment. To date, 135 jobs have been created through this investment.

The Ministry then launched the Tauola Business Fund (Tauola) in April 2022 which mirrored the model PAREF but was extended to include Wellington and Christchurch Pacific businesses. In the first round of Tauola, the Ministry funded 20 Pacific businesses and to date have created 43 jobs.

Toloa STEAM funding resulted in nine partnerships, with hubs being established across the country. A total of 425 learners (\$10k per annum) were engaged within these nine hubs. Toloa STEAM scholarship funding saw 288 (\$1,000 per person) electronic devices such as laptops and computers distributed, closing digital divides, and a total of 3,168 Pacific students had participated in the Kaiārahi Ako programme since its inception in collaboration with the Young Enterprise Scheme in 2016. Kaiārahi Ako supports one teacher (\$100k per annum) to mentor Pacific students in business and entrepreneurial skills as part of Toloa’s strategy of creating pathways to employment through a whole-of-life approach.

We understand the value of working collaboratively to achieve Pacific communities' aspirations and outcomes

We take care of a range of system leadership and advisory groups, of which some of the key groupings are included below.

Group name	Description	Status
Pacific Wellbeing Ministers Group	Provide strategic direction for cross-agency collaboration and collective action.	s9(2)(f)(iv)
Lalanga Fou Chief Executives	Provide oversight and visibility of cross-agency efforts to fast-track Pacific priorities.	
Lalanga Fou Deputy Chief Executives	Lead long-term strategic work to support Strategy development, implementation, and short-term collective action.	
Lalanga Fou Working Group	Work through shared actions as well as actions given to their respective agencies.	
Vaka of Stories Steering Group	The Steering Group play a pivotal role in initiative design by providing advice and guidance to the Ministry, particularly on how the Vaka of Stories approach and delivery will enable an accessible, culturally appropriate and safe space for Pacific communities to share their stories.	
Fono Faufautua (Advisory Group to the Ministry for Pacific Languages)	To support and advise the implementation of Government Action Plans and Community Action Plans under the Pacific Languages Strategy	
Kau Tulī (Advisory Group to the Ministry for Young Pacific Peoples)	Kau Tulī was piloted in 2019 with a membership of six young Pacific peoples across	

Group name	Description	Status
	Aotearoa. The purpose of this group was to strengthen the voice and input of Pacific young peoples under the priorities of Lalanga Fou goal four.	s9(2)(f)(iv)

The Ministry's Quarterly Report for Q1 2022/2023 is included in Appendix K.

THE SECRETARY FOR PACIFIC PEOPLES

The Secretary for Pacific Peoples and Chief Executive, Ministry for Pacific Peoples (Te Tumu Whakarae, Te Manatū mō ngā Iwi ō Te Moana-nui-ā-Kiwa) leads and manages the provision of advice to Government on policies and interventions to promote the social, economic and cultural wellbeing of Pacific peoples in New Zealand.

The Secretary is employed by the Public Service Commissioner and is directly accountable to the Minister for Pacific Peoples. In 2020, with the introduction of the Public Service Act 2020, the Chief Executive roles of all Ministries changed to Secretary roles, so that today the Chief Executive of the Ministry for Pacific peoples is referred to as the Secretary for Pacific Peoples and Chief Executive.

Since its establishment in 1990, the Ministry has had six appointed Chief Executives - Apii Rongo-Raea (1990 – 1997), Fuimaono Les McCarthy (1998 – 2007), Sir Collin Tukuitonga (2007 – 2011), Pauline A Winter, QSO (2012 – 2016), and Laulu Mac Leauanae (2017 – 2022). Current Chief Executive Gerardine Clifford-Lidstone is the sixth appointed Chief Executive in the Ministry’s 32-year history.

TAUTUA EXECUTIVE LEADERSHIP TEAM

The Tautua¹ team is led by the Secretary for Pacific Peoples and currently includes the six Tier 2 leaders in the Ministry:

- Tuaopepe Abba Fidow - Deputy Secretary, Service Delivery
- Aiono Matthew Aileone - Deputy Secretary, Policy, Evaluation, Research, Languages and Housing
- Leatigaga Jason Tualima - Deputy Secretary, Corporate Services
- Marisa Maepu - Chief Advisor to the Secretary (Secondment)
- John Tuamoheloa – Acting Deputy Secretary, Regional Partnerships (Secondment)
- Fonoti Seti Talamaivao – Acting Deputy Secretary, Office for the Secretary (Secondment)

¹ *Tautua* is a word in Samoan that expresses the cultural tradition of service to the family or aiga. It can also mean any service of an individual to a greater cause.

Gerardine Clifford-Lidstone

Secretary for Pacific Peoples and Chief Executive for the Ministry for Pacific Peoples



As the new Secretary for Pacific Peoples, Gerardine has joined the Ministry following three years as Director, Pacific Health at Manatū Hauora - Ministry of Health.

She previously held the role of General Manager, Child Youth, Localities and Family Harm at the Capital and Coast District Health Board.

Between 2015 and 2018, Gerardine was a self-employed consultant, including senior consultant for Pacific Perspectives Limited.

Gerardine held the role of National Programme Manager, Sector Capability, and Improvement at the Ministry of Health between 2010 and 2012 and was Chief Executive of Taeaomanino Trust for nine years between 2001 and 2010.

She has also held several community governance roles, including Chair of the Wellington Community Trust, and was Chief Executive of a Pacific social service and health provider based in Porirua.

Of Samoan descent, Gerardine holds an MBA from Massey University and a Bachelor of Arts from Victoria University and is both a Winston Churchill Fellow and Salzberg Global Seminar Fellow.

Tuaopepe Abba Fidow
Deputy Secretary for Service Delivery



Tuaopepe joined the Ministry in July 2019 from the senior leadership team at Pacific mental health and addiction provider Le Va Pasifika, where he was Senior Manager. Over this time, he has held roles as Chief Advisor - Regional Partnerships, and Deputy Secretary - Regional Partnerships and Service Delivery.

Tuaopepe began his working career within what was then the Ministry for Pacific Island Affairs in April 2001 as a Policy Analyst and has worked in strategy, policy and engagement roles in the Ministry of Social Development, Auckland City Council, and the amalgamated Auckland Council, where he was an author of the Auckland Plan. He also led the development and implementation of Advisory Groups (including Pacific, Ethnic, Youth and Disability) within the Auckland Council governance structure.

He holds a BA and BCom from the University of Canterbury, and Honours in Political Science (First Class).

He is of Samoan descent and has held the Chiefly title of Tuaopepe from Gagaifolevao, Levaga since 2020. His aiga hails from Gagaifolevao, Togafuafua and Safotu.

Aiono Matthew Aileone

Deputy Secretary for Policy, Research and Evaluation, Languages and Housing



Aiono leads the teams responsible for developing key policies and research to take forward the Ministry's Lalanga Fou vision.

Aiono's role includes overseeing establishment of the cross agency Lalanga Fou DCE's group and the Ministry's business cases developed for the wellbeing budget. He recently returned to the Ministry from a secondment as an Assistant Commissioner at Te Kawa Mataaho Public Service Commission.

