

Pacific Prosperity through Social Enterprise

A Rubric for policy, planning and practice

Executive Summary

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



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



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Introduction

The Ministry of Social Development (MSD) and the Ministry for Pacific Peoples (MPP) have recognised the need to support Pacific prosperity and improve economic outcomes, as outlined in their strategies - Pacific Prosperity: Our People, Our Solutions, Our Future (Ministry of Social Development, 2019) and Pacific Aotearoa Lalanga Fou (Ministry for Pacific People, 2018). Together MSD and MPP established a relational and culturally anchored commissioning approach to supporting the development of three Pacific social enterprise programmes: **CIDANZ eFamilies programme, SIAOLA-GREI and The Business Factory**. Included in this approach was the recruitment of a Pacific research group, Moana Research, to explore and reflect the journeys, experiences, progress and challenges of all stakeholders involved. This report outlines Moana Research's findings and recommendations.

It is acknowledged that Pacific people living in New Zealand contribute significantly to the economy, yet they experience many challenges and inequities in areas such as health, education, housing, and employment (Treasury, 2018). Pacific prosperity and economic development cannot be achieved

by one Government agency. Nor can it be achieved in the absence of Pacific businesses, communities, and families. Achieving better outcomes for Pacific people requires an innovative approach separate to traditional Government transactions - an approach that is based on effective collaboration, relationships, and reciprocal understanding in order to align with how Pacific development initiatives function. Pacific communities have long requested for an approach that is culturally responsive, recognising the strengths Pacific people have and the ability to drive their own innovative solutions.

The MSD and MPP have been well positioned to provide a platform for Pacific communities, particularly in the social enterprise sector. Senior Pacific officials working for MSD and MPP worked alongside three Pacific social enterprises and Moana Research (November 2019 – June 2020) in a project which sought to develop a sustainable funding model of support for Pacific Social Enterprises that will incentivise Pacific communities to engage with future Government investments.



An innovative and culturally grounded approach was committed by MSD and MPP who for this project, replaced complex funding and reporting agreements with a relational and agile approach through talanoa and talanga*. This served the interests of all agencies and enterprises, as oppose to traditionally focusing on strict criteria. As reflected in the Fa’afaletui framework (see Methodology Review section) and throughout this report, the interagency and collaborative approach of Government (‘view from the mountain’), Pacific social enterprises (‘view from the

tree-top’) and families (‘view from the canoe’) reflects how a participatory, open and reflective relationship through talanoa and talanga can effectively contribute towards Pacific prosperity and wellbeing.

The findings throughout this report provides a unique opportunity to reflect and understand the process and findings, which in turn can contribute to future investments and planning towards sustainable Pacific social enterprise models, unlocking the potential of Pacific communities, families and enterprises.