Aiono originally joined the Ministry in October 2018 from the senior leadership team at the Master Builders Association where he worked as a Policy and Advocacy Manager. Aiono enjoyed a 15-year career as a New Zealand diplomat, trade negotiator, policy officer and legal advisor at the Ministry of Foreign Affairs and Trade. Aiono was involved in Pacific trade and economic issues including the Pacific Closer Economic Relations (PACER) Plus.

Aiono holds a BA and LL.B from Canterbury University and a Master of Business Administration (First Class Honours) from Massey University. He was admitted to the roll of barristers and solicitors of the High Court of New Zealand in 2004. Matthew was born and raised in Christchurch. He is a proud member of the Tafesilafa'i Samoan Catholic community in Christchurch. His parents are originally from the village of Fasitoo'uta in Upolu, Samoa, where his chiefly title of Aiono was bestowed.

Leatigaga Jason Tualima

Deputy Secretary for Corporate Services and Chief Financial Officer



As Deputy Secretary Corporate Services, Leatigaga is responsible for leading the Ministry in the areas of Finance, IT, HR, Procurement and Property and Risk. He is also one of the youngest Chief Financial Officers in the government sector in New Zealand. The latter role involves managing the financial and accounting functions of the Ministry, as well as being responsible for making sure public money is spent efficiently and effectively on the areas the government has agreed on.

Leatigaga played a pivotal role in the Ministry's successful Budget bids since 2019, which has formed the largest investment in Pacific communities, utilising Treasury's Living Standards Framework.

As well as thinking strategically about what public support Pacific communities may need in the future, Leatigaga has been working extensively across the government to enable the Pacific Wellbeing approach to investment to drive effective and efficient initiatives to serve our communities. He is also currently leading the digital transformation of the Ministry on the back of significant catch-up investments.

Leatigaga has a track record of working in public sector and banking. Prior to joining the Ministry, he worked at the New Zealand Defence Force and the Ministry of Health. Leatigaga has also worked in the United Kingdom, where he worked in the financial sector.

Marisa Maepu

Chief Advisor, Secretary for Pacific Peoples



In this role, Marisa provides strategic advice to support the Secretary to lead the operations of the Ministry and carry out their leadership role across the system.

Marisa's background is in social policy, having held various roles at the Ministries for Women and Social Development, and management roles at the Ministry of Health, Ministry for Pacific Peoples, and Te Kawa Maataho Public Service Commission. She has led the development of numerous strategies, research reports and initiatives to improve outcomes for Pacific peoples.

Marisa has a particular interest in supporting the public service system to be more responsive to Pacific communities and growing a diverse and inclusive public service workforce.

John Tuamoheloa

Deputy Secretary for Regional Partnerships



As Deputy Secretary for Regional Partnerships, John is responsible for leading the delivery and administration of key programmes and services, as well as drawing insights from our community relationships through ongoing two-way communication channels that shape policy development and service delivery.

Since joining the Ministry in 2019, John has been part of the Policy team leading the development and implementation of the Pacific Economic Development work programme, contributed to budget bids, and authored the cabinet-mandated All-of-Government Pacific Wellbeing Strategy. More recently, John has led the Pacific Aotearoa Community Outreach as part of the Ministry’s COVID-19 response work to keep Pacific communities informed and safe from the impacts of the pandemic.

Prior to joining the Ministry, John has had a varied working career that has spanned across business ownership, and leading organisations in the not-for-profit sector focusing on youth development, community development, community education, training and employment. He has also spent time in Europe as a former professional rugby player and Tongan international.

John holds a BA (Education and History) and a Postgraduate Diploma in Education from the University of Auckland and a Masters in Educational Leadership from the Auckland University of Technology.

Fonoti Seti Talamaivao

Deputy Secretary for the Office of the Secretary



Fonoti leads the teams responsible for delivering ministerial and executive services, strategy and performance and business intelligence, communications, legal advice and governance and nominations services.

Each of these areas are critical to the Ministry’s strategic and operational functions to deliver against the Ministry’s strategic priorities.

STAFF OVERVIEW

The Ministry has a team of talented and committed individuals - many of whom have chosen to work at the Ministry because of their desire to improve outcomes for Pacific peoples. Our

people have diverse backgrounds - not just ethnically, generationally and geographically – but also in terms of professional backgrounds.

- The Ministry currently has a total headcount of 151 people. Staff are located different locations across New Zealand. The majority of our staff are based in National Office which is the primary base for the Office of the Secretary for Pacific Peoples, Corporate Services and Policy functions. The rest of our staff are spread across New Zealand, the core focus being community engagement, led by Regional Partnerships and Service Delivery units.

See table below with breakdown in number of people per location and employment status:

Location	Headcount	Permanent	Fixed term	Contractors	Temporary
Northern Office, Manukau, Auckland	42	30	12	0	0
Hamilton Office	3	1	2	0	0
Palmerston North Office (satellite)	1	1		0	0
Central Office, Porirua, Wellington	5	4	1	0	0
National Office, Wellington city	94	66	13	13	2
Southern Office, Christchurch	5	4	1	0	0
Southland/Otago Office, Invercargill	1	1		0	0
Total	151	107	29	13	2

The Ministry's organisational structure is included in Appendix L and a visual chart of our Tier 1-3 leadership is in Appendix L.

APPROPRIATION AND OPERATING MODEL

The Ministry manages an annual appropriation of approximately \$76 million (in 2022/23) and is organised into five business units – Office for the Secretary, Regional Partnerships, Service Delivery, Policy, Evaluation, Research, Housing and Languages (PERHL) and Corporate Services. Refer to **Appendix N** for a table of our Vote Pacific Peoples by appropriation.

Refer to **Appendix O** for an overview of Vote Pacific Peoples by initiative.

Our mission of enriching Aotearoa ‘with thriving Pacific communities’ is brought to life through five key functions:

- 1. Policy Advice:** Providing expert policy advice to Ministers and partner agencies supporting the development of effective strategies and programmes targeted at Pacific communities.
- 2. Innovation:** Co-designing and delivering innovative programmes with our communities and identifying valuable policy, research and implementation insights.
- 3. Pacific Knowledge and Expertise:** Gathering intelligence on Pacific issues and opportunities and using this to inform our policy advice, enhance engagement practices with our Pacific communities, and influence decision making regarding Pacific peoples across Government.
- 4. Communications and engagement:** working with, and for, our Pacific communities to ensure Pacific stakeholders and audiences shape and have access to information and support available to them from the Ministry and other Government agencies.
- 5. Partnerships and Leadership:** Partnering with a wide range of organisations across the private and public sectors to identify and promote future Pacific leaders and Pacific success.

Our operating approach

Much of the work of the Ministry, particularly new work, is developed in a cross-functional way, that is, involving the different functions of the Ministry. Cross-functionality has become increasingly important for ensuring efficient information-exchange and collaboration, and is particularly relevant now at a time when the Ministry has experienced rapid growth in staff numbers, as well as the increased system-wide shift to remote working.

From an operating point of view, this way of working is critical to our effectiveness. A good example is our Pacific Aotearoa Community Outreach (PACO) work which involves the teams from Regional Partnerships, Service Delivery, Communications, Operational Policy, and Procurement.

KEY WORK ITEMS/EVENTS FOR THE MINISTRY IN THE NEXT 6-12 MONTHS

Work item	Action/description	Timeframe	Lead
Annual Review (fronted by the CE of the Ministry)	The annual reviews look at the Ministry's performance and financial spend in the previous FY (2021/22).	22 February 2023	Office of the Secretary

s9(2)(f)(iv)

Work item	Action/description	Timeframe	Lead
s9(2)(f)(iv)	[Redacted]	[Redacted]	[Redacted]

Work item	Action/description	Timeframe	Lead
s9(2)(f)(iv)	[Redacted]	[Redacted]	[Redacted]

Work item	Action/description	Timeframe	Lead
s9(2)(f)(iv)			

EMERGING STRATEGIC PRIORITIES

Later this year the Ministry will be releasing a new Statement of Intent. We are currently beginning the process of reviewing our strategic priorities for the next four years. This presents an opportunity for you as a new Minister, working with a senior management team under the leadership of a new Chief Executive, to shape the Ministry's future approach to achieving its strategic goals.

As well as the key Ministry deliverables described in this briefing, this year we will also see Census 2023, the Royal Commission of Inquiry into Lessons Learned from New Zealand's Response to COVID-19, the Government's responses to both the Royal Commission Inquiry into Abuse in State Care and the Pacific Pay Gap Inquiry, and a General Election on 14 October 2023.

The Ministry's 2023 Calendar of Events is included in Appendix P

APPENDICES

We have attached the following appendices in your briefing pack.

- A. [The Pacific Aotearoa Status Report: A snapshot](#)
- B. The Minister for Pacific Peoples 2022/23 Letter of Expectations
- C. MPP's response to the Minister's Letter of Expectations 2022/23
- D. [MPP Annual Report for the year ended 30 June 2022](#)
- E. Information on Boards within your portfolio is also attached
- F. [Pacific Aotearoa Lalanga Fou Report 2018](#)
- G. [All-of-Government Pacific Wellbeing Strategy 2022](#)
- H. [Pacific Languages Strategy 2022 – 2032](#)
- I. [Fale mo Aiga Pacific Housing Strategy and Action Plan 2030](#)
- J. [Pacific Employment Action Plan 2022](#)
- K. The Ministry's Quarterly Report for Q1 2022/2023 **withheld in full under s9(2)(f)(iv) and s9(2)(g)(i)**
- L. The Ministry's organisational structure **withheld in full under s9(2)(a)**
- M. Visual Chart of tier 1- 3 leadership
- N. Vote Pacific Peoples by Appropriation **withheld in full under s9(2)(f)(iv)**
- O. Vote Pacific Peoples by Initiative **withheld in full under s9(2)(f)(iv)**
- P. The Ministry's 2023 Calendar of Events **withheld in full under s9(2)(f)(iv) and s9(2)(g)(i)**

Appendices A, D, F, G, H, I & J are refused in full under s18(d)

Office of Hon Aupito William Sio

MP for Māngere

Minister for Pacific Peoples
Minister for Courts

Associate Minister of Foreign Affairs
Associate Minister of Education (Pacific Peoples)
Associate Minister of Justice
Associate Minister of Health (Pacific Peoples)



28 JUL 2022

Ministry for Pacific Peoples
Level 1, ASB Building
101 - 103 The Terrace
Wellington 6011

Letter of Expectations 2022/23

Tālofa lava Lulu,

I wish to acknowledge the Ministry's contribution to the Government's response to COVID-19 and the overall leadership you and your team have provided in driving the Ministry's role in pursuit of the Pacific Aotearoa Lalanga Fou vision.

The past two years have been testing and there will continue to be many challenges ahead for Pacific people and communities. There will also be opportunities for the Ministry to drive meaningful engagement and support our communities to navigate with confidence into their desired future. For each leg of our journey forward, while we focus always on the work that we have committed to in the short term financial year in front of us, we must also be looking ahead to outer years. This will ensure we are working to strengthen, build and grow pillars that will help to accelerate our efforts to achieve confident, thriving, resilient and prosperous Pacific peoples of Aotearoa long-term, and that those gains endure.

This letter therefore sets out what I expect the Ministry will contribute to the Government's relentless pursuit in progressing not only work to protect the lives and livelihoods of New Zealanders, but even more importantly to also focus specifically on embedding the Government's Pacific Wellbeing approach across All-of-Government, including the Ministry's own work programs, initiatives, culture and operational processes. The Government wants to see the Ministry ensure the longevity of the Pacific wellbeing approach including achieving a significant value in investment through reporting the impact and transformational outcomes for Pacific communities of Aotearoa.

My expectation is that the Ministry's annual work programme aligns with the three overarching objectives outlined by the Prime Minister in her Speech from the Throne:

- To keep New Zealanders safe from Covid-19
- To accelerate our economic recovery
- To lay the foundations for a better future

I can see direct alignment of these priorities with the Pacific Wellbeing approach, the Pacific Aotearoa Lalanga Fou goals and your current work program and I expect that you will continue to prioritize your operational focus, policy development and strategic direction accordingly.

The Government has invested significantly in initiatives that support these priorities, including through:

- Tupu Aotearoa employment and education pathways;
- The Pacific Business Village and Tauola Fund;
- Toloa STEAM funding and scholarships;
- Pacific homeownership options and financial capability education;
- The All-of-Government Pacific Language Strategy and action plans;
- The Dawn Raids Apology Teu Le Va work and collecting a comprehensive historic record;
- The Pacific Wellbeing Framework and measuring outcomes and impacts of investments on Pacific peoples;
- Collaboration with other agencies, Pacific providers, and especially with Pacific churches, NGOs and Pacific community groups through outreach and the Pacific general assembly engagements.

I expect to see more evidence of the impacts of the investment of each of these initiatives as they are critical to the delivery of the Government's priorities and will ensure Pacific communities thrive and emerge from the COVID-19 pandemic even stronger and more resilient.

It is timely that you assess your work programmes against the Government's priorities, and my expectation is that these are reflected in the Ministry's key strategic and accountability documents.

This Government has purposefully invested in initiatives to support better outcomes for Pacific peoples, and I expect you to demonstrate in your business plans and quarterly reports how each initiative is tracking against each of the Government's priorities. Robust measurement of the performance, impact, and outcomes of this Government's investment will mean regular engagement and discussion with my office as we continually review progress to ensure maximum return on investment.

These priorities compliment our Manifesto commitments, aimed at lifting Pacific wellbeing and aspirations in health, housing, education, business, employment, incomes, leadership, Pacific arts, sports, music, and STEM career pathways.

All of this work is anchored by the Lalanga Fou goals and Pacific values and principles as we work together for a more confident, thriving, healthy, resilient, and prosperous Pacific Aotearoa.

As you know, the Wellbeing Budget of 2020 sets out the Government's priorities to reset and rebuild New Zealand's economy, people and environment to recover from the impacts of the COVID pandemic.

I expect the Lalanga Fou Deputy Chief Executive Group colleagues will demonstrate more thought leadership for strong advocacy and achievement of Pacific outcomes, specifically the Pacific Wellbeing Strategy. I will be keeping a watchful eye on the progress of this work, as will my ministerial colleagues, whose officials will also be held accountable for their own performance and delivery of the Strategy.