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

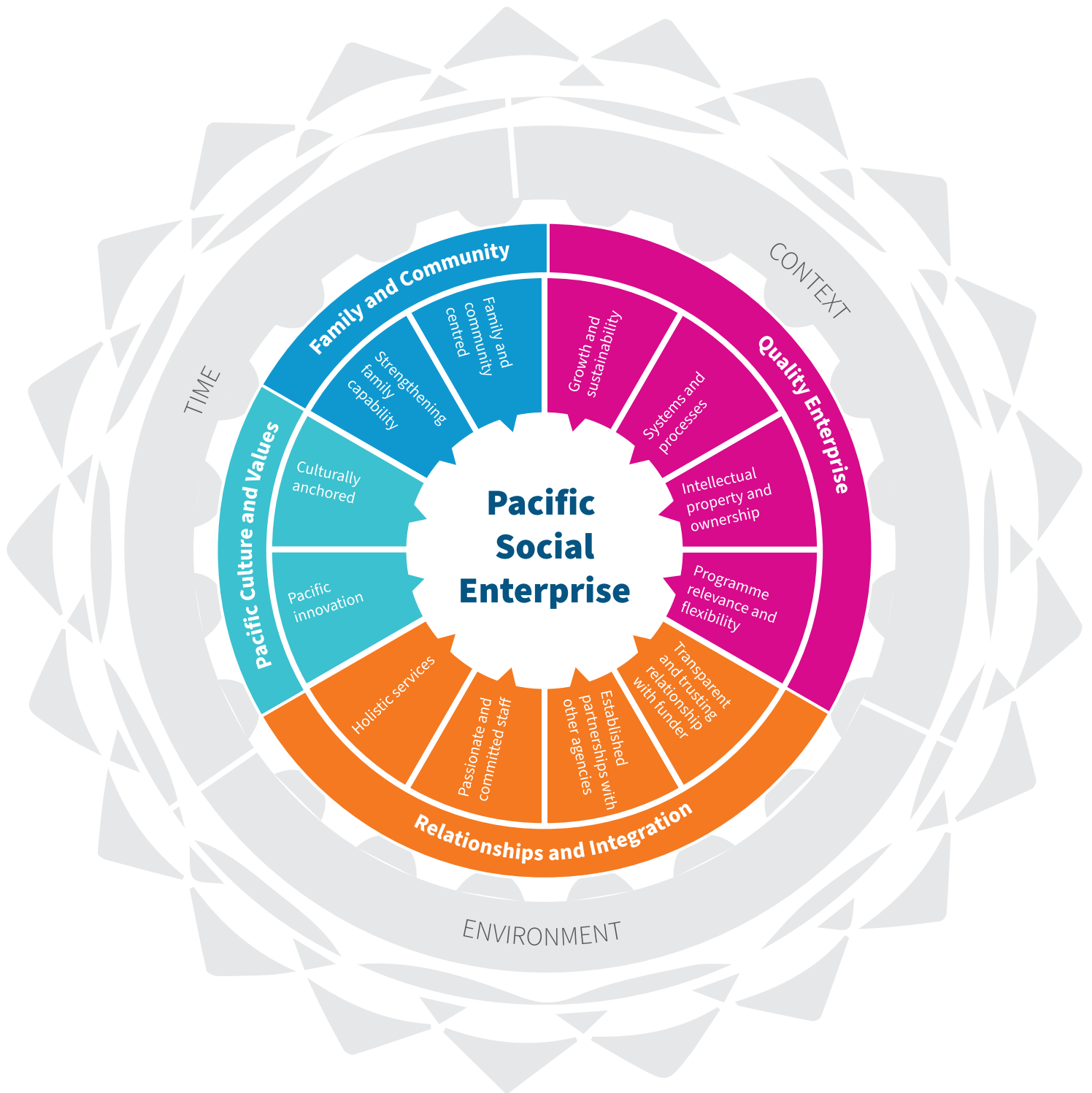
Pacific Social Enterprises Rubric

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

Twelve criteria were identified as core elements of commissioning, developing and delivering Pacific social enterprise (see Figure 1). These criteria fall into four general categories:

- **Family & Community-led:**
 - Family and community-centred
 - Strengthening family capability
- **Pacific Culture and Values:**
 - Culturally anchored
 - Pacific innovation
- **Relationships and Pacific Approaches:**
 - Transparent and trusting relationship with funder
 - Holistic services
 - Established partnerships with other agencies
 - Passionate and committed staff
- **Quality Enterprise:**
 - Programme relevance and flexibility
 - Quality systems and processes
 - Growth and sustainability
 - Intellectual property and ownership

Figure 1: The Pacific Social Enterprise Rubric



Each criterion has been described below (see Figure 2) with success indicators based on literature and stakeholder insights. Challenges are also described to help

minimise or eliminate these barriers in future. This rubric is a living framework that will continue to evolve over time as environments and contexts change.

Family and community centred

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

Strengthening family capability

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

Culturally anchored

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

Pacific innovation

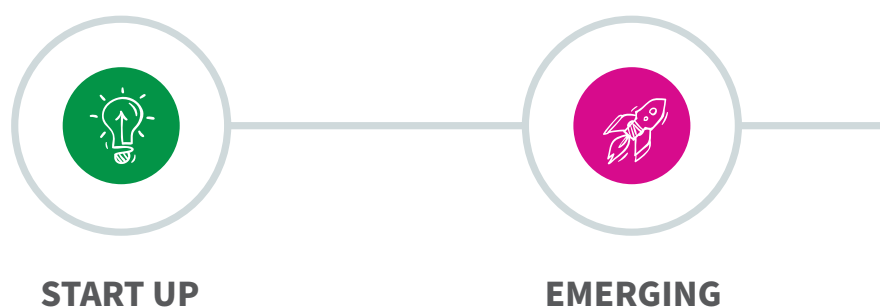
Pacific innovative approaches are unique, driven by a social mission and focused on Pacific prosperity and future development