The All-of-Government Pacific Wellbeing Strategy and its outcomes framework should continue to spearhead this work, as we identify Pacific wellbeing measures and indicators across existing government systems, with the full support of Cabinet. I expect to see the impacts and outcomes of this work throughout the Ministry's work programmes and collaboration with your partners, such as the Ministries of Health, Social Development, Justice, Education and Housing. This is to influence housing outcomes, health, education, sustainable employment, training opportunities, strengthening the capability of providers, reducing family and sexual violence and building the resilience of communities and the leadership and capability of Pacific youth, through sports, music, arts, social media, tv, film and other platforms.

Keeping New Zealanders safe from COVID-19

I expect the Ministry to continue to act as a trusted partner with Pacific communities, providers, and partner agencies, such as the Ministry of Health – Pacific Team and Health New Zealand, to support community-led initiatives to keep our people safe from COVID-19. I will be paying close attention to your performance reports on the impact of funds like the Pacific Aotearoa Community Outreach fund, and expect you will establish new partnerships to secure opportunities to progress and support ventures such as the Joint Venture for Family Violence and Sexual Violence, as well as exploring opportunities to contribute to Pacific media, arts, sports and music.

Accelerating the recovery

It has never been more important for Pacific communities and businesses to work together to innovate and build economic resilience to withstand the headwinds of a rapidly changing economic and social climate.

I expect to see measurable progress as part of this Government's Pacific Economic Development investment, and key work programmes such as the Pacific Aotearoa Regional Enterprise Fund and the Pacific Employment Action Plan, particularly as the action plan moves into implementation across government.

I acknowledge the great success the Tupu Aotearoa programme has achieved to support people into training and employment. The Ministry must continue to raise the bar to assist our community to retrain and move more people into higher paying, higher-skilled jobs. The Toloa programme is another critical area for us to empower our young people to be educated with skills and knowledge to thrive in the jobs of the future. I expect the Ministry to illustrate its progress explicitly, evidenced by qualitative and quantitative data, with regular reporting on programme impact and the associated return on investment.

Laying the foundations for the future

I expect the Ministry to continue to prioritise the Pacific Wellbeing Strategy and to work collaboratively with partner agencies to develop enduring wellbeing accountability measures for Pacific outcomes. This is transformational work that will lay the foundations for Pacific aspirations to be realised in all areas of government from health and education to employment and housing.

I was pleased to see the first ever Pacific Housing Strategy (Fale mo Aiga) and Action Plan approved, and the Pacific Housing Initiative launched. I look forward to seeing the results of collaborative work to increase financial capability and improve housing affordability and ownership.

I encourage you to continue to take further strides forward to embed real intentionality in terms of strategies and plans for Languages, Economic Development, Pacific Employment and Housing under the auspices of the Pacific Wellbeing Strategy.

The Ministry has an important system leadership role to ensure that the Dawn Raids apology has an enduring impact through the official historical account. The Ministry, along with agency partners, also plays a key role in delivering the historical account gestures of goodwill.

Cultural Competency

The Ministry is the lead agency for providing leadership of cultural advice and support across the public sector to influence policy development and operations to advance outcomes for Pacific communities. As such, I expect the Ministry will lift its' cultural competency and or address any opportunities to leverage and progress learning opportunities to strengthen its' capabilities. Cultural competency gives currency and mana to long-lasting relationships with Pacific communities, providers, iwi and Government. It underpins the values of everything the Ministry for Pacific People delivers. Therefore, I expect you will prioritise this aspect across the Ministry's extensive work programme and engagements.

No surprises

I appreciate the Ministry's open and transparent way of working with my office. I expect you to maintain a "no surprises" policy and for you to inform me of any risks or issues that could attract wide public interest, whether positive or negative. I also expect to be well-informed of key plans and activity with timely and accurate reports and dialogue, well in advance of any public announcements or significant delivery deadlines. This supports me to be fully informed on issues, particularly if I am required to meet with community groups and make decisions.

I would like the Ministry to respond to this letter, and include an overview of work, focus and any new policy ideas for the next 16 months to two years. I would also like the Ministry to respond to this letter with an overview of how its' work programmes are aligned to the priorities set out above, and how it intends to keep my office continually updated on progress.

A handwritten signature in black ink, appearing to read 'Aupito Sio', written in a cursive style.

Fa'afetai tele lava,

Hon Aupito William Sio

19 August 2022

Hon Aupito William Sio
Minister for Pacific Peoples
Parliament Buildings
Wellington

Malo le soifua maua i lau Afioga Hon Aupito William Sio,

LETTER OF EXPECTATIONS 2022/2023

Thank you for your Letter of Expectations for the 2022/23 year, which clearly outlines how the Ministry for Pacific Peoples (The Ministry) can align its work programmes with the Government's priorities.

As we continue to strengthen our organisation to deliver transformative long-term outcomes, I want to assure you that our operational focus, policy development and strategic direction will reflect the three overarching objectives outlined in your letter; to keep New Zealanders safe from COVID-19, to accelerate our economic recovery and to lay the foundations for a better future.

Strengthening our organisation to deliver

I acknowledge your strong expectations for regular and robust performance reporting to demonstrate the impact and return on investment of the Ministry's key work programmes.

This year, the Ministry will refresh its Statement of Intent for 2023-2027 to show a clear strategic direction for the Ministry over the next four years. This will include an outcomes framework to map the path to providing enduring gains to the Pacific peoples of Aotearoa in line with Government's priorities. The Ministry will also review its performance measures and wider measurement and evaluation frameworks to strengthen the information provided in our quarterly reports and accountability documentation.

Current and planned impact evaluations for each of the investment initiatives listed in your letter are given below to highlight our focus on impact assessment, arranged relative to the Government's priorities.

Keeping New Zealanders safe from COVID-19

We appreciate the importance of being a trusted partner of Pacific communities, providers, and partner agencies to support community-led initiatives to keep our people safe from COVID-19. The Ministry will seek to establish new partnerships to secure opportunities to progress and support ventures that contribute to Pacific media, arts, sports and music and overall health and wellbeing.

Community COVID-19 Fund (CCF), and Pacific Aotearoa Community Outreach - Omicron Response (PACO) Fund

An evaluation of the Community COVID-19 Fund (CCF) has commenced and is expected to be completed by January 2023. Monitoring and reporting of contracted activities and outputs from agencies funded through the Pacific Aotearoa Community Outreach (PACO) Fund will continue, with the information being used to adapt and strengthen on-going implementation of funded initiatives. An impact evaluation of PACO 1.0 has commenced.

Accelerating the recovery

We recognise the need for Pacific communities and businesses to work together to innovate and build economic resilience and will keep this at the centre of our programme and engagement design.

Tupu Aotearoa employment and education pathways

Over the period 2016-2021, the Tupu Aotearoa programme has delivered significant returns of investment each year since its inception, including employment and training opportunities for individuals and households. This past year the estimated return of investment for Tupu Aotearoa was \$4.51 for each \$1 invested in employment services. We expect to see improvement in the next financial year considering that this number was significantly affected by the impacts of COVID-19. The annual review and impact evaluation of the 2021/22 Tupu Aotearoa programme will be undertaken this financial year.