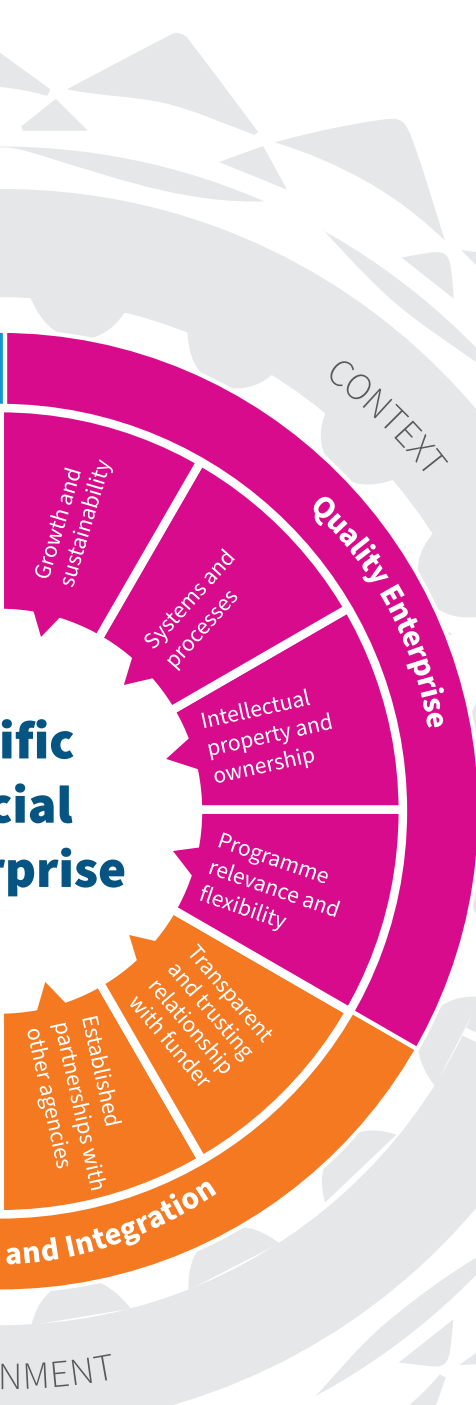
Holistic services

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

Passionate and committed staff

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





Growth and sustainability

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

Systems and processes

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

Intellectual property and ownership

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

Programme relevance and flexibility

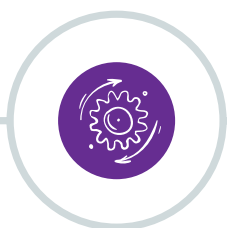
Programme flexibility is supported when family, community and organisational purpose and aspirations have changed.

Transparent and trusting relationship with funder

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

Established partnerships with other agencies

Genuine collaborative partnerships that continue to empower rather than disempower communities



GROWTH



ESTABLISHED

Social Enterprise Criteria	Description	Success Indicators
<p><i>Family and community centred</i></p>	<p>Families and communities determine their aspirations and goals within a programme that is fully participatory and anchored on family self-determination.</p>	<ul style="list-style-type: none"> • Families and communities are fully engaged and make key decisions about their goals and aspirations which are recognised • Services are responsive to needs of families and communities in real-time • Family cohesion, self-determination, and sense of belonging • Mechanisms for family engagement
<p><i>Strengthening family capability</i></p>	<p>Understand family context to ensure families acquire the knowledge and skills to strengthen family capability and intergenerational change.</p>	<ul style="list-style-type: none"> • Families report improved financial literacy and wellbeing • Families report both individual and all-of-family impacts e.g. intergenerational change • Motivation and investment in human capital, leading to positive change within families

Social Enterprise Criteria	Description	Success Indicators
<p><i>Culturally anchored</i></p>	<p>Support and strengthen the implementation of Pacific and ethnic specific cultural frameworks, values, and identities</p>	<ul style="list-style-type: none"> • Recognises the significance of diverse Pacific ethnic groups, cultures, languages, faith, age, gender, and values • Pacific and ethnic specific cultural frameworks and approaches are supported and applied
<p><i>Pacific innovation</i></p>	<p>Pacific innovative approaches are unique, driven by a social mission and focused on Pacific prosperity and future development</p>	<ul style="list-style-type: none"> • Evidence of social cohesion and direct impact among Pacific communities • Creative and cultural insight maximise the translation and impact of Pacific core values • Cultural capital extends beyond Pacific community and geographic areas • Diverse resources to support entire life cycle of innovative venture

Social Enterprise Criteria	Description	Success Indicators
<p><i>Holistic services</i></p>	<p>Strengthens efforts to adapt and respond to the holistic needs of families</p>	<ul style="list-style-type: none"> • To adapt and respond to the holistic needs of families • Financial and economic success is intertwined with overall health and wellbeing • High value is placed on maximising broader holistic outcomes – physical, emotional, intellectual, social, and spiritual wellbeing • Dedicated resources allocated to meet holistic outcomes
<p><i>Passionate and committed staff</i></p>	<p>Staff have deep knowledge and connection to Pacific networks, relationships and understanding of social and cultural contexts</p>	<ul style="list-style-type: none"> • Staff draw on their broad range of social and cultural skills to respond to the diverse needs of Pacific communities and families • Deep culturally safe relationships formed • Shared social-cultural relationships and values improving connectedness, mutual trust, and productivity

Social Enterprise Criteria	Description	Success Indicators
<p><i>Transparent and trusting relationship with funder</i></p>	<p>Relationships between the funder and providers (including providers and families) are based on mutual high trust and supportive environments, and align with provider, community, and family aspirations.</p>	<ul style="list-style-type: none"> • Facilitative relationships not transactional • Shared values and priorities • Autonomy with funding goals and aspirations • Collective action with real time feedback • Embrace flexibility • Providers report high level of support and positive staff interactions
<p><i>Established partnerships with other agencies</i></p>	<p>Genuine collaborative partnerships that continue to empower rather than disempower communities</p>	<ul style="list-style-type: none"> • Leveraging other services and cross-sector coalitions to meet the broader needs of families and communities • Collaborative working relationships with agencies that are committed to mutually reinforcing activities which is sustainable long term • Collective impact • Complementary, not competitive, partnerships

Social Enterprise Criteria	Description	Success Indicators
<p><i>Growth and sustainability</i></p>	<p>The capacity to become adaptable and viable long term while also achieving social purpose and impact</p>	<ul style="list-style-type: none"> • Investment in innovations that grow inclusive economy for Pacific communities • Pacific owned enterprise with clear value proposition for Pacific communities • Growth strategy highlighting social and financial viability and longevity • Business mentors
<p><i>Systems and processes</i></p>	<p>Robust systems that scan for change and respond accordingly to take advantage of new opportunities and growth, while also focusing on impact and sustainability</p>	<ul style="list-style-type: none"> • Organisation’s primary purpose and structure creates meaningful impact among communities and families • Ability to identify potential changes early and respond flexibly over time • Robust governance, skilled team, efficient processes, and support structures in place • Transparency

Social Enterprise Criteria	Description	Success Indicators
<p><i>Intellectual property and ownership</i></p>	<p>Pacific communities and organisations maintain exclusive rights, self-determination and autonomy over original work, innovations, and programmes</p>	<ul style="list-style-type: none"> • Shared understanding of cultural and intellectual property rights • Protection of ideas, information and/or knowledge that has been created • Transparency and a sense of ownership towards social purpose
<p><i>Programme relevance and flexibility</i></p>	<p>Programme flexibility is supported when family, community and organisational purpose and aspirations have changed</p>	<ul style="list-style-type: none"> • Adapt to local contexts and communities as the original plan evolves • Addresses inequity • Community driven impact and solutions that are agile • Realistic reporting that highlights transparency and impact • Flexibility of outputs that meet the outcomes

Development Phases

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

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

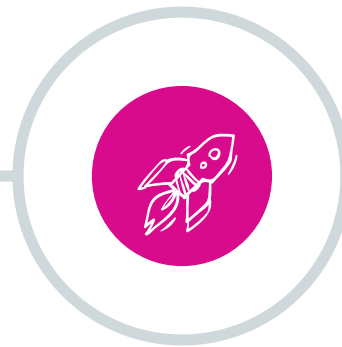


START UP

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

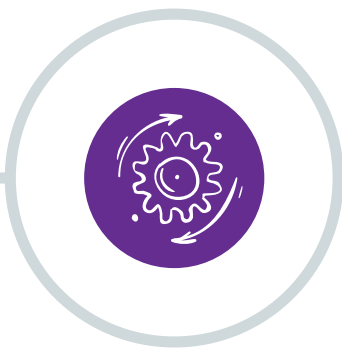
This phase also involves strategic planning (aims, objectives, funding), as well as anticipating challenges and obstacles.

Overlooking the planning component can risk enterprise viability.



EMERGING

As the social enterprise emerges, the aims, objectives and strategies also need to be reviewed to ensure the social mission remains fit for purpose and sensitive to the community/family needs. Collaborative partnerships that align with social mission is also important as not one organisation can address this on their own.



GROWTH



ESTABLISHED

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

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

Conclusion

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

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

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



PARAUOTOA
NORTH

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Moana Research

PO Box 59244

Māngere Bridge

Auckland 2151

moanaresearch.co.nz