The Pacific Business Village, Tauola fund and Pacific Business Trust

An evaluation on two components of the Pacific Business Village Initiative, namely the Pacific Aotearoa Regional Enterprise and Tauola Funds, will commence in the next financial year and be available early 2023. An external review of the Pacific Business Trust has also been contracted, which will inform future planning, funding and actions that continue to support Pacific businesses transition to a post-COVID economy.

Toloa STEAM funding & scholarships

To ensure we are empowering our young people to be educated with skills and knowledge to thrive in the jobs of the future, monitoring and reporting tools for funded agencies are being developed in alignment with the Toloa Programme's enhanced Results/Outcomes Framework. Measures for monitoring progress towards the achievement of short-medium and longer-term outcomes are being defined in collaboration with relevant government agencies, industries, employers, STEAM experts and Pacific communities, and aligned with the All-of-Government Pacific Wellbeing Strategy Outcomes Framework. An evaluation of various Toloa "roadmap interventions" will also commence in the next financial year.

Laying the foundations for the future

The Ministry remains resolutely focused on lifting Pacific wellbeing and aspirations and achieving the goals of the Lalanga Fou vision of a more confident, thriving, healthy, resilient, and prosperous Pacific Aotearoa. The Ministry will continue to prioritise the Pacific Wellbeing Strategy and seeks to be bold in the implementation of our strategic plans for Languages, Economic Development, Pacific Employment and Housing.

Pacific Wellbeing Framework and measuring outcomes and impacts of investments on Pacific peoples

The Pacific Wellbeing Strategy remains a top priority for the Ministry and the next year will see a series of clear wellbeing measurement tools to show progress across Languages, Economic Development, Health, Education, Pacific Employment and Housing.

There are two Monitoring and Evaluation Frameworks linked to the AOG Pacific Wellbeing Strategy. Firstly, the Pacific Wellbeing Outcomes Framework will measure and monitor progress across all of government in delivering on 18 Pacific community outcomes that align with the Lalanga Fou goals and, ultimately, the Pacific Aotearoa vision. The outcomes framework will also measure and monitor progress against the systems shifts that government agencies need to make. Secondly, the Pacific Wellbeing Strategy itself will also include a Monitoring and Evaluation Framework which will look at the effectiveness of the strategy's four focus areas in going about delivering on the objectives of the strategy.

The All-of-Government Pacific language strategy and action plans

Development of a Monitoring and Evaluation Framework for the All-of-Government Pacific Language Strategy is underway. Centre for Pacific Languages have commissioned an independent evaluation of the Ministry's programme delivery, which will be completed in August 2022.

The Dawn Raids Apology Teu Le Va Fund work and collecting a comprehensive historic record

Successful Teu le Va Fund recipients will be asked to complete monthly progress updates, a six-month progress report, and a final accountability report for their Teu le Va initiatives. The Ministry will also conduct a final impact evaluation report of both rounds of the funding in mid-2024, once all initiatives are complete.

Pacific home ownership options and financial capability education

Initial impact evaluation of the Pacific Financial Capability Programme will commence and be completed by June 2023. Similarly, initial reviews of the Pacific Feasibility Studies and the Community Housing Provider (CHP) Registration Programme will be completed by June 2023.

Collaboration with other agencies, Pacific providers and especially with Pacific churches, NGOs and communities

The Ministry has implemented key system improvements in the last 24 months with the implementation of Microsoft SharePoint and Power BI dashboard tools to manage regional partnerships. These tools have enabled us to make informed decisions regarding services we deliver, with better management and monitoring of community engagements, and an improved capture of intel and outcomes achieved.

General expectations

We acknowledge that all the Ministry's work is anchored by the Lalanga Fou goals and Pacific values and principles. The Ministry will endeavour to hold the Lalanga Fou Deputy Chief Executive Group to account, ensuring thought leadership is demonstrated and advocacy for Pacific outcomes is exemplified.

Cultural competency

We agree that cultural competency underpins the values of everything the Ministry delivers. To ensure we are deepening our cultural competency; the Ministry continues to provide an internal Pacific and Māori cultural competency and leadership programme for staff. The programme provides quality training, information, leadership and advice through Pacific language learning, cultural knowledge, history, music, and song.

Externally, the Ministry has refreshed the Kāpasa: Pacific Policy Analysis Framework for policy makers and is currently refreshing the Yavu: Foundations for Pacific Engagement tool. Both tools will soon be available as digital self-directed e-learning tools. The goal of both tools is to build and enhance the Pacific cultural competence, capability, and practice of non-Pacific peoples in the public service.

“No surprises”

The Ministry will ensure your office receives timely information and advice about significant risks on public announcements on a 'no surprises' basis. The quarterly report will continue to be the primary mechanism for keeping you informed on key milestones and results, alongside weekly meetings, and dashboards. You will also continue to receive key documentation on relevant strategies and business plans to give you an advanced line-of-sight of key activity.

New policy ideas

In response to your query about potential new policy ideas over the next 16 months to 2 years, we have identified five key areas of focus:

1. s9(2)(f)(iv)
- 2.
- 3.
- 4.
- 5.

Potential Budget Bids for 2023

We will continue to provide you with advice and support to strategise any potential Budget initiatives for consideration which include but are not limited to:

1. s9(2)(f)(iv)
- 2.
- 3.
- 4.
- 5.

As always, your feedback about how we can best support you and your office is gratefully received.

Fa'afetai tele lava,



Lulu Mac Leauanae
Secretary for Pacific Peoples

BOARDS UNDER THE PORTFOLIO OF THE MINISTER FOR PACIFIC PEOPLES

PACIFIC BUSINESS TRUST BOARD

Members of the PBT Board and the Chair are appointed by the Minister for Pacific Peoples.

The Pacific Business Trust (PBT) is a charitable trust, established in 1985 and incorporated under the Charitable Trust Act 1957. The function of PBT is to develop a strong economic base for Pacific peoples in New Zealand. The Trust achieves this by providing opportunities through business ownership and participation. The PBT Board is responsible for the governance and strategic direction of the organisation together with the determination of business objectives, performance and funding policies, and ensuring that management is accountable for implementing PBT policies.

PBT offers a central business resource, relevant training and proactive business assistance to businesses. A variety of business programmes and measures are used to both improve training and employment opportunities for Pacific people, and to assist them with their business aspirations.

s9(2)(f)(iv)

Paul Retimanu, PBT Board Chair will be inviting the Ministry Ex -Officio to attend the first 2023 Board meeting. This will be held in Dunedin on March 16th.

Current Members and their Terms:

<p>Paul Retimanu (Chair) Term: August 2022 – 31 July 2025</p>	<p>Paul Retimanu has led many successful entities in the hospitality sector over the past 30 years. He has extensive board experience both in the private sector and community and is focused on better outcomes for Pacific and Māori rangitahi in business entrepreneurship and education. Paul is also a member of the Treasury's Talanoa Group, comprised of Pacific business leaders and employers.</p>
<p>Muaausa Pele Walker MNZM Term: December 2019 – September 2022 (currently on rollover term)</p>	<p>Muaausa Pele Walker's professional experience includes Chief Executive and senior management roles in human rights, employment and dispute resolution and she has held several governance and government advisory positions as a member of the Pacific community. She has an MBA and BA (Hons), a post-graduate Diploma of Business Studies in dispute resolution and is an accredited mediator with Resolution Institute.</p>
<p>Samuelu (Sam) Sefuiva Term: June 2019 – 30 September 2023 (reappointed October 2022)</p>	<p>Sam Sefuiva has over 30 years' experience in public policy, strategic and business advice, cultural and economic development, and executive leadership. Sam has a strong professional and personal</p>

	interest in the Pacific region particularly in human rights, social enterprise and public policy.
Sonia Tiatia Term: May 2020 – 30 June 2023	Sonia Tiatia has 20+ years of extensive experience in hospitality, tourism and retail, with a focus on team management and culture, leadership, education, training and development. Sonia is GM at the DINE Academy, a social enterprise and charitable trust which she founded in 2010 which bridges young people into further learning, skills, employment and brighter futures. The Wellington Pacific Business Network recognised Sonia's work in 2018 with the Pasifika Community Minded Business of the Year Award, as did Kiwibank's New Zealander of the Year Awards naming her a Local Hero.
Hiueni Nuku QSM Term: December 2019 – September 2022 (currently on rollover term)	Hiueni Nuku has over 20 years of experience in leadership, and currently manages the Porirua Union and Community Health Service in Cannons Creek. He has also been a Church Minister for the Methodist Church of New Zealand since 2009. Hiueni is involved with the local, regional and National Living Wage movement. He has strong connections to the Pacific community across New Zealand through his involvement in many different community roles and in 2022 was awarded the Queen's Service Medal (QSM) for services to Tongan and Pacific communities.
Maria Fuata Term: May 2018 – 30 July 2024 (reappointed May 2021)	Maria Fuata was born and raised in Fiji. She is proudly of Rotuman heritage and is actively involved in the New Zealand Rotuman Fellowship. Maria has a wealth of experience in senior financial management roles in the not-for-profit space in New Zealand following four and half years as a Senior Auditor with PricewaterhouseCoopers in Suva, Fiji.
Hana Halalele Term: October 2022 – 30 September 2025	New Zealand born Samoan Hana Halalele is Waitaki District Council's first Pasifika deputy mayor Councillor, an Independent Registered Social Worker, and General Manager for the Oamaru Pacific Island Community Group Inc. Hana is passionate about community empowerment and collaboration, believes in investing in the wellbeing of our people, and advocating for social change for betterment of our community. Hana holds a Bachelor of Arts degree, Postgraduate Diploma in Social and Community Work, Masters Degree in Consumer and Applied Science in Community and Family Studies from Otago University.
Lloyd Maole Term: October 2022 – 30 September 2025	Lloyd Maole believes everyone's got a superpower - you've just got to find it. His service to the Pacific community draws on his wide-ranging career and experience in business, banking, leadership, social wellbeing, and governance roles. Mentoring Pacific youth, Lloyd co-founded the South Pou Charitable Trust and is a business navigator with Business South and Workforce Central Dunedin. As chief executive of the Pacific Trust Otago, Lloyd developed and implemented the delivery of health, social and wellbeing programmes and has also supported community finance initiatives through the Good Loans programme working with the Presbyterian Support Otago.

PASIFIKA EDUCATION CENTRE (PEC) BOARD

Members of the PEC Board and the Chair are appointed by the Minister for Pacific Peoples.

PEC also trading as Centre for Pacific Languages (CPL), is one of the first Pacific community education providers in New Zealand and has been in operation for over 40 years.

PEC operates as a Charitable Trust and is classified as a private training establishment. The Ex-Officio Member for the Ministry is Tuaeopepe Abba Fidow, DCE for Regional Partnerships.

Current Members and their Terms:

<p>Ron Viviani - Chair Term: 5 June 2019 – 31 July 2025 (reappointed August 2022)</p>	<p>Ron Viviani holds a Masters Degree in Applied Economics from Massey University and currently operates and manages a portfolio of ECE services. He has worked in a number of business advisory and consultancy roles, both in the community and corporate sectors.</p> <p>Ron is currently involved with a number Pasifika community entities and is a former Trustee of the Pacific Business Trust and the Hakupu Atua Trust Board. He is a former board member Auckland Kindergarten Association (AKA), one of the largest in the country with more than 100 ECE centres and 9000 young children in attendance and Treasurer of the combined session of the Newton PIPC.</p>
<p>Jean Mitaera Term: June 2019 – 31 December 2025 (reappointed January 2023)</p>	<p>Jean Mitaera is currently the Chief Advisor for Whitirea and WELTEC. She is a former senior policy adviser who has taught at Victoria University of Wellington. Jean was part of the research team that completed the Ako Aotearoa funded project entitled, "Articulating and implementing a pedagogy of success for Pacific students in tertiary education," and recently with Dr Tracie Mafileo led the design of the Cultural Humility Framework for Oranga Tamariki. She is a long serving member of PACIFICA Inc; a registered social worker and a trustee of Taeaomanino Trust. She is part of the Nga Vaka o Kaiga Tapu facilitators team and participates in a range of professional, community and cultural forums.</p>
<p>Iani Nemani Term: May 2018 – 30 September 2023</p>	<p>Iani Nemani has a strong background in labour market development, community economic development and social work. He is an experienced relationship manager and has more than 20 years of experience across community, local and central government, tertiary education and industry training sectors.</p>

<p>Dr Linita Manu'atu Term: June 2021 – 31 October 2024</p>	<p>Dr Linita Manu'atu has been involved with Pacific educational research across an academic career with Auckland universities, and her current executive leadership role at 'Api Fakakoloa Homebased Educational Services (AFES). She has published in the areas of indigenous and migrant education, and language, culture, and education.</p>
<p>Analiese Robertson Term: November 2021 – 31 October 2024</p>	<p>Analiese Robertson is the Director of ACE Aotearoa. She has an extensive background in tertiary education and community development, with over 20 years working in the adult literacy field before moving into the sector capability development space. She has contributed to the development of ACE research, policy, and strategies in tertiary education, providing a voice for the sector both nationally and internationally, and has held a number of community, tertiary, and government agency advisory roles.</p>
<p>Dr Rae Si'ilata Term: May 2018 – 31 July 2025 (reappointed August 2022)</p>	<p>Dr. Rae Si'ilata is the Director of Va'atele Education Consulting, a Senior Lecturer at Te Whare Wānanga o Awanuiārangi, and an Honorary Academic at Te Puna Wānanga, University of Auckland (UoA). Rae worked with practising teachers in bilingualism, biliteracy and TESSOL at UoA for 15 years. Previously, she was a classroom and ESOL teacher in Aotearoa, and a teacher and founding school principal in Samoa. Rae's research interests include Māori/Pasifika Education, Bilingual and Biliteracy Education, Second Language Acquisition, and Māori/Pasifika identity construction and mixedness.</p>
<p>Eli Tagi Term: May 2018 – 31 July 2025 (reappointed August 2022)</p>	<p>Eli Tagi is a Chartered accountant of New Zealand (CA) and a Certified Practicing Accountant of Australia (CPA). He is a member of both CAANZ and the CPA College of Australia. Eli holds a Bachelor of Business majoring in Accounting and Marketing, Graduate diploma in Professional Accounting, NZ Diploma in Business majoring in Marketing and NZ Institute of Management diploma in Management.</p> <p>Eli has worked in the Accounting field for over 15 years both in the Government sector and in public practice. Before starting WE Accounting & Business Services, he was an Audit Senior at RSM Prince for 4 years and previous to that an Auditor for the Inland Revenue Department for 2 years in Wellington and then Auckland.</p>

MINISTER FOR PACIFIC PEOPLES ADVISORY COUNCIL

The Council is currently on hold. The Minister/Ministry will reconsider the role of MAC and whether it is the most relevant, efficient way of engaging Pacific expertise and community input in the development of policy advice. Secretariat Services for MAC is provided by the Ministry's Policy Team.

Members of the Council and the Chair of the Council are appointed by the Minister for Pacific Peoples.

The Minister's Pacific Peoples Advisory Council ("Council") was established in 1984 to advise the Minister on matters and issues relating to the social, cultural and economic welfare of Pacific peoples in New Zealand and to assist in the dissemination of information from and to Pacific communities. The Council is entirely independent of the Ministry and is responsible directly to the Minister.

The Council's purpose is to assist the Minister to identify those issues which are significant to Pacific communities, and which warrant Government attention in particular economic development, employment and entrepreneurship, and educational achievement.

Members of the Council and the Chair of the Council shall be appointed by the Minister for a term of office of up to three years. There shall be no less than 5 members and no more than 10 members at any time.

Membership currently on hold:

Dr Kiki Maoate (Chair), Ali'imuamua Sandra Alofivae, Kathleen Tuai-Taufoou, Fepuleai Margie Apa (Ex Officio), Sefita Hao'uli, Caren Rangi ONZM, Fa'amatuainu Tino Pereira, Luamanuvao Dame Winnie Laban DNZM, Pastor Moira Brown.

NATIONAL PACIFIC RADIO TRUST BOARD

Members of the NPRT Board and the Chair are jointly appointed by the Minister of Broadcasting, Communications and Digital Media, and the Minister for Pacific Peoples.

The NPRT is a charitable Trust, established to deliver a national Pacific multimedia network under a Trust Deed with the Government. NPRT owns the delivery entity Pacific Media Network (PMN) which operates two national radio networks (NiuFM, 531pi) and its online channels, 10 Pacific language radio programmes (and its online channels), and PMN News.

PMN exists to empower, encourage and nurture Pacific cultural identity and economic prosperity in New Zealand and to celebrate the Pacific spirit.

Current Members and their Terms:

Saimoni (Sai) Lealea MNZM (Chair) Term: January 2022 - 2025	Sai Lealea has 15 years of New Zealand public sector experience with senior management and leadership skills gained from working with Ministers, senior managers, and a wide range of stakeholders. His experience includes policy development, design, implementation and monitoring, organisational leadership and management, and community engagement. Sai has recently undertaken contract work for a number of organisations including New Zealand on Air and the Ministry of Social Development and is a respected leader in the Fiji and Pacific community.
Sholan Ivaiti Term: 1 August 2017 – October 2023 (reappointed 2021)	Sholan Ivaiti has over 14 years audit experience and is well versed in providing auditing assurance services to particularly Not-For-Profit clients and public sector entities. While having experience in auditing manufacturing, retail and consumer product companies in Australia, in New Zealand his passion is with the Not-For-Profit sector where he has focused on auditing Early Childhoods, Private Training Establishment, Clubs, Societies, Health Organisations and Religious Organisations like Churches and Temples.
Maria Fuata Term: October 2020 – 31 July 2023	Maria Fuata was born and raised in Fiji. She is proudly of Rotuman heritage and is actively involved in the New Zealand Rotuman Fellowship. Maria has a wealth of experience in senior financial management roles in the not-for-profit space in New Zealand following four and half years as a Senior Auditor with PricewaterhouseCoopers in Suva, Fiji.
Richard Broadbridge Term: December 2021 - 2024	Richard Broadbridge is an experienced Project Manager with a demonstrated history of working in the telecommunications and media industries. He is skilled in Satellite and terrestrial techno-commercial sales, Business planning, Operations Management, Content acquisition and sales and large scale TV production in PNG and the Pacific Islands.

	<p>Richard is the Co-Founder and Managing Director for Lightspeed PNG (licensed Internet Service Provider with both Fixed wireless (WISP) and VAST services. He is also Co-Founder and Managing Director for Woi Satellite Internet (NZ retail brand of MMG Communications Ltd (NZ). Woi is a provider of rural satellite internet solutions in New Zealand.</p>
<p>Teremoana Rapley MNZM Term: December 2021 - 2024</p>	<p>Teremoana Rapley is a New Zealand television presenter, producer and musician. She was appointed a Member of the New Zealand Order of Merit in 2021 for services to music and television. In 2015, after 10 years of service, Teremoana resigned as a producer at the Maori Television Service in Auckland having produced over 1400 television programmes for the station and gained over 3000 production credits to her name. She has experience in many roles including director, camera operator, editor, script writer, production manager and producer.</p>
<p>Holona Lui Term: December 2021 - 2024</p>	<p>Holona Lui is a director of Catalyst Pacific Ltd, a learning and development consultancy based in New Zealand, We specialise in team, management, leadership development and executive coaching. We also have particular expertise in the area of intercultural communication in teams and organisations - tapping into and leveraging the often-hidden potential that cultural diversity brings to teams and organisations.</p>
<p>Jerome Mika Term: December 2021 - 2024</p>	<p>Jerome Mika has invested a number of years in the Pacific region pioneering movements of social change and has worked with Pacific leadership in New Zealand to grow influence globally. He has spent 15 years working for Pacific and Maori communities, in various political, employment and community advocacy roles. Jerome has led and been part of great teams in both the corporate and not for profit sector.</p> <p>This varied background has given him the ability to adapt, manage complex structures and systems to deliver in different organisational cultures with ease. Jerome is a strong communicator, a passionate advocate and a strategic thinker who always works to put the needs of the community first.</p>

PACIFIC EDUCATION FOUNDATION (PEF) BOARD

Members of the PEF Board and the Chair are jointly appointed by the Minister of Education and the Minister for Pacific Peoples.

The Pacific Education Foundation formerly known as the Pacific Islands Polynesian Education Foundation (PIPEF) was established by the Pacific Islands Polynesian Education Foundation Act 1972 as a body corporate with perpetual succession and common seal. The Act is administered by the Foundation under the control of the Minister of Education.

The general purpose of the Foundation is to promote and encourage the better education of Pacific students and to provide financial assistance for that purpose.

The appointments process to replace the current members is currently in progress. The new PEF Board members were approved and confirmed by the APH Committee in December 2022. Their appointment will be finalised once they have been sent their letters of appointment.

Current members

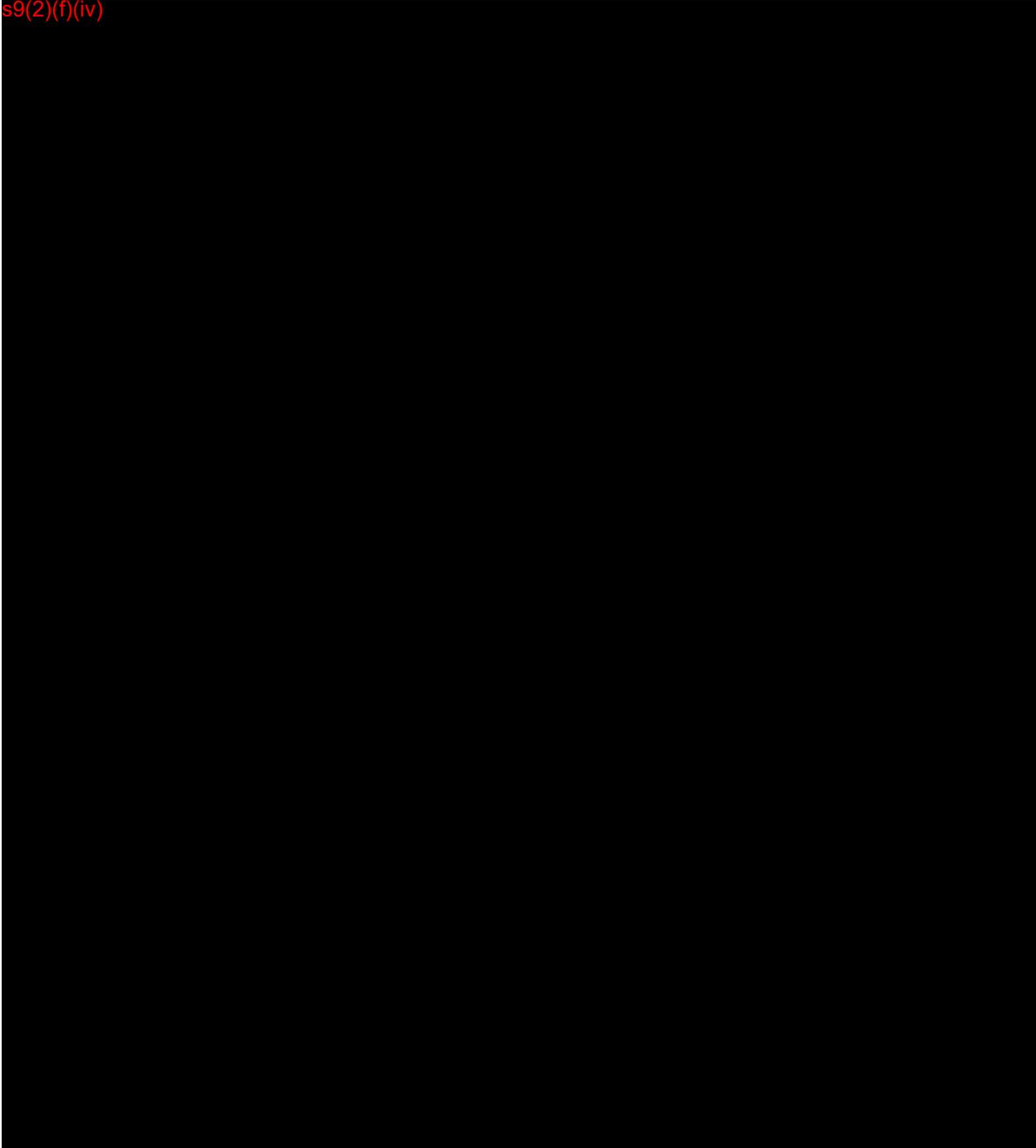
<p>Dr Palatasa Havea MNZM (Deputy/Co-Chair)</p> <p>Term: August 2018 – 30 August 2021 (on rollover term until a replacement is appointed).</p>	<p>Dr Havea is the Dean, Professor Pacific Success Office for Massey University. He is an experienced Chair with a demonstrated history of working in the education management industry, is skilled in Biotechnology, Management, Rheology, Research and Development (R&D), and Food Processing. Dr Dr Havea is a strong education professional with a Doctor of Philosophy - PhD focused in Food Technology from Massey University.</p>
<p>George Gavet (Co-Chair)</p> <p>Term: August 2018 – 30 August 2021 (on rollover term until a replacement is appointed).</p>	<p>George Gavet graduated with an MA(Hons) in Youth Development at AUT University. He has been involved with youth, predominantly Maori and Pasifika, over the past two decades. George's professional career has been mainly in the education sector serving priority learners through his work in the schooling and tertiary sectors. He recently left a role at the Ministry of Education to join the Solomon Group, a private training organisation aimed at enhancing employment opportunities for Maori and Pasifika learners through vocational education and training.</p>
<p>Dr Litea Meo-Sewabu</p> <p>Term: February 2019 – 14 February 2022 (on rollover term until a replacement is appointed).</p>	<p>Dr Litea Meo-Sewabu is a Lecturer at the University of the South Pacific in Fiji.</p> <p>Prior to taking up the role in Fiji, Litea was the Pacific Research and Policy Centre Coordinator at Massey University, Palmerston North. She graduated with a Doctorate of Philosophy in social policy from the College of Health at Massey University. She investigated indigenous perceptions of health and her thesis explored the understanding of health and wellbeing among Indigenous Fijian women.</p>

<p>Bradley Watson</p> <p>Term: February 2019 – 14 February 2022 (on rollover term until a replacement is appointed).</p>	<p>Bradley Watson has a legal background. He has been admitted to the Bar and has been a mentor and tutor at Otago University. In a previous project management role with the Office of the Associate Dean Pacific, Health Sciences Division at the University of Otago, Bradley was responsible for operational and financial monitoring and strategic planning. He is now the Director and Co-Founder of Tuamafafilimalae, a social focused start up offering general consulting and project management services.</p>
<p>Secretary for Education</p>	<p>Ex officio</p>
<p>Secretary for Ministry for Pacific Peoples (representative)</p>	<p>Ex officio</p>
<p>Te Tāhuhu o te Mātauranga manager responsible for Aotearoa Pacific education</p>	<p>Ex officio</p>

New Members



s9(2)(f)(iv)



Appendix M – Visual Chart of MPP Tier 1-3 Leadership



Gerardine Clifford-Lidstone
Secretary for Pacific Peoples
National Office



Marisa Maepu
Chief Advisor to
the Secretary for
Pacific Peoples
(Acting) National Office

s9(2)(a)

CORPORATE SERVICES



Leatigaga Jason Tualima
Deputy Secretary,
Corporate Services
National Office

s9(2)(a)

POLICY, RESEARCH, EVALUATION, HOUSING AND LANGUAGES



Aiono Matthew Aileone
Deputy Secretary,
Policy, Research,
Evaluation, Housing and
Languages
National Office

s9(2)(a)

OFFICE OF THE CHIEF EXECUTIVE



Fonoti Seti Talamaivao
Deputy Secretary,
Office of the
Secretary (Acting)
Northern

s9(2)(a)

REGIONAL PARTNERSHIPS



John Tuamoheloa
Deputy Secretary,
Regional Partnerships
(Acting)
Northern

s9(2)(a)

SERVICE DELIVERY



Tuaopepe Abba Fidow
Deputy Secretary,
Service Delivery
Northern

s9(2)(a)